



LUMS
A Not-for-Profit University



2019-20
ACADEMIC
REPORT

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MESSAGE FROM THE VICE CHANCELLOR

Dear Colleagues, Staff, Students, Alumni and members of the LUMS Community,

This has been a year for the history books. It is a year that began strong when we welcomed 1,416 students from across Pakistan to our campus to kick-off an exciting academic year. By March, we found ourselves navigating uncharted territory with the outbreak of a pandemic. And with this challenge, we have been compelled to reflect and to take stock of our lives and our work. Together we have also supported families and friends who may have found themselves in extraordinary circumstances due to COVID-19. Despite these hardships, this has also been a year that we can be proud to say is ending even stronger than how it began.

Through these times, we have developed a deeper appreciation for what it means to enact our core mission to serve others. The staff at LUMS exemplify service through courage and solidarity. Faculty have increased their efforts to serve students and ensure that the quality of their learning is not compromised. On many occasions they have demonstrated acts of empathy to our students across the country who found themselves in difficult circumstances. Students, and especially many of our female students, confronted the challenge of responsibilities for homework and housework, as they also had to learn online. Despite the disorientation and distress that COVID-19 unleashed, students still completed their courses and many showed their courage through countless acts of service in their own communities.

It is to the credit of our staff, faculty and students that we stand to celebrate our collective achievements and the newfound strengths with which we will emerge from this pandemic. Their efforts have shed new light on what it means to serve through education.

Responding to a Pandemic

During the March break, several emergency meetings took place to initiate three response committees on Health and Safety, Pedagogical-Technology and Communications. Working groups of faculty, staff and students set the pace for a

planned transition to remote work with recommendations for online teaching and learning, and for living and working on campus with only essential staff during a lockdown period.

The Office of Student Affairs was equally vigilant with ongoing efforts to create awareness on mental health and wellness. The 31 members elected to the Student Council also gave valuable input into academic, extracurricular and wider institutional issues. Our student-run societies continued their work to reduce inequity; inviting speakers to participate in online forums, and in serving marginalised communities in various capacities. And despite the triple economic shocks of double-digit inflation, skyrocketing energy costs and currency depreciation, almost 90 percent of the class of 2019 secured employment within five months of graduation.

At a time when every economic and public sector was disrupted, over 500 faculty, staff, students, and alumni gave generously to the LUMS COVID-19 Campaign, setting a target to raise and disburse PKR 50 million. To date, over PKR 15 million has been distributed to community members in need, within LUMS and beyond. Students and alumni responded with courageous projects to alleviate hardships in communities all across Pakistan. For example, Sarim Raza, BSc 2020, founded *Riayat* aimed at community development, while Warda Noor, a sophomore at LUMS, and the LUMS Religious society conducted ration drives to reduce hunger in northern areas. Saman Khan mobilised her EMBA 2021 class to collect more than PKR 6 million to aid families, and *Rizq*, with its food-based philanthropy, began the *Ehsaas Karo* programme ensuring food distribution across the country.

Centres and Schools in Action

This year was also marked by achievements in governance which saw the decentralisation of academic operations and increased transparency of shared operational

information. Several new centres were created, instilling a renewed sense of purpose including the following directors: Dr. Saad Azmat, Office of Research; Dr. Bilal Malik, Office of Academic Affairs; Dr. Waqar Zaidi, Office of Internationalisation; Dr. Ali Raza, Centre for Continuing Education Studies; Dr. Zehra Waheed, Centre for Business and Society; Dr. Ali Cheema, Mahbub ul Haq Research Centre; Dr. Suleman Shahid, LUMS Learning Institute; Dr. Zain ul Abidin, Raising Executive Development Centre; Dr. Sikander Shah, Centre for Chinese Legal Studies and Dr. Angbeen Mirza, Office of Accessibility and Inclusion.

On the Administrative side, the decanal team now has direct reports to the Office of the VC including Dr. Kamran Asdar Ali, Interim Provost; Ms. Zara Qizilbash, Registrar; Ms. Nuzhat Kamran, Director, Advancement; Mr. Zunair Zafar, CFO; Mr. Amer Khan, Director, General Administration Services, and Mr. Faisal Kheiri, Acting Director of HR and IST.

The Suleman Dawood School of Business (SDSB), now AACSB accredited, has launched three new Master of Science programmes: Business and Public Policy, Technology Management and Entrepreneurship, and Healthcare Management and Innovation. These shorter degree programmes are aimed to attract professionals to further equip them with high-level requisite knowledge and skills for their respective industries. LUMS also offers scholarships to foster and advance women's leadership in business. By providing a 50 percent tuition fee waiver to all females admitted to MBA and EMBA programmes, we have seen record enrolment growth over the past year. SDSB also became the proud home for a new bookstore that provides the broader public with access to a range of learning materials.

At the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) we saw a series of prestigious research publications by faculty members, including Dr. Asma Faiz, Dr. Tania Saeed, Dr. Ali

Raza, Dr. Rasul Bakhsh Rais, Dr. Sadaf Ahmad and Dr. Nadhra Shahbaz Khan. Their scholarly work has made significant contributions to the fields of history, anthropology, sociology and politics. The Learning and Mentoring Centre at MGSHSS provided increased support to students who require additional help in subjects like Math and English. To date, there are over 160 students enrolled in the Centre's programmes.

The Biomechanics lab at the Syed Babar Ali School of Science and Engineering (SBASSE) earned prestigious accreditations from ICC making it the fifth in the world to earn such an accolade. Over the year, we saw the School collaborate with several external partners including PITC and USAID for work on innovative developments in the energy sector. The National Centre for Big Data and Cloud Computing, as well as the National Centre for Nanoscience and Nanotechnology, put LUMS at the nexus of research alliances among several universities across Pakistan. Similarly, the National Incubation Centre is a national asset that has excelled in creating programmes for Incubation, Acceleration, Plug n'Play and the Makers Lab for start-ups, to encourage entrepreneurial ways of thinking and innovation.

The Shaikh Ahmad Hassan School of Law (SAHSOL) inaugurated Pakistan's first Centre for Chinese Legal Studies in collaboration with the School of Law at Wuhan University in China. SAHSOL has also continued the International Moot Court Competition. The Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) has also been engaged in exciting ongoing activity such as panels and roundtables, partnerships, leadership programmes, international faculty visits, and creative practicum experiences for students to work with schools and other educational organisations across Pakistan. The SOE has also just graduated its first batch of students who have completed the MPhil.



New Fee Structure

One of the most notable changes that we made this year was to adopt a new fee structure. With the former fee structure, students paid a flat per semester fee, which resulted in several issues including a disincentivisation to take summer courses, course overloads during Fall/Spring terms and other inequities. We learned that course overloads negatively impacted student learning, increased stress, and prevented many students from enrolling in courses of their choice. The former fee system was also subsidising students who were taking course overloads, while summer courses were inaccessible to students who were on financial aid.

The new fee structure allows tuition to be charged on per credit basis so that the total, overall cost of a LUMS degree remains equivalent to the total tuition charged in the former fee system. While the shift to the new system is cost-neutral and does not increase the overall tuition payments for students, it addresses the issues with the former fee model. The new pay-per-credit model will also improve academic decision-making among students, expand curricular opportunities and learning experiences for all students, make educational opportunities more equitable for under-resourced students and support the one-time needs of students in the current transitional batches.

Teaching and Learning

The much anticipated LUMS Learning Institute (LLI) was officially established in February and is located in the Academic Block. Led by Dr. Suleman Shahid, Director, and Dr. Launa Gauthier, Associate Director, the LLI is committed to enhancing teaching and learning communities, cultures and practices at LUMS. In just a year, it has launched new programmes in faculty development, pedagogical partnerships between faculty/staff and students, technology enhanced learning and teaching and research in teaching and learning. The Institute has become an innovation hub for peer learning, instructional training, and programme and course development; both offline and online and will soon be launching a significant online teacher certification programme to be scaled across Pakistan.

The Pedagogy-Technology (Ped-Tech) Committee, chaired by Dr. Sabieh Anwar, Dean, SBASSE, was at the forefront of our shift to online learning and teaching at LUMS. The committee initiated a needs assessment and collected data from students and faculty for the 340 classes offered in the spring semester.

The assessment provided a system-wide perspective of challenges students and faculty faced, suggestions to improve course assessments, and highlighted workload related issues. The Committee also ensured that internet devices were distributed where needed and wireless internet was accessible to students. The Committee recommended different grading options for students who may have required adjustments given their remote learning circumstances during COVID-19. These options included Pass/Fail or deferring courses to retake again in the future.

LUMS Connects

A memorable highlight of this year was the UN Secretary-General's visit in February 2020. His Excellency António Guterres, the ninth Secretary-General of the United Nations, chose to visit LUMS to connect with our students as they represented a cross-section of Pakistani youth. His visit was part of a campaign launched to mark the UN's 75th anniversary in 2020, giving students and leaders an opportunity to discuss global issues including the future of youth-led initiatives. He gave an inspirational talk that was attended by students, faculty, staff and leaders from various institutions and garnered significant media attention.

In response to COVID-19, we saw a great opportunity to increase our communications and connections with the broader LUMS community. In March, we launched a webinar series entitled, LUMS Live, featuring online discussions with experts on a wide selection of topics. LUMS Live is hosted bi-weekly on the LUMS Facebook page and has engaged audiences in topics such as health and safety, online teaching and learning, geopolitics in South Asia, Allama Iqbal, democracy, Pakistani cinema, entrepreneurship, e-commerce and much more. To date, 22 LUMS Live sessions have taken place and each has attracted over 130,000 views.

A Jump in Rankings

This year we are proud to announce that for the first time, LUMS has been ranked by Times Higher Education (THE) Asia University Rankings as among the top 251-300 Asian universities, judged on performance indicators like teaching, research, citations, international outlook, and industry income. Among the 14 universities from Pakistan selected for inclusion in THE Asia University Rankings, LUMS was ranked fourth. The QS World University Rankings 2021 rank LUMS among 651-700 top institutions of the world, up by 50 spots or among the top 55 percent. Furthermore, out of 141 global EMBA

programmes, Suleman Dawood School of Business performed amongst the top 71 percent globally.

