

Learning *Without* Borders

ACADEMIC REPORT 2020-21



LUMS
A Not-for-Profit University

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Message

FROM THE VICE CHANCELLOR

Dear LUMS community,

Thank you for a wonderful and productive academic year at LUMS! It was a year that demanded extraordinary perseverance and support for one another. Together, we navigated through challenges and turned many of these into sustainable opportunities. By always putting learning first, faculty, staff and students worked as true partners to transition online. Scholarship and collaborations continued to flourish, a record number of courses were redesigned, and pedagogical training was embraced. Nascent support centres such as the LUMS Learning Institute, Centre for Continuing Education and Office of Accessibility and Inclusion, provided much needed leadership during this time and a lot was accomplished by our more established centres as well. I hope you will enjoy reading about these achievements later in this report.

CAMPUS DISRUPTIONS

We began the year by welcoming 1,621 students (526 graduate students) from a pool of 7,021 applicants representing all provinces and territories - from Abbottabad to Gujranwala to Hyderabad to Naushehra to Skardu to Ziarat. LUMS is certainly as diverse as Pakistan. Orientation Week began in earnest with excellent participation and high hopes that more students would be invited back to campus to take labs and in-person courses over time. Students showed their resilience during the pandemic and embarked on a remarkable journey of learning, which in retrospect, is a testimony of personal and collaborative achievements. They organised charity drives, continued engaging with over 50 student societies, started their own radio



Anoosh Fatima Khan and Sana Chaudhry; the first female President and Vice President to lead the Student Council



station and for the first time, elected a female President and Vice President to lead the Student Council.

Our top priority was to put health and safety first. LUMS strengthened its provision of health services by hiring more counsellors, establishing a 24-hour campus health clinic and a helpline. Several town halls were held to share concerns and encourage a dialogue on difficult topics including mental health, the need for accommodating students from remote areas, dealing with sexual harassment and challenges associated with online learning from disruptive home environments. Communication was key to sharing academic and administrative decisions when we often had to respond to last minute government directives and to rapidly changing conditions on the ground.



Safety first! A sign reminding the campus community to wear masks and maintain social distancing

Online and hybrid learning came with a steep learning curve but in retrospect, also provided a window for more flexible and

inclusive learning for all. Faculty designed several innovative courses that will continue to be offered online as they not only leverage quality but also provide students the opportunity to learn anytime from anywhere. We have also experienced a significant increase in access to wider audiences through Continuing Education, specifically learners from the broader region who are not able to enter formal programmes but are interested in taking courses at LUMS. Similarly, LUMS Live, a moderated weekly panel has been seen by millions of viewers on a range of topics and brings global expertise to the fore. We are proud to share that to date, there have been more than 75 sessions where many LUMS faculty and other external experts have been involved.

Last year, we hosted an online convocation programme, which earned praise by students, parents, faculty, and staff. Similarly, our community has been working hard to create a memorable experience for the Class of 2021. Amongst the distinguished guests, the Chancellor and President, Dr. Arif Alvi will offer remarks followed by our keynote speaker, Ms. Faiza J. Saeed, Presiding Partner at Cravath, Swaine and Moore, USA. For the first time, we will also recognise six emeritus professors for their distinguished lifetime service to LUMS. They include Drs. Anjum Nasim (MGSHSS), Syed Zahoor Hassan (SDSB), Jamshed Khan (SDSB), Ehsan Ul Haque (SDSB), Anwar Khurshid (SDSB) and Arif Zaman (SBASSE).



Six outstanding professors have been awarded the title of Professor Emeritus

Overall, while there have been periods of exhaustion in managing multiple roles during the pandemic, this situation has also brought us closer together. Transcending business as usual, we have shared personal stories and have learned to be a more caring and generous community.

NEW AT LUMS

The intensity of meetings with senior administrators has also increased as new leaders emerged from within the ranks along with others who were recruited externally. Following a rigorous search process and public presentations, Dr. Farhat Haq, Professor and past Chair of Political Science at Marmouth College in the USA, was appointed Provost. Dr. Tariq Jadoon, past Registrar and Chair of Electrical Engineering at LUMS moved into the role of Vice Provost. The Office of the Provost is emblematic of a renewed vision of governance at LUMS and takes the lead on academic decisions and providing oversight to Deans as well as over a dozen centres of excellence.

Dr. Faisal Bari, Dean of our youngest school, Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE), hit the ground running with faculty to start several new initiatives including a Minor in Education and the Executive MPhil in Education Leadership and Management. Several student practicum projects have resulted from over 45 MOUs that have been signed with local partners. SOE is also poised to enter the teacher training market and collaborate with other schools for inter-disciplinary programming. At the Shaikh Ahmad Hassan School of Law (SAHSOL), Dr. Sadaf Aziz, Associate Professor took over as Interim Dean. Under her leadership, SAHSOL has a revised curriculum, a recruiting drive to strengthen research intensity and to leverage the work of the Centre for Chinese Legal Studies.

We also welcome our new Dean of Student Affairs, Dr. Adnan Zahid. Dr. Zahid completed his MBA at LUMS, went on to Oxford, then City University in the UK and came back to serve as Assistant Professor at the Suleman Dawood School of Business (SDSB) and Director of Undergraduate Studies. We are very excited about the vision he brings to advocate for students, and a renewed focus to Office of Student Affairs' operations. We thank our outgoing Dean, Dr. Adnan Khan for his commitment to students, to residential life and to LUMS. Dr. Khan's tenure saw many changes which set the bar high to support students beyond the call of duty and we thank him for his many contributions.

Finally, Ms. Sabahat Bokhari joins us as Director of Human Resources, and brings a rich background in organisational development, employee well-being and a passion for diversity, inclusion, and equity in the workplace. Already, she has helped to lead the establishment of an improved health benefits plan that is the same for everyone regardless of rank, and a revamped performance evaluation system that values merit.

These senior appointments speak to just how vibrant and attractive LUMS remains, both as a destination for employment and senior leadership, and its dedication to the vision each of the leaders bring. Collectively, their visions signal tremendous growth opportunities we have not seen for some time. In addition, as you will read in the rest of the report, the remaining

schools have also sprang into action.

Dean Ali Khan and colleagues bring a range of exciting initiatives from our biggest school, Mushtaq Ahmad Gurmani School of Humanities and Social Sciences. Similarly, Dean Alnoor Bhimani and team have significantly increased graduate programming at SDSB. Dean Sabieh Anwar has galvanised his faculty to generate a record of successful grants and graduated over 20 PhDs from the Syed Babar Ali School of Science and Engineering (SBASSE). The senior leadership have also committed to take significant steps to unify their work under the umbrella of Learning Without Borders - the university's mission that is beginning to clearly differentiate LUMS from other institutions.



The inaugural VC Teaching Award winners

NO BORDERS

Transdisciplinary research and teaching provide LUMS significant opportunities as well as challenges to institute practices that will strengthen Learning Without Borders. Two concrete steps to move in this direction include, firstly, proposals to introduce a minor and diploma/MS in environmental studies as well as in data science, where these programmes set the bar for future growth in multi-disciplinary programming. And secondly, new hiring lines for inter-school and cross-centre appointments. These steps implicate how faculty will be evaluated across programmes and schools and a new career progression framework is in development through the Office of the Provost.

New career progression pathways for tenure and promotion include more clarity for candidates in

terms of what each School regards as effective teaching as well as the kinds of evidence they need to assemble to demonstrate their competence as a teacher. This has spurred the need to recognise teaching expertise and has led to recognising the inaugural cohort of the Vice Chancellor's Award for Teaching Excellence. Following a rigorous review, the Selection Committee unanimously recommended Drs. Zubair Khalid (SBASSE), Ali Raza (MGSHSS), Muhammad Tariq (SBASSE), Momin Uppal (SBASSE) and Ms. Angbeen Mirza (SAHSOL) as the first cohort. We are extremely proud of their individual achievements, which will be recognised during the Convocation 2021 ceremony as they continue to mentor students, their peers and the wider communities they serve.

AWARDS AND RANKINGS

While we do not chase institutional rankings and awards per se, when they come to us, we can take pride in our achievements! Recognition from two major global ranking organisations, QS and Times Higher Education, and the Council for Advancement and Support for Education (CASE) have given us the type of external recognition that speaks of our collective efforts to continue to strive for excellence at LUMS. I would like to sincerely congratulate our Deans, Directors, Heads, faculty, staff and students for these significant accomplishments.



COUNCIL FOR ADVANCEMENT AND SUPPORT FOR EDUCATION – CASE PLATINUM AWARDS

Of the nearly 300 entries submitted throughout the world in the eight award categories, LUMS received global recognition with the Platinum Award for its signature National Outreach Programme for 'Best Practices in Diversity, Equity and Inclusion'.

THE 2020 RANKINGS AMONG TOP ASIAN UNIVERSITIES

The University was ranked for the first time by the Times Higher Education (THE) Asia University Rankings and was placed among the top 251-300 Asian universities.

TOP UNIVERSITY IN PAKISTAN FOR BUSINESS AND MANAGEMENT STUDIES

QS World University Rankings 2021 by Subject ranked LUMS as number one in Pakistan. Also ranked in the top 200 globally, for Business and Management Studies. This is a significant improvement from last year, where LUMS was placed in the top 250. In addition to this, LUMS has also been ranked within the top 250 universities around the world in the Accounting and Finance subject area. The University has the added distinction of being the only institution in Pakistan to be ranked in this category.

TOP 40 OF WORLD'S BEST SMALL UNIVERSITIES

LUMS received global recognition as a small university in the Times Higher Education (THE) ranking for 2020. It ranked at #40 and has the added distinction of being the only institution in Pakistan to be on the list.

QS WORLD UNIVERSITY RANKINGS 2022

1,673 institutions from 93 locations were covered and 1,300 were finally ranked. Only 10 institutions from Pakistan featured in the list. LUMS ranked in the 651-700 rank band. Also, 2021 rankings determined Employer Reputation was the strongest performance indicator for LUMS. This is an extension of last year's achievement where the QS Graduate Employability Rankings 2020 declared LUMS as the 'top ranked university in Pakistan'.

EMBA PROGRAMME MAKES ITS MARK IN GLOBAL RANKINGS

QS Executive MBA Rankings 2020 highlight that out of 141 Executive MBA (EMBA) programmes from around the world included in this year's rankings, SDSB earned a rank of 101+ overall and performed amongst the top 71.6% globally. In addition to this, out of the 21 global EMBA programmes in Asia Pacific included in this year's EMBA rankings, SDSB earned a rank of 15+, and performed amongst the top 71.4% in Asia Pacific.

LOOKING AHEAD

Like many other institutions, a brighter future is dependent on how the campus community embraces vaccinations which was articulated in a formal policy developed by HR. Based on a recent faculty survey, it is clear we will have significantly more in-person classes this Fall than last year. Of course, this will depend on certain conditions including whether students are fully vaccinated and whether there are enough ventilated classrooms that are COVID compliant. We have identified classrooms and will continue to ensure that the LUMS community gets fully vaccinated. On campus vaccination efforts are working. To date, 75% of faculty and 80% of staff have been vaccinated and it remains to be seen how many students are able to get their shots by the Fall as vaccinations will be mandatory to return to LUMS. In this scenario with increased vaccinations, we will be able to invite all our hostelites back. Of course, no one can predict whether there will be another COVID wave due to variants but we will closely monitor conditions. Our hope is that all COVID restrictions will be lifted by Spring of 2022.

Students will be pleased to find 500 additional COVID-friendly study spaces, as well as outdoor classrooms. There are several major renovations that are also underway. The iconic Superstore has a new look and function which includes a book section, more healthy provisions including home-grown organic fruits and vegetables and a souvenir section. Two new outdoor cafes will soon be launched. These include the Barah Dari Café with an outdoor terrace, thanks to a generous donation from our alumnus who began the Khoka, and a new middle-eastern cuisine café near the Aquatic Centre.

Two other major initiatives this year include the approved design for a new female residence that will accommodate over 500 students and a plan for a new Central Building, which aims to manifest LUMS' No Borders agenda by providing a space for cross-disciplinary engagement. This



An outdoor space being used as a classroom

landmark structure will set the standard for a sustainable ecosystem, as it will include an urban forest, auditorium, theatre, open designs for centres and student spaces. This multipurpose building will act as an innovation-driven space to unify, integrate, and bring together the LUMS community as well as external partners.

One of the distinct pleasures of writing this message is to reaffirm why LUMS continues to be a national treasure. It brings me great pride and joy to see that the entire LUMS community not only embraced adversity but provided exemplary leadership in all areas of our core business - research, teaching and service to the wider community. The year is ending much stronger than it began, and I look forward to welcoming everyone back on campus. Students, faculty and staff have taught us all what it means to be true partners in the academic enterprise, and I want to wish everyone well for the coming academic year.

Thank you!

DR. ARSHAD AHMAD

A handwritten signature in black ink, appearing to read 'Arshad Ahmad', written over a blue horizontal line.

**VICE CHANCELLOR,
LUMS**

Message

FROM THE PROVOST OFFICE

Our heart is full of gratitude for the resilience shown by our community in the face of grave challenges posed by the global pandemic. For over a year and a half, we have wrestled with a sly foe in the shape of the COVID-19 virus that keeps throwing new challenges our way. The newly created Provost Office coordinated the management of COVID-19 related issues for the campus, but that did not distract us from our core mission of cultivating a culture of excellence in teaching, service, and research at LUMS.

COORDINATION, COLLABORATION AND COMMUNITY

As LUMS grew to become a comprehensive university with five schools and over a dozen centres, the Office of the Provost was created to ensure greater coordination and collaboration. An important element of that coordination is the weekly Vice Chancellor and Provost council meetings which enable us to address impending crises as well as longer term planning for new initiatives. The five schools have their distinct identities and histories at LUMS. The decentralised budgeting and planning model allows the Deans to manage the affairs of their schools, however, the 'No Borders' transdisciplinary agenda makes it

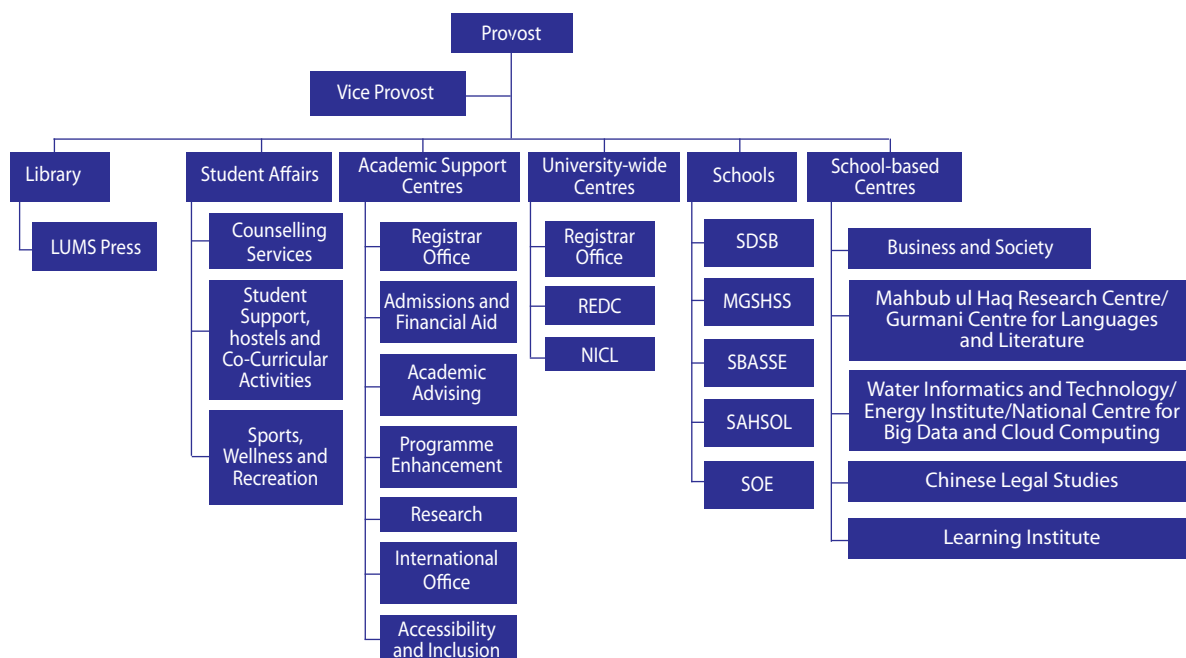


Dr. Farhat Haq
Provost



Dr. Tariq Jadoon
Vice Provost

imperative that robust collaboration across schools occur in academic programming and hiring of faculty. We have been working with the Deans to ensure that we address the particular challenges faced by each school as we also encourage collaboration on interdisciplinary majors and minors, and transdisciplinary faculty hiring.



Out of the seven academic support centres listed above, five were created in the last two years.

The Provost Office is working with the newer centres to clarify their core mission and ensure that they have the requisite resources to fulfil that mission. The Office of Accessibility and Inclusion finalised the Sexual Harassment Policy, conducted an audit of some of our buildings assessing their accessibility and held an inaugural conference on dignity and inclusion. The Office of International Affairs is working on a university-wide strategy on internationalising LUMS as it completes work on the first international centre at LUMS funded by an EU Erasmus grant. Promoting research at LUMS and beyond, and to help contribute to Pakistan's knowledge economy, the Office of Research, despite the pandemic, processed 319 grants. 186 of these were approved, generating PKR 587 million. The Provost Office is working with the Office of Research to further enhance its capacity in generating larger international grants. The Office of Programme Enhancement was created to gather institutional data that informs policy decisions and improves academic programming. By conducting surveys of online teaching, the Office's work this year contributed towards improved pedagogical practices for online classes.

The Office of Academic Advising was established in the spring of 2020 to help the five schools set standards for effective academic advising. This year, the Office focused on undergraduate advising and mentoring National Outreach Programme students. It helped SAHSOL and SBASSE establish a peer-mentoring programme, instituted a pilot programme to improve undergraduate advising at SDSB and created online resources for faculty advisors and students.

The Office of Admission and Financial Aid manages undergraduate admissions for four schools and graduate admissions for twenty-four programmes. The Office revamped the online admissions system, processing documents online and adapted to COVID-19 restrictions by introducing a live web chat facility for applicants. The Office also administered the LUMS Common Admission Test as a substitute for SAT. The SBASSE Subject Test was administered in six cities and the LUMS Graduate Admission Test was administered in three cities. All in all, performing a herculean task of ensuring all timelines and targets were met despite the pandemic.

The Registrar Office demonstrated incredible flexibility in accommodating the ever-changing pandemic dynamics—online, offline, hybrid, COVID-compliant auditorium capacity constraints, etc. that impacted the academic calendar and course registrations, thereby, ensuring that student needs are met in these difficult times whilst working with the Provost Office to plan for future improvements.

The three university-wide centres: the Centre for Continuing Education Studies (CES), Rausing Executive Development Centre (REDC) and National Incubation Centre (NIC) have made significant progress this year. For instance, despite cancellation of several in-person training sessions, REDC achieved its revenue goal of PKR 152 million by serving one thousand executives in seventy-five organisations. It plans to increase its revenue target to PKR 240 million for next year by increasing its footprint in management consulting, development sector grant bidding, executive assessment solutions and health management solutions. Once again, CES has led the planning for summer sessions this year as it also works with REDC, LUMS Learning Institute and NIC to explore possibilities of offering learning opportunities to external audiences. NIC went through an assessment of its mission and structure in 2020 and came up with NIC 2.0 with a renewed mission to develop high potential, early-stage ventures from across Pakistan by leveraging support from LUMS faculty, industry veterans, leading business professionals and the alumni network. To date, it has incubated 200+ start-ups, graduated 106, has a network of 150+ mentors and 100+ investors, and raised 37 seed investments.

FACULTY CAREER PROGRESSION

An outstanding faculty is the most important asset for LUMS and retaining these exceptional scholars and teachers requires planning for the entire life cycle of faculty career progression. Recruiting well-qualified faculty is a challenging prospect in Pakistan, which makes it even more important that once we recruit new faculty, we retain them and provide them with opportunities to develop further as teachers and scholars. Despite COVID-19, we recruited seventeen new faculty members last year. We are instituting a Faculty Orientation Programme to introduce new faculty to LUMS academic life. Identifying

mentors for the new faculty, providing them with information about key offices, orienting them to expectations regarding tenure and promotion and providing opportunities for social interaction with their colleagues within and across schools are the objectives we hope to meet through this Programme.

As we celebrate the fact that 20 faculty members earned tenure and promotion this year, we must continue our vigilance in ensuring that expectations regarding tenure and promotion are clear to the faculty and their evaluators. As an institution, we must be clear about the importance of teaching and service as well as research productivity. Our tenure and promotion policies must not signal that research productivity is the most important metric even in the case of mediocre performance in teaching. A university-wide agreement on indicators of effective teaching is paramount for our system of tenure and promotion.

To ensure that we develop performance metrics in research, teaching and service that are relevant for the mission of LUMS we held a virtual retreat in December 2020 under the guidance of Professor Denise Chalmers. Several senior leaders including members of the School Appointment Promotion and Tenure Committees (SAPTCs) and Heads of various departments, the Deans, Vice Provost, Provost and the Vice Chancellor participated in the retreat. To continue the work of faculty career progression we have assembled a teaching excellence taskforce that has been meeting for the past several months and is close to finalising a list of university-wide indicators for evaluating teaching effectiveness. Once the indicators are finalised, representatives of the five schools will consult relevant stakeholders to identify the types of evidence appropriate for their schools. By the end of summer 2021, we will have a framework that will provide clarity to the candidates for tenure and promotion on what is considered effective teaching at LUMS and what kinds of evidence they need to assemble to demonstrate their competence as a teacher.

The framework would further provide the Department Promotion and Tenure Committee and SAPTCs better examples of how to evaluate teaching effectiveness. The work of the taskforce will eventually result in aligning institutional goals with the appropriate incentives in faculty career progression. It is important to convey the message that good teaching and evidence-based decisions will be nurtured and rewarded at LUMS.

At the completion of one year of a fully established Provost Office, we are thankful for not only surviving in this pandemic year but also gaining significant traction in creating synergies between different schools, academic support offices and centres to create structures, policies, and an institutional culture befitting of a comprehensive university with a global reputation for excellence. There is still much work that needs to be done to accomplish this mission. The path of this global pandemic is still somewhat uncertain but what we can be certain about is the commitment, passion, and energy of our community to ensure that LUMS maintains its reputation as Pakistan's premier university.

SULEMAN DAWOOD SCHOOL OF BUSINESS



Message

FROM THE DEAN



DR. ALNOOR BHIMANI
HONORARY DEAN

The past academic year has been like no other any of us is likely to have experienced. The pandemic has impacted every activity at the Suleman Dawood School of Business (SDSB). During this time of challenges for students, staff and faculty, SDSB has continued to establish new milestones. Our MBA and EMBA cohort intakes are the largest they have ever been. Additionally, three new MS programmes in Healthcare Management and Innovation, Technology Management and Entrepreneurship, and Business and Public Policy were successfully started last Fall. Students in these programmes will soon be embarking on project work following specialist courses. Further three MS programmes in Accounting and Analytics, Financial Management, and Supply Chain and Retail Management are being launched in Fall 2021. Of these MS degrees, three will be offered on weekends enabling working individuals to obtain a LUMS education.

The specialist Masters' degrees being offered at SDSB are in areas of key priority where the deployment of educated individuals with the right level of expertise can help drive the country's growth prospects and prosperity. But SDSB's aims go much beyond this. In the School's pursuit to develop ideas and people to shape business and society, we engage in a multitude of initiatives. Every woman accepted into a graduate programme receives a 50% scholarship. No other business school in the world has paralleled this, which places SDSB among the most avant-garde in actively committing to goals much deeper than the pursuit of economic growth.

The Centre for Business and Society, housed at SDSB continues to mobilise debates, policy discussions, research on new ideas, and events that bring balance and intelligence to social and business issues. This year we have launched 'Conversations with Changemakers', a series of talks to highlight the positive impact people in business are making to our changing world. The faculty at SDSB today publishes more highly ranked research per individual than it ever has. Much of our research output addresses real-world problems aside from developing theories and scholarly conceptualisations that advance global business scholarship. International business school rankings continue to elevate SDSB's positioning. But aside from this, it is the same faculty members who rather than seeing the pandemic as constraining educational output, have pushed the School further towards using technologies and methods to enhance the quality and experience of instruction. They have operationalised blended learning solutions, many of which will continue to evolve long after the pandemic ends.

At SDSB, constraints and challenges are turned into innovative opportunities and pathways to progress. This Report will provide a sense of the energy and drive that is core to making SDSB the top business school in the country.

Highlights



INTERNATIONAL ACCREDITATION

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

QS GLOBAL RANKINGS 2021 QS World University Rankings by Subject 2021

#1

in Pakistan
in Business &
Management Studies

Moving up significantly, the University is currently placed in the Top 200 bracket as compared to last year's ranking of 201-250.

Global Ranking of

201-250

in Accounting &
Finance

LUMS is the only university from Pakistan to be ranked in the subject area.

Among the top

30

MBA programmes in
Asia and top 201+ in
the world

From Pakistan, SDSB is the only school to be ranked in the QS Global MBA Rankings.

News and Events

SDSB 360

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



SDSB 360 issues

FACULTY PROMOTIONS



Dr. Ghufraan Ahmad
Associate Professor with
tenure



Dr. Ghazal Mir Zulfqar
Associate Professor with
tenure. Dr. Zulfqar is also the
PhD Management Programme
Director at SDSB.

SDSB LAUNCHES 'CONVERSATIONS WITH CHANGEMAKERS'

These webinars have been launched with the aim to connect students, alumni, and the broader community with thought and practice leaders worldwide. The first webinar of the series featured LUMS alumnus, Co-Founder Stacks and CEO Hiro PBC, Dr. Muneeb Ali in conversation with Honorary Dean SDSB, Dr. Alnoor Bhimani. They explored the social and economic impacts blockchain technologies are bringing and discussed emerging Fintech solutions, cryptocurrencies, and decentralised finance models pushing the boundaries of digitalisation, helping redefine business and society.



Changemaker Webinar with Dr. Muneeb Ali

The second webinar featured Mr. Rizwan Fazal, Head of Marketing, Jazz, who discussed how digitisation can help better service customers and the entrepreneurial opportunities emerging in a post-COVID world.

MS Programmes

Last year the School launched three new 1.5 year Master of Science programmes, envisioned to provide an intensive, rich, and innovative understanding of the intersection between business fundamentals and a focused specialisation area. These are:

- MS Business and Public Policy
- MS Healthcare Management and Innovation
- MS Technology Management and Entrepreneurship

Additional MS programmes were added this year:

- Master of Science in Financial Management - Regular
- Master of Science in Supply Chain and Retail Management - Weekend Mode
- Master of Science in Accounting and Analytics - Weekend Mode
- Master of Science in Healthcare Management and Innovation - Weekend Mode



Brochures for the new MS programmes

ELECTIVES - MS BUSINESS & PUBLIC POLICY

- Business and Government Relations
- Policy Analysis and Communication
- Firms, Markets and Public Policy

ELECTIVES - MS HEALTHCARE MANAGEMENT & INNOVATION

- Health Systems Management
- Healthcare Policy, Politics and Law
- Entrepreneurship and Innovation in Healthcare
- Healthcare Operations Management

ELECTIVES - MS TECHNOLOGY MANAGEMENT & ENTREPRENEURSHIP

- Technology Entrepreneurship
- Business Venture Proposal Writing
- Technology, Design and Innovation Management
- Technology and Operations Management

Undergraduate Programme Highlights

NEW ELECTIVE WITH A FOCUS ON EXPERIENTIAL LEARNING

- Internet Governance and Technology Policy

209 students on the SDSB Dean's Honour List for 2019-20

- Students on the Dean's Honour List
Class of 2021 60
Class of 2022 59
Class of 2023 90
- 1st position from the Sophomore batch was awarded to SDSB undergraduate student, Alina Anjum

UNDERGRADUATE STUDENT SCHOLARSHIPS

59

undergraduate students awarded Merit Scholarships

9

students awarded scholarships to appear for the CFA level I exams

EXCHANGE PROGRAMMES

14 students selected for exchange programmes for 2020-21:

Ozyegin University, Turkey	1
Tilburg University, Netherlands	1
Institute of International Management FH Joanneum, Austria	7
Koç University, Turkey	2
Universiti Malaya, Malaysia	3

STUDENT ACHIEVEMENTS

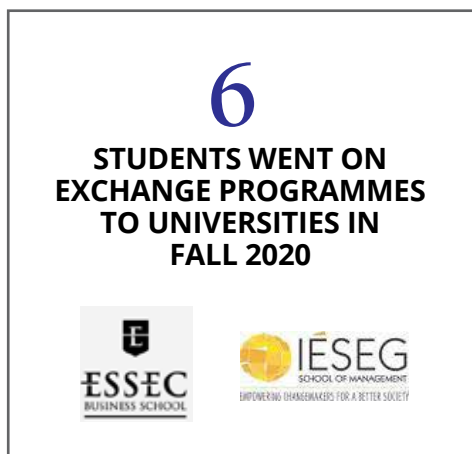
- Saad Bin Shakeel and Muhammad Hashim from SDSB are among the four bright students selected from LUMS for an exchange semester at the FH Joanneum University of Applied Sciences (FHJ), Austria.
- Muhammad Abdullah, BSc Accounting and Finance student at SDSB, scored the highest marks in the Strategic Business Reporting (SBR) ACCA examination held in September 2020. Abdullah was also declared the global winner by the Association of Chartered Accountants (ACCA).
- Yusra Riaz Solangi emerged as the Place Winner (Top Scorer) from Pakistan for the ACCA subject 'Advanced Performance Management' in March 2020.
- In the 2019-20 Central Superior Services (CSS) exams, Uzair Ali Khan, a graduate of BSc Accounting and Finance secured the 3rd position in Pakistan.
- Tehreem Siddiqui has got admission to the Saïd Business School, University of Oxford, UK to do an MSc in Financial Economics.

- Shajeel Ahmed attained 27th position in the CSS exams 2020 and was assigned to the Foreign Services of Pakistan.
- Hashim Masood got 15th position in the Pakistan Administrative Services.
- Muhammad Hammad Hamid got 12th position in CSS exams 2020 and was assigned to the Pakistan Administrative Services.

MBA Programme Highlights

TEACHING METHODOLOGY

In fall 2020 and spring 2021, MBA classes were conducted successfully in physical as well as online modes following traditional case-based methodology.



NEW ELECTIVES WITH A FOCUS ON DIVERSITY AND LEADERSHIP

- Managing Workplace Diversity
- Understanding and Managing Self- Identity in Contemporary Organisations
- Leading Projects: Navigating Inception, Planning, and Execution

SPEAKER SESSIONS AND PLACEMENT EVENTS

Dr. Muhammad Azam Roomi, a seasoned entrepreneurship professor, interacted with MBA students and focused on their start-up and entrepreneurial skills. He is an entrepreneurship 'activator' with specialisations in Business Leadership and Business Growth Coaching.

Multiple sessions on career planning and communication skills were held with the following panelists:

- Sanaa Ahmed, Human Resources Director, L'Oreal
- Faisal Rasheed Bhatti, Head of Human Capital Division, NetSol
- Jevgenija Barone, Chief of Human Resources, UNICEF
- Hasnain Naqvee, Senior Partner, RIAA Barker Gillette
- Ayesha Saeed, HR Officer, UNDP

Aamir Ibrahim, CEO Jazz and Maheen Rahman, CEO Infra Zamin and former CEO Bank Alfalah Asset Management were invited to join the final pitches of MBA 1st year students.

MBA STUDENT CLUBS AND SOCIETIES

Women in Business

The online inauguration of the LUMS Women in Business (WIB) Club took place on December 4, 2020. The panelists included Sadia Khan, Commissioner Securities & Exchange Commission of Pakistan and Roshaneh Zafar, Managing Director, Kashf

Foundation. 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.

LUMS Tech Club

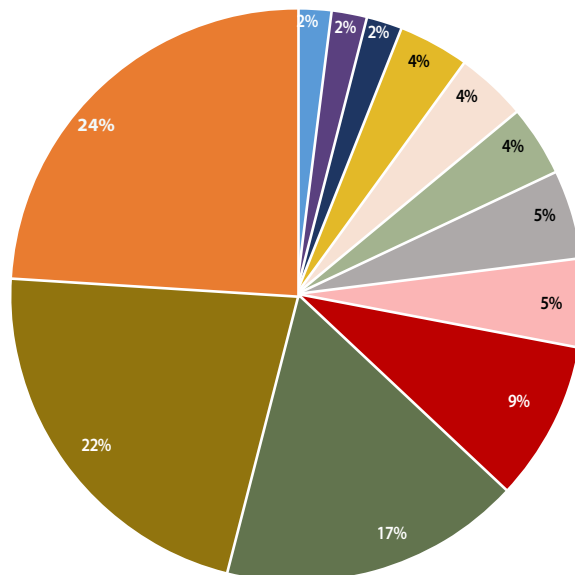
The Club's first event, a webinar on 'Product Management' aimed to create awareness about product management and the career opportunities available for recent graduates.

The event was attended by 250+ students, alumni, and young professionals from various local and international universities including Oxford, Columbia, ESSEC, IIT-Bombay, KSBL, IBA and NUST, and organisations like Microsoft, Pakistan Cricket Board and Careem.

MBA PLACEMENT STATISTICS

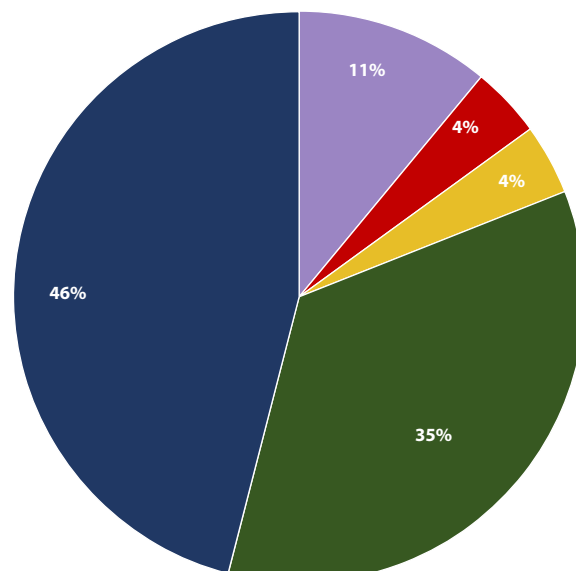
Sector-wise

- Logistics
- Research & Development
- Telecommunications
- Financial Institutions
- Management Consulting
- Pharmaceutical
- Retail
- FMCG
- IT/Technology
- Online Services
- International
- Chemicals



Function-wise

- Human Resources
- IT
- Management Training Rotation
- Marketing & Sales
- Accounts and Finance





Dr. Zehra Waheed teaches an online EMBA class

Executive MBA Programme Highlights

OVER

50%

INCREASE IN EMBA
CLASS SIZE

SUCCESSFUL LEVERAGE OF TECHNOLOGY FOR HYBRID CLASSES

Networking, team exercises, 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 is challenging online, so 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 SOPs and ensuring social distancing between attendees. The faculty is now actively working to further enrich the hybrid learning experience.

PhD Management Programme Highlights

4 candidates successfully defended their dissertations

- Fatima Gillani
- Haris Khan
- Mariam Mohsin
- Syed Aamir Ali Shah

12 RESEARCH SEMINARS/ WEBINARS PRESENTED

2 PHD MANAGEMENT DISSERTATION PROPOSAL DEFENSES

Manal Munir and Attique Ur Rehman, PhD Management students conducted their defences in October 2020 and January 2021 respectively.

SELECTED PAPERS PUBLISHED

Rehman, A.u., Jajja, M.S.S., Khalid, R.U. and Seuring, S. (2020), "The impact of institutional voids on risk and performance in base-of-the-pyramid supply chains", *The International Journal of Logistics Management*, Vol. 31 No. 4, pp. 829-863. <https://doi.org/10.1108/IJLM-03-2020-0143> (Ranking ABDC: A)

Khan, A., Rizvi, S. A. R., Ali, M., & Haroon, O. (2020). A survey of Islamic finance research–Influences and influencers. *Pacific-Basin Finance Journal*, 101437. (Ranking ABDC: A)

Khan, H., Shehzad, C. T., & Ahmad, F. (2019). Temporal Effects of Financial Globalization on Income Inequality. Available at SSRN 3509061. (Ranking ABDC: A)

Research at SDSB

RESEARCH OUTPUT

	2016	2017	2018	2019	2020
Journal Articles Published	22	37	43	49	81
'A' Rated Journal Articles Published	13	19	27	29	50

TOP FIVE BEST-SELLING SDSB CASES ON THE HARVARD BUSINESS PUBLISHING ONLINE CATALOGUE

CASE	AUTHORS
Assessing Leadership Potential at Pakistan Telecommunication Company Ltd.	Dr. Anwar Khurshid & Quratulain Haider
Leading Transformative Change at Pakistan Petroleum Ltd.	Dr. Syed Zahoor Hassan & Dr. M. Adeel Zaffar
Vineyard Farm: Business Feasibility	Dr. Fazal J. Seyyed, Abdul Rauf, Muhammad Usman & Hafsa Ashfaq
HBL: Sponsoring Pakistan Super League	Dr. Ehsan ul Haque & Dr. Moeen N. Butt
Gharpar: The Lean Beauty Start-up: Beauty Done Comfortably (A)	Dr. M. Shehryar Shahid, Dr. M. Adeel Zaffar & Saad Raafay Ahsen

TOP 5 PURCHASING INSTITUTIONS

October 2020 to March 2021 (reflective of the global impact of the cases being written and taught at SDSB)

- National University of Science & Technology (NUST), Pakistan
- IIM Kozhikode - EPGP Kozhikode Campus, India
- University of Texas at Dallas, USA
- University of Miami, USA
- Wayne State University, USA
- Yale University, USA

ASIAN JOURNAL OF MANAGEMENT CASES

A biannual case journal published through Sage Publications and edited by SDSB Associate Dean of Research and Scholarship, Dr. Zainab Riaz.

In 2020-21, two regular issues were published.

CONFERENCES

9th Asian Management Research and Case Conference 2021

Partner Institutions: SDSB, United Arab Emirates University and University of Dhaka

June 5-6, 2021

Theme: Management and Public Policy in an Age of Crisis and Disruption

5th Islamic Finance Banking and Business Ethics Global Conference 2021

Partner Institutions: SDSB, INCEIF, Universitat Jaume-I, Universitat de Valencia & IBA Karachi

June 7, 2021

Theme: Inclusion, Sustainability and Ethics at a Time of Global Change

WEBINARS

September 2020 to April 2021

1. Oppressive Freedom by Al Waqas Bin Abi Ziyad (PhD Candidate, SDSB)
2. Standardization in the Public Interest Since 1880 by Dr. JoAnne Yates (Sloan Distinguished Professor of Management, Emerita, MIT) & Dr. Craig N. Murphy (Betty Freyhof Johnson '44 Professor of Political Science, Wellesley College)
3. Temporal Effects of Financial Globalization on Income Inequality by Haris Khan (PhD Candidate, SDSB)
4. The Impact of Capital Account Liberalization on Stock Market Crashes by Rizwan Khalid (PhD Candidate, SDSB)
5. Fairness Preferences and Inter-temporal Choices by Aneeka Kanwal (PhD Candidate, SDSB)
6. Faultline Activation and Deactivation: Power Struggles, Entitlement Beliefs, and Justice Climate on Group Performance by Ramsha Naeem (PhD Candidate, SDSB)
7. A Structural Theory of Action Perspective on College-Educated Women Quitting their Careers by Mariam Mohsin (PhD Candidate, SDSB)
8. Survey of Islamic Finance Research – Influences and Influencers by Abdullah Khan (PhD Candidate, SDSB)
9. Beyond the Direct Targets - Negative Effects of Vicarious Workplace Deviance on Employees' Emotional Exhaustion and Workplace Thriving by Mamoon Arshad (PhD Candidate, SDSB)
10. A Configuration Study of Digitalization: Taxonomical Approach by Fatima Gillani (PhD Candidate, SDSB)
11. Sustainability and Lean Management: A Systems Perspective Approach Towards Enhancing the Triple Bottom Line by Ayesha Syeda Wadood (PhD Candidate, SDSB)
12. A Context-specific Perspective on Female Embodiment and Patriarchal Bargains by Mariam Mohsin (PhD Candidate, SDSB)
13. Corporate Wealth and Income Inequality by Haris Khan (PhD Candidate, SDSB)



1.65 0.00 ▲ 0.37	CHL 3.00 3.00 ▼ 0.13	CSM 1.63 1.63 ◀ 0.00	DAXX 41.00 41.49 ◀ 0.00	DEL 3.00 2.71 ◀ 0.00	DKKC 133.51 132.99 ▲ 0.92	DOL 4.01 4.00 ▲ 0.01	DSEL 3.60 3.60 ▲ 0.08	ELM 0.00 0.00 ◀ 0.00	ENGRO 305.2 305.2
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MUSHTAQ AHMAD GURMANI SCHOOL OF HUMANITIES AND SOCIAL SCIENCES



Message

FROM THE DEAN

It has been a year like no other. By the time I re-joined LUMS in June 2020 following a sabbatical, COVID-19 had already reached Pakistan and had begun causing immense suffering across the world. There has not been any respite since then for large swathes of the global population. And of course, this has meant enormous changes to our lives based around 'social distancing' which has meant cutting each other off from friends and family out of fear of spreading an infection that could be fatal. For LUMS' students and faculty, the immediate challenge was how to continue teaching and learning remotely. That both these groups adjusted, difficult as it was, is testament to the commitment of both faculty and students to education. Undoubtedly, the psychological and physical strains have been significant and would have been even greater had there not been support from our friends and families and the wider LUMS community, including all the staff that have worked as frontline workers to ensure that faculty could continue to deliver their lectures and that students could receive them. Certainly one of the issues that the pandemic has painfully highlighted is that a successful defence against it requires cooperation at a community level; transmission depends on weak links and the chain is only as strong as its weakest link. This will continue to be a challenge in the future and in any vaccination campaign.

Despite these enormous challenges, there are important achievements that Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) has in this academic year. Two years ago, and after many years, Dr. Turab Hussain and I stepped down from being Chairs of Humanities and Social Sciences and Economics and were replaced by Dr. Hasan Karrar and Dr. Ali Hasanain. This was an important passing of the baton as those taking over the reins of leadership had themselves been closely involved with the School for well over a decade and thus have an intimate knowledge of the School, its values, ethos and vision. My own appointment as Dean after 15 years at LUMS is again significant



DR. ALI KHAN
DEAN

because it, along with that of the new Chairs, shows that the School is now mature enough and has enough depth to groom and provide its own internal leadership.

While I have yet to come across faculty or students who have preferred the online format, both, albeit reluctantly, would agree that there were some aspects of the online system that have been beneficial and which will become part of the teaching and learning environment when we hopefully emerge from the pandemic. Teaching and online learning has been a very steep learning curve. Some faculty members have taken to it more easily than others, though all have made an enormous effort not only in trying to make courses more accessible but also using innovations and trying to ensure that students are not overly burdened. But, undoubtedly the human interaction that is so much a part of a classroom space is difficult to replicate virtually. This report has some reflections on the new online format both, from students and faculty.

There have been dislocations in research as well, but COVID-19 itself has opened up new areas of analysis and several faculty members have begun work on the pandemic, while others have continued writing and doing restricted fieldwork. Throughout the year, the School has maintained a vibrant array of talks, webinars and workshops. The replacement of the physical world by the virtual actually helped access some speakers who would have otherwise been more difficult to engage in a physical sense. However, what is particularly encouraging is the overall trajectory and momentum of research at the School. MGSHSS now produces a quality and quantity of research that puts it at the forefront of international institutions working on Pakistan in the areas of humanities and social sciences. This

reputation has also helped attract new faculty to the School even in this difficult year.

In a year where students have needed support urgently, the School has made a major effort to expand and improve academic advising with the launch of an Academic Advising Unit. Academic advising has been an area that has required greater focus and we now have the structure for an excellent model. Implementation has begun and we hope to build on experiences thus far to continue improving the system. In the coming year, to add a focus on wellbeing and pastoral care as well.

And our students - current, graduating and alumni - continue to be our biggest strength.

The Report has some examples of student work. Our graduate placements have been exceptionally strong, and several alumni have distinguished themselves in a variety of fields including recognition in the annual VC Alumni Achievement Awards. In the coming year, we hope to make a major effort of documenting where our alumni are and of engaging them in roles of mentorship for our current students.

Finally, it is with a deep and continuing sense of gratitude and appreciation that the School thanks the Syed Babar Ali Foundation and the Shahid Hussain Foundation for their support that has led to two major endowments for the School. These generous donations will further strengthen the mission and vision of the School.



Mughal era inspired frescoes painted by expert artisans on the walls of the Academic Block at LUMS

Highlights

40

Academic
Publications

5

Books

45

Talks/Seminars/
Workshops

365

Courses Offered

15,080

Students Taught

8

New Hires

FACULTY ACHIEVEMENTS

The following were promoted to Associate Professor with tenure:



Dr. Tania Saeed
Anthropology/Sociology



Dr. Maryam Wasif Khan
Comparative Literary and Cul-
tural Studies



Dr. Amber Riaz
Philosophy



Dr. Hadia Majid
Economics



Dr. Syed Ali Hasnain
Economics



Dr. Syed M. Hasan
Economics



Dr. Antonio Marasco
Economics



Dr. Kashif Zaheer Malik
Economics

NEW HIRES

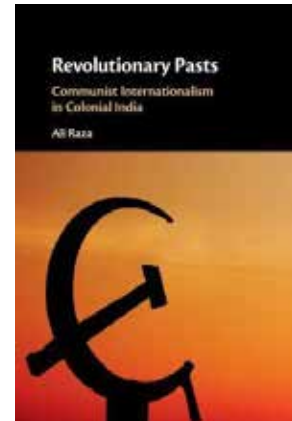
- **Professor Mustapha Kamal Pasha** – Khurshid Hyder Chair in International Relations
- **Dr. Sher Afghan Asad** (PhD Economics – Iowa State University) – Economics
- **Dr. Tamkin Hussain** (PhD English – State University of New York at Binghamton) – English
- **Dr. Fatima Fayyaz** (PhD Persian Literature – University of Tehran) – Comparative Literary and Cultural Studies
- **Dr. Rabia Kamal** (PhD Anthropology – The University of Pennsylvania) – Anthropology/Sociology
- **Dr. Sara Shroff** (PhD, New School) – Political Science/ Gender
- **Ghazal Asif** (PhD expected May 2021, Anthropology) – Anthropology/Sociology
- **Farah Said** (PhD Economics, Lahore School of Economics) – Economics

RESEARCH

The international reputation of the School continues to grow and gain recognition through its research. Dr. Asma Faiz (Hurst), Dr. Waqar Zaidi (Cambridge), Dr. Maryam Wasif Khan (Fordham), Dr. Nauman Faizi (McGill) and Dr. Ali Raza (Oxford) have all published this year in internationally acclaimed presses.

Ali Raza's monograph *Revolutionary Pasts: Communist Internationalism in Colonial India* has been short listed for the Royal History Society Gladstone Book prize for 2021.

The quantity and quality of journal publications also places the School internationally at the forefront of research on Pakistan. Faculty published in amongst the highest rated journals in their field, including *World Development* (Dr. Sameen Mohsin and Dr. Syed Hasan), *Modern Asian Studies* (Dr. Hasan Karrar), *Bioscope* (Dr. Zebunnisa Hamid), *Journal of Postcolonial Writing* (Dr. Saba Pirzadeh), *Oxford Review of Economic Policy* (Kashif Zaheer Malik), *Feminist Economics* (Dr. Hadia Majid), and *Resource and Energy Economics* (Dr. Sanval Nasim).



Dr. Ali Raza's new book, *Revolutionary Pasts Communist Internationalism in Colonial India*

FELLOWSHIPS



Dr. Ali Usman Qasmi



Dr. Tania Saeed



Dr. Waqar Zaidi

Faculty at MGS HSS have secured three highly prestigious international fellowships for the coming year. Dr. Waqar Zaidi, Associate Professor of History is a fellow at the Institute for Advanced Study at Princeton for 6 months followed by a second 6 months at the Smithsonian National Air and Space Museum in Washington DC. Dr. Ali Usman Qasmi,

Associate Professor of History has been selected to receive the Stanford Humanities Centre External Faculty Fellowship for 2021-22 and Dr. Tania Saeed will be pursuing the Marie Skłodowska-Curie European Fellowship in 2021-23. All three fellowships were highly competitive and awarded only to a handful of scholars.

AWARDS

Dr. Ali Raza was awarded the Vice Chancellor's Award for Teaching Excellence for 2020.

Ateeb Gul, Alumnus and Teaching Fellow/Senior Editor at MGS HSS, was awarded the GCWS Motherboard Writing Prize 2020 for his paper: "Early Muslim Responses to the Child Marriage Restraint Act 1929" that he presented for a course at MIT while pursuing his PhD at Boston University.



Dr. Ali Raza



Ateeb Gul

SCHOOL INITIATIVES

JOINT PHD

The Chaudhry Nazar Muhammad Department of Economics initiated a partnership with the University of East Anglia to establish a joint PhD

partnership. The joint programme will begin from the upcoming academic year.

LAHORE KHOJI

Lahori Khoji is an app developed by students as part of their course on the history of Lahore designed by Dr. Ali Usman Qasmi. They were tasked with conceiving a walking trail for the gate they were assigned. The app uses the conceptual category of 'walking' to develop an intimacy with the city, its neighbourhoods and the lived experiences of its residents.



Lahori Khoji app

ACADEMIC ADVISING UNIT

The School established the Academic Advising Unit, which ensures that all MGSHS students, and particularly the most vulnerable, are able to access quality academic and pastoral advice from faculty.

LANGUAGE@LUMS

The Languages@LUMS project spearheaded by Dr. Gwendolyn Kirk continues to move forward. Since 2019, instructors in Pashto, Persian, Punjabi, Sindhi, and most recently Urdu have been developing blended curricular materials for all languages in an effort to revamp language pedagogy and move towards a flipped classroom design. In December of 2020, language faculty began working with the LUMSx team to film online lessons in Persian and Sindhi, with materials under development also for Pashto, Punjabi, and Urdu. The programme hopes to continue filming throughout the coming year, with the ultimate goal of providing online curricular materials in all of these languages, both to our own students as well as a public platform.



Dr. Gwendolyn Kirk

URDU LANGUAGE PROGRAMME

Generous funding from the Gurmani Foundation has enabled the design and launching of the LUMS Urdu Language Programme, a new and innovative undertaking in the promotion of Urdu language and culture set to debut in the summer of 2021.

This language programme, a joint undertaking of the Gurmani Centre for Languages and Literature and the Centre for Continuing Education Studies, will offer a world-class opportunity for foreign students from around the world to study Urdu language and literature in Pakistan's cultural capital, Lahore. Additionally, it provides a potential avenue for interested diaspora and heritage learners to connect with Pakistani language and culture. The response has already been overwhelming, with inquiries coming from over a dozen countries including the US, UK, Australia, Canada, Italy, Russia, Hong Kong, and Iran, and its first cohort of students are set to begin their studies in June 2021.



Urdu language programme flyer

ONLINE TEACHING

As faculty and students became more familiar with the online format, they produced some innovative and novel courses. These include the Anthropology of Social Media, Re-thinking the Politics of Harem in Literature: Women, Islam and

Gendered Spaces, Texts and Contexts: Stories of Home and Displacement, Shahnameh: The Story of Our World, Digital Preservation and Historical Documentation of Monuments and the Economics of Pandemics.

STAFF WELLNESS PROGRAMME

MGSHSS launched a Wellness Programme for its staff with a focus on self-care and stress management through mindfulness. Led by trainee therapist Sophiya Anjum, the programme provided practical strategies to manage anxiety and to develop a better work-life balance. The mindfulness sessions were not

only well-attended and well-received but also led to an awareness in the staff about the importance of psychological well-being in optimising their professional performance.

STUDENT AND ALUMNI ACHIEVEMENTS

- Maheen Hassan (BSc Economics and Politics 2011) topped the CSS Examination 2020.
- Ammara Maqsood (BSc Social Science 2005) received the VC Alumni Achievement Award for 2020. Ammara is an Associate Professor of Anthropology at University College London.
- Sabeen Iftikhar (BSc Social Science 2006) received the VC Alumni Achievement Award for 2020. Sabeen Iftikhar is the founder and owner of creative Kreative Kinder Haus, an inclusive learning set up for children with special needs.
- Saad Amer (BSc Economics 2018) set a record with an extraordinary GRE score of 339/340.
- 15 graduating students received offers for graduate studies at universities including Boston Cambridge, Carnegie Mellon, Columbia, Chicago, Edinburgh, Illinois, LSE, McGill Oxford, Sussex, Syracuse, and UC Davis.

MAJOR EVENTS

Despite the pandemic, MGS HSS has continued to foster a very vibrant academic environment during the year. In fact, the advent and proliferation of webinars has opened up new avenues of involvement and the School has engaged foreign academics who may otherwise have been difficult to host in person. There were over 40 seminars held during the year with different speakers in the English, History and HSS series. The Economics Brown Bag series also had a prolific year, and additionally the Economics Department held a joint Brown Bag series in collaboration with the Lahore School of Economics and Duke University.



Poster for a session on 'Forecasts Consumption, Production, and Behavioral Responses'

SYED BABAR ALI SCHOOL OF SCIENCE AND ENGINEERING



Message

FROM THE DEAN

In the past year, the Syed Babar Ali School of Science and Engineering (SBASSE) has made significant strides on various fronts. Let me recount these initiatives briefly.

We made some new hires in the School. Notably, I would like to mention that we recruited a trained clinician, Dr. Muhammad Shoaib into biology as a genetic materials expert. Dr. Khurram Bashir, a plant biologist, also joined the same department as part of our strategic emphasis on modernising agriculture. Furthermore, particle physicist, Dr. Rizwan Khalid and computational materials scientist, Dr. Rafi Ullah were inducted into physics. Another colleague, Dr. Rofice Dickson was hired into chemical engineering, our youngest programme in the School. Gladly, we brought in a new Chair into mathematics, Dr. Imran Anwar, who is a well-known algebraist and topologist. At the moment, we are actively seeking applications to recruit the Siemens Professor and an Afinity Fellow. The former is enabled by an endowment set up by Siemens to further research and discovery in energy and power systems, while the latter is a fund that is meant to attract women leaders in emerging areas in science and technology.

Several staff members were also recruited and many had their roles redefined. The staff, for the first time and through a democratic electoral process, now serve on the School Council. Staff have been invited to partake in advanced trainings and acquire memberships of professional societies. An accreditation cell has been set up which will help the departments in liaising with the Pakistan Engineering Council and Accreditation Board for Engineering and Technology. We created three new positions in the Dean's office under the umbrella of the Science Communication Cell: Roshaan Bukhari, Quratulain Babar and Hazem Asif. Hazem is our resident artist and has produced stunning artwork for *The Particle*, which is our flagship science and technology magazine, and the newly curated website. We have initiated the creation of journalistic science stories that showcase our work, both in English and in Urdu. The team is now in the process of revamping the School's physical ambience. We have archived all graduate and undergraduate research theses produced by the School every year (their number



MUHAMMAD SABIEH ANWAR
AHMAD DAWOOD CHAIR
AND DEAN

is up to a hundred every year), and now have a strong distinct, digital presence on all social media platforms. Three brief films, showcasing our research work in drug design, quantum technologies and energy systems have also been premiered.

The faculty continue to make active efforts in raising funds for research. Since the beginning of 2020, faculty have applied for various national and international grants, whose monetary value is around PKR 7 billion. In 2020, almost 480 million were approved, out of which about 60 million was brought in as University overhead. It is heartening to note that these grants are mostly transdisciplinary, are problem-oriented and are strengthened by strong intra and inter institutional collaborations; many of them are indeed international. The School has made an active effort in identifying seven overarching research and discovery themes. They are health and medicine; nanotechnology and materials science; quantum technologies; sustainable innovation in the energy-food-water nexus; numerics and mathematical modeling; technology for development and revolutionising the internet-of-things technologies. This integrative exercise has helped navigate the complex yet rich and diverse ecosystem that we strive to establish at LUMS in the realm of science and technology and its symbiosis with other human discourses. It also identifies new areas ripe for targeted fundraising and hiring.

The faculty continue to be highly research productive. Their work has found its way into the world's most competitive and coveted journals. In the past year, they have produced around 300 articles, all published in international venues of prestigious ranking. Several colleagues have contributed to book chapters, written reviews, invited articles and contributed to special issues of

the world's leading journals. Many of our colleagues are Programme Chairs in coveted conferences in electrical and computer sciences such as *IMC*, *ACM*, *SIGCOMM*, *CHI*, *ACM/IEEE IPSN*, *ACM HotNets*, *ACM CoNEXT* etc.

The School has maintained strong links with policymakers especially in the energy and electric vehicles sectors. Dr. Naveed Arshad, who leads the LUMS Energy Institute, Prof. Nauman Ahmad Zaffar, Dr. Fiaz Chaudhry and Dr. Hassan Abbas Khan are key players in micro-grid or off-grid electrification, energy informatics, renewable energy sources while Dr. Ammar Ahmad Khan and Dr. Habib-ur Rehman continue to devise new photovoltaic materials and finally, Dr. Nauman Zafar Butt explores the interplay of aquatics and photovoltaics. The Centre for Water Informatics and Technology, led by Dr. Abubakr Muhammad and his team, continue to interface with agriculturalists, hydrologists, civil engineers and policy interventionists for solving complex regional problems in water and agriculture. The School also houses National Centre for Big Data and Cloud Computing and is home to several labs in agricultural robotics and cybersecurity as part of other national research centres recently set up by the Government of Pakistan.

The School, in the past year, has significantly boosted its research support to faculty, staff and students. The Central Lab promises to bring in more revenue through commercial activity, while remaining steadfast to its primary goal for furthering in-house research in materials science. New research equipment (an atomic force microscope and profilometer) are being added to the shared facilities and several other dysfunctional machines have been rejuvenated. An Instrument Cell is being set up to assist with in-house repairs, promising to save money and time. New laboratories for high voltage engineering and 3D computerised numerically controlled milling have been established. Software licenses for Matlab and many other applications have been made freely available to the community and the high performance cluster has been enhanced through the addition of AI-Farabi, a GPU based remote, highly parallelised computing environment. Labs in the Emily Noether Wing have been retrofit with state-of-the-art exhaust system enabling a safe working environment.

In fact, scientific safety has remained a hallmark activity in the School, with our workspaces completely reorganised to ensure compliance with the most stringent international safety standards. A new storage area of compressed gas cylinders has been set up, laboratory spaces are being ranked for

safety, a School safety manual is being written up and trainings for the country's science departments and corporates are being designed.

In 2020, around 20 PhD students graduated from the School. A similar number is expected this year. Several students have won international prizes, for example, Abdul Rehman Aslam has won IEEE's pre-doctoral award in Signals and Systems. Four students were chosen for the Syed Babar Ali Research Awards. Undergraduate students, for perhaps the first time, were provided with internship opportunities within the School, e.g. by becoming Assistant Editors for *The Particle*, joining the Caral Sagan Write for Science Centre or in the NMR lab. Many students have also contributed to published research at the undergraduate levels.

For the first time, we have established a School-specific Council for Belonging and Equity, led by Dr. Maryam Mustafa. We have introduced online ambassadors for students, have added student representation to our curriculum and safety committees and diversified memberships of all our committees. Our numerous lecture series, for example the John Conway Spirited Seminar series on mathematics, the series on molecular and cell biology and the departmental seminars continue to flourish. Courses with codes SCI and ENGG have been introduced into the system which aim to cover fascinating aspects in STEM, arousing student's curiosity about our natural and physical environments.

COVID-19 on the one hand has disrupted the normal flow of our operations, but on the other hand, has provided us the opportunity for experimenting with new modes of teaching and learning, setting up new digitally enabled classrooms, teleporting active learning modalities to the online realm and has also triggered a flurry of research and interest in innovative vaccine and drug design, tracking disease and its progression, and reviewing strategies for informatics in the health sector.

Finally, lots of lessons to be learned! The journey continues. I have created a Dean's diary which is a personal account of the periodic announcements I wish to make to the larger community. You are welcome to look at it and I look forward to hearing back from you. Let me end by saying,

گماں مبر کہ بپایاں رسید کار مُغان
ہزار بادۂ ناخوردہ دررگی تاکِ است

Highlights

Rankings

QS World University Rankings 2021, by Subject:

#251

Computer Science and Information Systems

#351

Engineering – Electrical and Electronics

#382

Engineering and Technology

#501

Physics and Astronomy

189

students from the cohorts of 2021-2023 received the Dean's Honour Award for achievements in academic excellence.

7

PhD students from various departments of SBASSE have successfully defended their PhD dissertation and more are expected to complete their PhD degree requirements by June 2021.

Three of the five winners of the Vice Chancellor's Award for Teaching Excellence are SBASSE faculty members.



THE PARTICLE

The first science magazine of LUMS, *The Particle* was published this year. In the published issues, readers will find a glimpse of the research work being done by faculty and students, as well as the teaching efforts taking place at the School. This was only possible through the support of the Ahmed Dawood Chair Fund.



Key Initiatives

SYED BABAR ALI RESEARCH AWARDS

These Awards recognise scholars for the novelty of their research work, and the potential for lasting impact to their disciplines and the society. Fellows can also apply to get access to the Syed Babar Ali Research Fund.

Here are the winners for the 2020 Awards:

Amina Qadir (Biology): *Defeating Hepatitis C, one N-S-5-b at a time!*

Discovery of Hepatitis C virus (HCV) RNA dependent RNA polymerase (NS5b) inhibitors

PhD advisor: Dr. Syed Shahzad ul Hussan (Biology)

Adeem Aslam (Electrical Engineering): *Music, Wi-Fi and The Big Bang*

Multiresolution analysis on the sphere for applications in Cosmology

PhD advisor: Dr. Zubair Khalid (Electrical Engineering)

Abdul Rehman Aslam (Electrical Engineering): *Tracking Emotions - A Potential Breakthrough!*

Design and analysis of an on-chip processor for children with the Autism Spectrum Disorder (ASD) providing assistance using their emotions

PhD advisor: Dr. Awais bin Altaf (Electrical Engineering)

Faiza Iftikhar (Electrical Engineering): *Lab testing at home with optical cavities*

Multistage Fabry-Perot fibre etalons at the exceptional points for sensing applications

PhD advisor: Dr. Imran Cheema (Electrical Engineering)

ESTABLISHMENT OF COUNCIL ON EQUITY AND BELONGING

The Council is committed to devising ways to provide a safe, inclusive, and respectful learning, living, and working environment for its students, faculty, and staff.

It continues to help in all matters of equity, diversity and inclusion within SBASSE. The Council

has frequently suggested steps that the School needs to take for ensuring that all students have ways and means to report uncomfortable behaviours, unwelcoming spaces and untoward situations. It also helps create mechanisms, announce codes of conduct and provide training to curb indecorous behaviour.

MAKERS LAB

'Fatima Ventures Makers Lab' has been established at SBASSE, with generous support from the Fatima Group. Makers Lab is a set of 5 labs, built to create a nurturing environment for innovators. The space is laying the foundation for some ground-breaking cultural changes by striving to spawn a maker's culture in Pakistan. The labs help researchers, students and start-ups to empathise towards problems and rapidly prototype solutions.

CLOUD CLASSROOMS

SBASSE is combining virtual classrooms with real learning by introducing a blended learning solution that will enable online learning. Four classrooms at SBASSE have been dedicated to deploying this low-cost, high impact solution to distant learning. Roving cameras, instructor-controlled zoom, full wall projection of participants for maximum immersiveness, ability to record and display multiple views - these are some of the technical capabilities of our cloud classrooms.



Cloud Classrooms offer a blended learning solution to all

VIDEO SHOWCASING OF RESEARCH

Four high-quality videos have been produced that highlight and showcase some of the research streams at SBASSE. They can be accessed through SBASSE's social media platforms and its YouTube channel.



The Makers Lab at SBASSE

THE CENTRAL LAB

Efforts are being made to spread the message, enhance productivity and garner student support and involvement for the Central Lab at SBASSE. Student apprenticeships, restructuring of the Central Lab committee, efforts to add new equipment and a brochure to disseminate information about the Lab, all speak to this.

GPU BASED COMPUTING WITH AL-FARABI

The Al-Farabi system has been launched at SBASSE, which is now offering a Windows® and GPU based high-performance computing environment for all LUMS faculty. Al-Farabi is the scientific computing cluster housed at the Biomedical Informatics Research Laboratory (BIRL) at the School.

SUPPORTING THE SCHOOL IN ACCREDITATION

A working cell has been established in the Dean's office that looks after the academic modalities required for accreditation. The purpose is to streamline information flow between the academic programmes, collate course objectives and learning outcomes for the core courses. It will also provide support to the undergraduate curriculum committee who may like to assess the overall quality of the SBASSE core programme.

WEB PORTAL TO ACCESS ONLINE COURSES

The School's website hosts a portal that provides access to diverse online courses produced by its faculty. The offered courses range from introductory to advanced levels.

MATLAB ACCESS FOR EVERYONE

The School acquired a MATLAB license for everyone working at SBASSE including faculty, staff, researchers and students. It is valid until March 31, 2022, and comes with complete access to all of its toolboxes.

HIGH VOLTAGE ENGINEERING LABORATORY

A high voltage engineering lab has been established in the SBASSE basement to become a nursery for important work in the field of high voltage and power systems.

THE OCCUPATIONAL AND HEALTH SAFETY COMMITTEE

The Committee has been developed to ensure a safe, hazard-free working environment at SBASSE, with representation from various departments. The committee members all bring in their own respective strengths to the Committee. A certified health and safety professional has been inducted as a custodian under a Safety and Engineering Cell. The Committee has completed many trainings and awareness campaigns during the past few months.

THE ONLY 600 MHZ NMR SPECTROMETER IN THE REGION



Pakistan's only 600 MHz NMR spectrometer

SBASSE has announced the availability of its 600 MHz nuclear magnetic resonance (NMR) spectrometer to be accessed for molecular analysis. Researchers around the country can send their samples, according to described protocols, and obtain high resolution spectra, both in one and two dimensions. This is a valuable tool for structure determination, screening of synthetic organic compounds, protein folding analysis, and drugs. The high-resolution instrument, equipped with capabilities for acquiring signals from proton, carbon and other heteronuclei, allows a window into the molecular world with exceptional clarity.



A safety training in session

Major Events

ADVISORY BOARD MEETING 2021



The 21st SBASSE Advisory Board meeting

SBASSE held its 21st Advisory Board meeting. The sessions commenced on January 25, 2021, and for the first time, were held virtually. Over the course of three days, the Advisory Board received updates on the latest developments and key achievements at SBASSE, and across the University.

Members of the Advisory Board, as well as senior leadership at LUMS, including Syed Babar Ali, Founding Pro Chancellor; Mr. Shahid Hussain, Rector; Dr. Arshad Ahmad, Vice Chancellor; and Dr. Muhammad Sabieh Anwar, Dean SBASSE, attended the meetings. For the first time, some of the sessions were also open to PhD students at SBASSE, in line with the School's vision of engaging them as co-learners and co-leaders.

Members of the Advisory Board in attendance included Dr. James Wescoat (MIT, USA),

Dr. Sally Benson (Stanford University, USA), Dr. Khurram Afridi (Cornell University, USA), Dr. Khalid Aziz (Stanford University, USA), Dr. Khaled Letaief (Hong Kong University of Science and Technology, China), Dr. Robert Jaffe (MIT, USA), Dr. Sarfraz Khurshid (University of Texas, USA), Dr. Hamid Zaman (Boston University, USA), Dr. Dara Entekhabi (MIT, USA), Professor Asad Ali Abidi (UCLA, USA), Dr. Michael Pecht (University of Maryland, USA), Ms. Mubarik Iman (Facebook), and Dr. Bud Homsy (University of Washington, USA).

Ground-breaking Research

FIRST PHYSICAL CONNECTION WITH MOTHERS

Rahim Ullah, a student from the Biology department, worked on specialised cells, which help us connect with our mother's womb when we are just a few days old, a simple clump of cells. These cells undergo specific changes at the level of switching on thousands of genes while an equal number are turned off which results in the formation of the placenta.

Rahim not only developed molecular tools to dissect changes in these cell types but, more importantly, revealed changes at the level of

genes while this transition is still taking place. Another aspect of Rahim's work addressed why cells do not die or become cancerous, proposing a novel mechanism defying cell death. Finally, we have the discovery of novel genes, which we call splice variants. This alternate splicing part was computed by Dr. Aziz Mithani and computational analysis has predicted many such novel exons which were previously never described. The work was experimentally validated by Rahim and his supervisor, Dr. Amir Faisal.

BRAIN WAVES: NEUROLOGICAL DISORDERS AND EFFICIENT HARDWARE

Assistant Professor Dr. Awais Bin Altaf, and his PhD student, Abdul Rehman Aslam, at the Department of Electrical Engineering, have recently published their research in IEEE Transactions on Biomedical Circuits and Systems, one of the leading journals in the field.

The team came up with an idea of developing efficient hardware for the classification of Chronic Neurological Disorders CNDs in a non-invasive fashion. The method involves long term continuous monitoring with neuro-feedback of human emotions for patients with CNDs to mitigate its harmful effect. This work presents hardware-efficient and dedicated human emotion classification processor for CNDs.



THE POWER OF AGRIVOLTAICS

Powering agricultural farms through solar energy requires creative designs in both the solar cells as well as how solar cells will be integrated into a solar system that can power agri-farms. Associate Professor, Dr. Nouman Butt's PhD student, Hassan Imran has now produced an amazing body of work that helps achieve both of these tasks.