Looking Ahead

Despite the challenges of the pandemic, we are committed to a strong start to the new academic year and that work begins now. To end our current school year, we aim to honour our new graduates of 2020, marking this milestone event with an online convocation in July. This summer, we are offering a large number of online courses over two six-week semesters. Faculty are working hard to increase their online teaching skills and redesign their courses to improve student-learning experiences and the LUMS Learning Institute is collaborating with several faculty to prepare exemplary online courses to be offered to the wider public. Importantly, we have decided that online teaching and learning will continue into the Fall semester, as the health and safety of our community is the primary focus of our institution. We will continue to closely monitor the pandemic situation and may allow for a partial reopening of campus in the Fall, should the pandemic situation change.

Our entire community has humbly been returned to the role of a learner. Today, humility guides our leadership as we publicly and privately show the courage to admit, "I don't know. But these are the questions we need to ask. This is what we must do together to learn." To continue to address complex challenges, we intend to draw upon and integrate expertise from multiple disciplines. As universities, we can play a critical role by collaborating with the private and public sectors to combine expertise in the face of persistent, societal challenges. This is the only way, we as a community, and a broader nation, can emerge strong on the other end of this pandemic and continue to enact our core mission to serve others through education.

DR. ARSHAD AHMAD

Arshad Ahmad

**VICE CHANCELLOR,
LUMS**



Don't be satisfied with your successes.

Syed Babar Ali
Founding Pro Chancellor, LUMS



SULEMAN DAWOOD
SCHOOL OF BUSINESS

MESSAGE

FROM THE DEAN

This academic year marks a major transition at the Suleman Dawood School of Business (SDSB). Following the accreditation of the business school in 2019 by the Association to Advance Collegiate Schools of Business (AACSB), we have mobilised some key changes and initiatives. SDSB has revised its strategy to focus on the development of ideas and people to shape business and society. This places the business school at the interface between academia and society with a firm and explicit social commitment. It also positions the School among the most forthright globally in committing to a mission that is much wider than the pursuit of pure economic growth.

Beyond simply articulating its mission, how is the business school operationalising its aspirations? A major initiative is the launch of the three new Master of Science programmes in Fall 2020. These are one-and-half year programmes in the fields of healthcare management and innovation, technology management and entrepreneurship, and business and public policy. These represent key priority areas where the deployment of educated individuals with the right level of expertise can help power the country's growth. The decision to inaugurate three new graduate degrees simultaneously is an audacious move, but it is dictated by the need to respond to the immediate requirements for SDSB trained graduates in critical sectors of the economy.

SDSB continues to break new ground in many other ways. This includes the decision to award 50% tuition fee scholarships to all women admitted into any professional graduate programme at the business school. Across the MBA and EMBA cohorts, this has already resulted in a 600% increase in women with awards at SDSB. Within two years, the MBA class is anticipated to go from a 5% women representation to one third. Across the administrative staff structure, the ratio of females to males is now 1:1, and two-thirds of manager level positions are held by women. Two out of our four Associate Deans are women, which spells a first in the history of SDSB. The availability of feminine hygiene products in female toilets at SDSB has made LUMS, perhaps, the first 'period friendly' university in South Asia. The Centre for

Business and Society (CBS), housed at the SDSB has, within a year, become a foreground for debates, policy discussions, research on new ideas, student internships, and events at the intersection of social and business concerns that affect everyone.

SDSB has mounted a multitude of public events this past year, which have brought to light how differing views and practices can propound a mosaic of strength and positivity across communities of stakeholders far and near. It is well acknowledged that SDSB has one of the largest case study repositories in Asia. Under the Open Access Case Initiative, we have made SDSB's case repository freely available to university educators in Pakistan and globally to help them acquire quality business educational material relevant to their students. We are also a content partner for our cases with Harvard Business Publishing. Selected cases written by our faculty are available through the HBP online catalogue.

Servicing the South Asia context is only part of the SDSB story. The business school certainly attracts solid, accomplished scholars to come through its doors. But this is not one-way as we house academics who, after some time, leave the business school to take up positions elsewhere in other countries across all continents. This is because institutions around the world laud our focus on pure and applied research and our faculty's teaching excellence. In this way, SDSB is the one Pakistani business school that is helping to build the capacity of business schools globally.

These and other steps, which we prioritise at SDSB are important not only to signal the currency of thinking and action but also because we have the capacity, and therefore the obligation, to effect positive social change. The university is a sufficiently significant trendsetter in higher education—so much so that LUMS leads the way with its practices and initiatives that are then replicated by other universities in Pakistan and outside with consequences that impact society with a multiplicity of good effects.

DR. ALNOOR BHIMANI
Honorary Dean



HIGHLIGHTS

New vision and mission devised for the School

Successful transition to Online Learning

Only AACSB International accredited business school in Pakistan

ABDC Rankings: Asian Journal of Management Cases, edited by SDSB faculty, accepted for inclusion in the Australian Business Deans (ABDC) Council Journal Quality List

4th Islamic Finance Banking and Business Ethics Global Conference (IFBBE) 2019: SDSB co-hosted the Conference at Universitat de València, Spain from September 16-17, 2019

3 new Master of Science programmes launched:
MS Business and Public Policy
MS Healthcare Management and Innovation
MS Technology Management and Entrepreneurship

3 MBA students offered fully funded Asian Development Bank Scholarships

2 PhD Management candidates successfully defended their dissertations



RANKINGS 2020

Placed among the **top 201-250 business schools** of the world.

SDSB moved up significantly in the subject area ranking (**Business & Management Studies**) as per **QS World University Rankings 2020**. Currently, placed in the **201-250** bracket as compared to last year's ranking of 301-350. In the subject area, SDSB remains **number 1** in Pakistan.

QS also ranked SDSB in the **Accounting & Finance** subject area with a **global ranking of 201-250**. SDSB is the only school from Pakistan with a subject area ranking in Accounting and Finance.

The MBA is ranked among the **top 25 MBA programmes** in Asia, according to QS MBA Rankings Asia 2020 and the top 250 in the world as per QS Global MBA Rankings 2020.

NEW VISION AND MISSION

The Suleman Dawood School of Business (SDSB) has refined and simplified its vision and mission statements to describe the School's objectives and the broad academic assurances and commitments that the Business School makes to its specific community and society as a whole.

Vision

"We develop ideas and people to shape business and society."

Mission

1. To advance ethical and thoughtful leadership
2. To influence practice and policy through knowledge generation
3. To offer a transformational learning experience



A front view of Suleman Dawood School of Business

Transition to Online Learning

As a result of the challenges being faced in the wake of the COVID-19 pandemic, the School has resolved not to distance itself from quality teaching and research. The School's faculty and staff have been working together to ensure that operations continue as effectively as possible amidst this crisis, hence online classes commenced in April 2020. The School is continuously providing a strong and solid educational experience for its students, in line with its vision and mission.

Administrative Restructuring

The School went through an administrative restructuring in 2019-2020, which entailed reorganising parts of the administrative functions and repositioning some offices. The objective of this change was to enhance delivery of service to meet the needs of the faculty and students. The process included bringing about changes in the reporting lines and structures. In the new organisational structure; the academic programmes, undergraduate and graduate, fall under the purview of two separate Associate Deans. Also, the administrative staff dedicated to each academic programme now report directly to the Programme Directors.

A new Communications Unit was also established. This department is responsible for all School level communication, publications, events, academic-industry linkages, social media, and student exchange (the latter is in collaboration with the MBA Programme Office). The School has launched its bi-annual magazine, SDSB 360. The inaugural issue is available online. The Communications Unit is also managing the case research activities of the School.

Furthermore, the overall administrative staff, physical space, and security of the building are now being managed more efficiently by a designated operations team and supervisor.

EVENTS

A Conversation with Ms. Tania Aidrus on Digital Pakistan Initiative

Guest: Ms. Tania Aidrus, Chief Digital Officer, Government of Pakistan

Panel Discussion on the Changing Pakistani Business Landscape

Panelists: Syed Babar Ali, Founder Packages Ltd. & Founding Pro Chancellor, LUMS, Mr. Salman Akhtar, Co-founder & Co-CEO Techlogix and Mr. Omar Khayyam Sheikh, CEO Hadayat Sons

Wicked Problems in Healthcare: Seeing the Bigger Picture

Panelists: Dr. Samia W. Altaf, Research Fellow LUMS & Public Health Specialist, Mr. Muhammad Ajmal Bhatti, Special Secretary Primary & Secondary Healthcare Department, Government of Punjab, Dr. Ayesha Masood, Assistant Professor SDSB & Programme Director MS Healthcare Management and Innovation, Dr. Faisal Sultan, CEO Shaukat

Khanam Memorial Cancer Hospital and Research Centre, and Dr. Camer Vellani, Distinguished University Professor Emeritus, Aga Khan University.

Artificial Intelligence and Medical Sciences

Speaker: Major General Prof. Dr. Aamer Ikram, SI(M), Executive Director, National Institute of Health & Pakistan Health Research Council



Audience at the session: Wicked Problems in Healthcare

NEW MS PROGRAMMES

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

The Master of Science degrees will be offered in the following three disciplines:

Business and Public Policy

The MS in Business and Public Policy aims to provide business understanding tied to leadership-based knowledge in public policy to open up engaging careers in public sector spaces, chambers of commerce consulting firms, policy communication and government relation divisions within private enterprises, and non-governmental and civil society organisations.

Healthcare Management and Innovation

This programme offers a combination of intensive course work, diverse faculty and student body, and an engaged learning experience to

prepare students for impactful managerial and consultancy positions in public and private healthcare organisations as well as opening doors to entrepreneurship in the healthcare sector.