Hassan has mathematically modelled the role of soil and orientation of solar panels in achieving

high efficiency crop yield from solar enhanced farmlands. The quality of his work is evidenced by the articles he has published along with several conference proceedings in the world's leading journals on this topic: the *IEEE Transactions on Electron Devices*; the *IEEE Journal of Photovoltaics*; *Solar Energy and Renewable Energy*.

COMPLETE VITALS REMOTE MONITORING DEVICE



Assistant Professor, Dr. Wala Saadeh won a grant of USD 93,000 for her project to remotely monitor vitals of COVID-19 patients using wearable devices, thereby decreasing their exposure to a hospital environment, and helping reduce financial tolls of regular hospital visits. Dr. Saadeh is developing a device that can measure and track a variety of vitals such as body temperature, heart rate and its variations, respiratory rate, blood oxygen level and blood pressure. This device

will also be available to patients presenting symptoms of the common flu, asthma and non-COVID-19 related diseases like SARS, H1N1, etc.

Her grant comes as a result of her winning proposal for the *Islamic Development Bank Engage Transform Fund*. Her project was selected among the top 30 from around 5,000 applications, worldwide.

LIMITATIONS OF ELEMENTARY QUANTUM SYSTEMS

Dr. Ata Ulhaq, Assistant Professor of Physics, has co-authored a paper revealing insights into the fundamental limitations of elementary quantum systems. This paper has been published in *Nature's NPJ Quantum Information* journal. By setting up a quantum dot (a man-made

electron transporter of nanoscale proportions), experiments reveal fundamental limits and trade-offs of quantum dot spin dynamics, while reduced tunnelling can be used to achieve longer lifetimes of electron spin qubits, exceeding one second.

LEIDENFROST EFFECT EXPERIMENT AT THE PHYSLAB

A physical state where a liquid close to the surface creates layers of vapours to avoid achieving its boiling point - this display of magnetic ballet is in part courtesy of oxygen's weak, but observable response to magnetic fields without retaining permanent magnetism; oxygen is paramagnetic. In addition to this, from the time the drop falls off the cone to getting deflected over the black sheet, it never touches any surface – the

liquid oxygen drop levitates! This is one strange experiment. This can be explained through what is known as the Leidenfrost Effect.

Physics Professor, Dr. Muhammad Sabieh Anwar, along with physics major, Abdullah Irfan helped develop this experiment. The data from this experiment was recorded and analysed by students at the PhysLab.

DRUG DISCOVERY LABS

The Labs aim to develop drugs of the future that can target specific cellular pathways critical for the development and progression of cancer and at the same time help overcome multidrug resistance.

The focus of the Biochemistry and Structural Biology Research Group, led by Associate Professor, Dr. Shahzad ul Hussan, has been

to discover potential antiviral drugs, create knowledge that can guide to develop successful vaccines and understand the details of viral infections at the atomic level to help devise better strategies to combat viral infections. For achieving these goals, research teams at SBASSE continue to work on four different globally and locally prevalent viruses including HIV, Hepatitis C virus (HCV), dengue virus and SARS-CoV-2.

THE QUANTUM REVOLUTION

The quantum revolution team is dedicated to the fundamental research for the development of third generation perovskite solar cells, single photon quantum light emitters and fabrication of devices out of two-dimensional semiconducting materials. They design and build optical systems, which integrate lasers, optics, microscopy and spectroscopy into a highly specialised optical set up. The work is led by Dr. Ata Ulhaq, Dr. Ammar Ahmed Khan, Dr. Adam Zaman and Dr. Muhammad Sabieh Anwar, all from the Department of Physics.



SBASSE is a hub for ground-breaking research

ACCESS TO CHEAP ELECTRICITY

Associate Professor, Dr. Hassan Abbas Khan, and Assistant Professor, Dr. Ammar Ahmed Khan, along with their team of researchers and technicians have been busy developing the next generation of solar cell technology, called perovskites, that offer not only a simpler, cheaper manufacturing process but a substantially

cheaper alternate to their current silicon-based technology counterpart. To test out this technology, SBASSE's Department of Electrical Engineering has initiated pilot deployments in parts of Sindh with the help of an industry partner.

INTERDISCIPLINARY WORK IN THE FIELD OF CANCER THERAPEUTICS

Working in Dr. Amir Faisal's group in Biology, MS student, Rida Zahra's paper titled 'A cell-based high-throughput screen identifies inhibitors that overcome P-glycoprotein (Pgp)-mediated multidrug resistance' has been published in *PLOS One*. Co-authors include two PhD students and Dr. Aziz Mithani from Biology as well as Dr. Rahman Shah Zaib Saleem from Chemistry.

The research team used a cell-based high throughput screening approach to identify eight compounds with known biological targets that can overcome multidrug resistance in cancer. This work represents an important step in enabling researchers to tackle one of the major challenges in cancer therapeutics.

RESEARCH ON CELLULAR NETWORKS

Led by Dr. Zafar Ayyub Qazi as the Project Lead, and Dr. Zartash Uzmi as Co-Advisor, the next generation of cellular networks (5G and beyond) will provide ultra-low latency and high reliability to support emerging and near real-time applications such as augmented and virtual reality, remote surgery, self-driving cars and multi-player online gaming.

The research team includes Mukhtiar Ahmad (PhD student), Syed Usman Jafri (Computer Science undergraduate student), Syed Ali Nawazish (MS Computer Science student), Muhammad Azam Ikram, and Wasir Ahmad Noorani.



NEW STRIDES IN MODELLING THE ONSET AND TREATMENT OF CANCER

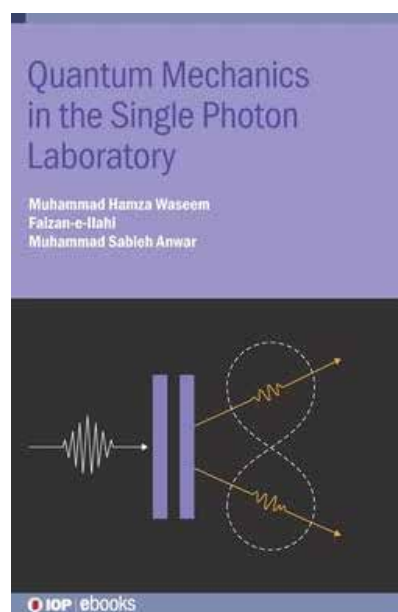
Dr. Safee Ullah Chaudhry and his team, working at the Biomedical Informatics Research Lab (BIRL) have made ground-breaking strides in modelling the onset and treatment of cancer.

generation, user-friendly, software that provides teams of oncologists, drug designers, pharmacists, clinicians along with students of systems biology, a one-stop solution to modelling cancer.

BIRL's TISON platform which is an apt acronym for "Theatre for In-silico Systems Oncology" is a next-

PHYSLAB TEAM PUBLISH BOOK ON 'QUANTUM MECHANICS IN THE SINGLE PHOTON LABORATORY'

Professor of Physics, Dr. Muhammad Sabieh Anwar and students, Hamza Waseem and Faizan-e-Ilahi from University of Engineering and Technology (UET), Lahore describe their innovative experiments at the heart of quantum information processing. Dr. Anwar writes about it in the preliminary section of the book, "It not only describes the experiments, but provides all the necessary working knowledge of quantum mechanics, quantum states and quantum operators that is required to motivate the reader towards performing these experiments, and providing the necessary tools to interpret and understand the experimental outcomes. The book starts with a survey of how research labs around the world have helped create a portfolio of some wonderful experiments that can be easily translated for instructional purposes in physics teaching laboratories worldwide."



Book published by Physlab team

ENGINEERING SELF-ASSEMBLING GELS FOR NEXT-GEN SOFT MATTER DEVICES

A team of researchers including Dr. Ammar Ahmed Khan along with the research teams of Dr. Ata ul Haq and Dr. Habib ur Rehman have studied ways of crafting tiny fibres made up of columns of disc-shaped crystals, called Discotic Liquid Crystals (DLCs). DLCs are key to this study and can be imagined as a stack of coins where the length of and order within each stack determines the physical characteristics of the resultant gel that has optoelectronic properties, which means engineers, through this material, will have the capability to befriend light and electricity in a way that has epistemological and commercial benefits. This can bear applications in sensors, displays and

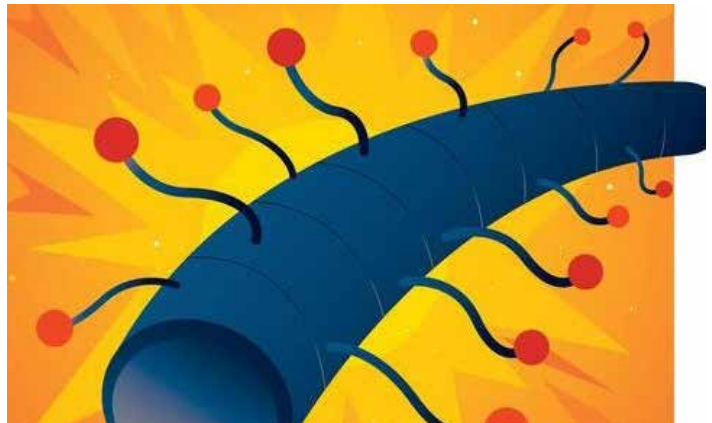


photovoltaic surfaces with better reliability and efficiency.

Their work has been published in the journal, *Liquid Crystals*.

SUPERCHARGING BATTERY TECH WITH NANO TECHNOLOGY

Dr. Salman N. Arshad, Assistant Professor, Department of Chemistry and Chemical Engineering, has been working to re-imagine battery tech from the ground up to help alleviate us from the conundrums of current battery technology. His research focuses on developing carbon-based electrode material for an increase in specific capacitance and charge retention. However, there is more – his team has developed a method where carbon nanotubes, nanofibers and iron oxide work together in a beautiful display of chemistry to produce desired results for capacitance retention. Dr. Arshad's research paper was published in the journal, *Synthetic Metals*.



Students' Highlights

Team EZ Water, led by student, Adan Tanveer has won third place in Social Innovation in the Virtual Diamond Challenge 2020 organised by the University of Delaware, USA. Team EZ Water is determined to defy the challenge of affordability of and accessibility to clean drinking water to masses, globally.

The UX Pakistan 2020 conference, held in April 2020, was organised by the Design Innovation Society at LUMS (INDEX) in collaboration with the Department of Computer Science at SBASSE.

In the year 2020, SBASSE has graduated 20 PhD students, with an average graduation time of less than 5 years. These PhD students have produced more than 50 journal articles with a cumulative impact factor of more than a hundred (100), 25 conference articles, and numerous new tools, technologies and software.

Winner of the inaugural Syed Babar Ali Research Awards, Abdul Rehman Aslam from the Department of Electrical Engineering at SBASSE has been selected for the IEEE Circuits and Systems Society Pre-Doctoral Award. He will be awarded a grant of USD 2,500.

Sharon Riaz's PhD work discovered and synthesised a library of chalcones, whose biological evaluation revealed potency against not only normal cancer cells but also cancer cells that are resistant to current therapeutics due to the Pgp efflux pumps. Her work has been published in *Bioorganic Chemistry* and the work was completed under the supervision of Dr. Rahman Shah Zaib Saleem from the Department of Chemistry and Chemical Engineering.

Under Dr. Muhammad Tariq's supervision, Jawad Akhtar worked on PcG/trxG paradigm using fruit flies. Jawad's work has discovered a complex interplay between Enok and PcG factors which results in suppression of gene silencing by PcG and contributes to the anti-silencing act of the trxG. This work in Tariq lab was funded by grants from the Higher Education Commission Pakistan and LUMS.

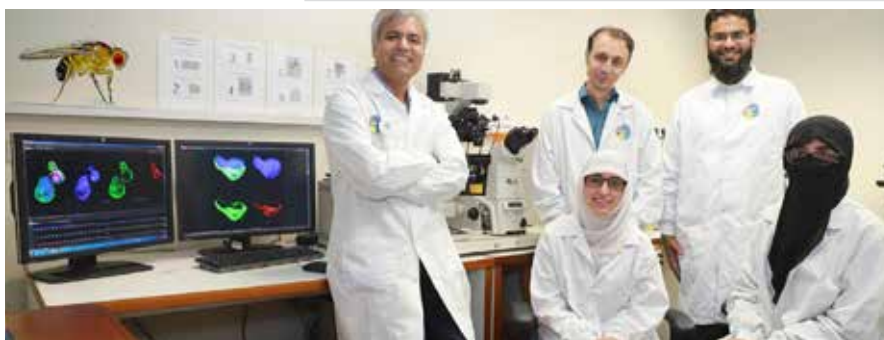
Nazish Naeem, a BS student from the Department of Electrical Engineering, has been offered a fully funded PhD position at Massachusetts Institute of Technology (MIT), for Fall 2021. She will be joining the Signal Kinetics Group at the MIT Media Lab.

Dr. Numan Khurshid's PhD defense under the supervision of Dr. Murtaza Taj, has cracked the problem of correlating images taken from an aerial view (e.g. using satellites, airplanes or drones) with images of the same object from the ground. While doing so, he has linked two seemingly disparate fields: remote sensing of Earth objects and algorithms for machine learning.

Working under the supervision of Dr. Zubair Khalid at the Department of Electrical Engineering, Wajeeda Nafees has discovered amazing mathematical structures for applications in medical imaging, cosmology, computer vision and many others. This work has been published in IEEE Transactions on Signal Processing.

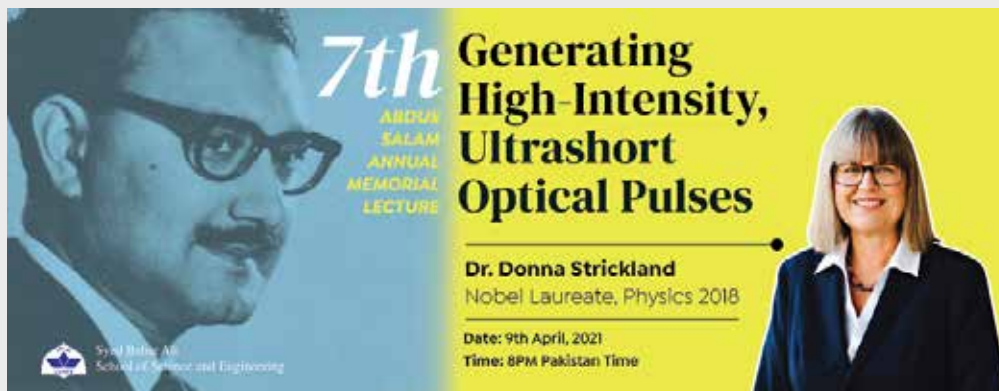
The SPIE Student Chapter at LUMS organised a webinar on May 12, 2020, where international guest speaker, Dr. Ari Sihvola from Aalto University, Finland, spoke on 'Electromagnetic emergence behaviour from metamaterials: how optical properties are dictated by material structure'.

The combined efforts of Haleema Sadia Malik and her team, including Dr. Amir Faisal and Dr. Rahman Shah Zaib Saleem have discovered an enzyme inhibitor that targets specifically the FLT3 and even stops the process of reproduction within cancer cells that house this troublemaker of an enzyme. The inhibitor being referred to is Chalcone 4. The research paper was published in the American Chemical Society's *Journal of Natural Products*.



The Tariq Lab team

Seminars, Workshops and Conferences



SBASSE hosted Nobel Laureate in Physics, Dr. Donna Strickland as speaker of the 7th Abdus Salam Memorial Lecture on 'Generating high-intensity, ultra-short optical pulses'. Dr. Strickland is a Professor in the Department of Physics and Astronomy at the University of Waterloo and is one of the recipients of the Nobel Prize in Physics 2018 for developing chirped pulse amplification with Gérard Mourou, her PhD supervisor at the time.

Bio-Organic and Medicinal Chemistry (BMC) at the Department of Chemistry and Chemical Engineering, organised its first international symposium on 'Antiviral Drug Design and Discovery'.

The recently announced 2020 Nobel prize in Physics is shared by Sir Roger Penrose - a Mathematician, Mathematical Physicist and Philosopher of Science, a special seminar was held and the talk was delivered by Professor Asghar Qadir, a distinguished Pakistani mathematician and one of Sir Penrose's first students.

The Tariq Lab organised a Molecular and Cellular Biology colloquium. The inaugural speaker was Dr. Oliver Bell, who is an Assistant Professor at the Kech School of Medicine, University of Southern California.

The Department of Mathematics organised a series of online seminars to commemorate the memory of John Conway, a highly passionate mathematician.

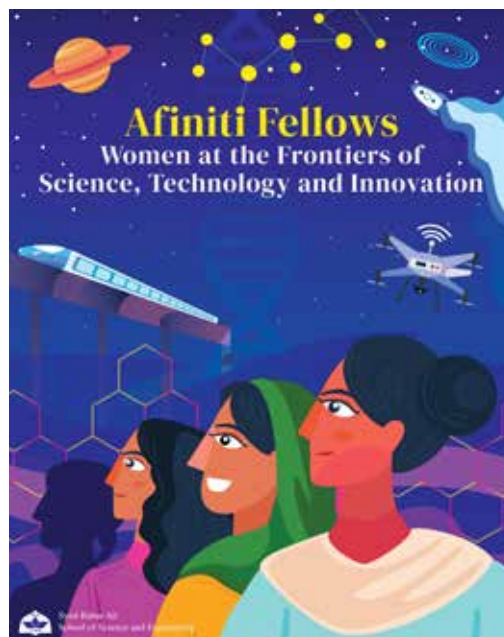
The Department of Electrical Engineering, Microwave Antennas and Circuits (MAC) Lab, and IEEE LUMS student chapter jointly organised a seminar series on 'Recent Developments in Radar Systems and Status of Radar Development in Pakistan.'

The NCRA Agricultural Robotics Lab and the Centre for Water Informatics and Technology, LUMS, in collaboration with the Institute of Space and Technology, organised a four-week training workshop on 'Earth Observation Applications in Agriculture and Forestry'.

National Stem School in partnership with Pakistan Innovation Foundation conducted a talk STEM: Next Wave 2 with Dr. Abubakr Muhammad, Associate Professor at SBASSE. The topic of the talk was 'The nature of technology: the case of intelligent machines'.

Collaborations

- In collaboration with Afiniti Pvt. Ltd., SBASSE launched the Afiniti Fellows Programme for the Women at the Frontiers of Science, Technology and Innovation Programme. This programme was a generous gift from The Resource Group and Afiniti and aims at attracting an outstanding young investigator working in futuristic scientific disciplines, generally under-represented in Pakistan.
- UPSIGN has partnered with SBASSE to train 40 students for the Pakistan's Global Graduates Programme. In this initiative, selected students receive training in essential skills including interpersonal communication, technical writing, scientific conduct and ethics, and are taught by leading academics from six British universities. The Programme is free and is open for PhD, MS students, juniors and seniors.



COVID Research at SBASSE

Rimsha Irfan and Shikufa Mousavi, students of Dr. Rahman Shah Zaib Saleem, gathered literature on 300+ magical molecules known as Chalcones. Their effort culminated in the form of the publication of a review article titled 'A Comprehensive Review of Aminochalcones', in the open access journal *Molecules*. Structured like two rings attached with a thin bridge, Chalcones find important health applications in anti-cancer, antiviral, antibacterial, anti-inflammatory and antioxidant immunomodulation.

Dr. Shaper Mirza and her team have been awarded PKR 12 million as a Rapid Research Grant by The World Bank and Higher Education Commission, Pakistan, to conduct a study and dig out epidemiological patterns in how the human body responds to the COVID-19 infection. The purpose is to help guide doctors and researchers for better clinical decision-making for this disease.



Dr. Shaper Mirza and her team

Dr. Shahzad ul Hussan is working to find a molecule that can bind to either of the viral proteins; RdRp, 3CL-protease and helicase, to help disable the coronavirus. He received the Shahid Hussain Public Health Research Grant 2020, for 'Discovery of New Potential Therapeutics Against Coronavirus by Targeting Viral Cellular Entry and Replication'.

Dr. Safee Ullah's work, which has been recognised through the prestigious Shahid Hussain Public Health Research Grant, will be able to develop a framework to seamlessly integrate healthcare data with all stakeholders of the health care system around the country and in doing so – help save millions of lives and financial resources.

Mohsin Ali, from the Department of Mathematics, along with Dr. Adnan Khan have been part of a team who've scrutinised transmission dynamics of COVID-19 through mathematical modelling and have tried to understand the significance of pharmaceutical intervention in the deployment of a strict lockdown, which may help guide public healthcare policy. This work is published in the journal, *Letters in Biomathematics*.

Graduate students, Hafsa Iftikhar and Nayyer Ali in the Biochemistry and Structural Biology Lab, led by Dr. Shahzad ul Hussan, have exploited tools in artificial intelligence to identify potential drugs or drug-like molecules specifically targeting the SARS-CoV-2 virus. This work was hailed as an important step forward in the global challenge to cure the pandemic.



SHAIKH AHMAD HASSAN SCHOOL OF LAW



Message

FROM THE DEAN

As this academic year draws to a close, the Shaikh Ahmad Hassan School of Law (SAHSOL) is preparing to graduate its thirteenth batch of students from the BA-LL.B programme. While a number of events were carried out this year, and a major curricular restructuring was initiated to enable the school to plan for sustainable growth into the future, this has also been a year of reflecting upon and consolidating the many gains we have made since the inception of the programme.

We are more actively keeping in touch with our past graduates and relishing in their many successes. As practitioners, our alumni are now gaining recognition as senior associates and as partners in major firms across the country. Their leadership and skills are sought by major governmental agencies and organisations, and they are acting as policy consultants to effect changes in the practice and structure of our law. Some have already built reputations for their work as human rights advocates, either through courtroom challenges to abuses or by working with organisations engaged in rights campaigns. In addition, we are also deeply gratified that a number of our graduates are now permanent and visiting faculty members at our school.

The distinct advantages of a legal education in which students are encouraged to develop their critical faculties and to approach problem solving from various disciplinary angles are realised because of the dedication and skill of our permanent faculty. This is a research active faculty with diverse area specialisms. What is shared however is a common commitment to incorporating contextual, historical and critical approaches to the study of law. Like good law schools elsewhere, SAHSOL merges the vocational and academic content of legal education in a manner that is both informed by and generative of research. Altogether, the



DR. SADAF AZIZ
INTERIM DEAN

faculty has already published five books with major international publishers and in this last year alone, more than 12 publications have appeared in major law reviews and journals.

We seek to keep growing into the future and serving the legal field, while also militating for an approach towards the law that makes it a system capable of serving the powerless and marginalised within our nation. This orientation to serving our community is reflected in projects and publications delivered by students this last year, including a Directory of Support Services: For Women and Girls Experiencing Violence and Abuse for Punjab province. This is one of the many outcomes of having delivered clinical courses in these last years and we look forward to expanding these offerings in the near future.

Along with the technological tools, that we have gained access to, it is the sense of community and common purpose that has allowed us to get through adversity and continue to deliver excellent legal education in this time of global hardship.

Highlights



**MR. UZAIR KAYANI APPOINTED
HEAD OF DEPARTMENT**

- **MR. VINCENT WARREN DELIVERS
KHALID ISHAQUE MEMORIAL
LECTURE**
- **SAHSOL FACULTY LAUNCH
PAKISTAN FEMINIST JUDGEMENT
PROJECT**
- **DR. SADAF AZIZ APPOINTED
INTERIM DEAN**

Major Events

Our faculty learnt to navigate online teaching to ensure the delivery of quality legal education for our students. They were also able to engage the digital landscape to ensure that the tradition of scholarly and intellectual exchange was kept alive in this period.

THE KHALID ISHAQUE MEMORIAL LECTURE OF 2021

Annually, SAHSOL honours the memory of Mr. Khalid M. Ishaque, with one or more distinguished scholar lectures. A preeminent lawyer, legal scholar, and intellectual, he was a mentor to numerous leading jurists, lawyers, and legal scholars over his five decades of service to the legal profession. This year's Khalid Ishaque Memorial Lecture was delivered by Mr. Vincent Warren on April 12. Mr. Warren has been the Executive Director of the Centre for Constitutional Rights in New York since 2006. He has overseen ground-breaking litigation and advocacy, specifically pertaining to the protection of constitutional rights to liberty and equality in this period.

In his talk titled "Strategic Litigation for a Transformative Politics", Mr. Warren reflected on the inter-relations between litigation, systemic social change and social movements, drawing upon examples related to racial profiling and police brutality.

SAHSOL Presents
THE KHALID ISHAQUE
Memorial Lecture 2021

Strategic Litigation for a Transformative Politics:
The View from the Center for Constitutional Rights

Vincent Warren
Executive Director
Center for Constitutional Rights, NY

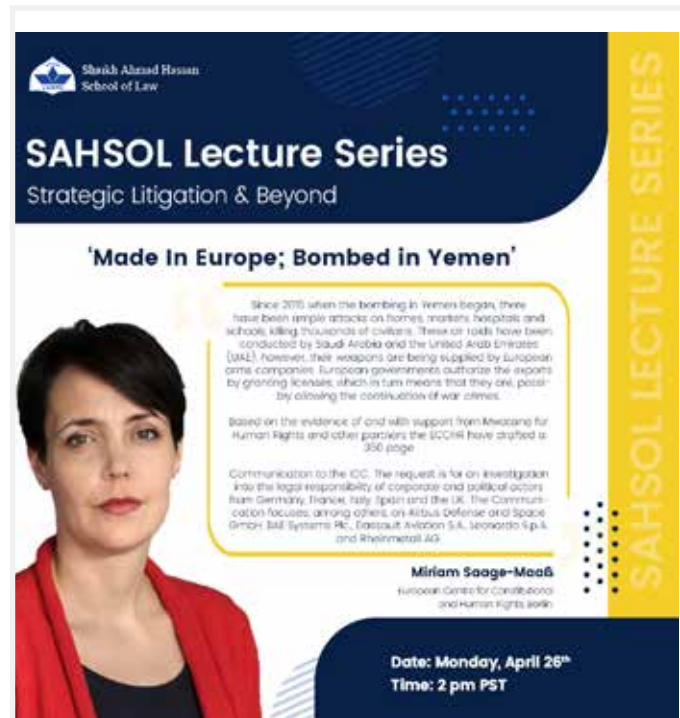
In the United States, affirmative social change litigation is most effective when the national politics are aligned with progressive change. Over the last 25 years, the political dialogue has bounced between the state's punitive reflex, which criminalizes oppressed communities, and a social movement vision for equity and inclusion which supports these communities. This lecture will highlight the challenges and victories of landmark strategic litigation by the Center for Constitutional Rights in the post 9/11 period. It will explore litigation efforts that sit between and connect the goals of American Muslim and Arab justice movements and Black Lives Matter movement, and argue that litigation has a role in transforming both the political discourse and oppressive social structures.

On Monday, 12th April, 2021 at 7 pm
Zoom Link: <https://lums-edu-pk.zoom.us/j/99577350658>



'STRATEGIC LITIGATION AND BEYOND' LECTURE SERIES

This series, organised by the Office of the Dean, further elaborated on the possibilities of using the law to enact broader social change. Ms. Maya Foa, Director of Reprive UK, focused her talk on the Stop Lethal Injection Project, which aims to end the misuse of medicines in lethal injection executions in the United States. The second lecture was delivered by Dr. Miriam Saage-Maas of the European Centre for Constitutional and Human Rights (ECCHRS) in Berlin. The talk focused on the efforts by the ECCHRS to take corporate and political actors in various EU states to task before the International Criminal Court for the manufacture and sale of weapons of war used in the perpetuation of war crimes and crimes against humanity. These lectures have allowed students to gain multifaceted insights into the kinds of human rights campaigns that are being waged by some of the world's most illustrious rights defenders.



THE PAKISTANI FEMINIST JUDGMENTS PROJECT

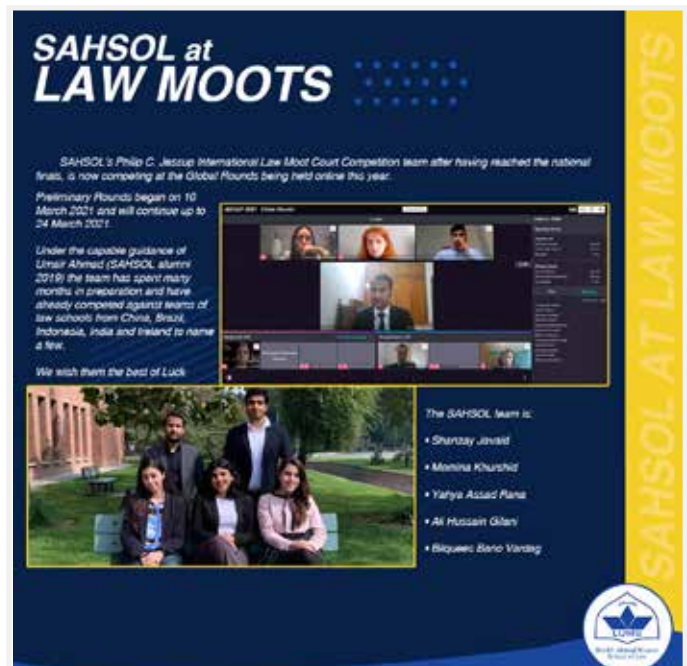


In aid of advancing a justice oriented agenda closer to home, Ms. Marva Khan and Ms. Orubah Sattar, SAHSOL alumni and faculty, founded the Pakistani Feminist Judgments Project (PFJP) and delivered a series of workshops in March of this year. The PFJP aims to encourage and support the rewriting of leading Supreme Court cases, from a feminist legal perspective. The project asks participants to re-envision the outcome of such cases, had a feminist judge written the judgments. These re-written judgments and commentaries will be published in the form of a book. This exercise of developing feminist jurisprudence through re-writing Supreme Court Judgments is especially necessary in Pakistan, where we have yet to elevate a non-male judge to the highest court in the country.

PARTICIPATION IN THE JESSUP INTERNATIONAL LAW MOOT COURT COMPETITION

Five SAHSOL students; Mr. Ali Gilani, Ms. Shanzay Javaid, Ms. Momina Khurshid, Mr. Yahya Assad Rana and Ms. Bilquees Vardag, advised by their coach Mr. Umair Ahmad (BA-LL.B 2019) participated virtually in the Jessup International Law Moot Court Competition, the largest international moot court competition.

After reaching the final in the National Rounds, the team went on to represent Pakistan at the Global Rounds to compete with over 550 teams from over 90 countries. After the preliminary rounds, the team was ranked 104th; the highest ranked team from Pakistan, and qualified for the advanced rounds with 167 other teams. Mr. Rana was ranked 33rd best advocate at the competition.



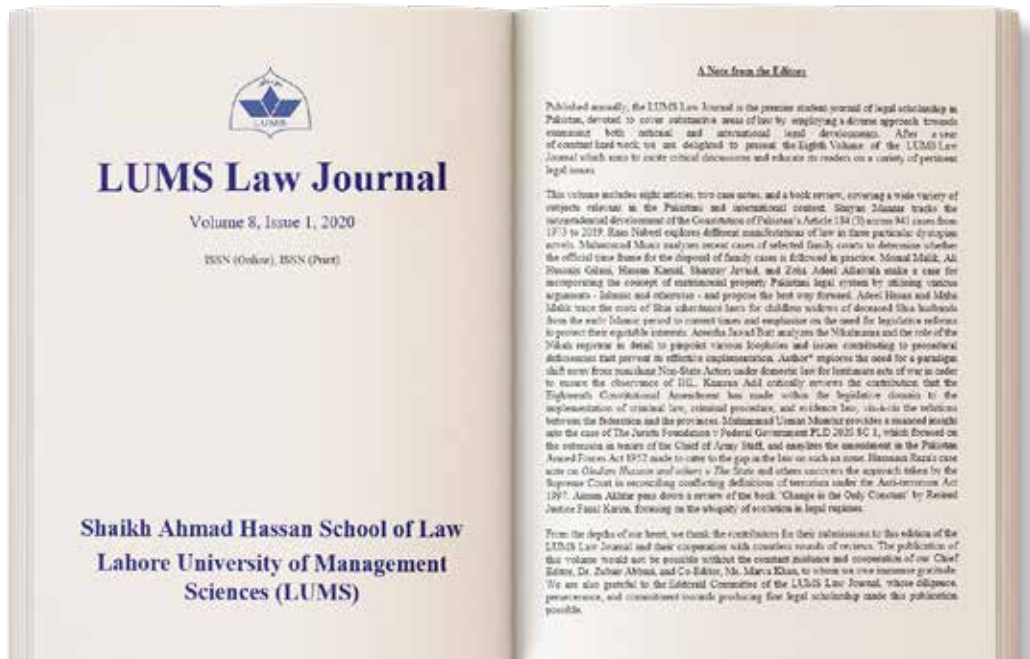
LUMS Law Journal

TALKS ON SPORTS LAW

The LUMS Law Journal organised two talks on the topic 'Sports Law and PCB Functionality in Pakistan'. The first one featured Mr. Tafazzul Rizvi, who shed light on the limited scope or development of Sports Law in Pakistan, and focused primarily on the Pakistan Cricket Board (PCB). Mr. Rizvi provided a detailed guide on the particularities of Sports Law in the country and allowed for discussion on the subject through a lively question and answer session. The second panel discussion was part of the thirty-eighth session of LUMS Live: Sports Law in Pakistan held on August 27, 2020. The panellists included Ms. Areeba Khalil, Senior Manager Legal Affairs, PCB, Mr. Shaigan Ijaz, Advocate Supreme Court of Pakistan and Mr. Minam Karim, Advocate High Court.



LUMS LAW JOURNAL: VOLUME 8

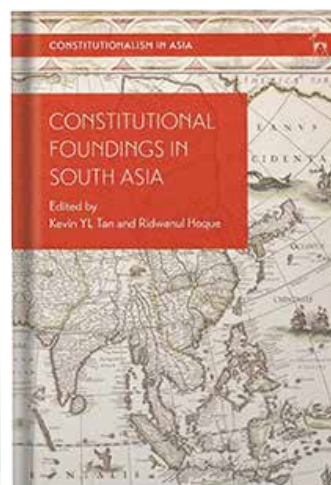
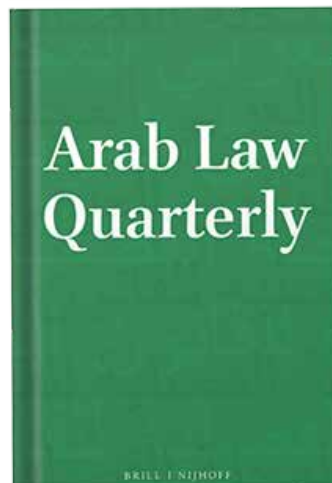
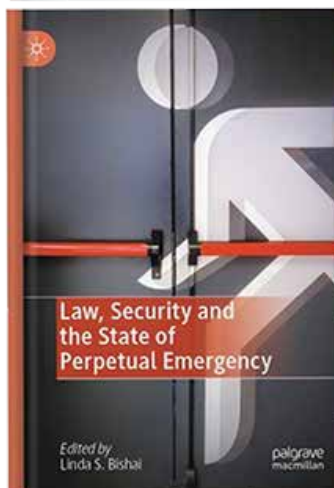
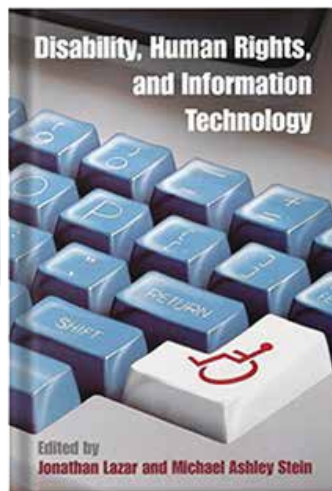
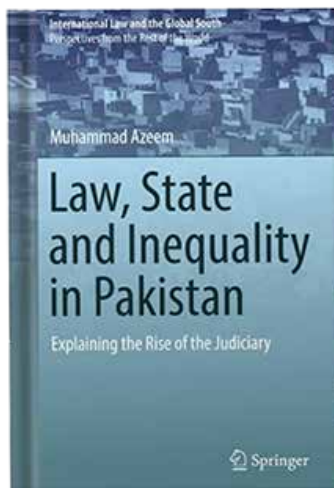


The 8th volume of the *LUMS Law Journal* covers a wide variety of subjects relevant in the Pakistani and international context. These include pieces providing nuanced understandings of Pakistani laws and procedure – such as the Anti-Terrorism Act, 1997, extension of the Chief of Army Staff's tenure, development and procedural requirements of Article 184(3), and Criminal Law post 18th Amendment. The volume also includes articles making a case for reformatory and much needed change in the country's law

on, for example, inheritance laws for the Shia sect, procedure of *nikah* proceedings, and a call for accepting the concept of matrimonial property. This year's volume adds to the legal scholarship of the country by including writings that are seldom seen, such as an essay outlining the time-frame for disposal of Family Law cases and another providing insight on the jurisprudence of dystopian novels.

Faculty Highlights

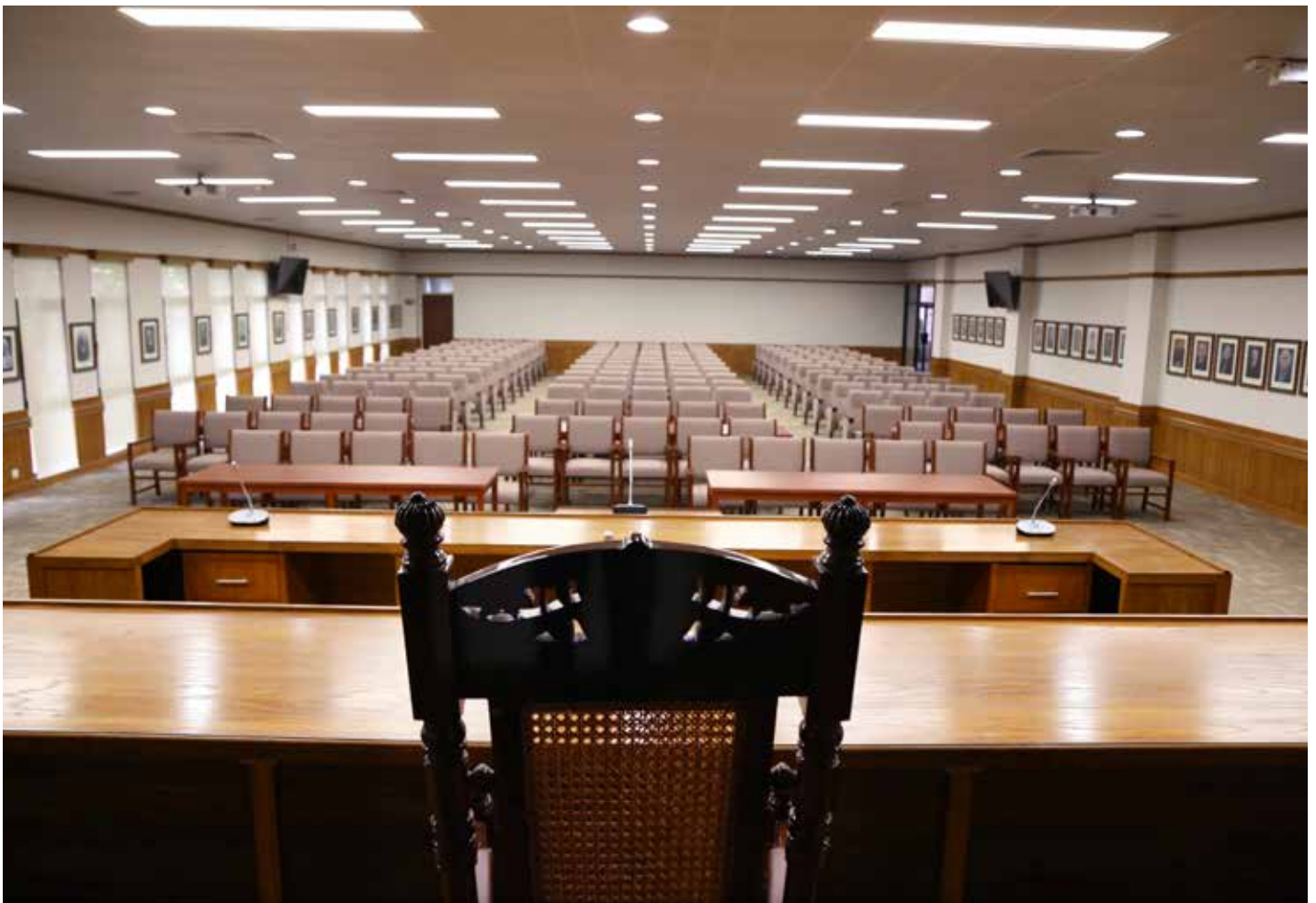
- Dr. Zubair Abbasi completed his fellowship year at the Oxford Department of International Development. He also utilised his time to publish extensively
- Ms. Marva Khan and Ms. Angbeen Atif Mirza were awarded the Faculty Initiative Fund at LUMS for their interdisciplinary project that aims to create an improved understanding of harassment and accessibility across educational institutes in Pakistan
- Dr. Sikander Shah and Mr. Uzair Kayani completed a project with the American Bar Association on 'Protecting and Strengthening the Rights of Children'. This was a broad ranging project on training various levels of government actors on child protection.



Publications from faculty

Alumni Achievements

- Ms. Mahin Choudry (BA-LL.B 2008) was appointed Head of Conduct, Financial Crime and Compliance for Retail Banking and Wealth Management Advisory at Standard Chartered Bank (Pakistan) Limited.
- Ms. Mehtab Khan (BA-LL.B 2013) has been awarded a postdoctoral fellowship at Yale Law School. He will be part of the Information Society Project working on Artificial Intelligence accountability, free speech and platform governance issues.
- Mr. Umair Javed (BA-LL.B 2008) was appointed Registrar of the Competition Commission of Pakistan.
- Mr. Fakhruddin Valika has been appointed as Deputy Counsel at the International Chamber of Commerce's International Court of Arbitration. He was also recently appointed as a Secretary to Racial Equality for Arbitration Lawyers, a group of global lawyers striving to promote diversity and inclusion in international arbitration.
- Mr. Basim Raza (BA-LL.B 2015) was appointed associate partner at MCA Law Associates.



Moot Court at SAHSOL

SYED AHSAN ALI AND SYED MARATIB ALI SCHOOL OF EDUCATION



Message

FROM THE DEAN

The Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) aims to produce reflective practitioners who are committed to spearheading education reform through research and evidence-based inquiry. The spirit of SOE is embodied by its vibrant student body, consisting of leaders of education reform across experience, region, gender, age, socio-economic background, ideology and interests.

The flagship MPhil Education Leadership and Management programme offered at SOE is an interdisciplinary degree aimed at inspiring and equipping individuals to serve as future leaders of the education sector.

In the academic year 2020-2021, we welcomed our third cohort of 47 diverse and motivated students. Female students constitute 72% of the MPhil class and 10 students have received a 100% merit scholarship. This cohort consists of students from all across Pakistan, including Lahore, Chitral, Sukkur, Islamabad, Karachi, Ubauro, Alipur and Gilgit.

As we began the academic year in the middle of an ongoing pandemic, it was important for us to adopt strategies that can help mitigate the challenges and disruptions caused by COVID-19. Academic processes and instruction were adapted in line with university-wide policies of online teaching. The administrative unit at SOE worked to ensure co-curricular engagement and student wellbeing was prioritised just as much as the quality of teaching.

Through the final semester Practicum, students were embedded in a semester-long 'residency' rooted in field-based research. Groups of students were placed in 13 impactful, educational organisations and were required to work on a mission critical problem of practice. Our students have undoubtedly excelled, and have developed research-based solutions to challenges encountered in the field.



DR. FAISSAL BARI
DEAN

In Fall 2019, the School also launched a minor in Education for undergraduate students. Through the 22 diverse and innovative courses offered, students had 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 Policy, Politics and Governance. This aims to help students understand the everyday educational issues they will encounter, as well as those that influence our development as a society.

Since its inauguration in 2018, SOE has grown rapidly. With each incoming cohort of students, we have also welcomed faculty who can add value to our programmes and offer their disciplinary expertise to our students. Faculty at the School has since supervised 24 Practicum projects for MPhil students, as well as independent research and senior projects for students across LUMS. This has enabled students to develop new research ideas and foster critical problem-solving through these projects. They have continued to excel as academics in their field; they are actively involved in Pedagogical Partnerships with students through the LUMS Learning Institute, are part of many international advisory groups, and are leading exciting research of their own. Their invaluable input and instructional direction when designing new programmes has been crucial to the launch of the Executive MPhil, two undergraduate minors, as well as three executive training and development workshops for external participants in the past year.

The SOE Career Placement Programme, in its second year, has allowed our students to undergo comprehensive, skill-based professional training. Through resources, strategic sessions on resume writing, cover letter building, mock interviews and a graduate networking event with 20 employers participating, our students have developed their career interests, knowledge and experiences appropriate to career opportunities available in Pakistan and globally.

Over the course of the past three years, we at SOE have actively worked with educators, researchers, policymakers and other strategic stakeholders to tackle complex educational challenges and catalyse the educational landscape. With our second batch graduating this year, I look forward to seeing graduates from SOE at the forefront of shaping and reimagining education reform in Pakistan.



Inside a classroom at SOE

Undergraduate Minor in Education

Since its launch in 2017, SOE has offered numerous courses targeting the undergraduate student body. This has culminated into the launch of SOE's first undergraduate programme: minor in Education. Situated at the nexus of

research, policy and practice, the programme provides a substantial introduction to education through academic and field-based learning. From the batch of 2021, five students will be graduating with a minor in Education.

Policy Engagement and Education Development

LAUNCH OF THE EXECUTIVE MPhil IN EDUCATION LEADERSHIP AND MANAGEMENT IN FALL 2021

The Executive MPhil Education Leadership and Management was developed in response to an expanding demand for educational services in Pakistan, and an accompanying shortage of decision-makers and leaders in the sector.

This 2-year programme is designed specially to enable practitioners working in the field to successfully complete a Master's programme without having to exit the job market.

ONLINE TRAINING OF YOUNG ADULTS

SOE launched 'My Thinking, Your Thinking: An Online Course on Critical Thinking and Leadership', aimed to help young adults navigate the world around them and become effective leaders. The course was jointly led by Dr. Mariam

Chughtai, Assistant Professor, SOE and Raafia Raees Khan, Clinical Psychologist and Vice CEO of SWAAT for Pakistan, a trust organisation established to benefit the youth of the country.

WORKSHOP ON 'LEARNING DISABILITIES AND ANXIETY MANAGEMENT'

SOE delivered a three-day bespoke training programme for school management, head teachers and teaching staff at Message Grammar School. The programme was designed as a highly practical and practitioner-

focused course consisting of research-backed approaches that improve the quality of student learning while supporting their socio-emotional development.



Training workshop at Message Grammar School

Practicum

The Practicum is a mandatory, intensive semester-long 'residency' rooted in field-based research during which students are placed in one of the 11 educational

organisations partnered with SOE. This year, Practicum projects required a 'hybrid' model of engagement as a result of school closures and lockdown restrictions due to COVID-19.

PRACTICUM PARTNER	PROJECT
Akhuwat	Developing a Capability-based Intervention for First-generation Students Transitioning to Higher Education
Al-Beruni International School - 1	Exploring the Implications of the Flipped Classroom Model at Al-Beruni Through Stakeholder Perceptions and Experiences
Al-Beruni International School -2	Evaluation and Assessment of Flipped Classroom Approach in ABIS in Grade 3 English and Social Studies
Beaconhouse School System	Formative Assessments: Evaluating Middle School Students' Learning in Mathematics and Development of Self-regulated Learning (SRL) through Instructional Scaffolding
City School	Comparison on IT-based and Kinaesthetic Learning in Early Years Education
Idara Taleem-o-Aagahi	Building Teacher Capacity to Catalyse a Social Movement Utilising the CLF Ideology
Programme Monitoring Implementation Unit (PMIU)	School Councils: Gender Differences, Contribution and Challenges
Punjab Examination Commission 1	Developing a Framework for Formative Assessments
Punjab Examination Commission 2	Revisiting Assessments in the Schools of Lahore - a Guide for Performance-based Assessments
SABAQ	The Correlation between Student Engagement and Learning Outcomes: an Analysis of Muse's Content
Taleemabad	The Taleemabad Classroom Model
Technical Education and Vocational Training Authority (TEVTA)	An Analysis of Skills, Employers and TVET Graduates from TEVTA Institutes
The Citizens Foundation	Distance Learning and Support through <i>Ilm Ka Aangan</i> (Edutainment Magazine) and <i>Ilm Ujala</i> (Volunteer Programme)

SOE Career Placement Programme

The SOE Career Placement Programme has developed a Reflection and Resources system of support, which facilitates students in developing a strong sense of self-awareness, and provides the resources they need to reach their full potential.

The team has also conducted behavioural interviews with individual graduates; helping student be more cognizant of their career goals, and their strengths and weaknesses.



Career Placement for Class of 2020

ADVISING SESSIONS WITH CAREER PLACEMENT SPECIALIST

A Career Placement Specialist was hired to carry out workshops and one-on-one advising sessions with students. The following sessions were organised for the batch of 2021:

- Resume and Cover Letter Writing
- Interview skills, Career Narrative and Elevator Pitch
- Building a Digital Footprint, LinkedIn Profile, Networking and Job Hunting
- Individual Feedback and Advising Sessions

MOCK INTERVIEWS 2021

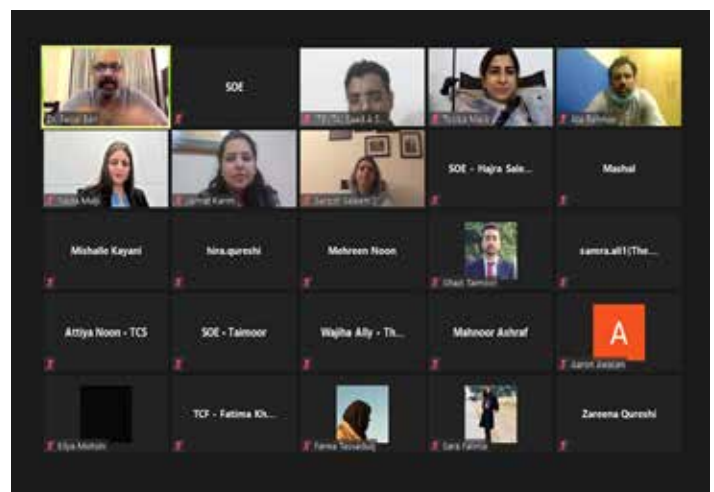
Twelve industry specialists from different organisations were invited to virtually interview

students and provide them with critical feedback on structure, style and communication skills.

GRADUATE NETWORKING EVENT 2021

SOE organised a virtual Graduate Networking Event in April 2021 with the aim to engage students with diverse perspectives from an education researcher, practitioner and policymaker.

Organisation representatives received resumes of students that were assigned to their panel. The students were matched with organisations based on their preference of industry skills and career interests. This event was critical in exposing our students to multifaceted career prospects.



The Graduate Networking Event in session

Student Services

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 Hall meetings. These are useful communication channels between the Dean and students allowing for two-way feedback, which has the potential of developing into a strong apprenticeship model.

MENTAL HEALTH COUNSELLING

A crucial function of the Student Assistance Department is coordinating therapy sessions for the MPhil ELM students with a professional psychiatrist on a weekly basis. This year, 54 counselling sessions were organised for students with Dr. Anjum Bashir.

OUTREACH EVENTS

This cycle's events included online information sessions, for both the MPhil and Executive MPhil, with other universities and organisations. These included the University of Balochistan, Habib University, Karachi, BUITEMS, Quetta, SUKKUR IBA University, Crescent Model Higher Secondary School, and Learning Alliance among others.

THE SCHOOL COUNCIL

The School Council 2020-2021 provides a forum for faculty and students to participate in school governance through its elected representatives, Muhammad Aqib Irshad Class of 2021 and Noor-e-Muzammil of the Class of 2022. The School Council advises the Dean on a wide range of policies pertaining primarily to academic matters.

SCHOOL NEWSLETTER

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



SOE Newsletter Covers

Office for Partnerships

The Office for Partnerships is a vital component at SOE. It 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. The School's partnership portfolio encompasses a broad spectrum of

educational organisations which include the public, private, trust schools, for-profit, non-profit, technical, formal, non-formal and the Madrassah schools. Through the Practicum, government partners have encouraged SOE students to work with them in policy, planning, data collection and field research.

Faculty Research

DR. TAYYABA TAMIM

Tamim, T. (Forthcoming). Monolingual policies and plurilingual practices in English language classrooms: Addressing shared guilt and threats to *Asian EFL Journal (AEJ)*, March 2021 Main Edition 25 (2).(25/2).

Tamim, T. (Forthcoming). Women and higher education in COVID-19 times: Challenges and possibilities for sustainable development. In Leal Filho, W., (Ed.) 2021, COVID-19: Paving the way for a more sustainable world. *Springer: Cham*

Tamim, T. (Forthcoming). COVID-19 and women's participation in higher education in the upcoming issue of *Southasiadisasters.net*

DR. RAZIA SADIQ

In *Art Education, the journal of the National Art Education Association (NAEA)*, United States for publication in Summer 2021. Arts education in schools in Pakistan: Balancing a tenuous history with hopes for the future

'Higher Purchase: A Field Experiment in Asset Based Microfinance' Faisal Bari, Kashif Malik, Muhammad Meki, Simon Quinn. Draft Jan 21. To be submitted to a journal by March.

'Included to be Excluded? Gender and Class in Cartography of Educational Spaces in Pakistani Textbooks' Tayyaba Tamim, Humayun Ansari, Faisal Bari. Under submission.

'Leveraging Video-based Technology to Enhance In-Service Teacher Training: Evidence From a Randomized Experiment in Punjab, Pakistan.' Faisal Bari, M. Farooq Naseer, Javaeria Qureshi, Abbas Rashid. To be submitted by March 2021.

'Education: Looking forward by Looking Back' Faisal Bari. Draft to be submitted by Feb. 2021.

DR. QAISAR KHAN

Khan, Q. and Wang S., The effect of family planning exposure on fertility choices and reproductive health care in rural Pakistan, *Journal of Asian Economics*, 2021.

The advantage of being youngest: Birth order, family size and educational outcomes in Pakistan (Working Paper).

Trends in Son Preference and Fertility in Pakistan: Evidence from four waves of Pakistan Demographic and Health Survey (Working Paper).

DR. GULAB KHAN

Double Jeopardy in Learning in Pakistan: COVID-19 and the Deep Digital Divides (Working Paper), Gulab Khan and Qaisar Khan.

LUMS Live

SOE faculty has been an active part of the LUMS Live series organised by the Office of Advancement at LUMS. They have participated in sessions on a single national curriculum, learning how to teach online, art and education in Pakistan, and building pedagogical partnerships.



MPhil Co-curricular Programme

SPEAKER SERIES

Every semester, SOE organises a range of events to help the students benefit from 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.

SOE EDUTALK SERIES

- COVID-19: Reopening and Reimagining Schools
- Pandemic: A Perspective on Special Education
- Seeing, Doing, Imagining: The Future of Art Education in Pakistan
- Making Sense of Craft in Grassroots Empowerment in Pakistan through the Systems Lens – A Design Research towards Co-Learning
- *Kahaani Kahi Jaati Hai* (A Story is Told) - Theatre as Social Practice

 Syed Ahsan Ali & Syed Maratib Ali
School of Education

SOE EduTalk

Live Zoom Webinar

Pandemic: A Perspective on Special Education



Guest: Nabila Chaudhry
Director Programs & Projects at
the Rising Sun Institute



Guest: Samrina Anwar
Head of Oasis School for Autism



Guest: Richard Geary
Founder and Director of Family
Educational Services Foundation



Guest: Dr. Rabia Malik
CEO and Research Fellow at
IDEAS Pakistan

Date: Thursday, February 11, 2021
Time: 4:00 PM
Meeting ID: 918 0664 2661 | **Passcode:** 280400

EduTalk Poster

MODELS OF EDUCATIONAL INNOVATION

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

- Japan International Cooperation Agency (JICA) on non-formal education with Mr. Abid Fill Hussain, JICA's Deputy Chief Advisor; 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

WEBINAR AND OUTREACH SESSIONS

- SOE Live Webinar 'SOE Master's Degree Programmes Information Session'
- Outreach Session with Learning Alliance
- Outreach Session with Crescent Model Higher Secondary School
- Outreach Session with Teach for Pakistan
- Outreach Session with Jadeed Dastgir Ideal High School Gujranwala
- From Classrooms to Systems: Bridging the Education Leadership Gap with Teach for Pakistan

ALUMNICONNECT SERIES

On November 25, 2020, SOE formally launched its newest series of talks. AlumniConnect aims to provide a platform to alumni to reconnect with

SOE in general and with their juniors in particular, and to talk about their lives post-graduation.



Session 2 and 3 of AlumniConnect



Session 2 and 3 of AlumniConnect

OFFICE OF STUDENT AFFAIRS



Message

FROM THE DEAN



DR. ADNAN KHAN
DEAN

Our mission at the Office of Student Affairs (OSA) is to facilitate experiential learning through co-curricular activities, and also provide pastoral care to students. The academic year 2020-21 was overshadowed by the COVID-19 pandemic, which presented unique challenges to the OSA in particular due to the nature and scope of our work. The OSA team stepped up to the challenge, and shifted to an efficient online paradigm.

Online elections for the Student Council were held towards the end of the academic year. We now have a new Council in place with a woman President and Vice President – both firsts in LUMS' history. Counselling and Psychological Services shifted online early on in the pandemic and have done an excellent job in supporting students. More than 350 student society events took place, and three new societies were also registered. The Office of Sports, Wellness and Recreation started online programmes, including offering one credit courses online. The Housing Office stepped up to provide safe, COVID-19-compliant accommodation to students with severe connectivity issues who required accommodation on campus. They also did

a splendid job managing the quarantine and isolation centres set-up in the dorms. Last but not the least, Student Support Services dealt with a very high volume of petitions due to COVID-19, and worked with the Health and Safety Committee to ensure a safe campus. Additionally, despite COVID-19, the Career Services Office maintained effective communication with employers to ensure that more than 90% of our graduating class was employed within three months of graduation.

I would like to express my deep gratitude to all my colleagues at the OSA who worked very hard to ensure that proper support was provided to all our students.

Student Council

For the first time in the University's history, the student body have elected a female President and Vice President for Student Council 2021-2022.

Anoosh Fatima Khan, BSc '22, President, and Sana Chaudhry, MBA '22, Vice President, are ushering in a new era of the Council.



Student Council 2021-2022

Student Support Services

- The Student Support Services (SSS) department successfully conducted a completely reimagined Orientation Week (O Week) 2020. The O Week survey showed a satisfaction rating of 92%.
- SSS provided lead support to the Erasmus B-International capacity-building project to help set up an international centre on campus.
- The OSA Helpdesk efficiently catered to over 1,000 helpdesk queries, including 849 makeup instrument petitions that were received and processed with due diligence during this time period.

Career Services Office

- Placement percentage for the Class of 2020 (986 students) stands at 95% as at March 31, 2021.
- Since July 2020, 1,438 job positions from 628 companies were announced for the Class of 2020. 292 internship slots at 71 companies were also announced. 145 new companies were brought on board, 15 of which are based internationally.
- Experts from the corporate sector, senior alumni, and members of the CSO team were brought on board to provide career guidance to 1,113 students across 31 virtual Career Advisory and Mentorship sessions under the Virtual Career Guidance programmes. These included simulated interviews, mentorship sessions, career counselling sessions, live Facebook sessions, NOP scholar-specific career sessions, and CSS preparatory sessions.
- CSO organised two Personality Trait Assessments that were attempted by 616 students.
- Organised admissions guidance sessions for 70 leading universities of the world, in collaboration with the British Council, Virtual Study UK, Fulbright and the United States Educational Foundation in Pakistan.

LOAN REHABILITATION

- Total recoveries during the first three quarters of 2020-21 stand at PKR 17.27 million, against a budgeted recovery of PKR 8.09 million. During the same time period last year, recoveries stood at PKR 9.465 million.
- Overdue loans, were brought into special focus. These efforts yielded the recovery of PKR 2.5 million.

Housing Office

Key activities

- Established a Quarantine Centre and an Isolation Centre in the male and female dorms.
- Installed independent fire alarm and smoke detectors in all male dorms.
- Ensured COVID-19-compliant accommodation.

LUMS Medical Centre

1,937

patients visited
the Medical
Centre

212

patients have been cared for
in the isolation centres since
January 2021

Counselling and Psychological Services

Key Achievements

- Published two issues of the Counselling and Psychological Services (CAPS) bulletin, which were uploaded to the OSA website.
- CAPS provided timely online services to students in quarantine.
- The Placement Programme under CAPS, which commenced in collaboration with Forman Christian College, was completed. Students enrolled in the programme successfully graduated from their Masters in Clinical Psychology under the guidance of the CAPS Head of Department.
- The development of CAPS Practice Management Software was successfully completed. User interface testing is underway.
- Mental health helplines for emergency help outside office hours (5:00 pm – 8:30 am) were made available to students.
- CAPS offered telehealth skill building workshops and webinars to support students in coping with various mental health issues. These included:
 - A five session intensive workshop, 'The Anxiety Toolkit', which focused on understanding the nature of anxiety, learning strategies to manage anxiety and developing coping skills.
 - A webinar on depression titled 'Understanding the Black-dog' which highlighted details to why and when depression happens, and strategies and techniques of managing depression.
- CAPS introduced confidential online mental health screening for students on the OSA website. Participants receive immediate results at the end of each screening that they can print and bring to a counselor for further discussion and evaluation, if indicated.
- The askCAPS@lums.edu.pk alias became operational and questions were answered within 24 hours.

Co-Curricular Activities

Number of Student Societies

54

Events Organised

384

External Delegates

5,000+

Event Registration Revenue

PKR
4.524
million

Sponsorship Revenue

PKR
1.873
Million

New Student Societies

3



LUMUN Delegation for Harvard World Model United Nations

KEY EVENTS

- 4th LUMS International Moot Court Competition '21 by the Law and Politics Society of LUMS
- ArtFest '21 by the LUMS Arts Society
- Aspiring Professionals Summit by the LUMS Society for Professional Accountancy
- Coding Guru by IEEE LUMS
- E LUMS Annual Photography Summit by PhotoLUMS
- FILUMS by the LUMS Media Arts Society
- HULT Prize Regional by the LUMS Entrepreneurship Society
- Ideation Academy by the LUMS Entrepreneurship Society
- LUMS Adab Mela '21 by the LUMS Literary Society
- LUMS Music Fest by the Music Society of LUMS
- LUMUN Conference by the LUMS Model United Nations
- Mental Health Awareness Week by the LUMS Community Service Society
- Phoenix '21 by the Finance Society of LUMS
- PsiFi XII by the Society for Promotion and Development of Engineering and Sciences
- Salam Sessions by the LUMS Student Math Society
- Sigma 5 by the LUMS Student Math Society
- SOP Chapter 2021 by the LUMS Entrepreneurship Society
- SOP Women Entrepreneurship Summit by the LUMS Entrepreneurship Society
- The LUMS IV 2021 by the Debates and Recitation Society of LUMS
- Young Leaders and Entrepreneurs Summit by the LUMS Entrepreneurship Society

NEW STUDENT SOCIETIES

- LUMS Dance Society
- LUMS Women in Computing
- Anime and Manga Society of LUMS

KEY ACHIEVEMENTS

- LUMS Literary Society launched a new literature magazine
- LUMUN secured the Best Delegation Award at Geneva International Model United Nations
- LUMUN secured the Best Large Delegation Award at ScotMUN
- The Debates and Recitation Society at LUMS represented the University at the United Asian Debating Championship 2020 and reached the quarter final of the competition

Office of Sports, Wellness and Recreation

MAJOR INITIATIVES

The Office of Sports, Wellness and Recreation (OSWR), under the leadership of OSA, has developed a web-based radio station which can be accessed anywhere in the world. The LUMS Radio station is ready for the operation.

SPORTS ACTIVITIES

More than 3,925 community members participated in the following sports programmes and activities:

- Basketball
- Cricket
- Football
- Badminton
- Table Tennis
- Volleyball



Radio LUMS in session!

WELLNESS AND WELLBEING ACTIVITIES

The OSWA designed various core workout plans and successfully introduced the following programmes:

- Taekwondo classes for staff/faculty children
- Fitness Hour
- Body Weight Challenge
- Flat Belly Challenge
- Fusion Body Fitness
- Boost-up Sculpt
- Push and Pull Challenge
- WOW Plank Challenge

1 CREDIT HOUR COURSES

OSWR has offered the following courses to facilitate students. Approximately 90 students attended these courses in Spring 2021. The instructor also developed online sessions to execute the credit hour programmes successfully.

- Basketball for Beginners - 2 courses (male and female)
- Strength and Conditioning - 6 courses (male and female)



Dramaline conducting an online play

EMERGENCY MEDICAL SERVICES

Emergency Medical Services volunteer student Medical First Responders handled 43 emergencies during the year.

SPORTS AT LUMS (SLUMS)

- SLUMS hosted its first international sports conference from April 17-18, 2021. National and international guests attended this two-day event.
- SLUMS hosted a podcast series, which spanned over five and a half months, and featured different athletes to promote sports in Pakistan.



A mental health session underway on campus

CENTRES



LUMS LEARNING INSTITUTE



DR. SULEMAN SHAHID
DIRECTOR

Inspired by successful models from universities around the world, the LUMS Learning Institute (LLI) engages students as partners in educational development, supports faculty with instructional skill development and critical inquiry on the impact of their teaching on student learning, and promotes an environment for sustained effort and shared responsibility for quality enhancement.

The LLI's core mandate is to strengthen teaching and learning communities, cultures, and practices at LUMS. It provides leadership in teaching and learning by encouraging and supporting the scholarly exploration, innovation, implementation, evaluation and dissemination of teaching and learning practices. LLI's focus is on four key areas:

1. Supporting evidence-based pedagogical practice
2. Purposeful collaboration with students
3. Strategic growth and enrichment in both human and technological resources, supporting excellence in teaching and learning at the University and beyond
4. Innovative pedagogical research that enhances and responds to teaching and learning practices

Highlights

LAUNCH OF *FIKR-E-NAU*

This newsletter captures the ethos of scholarly initiatives that LLI has been involved in since its inception. The name *Fikr-e-Nau* aligns with the concept behind setting up the LLI, which is to introduce, explore and practice new ideas in teaching and learning.



The inaugural issue of Fikr-e-Nau

INSTRUCTIONAL SKILLS TRAINING WORKSHOP (IST)

To date, the 3-day IST workshop is one of the most popular teaching development opportunities at the LLI. In the IST, participants work in small groups to learn how to implement lesson design and increase student engagement in learning. Since May 2019, 110 participants from across the five schools have participated in the workshop.



Participants engage in small group instruction during an IST workshop

COURSE DESIGN EXPRESS (CDE)

Piloted in December 2020 with 10 instructors, CDE is a self-paced course where participants work through a series of five flexible blocks, working their way up to building their course outline. Optional prescheduled check-ins and group discussions are provided to those who want support and feedback.

INSTRUCTIONAL SKILLS IMPLEMENTATION COURSE (ISI)

An extension of the IST, the ISI is a blended course that provides opportunities for instructors to develop their lessons and practice evidence-based instructional skills in courses currently in session. Instructors interact with their peers online and use a combination of video and online annotation tools to offer feedback on their lessons.

PEDAGOGICAL PARTNERSHIP PROGRAMME

The Pedagogical Partnership Programme is a LUMS-wide initiative, which aims to establish meaningful partnerships between students and staff/faculty to work on a range of teaching and learning projects. The programme provides compensation for students to work as full members of project teams with faculty and/or staff.

The programme has supported 25 pedagogical partnerships with more than 38 student partners and 27 faculty/staff partners to date.

ONLINE PEDAGOGICAL SKILLS TRAINING WORKSHOP

This intensive workshop was designed to support faculty in developing instructional skills for online learning and teaching during COVID-19. The workshop was run by a team of seven facilitators over the summer and was attended by 81 full-time faculty, adjuncts, and teaching fellows.

INSTRUCTIONAL SKILLS TRAINING – ONLINE (IST-O)

Due to a tremendous demand for the IST workshops, a complete online asynchronous four-week IST course called IST-O is currently in development to be offered on LUMSx and will be open to instructors outside of LUMS in the future. The course will take on the elements of the live IST workshop with a focus on asynchronous group work and online peer feedback. Participants in the IST-O will experience the same level of engagement as the in-person IST.

LUMSX

Started in 2020, LUMSx is a University-wide initiative with the primary goal of transforming teaching and learning by providing the best tools and resources needed to create meaningful online learning experiences. The platform aspires to harness the potential of digital technologies and innovative pedagogies to open learning, discourses, and research inside LUMS for everyone.

LUMSx plans to offer a large portfolio of online classes in various subjects and disciplines, as well as executive and lifelong learning opportunities designed to meet the unique needs and ambitions of adult learners.

It will host courses from the Centre of Continuing Education Studies, the Rausing and Executive Development Centre and the LUMS Learning Institute. Offerings will include short courses, professional development workshops, Massive Online Open Courses (MOOCs), and blended courses. Courses will be offered to students, academics, professionals and independent learners.



Pedagogical Partnership Programme Orientation

RESEARCH IN TEACHING AND LEARNING

LLI leads and collaborates on research that informs their work in supporting evidence-based pedagogy, contributes to institutional teaching and learning priorities, and develops new knowledge about teaching and learning. It aims to support and recognise teaching and learning research through future programming and by creating opportunities for scholarly discussion, dissemination, and recognition.

TA TRAINING WEBINAR

In response to online learning during COVID-19, LLI designed a live webinar series for Teaching Assistants (TAs) to support them in their transition to working in the online learning environment during the Fall semester.

The webinar focused on 3 key areas:

1. Effective communication
2. Providing effective feedback
3. Course management

More than 150 TAs signed up and participated in these sessions.