Technology Management and Entrepreneurship

The programme fuses modern business administration issues with state-of-the-art technology management approaches and offers a robust training in the qualitative, quantitative, and innovative aspects of technology and innovation management while also developing an entrepreneurial mindset.

Business School Operations

Infrastructure

The first on-campus bookstore at LUMS was inaugurated on the ground floor of the School by Mr. and Mrs. Syed Babar Ali on November 28, 2019. The bookstore stocks publications across a range of topics, including Pakistani history, arts and literature, and is open for the entire LUMS community. It also offers daily stationery supplies, souvenirs, and other assorted items.

Three new classrooms have been added to the 3rd floor, which will be functional by Fall 2020. Two classrooms on the 1st floor are being renovated. A teaching lab in the basement is also in the works. A well-equipped faculty recreation room has been added to the School to encourage a communal place for faculty members to socialise and relax.



Dr. Arshad Ahmad, Dr. Alnoor Bhimani and Mrs. Perwin Ali during the ribbon cutting ceremony at the LUMS bookstore

Students' dining options have been increased by the addition of a pizza place and a juice corner.

The Business School is the first in Pakistan to provide feminine hygiene products through a vending machine installed in the women's restroom.

Undergraduate Programme Highlights

New electives were introduced with a focus on experiential learning:

- Tourism Management
- Social Entrepreneurship
- Data Science for Decision Making
- Actuarial Sciences and Insurance
- Organising and Organisations for Social Change

Highest Number of Students on UG Dean's Honour List for AY 18-19

The SDSB UG Dean's Honour List (DHL) for AY 2018-19 acknowledged the academic brilliance and hard work of its 146 brightest students at a ceremony held on November 15, 2019, which was attended by the SDSB faculty, students, and their parents.

From the University's UG Programme, the second and third positions from the Junior batch, the third position from the Sophomore batch, and the top 3 positions from the Freshman batch were awarded to SDSB Undergraduate students for AY 18-19. In comparison across schools, the highest number of SDSB UG students were placed on DHL for 2018-19.



SDSB Dean and Faculty at the Dean's Honour List Ceremony

Students placed on the DHL AY 2018-19

Class of 2020	47
Class of 2021	47
Class of 2022	52

10 SDSB UG senior students awarded scholarships to appear for the CFA level I exams

Undergraduate Student Scholarships

44 SDSB UG students awarded with Merit Scholarships for AY 19-20

Class of 2020	03
Class of 2021	12
Class of 2022	13
Class of 2023	16
Total	44

SDSB Student Achievement

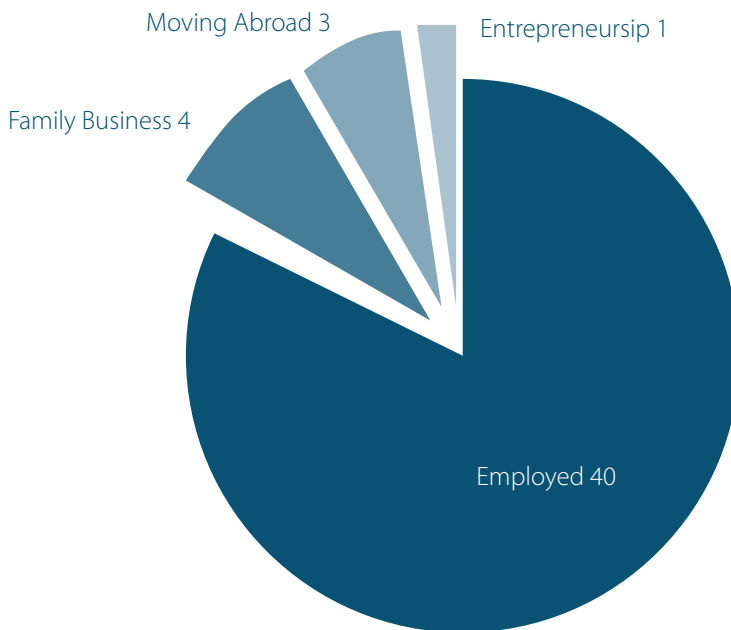
NOP Scholar, Arooba Ghazal was accepted to the renowned Harvard Crossroads Programme 2020 in Dubai this year. A senior at SDSB, Ghazal aims to make the most of her skills and knowledge acquired at the School and attain global exposure at this illustrious programme.

Undergraduate Exchange Programmes and Collaborations

17 SDSB UG students were selected for the exchange programme for AY 19-20:

1. University of Peradeniya, Sri Lanka = 1
2. KOC University, Istanbul, Turkey = 3
3. Institute of International Management, FH Joanneum, Austria = 5
4. University of Malaya, Kuala Lumpur, Malaysia = 3
5. Stephen F. Austin State University, Texas, USA = 1
6. Universiti Putra Malaysia= 3
7. Middle East Technical University, Ankara, Turkey = 1

MBA Placement Statistics



International Placements

Countries	Company	Salary/PM
United Arab Emirates	A.T. Kearney	AED 32,000
	Ernst & Young	AED 21,000

MBA Programme Highlights

This year, the School introduced the **Summer Immersion Programme** (instead of SOP), which has a more specific focus on the values of ethical responsibility, integrity, and diversity. SIM develops a strong foundation for students to help them succeed in the rigorous two-year MBA programme. It also provides a solid fundamental base through communication skills, finance, and data analysis modules.

The **MBA Interim Review** was successfully completed with the help of alumni, recruitment partners, and other peers from the industry. The Review helped the programme to improve knowledge base, nurturing an attitude in line with the industry requirements and challenges, and empowering the students to achieve a career-advancing approach. It also revamped the MBA core and elective offerings, and more technology-driven courses were introduced as a result.

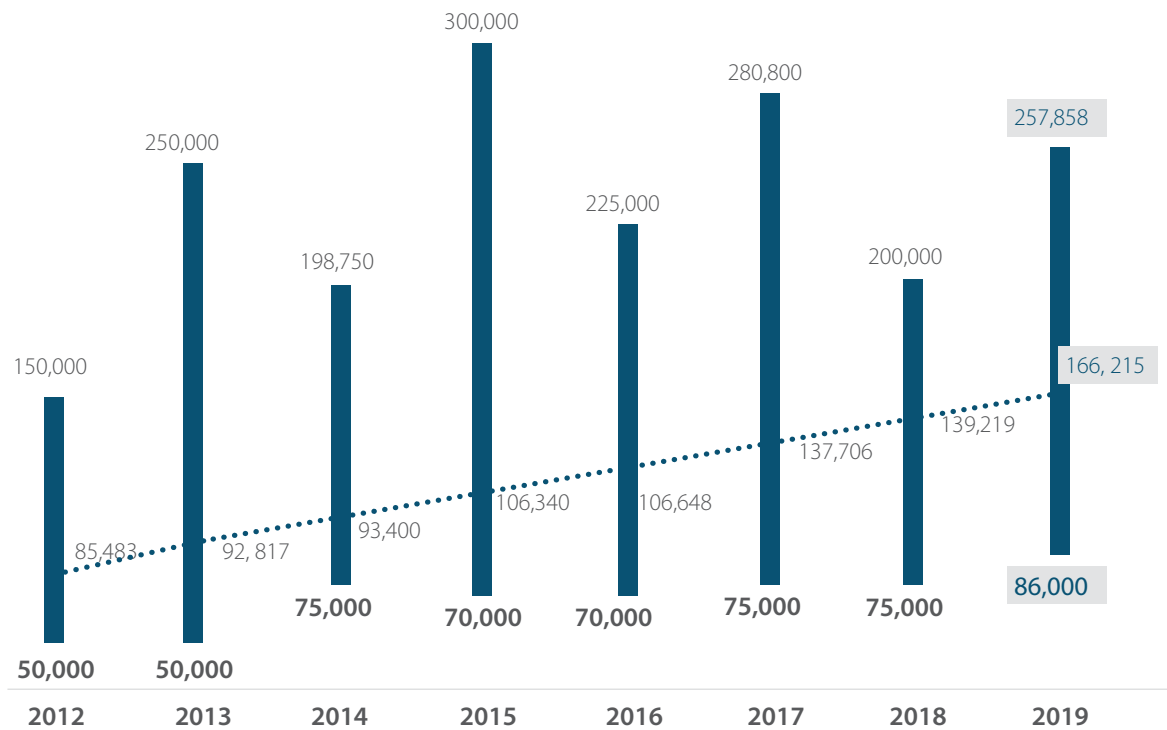
Local Salaries (PKR)

Highest Salary - 257,858

Average Salary - 166,215

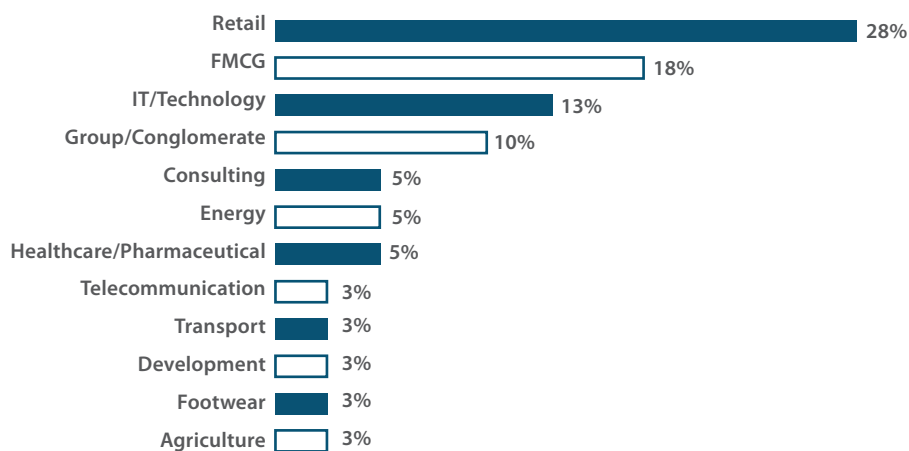
Minimum Salary - 86,000

Maximum, Average, Minimum Salary Comparison (PKR)