Script discussion for video production



An inside view of the studio

VICE CHANCELLOR'S AWARD FOR EXCELLENCE IN TEACHING AND LEARNING

The Vice Chancellor's Award for Excellence in Teaching demonstrates the value LUMS attributes to the core function of teaching and learning. It recognises the contributions of individuals who, through innovation, commitment, and continued excellence in teaching have significantly enhanced the quality of their students' learning experiences. The Award recognises sustained achievement with weight given to evidence of continuing effort and outstanding contributions in teaching and learning over several years. Outstanding contributions capture the intellectual growth of students and enhanced student learning resulting from innovative teaching in the classroom, the mentorship of students through involvement in research or practical experience, the development of novel and effective educational materials, and leadership that promotes teaching and learning at LUMS.

Dr. Zubair Khalid, Ms. Angbeen Mirza, Dr. Ali Raza, Dr. Muhammad Tariq, and Dr. Momin Uppal have been announced as the winners of the inaugural Vice Chancellor's Award for Teaching Excellence.

Special Events

TEACHING STRATEGIES SHOWCASE

The Teaching Strategies Showcase featured colleagues from all five Schools. In this session, presenters demonstrated several creative and effective teaching strategies to be tried inside classes and discussed the impact that these have had on student learning. Each instructor gave a short presentation on their teaching strategy, followed by an open discussion and Q&A. The session was moderated by Dr. Launa Gauthier from the LUMS Learning Institute.

Presenters:

Dr. Razia Iram Sadik
Associate Professor, SOE

Title: Thinking Visibly: Collaborative Analysing and Synthesising of Content in Synchronous Online Classroom Discussions

Dr. Razia shared various visible thinking routines she used in a theory course to facilitate active processing of complex texts, images, and other content, as well as idea generation through structured reflective small group discussions.

Dr. Ihsan Ayyub Qazi
Associate Professor, SBASSE

Title: Engaging Students in Large Classes with In-class Competitions and Inclusive Participation

Dr. Ihsan shared his strategies for large classes such as un-graded in-class competitions to facilitate student learning and how these impact his students.

Dr. Ghazal Mir Zulfiqar
Associate Professor, SDSB
Title: Postcards for Critical and Creative Expression

Dr. Ghazal shared how she used postcards as tools to help students think and respond critically, creatively and independently in online and other learning environments.

Dr. Aamna Khalid
Assistant Professor, MGSBSS

Title: Using Inquiry-based Teaching in a Flipped Classroom

Dr. Aamna spoke about how to increase student autonomy through creating a flipped environment to foster active engagement, deeper learning and critical thinking.

Dr. Faiza Ismail
Assistant Professor, SAHSOL
Title: Legal Research for Practitioners

Dr. Faiza shared how her students engaged in case studies of real life cases with lawyers from law firms.

DESIGNING EFFECTIVE MULTIPLE CHOICE QUESTIONS WORKSHOP



Michelle Ogronik

Presenter: Michelle Ogronik

PhD Candidate (Psychology) & Lead Educational Development Fellow
McMaster University, Canada

Multiple Choice Questions (MCQs) are typically associated with testing recall-level knowledge. Michelle has done a lot of work in psychology (education and cognition) in McMaster University on MCQ design and test taking, and has learned ways to structure questions to assess higher-order thinking. The workshop was aimed at helping participants design better MCQs, learn about effective test items, and create question stems and answer options that would help to set students up for success. This session provided invaluable insights to several faculty members and students on how to structure and design MCQs in a concise and easy to read manner. This workshop will benefit all instructors who resort widely to the use of MCQs for assessment purposes.

LUMS ENERGY INSTITUTE



DR. FIAZ CHAUDHRY
DIRECTOR

The LUMS Energy Institute (LEI) has commenced development of the Power Sector Center of Excellence (PSCE) in partnership with Central Power Purchasing Agency (CPPA-G). A formal proposal has been approved by CPPA-G and has also received a nod from the National Electric Power Regulatory Authority (NEPRA). The PSCE is part of the Energy Institute's broader initiative of building institutional capacity in the power and energy sector.

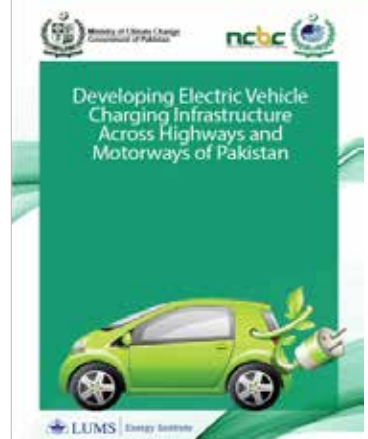
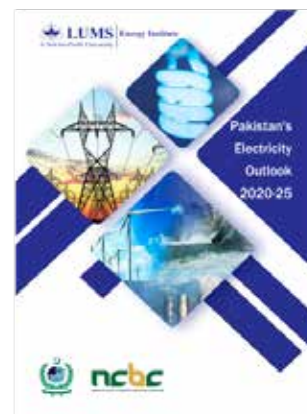
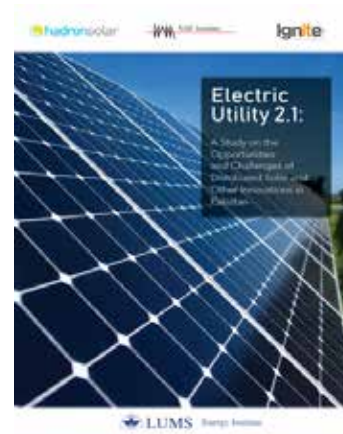
PSCE will provide a platform for techno-commercial expertise, advanced skills development and trainings for the latest modelling tools exclusively for professionals in the power sector entities of the Government of Pakistan.

MODEL DEVELOPED

The LEI has collaborated with the National Power Construction Corporation Pvt. Ltd. (NPCC) in developing the Short-term Load Forecasting (STLF) model - a first of its kind that uses advanced data analytics. The STLF model has proven to be highly reliable and credible, and has improved demand and supply planning for NPCC.

PROFESSIONAL SERVICES

The Institute has also provided Project Analysis Study to a leading development finance institution, CDC Group, owned by the UK government. The work involved conducting dispatch analysis for a potential 100 MWp solar power project in Punjab and assessing investment suitability. It enabled targeted investments in order to boost renewable energy generation in the country.



Reports and proposals by the Centre

SOCIAL SERVICES

The faculty at LEI is proud to serve 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, Inter-ministerial Committee on EV Policy and Implementation among several others.

REDC



DR. ZAIN UL ABIDEEN
DIRECTOR

For Rausing Executive Development Centre (REDC), this year proved to be the time for reengineering programme experiences, developing a cutting-edge distance-learning platform and expanding into COVID appropriate outdoor facilities. Despite the circumstances, the Centre did not close operations for a single month and continued to engage with different industry stakeholders.



Outdoor class facility organised by REDC

REIMAGINING EXECUTIVE EDUCATION

As the premium executive education provider in Pakistan, REDC was the first to introduce Live and interactive online executive programmes in June 2020, using modern technology, with the efforts of our stellar faculty and staff.

REDC's live-online platform is designed to offer participants a true REDC experience with its hallmark pedagogy, interactive learning tools, and a high level of engagement through real-time exchange of ideas among faculty and the programme's peer-network.

With an enhanced reach for programmes delivery through online executive programmes,

complemented with the outdoor facility, REDC has expanded its functional area and capability in the most difficult of situations.

The Centre continued to work with private and public sector organisations to support them in fulfilling the evolving needs of the industry through its Custom Programme portfolio. Meanwhile, REDC also fostered new partnerships with leading organisations functioning in the domains of information technology, fast-moving consumer goods, telecom and the oil and gas sectors.

EXPANDING PROGRAMME PROFILES

REDC continued to expand its open programme portfolio and introduced new programmes for senior managers and industry leaders. The Centre introduced two new open programmes, Leadership in Crisis and Key Account Management, to address the current challenges faced by those at the helm of affairs in these testing times.

Leveraging the case-writing experience of our faculty, the Centre collaborated to develop case studies and industry notes for executive programmes. Till date, 56 case studies have been published, while 27 others are in the pipeline. Recognising the need to offer a hybrid system

for courses to reflect the diverse needs of its executive clients, REDC introduced a variety of simulations in areas ranging from family business and change management to organisational behaviour.

The Centre conducted 38 executive programmes during the last academic year. Despite all the hurdles in regular programme delivery, the Centre gained an average participant rating of 4.59 in the areas of programme satisfaction, hospitality and management of the online learning platform.

FOSTERING NEW PARTNERSHIPS

This year, the focus remained on developing new partnerships with corporates struggling to address the real-world challenges owing to the current situation due to COVID and ensuing lockdowns.

REDC continued its long-standing partnership with energy, telecommunication and banking sectors and fostered relationships with

institutions working for oil and gas, software development, manufacturing and agriculture sectors.

The Centre conducted 15 custom programmes, of which 11 were conducted in the live-online format with participants joining from various parts of the world.



Class in progress at REDC



PROF. BILAL TANVEER
DIRECTOR

GURMANI CENTRE FOR LANGUAGES & LITERATURE

During the academic year 2020-21, the Gurmani Centre for Languages and Literature (GCLL) continued its endeavour to promote South Asian languages and literature by publishing a diverse array of literary works and by further enhancing its growing language programme.



Bunyād is the Centre's annual Urdu Studies journal

Publications

NEW PUBLICATIONS

GCLL collaborated with the Lahore-based publishing house, Sanjh Publications to showcase important literary works which have traditionally received little attention.

This year, the Centre published three exciting books. The first of these, *Ārē Tirchē Āīnē*, is a comprehensive collection of Sarmad Sehbai's Urdu and Punjabi stage plays. This landmark collection features all of Sehbai's plays including several previously unpublished ones. This was followed by a collection of Urdu translations of Sohrab Sepehri's Persian Poetry, titled *Āīnoñ Kī Jhīl*. The poems in this volume were selected

and translated into Urdu by Professor Moeen Nizami. The Centre also compiled an anthology titled *Punjabi Shā'ri*. The four-volume collection features a vast corpus of poetry in Punjabi which was selected by Professor Zahid Hussain—Writer in Residence and Head of Publications at the Centre. Some of the poets featured in these volumes include Ustad Daman, Nasreen Anjum Bhatti, Munir Niazi, Riffat Abbas, Sara Shagufta, Aziz Shahid, and Najam Hussain Syed.

ANNUAL PUBLICATIONS

In 2020, the Centre released the 11th Volume of *Bunyād*, its annual Urdu Studies journal. The journal has been a platform for emerging academics to share innovative and current research with a global audience since 2010. The latest issue was edited by Nasir Abbas Nayyar, with Wajahat Rafiq Baig as its Managing Editor. It features thirteen articles addressing a wide array of themes—including comparative analyses of nineteenth-century poetry, theoretical analyses of key twentieth-century prose writers, and contemporary linguistics and translation technologies. The Centre also published the 9th Issue of *Numūd* this year—an annual Urdu literary magazine which features poetry, fiction, and essays by students from various departments of LUMS.



Numūd; an annual Urdu literary magazine

Language Pedagogy

LANGUAGE COURSES AND MATERIALS

This year also saw several exciting developments in language pedagogy. The Centre continued to teach Arabic, Pashto, Persian, Punjabi, and Sindhi at level 1 and level 2, and introduced a new course titled 'An Anthology of Pashto Literature'. Instructors in Pashto, Persian, Punjabi, Sindhi, and Urdu also continued to develop blended curricular materials in an effort to move towards a backwards classroom design. Moreover, since December 2020, the language faculty has also been working with the LUMSx team to film online lessons in Persian and Sindhi and to create online quizzes, handouts, writing dialogues, and a variety of supplemental materials to use in language classes.

THE URDU LANGUAGE PROGRAMME

The Centre has collaborated with the Centre for Continuing Education Studies at LUMS to launch the Urdu Language Programme. Dr. Ali Raza and Dr. Gwendolyn Kirk secured initial funding to design and launch this innovative programme, and it is set to debut in the summer of 2021. This language programme will offer a world-class opportunity for foreign students from around the world to study Urdu language and literature, and to learn about Pakistan's society and culture first-hand in its cultural capital, Lahore. Additionally, it will provide a potential avenue for interested diaspora and heritage learners to connect with Pakistani language and culture. The programme has received support from the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences as well as the American Institute of Pakistan Studies and the Berkeley Urdu Language Programme in Pakistan.



DR. ABUBAKAR MUHAMMAD
DIRECTOR

CENTRE FOR WATER INFORMATICS & TECHNOLOGY

Initiatives

- Agreement with WWF Pakistan for deployment of a Forest Health Calculator, worth PKR 2,051,600
- Agreement with Almoiz Industries Ltd. for installation of digital soil moisture meters and weather stations, worth PKR 1,233,500
- Installation of water quality sensors at various sites in agreement with WWF Pakistan, worth PKR 1,510,745
- Partnered with the University of Agriculture, Peshawar for installation of water quality sensors worth PKR 273,000
- Continuation of soil moisture installations for Nestle Pakistan amounting to a total of PKR 27,261,262 over the last 5 years
- MoU with Hawkeye worth PKR 120,000 for analysing 3D point clouds of water channel beds
- Agreement with On Farm Water Management (OFWM) for installation of soil moisture meters and smart flume systems worth PKR 1,647,945
- National Agricultural Robotics Lab (NARL), awarded to WIT by the National Centre for Robotics and Automation (NCRA) was granted an extension in support for an additional year with a funding of PKR 100 million



A hydro-informatics test bed for flood prediction applications at the Namal Lake watershed

PROJECTS

- 'Autonomous Mobile Sensors for Hyper Resolution Hydrology' worth EUR 196,00 by the German Academic Exchange (DAAD), for 3 years starting from January 2021, in partnership with TU Kaiserslautern
- 'Climate Technology Market Assessment Services in Pakistan' worth USD 108,856 by the International Trade Center (ITC) for 6 months starting May 2021
- 'A Hydro-informatics Test-bed for Smart Irrigation and Flood Prediction Applications in the Namal Valley' worth PKR 1 million under a LUMS Faculty Initiative Fund (FIF) grant for one year

WEBINARS

Aab-Beeti Sessions: Six virtual webinars with 35,000 views were conducted to highlight topics revolving around environmental issues, sustainability and climate change with respect to water management, its impacts and conservation. The series featured expert speakers who engaged in solution-oriented discussions.



Aab-Beeti sessions with expert speakers

WORKSHOPS

The National Agricultural Robotics Lab (NARL) conducted a workshop, *Earth Observation Applications in Agriculture and Forestry* from August 17 to September 13, 2020, which was attended by 65 participants from relevant institutions.

WIT showcased its indigenously built low-cost soil moisture sensors at the *Bayer Learning Centre*, a farmer-focused 2-day event organised by Bayer Crop Science. A significant number of farmers from Lahore, Okara, Sahiwal, and Sheikhupura regions participated in the event, which was held at Bayer's Manga Mandi research centre on November 10-11, 2020.

PUBLICATIONS

The WIT team's publications carry pioneering work that revolve around sustainability, robotics and water related issues. Between September 2020 and May 2021, the team has successfully published the following work:

Ali, H., Muhammad, A. and Khan, M.M., 2020, September. A Simple Framework for Context-Aware Driver Performance. In *2020 IEEE 23rd International Conference on Intelligent Transportation Systems (ITSC)* (pp. 1-6). IEEE.

Khan, M.M., Berns, K. and Muhammad, A., 2020. Vehicle specific robust traversability indices using roadmaps on 3D pointclouds. *International Journal of Intelligent Robotics and Applications*, 4(4), pp.490-506.

Farooq, M., Muhammad, A. and Manzoor, T., 2020, December. Climate Informatics for the Water-Energy-Food Nexus in the Indus Basin: A Scoping Study in Modelling Dairy Farms. In *AGU Fall Meeting 2020*. AGU.

Vinca, A., Parkinson, S., Riahi, K., Byers, E., Siddiqi, A., Muhammad, A., Ilyas, A., Yogeswaran, N., Willaarts, B., Magnuszewski, P. and Awais, M., 2021. Transboundary cooperation a potential route to sustainable development in the Indus basin. *Nature Sustainability*, 4(4), pp.331-339.

Parveen, F. and Hankins, N., 2021. Integration of Forward Osmosis Membrane Bioreactor (FO-MBR) and Membrane Distillation (MD) Units for Water Reclamation and Regeneration of Draw Solutions. *Journal of Water Process Engineering*, 41, p.102045.

FIELD ACTIVITIES

WIT, in collaboration with National Centre of Robotics and Agriculture (NCRA), took up the task to initiate an experimental field on its grounds for the purpose of an in-depth examination and understanding of crops and their yield through nature-inspired sustainable farming practices. The field is equipped with cutting edge sensing technologies to digitally log all parameters related to crop health and environmental conditions.

In an on-going project collaboration with Punjab Monitoring and Implementation Unit, WIT has installed three units on canals at different sites.

ACHIEVEMENTS

WIT conducted a successful trial of Soil Moisture Sensors and IoT Weather Stations with Almoiz Industries Ltd. at five locations of Faisalabad and Okara for a complete sugarcane crop cycle.

In collaboration with PepsiCo and WWF Pakistan, WIT contributed to the recharge of groundwater aquifer with the help of various interventions, which include rainwater harvesting and water recycling. For this purpose, WIT has installed two projects on two sites.

WIT integrated a digital canal gauge on the dashboard of the Punjab Irrigation Department (PID). The development allows PID to retrofit new technologies with their existing telemetry system and the dashboard, paving the way for PID to scale up indigenously made canal telemetry technologies.

WIT has signed an MOU with PID to instrument the complete Lower Bari Doab Canal (LBDC) with Digital Canal Gauges and Soil Moisture Sensors, which will assist PID to calibrate their GIS based demand estimation models, and Digital Canal

Gauges will help them efficiently monitor and control the water distribution.

The Centre is in the process of deploying 100 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 litres of water.

Deployments were extended to the Swat Valley to monitor snow melt, stream water level and climate parameters. During the 2020 flash floods, data from the network of weather stations showed a strong correlation with the flooding event. WIT is currently working to expand its network for application to disaster risk mitigation in northern areas.

In collaboration with Namal Institute, Mianwali, and SEECS NUST, WIT has deployed a hydro-informatics test bed for flood prediction applications in the Namal Lake watershed. The project will install sensors and gather data to develop and test a hydrological model of the watershed.

HIGH-END EQUIPMENT



Baby Shark long endurance VTOL drone

National Agricultural Robotics Lab (NARL) procured high-end equipment, which included high precision RTK GPS, multispectral camera, compact Lidar by Velodyne, Baby Shark long endurance VTOL drone among other things.

The Baby Shark 260 VTOL drone, the first of its kind in Pakistan, conducted its first flight. The drone boasts 2.5 hours long endurance and long

distance flight with a maximum speed of 100 km/hr and maximum flying height of 3,000 m. The drone will be used for long-range agricultural mapping, inspections and surveys with multispectral camera over various districts in Punjab.

NATIONAL INCUBATION CENTRE LAHORE



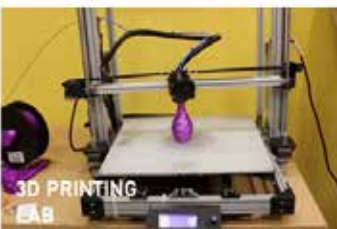
MR. SALEEM AHMAD
DIRECTOR

National Incubation Centre Lahore (NICL) at LUMS is a leading incubator, accelerator and entrepreneurial hub in Pakistan. Its renewed vision is to engage, inspire, enable and facilitate a generation of problem-solvers to create tech-enabled solutions in five high impact areas for Pakistan: agriculture, education, environment, healthcare and financial inclusion. NICL's platform also aims to foster innovation through an intersection of industry, academia and talent, infused with capital to not only create new ventures but also serve as a growth engine for local corporates.

The renewed vision, strategic roadmap and oversight of its implementation are being provided by Mr. Saleem Ahmad, Chairman of the Advisory Board. He is a seasoned investor with over 25 years of global private equity, hedge fund and venture capital experience; a senior advisor for the world's largest applied artificial intelligence company and a co-founder of Pakistan's first international venture capital firm. Dr. Alnoor Bhimani, Honorary Dean of SDSB, serves as the Interim Director. They are

supported by other members of the Advisory Board as well as a Foundation Council comprising trailblazing entrepreneurs and leading venture capital investors in Pakistan. NICL's current focus is on reorganising and enhancing the productivity of its existing programmes, unlifting human capital, and institutionalising systems and intellectual capital to culminate into a LUMS Entrepreneurship Institute.

Funded by Ignite, Ministry of Information, Technology and Telecom, and Fatima Ventures, NICL also provides oversight, training and technology transfer to NIC Quetta. The Foundation Programme, offered free of cost, is an immersive and rigorous skills-enhancement training tailored by LUMS faculty and specialists to help founders develop their ideas into investor-ready business plans. It enables access to a network of experts and business leaders who nurture and guide founder teams to fruition and serve as role models. Additionally, the start-ups have access to state-of-the-art facilities including co-working spaces, and innovation labs (Makers Labs, Facebook Innovation Lab, Usability Lab and Innawi Lab).



BUILDING DEEPER LINKAGES WITH LUMS

NICL's revamped vision seeks deeper engagement with LUMS to enhance the value of its degrees, and serve as a bridge builder between various centres and schools, thereby creating an

innovation district. With the help of LUMS faculty, NICL will offer non-degree technical-skills training courses and facilitate venture consulting engagements.

CORPORATE VENTURE CO-CREATION

NICL will serve as a corporate incubator to mature organisations exploring revenue growth and international entrants into Pakistan. It will serve as a viable substitute to in-house development labs for corporates to experiment product

development, assess new customer segments or markets, or the use of alternative technologies and digital tools for growth. It will validate new ideas with the help of NIC Entrepreneurs-in-Residence and LUMS faculty consultants.

FOUNDATION COUNCIL AND ADVISORY BOARD

Saleem Ahmad, Chairman, NIC Lahore & Quetta
Faisal Aftab, Founder & Managing Partner, BitRate.vc
Zehra Hyder Ali, Founder & CEO, Ghonsla
Aatif Awan, Founder & Managing Partner, Indus Valley Capital
Saba Gul, Founder & CEO, Popinjay
Hamza Iqbal, Founder & CEO, Healthwire
Junaid Iqbal, Former Managing Director, Careem Pakistan & Careem Pay
Usman Javaid, CEO, Ricult Inc.
Ali Farid Khwaja, Chairman, KASB Securities
Badar Khushnood, Co-Founder, Fishry.com
Muneeb Maayr, Founder, Bykea
Ali Mukhtar, Founder & General Partner, Fatima Gobi Ventures
Qasif Shahid, Co-Founder & CEO, Finja
Ayesha Khanna, Co-Founder and CEO, ADDO AI
Ahmed Hussain, Director & Chief Strategy Officer, Service Sales Corporation

ENTREPRENEUR IN CONVERSATION SERIES



The series comprises focused discussions with successful Pakistani entrepreneurs doing transformative work. The speakers highlight their failures and successes, and more importantly, how they overcame challenges to create enduring

success. These innovators, disruptors, and visionaries also share how they succeeded in impacting industries, and built companies that are positively changing the way society operates.

REVAMPING DIGITAL COMMUNICATION AND OUTREACH

With a new tone of voice and updated visual identity, NICL actively uses social media platforms and digital advertising to raise awareness and encourage applications. This included a bilingual video campaign series to reach out to potential

problem-solvers to target industry verticals. The video series focused on NICL's unique strengths (faculty, Makers Lab foundation programme) through testimonials and advertising on key websites to attract eyeballs and elicit clicks.

INDUCTION OF COHORTS 6 AND 7

The NICL incubated a fresh batch of innovators and problem-solvers to its Foundation Programme in November. The selected start-ups featured ideas such as Pakistan's first *shariah* compliant buy-now-pay-later service; an intelligent drug dispensary; bio sensor chip to monitor and reduce toxins in crops and improve nutrition and identifying shoplifters in real time by using AI.

NICL's Cohort 7 was also recently inducted into the Programme: 33 start-ups joined with solutions

such as a software to convert languages into Braille and print embossed books; affordable shoes made of recycled material for those born with clubfoot; a cryptocurrency-based online marketplace; a campus-based peer-to-peer skill-sharing and learning platform allowing students to monetize their skillsets; AI-integrated prosthetic limbs for amputees and a cloud-based IoT platform for aggregation and analysis of real-time data to improve productivity.

EXCLUSIVE MENTORSHIP AND INDUSTRY CONNECTIVITY

For the first time, NICL designed a one-on-one mentorship programme for start-ups, featuring over 30 mentors. Business leaders, trailblazers and visionaries, NICL's mentors provide formal one-on-one guidance to every start-up, as well as access to their industry network, catapulting the start-up's potential for success.



A one-on-one mentorship session in progress

INVESTOR SUMMIT TO SPOTLIGHT START-UPS

The Investor Summit serves as the capstone event of NICL's Foundation Programme, meant to provide real-world experience and access to entrepreneurial youth.

This year, the event brought together more than 35 early-stage start-ups incubated at NICL Lahore and Quetta who pitched their ventures in agritech, cleantech, edtech, healthtech and fintech to seasoned investors and start-up founders in Pakistan.

This year's Summit boasted a panel of seasoned angel investors and venture capitalists. The virtual event had an audience of over 380,000 people.

In addition to hosting the event entirely online for the first time, NICL also made the unprecedented move to share the Summit with the Foreign Office, with the invitation consequently disseminated among the Pakistani diaspora in the US and UK.

STRATEGIC PARTNERSHIPS WITH GLOBAL POWERHOUSES

NICL has partnered with leading national and international organisations that share a vision of catapulting the start-up ecosystem in Pakistan.

The highlight this year has been NICL's partnership with AWS (Amazon Web Services); including a collaboration to refer selected NICL start-ups to Y-Combinator, a top accelerator in Silicon Valley. Under the programme, start-ups are provided with

coaching on strengthening their applications and interviews skills.

NICL is also collaborating with AWS to present the *Build On, Pakistan 2021 Hackathon*; a competitive hackathon to create technological initiatives and solutions.

Achievements

- Two NICL start-ups, O'naps and Aabshar, have been shortlisted for the semi-final round in the Climate Launchpad programme. O'Naps aims to provide safe and environmentally friendly menstrual hygiene solutions to reduce health risks to women, while Aabshar has developed a water optimiser that saves up to 98% of water by simply installing an add-on to taps.
- The founder of NICL start-up, Mr. Aabshar, Ali Khursheed, was also ranked as Pakistan's Top Entrepreneur in 2020 by Global Student Entrepreneur Awards.
- TiE conducted the Pakistan Start-up Cup, in which four NICL start-ups (Abshar, O'naps, Zameera and Adwheels) pitched and were selected among the top 25 start-ups.
- At GITEX Technology Week, the Ministry of Information Technology and Telecommunication successfully pitched 3 start-ups from NICL, including SE Drop (Save Every Drop) which attracted interest from Dubai Electricity and Water Authority (DEWA), Dubai Municipality, Fujairah Municipality, UAE and private investors from Bahrain and Turkey for collaboration.
- Vceela, NICL's graduated start-up, collaborated with Daachi to conduct a virtual exhibition in order to present over 1,000 artisans and 15,000 products, including traditional artefacts and modern crafts. Vceela also won the GSMA Innovation Fund in 2020.
- NICL start-up, Milkify was selected for the Take Off Istanbul 2020, Dice Competition 2020 and for the Momentum Tech Conference 2020.
- Mr. Bilal Amjad, from NICL's first cohort, won the coveted Commonwealth Youth COVID-19 Hero Award in recognition of his healthcare start-up, InstaCare.



Mr. Bilal Amjad set up InstaCare to make quality healthcare accessible for all

CONTINUING EDUCATION STUDIES



DR. ALI RAZA
DIRECTOR

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 various walks of life.

The Centre offers the following:

- Short Evening Courses
- Certifications and Programmes
- Summer Semester for LUMS and External Students
- Summer School and Pre-College Courses



A CES class conducted on campus

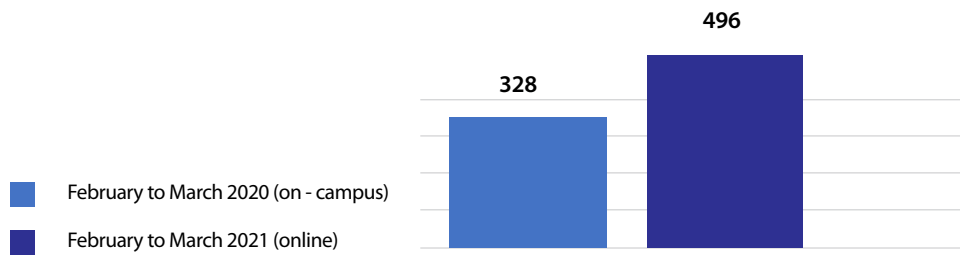
Achievements

- With five sessions from September 2020 to April 2021, the total number of participants was 1800+.
- There were a total of 58 evening courses offered in this duration, including new offerings such as Mobile App Development for Android and iOS, Digitization and Financial Technologies, Introduction to Finance, Beginning Urdu and Advanced levels of Content Marketing, SEO Fundamentals and Google Ads, and Graphic Design.
- Employees from diverse organisations including non-profits, multi-nationals, government organisations took courses at CES.
- Online modules increased international reach. Participants joined courses from all across the globe, including countries such as, the United States, Canada, United Kingdom, UAE, and Sweden.

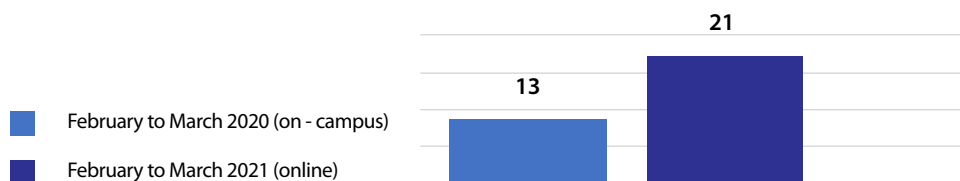


A CES student taking an online module

ENROLLED PARTICIPANTS: ON - CAMPUS VS ONLINE



COURSES OFFERED: ON - CAMPUS VS ONLINE



Initiatives

WEEKEND WORKSHOPS

Weekend workshops were introduced for high school students, on a variety of topics including Fiction Writing and Public Speaking.

URDU LANGUAGE PROGRAMME

This course primarily caters to foreigners, non-native speakers, and expats. Students study Urdu in an immersive environment and are introduced 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-centered approach.

LUMSX

Two asynchronous online programmes are being developed under LUMSX; which include, Certificate in Data Science and Elementary English for Remote Learners.

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.

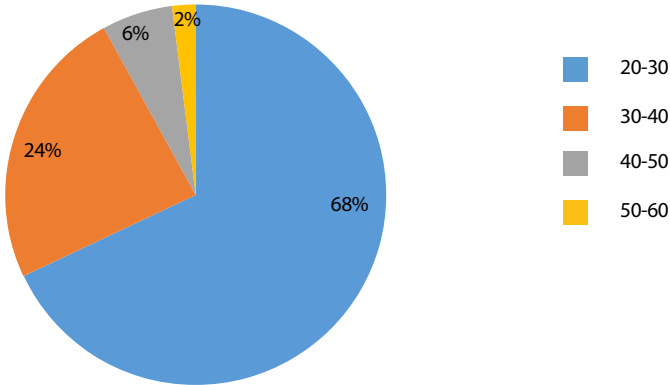
TEACH AT CES

LUMS alumni were engaged to teach as instructors through the 'Teach at CES' initiative. Currently alumni from various disciplines are

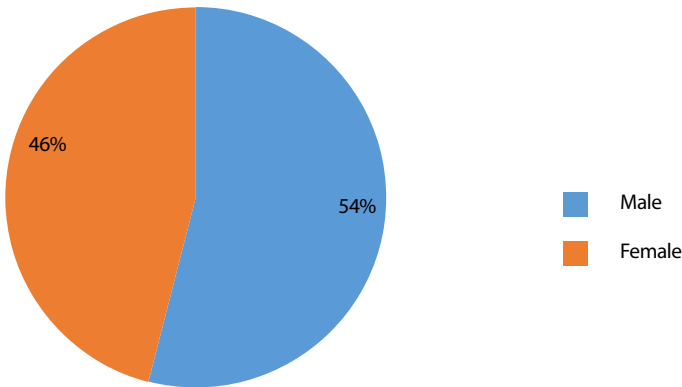
teaching CES courses and sharing their expertise with a wide audience. About 35% of the current CES faculty is LUMS alumni.

Participant Demographics

AGE GROUP DIVISION



GENDER RATIO



DIVERSITY BY PROFESSION



SAIDA WAHEED GENDER INITIATIVE



DR. HADIA MAJID
DIRECTOR

As COVID-19 pushed us all indoors, the Saida Waheed Gender Initiative (SWG) took its vibrant series of talks and panel discussions online to give to give the community and a wider audience a chance to engage with academic and practitioner work.

- **Gendered Design of Technologies**
Participants: Dr. Maryam Mustafa, Assistant Professor, SBASSE, and Dr. Hadia Majid, Assistant Professor, Department of Economics & Director, SWGI
- **Indian Sex Life: Sexuality and the Colonial Origins of Modern Social Thought**
Participants: Dr. Durba Mitra, Assistant Professor of Women, Gender, and Sexuality, Harvard University, and Dr. Ali Raza, Associate Professor, MGSHTS
- **Women in Public Service in Pakistan**
Participants: Dr. Sana Haroon, Associate Professor of History and Asian Studies, University of Massachusetts, Boston, and Dr. Sameen A. Mohsin Ali, Assistant Professor, MGSHTS
- **Writing & its Discontent: Sabyn Javeri on Hijabistan**
Participants: Dr. Sabyn Javeri, New York University, Abu Dhabi, and Dr. Nida Kirmani Associate Professor, MGSHTS
- **Intersection of Caste, Gender, Religion and Work: A Case of Christian Female Sweepers in Lahore**
Participants: Dr. Ayra Indrias, Kinnaird College for Women, Lahore, and Dr. Nida Kirmani, Associate Professor, MGSHTS
- **Pakistan's Health Sector: Gaps and Innovations**
Panelists: Ms. Aisha Ijaz, Aahung; Dr. Aneel Tariq, Doctors' Republic; Dr. Ayaz Qureshi, University of Edinburgh, UK; Dr. Faisal Bashir Chaudry, University Hospital North Midlands, UK and Dr. Sara Saeed Khurram, Sehat Kahani
Moderator: Dr. Ayesha Masood, Assistant Professor, SDSB

SESSION ON 'GENDER, INEQUALITY AND MICROFINANCE'

This consultative session was held in partnership with Kashf Foundation and Mahbub ul Haq Research Centre at LUMS. Ms. Sima Kamil, Deputy Governor at State Bank of Pakistan, gave a keynote speech. This was followed by a panel discussion titled 'Challenges to Women's Economic Role and Efficacy of Existing Solutions' that included Dr. Hadia Majid; Dr. Maryam Mustafa; Mr. Mudassar Aqil, Chief Executive Officer of Telenor Microfinance Bank and Ms. Roshaneh Zafar, Founder and Managing Director, Kashf Foundation as panelists. The session was moderated by Ms. Zainab Saeed, Head of Research at Kashf Foundation.



A consultative session on 'Gender, Inequality and Microfinance'

'EXPLORING FEMINISM AND FUN THROUGH FILM'

This virtual film screening and panel discussion event was organised with Dr. Nida Kirmani and Dr. Shilpa Phadke, Professor of Media and Cultural Studies at Tata Institute of Social Sciences, India. The session was moderated by Dr. Kamran Asdar Ali, Professor of Anthropology, Middle East Studies and Asian Studies, University of Texas, USA. The live event featured two short films including *Khel Khel Mein* (Playing at the Boundary) by Dr. Kirmani and *Khule Aasman Ke Neeche* (Under the Open Sky) by Dr. Phadke. These films explored themes around gender, space, and fun. The film screening was followed by a discussion about the concept, narrative, cinematography and themes of the two films.



A scene from film, *Khel Khel Mein*



A scene from film, *Khule Aasman Ke Neeche*

COLLABORATIONS

- **Remembering Justice Ginsburg: Confronting Women's Challenges in Pakistan's Legal Fraternity:** The panelists for this session were Justice (R) Nasira Iqbal, Former Judge, High Court of Pakistan; Ms. Reema Omer, International Legal Adviser for South Asia at International Commission of Jurists; Ms. Nida Usman Chaudhary, Founder, Lahore Education and Research Network and Women in Law Initiative Pakistan and Ms. Zehra Zaidi, Adjunct Faculty, SAHSOL, LUMS.
- **The Women's Summit 2020:** SWGI joined the Standing Committee on Gender Mainstreaming & Women Development - Punjab Assembly, the Canadian High Commission, Shirkat Gah- Women's Resource Centre, The World Bank and UN Women as a policy and advocacy partner for the Women's Summit 2020. The Summit explored solutions and put forward recommendations on key areas including women's political participation, gender responsive disaster management systems and skill development for the future of work.
- **Impact of COVID-19 and Inflation on Low-Income Households, Especially Women:** Dr. Hadia Majid was invited to speak at a virtual round table discussion organised by Kashf Foundation aimed to bring together different stakeholders to understand how the economic recession coupled with rising inflation has impacted low-income households, especially women. Dr Majid also spoke at a second panel at the same event, titled, 'The Economic Role of Women in Pakistan: Vulnerabilities and Hurdles'.
- **Abolishing Archaic Processes: Rape Investigations in Pakistan:** SWGI in collaboration with SAHSOL and LUMS Live arranged an online session about Lahore High Court's recent judgment on the banning of the 'Two-Finger Test', a virginity test used in rape investigations. The team



LUMS Live Session: Abolishing Archaic Processes: Rape Investigations in Pakistan

that has been instrumental in this landmark case joined the discussion as panellists, including Dr. Sadaf Aziz, Interim Dean, SAHSOL; Ms. Sahar Bandial, Adjunct Faculty; Ms. Maria Farooq, *Axis Law Chamber* and Adjunct Faculty; Mr. Sameer Khosa, *Axis Law Chamber* and Mr. Hammad Saeed, *Bhutta and Saeed*, and Adjunct Faculty. Ms. Syeda Zehra Zaidi, Adjunct Faculty moderated the session.

- **Human Development, Climate Change, and the Anthropocene:** SWGI collaborated with the Mahbub ul Haq Research Centre for a panel discussion on the new Human Development Index. The panel discussed the implications and limitations of the Planetary-Pressures Adjusted Human Development Index introduced in UNDP's *2020 Human Development Report*. The panel included Dr. Ajay Chhibber, IIEP, George Washington University; Dr. Adil Najam, Pardee School of Global Studies, Boston University and Dr. Frances Stewart, University of Oxford.

RESEARCH

During Summer 2020, as COVID-19 related uncertainty peaked, SWGI decided to provide students interested in writing or presenting their work an opportunity to explore their talent.

SWGI announced a call for proposals and provided funds of up to PKR 20,000 to selected grantees. It encouraged proposals for research, artistic, or literary projects, which centre the experiences of women, and queer and trans persons amidst the pandemic. It also welcomed proposals that rethink the pandemic beyond the framework of crisis, and offer new analytic perspectives, experiential insights, political possibilities, and affective reckonings. Grantees of the fund are as follows:

- 'Amidst the Pandemic: Lady Health Workers of Sindh' by Uswah e Fatima
- 'Domestic Violence in an Age of Online Spaces and Pandemic' by Noor Fatima, Minahill Khan, and Swaiba Saeed
- 'Female Commuters and COVID-19 in Karachi' by Ushna Khan
- 'Flitting through time 1918/2020: A study on women and pandemics in the subcontinent' by Noor Fatima Bokhari
- 'Pandemic Archives: Charting Queer Pakistani Identities' by Zainab, Urooj, Rameen, and Mashael
- 'Parchhayian (پرچھائیاں)' by Amna Rauf, Huda Mehdi Shah, Kanza Hassan, and Zil E Huma
- 'The Gendered Impact of the COVID-19 Pandemic on the Mental Health of Healthcare Workers in Pakistan' by Hira Farooq, Rida Fatima, Zainab Farooq, and Zumer Zia

SWGI has now launched a web scroll, *Moving Through this 'Portal'* to showcase these projects.

Explore the projects here: <https://studentprojects.lums.edu.pk>



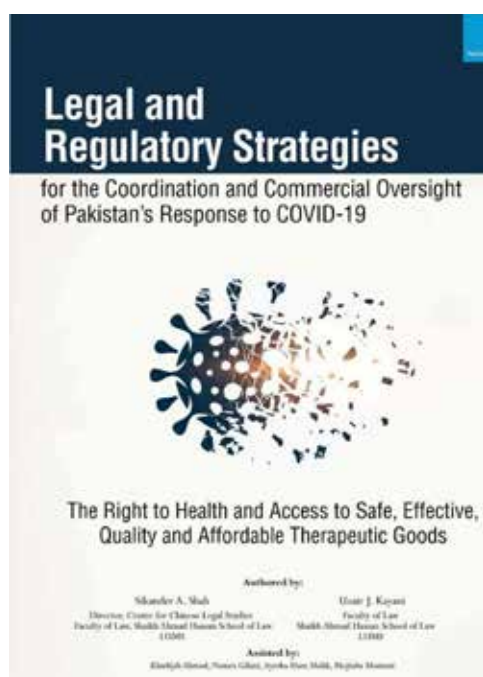
CENTRE FOR CHINESE LEGAL STUDIES



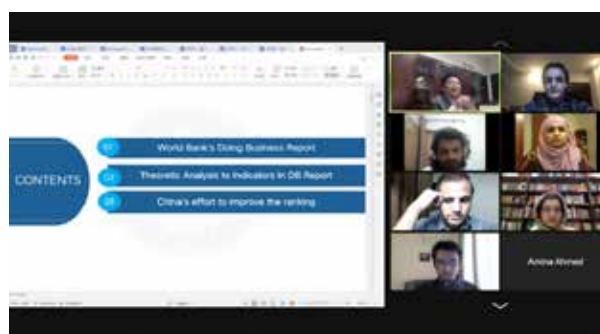
PROF. SIKANDER A. SHAH
DIRECTOR

POLICY PAPER

As part of the academic project funded by the Hanns Seidel Foundation, the Centre for Chinese Legal Studies (CCLS) published a policy paper on the 'Legal and Regulatory Strategies for the Coordination and Commercial Oversight of Pakistan's Response to COVID-19' in September 2020. It was authored by Professors Sikander A. Shah and Uzair J. Kayani, with assistance from Ms. Khadijah Ahmed, Ms. Namra Gilani, Ms. Ayesha Alam Malik, and Mr. Mojtaba Momeni. The paper sought to examine the extant legal and regulatory regime relating to the provision of healthcare services – particularly in light of the ongoing COVID-19 pandemic. The policy paper also highlighted existing areas of concern and provided viable means of effecting positive change in the delivery of healthcare services within the country.



INTRODUCTION TO CHINESE LAW



In Fall 2020, the Centre offered an advanced version of the Introduction to Chinese Law course. It was taught by esteemed faculty members from the School of Law, Wuhan University, People's Republic of China: Professors Huang Mingtao, Wu Yu, and Yuan Kang.

Students were able to learn different aspects of Chinese law, including Environmental, Constitutional, and Commercial Law through the course. These areas of Chinese Law enabled them to develop an in-depth understanding of the economy and the business regime in China, with a particular emphasis on financial inclusion and poverty elimination.

ADVANCED TOPICS IN CHINESE LAW

In Spring 2021, CCLS offered an advanced course on Chinese Law which encompassed the sources, institutions, and processes of law. Specific topics covered include gender and public law in contemporary China, preventive cybercrime and cybercrime by omission, and criminal protection of the right to personal information in China. As a whole, this course engaged with both the theoretical and practical constructs of Chinese law.

CONFERENCE ON 'POVERTY ALLEVIATION, COVID-19 AND CPEC'

CCLS, in collaboration with Pakistan-China Institute (PCI), Islamabad, hosted an online conference on November 9, 2020, titled 'Poverty Alleviation, COVID-19 and CPEC – Connecting the Dots'.

The conference was attended by Dr. Sania Nishtar, Special Assistant to Prime Minister on Poverty Alleviation; Senator Mushahid Hussain Syed, Chairman Foreign Affairs Committee of the Senate of Pakistan; Mr. Masood Khalid, Former Ambassador of Pakistan to China; Professor Xia Qingjie, Peking University, China; Dr. Vaqar Ahmed, Executive Director, SDPI; and Professor Uzair J. Kayani, Faculty, Shaikh Ahmad Hassan School of Law, LUMS.



Participants of the virtual conference

The panel also discussed China's Poverty Alleviation Strategy in an attempt to understand how Pakistan can learn from and employ China's best practices.

Mr. Mustafa Hyder Sayed, Executive Director, PCI, presented closing remarks for the conference.

CONFERENCE ON CHINA-PAKISTAN COLLABORATION IN THE 21ST CENTURY

On March 5, 2021, CCLS organised a virtual conference for LUMS students and faculty. The purpose of the conference was to commemorate the 70th anniversary of Pak-China diplomatic relations, and highlight the collaborative efforts of Pakistan and China in cases such as the China-Pakistan Economic Corridor (CPEC) and the Belt and Road Initiative (BRI).

The conference started off with introductory remarks by the moderator, Professor Sikander A. Shah, who introduced the panelists and contextualised Pak-China collaboration to set the

foundation for the rest of the talk. Professor Shah focused on the importance of China as a strategic ally to Pakistan in all aspects of foreign policy. The virtual event was graced by an esteemed panel which included Dr. Hassan Bashir, Political Scientist, Texas A&M University; Prof. Li Xiguang, Director, Centre for Pakistan Cultural and Communication at Tsinghua University; Mr. Mustafa Hyder Syed, Executive Director, Pakistan-China Institute; Dr. Humayun Bashir, Nuclear Medicine Consultant, SKMCH&RC; and Uzair Kayani, faculty, SAHSOL.

SUMMER INTERNSHIP PROGRAMME

Launched in May 2021, this cutting-edge programme was designed to enable students to engage and build networks with experts in the

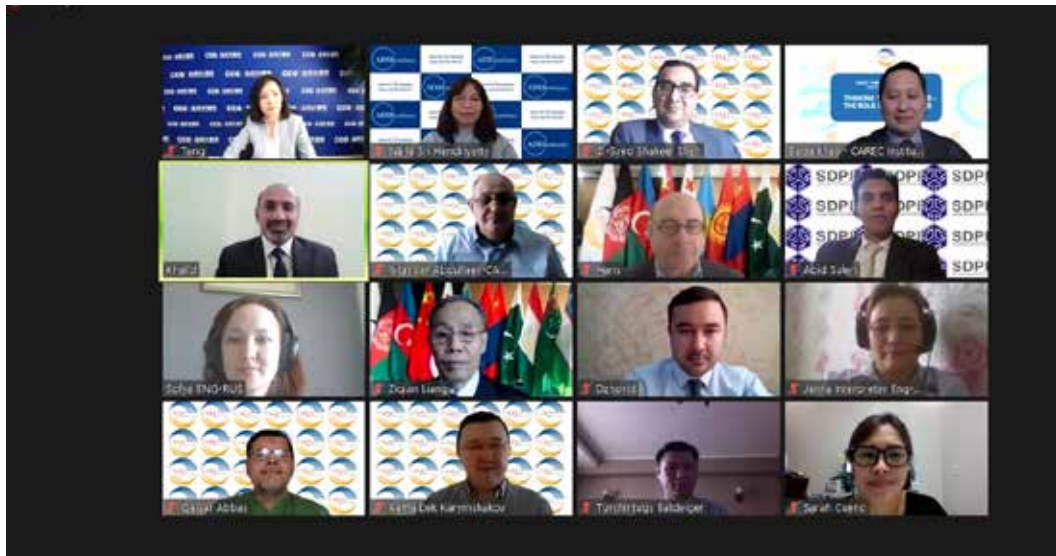
field of research. They also learnt from lectures and topical discussions carried out by the faculty of Wuhan University, China.

CENTRE FOR BUSINESS AND SOCIETY



DR. ZEHRA WAHEED
DIRECTOR

GENDER INCLUSIVE SOURCING INITIATIVE 2020



Virtual event on 'Advancing Women's Entrepreneurship and Supplier Diversity'

The Gender Inclusive Sourcing Initiative was a joint collaboration between Centre for Business and Society (CBS), WEConnect International and the Chartered Institute of Procurement and Supply. The aim of this initiative was to immerse women in the local Pakistan supply chain and successfully increase local, regional and global business opportunities for women-owned businesses (WOB).

As part of the wider initiative, two surveys targeting WOBs and buyers were developed to help understand the current sourcing situation in Pakistan, and the challenges and opportunities on both the supply side and the demand side of WOB. The Centre played an important role during the survey phase of this initiative by translating surveys into Urdu to increase their accessibility in Pakistan.

The findings of the report produced by CBS also contributed to the content development of modules for virtual workshops on "Women

Empowerment in Supply Chains in Pakistan" and creating pledges for buyers to source from WOBs. This contributed to increased gender-inclusive sourcing and had a positive impact on women empowerment in Pakistan.

As part of the partnership, on November 20, 2020, CBS attended a Global Entrepreneurship Week virtual event on 'Advancing Women's Entrepreneurship and Supplier Diversity' hosted by the U.S. Embassy in Pakistan and the U.S.-Pakistan Women's Council (USPWC). The event followed the launch of the Women's Business Opportunity Initiative, a movement to increase inclusive and competitive supply chains in Pakistan. Dr. Farhat Haq, Provost LUMS, was also a part of the event and highlighted the various initiatives that LUMS has taken as part of its institutional commitment to gender equity.

ANANKE'S THE GIRL SUMMIT

On October 29, 2020, CBS partnered with UAE based organisation, Ananke, on The Girl Summit 2020. The virtual summit commemorated the International Day of the Girl Child with the theme 'My Voice, Our Equal Future' and featured more than 75 guest speakers from around the world.

The summit featured keynote speeches by Dr. Jawad Syed and Farah Ahamed, panel sessions by Dr. Faiza Ali, Dr. Hadia Majid, Gulalai Khan and Neemah Ahamad, fireside chats with Dr. Tayyaba Tamim and Dr. Ayra Indrias Patras, and workshops by Angbeen Atif Mirza and Marva Khan. The topics discussed in these sessions ranged from gender equality, period poverty, gender sensitivity, identifying barriers to girls' education and harnessing the power of data to empower girls.



The Panel at the Ananke's Summit

VIRTUAL SESSIONS

On January 29, 2021, CBS hosted a virtual forum on "Why Think Tanks Matter in Times of Crisis". This event took place after the 2021 global virtual forum on the same topic, which was organised by the University of Pennsylvania's Think Tanks & Civil Societies Program. CBS is a part of the University of Pennsylvania's global network of think tanks and wanted to continue the global conversation in Pakistan by engaging local experts in a discussion on the value and importance of think tanks.

On February 17, 2021, CBS organised a virtual session, "Be Kind to Your Mind: Strategies for Coping with Stress During COVID-19" in collaboration with LUMS Counselling & Psychological Services.

The session included a panel discussion between Ms. Rebbia Shahab (School Psychologist at Haque Academy) and Ms. Tajdar Zahra (Psychologist at Hello Tabeeb) on how to identify and cope with stress during the pandemic.



Be Kind to Your Mind Strategies for Coping with Stress During COVID

TRAINING SESSION ON PROGRAMME AND PROJECT MANAGEMENT

CBS conducted trainings for 22 officers of the Merged Areas, Government of Khyber Pakhtunkhwa (KP), under the Governance and Policy Project of the Planning and Development (P&D) Department Merged Areas. The objectives of these trainings was to build the capacity of the planning and development staff working at the secretariat and district level.

Dr. Anjum Fayyaz, Dr. Shakeel Sadiq Jajja and Dr. Syed Aun Raza Rizvi from SDSB, LUMS were the teaching faculty for this five-day training programme.

Mr. Amer Sultan Tareen, Secretary P&D Department, KP and Mr. Syed Zahir Ali Shah, Director General, Post Crisis Needs Assessment, were chief guests.

SPRING SEMESTER STUDENT COMPETITION

The CBS Social Impact Fund 2021 was a student competition held in the Spring Semester. CBS invited students with innovative and impactful social projects and ideas to apply and get an opportunity to win seed money and mentoring sessions with field experts. The objective of this competition was to engage the students of LUMS and encourage innovative thinking for impactful social change.



Training Session on Program and Project Management
Monitoring and Evaluation Perspective

NEW MEMBERSHIPS AND PARTNERSHIPS

CBS became a member of two notable international think tank networks, the CAREC Think Tanks Network and the University of Pennsylvania (UPenn)'s Think Tanks and Civil Societies Program. CBS was also included in UPenn's Global Go To Think Tank Index' 2020 ranking in the "Best New Think Tanks" category.

This year, CBS also formed new partnerships and worked with diverse institutions such as the Chartered Institute of Procurement and Supply, US-based organisation WEConnect International, the U.S.-Pakistan Women's Council, UAE-based organisation Ananke and the Centre for Public Policy and Governance at Forman Christian College and the Centre for Excellence in Responsible Business.

Most recently, CBS has signed an MoU with WWF-Pakistan to work together on interventions that promote sustainability efforts and safeguard the environment. This partnership will champion together relevant Sustainable Development Goals, sustainability causes and environmental issues.

MAHBUB UL HAQ RESEARCH CENTRE



DR. ALI CHEEMA
DIRECTOR

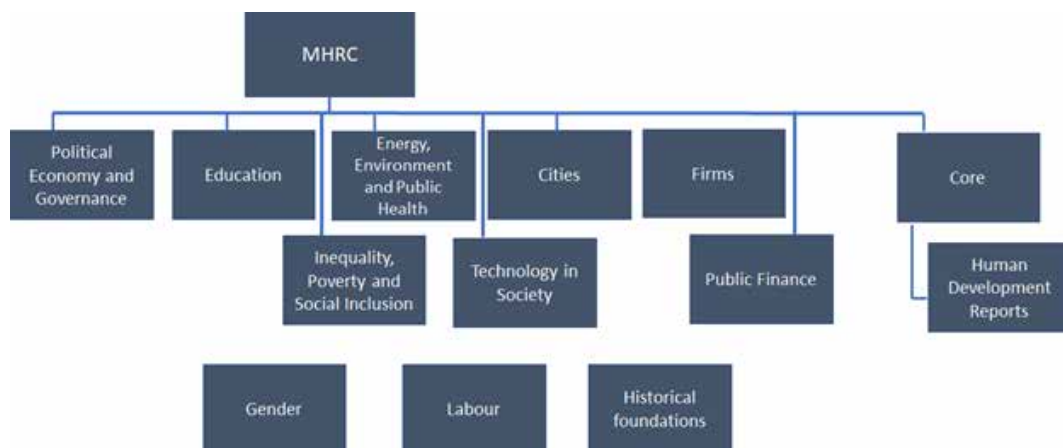
The Mahbub ul Haq Research Centre (MHRC) supports interdisciplinary research, scholarship and teaching on issues of human development, social exclusion and inequality across South Asia. Its vision is to co-construct knowledge on

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

RESEARCH CLUSTERS

The Centre has been restructured in thematic clusters and LUMS faculty has been invited to join the Centre as Research Fellows. The clusters offer the Fellows the opportunity to work in peer groups and draw on expertise across disciplines.

84 Fellows from each of the 8 research clusters provide research leadership in their themes of interest. Gender, labour, and historical foundations are considered as cross-cutting themes.



THEMATIC CLUSTER	FELLOWS
Cities	Kamran Asdar Ali, Nida Kirmani, Syed M. Hasan, Umair Javed, Ali Cheema, Anjum Altaf, Adeel Tariq, Amen Jaffer, Fizzah Sajjad
Energy, Environment and Public Health	Sameen Mohsin, Saher Asad, Sanval Nasim, Shaper Mirza, Agha Ali Akram, Abid A. Burki, Ali Cheema, Ayesha Ali, Maha Rehman
Political Economy and Governance	Rabia Malik, Sameen Mohsin, Shandana Khan Mohmand, Umair Javed, Ali Cheema, Amin Hussain, Cory Smith, Fatima Mustafa, Noaman Ghazanfar Ali
Education	Tania Saeed, Qaiser Khan, Tayyaba Tamim, Faisal Bari, Gulab Khan, Maha Rehman, Rabea Malik, Soufia Siddiqi

THEMATIC CLUSTER	FELLOWS
Public Finance	Giulia Masagni, Shandana Khan Mohmand, Ali Abbas, Ali Cheema, Sher Afghan, Adnan Khan, Mazhar Waseem, Michael Best, Jawad Shah
Firms	Abid Burki, Adeel Tariq, Antonio Marasco, Faisal Bari, Maha Rehman, Nazish Afraz, Nadia Mukhtar
Inequality, Poverty, and Social Inclusion	Kashif Zaheer, Nadia Mukhtar, Rashid Memon, Shandana Khan Mohmand, Abid A. Burki, Adeel Tariq, Ali Abbas, Hadia Majid, Farah Said, Tania Saeed
Technology in Society	Maryam Mustafa, Mobin Javed, Saher Asad, Sameen Mohsin, Qaiser Khan, Murtaza Taj, Agha Ali Raza, Ali Hasanain, Ayesha Ali, Fareed Zafar, Ihsan Ayyub Qazi

Fellows are supported by a Core Team at MHRC. This consists of:

Dr. Ali Cheema - Executive Director
 Dr. Soufia Siddiqi - Director Research
 Maha Rehman - Director Policy

Momina Idrees - Research Coordinator
 Tanveer Ahmed - Accounts and Admin Officer

RESEARCH COLLABORATIONS

MHRC has been able to deepen academic research collaborations with the Institute of Development Studies (IDS) Sussex, Centre for Economic Research in Pakistan (CERP), Institute of Development and Economic Alternatives (IDEAS), Consortium for Development Policy Research (CDPR), Saida Waheed Gender Initiative (SWGII) and with faculty at London School of Economics (LSE), University of Manchester, Columbia University, University of Maryland, Cornell

University, Beaconhouse National University, and Aga Khan University Institute of Educational Development. The focus of these collaborations is on:

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

PARTNERSHIPS

Several institutional partnerships have been established to provide research-based evidence for reform.

- MHRC partnered with the Government of Khyber Pakhtunkhwa on strengthening local public finances and local service delivery.
- MHRC also partnered with the Government of Punjab on strengthening local public finances.
- An MoU was signed with the Special Monitoring Unit within the CM Secretariat to build a Smog Consortium that can help address the rapidly worsening smog crisis of the province.
- MoUs with the Provincial Disaster Management Authority Punjab as well as Environment Protection Authority Punjab are also in progress in connection with addressing air pollution.
- MHRC is going to partner through an MoU with the Ministry of Federal Education and Professional Training, specifically with the newly emerging Pakistan Institute of Education.
- An MoU with Tabadlab is being signed on following areas of priority:
 - o Public Health
 - o Urban Policy
 - o Education
- MHRC Director Policy, Maha Rehman and MHRC Fellow, Dr. Shaper Mirza, are working with the Institute of Public Health, Punjab, Services Institute of Medical Sciences and Pakistan Kidney and Liver Institute, on identifying the drivers of the heterogeneity in COVID spread.
- An MoU for the duration of three years has been signed with Small and Medium Enterprise Development Authority (SMEDA) to focus on entrepreneurship and SME development.
- MHRC is partnering with Kashf Foundation and Akhuwat for a conference on the success and limitations of microfinance in mediating the gender gap.

Events

MAHBUB UL HAQ DISTINGUISHED LECTURES

- **Technical Change, Inequality and Capitalist Development**
Speaker: Dr. Daron Acemoglu, Charles P. Kindleberger Professor of Applied Economics at MIT
Moderators: Dr. Shandana Khan Mohmand (IDS) and Dr. Ali Cheema (LUMS, IDEAS, CERP)
- **Three Faces of Agency in Feminist Economics: Capabilities, Empowerment and Citizenship**
Speaker: Dr. Naila Kabeer, Professor of Gender and Development at the London School of Economics and Political Science
Moderators: Dr. Sohela Nazneen (IDS) and Dr. Nida Kirmani (LUMS and MHRC)
- **Polarized Democracies: Causes and Consequences**
Speaker: Dr. James Robinson, Reverend Richard L. Pearson Professor of Global Conflict Studies, University of Chicago's Harris School of Public Policy, and Director, Pearson Institute for the Study and Resolution of Global Conflicts
Moderators: Dr. Shandana Khan Mohmand (IDS) and Dr. Umair Javed (LUMS)
- **Rethinking the State to Build Back Better**
Speaker: Dr. Mariana Mazzucato, Professor in the Economics of Innovation and Public Value, University College London, and Founding Director, UCL Institute for Innovation and Public Purpose
Moderators: Dr. Melissa Leach (IDS) and Dr. Ali Cheema (LUMS, IDEAS, CERP)
- **The Impact of Natural Disasters on Student Learning in Pakistan**
Speaker: Dr. Tahir Andrabi, Stedman-Sumner Professor of Economics at Pomona College, founding Director, CERP, Pakistan, and inaugural Dean, Syed Ahsan Ali and Syed Maratib Ali School of Education, LUMS
Moderators: Dr. Rabea Malik (IDEAS) and Dr. Miguel Loureiro (IDS)
- **Pakistan's Divergent Fertility Transition**
Speaker: Dr. Zeba Sathar, Director, Population Council, Pakistan
Moderators: Dr. Hadia Majid (LUMS) and Ms. Maha Rehman (LUMS)
- **State Capture and the Breakdown of Democratic Institutions**
Speaker: Dr. Leonard Wantchekon, Professor of Politics and International Affairs, Princeton University and President and Founder, African School of Economics.
Moderators: Dr. Shandana Khan Mohmand (IDS) and Dr. Ali Cheema (LUMS, IDEAS, CERP)

THE POLITICAL ECONOMY OF DEVELOPMENT SERIES

- **Book Launch: Pakistan's Political Parties**
Panelists: Dr. Mariam Mufti, Professor of Political Science at the University of Waterloo, Dr. Sarah Khan, Assistant Professor, Yale and Dr. Asad Liaqat, Research Scientist, Novi Economics team, Facebook
Moderator: Dr. Umair Javed (LUMS)
- **Deepening Democracy: The Role of Associational Politics**
Panelists: Dr. Gabrielle Kruks-Wisner, Assistant Professor of Politics & Global Studies, University of Virginia, Dr. Patrick Heller, Lyn Crost Professor of Social Sciences and Professor of Sociology and International Studies, Brown University and Dr. Umair Javed, Assistant Professor of Political Sociology, LUMS
Moderator: Dr. Shandana Khan Mohmand (IDS)



Virtual book launch of Pakistan's Political Parties

GLOBAL CHALLENGES WEBINAR SERIES

Human Development, Climate Change and the Anthropocene

Panelists: Dr. Ajay Chibber, Visiting Scholar, Institute for International Economic Policy, George Washington University, Dr. Adil Najam, Professor of International Relations and Earth and Environment, and inaugural Dean, Fredrick S. Pardee School of Global Studies, and Dr. Frances Stewart, Professor Emeritus of Development Economics, and Director, Centre for Research on Inequality, Human Security and Ethnicity, University of Oxford

Moderator: Dr. Hadia Majid (LUMS and MHRC)



Session on Human Development, Climate Change and the Anthropocene

GENDER, INEQUALITY AND MICROFINANCE CONFERENCE

In collaboration with SWGI, MHRC, and Kashf Foundation

Moderator: Dr. Hadia Majid (LUMS and MHRC)

For more details and streaming links, please visit <https://mhrc.lums.edu.pk/events.html>

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 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*.

MHRC also launched a revamped website with a new blog section, Pakistan Dialogues. The purpose of the MHRC blog is to invite scholars and practitioners to draw on their work to further our understanding of national and global challenges and how they can be addressed.





DR. MURTAZA TAJ
DIRECTOR

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.



NEWS AND EVENTS

- The Digital Documentation process of Sufi shrines, Jalaluddin Surkh-Posh Bukhari Complex and Bibi Jawindi Complex in Uch Sharif came to fruition in November 2020. The project was conducted in collaboration with renowned Pakistani architect, Ms. Yasmin Cheema and AIDGroup.
- TPI in collaboration with Dr. Nadhra Shahbaz Khan, documented the Sikh Gallery and Princess Bamba Collection at the Lahore Fort.
- Wilfrid Laurier University, in collaboration with LUMS, was awarded the SSHRC Insights Grant titled, 'Epigraph and Petroglyphic Complexes of the Upper Indus: Digital Preservation and Promotion of Written and Visual Cultures' in April. The CAD \$353,920 grant also has University of Toronto and University of Sydney as collaborators.
- Dr. Fareed Zafar, Dr. Sameen Mohsin Ali, and Dr. Adeel Zaffar were awarded a grant as part of the *Innovation Challenge Fund* by the Foreign, Commonwealth & Development Office. The grant has been awarded for their 'Dynamic Financial Data Analytics for Policy and Governance' project in collaboration with the Finance Department at the Government of Punjab.
- TPI's Child Protection project in collaboration with UNICEF, Oxford Policy Management, and provincial governments is currently being expanded to Sindh and Islamabad Capital Territory (ICT). Software development for Balochistan and Gilgit-Baltistan is already underway, and technical field assessments for Punjab, Khyber-Pakhtunkhwa, and Azad Jammu and Kashmir are set to begin soon.
- Led by Dr. Suleman Shahid and Dr. Sameen Mohsin Ali, TPI developed *Humqadam* in collaboration with Shirkat Gah. It is a safety application for Human Rights Defenders that provides contact information in response to cases of human rights violations and violence against women.

- 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.
- In April 2021, TPI received the No Objection Certificate from the Government of Gilgit-Baltistan (including the Secretariat for Tourism, Sports, Culture, Archaeology and Museums) for carrying out a digital survey titled, 'Upper Indus Rock Art, Petroglyphs and Inscriptions in Northern Pakistan'. This survey will take place within the flood basin of the eventual Daimer Bhasha Dam.
- As part of the Dynamic Financial Data Analytics for Policy and Governance project, TPI jointly hosted a webinar alongside SNG. The panel, comprised of Dr. Fareed Zaffar, Dr. Sameen Mohsin Ali, and Mr. Faisal Rasheed of SNG

FIELD ACTIVITIES

- The TPI team visited ICT and Sindh 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 liaised with personnel at the Punjab Government's Finance Department to conduct a needs analysis and a field assessment of the provincial government's technological capacity. This was to evaluate their current capacity constraints, ascertain their capability to implement the financial dashboard that is being created for them, and to elicit the input of local bureaucrats on the design and implementation of the dashboard.



Visit to the Ministry of Human Rights in Islamabad

PROJECTS

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.

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

Using an embedded research design deploying both quantitative and qualitative tools, TPI examined the pervasiveness of belief in COVID-19 misinformation in Pakistan and investigated the socio-cultural factors influencing people's susceptibilities to falling for misinformation.

Understanding the Impact of the COVID-19 Pandemic on Female Health Workers in Pakistan

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.

OFFICES



OFFICE OF THE VICE CHANCELLOR



DR. ARSHAD AHMAD
VICE CHANCELLOR

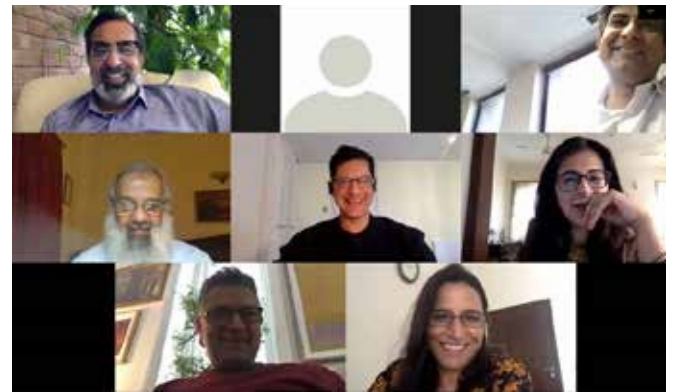
Highlights

A sample of senior administrative meetings and new initiatives are outlined below to provide an overview of activities led by the VC Office.

VC COUNCIL

The VC Council consists of the Vice Chancellor's decanal team (Provosts and Deans) which meets each week and to date has had 80 meetings. The Council meetings have focused on health, safety and campus-access issues arising from the pandemic. It has also continued to advance institutional priorities encapsulated in the LUMS 'No Borders' agenda. This means encouraging transdisciplinary programmes such as the one being developed in data and environmental science.

The Council is also developing a model for cross appointments across schools and in centres and considering policy implications for faculty career progression. In addition, meetings have promoted



transparency and delegated responsibility in the budgeting process to schools, programmes and centres, which saw several iterations based on changing COVID-19 conditions.

VC ADMINISTRATIVE COUNCIL

Weekly meetings among all senior Administrative Heads, representing the Office of Advancement, General Administration, Finance, Information Systems and Technology, and Human Resources discuss operating and new policies. In addition to the University's ongoing response to the pandemic such as setting up monitors to oversee SOPs and vaccination clinics, the restructuring of all administrative units has begun in earnest. The restructuring is based on flattening each unit to provide lateral career progression opportunities for staff as well as upskilling through professional



development opportunities including tuition-free enrolment in LUMS degree programmes.

UNIVERSITY COUNCIL

To date, there have been 16 University Council meetings among the Vice Chancellor (Chair), Provost, Vice Provost, all six deans, elected faculty representatives of all schools, Student Council members as well as representatives of staff. Six new programme proposals for SDSB and one for SOE have been approved; health and

safety related protocols including a mandatory vaccination policy has been passed; the University budget was presented and discussed, and several other academic and operating issues have been deliberated.