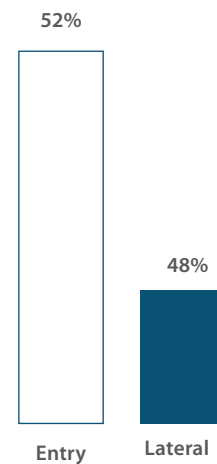


MBA Placement Statistics

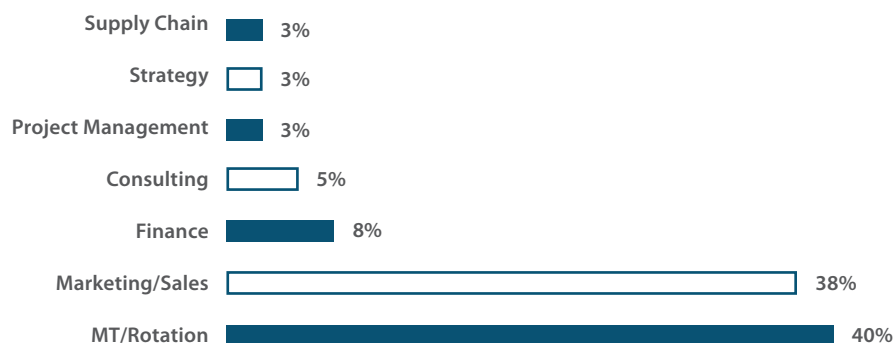
Sector Wise



Entry vs Lateral



Function Wise



The EMBA Programme

To date, 382 students have graduated from the Executive MBA programme at SDSB. These graduates hold very senior positions in private and public sector organisations.

The current session began with a strength of 59 students from diverse educational backgrounds and professional fields such as engineering, business, sciences, economics, agriculture, medicine, and other areas. The average experience of the class is around 11 years.



EMBA Welcome Dinner

Globalisation Module

EMBA participants learn first-hand about international business practices, competitive markets, and complex environments through the Globalisation Module.

Last year, the EMBA class of 2020 visited San Francisco Bay Area and Silicon Valley to learn the ropes of entrepreneurship from start-up gurus. The students had the opportunity to visit leading companies, including Microsoft, Google, and Facebook in Silicon Valley. They also visited top universities, including Stanford University and the University of California, Berkeley.

SDSB Rising Luminite Award

EMBA '14 graduate and Head Mobile Phone Division Samsung Pakistan Ltd., Mr. Umer Ghumman, received the Rising Luminite Award. Ghumman summed up his experience at SDSB, LUMS, saying, "At LUMS, I was able to learn and challenge myself and others in an interactive environment. This came through deep analysis, finding solutions, stating my opinions within a limited window of time, and then building on it to establish my credibility."

MoU with Bank of Punjab (BoP) to Sponsor Employees for EMBA

Under the agreement, the Bank will finance its employees to complete the LUMS Executive MBA programme. It will also send their employees to the Rausing Executive Development Centre (REDC) open enrolment

programme as per their requirement. Dr. Arshad Ahmad, Vice Chancellor LUMS, signed the MoU on behalf of the University at the ceremony.

EMBA 2021 Partners with Metro and Lahore Corps to Help Daily Wagers

In light of the coronavirus pandemic that has halted global economies and caused widespread unemployment, the EMBA Class of 2021 has come together to help daily wagers and their families by distributing ration

boxes. In partnership with Metro Cash & Carry and Lahore Corps Headquarters, the EMBA Class 2021 have crossed PKR 3 Million in donations.

PhD Management Programme

Student scholarships

Attique Ur Rehman, a full-time PhD scholar has been invited as a visiting PhD scholar by the University of Kassel for a research stay of 90 days.

Major Events

A **PhD Management Research Proposal Workshop** was held on January 25, 2020. It covered various aspects of proposal development, such as scope and purpose, and experiential exercises.

The **PhD Management Dissertation Proposal Defense** of Muhammad Hamza Nawaz, PhD Management student 2016, Organisational Behaviour stream was held in September 2019.

A session, '**Prospects for PhD Students Beyond Academia**' with PhD Management graduate, Dr. Azeem Ali Shah was held in November 2020.

A workshop, '**Sustainability, Corporate Social Responsibility, Women's Empowerment, and other Development-related Issues**' by Professor Peter Lund-Thomson was held in October 2019.

A **PhD Management webcast** was held in March 2020.



PhD Management Research Proposal Workshop

CASE RESEARCH UNIT

SDSB Case Output in 2018-19

Year	Number of Cases
2019	37
2018	39
2017	29

SDSB is an approved content partner with Harvard Business Publishing (HBP), and selected SDSB cases are distributed through the HBP online catalogue.

Top five best-selling SDSB cases on the HBP Online Catalogue:

Case	Author
Assessing Leadership Potential at PTCL	Dr. Anwar Khurshid & Ms. Quratulain Haider
The Punjab Health Foundation: Governance Structure and Programme Portfolio	Dr. Muhammad Ahsan Rana
Vineyard Farm: Business Feasibility	Dr. Fazal J. Seyyed, Mr. Abdul Rauf, Mr. Muhammad Usman & Ms. Hafsa Ashfaq
Leading Transformative Change at PPL	Dr. Syed Zahoor Hassan & Dr. M. Adeel Zaffar
Qadri Group: Family Constitution Writing Process	Dr. Syed Zahoor Hassan & Dr. M. Shakeel S. Jajja

Open Access Case Initiative

As part of its commitment towards improving the practice of management in Pakistan and across the world, SDSB has provided open educator access to its prized database of cases and technical notes. Drawn

from real-life issues in organisations, experienced first-hand by the LUMS faculty, this rich material is available for use by all academic institutions for training and learning purposes.

Open Access Case Initiative (September 2019 - April 2020)

Total Number of Institutes Registered on Open Access	71
Total Number of Case and Note Downloads	1910

Asian Journal of Management Cases

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

In 2019-20, two regular AJMC issues and a special issue on Islamic Finance were published.

ABDC Rankings

In 2019, the Asian Journal of Management Cases was accepted for inclusion in the Australian Business Deans Council (ABDC) Journal Quality List. All journals on the List must meet the substantive business element

test and fall within relevant Australia and New Zealand Fields of Research (FoR) codes. The 2019 list follows an extensive review conducted by Expert Panels.

Asian Management Research and Case Annual Conference

AMRC 2020 scheduled for June 2020 in Istanbul, Turkey had to be postponed because of the COVID-19 pandemic. The conference was to be hosted by Bahcesehir University, Istanbul. AMRC is an annual research conference organised by SDSB in collaboration with Indian Institute of Management Bangalore, University of Dhaka and UAE University.

This collaborative effort between universities from different countries in Asia aims to bring together scholars and industry practitioners from the region to discuss the unique business models and practices prevalent in the continent.

RESEARCH UNIT

Research & Scholarship Output	2016	2017	2018	2019	2020*
Journal Articles Published	13	19	27	30	24
'A' Rated Journal Articles Published	22	37	43	50	35

*From January to May 2020

Events

- Seminar, **'Promoting and protecting the rights of older persons in Pakistan'** by Dr. Asghar Zaidi, Professor of Social Gerontology, Seoul National University, South Korea & Senior Research Fellow, Oxford Institute of Population Ageing, UK
- Seminar, **'Welfare States and the Redistribution of Happiness'** by Dr. Hiroshi Ono, Professor, Hitotsubashi University Business School
- A session, **'What Academics Do'** by Dr. Hiroshi Ono, Professor, Hitotsubashi University Business School
- Internationally renowned Professors J.B. Kassirjian and Joe M. Pons conducted the **'No Borders Teaching and Learning Workshops'**
- **The 4th Islamic Finance Banking and Business Ethics Global Conference (IFBBE) 2019:** SDSB co-hosted the Conference at Universitat de València, Spain from September 16-17, 2019. Under the theme of 'Building New Finance through Inclusion, Sustainability, and Ethics,' the conference was held in collaboration with The Global University of Islamic Finance (INCEIF), Malaysia, Universitat Jaume I, Spain and Universitat de València. The conference drew international participants from a variety of fields, including academicians, policymakers, and practitioners.



LUMS VC, Dr. Arshad Ahmad and Rector, Mr. Shahid Hussain with Professors J.B. Kassirjian and Joe M. Pons, instructors of the 'No Borders Teaching and Learning Workshops'



MUSHTAQ AHMAD GURMANI
**SCHOOL OF HUMANITIES
AND SOCIAL SCIENCES**

MESSAGE

FROM THE DEAN

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

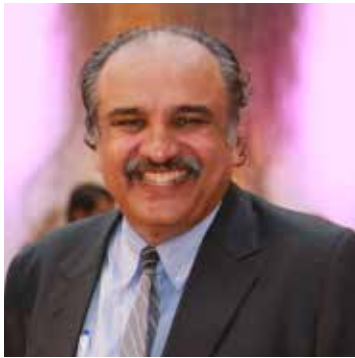
We need to remember that lifelong scholarly conviction and human curiosity, with the help of some luck (serendipity), were major forces that were strong enough to break through the mental walls needed to create new transformations in all fields of knowledge. Such an approach towards human knowledge—along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

We believe that our students acquire this knowledge by delving into works on politics, sociology, economics, culture, religion, art,

literature, science, and aesthetics. We accomplish this through our faculty who have received training at leading universities in the world. Deeply engaged with local realities, members of our faculty have altered the way in which social sciences and the humanities are taught in Pakistan. Their passion and commitment are reflected in the vibrant intellectual culture of the School and translate into teaching that is truly transformative. Our endeavour remains to create a learning environment that is not merely about vocational training, but about educating a citizenry that understands each other, recognises differences of all kinds, and yet works together to create a tolerant and socially just society. Utopian as these ideals are, at LUMS and at MGSHSS we strive to create this pedagogical impetus in order to embrace and understand difference, even if it takes us beyond our comfort zones. We seek to inculcate in our students the spirit of curious thinking, of risk taking, and of thinking outside the box.

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

DR. KAMRAN ASDAR ALI
Acting Dean





HIGHLIGHTS

26

Academic Publications

2

Books

57

Media Publications

90

Seminars

4

Workshops

INITIATIVES

Introducing a Minor in Gender and Sexuality Studies

The Saida Waheed Gender Initiative along with MGSHSS is moving forward to introduce a new minor in Gender and Sexuality Studies (GS). The programme's core curriculum will build upon feminist scholarship, incorporating interdisciplinary agendas, intellectual debates, changing methodological practices, and major scholarly shifts that inform the field of gender and sexuality. As a programme committed to critical thinking and social analysis, the

GS minor will introduce students to the complex histories, cultures, political activities, and expressions of gender and sexuality. It will also raise questions about larger social and institutional formations and analyse the construction of gender over time using a variety of disciplinary lenses. Furthermore, it will equip students with the tools to bring critical feminist perspectives across a number of disciplines.

FACULTY ACHIEVEMENTS

Awards



Dr. Nauman Faizi and **Mr. Usman Elahi** win the MGSHSS Teaching Award



Dr. Nadhra Khan and **Dr. Syed M. Hasan** win the MGSHSS Research Award

Research Grants



Dr. Rashid Memon co-receives € 5 million from the European Union for a collaborative research on migration, development, and policy.



Dr. Tania Saeed co-receives £ 2 million from the Arts and Humanities Research Council, UK, to investigate education, justice, and memory network.

Fellowships



Dr. Waqar Zaidi has been offered a Membership at the School of Social Science at the Institute of Advanced Study, Princeton, where he will work on his new research project on the globalisation of civil aviation.



Dr. Shayan Rajani has been offered the Andrew W. Mellon Postdoctoral Fellowship during which he will be pursuing research on the central importance of leaving legacies in shaping the Mughal world.



Dr. Ali Usman Qasmi has received the Stanford Humanities Center External Faculty Fellowship. One of the ten awardees from a competitive pool of 300 applicants, he will be working on his upcoming monograph, "The Idea of Citizenship in Pakistan".

STUDENT ACHIEVEMENTS

Scholarships

- Alum Umaima Miraj awarded full tuition scholarship by the University of Toronto
- Alum Hira Iqbal admitted to Columbia University
- Alum Ali Mehdi Zaidi goes to Stanford University for Fall 2020
- Alum Mariam Nadeem goes to Oregon University for Fall 2020
- Aiza Hussain awarded Fulbright Scholarship for 2019

Awards

Economics Students Shine at the South Asian Economics Students' Meet 2020

A 10-member team from Pakistan participated in the South Asian Economics Students' Meet (SAESM) 2020, which took place in Kathmandu, Nepal, from January 21 to 26. Team Pakistan comprised of nine students from LUMS and one from the Lahore School of Economics (LSE).

During the conference, members were allotted various categories and each participant was then required to present a research paper from one of the themes provided. Awaid Yasin, Al-e-Iba, Javeria Ashraf, Javeria Suhail, Shehryar and Muaz Chaudhry all won the Best Paper award in their respective themes. As a result, Team Pakistan came up on top as the best delegation

with the most Best Paper awards. The rest of the team also put in great effort in other categories—especially in the Quizonomics category which Team Pakistan's Maniha Aftab won, and the Budding Economist competition.

From the Department of Economics, Dr. Turab Hussain, Dr. Ali Hasanain, Dr. Agha Ali Akram, and Dr. Sanval Nasim—and from LSE, Ms. Zunia Saif Tirmazee and Ms. Maryiam Haroon—represented Team Pakistan as judges. The credit also goes to the Economics Society at LUMS for their involvement in advertising the conference, conducting training sessions, and allotting members to various events.

Alum Saim Sadiq Won the Orizzonti Award for Best Short Film at Venice Film Festival

Making the whole country proud, the short film *Darling*, directed by LUMS alum Saim Sadiq, won the Orizzonti Award for Best Short Film at this year's Venice Film Festival. *Darling*, the first Pakistani film to be nominated and to have won at the Venice Film Festival, tells the story of a young boy and a transgender girl.

Darling premiered at the Festival's new Orizzonti section, dedicated to new trends in international cinema, featuring short films and feature films from around the world, and proceeded to win in the category. Sadiq says that he hopes films like *Darling* encourage other filmmakers to tell more original stories.

Sadiq graduated from LUMS in 2014 with a BSc in Anthropology and Sociology from



Alum Saim Sadiq makes LUMS proud with his Orizzonti Award

MGSHSS. His previous short film, *Nice Talking to You* ('18), was awarded Vimeo's Best Director Award along with five other awards at the 2018 Columbia University thesis film showcase. He is also the recipient of the Kodak Student Scholarship Gold Award 2018. Sadiq is in the process of developing his first feature film, *Gulaab*, which has been accepted at the Open Doors Hub at the Locarno Film Festival 2018.

Exchange Programmes and Collaborations

Five Undergraduate Students Nominated for Exchange Semester with the FH Joanneum University (FHJ), Austria, under the LUMS-FHJ Student Exchange Programme

This year the selected students for this programme are Muhammad Umar Abuzar, Amna Ejaz Ahmad, Haider Ghani Jafari, Maheen Salman, and Ushna Khan from MGSHSS, and Amar Lal from the Shaikh Ahmad Hassan School of Law.

Students Attend Exchange Semesters Abroad

- Aqeel Ahmad attended a semester at the Black Hills State University in South Dakota, US, on a Fulbright undergraduate exchange programme
- Mohammad Ahmed Shiwani attended an exchange semester at Koç University in Istanbul, Turkey
- Khushbakht Rashid attended the Summer Programme at the National University of Singapore
- Sanha Tahir went to Tilburg University in the Netherlands for Fall Semester 2019

MAJOR EVENTS

Workshops

LUMS Young Writers Workshop

The eighth LUMS Young Writers Workshop (LYWW) took place from August 5-9, 2019. Out of the five hundred and fifty writers who submitted their short stories for consideration, eight promising entrants were selected to participate. Renowned author and journalist Mohammad Hanif spent a morning session with the students and offered critique on their work. He discussed the strengths and weaknesses of each story while giving each student advice on how to better achieve the project of their story. The students then asked him questions about his latest novel, which they had read before the workshop. He also shared his experience of being an author and a journalist, and how he balances both roles.



Author and journalist Mohammad Hanif with Mr. Bilal Tanveer and participants of the eighth LUMS Young Writers Workshop

Workshop for Humanities Graduate Applicants

The Gurmani Centre for Languages and Literature at MGSNSS held a one-day workshop on August 3, designed to assist Pakistani students applying to humanities graduate schools in the United States and Canada. Led and organised by Dr. Maryam Wasif Khan (LUMS), Dr. Jennifer Dubrow (University of Washington), Zain R. Mian (University of Pennsylvania), and Nabeel Jafri (University of Toronto), the workshop consisted of two sessions. In the first part, all four contributors presented their own perspective on the graduate school application process. In the second part of the session, participants got the opportunity to work one-on-one on their statements and writing samples with the panellists.



Participants of the Workshop for Humanities Graduate Applicants

An Exhibition of Calligraphy Creations in *Siyâh Mashq: Man Pardêsi Jai Thee-ai*

Continuing with its endeavour to make the visual arts more accessible to the LUMS community, the Gurmani Centre organised a calligraphy exhibition this semester. *Man Pardêsi Jai Thee-ai* (If the self suffers exile), an exhibition of calligraphy by Shah Abdullah Alamee, opened on February 10, 2020, to a warm and enthusiastic response. The exhibition was curated by Dr. Nadhra Shahbaz Khan and Dr. Fatima Fayyaz—professors of Art History and Persian respectively.

The seven sets of calligraphic creations on display depicted poetry from six different languages—Balochi, Pashto, Persian, Punjabi, Sindhi, and Urdu. These verses centred around the theme of exile, and included the works of Mas'ûd Sa'd Salmân, Guru Nanak, Shah Abdul Latif Bhitai, Faiz Ahmed Faiz, Ghani Khan Ghani, and Atâ Shâd.



A creation from Shah Abdullah's calligraphy exhibition



Attendees of the Urban Ruination Workshop

Everyday Life in Times of Ruination

MGSHSS co-organised a workshop on cities with colleagues from the American University in Cairo on Everyday Life in Times of Ruination, which was held at LUMS on March 12 and 13. The workshop combined a discussion of AbdouMaliq Simone's *Improvised Lives* and Veronica Galo's *Neoliberalism from Below* with presentations of ongoing research.

Inviting scholars and practitioners to think through their ongoing research using the lens of urban ruination, the workshop allowed for a discussion of selected texts that theorise ruination (led by different faculty members) and then presentations of ongoing research on cities in Pakistan and Egypt.



A talk by Dr. Adeel Tariq at the Brown Bag Series

Economics Brown Bag Series

The Brown Bag Series at the Department of Economics began with a scholar presenting their work or research, followed by a Q&A with the audience. Apart from the fields of economics or business, the department also invited speakers from the fields of data science and artificial intelligence. Dr. Hadia Majid presented her concerns about the constraints faced by women in Pakistan in terms of their ability to join the work force. Dr. Ayesha Ali presented her findings on how misinformation was being spread on social media as well as how to identify and counter it. Given his expertise in environmental economics, Dr. Sanval Nasim was able to present some of his findings on Lahore's increasingly hazardous levels of air pollution and how it is shaping people's behaviours. From these albeit brief examples, we get a sense of the kind of intellectual and disciplinary diversity that exists in the Department of Economics and in the field of economics in general.

Seminars

History Seminar Series

Organised by the Department of History, a book launch was hosted for *Prison Interlude: The Last Eyewitness Account of the Rawalpindi Conspiracy Case* by Zafar Ullah Poshni. In discussion with Dr. Ali Raza, Zafar Ullah Poshni narrated the events that led up to his involvement and arrest in the Rawalpindi Conspiracy Case of 1951 against the government of Liaquat Ali Khan, as well as the incidents, banter, and friendships that emerged in the confines of the prison cells.