UNIVERSITY ADVISORY BOARD

The University Advisory Board engaged with senior management and the Management Committee from January 29 to February 1. The virtual sessions covered a wide range of topics including how LUMS can amplify research intensity, consideration of extending the retirement age for faculty, strengthening of faculty governance, and the shift to increase graduate programmes. The Chair, Ms. Leah Rosovsky highlighted the University's progress, particularly in the wake of COVID-19 and appreciated the focus on excellence, senior leadership appointments, interactions with

faculty and students and the progress made in furthering transdisciplinarity. She shared that they would like to see the impact and outcomes of the LUMS Learning Institute, career progression and promotion processes; LUMS' online strategy including curriculum development and design, admissions and undergraduate employment readiness, skills, and outcomes. Subsequently, the Management Committee created three committees to offer recommendations on fundraising, governance and the design of a Central Building, which will accommodate the spirit of 'No Borders'.



OTHER COMMITTEES

The VC Office meets each month with the Management Committee, providing oversight and approval of all 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 Pool is used to implement strategic initiatives including investments in health and safety, the Wellness Centre and additional hires for Counselling and Psychological Services. Several bridge financing projects were also executed as well new initiatives, which are described below.

Initiatives

FEMALE HOSTEL

To alleviate the current shortage of female residential accommodations, thanks to a generous donation by the Syed Babar Ali Foundation, a female hostel building that will house up to 500 students has been initiated. The design and construction have been fast tracked and will commence this summer with the target of becoming operational by the fall of 2022.



NEW CENTRAL BUILDING

One of the major initiatives this year has been to design a new Central Building providing a space for cross-disciplinary engagement, an auditorium and exhibition halls as well as dedicated spaces for the Student Council and student societies. It will be located facing the library and will provide a subterranean topography that links it to the Academic Block as well as the law school. The 'No Borders' theme is complemented by spaces for innovation-driven centres that unify the disciplines and provide a hub of integrated activities that will bring together the LUMS community.

LAW SCHOOL SECOND FLOOR

Extensive renovations for the second floor will provide a footprint of offices, the Centre for Chinese Legal Studies and venues including seminar and conference rooms.

BARAH DARI CAFÉ

A significant donation by a LUMS alumnus will provide a new café that will be co-run by LUMS students along with cooking classes for all. Additional working spaces for students and a covered outdoor seating area is also planned.



MID-EASTERN RESTAURANT

A new food outlet featuring Arabic and Middle Eastern food and salads at reasonable prices has been tested by students and staff with promising results. The outlet is to be located under the Aquatic Centre with an adjacent covered outdoor seating area. In addition, it will also provide opportunities for students to work and learn.

DAYCARE

This state-of-the-art facility provides a homegrown curriculum designed by the LUMS School of Education students. The activities are aimed to enhance social, motor and creative skills along with a schedule of learning opportunities.



LUMS STORE

This fully renovated store provides a wider variety of grocery items, organic food, fresh fruits and vegetables, books, stationery, and a range of LUMS souvenirs. It will also provide an opportunity for students to work and gain retail experience.

DISTANCED STUDY SPACES

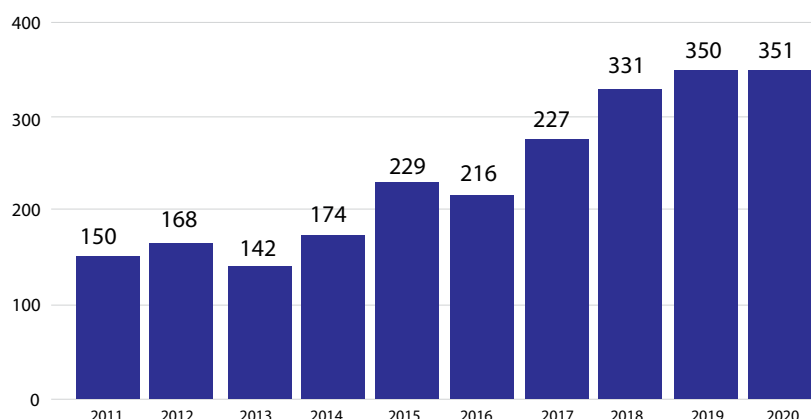
In order to accommodate more students on campus and facilitate socially distanced studying, over 500 alternate study spaces across various parts of the campus will be provided for students. Due to COVID-19 circumstances, these spaces are ventilated and spaced out. In addition, five 50-seat outdoor classes with internet access will be available.

OFFICE OF RESEARCH



DR. SAAD AZMAT
DIRECTOR

GROWTH IN RESEARCH OUTPUT OVER THE PAST DECADE



PUBLICATION FACTS

2,388
in the last 10 years

1.24
Per Faculty

16.96%
in top 10 journals

	Externally Sponsored Grants (all types)	Externally Sponsored Research Grants	Externally Sponsored Travel Grants	Externally Sponsored Consultancy Projects	Externally Sponsored Events
Proposals Submitted	73	60	0	11	2
Funds Requested	1,909,767,914	1,807,091,614	0	37,773,483	64,902,817
Proposals Approved	33	24	0	9	0
Funds Approved	157,283,903	143,298,020	0	13,985,883	0
Total Funds Received	409,000,000	392,000,000	0	14,000,000	3,000,000

Research MoU's and NDA's Signed and Processed	2
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	LUMS Funded Grants (all types)	Faculty Initiative Fund (FIF)	Faculty Startup Grant (STG)	Faculty Travel Grant (FTG)
Proposals Submitted	106*	79**	8	19
Funds Requested	92,009,382	74,521,400	10,400,000	7,087,982
Proposals Approved	69	44	8	17
Funds Approved	59,267,082	42,931,000	10,400,000	5,936,082

* The actual number of submissions, were 60, from September 1, 2020 to April 15, 2021, however one FIF call was submitted in July 2020 but approved in October, 2020. Therefore, considering that, the total submissions are 106.

** The actual number of submissions were 33 from September 1, 2020 to April 15, 2021, however one FIF call was submitted in July 2020 but approved in October, 2020. Therefore, considering that, the total submissions are 79.

OFFICE OF THE REGISTRAR



MS. ZARA QIZILBASH
REGISTRAR

UNIVERSITY-WIDE DATA FACILITATION

The Office of the Registrar (RO) provided the required data to the Office of the Provost and the Office of the Vice Chancellor so they could make informed decisions and facilitate the LUMS community to carry out online learning semesters.

INTRODUCTION OF ONLINE APPLICATIONS

FLEXIBLE GRADING POLICY

A Pass/No Credit (NC) policy was introduced during Spring 2020 to cater to students who wanted to convert their letter graded course(s) to Pass/NC. A special online application was developed for this, where students were able to opt for Pass/NC, as per the policy specified for their respective programmes.

ONLINE RESEARCH PROJECTS APPLICATION

In the past, instructors submitted research project grades in hard copies, and RO maintained manual log(s). An online application to handle research work grading was developed, and launched in Fall 2020.

UPDATED AND CONSOLIDATED PROGRESS REPORTS

The Office of the Registrar introduced a new feature in Zambeel for students, through which they are now able to generate the updated Advisement Report whenever required, via their own login. Students will now be able to generate updated reports before planning their semester enrolment or taking any other important decisions regarding the degree course plan. A detailed User Guide entailing the exact navigation was also shared with all students. RO also introduced a process to generate consolidated PDF Advisement Reports for an entire batch in minimal time, rather than downloading each report individually. A detailed user guide was shared with department coordinators, and a live demo session was conducted where the entire process was run step-by-step.

REGULAR UPDATE OF ACADEMIC PROGRESS REPORTS

RO has introduced a batch process through which student advisement reports are updated in the system at all times so that they can plan their courses accurately.

AUTOMATION OF GRADUATION AUDIT PROCESSES

Some critical student graduation audit processes were automated during the year. These include the LUMS Honours and Awards, and course repeat processes. Previously, these were handled manually. Due to this enhancement, data management of student statistics is also possible in the system.

INTRODUCTION OF ONLINE CAMPUS MANAGEMENT SYSTEM VIDEO TUTORIAL

RO made an online video tutorial with detailed instructions about Zambeel navigations. In the past, these were covered in the live on-campus sessions for freshman orientation.

ONLINE CONVOCATION

There were a total of 1,092 graduates, including 218 high achievers that were eligible for Honours and Medals at LUMS' first ever online convocation. The Office of the Registrar finalised the list of graduates by verifying the graduation requirements of each graduating student. RO also contributed in the preparation/verification of the degree conferment presentation videos played during the convocation, as well as the convocation booklet displaying the names of the graduates. After the event, RO couriered the degrees/transcripts/plaques to the entire graduating batch as the campus was closed and also ensured that such sensitive documents reached the students safely.

FAST FACTS

13,018
online queries handled

4,800
students successfully enrolled

2,000
student/academic document requests catered

500+
courses graded



Graduates celebrate their achievement during the online convocation ceremony



MS. RABIA AHMED
DIRECTOR

OFFICE OF ADMISSIONS & FINANCIAL AID

Key Initiatives

NEW PROGRAMMES AND TESTS

Online application and web content updated for:

3 new MS
programmes at SDSB

Executive MPhil
programme at SOE

**LUMS Common Admission
Test (LCAT) introduced
and administered for the
UG admissions along with
SAT/ACT**

REVAMP OF ONLINE ADMISSION APPLICATION AND ADMISSION SYSTEM

An online module has been developed to upload required supporting documents rather than sending them through courier or in person. Moreover, an online system has been developed to receive recommendation letters electronically.

HIGHLIGHTS

Approximately

3000+

candidates appeared for the tests in
Lahore, Karachi, Islamabad, Multan,
Peshawar and Quetta.

GRADUATE PROGRAMMES FILE REVIEW AND INTERVIEWS

A purpose built online file review and interview system was structured and incorporated to minimise physical interaction.

Applicants Assessed

2,100

**FULLY FUNCTIONAL LIVE
WEBCHAT & HELPDESK
SERVICES**

- To facilitate marketing efforts, the Admissions team also joined webcasts, webinars and participated in several faculty talks.
- LUMS SBASSE Subject Test was conducted, adhering to COVID-19 SOPs.

APPLICATIONS RECEIVED IN 2021

Undergraduate

5,142

Graduate

2,220

New Scholarships and Funding

FINANCIAL SUPPORT FOR NEW MS PROGRAMMES AT SDSB

The University is offering financial support to all eligible local and international applicants applying to the new Master of Science programmes at SDSB. A 75% scholarship is being offered to the top three students offered admission to any MS Programmes at SDSB. Additionally, to increase access and opportunity for women, a 50% scholarship to all female applicants admitted to MS Programmes is being given. LUMS Interest-free Loan option is also available to the local applicants.

50%

**MERIT SCHOLARSHIP
FOR SUMMER TERM
2021**

MERIT SCHOLARSHIPS FOR EXECUTIVE MPhil PROGRAMME STUDENTS

These will be offered to the top 3 applicants to SOE's Executive MPhil programme, based on admission evaluation.

NOP scholars receive

140%

financial support covering tuition fee, boarding, lodging and more

1 in 3

students at LUMS receives financial support

19%

INCREASE IN STIPEND FOR NOP STUDENTS

To relieve the financial pressure that the NOP student's family may be facing during the pandemic, LUMS has increased the NOP stipends effective from Spring 2021.

In addition, the stipend used to cover 10 months for the two academic semesters but it will now also cover the summer semester, extending the stipend across the full 12 months.

FINANCIAL AID COMMITMENT 2020-2021

Undergraduate	Total	
	No. of Students	Amount (PKR)
MGSHSS	341	219,043,261
SAHSOL	136	97,277,806
SBASSE	364	298,070,112
SDSB	326	227,539,240
Total	1,167	841,930,419

Graduate	Total	
	No. of Students	Amount (PKR)
MBA	341	219,043,261
EMBA	136	97,277,806
MS SDSB	364	298,070,112
MS SBASSE	326	227,539,240
MS Econ	5	1,760,550
MPhil ELM	84	20,928,194
Total	413	144,905,436

Doctoral	Total	
	No. of Students	Amount (PKR)
PhD SBASSE	143	65,476,350
PhD Management	24	12,551,400
Total	167	78,027,750

External Test Fee Reimbursements	3,261,683
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Grand Total (PKR)	1,068,125,288
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* The above mentioned amounts are unaudited. This includes actual disbursement till April 2021 and estimated amounts of financial assistance for Summer 2021.

Financial Aid Application Received	2020	2019
Undergraduate (All programmes)	469	461
Graduate (All programmes)	209	167

NATIONAL OUTREACH PROGRAMME



MS. RABIA AHMED
DIRECTOR

The LUMS National Outreach Programme has won the global Council for Advancement and Support of Education (CASE) Platinum Award 2021 in the 'Best Practices in Diversity, Equity, and Inclusion' category. The CASE Platinum Awards recognise the world-class programmes and practices in educational advancement.



The NOP won because of its ability—through disciplined outreach and coordination—to identify talent from all parts of Pakistan. It was also recognised for its qualities of sustainability and growth, which can be a model for organisations and universities globally for its varied layers of diversity, equity, inclusion, and belonging expressed in the students served.



The NOP Scholarship continues to foster diversity during the NOP Summer Coaching Session

Key Initiatives

- The NOP team reached out to Tharparkar for the first time and received a record 96 applications from three major cities including Mithi, Umerkot and Diplo.
- The second *Annual Open Day Quetta* was held to reach out to the students of Balochistan. This year, despite having to scale down the event considerably due to COVID SOPs, the Open Day was conducted with the same zest. Applications came in from 29 different cities of Balochistan such as Nushki, Pasni, Sinjavi and Dera Bugti.
- Regardless of the pandemic, there was an increase in the number of applications from Gilgit-Baltistan (42%), KPK (5.5%) and Sindh (1.5%).
- This year, physical and online sessions with various partners and organisations were held simultaneously with *Quetta Online*, *Thardeep Rural Development Programme*, *Development of Human Resource*, *Care Foundation*, *The Citizens Foundation*, *Kaghan Memorial Trust*, *Muslim Hands*, *Gurmani Foundation*, *Aga Khan Education Foundation*, *SOS Pakistan* and *Olympia Group*.
- There has been 3% increase in female applicants as compared to the previous year.

NOP OUTREACH 2020-21

Province	No. of Cities	No. of Colleges	No. of Presentations	No. of Students
Khyber-Pakhtunkhwa	10	26	35	2,345
Gilgit-Baltistan	4	7	15	475
Sindh	11	28	45	1,753
Azad Kashmir	5	16	25	785
Punjab	15	33	50	2,990
Islamabad Capital Territory (ICT)	6	16	25	1,670
Balochistan	1	Open Day	4	600
Total	52	126	199	60,618

NOP MARKETING

Awareness about the NOP is done through both, direct and indirect means. Indirect outreach involves the amalgam of digital and print marketing tools. With the onset of the second and third wave of COVID-19, it was essential to capitalise on more indirect means to reach applicants.

Print media consists of physical flyers and posters printed with important information that is circulated to individual students during school visits and also sent across to educational partners for dissemination within their student body. Furthermore, an NOP advertising campaign runs alongside the outreach period with insertions made in both national and regional newspapers. This year, 25 insertions were made from November 2020 to March 2021.

With the growing access to internet in our target audience, digital media is a primary resource of disbursing updates and news to prospective applicants, current students and NOP alumni. The NOP Facebook page has seen consistent growth in its lifetime likes over a 6 month period and is a very useful tool to engage with the community at large. This year video content was created to increase engagement especially for the Open House Quetta 2021.

Month	Lifetime Likes
Sep. 2020	26406
Oct. 2020	26408
Nov. 2020	26422
Dec. 2020	26536
Jan. 2021	26569
Feb. 2021	26618
Mar. 2021	27177
Apr. 2021	27321

NOP SUMMER COACHING SESSION 2021

Applicants from

244
cities

Applicants from the
Matriculation stream

97.2%

Applicants from O Levels

2.8%

of posts

16

Total Reach

76,397

Total Impressions

83,314

Total Engaged Users

3,649

The NOP webpage was also re-vamped this year in line with the University's overall website theme. New elements were added such as a dynamic calendar of events, enhanced video features and a fresh display to ensure applicants and students have access to required information in a clear and well defined format.

PROVINCIAL SPLIT

Province	Number of Students
Azad Kashmir	1.8%
Balochistan	2.9%
Gilgit-Baltistan	6.9%
ICT	1.4%
Khyber-Pakhtunkhwa	14.9%
Punjab	63.5%
Sindh	8.3%

GENDER SPLIT

Male

67.3%

Female

32.6%

MAJOR EVENTS

- The NOP Summer Coaching Session 2020 was conducted online. The entire programme structure was converted to an online setting. In order to better facilitate candidates, a form was disbursed to gather data on internet facilities available to them and each candidate was issued an internet device that corresponded with the best service provider in their area. While focusing on the core topics of English, Math and Basic Sciences, there were also online sessions held on communication skills, confidence building and academic strategy building as well as guidance on applying for admission and financial aid at LUMS.
- Pre-Semester 2020 was also conducted online and was designed to prepare freshmen for not just life at LUMS but to give them a broad understanding of what it would mean to start their University education online. They were given specific skill booster sessions on Zoom, Google Docs, Online Teamwork and general online communication skills to ensure that they would start their first online semester with confidence.
- An online Personality Development Workshop was organised focusing on the core skills of communication, public speaking and confidence. The three-day workshop included interactive sessions and team activities.
- NOP student support especially counselling was conducted through online platforms such as Zoom, WhatsApp and telephone calls to cater to student needs throughout the pandemic. Regular meetings were also held with NOP freshmen at different check-points during the academic year to support their transition to University.



NOP Student Success Initiative

A JOINT-COLLABORATION BETWEEN THE NOP AND THE OFFICE OF ACADEMIC ADVISING AND STUDENT SUCCESS

In Fall 2020, the NOP and the Office of Academic Advising and Student Success entered into a joint collaboration to plan, develop and implement programmes with the goal of enabling approximately 400 NOP scholars to thrive at LUMS and beyond. This collaboration

sought to combine the expertise of the two offices for a shared objective. The joint collaboration enabled the development and implementation of a range of programmes during its inaugural year:

PRELIMINARY NEED-ASSESSMENT AND ADVISORY COMMITTEES FOR ONGOING INPUT

Focus groups with NOP scholars and alumni, along with interviews with faculty and staff (who work closely with these students), enabled the identification of areas requiring additional support for NOP scholars at LUMS. This preliminary need-assessment informed the development of various new programmes

launched this year. Further, two important committees were formed -- one comprising current NOP scholars and a second comprising NOP alumni -- to provide ongoing input on the programmes being planned and implemented by the Initiative.

ALUMNI, FACULTY AND STAFF SESSIONS

The Initiative also sought to leverage alumni, faculty and staff in supporting NOP scholars:

social spheres, the transition to professional life and graduate study, etc.

- I. Alumni panels: NOP alumni were invited to panel discussions with current students to share their experiences from LUMS and offered advice. Discussions spanned topics pertaining to the balancing of academic and
- II. Faculty and staff adviser panels: The Initiative organised multiple panels of faculty and staff advisers with NOP students. The goal was to improve NOP students' interaction with the faculty, advisors, and student

services at LUMS. The students engaged with panellists on issues concerning school policies, exam preparation, stress management and the novelties associated with an online semester.

ENHANCED PEER-BASED SUPPORT

The NOP Student Success Initiative has sought to leverage various mechanisms of peer-support for the benefit of the NOP community on campus. This has included the following programmes:

- I. Peer Mentorship Programme for First Year Students: In Fall 2020, all first year NOP students were paired with a junior or senior NOP student. The mentors regularly checked-in on the wellbeing of the students under their mentorship and offered support as needed throughout the academic year. This peer mentorship programme was particularly valuable during the pandemic because incoming first-year students had little prior opportunity to develop inter-batch connections on campus.
- II. Peer tutoring: The NOP Student Success Initiative launched two skill-focused peer tutoring programmes this year: one on verbal communication, presentations, and class participation; and one on writing. Peer

- III. First-year Open House: Given the particular challenges of an online semester, the Initiative convened a group session with first-year NOP students to discuss common challenges and possible solutions.

tutoring in these areas was made available to all NOP scholars through online office hours during the pandemic.

- III. Student-initiated Programming: In Spring 2021, members of the NOP student body were invited to propose programmes that could benefit themselves and their peers. Logistical support and funding was then provided for promising ideas including a meditation session for stress-relief during exams; and a virtual game night to build community during the pandemic. Such student-initiated programming served dual purposes: involving students themselves (in proposing creative ideas) while also enabling them to build social and professional skills (when implementing their proposed projects).
- IV. Student Success Story Project: Narratives and examples of NOP scholars' higher education placements, entrepreneurial ventures, community service and other achievements were shared with the NOP community via email and social media.

CAREER-READINESS PROGRAMMING

Finally, to better prepare NOP students for a successful transition after LUMS, the Initiative undertook two major programmes:

- I. Career Readiness Series: The Career Service Office (CSO) partnered with the Initiative to design this series which familiarised students with the logistics of career placements. These included workshops on

resume building, professional networking and the use of tools such as LinkedIn.

- II. Microsoft Office SkillFest: The Initiative also partnered with the Information Systems Technology Office (IST) to design a workshop series to familiarise students with the professional use of the Microsoft Office suite.

COLLABORATIONS

A pivotal focus of the NOP Student Success Initiative this year has been on fostering collaborations. The Initiative itself is a joint partnership between two offices (the NOP and the Office of Academic Advising and Student Success). Furthermore, the Initiative fostered close partnerships in its individual programmes as well: collaborating with the Suleman Dawood School of Business (SDSB) for class participation

tutoring; with the Academic Writing Lab for writing tutoring; with CSO on the career-readiness series; and with IST on the MS Office SkillFest. In short, an overarching imperative of the Initiative during its inaugural year was to leverage the combined expertise of various units across campus to support the NOP cohort on campus. This imperative will continue to undergird the Initiative's future programming.



MR. BILAL MALIK
DIRECTOR

OFFICE OF ACADEMIC ADVISING & STUDENT SUCCESS

The central Office of Academic Advising and Student Success (OAASS) was established in Spring 2020 and comprises two separate domains: i) Student Success; ii) Academic Advising. The domain of Student Success creates programming for students from under-resourced backgrounds in order to enable them to succeed at LUMS. In the domain of Academic Advising, delivery of advising remains the responsibility of each School, where the School's faculty, staff, and peer advisers work with students directly. The central Office works as a partner with Schools to set University-wide standards and build capacity within the School's advising system to improve student support, experience and outcomes.

Student Success

The Office partnered with the National Outreach Programme (NOP) to create the Student Success Initiative. This joint-initiative collaboratively developed and launched a range of programmes in its inaugural year (see page 123).

Academic Advising

The Office focused on undergraduate advising during its first year, given that undergraduate students comprise the majority of the student population (over 80%). Key highlights from the year include the following:

1. NEED ASSESSMENT AND ONGOING INPUT

OAASS collaborated with the four Schools and worked with the Student Council, as well as other partner offices to gather community input on undergraduate advising at LUMS. Initiated in Spring 2021 and completed in Fall 2020, this community input comprised almost 30 focus groups with ~140 students and alumni; ~50 faculty interviews and ~25 staff interviews. The findings from this community input are summarised in an [online document](#). These findings guided the Office's capacity-building goals in the domain of advising. Furthermore, the Office constituted a Student Advisory Board to provide continuous and ongoing input on its initiatives this year.

2. ADVISING BY STAFF

Advising Unit staff (part of the Dean's Office in each School) play a pivotal role in supporting faculty/peer advisers in their School, creating advising workshops while also working with students one-on-one. The Office launched the following initiatives to strengthen this aspect of advising: First, the Office worked with all Advising Units to develop LUMS-wide standards and protocols for key advising issues in order to ensure that all students at LUMS receive appropriate and standardised support from Advising Unit staff. Second, the office encouraged and supported the efforts of Schools to increase their number of advising staff. OAASS also set up two monthly coordination meetings — one with all advising staff at LUMS and another with advising staff leaders — to coordinate pan-school initiatives, standardise advising-delivery across Schools, address ongoing advising issues and provide continuous professional development. Finally, the Office worked with advising staff to create an 8-session professional development series in June 2021 to further strengthen the capacity of staff advisers.

3. ADVISING BY FACULTY

The Office supported MGS HSS in piloting a revised faculty advising system based on researched best practices, data analysis and context review of student-needs and faculty-capacity. Review is ongoing on feedback from this pilot in order to refine the revised faculty advising model for the future.

4. ADVISING BY PEERS

The Office encouraged and supported development of peer advising in the two Schools that lacked this element in their advising system. SBASSE launched its Peer Ambassadors programme in Fall 2020 (for supporting first year students) and SAHSOL launched its Peer Pods programme in Spring 2021 (for increasing inter-batch advising conversations among all SAHSOL students). Now that all undergraduate Schools have some form of peer advising, OAASS also initiated regular Peer Programme Managers' Meetings to improve cross-school learning in this domain.

5. ADVISING THROUGH WORKSHOPS

The Office served as a thought-partner with MGS HSS in the development of a systematic annual calendar of advising workshops/group sessions for the School. OAASS also identified topics requiring coordination of cross-school workshops and piloted a University-wide session on Inter-school Transfer in November 2020.

6. DIGITAL RESOURCES PROJECT

The Office's Digital Resources Project was launched to develop extensive resources and make them available online. It is an ambitious project that aims to enhance advising at LUMS through three kinds of resources: resources for institutional leaders (e.g. research and global best-practices in faculty advising and peer advising, etc.); practical resources for advisers (e.g. protocols for responding to specific student queries and situations); and advising resources for students (e.g. managing an online semester, selecting among majors, etc).

HUMAN RESOURCES



MS. SABAHAT BOKHARI
DIRECTOR

Human Resources (HR) at LUMS strives to create and sustain a work environment that attracts, motivates, develops, rewards and retains the highest calibre of talent.

Initiatives, Achievements and Activities

VACCINATION PROGRAMME

HR planned and rolled out an on campus COVID-19 vaccination drive called '*Aik Mazboot Saath, Stronger Together*'. The vaccination programme aimed to cover all employees including those on third party contracts and daily wages, and students at LUMS, along with their respective family members and house help staff.

Two successful on-campus vaccination camps were organised in collaboration with the Punjab public health authorities, while ensuring strict accordance with all government approved protocols. An online portal was set up where employees and students could upload their immunisation certificates.



A poster to raise awareness about protection against the Coronavirus

90%

faculty and staff are
fully vaccinated

40%

students are partially
vaccinated

15%

students are fully
vaccinated

TALENT ACQUISITION

- Provided end-to-end staff hiring support; 71 administrative and academic support staff positions were filled.
- 20 student and full-time internships were offered in various departments and schools across LUMS.
- More than 400 interviews were arranged.
- Recruitment KPIs for gender diversity in hiring and time to hire were realised. 46% of staff and intern hires were female, and the average time to hire was between 20-25 business days.
- Completed transition to online recruitment and on-boarding, including paperless documentation.
- An LMS-based sexual harassment training was put into place for staff, as a part of the new joiner orientation.

DAYCARE FACILITY

The new state-of-the-art LUMS Daycare Centre has been set-up and operationalised.

Housed in a purpose-built structure covering over 7,400 square feet, the facility offers separate

areas specially designed for infants, pre-school children and school-going children, as well as a sleeping room, child-friendly bathrooms, and an outdoor play area.



The new daycare facility on campus



Inside the new Daycare Centre, housed in a purpose-built structure

EMPLOYER BRANDING AND EMPLOYEE BENEFITS

- An e-card facility for health insurance admission was set-up. This is a LUMS-specific facility and employees can now generate an e-card, and simply show that at the hospital for hassle-free admission.
- Special discounts were negotiated for the LUMS community. More than 25 restaurants, medical testing services and shopping outlets are on the LUMS discount panel.

ROLLOUT OF SAP SUCCESS FACTORS

HR successfully implemented SAP Success Factors for Performance and Goals Management. The system promotes a more robust and regular feedback mechanism with bi-annual performance assessment and continuous feedback capability.

OFFICE OF ACCESSIBILITY & INCLUSION



MS. ANGABEEN MIRZA
DIRECTOR

The Office of Accessibility and Inclusion (OAI) has continued its policy level work in the areas of sexual harassment, inclusion and awareness. The past six months have seen policy changes, lobbying for students with accommodational needs, and reports on campus accessibility.

SEXUAL HARASSMENT AWARENESS

- Carrying forward its work in the area of sexual harassment awareness and prevention, OAI launched a poster campaign on consent and harassment.
- In order to incorporate the new policy on sexual harassment issued by the Higher Education Commission, OAI revised the LUMS Sexual Harassment policy. The Office also incorporated changes recommended by the members of the Sexual Harassment Inquiry Committee, Student Council and FEMSoc. The latest policy was approved by The University Council in April, to be implemented starting May 1, 2021.



A poster for sexual harassment awareness

POLICY DEVELOPMENT AND STUDENT FEEDBACK

OAI prepared a comprehensive campus climate survey seeking feedback from students on matters ranging from discrimination on the basis of gender, physical ability, religion and social class to their opinion on bullying, and safety on campus. The Office will be developing awareness campaigns, trainings and policy based on the findings of this survey and also plans to launch a separate employee survey.

CONFERENCE ON DIGNITY AND INCLUSION

OAI virtually hosted its first Conference on Dignity and Inclusion from May 21 - 22, 2021. The highly interactive two-day event comprised of sessions on human dignity and inclusivity in six thematic areas: labor rights, transgender rights, access to justice, climate change, dignity in the time of COVID-19 and dignity on campus.



Accessible Auditorium

PHYSICAL ACCESSIBILITY ON CAMPUS

Team members at OAI conducted a physical audit of the academic block in October and November, 2020. The purpose of the audit was to highlight areas where the building falls short of universal standards of accessibility. A report was submitted to the Provost's Office with recommendations for constructional interventions, which will bring the academic block in line with international standards. The Office hopes to continue its audit and recommendations to senior administration so that all buildings on campus are upgraded to be completely inclusive.

LEARNING ACCOMMODATIONS

OAI has been working with individual students who face difficulty in keeping up with their studies due to pre-existing conditions by coordinating between faculty, schools and students. The Office is working to institutionalise this arrangement to provide a better learning experience for all students.



OFFICE OF ADVANCEMENT



MS. NUZHAT KAMRAN
DIRECTOR

PIONEERING ONLINE CONVOCATION

LUMS hosted its first-ever online Convocation in July 2020. The initial part of the ceremony was broadcast on Facebook Live with over 260,000 views. Malala Yousafzai was invited as the guest speaker to inspire the students as they embarked on the next phase of their life.



Malala Yousafzai giving the keynote address at Convocation 2020



VIRTUAL ORIENTATION WEEK

Working hand-in-hand with the Office of Student Affairs, the Marketing team developed a robust plan for a virtual Orientation. The team put together extensive ideas to design a highly engaging experience throughout the week. The first day was broadcast through Facebook Live with testimonials from the incoming batch, a welcome video by seniors, welcome messages by Deans, the Provost and Vice Chancellor, as well as alumni.

ALUMNI HOMECOMING

This three-day event took place virtually. Over 250 alumni joined the closed sessions and the 13 live sessions garnered over 727,000 views. From a virtual campus tour to candid conversations with LUMS leadership, prominent alumni as well as notable personalities in cricket, music, and more; the variety of sessions ensured that there was something for everyone.



Some of the exciting sessions during Homecoming 2020 virtual celebrations

GIVE A DAY TO LUMS

This campaign was spearheaded by the Office of Advancement to help fund students at LUMS. This initiative, which was launched on social media, urged people to donate a day of their earnings to aid students to achieve their potential through scholarship programmes. To date, LUMS has received donations from a total of 514 donors raising approximately PKR 22 million for 22 students and counting.



ECONOMICS DEPARTMENT AT LUMS NAMED AFTER LATE CHAUDHRY NAZAR MUHAMMAD



Dr. Arshad Ahmad, Mr. Zahid Hussain, Mr. Shahid Hussain and Mr. Abdul Razak Dawood at the naming ceremony

The family of the late Chaudhry Nazar Muhammad made a generous donation towards the advancement of the Department of Economics at MGSHS. To acknowledge the contribution, a naming ceremony was held on December 5, 2020. This was attended by his family including his sons, Mr. Shahid Hussain, Chairman Shahid Hussain Foundation and Rector, LUMS and Mr. Zahid Hussain, Chairman, Borjan (Pvt.) Ltd. Mr. Chaudhry Nazar Muhammad was one of the founding members of the National Management Foundation, the sponsoring body of the University, which played a pivotal role in the establishment of LUMS.

LUMS LIVE RECEIVES 'HONOURABLE MENTION' BY CASE PLATINUM AWARDS 2021



A LUMS Live session

LUMS Live was launched to connect with audiences and provide them with a wider perspective of socio-economic issues. Consisting of live talks with experts over various topics from global issues, emotional distress to blended learning, more than 75 sessions have so far been conducted receiving a tremendous response from students, faculty, researchers and the public at large. The series has gained traction around the world, and received the 'Honourable Mention' Award by CASE Platinum Awards 2021 in the category of 'Best Practices in Digital Communications'.

Communications

The Communications Unit is committed to sharing a LUMS story in a way that informs, inspires and engages audiences. The team works

collaboratively with campus partners to provide a number of targeted communication services, both print and digital.

CONTENT GENERATION FOR THE LUMS WEBSITE

373
news items
published

The Communications team reached out to LUMS students, faculty, staff, alumni and donors and provided comprehensive news coverage that showcased their achievements.

235
events
published

The team maintained the LUMS Events Calendar on the website, and publicised upcoming programmes and events.

313
design jobs
undertaken

Schools and Departments were provided creative design solutions consistent with the University's brand.

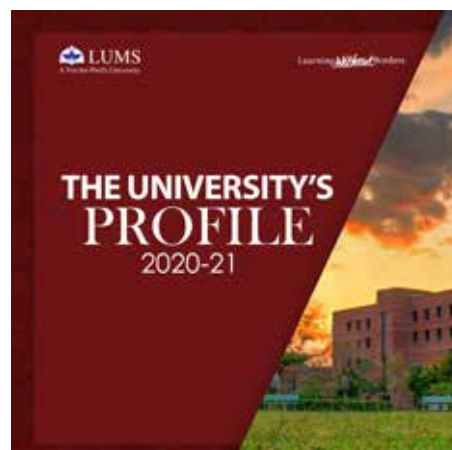
Publications

Each year, the team works with different partners to issue a series of print and digital publications. These showcase the impact of the ground-breaking work that is being done by the students, staff and faculty, made possible by generous supporters and donors. In the past one year, the team worked on the following:

- 27 issues of LUMS Connect, a fortnightly newsletter, with a circulation of 38,000 people per issue
- 2 issues of *Nigehbaan*, a publication specifically for the University's donors
- The University's Profile
- Academic Report

Content Review

The team reviews, edits, and proofreads any print and electronic content that is issued through LUMS to ensure that the University's high standards of quality are met.



Initiatives

This year, the team launched two new publications with the aim of strengthening communications — *Campus Stories*, the first faculty and staff magazine, (inaugural issue, November 2020); and *Life at LUMS*, the University's first magazine for parents (inaugural issue, May 2021). The team identified that there was a gap with these segments and aimed to address it by opening up channels for regular updates and communication.



The inaugural issues of Life at LUMS and Campus Stories

Marketing

The Marketing Department looked for new ways to connect with internal and external stakeholders, increasing digital interaction at multiple levels to achieve its goals and objectives. Ranging from virtual outreach sessions with schools across Pakistan, to nationwide counselling sessions, online undergraduate and graduate testing workshops, graduate networking webinars, the team created new ways to engage with potential students.