The History Seminar Series, in collaboration with Technology for People Initiative (TPI), also organised an event for the launch of the LUMS Digital Archive, a research repository that aims at collecting, cataloguing, and preserving and making available for research the rare material of

historical significance. As of now, the Digital Archive has four projects on its website: Partition Testimonies: Ishtiaq Ahmad Collection; Partition Abduction 1947; Punjabi Literary Journals; and Reports on Anti-Ahmadiyya Violence.

The Series concluded its events for the Fall semester with a talk by Professor Jamal Malik titled "Andaman in Muslim Cultural Memory: The Case of Fazl-e Haqq Khairabadi". Centred around the memory of Khairabadi, a prominent poet of the Indian Muslim Freedom Fighters of 1857, the talk traced the historical and political contexts of the deportation of freedom fighters to Port Blair and the different meanings that continue to be ascribed to Khairabadi's extradition and consequent death.

English Seminar Series



Dr. Sadia Abbas leading a mentoring session moderated by Dr. Saba Pirzadeh

The English Seminar Series commenced with a talk by Dr. Farah Ali titled “Truth to Power: Harold Pinter, a Master of Dramatic Silences but Never a Silent Citizen”. It focused on Harold Pinter’s interest in representations of power, cruelty, and freedom given his childhood experiences of growing up as a Jew in East London during WWII.

The second talk included a screening of Atiya Khan’s documentary, *Qalandar Code: Rise of the Divine Feminine*, which delved into Atiya Khan’s 16-year journey into the world of the Islamic mystics.

Later, the English Department welcomed Moni Mohsin for an informative interview on the power of satire as a means of social commentary. Mohsin explained the tools necessary for effectively writing satire, highlighted the value of writing universally relatable characters, and discussed the gender and class politics embedded in a writer’s work.

Next, the department hosted the talk “Postcolonialism and the Paradox of Greece” by Dr. Sadia Abbas, Associate Professor of English at Rutgers-Newark. Dr. Abbas positioned Greece as a historically rich space of post-colonial inquiry and mentioned the ways in which Greece’s ‘glorious past’ was appropriated and

constructed in order to give birth to the idea of Europe. Following her talk, Dr. Abbas also led a mentoring session moderated by Dr. Saba Pirzadeh. The session, primarily an informative and engaging workshop for undergraduates and aspiring PhD students, revolved around the themes of global politics, climate, and the ethics of research and argumentation.

The English department also organised a literature symposium, “Textual Worlds and Literary Perspectives”. Dr. Sadia Abbas was the keynote speaker and the presenters included academics from the University of Central Punjab, the Formal Christian College, the University of the Punjab, and LUMS. After a round of presentations on a variety of themes and research areas, the symposium concluded with a re-emphasis on developing global south scholarship as a means of decolonising the western academy and developing new literary paradigms.



Participants at the literature symposium



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

MESSAGE

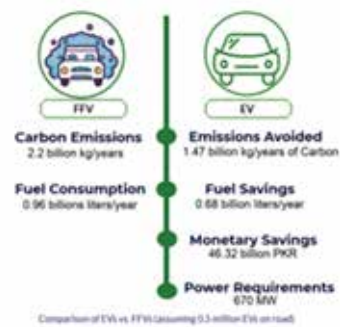
FROM THE DEAN

As we have completed a decade of educational excellence with our work at the Syed Babar Ali School of Science and Engineering (SBASSE), we look forward to new beginnings for the School. Since its inception, the School of Science and Engineering has been a hub for groundbreaking research and inspiring teaching, done by gifted individuals who are trying to make a difference, creating small supernova explosions in their respective fields.

As the Dean of SBASSE, I am fortunate to be part of an illustrious team of scientists, technologists and educators, who are working to train the next generation of leaders of scientific thought and inventive flare for Pakistan. This year we saw a flowering of new research directions and strengthening of inter-connectedness between the different disciplines.

The Centre for Water Informatics and Technology (WIT) has led the national and regional discourse on the sustainable, optimal and efficient harnessing of the natural resources that lie at the confluence of the water, food and soil nexus. Through its engagement with national and international organisations that specialise in planet earth's waterways, the Centre has remained on the forefront of social hydrology, protection of Pakistan's aquatic habitat, optimisation of water resources for agriculture, to modeling of hydro-distribution from glacial sources to the Arabian Sea.

Similarly, the LUMS Energy Institute (EI) has played a pivotal role in proposing Pakistan's first policy on electric vehicles (EV). An electric supply surplus and insufficient consumption, along with the environmental havoc unleashed by the combustion powered vehicles necessitate the formulation of national guidelines on the use of electric vehicles. The Energy Institute's report achieves exactly this target. The report utilises the fact that Pakistan has the capacity to produce much more energy than the demand. Introducing EVs in Pakistan can utilise this surplus energy to limit economic losses and add numerous associated socio-economic advantages.




The Technology for People Initiative (TPI) is an applied research and design centre that leverages 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. In the past two years TPI developed and deployed a case management system for the KP Prosecution department, conducted research on immunisation challenges in Punjab, and digitised endangered petroglyphs in KP and Gilgit-Baltistan. Ongoing projects include a nationwide engagement with UNICEF to create a Child Protection Information Management System, the development of a safety app for Human Rights Defenders, and the creation of a novel solution for tuberculosis diagnosis in collaboration with UC Davis and NIH Pakistan. TPI is also mapping brick kilns from Nepal to Afghanistan using satellite imagery. The centre has received funding for its work from multiple international donors such as UNODC, UNICEF, GIZ, DFID and the IGC.

SBASSE also hosts several national laboratories and centres, commissioned last year jointly by the Higher Education Commission of Pakistan and the Planning Commission.

The National Centre in Big Data and Cloud Computing, a multi-institution consortium, has its central hub at SBASSE. Through the Distributed Computing Lab at LUMS, we will design and





develop a massively distributed cloud infrastructure, comprising tens of thousands of mini-data centres, possibly located at cellular base stations and or POPs. We posit that such a cloud infrastructure, available in the form of a 'pay-as-you-go' model, will offer a unique opportunity for Pakistan to build the next-generation of products and startups. Likewise, through the Sustainable Energy Informatics Lab, we can properly utilise smart grid data and could significantly reduce the costs associated with power systems. With a total funding of PKR 100 million, the National Agriculture Robotics Laboratory (NARL) at LUMS is dedicated to realising the potential of agriculture robotics, precision agriculture and IoT technology in improving water efficiency, crop monitoring and production, and reducing the environmental footprint of agricultural and forestry activities.

Disciplinary research continues to flourish in the School, with Faculty leading international initiatives. The solar research groups continue their search and optimisation of new geometries and new perovskite-based materials for harnessing solar energy. Dr. Ammar A. Khan's work weds liquid crystals with solar energy while Dr. Nauman Zafar Butt takes the leap from photovoltaics into agrivoltaics. Similarly, Dr. Irshad Hussain continues to lead the national ecosystem on nanotechnology research with his engineering of novel nanostructures for diverse applications in medicine and energy.

A multi-department collaboration between Dr. Rahman Saleem and Dr. Amir Faisal led to the discovery of new molecules that can combat multidrug resistance, an important progenitor to combatting cancer. A group on biomedical devices in the Electrical Engineering Department, led by Dr. Wala Saadeh and Dr. Awais Altaf, have designed new devices, architectures and algorithms for detecting EEG, ECG, and

for glucose monitoring.

Dr. Muhammad Awais's biomechanics labs continues to be the cricketing nation's only certified biomechanics facility, frequented by international cricket players and the Pakistan Cricket Board. Dr. Adam Zaman in the Department of Physics goes deep down into the quantum realm and devises ways of understanding why quantum computers are so fragile and how their fragility could be exploited.

The vibrancy of our research efforts are reflected in a world-class competitive criterion for tenure and promotion, vetted by international experts. We also see a strengthening PhD programme with our students who become co-discoverers with our faculty. The Syed Babar Ali Research Awards aimed at celebrating impactful science has been initiated and will select up to five awardees every year.

A solid research environment powered by state-of-the-art tools for scientific discovery in a well maintained ecosystem replenished with supplies, makes the place a pleasure to work. I know most of my colleagues and our students always love to come to work. This is a second home for them!

We will continue experiments in our teaching too. In pedagogy, we have adopted the no-borders approach, as the teaching we do is very interdependent and is designed to highlight and amplify the interconnectedness of science. We have and will continue to expound on this interdisciplinary approach in our classrooms. What I would like to see in the near future is a physicist teaching a chemistry lecture, a biologist going into physics class and introducing biology from a physical perspective. At SBASSE, we wish to shape the future of the country by training people who are better than us.

We are soon initiating a course code for science courses which allows the teaching of content with widespread appeal, aimed at creating an appreciation for scientific wonder using topics of general interest. Our summer courses on environment, forensics and the mechanics of the human body are meant to take science and technology to its applications for the society.

As we progress, SBASSE is also building a strong science communication wing where we could develop fascinating stories of the brilliant work that our faculty performs.

Finally, the COVID-19 pandemic has taught the academia important lessons. I think the most important of these is that we don't operate in a vacuum and our research and academics are positioned in a greater scheme where science and technology is an international undertaking, requires resources and paraphernalia, and is fueled by passionate discussion with peers. The lockdown, while presenting a scenario to many of my colleagues where they had to scramble and switch to online teaching also gave many of us an opportunity to introspect, self-reflect and analyse the bigger picture of our research goals. I hope LUMS SBASSE and our academia will emerge from this hiatus with greater energy and optimism.

Enjoy reading this academic report!

DR. MUHAMMAD SABIEH ANWAR
Dean

HIGHLIGHTS

SBASSE students were admitted to some of the top international universities, including Tsinghua University in China, University of Cambridge, University of Oxford and The University of Edinburgh in the UK, Stanford University, MIT and Harvard University in USA, National University of Singapore, and ETH Zurich to name a few.

122 students from the cohorts of 2020-2022 received the Dean's Honour Award for achievements in academic excellence.

SBASSE initiated a series of public lectures in which renowned scholars and professionals share valuable insights and experiences on multiple topics related to science and engineering.

Dr. Muhammad Tariq, Associate Professor, Department of Biology, and his team were awarded a PKR 1 million grant by the Shahid Hussain Foundation (SHF), under their Public Health Research Grant 2019 to analyse the epigenetic landscape of diabetes.

Two PhD students successfully passed their thesis defence:

Aqsa Naeem

PhD in Electrical Engineering

Title: **'Mitigation of renewable energy source intermittency in microgrid using complementary renewable energy source.'**

Faran Awais Butt

PhD in Electrical Engineering

Title: **'Next Generation Phased-MIMO Radar, From Theory to Practice.'**

Biomechanics Lab Earns Coveted Accreditation from ICC

The Biomechanics Lab at SBASSE has been accredited by the International Cricket Council (ICC), making it the fifth in the world to earn this accolade. With this prestigious accreditation, the lab joins the ranks of those based in Brisbane, Chennai, Loughborough

and Pretoria. It will be used to carry out official bowling tests of international and domestic bowlers. ICC General Manager, Geoff Allardice visited the lab and shared his enthusiasm towards the achievement.

LUMS Technology for People Initiative Organises Idea Hackathon

LUMS Technology for People Initiative (TPI), in collaboration with the Sub-National Governance (SNG) Programme, conducted an Idea Hackathon for the SNG Innovation Challenge and Action Research Fund. This two-day hackathon, held from February 28-29, 2020, at the SBASSE Computer Science Smart

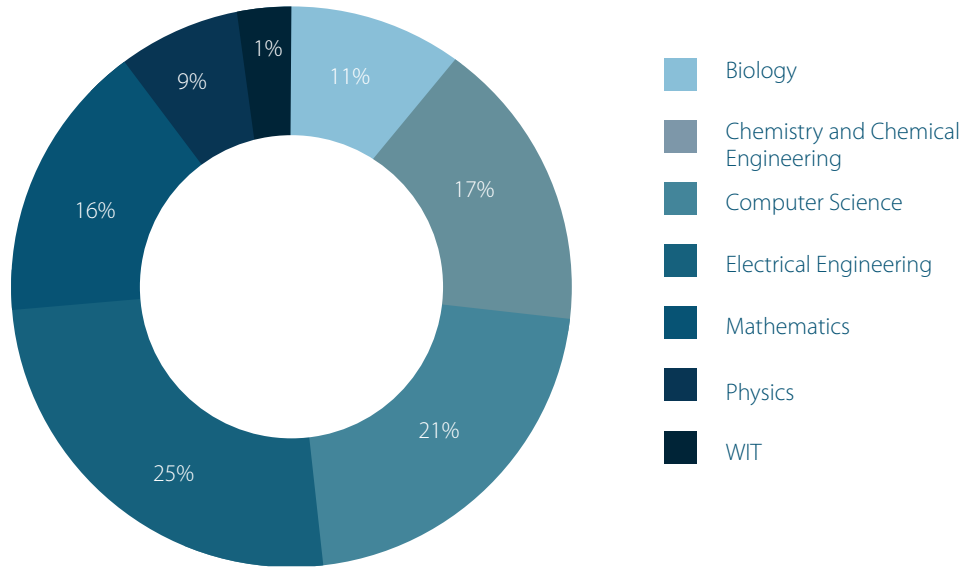
Lab, provided a platform for representatives from Punjab Government, local technology experts, and area specialists to come together and brainstorm ideas about fiscal space, public financial management, and climate change.

The LUMS Idea Hackathon set-up a platform for the emergence of ideas that will help innovation in some key governance areas related to public financial management, fiscal space and development, and especially climate change. The participants identified prevalent problems in these areas, developed plans to remedy those problems with the help of technology, and presented their ideas. The esteemed panel of guests consisted of Shahid Hussain, Rector LUMS, Omar Mukhtar, and Governance Adviser for DFID, Hamid Yaqoob, Chairman Planning and Development Department, and Wajjullah Kundi, Secretary Excise and Taxation. These improvements will directly contribute towards the availability of more resources for development in Punjab, leading to better service delivery for citizens.

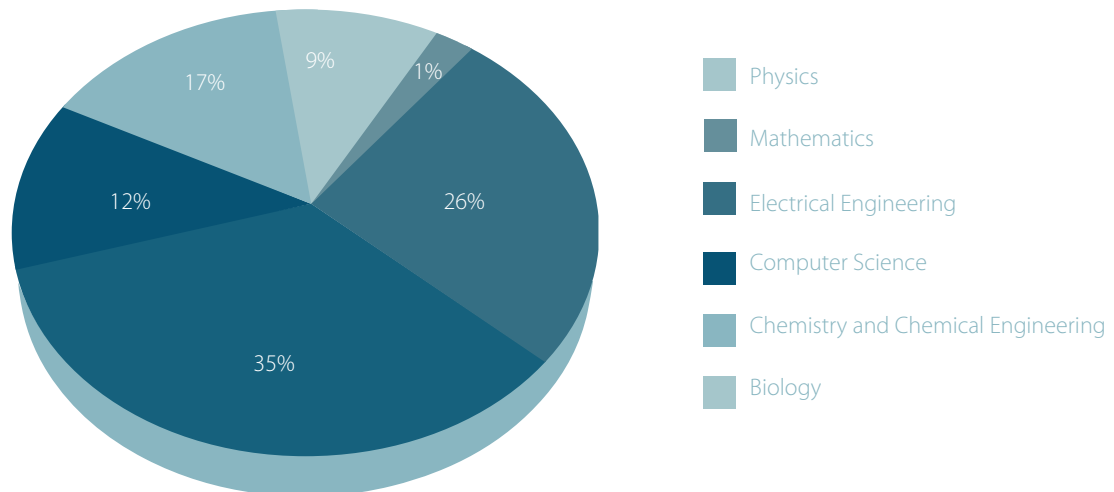


Technology for People Initiative organised the Idea Hackathon

SBASSE Faculty by Discipline



Discipline-wise Student Distribution





GROUNDBREAKING FACULTY RESEARCH

Physlab Develops First Single Photon Quantum Mechanics Lab in Pakistan

PhysLab team, led by Dr. Mohammad Sabieh Anwar, Associate Professor, has recently developed a single photon quantum mechanics laboratory.

The first of its kind, this initiative was undertaken in an effort to develop a laboratory that could incorporate modern, cost-effective versions of some of the experiments that have shaped the modern

understanding of quantum physics. Students at PhysLab were already working with Superconducting Quantum Interference Devices (SQUIDs), Franck-Hertz tubes and lasers, but the team wanted ideas that could directly relate to quantum interference, entanglement, density matrices, and nonlocality, and reveal the different aspects of quantum physics.

Computer Science Faculty Member Publishes Article in Reputed International Journal

The Computer Science (CS) faculty at SBASSE continue to distinguish themselves internationally. Dr. Adeel Pasha, Assistant Professor and Director Electronics and Embedded Systems Lab, has recently published an article with Afzal Ahmad, Research Assistant in *IEEE Transactions on Circuits and Systems II: Express Briefs*, a highly prestigious journal.

The article, titled 'Optimising Hardware Accelerated General Matrix-Matrix Multiplication for CNNs on FPGAs', deals with Field Programmable Gate Arrays (FPGAs). FPGAs, in contrast to Graphical Processing Units (GPUs), demonstrate massive parallelisation capabilities, at a lower

energy cost than GPUs. As a result, FPGAs are being utilised to design Convolutional Neural Networks (ConvNets) accelerators for embedded applications.

In their research, Dr. Pasha and Mr. Ahmad designed an FPGA-based accelerator to improve the efficiency of convolutional layers of an efficient ConvNet architecture. Experimental results showed significant performance improvements against the state-of-the-art FPGA-based implementations of both efficient ConvNets that are tailored towards mobile vision applications, and complex ConvNets that are used in traditional applications.

Electrical Engineering Faculty Presents Research at BIOSIGNALS 2020

Dr. Nadeem Ahmad Khan, Associate Professor at the Department of Electrical Engineering, presented three of his research papers at the 13th International Conference on Bio-Inspired Systems and Signal Processing, BIOSIGNALS 2020, organised by Institute for Systems and Technologies of Information, Control and Communication (INSTICC). INSTICC is a scientific, non-profit, association whose main goals are to serve the international scientific community by promoting, developing and disseminating knowledge in the areas of information systems and technologies, control and communications.

Dr. Khan also chaired a session on the theme 'Bio-inspired Systems and Signal Processing'. The conference took place in Valletta, Malta from February 24-26, 2020.

Dr. Khan presented his paper on the topic of exploring the merit of collaboration in classification and compression of epilepsy EEG signal. This paper was co-authored with Rushda Basir, a Research Assistant on Dr. Khan's Faculty Initiative Fund (FIF) project. The other two papers were presented as posters which were on the topics of classification of motor-imagery in EEG signal and on local fatigue progression in bicep muscles during isokinetic exercise. These two papers were co-authored with two LUMS students, Gul Hameed, an Electrical Engineering PhD student, and Muhammad Usama Rizwan, an Electrical Engineering Senior. The two papers were also co-authored by Dr. Mian M. Awais, a Professor at the Computer Science Department, and another graduate student.

Researchers Find Ways to Counter Misinformation on Facebook

Fake news or misinformation on social media platforms is a growing phenomenon in the world. This can have a profound social, economic, and political impact on societies ranging from election interference, polarisation, and violence. This problem is particularly challenging in developing countries where lower levels of literacy, and limited exposure to technology can make users more susceptible to believing and acting upon misinformation. LUMS faculty, Dr. Ayesha Ali, Assistant Professor of Economics, and Dr. Ihsan Ayyub Qazi, Associate Professor and Chair, Department of Computer Science, were recently awarded a research grant by Facebook for their collaborated proposal on understanding the impact of digital literacy on the spread of misinformation in Pakistan.