150+
Schools Outreach
Across 4 Provinces

The team raised awareness about admission, funding opportunities, and possible career paths through interactive talks. The efforts resulted in 15% increase in accounts created for undergraduate admissions at the close of the cycle in January 2021.

Interaction with
70+
Counsellors

Continued association with school and college counsellors across the country was strengthened by successfully holding a Virtual Counsellor's Meet.

19
Academic
Publications

A range of academic publications were produced with the assistance of the Communications team. They were circulated digitally through targeted emails, and uploaded on the LUMS website.

14
Print and
Digital Ads

Print and digital ads were leveraged to increase awareness for undergraduate and graduate programmes and boost application numbers.

20+

Email
Campaigns

Effective email marketing was carried out for all programmes and admission related events. Radio ads were also aired.

30+

Webcasts and
Webinars

Scholars, parents, professors, and members of the general public participated in live Facebook broadcasts to learn about the University, its programmes, and details about admissions.

PR ACTIVITIES

LUMS partnered with a new PR Agency, to achieve greater visibility on ground-breaking practices and research at the University. Embarking to strengthen media relations, LUMS is working with the Agency on new initiatives to reach masses in

line with its 'Learning without Borders' philosophy. LUMS team also benefitted from a Media and Crisis Management Workshop conducted by the Agency to familiarise participants with nuances of local media.

LUMS IN THE MEDIA

Coverage of events, faculty articles and blogs on programmes were shared with mainstream media. Additionally, among many firsts this year, the Vice Chancellor, Dr. Arshad Ahmad appeared

in two televised shows to share the vision of the University and milestones achieved to date. Below is a brief overview of LUMS in the media:



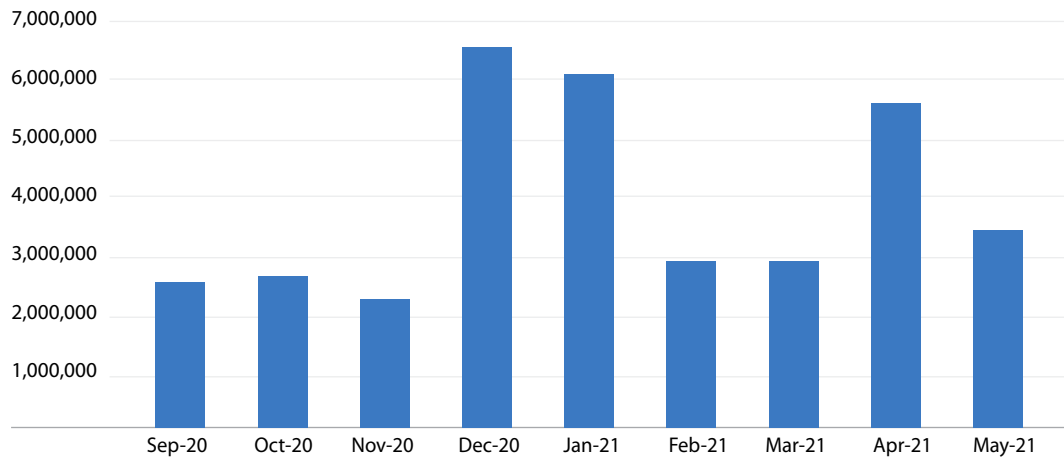
SOCIAL MEDIA GROWTH 2020-2021

This year, we doubled on our efforts to pique our audience's interests with our value-driven approach to marketing our programmes. Furthermore, we increased our focus on

giving back to the community by introducing campaigns centred around alumni engagement and financial assistance for deserving students.

FACEBOOK	TWITTER	INSTAGRAM	LINKEDIN	YOUTUBE
Total Engagement 3,522,580	Total Impressions 1,844,700	Total Followers 52,778	Total Impressions 1,863,109	Total Video Views 266,811
Number of Posts 306	Total Followers Count 38,294	Lifetime Likes 135,965		
Number of Pixel Ads 43				
Pixel Link Clicks 20,277				
Total Reach 18,060,915				
Total Impressions 85,997,803				

Total Reach Per Month



UNDERGRADUATE AND GRADUATE TESTING WORKSHOPS

Online workshops conducted by the team provided an overview of the SAT/ACT/LCAT format and practice tests for undergraduate

applicants. Testing workshops for GMAT/ GRE/ GAT/LGAT requirements and practice tests for graduate applicants were also organised.

UNDERGRADUATE TESTING WORKSHOP
REGISTER NOW
 Date: November 20-22, 2020

REGISTER FOR OUR FREE GRADUATE TESTING WORKSHOP
 GMAT | GRE
 JANUARY 24 - 26, 2020

LUMS Learning With

Development

During the academic year 2020-21, new partnerships, CSR initiatives and scholarships were set-up, and others renewed through the support of various individuals and organisations.

NEW DONATIONS

- The Babar Ali Foundation donated PKR 50 million for an endowment in honour of the late Syeda Mubarik Begum. The fund is intended to celebrate and commemorate her love for Urdu and Persian language and literature, and will be used for the development of a centre of excellence titled 'Syeda Mubarik Begum Initiative for Urdu and Persian'.
- Mr. Mudassir Sheikh, CEO and Co-founder of MENA's leading car booking service, Careem, made a contribution worth USD 2 million to LUMS to establish the Sekha Scholarship. This scholarship will allow LUMS to reward high performing undergraduate scholars at SBASSE.



- Dr. Muneeb Ali, BS 2003, and Founder of Stacks presented a Stacks Grant to build an academic programme at LUMS. Hiro, formerly known as Blockstack PBC has donated five million STX tokens (equivalent to PKR 670 million or USD 4.1 million) to develop and build educational programmes that will enable faculty members and students at LUMS to conduct research on block chain, cryptocurrencies, distributed-ledger technology and more.
- Dr. Khalid Aziz, Advisory Board Member, LUMS and the Otto N. Miller Professor Emeritus of Energy Resources Engineering, Stanford University, and Mrs. Mussarat Aziz gifted USD 100,000 towards setting up an endowment fund at SBASSE.
- Mr. Towfiq Chinoy, Founder and Advisor, International Steel made a donation worth PKR 5 million to support scholars.
- The Viqarun Nisa and Feroz Khan Noon Trust has gifted PKR 11 million towards setting up an endowment grant to sponsor the studies of one MS level student.
- Arco Plastics (Pvt.) Ltd. donated PKR 1.2 million for the sponsorship of one National Outreach Programme (NOP) scholar at LUMS.

ALUMNI CONTRIBUTIONS

- The MBA Class of 1994 increased their endowment pledge to PKR 16 million.
- The MBA Class of 1998 established an endowment fund worth PKR 18 million, to support one NOP scholar every year.
- Mr. Usman Ahmed and Ms. Emma Ahmed, both MBA 1995, have set up the 'Emma and Usman Scholarship Fund'. They have contributed PKR 18 million towards sponsoring talented NOP scholars.
- LUMS alumnus, Mr. Imran Khan (MBA 1995), his wife, Ms. Saleha Minto, and their family have made a contribution of PKR 18 million to set-up the 'Tasnim and Abid Hassan Minto Scholarship Fund'.
- LUMS BSc Class of 2010 have created the 'Waheeb and Rafia BSc Class of 2010 Endowment Fund' in honour of their classmates, Waheeb Alam and Rafia Amber, both of whom have passed away. The fund will provide a 100% tuition fee waiver to one undergraduate scholar.
- The BSc Class of 1998 has completed their endowment totalling PKR 6.75 million. This endowment fund was initiated in 2008-09 with the aim to support one NOP scholar in perpetuity.

- The BSc Class of 2006 donated PKR 18 million to sponsor one NOP scholar.
- In honour of alumnus, late Mr. Burhan Mohammad Khan (MBA 1988), the MBA class of '88 came forward to contribute PKR 10 million towards the Burhan Mohammad Khan Endowment Fund. An auditorium was named after Mr. Khan at SDSB.



Close family and friends gather to honour the memory of Mr. Burhan Muhammad Khan

RENEWAL OF COMMITMENTS

- The DWP Group donated PKR 4.5 million to LUMS. To date, they have contributed a total of PKR 19.9 million towards the NOP.
- Mr. Gohar Ejaz, CEO of the Lake City Holdings, donated PKR 20 million to LUMS to sponsor 20 scholars from the NOP.
- The Punjab Educational Endowment Fund, an initiative of the Government of Punjab, contributed PKR 25 million towards the NOP.
- United Bank Limited contributed PKR 10 million as a part of its annual commitment to sponsor 12 NOP scholars at LUMS.
- As a long-term supporter of the University, Faysal Bank Limited donated PKR 10 million towards the NOP.
- The Pakistan State Oil Company Corporate Social Responsibility donated PKR 10 million to support 10 NOP scholars.
- Mr. Muhammad Ali Tabba, Chief Executive Officer, Lucky Cement made a contribution of PKR 10 million towards the NOP.

Category	Donations in PKR*
Alumni	107,946,957
Corporations	79,199,361
Funding Agencies	46,968,555
HNIs	362,139,941
Staff/Faculty/Others	4,156,327
Total	605,597,641

*Time period: July 1, 2020 to May 31, 2021

LEADERS AT LUMS

Mr. Adnan Asdar Ali, Co-founder, CEO and Executive Director, Multinet Pakistan (Pvt.) Ltd., spoke about his business mantras that have brought him success in different industries. Moderated by Mr. Adeel Hashmi, the conversation also covered Mr. Ali's various philanthropic endeavours.



Mr. Adnan Asdar Ali during the Leaders at LUMS session

The 15th session of Leaders at LUMS featured Mr. Zafar Masud, President and CEO, The Bank of Punjab. Mr. Masud shared insights about his personal and professional achievements, and the lessons he has learnt along the way. The session was moderated by Mr. Adeel Hashmi.



Mr. Zafar Masud shares his professional journey at the 15th session of Leaders at LUMS

Alumni Relations

Total Alumni

14,298

Spread across

53

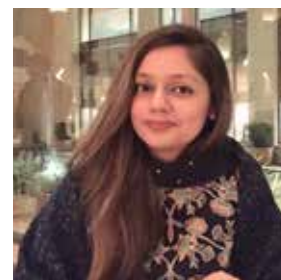
countries

KEY INITIATIVES

- Elected a new panel of ambassadors for the UK and Singapore alumni chapters. Two to three alumni members were selected in each leadership role to advance the interests of the international communities they represent. These ambassadors work closely with the Office of Advancement to serve as mentors to fellow alumni, support the growth of the alumni community, and help further the University's goals.
- Executed the third **Vice Chancellor's Alumni Achievement Awards**. 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.

ALUMNI ACHIEVEMENTS

- Ms. Maheen Hassan, BSc 2011, a member of LUMS' Balochistan Alumni Chapter, topped this year's Central Superior Service (CSS) Examination.
- Mr. Saad Amer, BSc 2018, achieved a score of 339 out of 340, setting a world record.
- Ms. Saba Karim Khan, BSc 2006, a visual storyteller, author and educator, won the Excellence award at the Docs Without Borders Film Festival, USA for her film *Concrete Dreams: Some Roads Lead Home*. The film has also won the best documentary award at the Indian World Film Festival, the Tagore International Film Festival and the Calcutta International Cult Film Festival, and has been officially selected at the France-based, Beyond The Curve International Film Festival.
- Ms. Fatima Asad-Said, MBA 1997, was recently appointed CEO of Abacus Consulting, a leading consulting and technology, that has pioneered the business transformation services industry in Pakistan.
- Mr. Haris Aziz, BSc 2003, Scientia Associate Professor at the University of New South Wales, was honoured by the Association for the Advancement of Artificial Intelligence for his contribution to Game Theory and Artificial Intelligence. Mr. Aziz is listed among the world's top two per cent of scientists in a study led by Stanford University researchers and published by *PLoS Biology*. He was also named as a research field leader in Game Theory and Decision Science in *The Australian's Research 2020* leader board.
- Mr. Muhammad Owais Qureshi, BSc 2014, and Mr. Zohaib Ali, BSc 2014, were featured in this year's Forbes 30 Under 30 for setting up Dastgyr; a B2B e-commerce marketplace.
- BSc 2002 graduate, Mr. Arsalan I. Anwer's, software company, Computing Solutions, won the 'Jonathan Scutt Memorial Technical Excellence Award 2020' – awarded annually by Retail Pro International to its best global retail partners. This is the first time a Pakistani software company has bagged this prestigious international award. Mr. Anwer's fast-rising software house then also went on to win the 'Service Excellence Award – Middle East & Africa 2020' for their innovative retail IT solutions second year in a row.



Ms. Maheen Hassan



Mr. Saad Amer



Ms. Fatima Asad-Said

OFFICE OF INTERNATIONAL AFFAIRS



DR. FURRUKH A. KHAN
DIRECTOR

The mission of the Office of International Affairs (OIA) is to give strategic and operational direction to LUMS' continuing internationalisation. It is focused on building sustainable and mutually beneficial international partnerships by initiating and facilitating individual and institutional connections between LUMS and international students, faculty, and staff.

Key Initiatives and Activities

OUTWARD EXCHANGE - FALL 2020 AND SPRING 2021

During Spring 2021, OIA advertised its outbound exchange opportunities through open houses and online correspondence, to current LUMS students for the coming Fall 2021 semester. After asking students to fill out online applications, it carried out interviews and selected candidates for exchanges at twenty international universities.

OIA worked to accommodate students who wish to attend exchange semesters amidst the pandemic and ensured their education is not disrupted. Since international travel was halted,

engagement through online mediums with newer geographies and universities was taken up. Some of these new agreements are with the following universities:

- Management and Science University, Malaysia
- Universiti Tun Hussein Onn Malaysia, Malaysia
- University of Regina, Canada
- Ozyegin University, Turkey
- Birmingham City University, UK
- Necmettin Erbakan University, Turkey

AGREEMENT WITH ERASMUS+ CAPACITY BUILDING IN HIGHER EDUCATION: BUILDING INTERNATIONALISATION IN PAKISTAN

OIA established a partnership with Building Internationalisation (B-International), a project co-funded by the European Union (EU) under the Erasmus+ programme.

B-International is a capacity-building project based on multilateral partnerships between LUMS and eligible partner countries in the EU. British Council Pakistan is the Associate Partner for this project, and the wider objective is to enhance Pakistan's capacity in higher education by providing tools that will further enable it to engage internationally. It will also provide the knowledge and practical tools to implement international activities that support the strategic goals of the University, and the wider higher education sector in Pakistan.



The project's institutional partners in the EU include Cardiff Metropolitan University, Ecole Centrale de Nantes, University of Bologna, and University of Salamanca. Partners in Pakistan include LUMS, National University of Science and Technology, Comsats Institute of Information Technology, and Pakistan Institute of Fashion and Design.

For this project, LUMS along with the three other Pakistani universities have been given a grant of EUR 649,246, to be divided amongst the four. This funding is helping LUMS

inaugurate its first ever International Centre, equipped with state-of-the-art technological equipment.

SUCCESSFUL COMPLETION OF B-INTERNATIONAL INTERNATIONALISATION WORKSHOPS

A series of eight online internationalisation workshops as part of the B-International project were delivered by Ecole Centrale de Nantes. The workshops incorporated topics such as the essential gains of internationalisation in our global society, internationalisation at home, internationalisation strategies as well as the identification and implementation of autonomous strategies. They helped provide a foundation of knowledge to put into practice in order to develop and implement international strategies and activities that support the wider aims of the internationalisation of LUMS.



One of the B-International workshop attended by OIA

PARTICIPATION IN SEMINARS

The OIA also participated in, and represented LUMS, in various webinars including:

- Pakistan US Educational Cooperation Seminar by Embassy of Pakistan Washington DC: Impact of COVID-19 on the Pakistan/US co-operation
- UM International Webinar Series: (Universiti Malaya) New Modalities for Mobilities
- Lehigh University: The More Beautiful World: Contingencies, Collaborations and Elaborations from a Pilot Workshop on Developing a Philosophy of Global Citizenship
- 4th Edition Higher Education and Research Online Meetings of the Franco-Pakistani Institutions
- UK's Virtual Chartered Mission to Pakistan 2021



LUMS students during their exchange programme

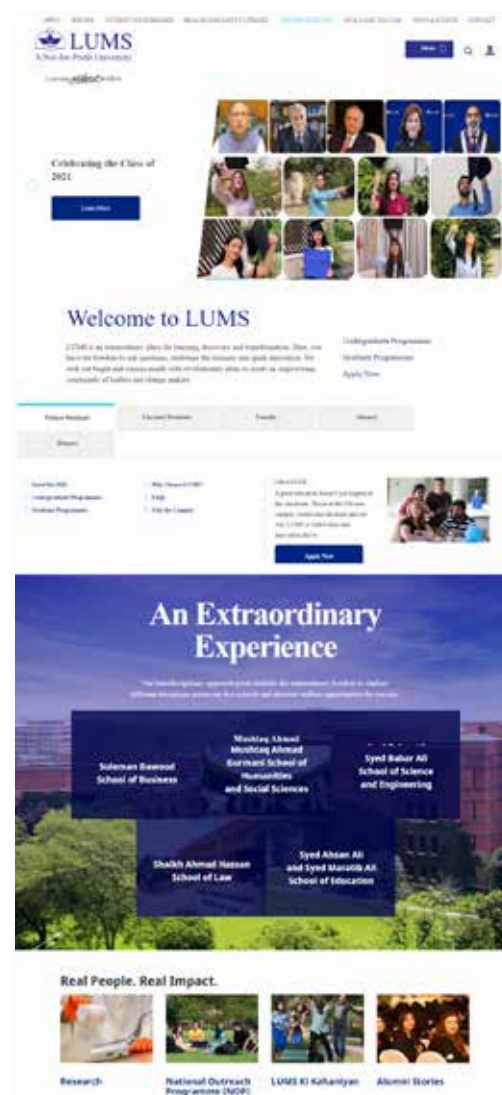
INFORMATION SYSTEMS & TECHNOLOGY



MR. FAISAL KHEIRI
DIRECTOR

TECHNOLOGY INTRODUCED

- Upgraded LUMS wireless infrastructure, including the wireless LAN controller. This vastly helped in improving the wireless services across the campus.
- Provided outdoor wireless coverage to 11 different locations across campus, including the outdoor classrooms.
- Deployed world-class enterprise document management solution M-files (Finland) to digitise, compile, and index legacy paper stacks and associated/available electronic information. This step will gradually eliminate physical files and provide easy and quick access to this data.
- Enhanced network connectivity with SDSB from 1G to 10G, improving network speed.
- Upgraded LMS to the latest version; significantly improving the interface, functionality, and performance.
- Upgraded to a technologically superior cloud-based endpoint protection software, CrowdStrike Falcon. This solution acts as a state-of-the-art antivirus and allows threats to be immediately pinpointed and rooted out at affected endpoints.
- Configured world-leading HR system – SuccessFactors for employee goal and performance monitoring. Revamped the entire Admission and Financial Aid application process to make it more user-friendly, quick, and robust. Some of the enhancements include:
 - UI/UX interactivity and improvements
 - End to end paperless process
 - Accessibility via mobile, laptop, and tablet
 - Testing registration and verification module as per COVID SOPs
- Developed the new LUMS website on the latest Drupal 8 framework, which is more secure and robust compared to previous versions.
- Integrated SAP with Meezan Bank's payment portal allowing the LUMS finance team to make payments without manual cheques or pay orders.
- Piazza Integration in LMS, which allows students to ask questions in a forum-type format. Instructors are able to moderate the discussion, along with endorsing accurate answers.
- Zoom Webinar/Meetings for Lecture Delivery/ Meetings: Audio/Video Conferencing solution that allows real-time sharing of audio, video, slides, chat, screen for teaching online, webinars, talks, conferences, and open houses.



The new LUMS website

FACILITIES FOR FACULTY, STUDENTS, AND STAFF

- Provided 160 computers and 300 internet devices to students in need from remote areas across Pakistan to enable them to attend their online classes.
- Provided 150 internet devices to LUMS staff and faculty to facilitate their work from home activities.
- Provided 250 computers/laptops, tablets, and other equipment throughout the campus to facilitate computational and online teaching needs of faculty, staff, and PhD students.
- Provided remote access to students for the use of LUMS-owned software and computing labs. This helped students attend their scheduled lab sessions.
- Provided AV solution and support for Daycare, LUMS Learning Institute, VC Office/House, Executive Dining Hall, SDSB Student Lounge, and Bara Dari.
- Provided Zoom support (24/7) for different mega-events, webinars, and faculty for online lectures using different platforms.
- Regularly investigated student-related cases of leaked credentials, cyber harassment, password sharing among peers, etc., with coordination from Office of Student Affairs. The Department also provided additional awareness, and best practices guidelines to the community.
- Provided Support for Health and Safety COVID-19 awareness trainings through LMS platform and conducted surveys.
- Introduced new training programmes for faculty on 'Online Teaching Tools' covering LMS, Zoom, OBS and PowerPoint for lecture delivery.
- Conducted LMS and Zoom trainings for TAs and Admin Assistants across LUMS.

FAST FACTS

12,888

requests handled by
IST Helpdesk

955

hours of lab reservations
handled

Multimedia support
provided to

137

events/webinars/
conferences

Trained over

150+

staff and faculty in IT skills
through the IST Training
Programme

GENERAL ADMINISTRATION & SERVICES



MR. AMER KHAN DURRANI
DIRECTOR

The purpose of the General Administration and Services (GAS) is to create efficient, professional and qualified services to achieve the envisioned objectives of good governance and sustained infrastructural development at the University.

GAS also maintains 24/7 security at the campus, which includes engaged armed security and around the clock surveillance through CCTV cameras and a dedicated security control room.

NEW INSTALLATIONS

- New fire alarms in the Academic Block & Male Hostel 1-7
- Fume exhaust system in the SBASSE Labs (First floor, Right wing)



SDSB & SBASSE outdoor classrooms



Establishment of Quarantine Centres in Male & Female Hostels



Renovation of LUMS Super Store



Office of Admissions renovation



Pepsi Dining Centre outdoor kitchen & serving area



A designated smoking area on campus



Renovation of the Academic Advising Office, Provost Office & International Affairs Office



Executive Dining Hall Lounge

PROCUREMENT OFFICE

An efficient mix of centralised and decentralised buying, the Procurement Office provides procurement support to the entire University.

Total Purchase in Millions

PKR545

MAJOR PURCHASES AND PROJECTS

	Project / Materials	Department	Value
1	Gree Inverter AC 1.5Ton	REDC	PKR 2,000,000
2	Minrray VA200-10 Video Conference System	REDC	PKR 577,214
3	Power Blotter XL System (Thermo Fisher) with Access	Biology Department	PKR 1,997,800
4	Lenel Single Channel IP License	HR	PKR 614,250
5	Samsung 55" Smart TV RU7100	SDSB	PKR 1,397,940
6	Radio LUMS	Sports & Welfare	PKR 3,202,779

GAD AND BIRGIT RAUSING LIBRARY



DR. NAHEED SIDDIQUE
DIRECTOR

Key Initiatives

- The first Bibliometric and Data Visualisation Lab in Pakistan.
- Multi-purpose common spaces and facilities.
- A grant of PKR 1.898 million awarded to purchase books and subscription of journals under HEC's 'Library Support Programme'.
- 'Live Reference Service - Ask a Librarian' mobile application service available for download on Google Play and Apple Store.
- Research support services updated through a world-class content management system, LibGuides.
- Discounts available for the LUMS community from renowned booksellers in the city.
- Access to theses, dissertations, faculty publications, pictorial and video archives of LUMS, along with journals and newsletters. E-books from the public domain are also part of this repository.
- Access to Art Full-text, ProQuest Social Science Premium collection, American Physical Society (APS), Faculty Opinions, Oxford Bibliographies collection, and East Law.

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
- Promotion of faculty publications and research
- Tutorials about library resources and services



Students regularly access the multi-purpose common spaces and facilities

CONFERENCES, WORKSHOPS AND TRAINING

- In collaboration with HEC, a workshop was organised on academic publishing.
- In collaboration with HEC, a workshop was held on ProQuest Dissertations, Theses Global Database, ProQuest Business Premium Collection Database, Discover HEC resources, and RefWorks.
- In collaboration with HEC/A&J Def Tek consultants, training sessions were conducted on WebEx for faculty members and students on SCOPUS, Science Direct, and Mendeley.
- A workshop was conducted on 'Searching Law Resources and Legal Research Methods' with SAHSOL on the law resources and services available.
- Training sessions were also conducted for faculty and students on 'Explore the world of knowledge' and 'Manage Your Research with EndNote.'
- Research skills enhancement session on combating plagiarism was conducted through Zoom.
- In collaboration with Oxford University Press, a session was conducted on intellectual property rights.



A variety of services are available for faculty, students and staff

4,242
books issued

1,157
books donated

1,888
books purchased

Access to
36,000
e-journals



The staff provide support on how to interact with the library resources

FACILITIES DURING COVID-19

Our focus during the pandemic was to keep the campus community safe, and we continue to enforce social distancing and health safety measures. 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 the of students' research projects, essays and theses, and generated about 35,683 similarity reports and issued 75 plagiarism certificates. They also helped disseminate more than 9,000 e-articles and e-books to the LUMS community.

FINANCIAL STATEMENTS

JULY 1, 2020 TO JUNE 30, 2021



Horizontal Analysis of Financial Statements

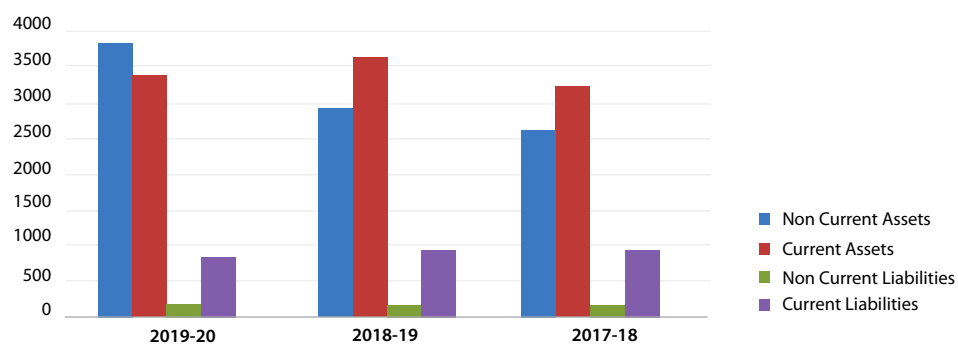
	2019-20	%	2018-19	%	2017-18
Assets					
Non Current Assets	3771	29%	2924	14%	2564
Current Assets	3401	-5%	3574	10%	3256
	7172		6498		5820
Fund Balance and Liabilities					
Non Current Liabilities	215	-5%	227	40%	163
Current Liabilities	777	-16%	928	9%	848
Fund Balance	6180	16%	5343	11%	4809
	7172		6498		5820
Fund Balance					
Current Fund	2074	20%	1727	7%	1610
Endowment Fund	2407	26%	1915	24%	1541
Scholarship Fund	37	-47%	70	-28%	97
Chair Fund	56	84%	30	-45%	55
Sponsored Fund	396	-2%	403	51%	267
Fixed Asset Fund	1210	1%	1197	-3%	1239
	6180		5343		4809
Income and Expenditure					
Income	6190	7%	5795	7%	5395
Expenditure	5347	2%	5262	15%	4575
Surplus	843	58%	533	-35%	820

Vertical Analysis of Financial Statements

	2019-20	%	2018-19	%	2017-18	%
Assets						
Non Current Assets	3771	53%	2924	45%	2564	44%
Current Assets	3401	47%	3574	55%	3256	56%
	7172	100%	6498	100%	5820	100%
Fund Balance and Liabilities						
Non Current Liabilities	215	3%	227	3%	163	3%
Current Liabilities	777	11%	928	14%	848	15%
Fund Balance	6180	86%	5343	82%	4809	83%
	7172	100%	6498	100%	5820	100%
Fund Balance						
Current Fund	2074	34%	1727	32%	1610	33%
Endowment Fund	2407	39%	1915	36%	1541	32%
Scholarship Fund	37	1%	70	1%	97	2%
Chair Fund	56	1%	30	1%	55	1%
Sponsored Fund	396	6%	403	8%	267	6%
Fixed Asset Fund	1210	20%	1197	22%	1239	26%
	6180	100%	5343	100%	4809	100%
Income and Expenditure						
Income	6190	100%	5795	100%	5395	100%
Expenditure	5347	86%	5262	91%	4575	85%
Surplus	843	14%	533	9%	820	15%

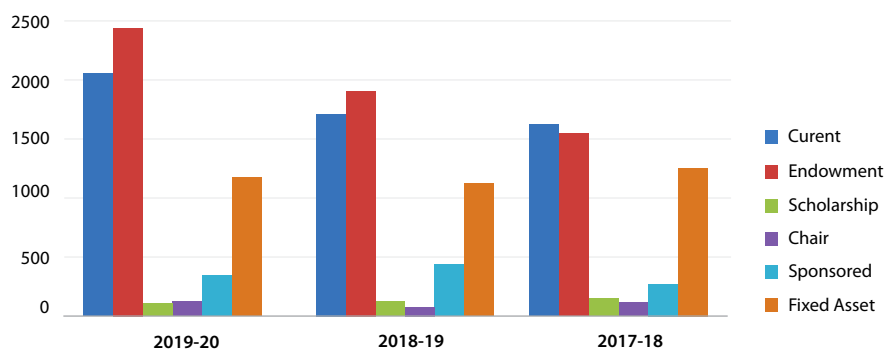
Summary of Assets and Liabilities

(PKR in Millions)



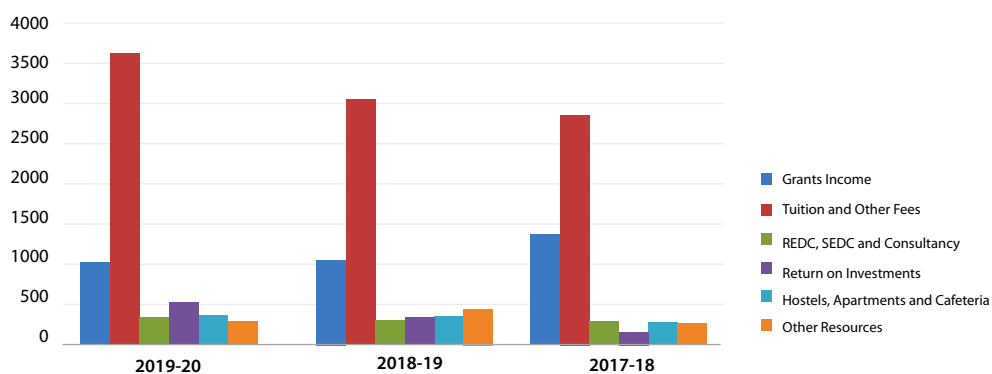
Fund Summary

(PKR in Millions)

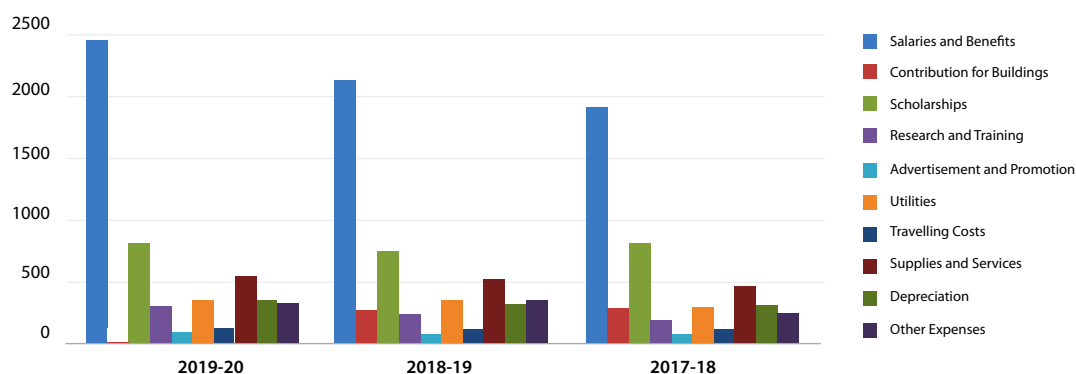


Revenue Composition

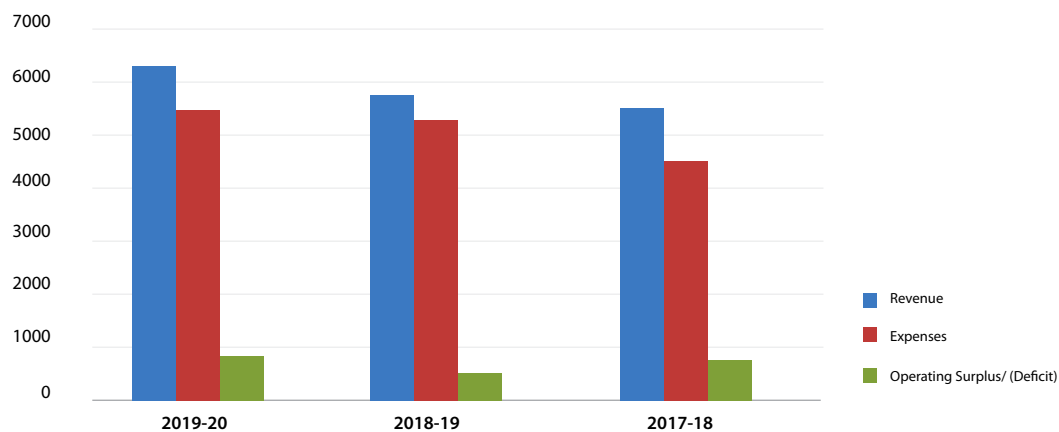
(PKR in Millions)



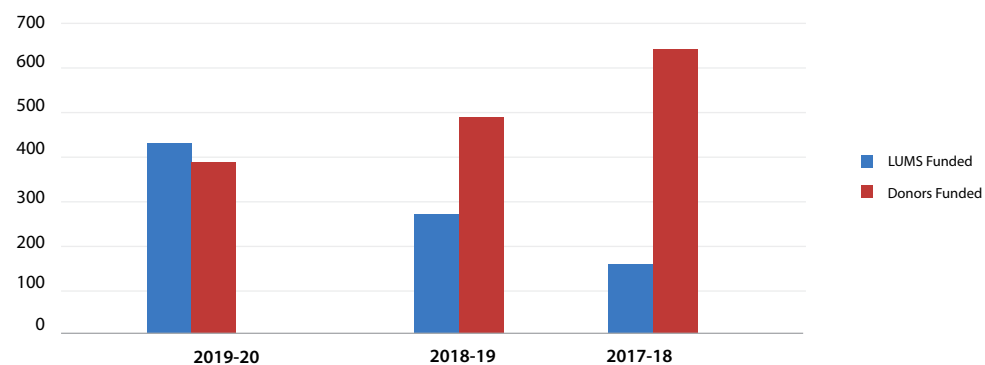
Expense Composition (PKR in Millions)



Revenue and Expense Comparison (PKR in Millions)



Scholarship Expense (PKR in Millions)



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