Dr. Ayesha Ali and Dr. Ihsan Ayyub Qazi were awarded a research grant by Facebook

Dr. Ali and Dr. Qazi conducted a household level survey to capture the trends in social media use among low and middle-income users in Lahore, and evaluated the effectiveness of two educational interventions for countering misinformation among populations with lower levels of digital literacy in a randomised control setting.

Tariq Lab Leads Discovery of New Anti-silencing Genes



Tariq Lab at SBASSE has discovered over 200 new genes which are involved in the maintenance of cell identities

LUMS continues to be at the forefront of research and discovery. Tariq Lab at SBASSE, a pioneering epigenetics lab in Pakistan and the only fruit fly lab in the country, has discovered over 200 new genes which are involved in the maintenance of cell identities.

Led by Dr. Muhammad Tariq, Associate Professor, a team of PhD students at the Lab have been working to determine how identities of cells are established during embryogenesis and are maintained during subsequent development, as well as how cell fates can be changed. Their

work has been performed in fruit flies, which is an excellent model system in science.

This groundbreaking work was initiated by Zain Umer, a PhD candidate at LUMS. Along with Jawad Akhtar, the team also consisted of Dr. Saima Anwar, Muhammad Haider Farooq and Najma Shaheen. Tariq Lab also extends their gratitude to Professor Michael Boutros, Division Head at the German Cancer Research Centre (DKFZ) and Dr. Aziz Mithani, a computational biologist.

International Research Collaboration on Mobile Phone Battery Research

Dr. Hassan Abbas Khan, Assistant Professor in the Department of Electrical Engineering and the Centre for Advanced Life Cycle Engineering (CALCE), University of Maryland, have recently started collaboration on the research of battery discharge profiles of in-service mobile phones.

The performance of lithium-based batteries in mobile phones is highly dependent on their usage profiles, among other factors such as aging, operating temperature, and internal defects. Since many applications and processes draw power from phone batteries in varied patterns, the usage patterns affect the life and performance of mobile phones. This study will be collecting and evaluating battery discharge

profiles under active phone operations to estimate the effects on the remaining charge and the life cycle of phone batteries. The focus will start with the discharge profiles of Android phones to estimate the aging process by using application programme interfaces (API) software and an Android Package (APK).

SBASSE and CALCE practice a no-boundaries philosophy, which encourages cross-disciplinary collaborations. The School's impressive scholars and its global collaborations make it a great partner in furthering battery research.

Faculty Awards, Fellowships & Achievements

Biology Faculty Awarded Prestigious Grant by Shahid Hussain Foundation



Dr. Muhammad Tariq and his team have recently been awarded a PKR 1 million grant by the Shahid Hussain Foundation

As a testament to the societal impact of their research, Dr. Muhammad Tariq, Associate Professor, Department of Biology, and his team have recently been awarded a PKR 1 million grant by the Shahid Hussain Foundation (SHF) under their Public Health Research Grant 2019. With this prestigious grant, Tariq Lab, in collaboration with Dr. Shaper Mirza, Associate Professor, Department of Biology, will analyse the epigenetic landscape of diabetes.

Chemistry Faculty Awarded Prestigious DAAD Fellowship

Dr. Rahman Shah Zaib Saleem, Assistant Professor in the Department of Chemistry and Chemical Engineering, has been honoured with the German Academic Exchange Service (DAAD) fellowship for Research Stays for University Academics and Scientists. This is a particularly noteworthy achievement, as this award marks Dr. Saleem's second fellowship from DAAD within four years. In collaboration with Professor Claus Jacob at the Institute of Bioorganic Chemistry, the project will utilise novel small organic compounds to target drug resistant pathogens. The collaboration of Dr. Saleem and Professor Jacob has resulted in an article in *Current Organic Synthesis*, and a chapter in a book published by *Royal Society of Chemistry*.

Electrical Engineering Faculty Awarded Prestigious Charles Wallace Fellowship

Dr. Hassan Mohy-ud-Din, Assistant Professor of Electrical Engineering, has been awarded the 2019 Charles Wallace Fellowship by the British Council in Pakistan. The Fellowship aims to enable mid-career academics to widen their professional knowledge, skills and international linkages with UK universities. At present, two PhD students, a Masters student and two Research Assistants are working on various projects at the intersection of machine learning, optimisation theory, and medical imaging. Research areas focus on brain, cardiac, and whole-body imaging using multi-parametric, multimodality data.

Faculty Count at SBASSE

Department	Total No. of Faculty Lines
Biology	9
Chemistry and Chemical Engineering	15
Computer Science	18
Electrical Engineering	22
Mathematics	14
Physics	8
WIT	1
Total	87

MAJOR EVENTS

20th Advisory Board Meeting of SBASSE



LUMS SBASSE 20th Advisory Board meeting

SBASSE organised its 20th Advisory Board meeting with the aim to analyse the progress of strategic planning for the next 10 years, with discussions on women in science and engineering, research centres, and cyber

security. LUMS Vice Chancellor, Dr. Arshad Ahmad, shared an update on the latest developments at the University in the beginning which was followed by Dr. Shahid Masud, then Dean SBASSE, presenting the

School's updates as well as a response to the last year's **Advisory Board Report**.

The Department Chairs of SBASSE further shared the vision, status and strategy of the departments, as well as the research and achievements of their respective faculty members and students.

Prof. Dara Entekhabi and Dr. Hassan Ahmed, led the 'Update on SBASSE Strategic Planning' session. Later on, the Strategic Planning Committee presented SBASSE's 10-year strategic plan. The Advisory Board members included Prof. James Lallou Wescoat Jr, Chairperson Advisory Board, SBASSE and MIT, USA; Prof. Sally Merrick Benson, Stanford University, USA; Prof. Muhammad Hamid Zaman, Boston University, USA; Prof. Michael

Gerard Pecht, University of Maryland, USA; Dr. Hassan Masud Ahmed, CEO and Chairman, Sonus Networks, USA; Dr. Dara Entekhabi, MIT, USA; Dr. Khaled Letaief, Hong Kong University of Science and Technology, China; Dr. Sarfraz Khurshid, University of Texas, USA; Dr. Khurram Afridi, Cornell University, USA; and Ms. Mubarak Imam, Director, Growth, Analytics, Product and Strategy (GAPS) and Integrity, WhatsApp Inc.

Dr. Shahid and members of the Advisory Board welcomed the incoming Dean, Dr. Sabieh Anwar, who shared his vision and perspectives of his new role of leadership. Dr. Anwar highlighted the challenges of the School and aimed high to achieve expected goals in the coming years.

SEMINARS AND TALKS

The Internet Security and Privacy Lab (ISPL) at the Computer Science Department organised a seminar on the Personal Rights in the Digital World, on Friday, November 15, 2019. The event was part of a class lecture and delivered by a representative from the Digital Rights Foundation (DRF), and Dr. Ihsan Ayub Qazi, Associate Professor, who is co-instructor of the seminar course 'Privacy in the Digital Age', being offered. The seminar helped students interested to learn more about digital privacy, particularly in Pakistan, and are involved in the projects done by the Digital Rights Foundation. The Lab is managed by Dr. Zartash Afzal Uzmi, the Principle Investigator (PI) who is also leading the overall effort in consumer data privacy in the era of connected online applications.

SBASSE initiated a **series of public lectures**, and the theme for Spring-2020 was SKIES and BEYOND. The aim of this series was to enlighten the audience with novel and less-explored areas of science and technology, and its interaction with other areas of the human experience. These lectures were open and free for the public. The first lecture was held on March 5, 2020, on the topic of 'Innovation and Cutting Edge Environmental Technologies in the

Aerospace Industry in the Context of Pakistan'. Dr. Sarah Qureshi was the guest speaker, who is CEO of Aero Engine Craft Pvt. Ltd.

SBASSE organised a talk on **Dynamic Wireless Charging of Electric Vehicles** on January 29, 2020 by Dr. Khurram Afridi, Associate Professor of Electrical and Computer Engineering at Cornell University. Dr. Afridi used examples from his group's research on capacitive wireless charging (as opposed to the more common inductive techniques), which leverage very high frequency power electronics to highlight the opportunities and challenges in dynamic wireless charging of electric vehicles. In his talk he explained that road transportation, which accounts for 22 percent of greenhouse gas emissions, is undergoing a major transformation with the advent of ride-sharing, autonomous driving, and vehicle electrification. Collectively these technologies, in conjunction with renewable sources of electricity, have the potential to dramatically reduce the negative impact of road transportation on the health of the planet.

Faculty at the Electrical Engineering

Department held a talk on **From (Acousto)-Microfluidics To Post-Microfluidics** on January 8, 2020 where Dr. Ghulam Destgeer, Postdoctoral Fellow in the laboratory of Prof. Dino Di Carlo in the Department of Bioengineering at University of California Los Angeles (UCLA) explained that microfluidics offers efficient control and manipulation of fluids and suspended micro-objects (particles, droplets, cells, or micro-organisms) within channels with dimensions of tens of micrometers.

A talk on **Neuroscience-inspired Artificial Intelligence: Dynamic Causal Modelling and Active Inference** on January 7, 2020 saw Dr. Adeel Razi, Director, Computational & Systems Neuroscience Laboratory, Monash University, Australia explore the areas of neuroscience and artificial intelligence (AI).

Faculty of Electrical Engineering, held a talk on **New Advances in Direct Numerical Simulation of Multiphase Flow** on January 3, 2020. Dr. Amir Riaz Associate Professor of Mechanical Engineering and Applied Mathematics at the University of Maryland, College Park presented the talk.

Dr. Asim Iqbal, Machine Learning Scientist at Google X gave a talk on **Exploring the Computational Principles of Brain-Wide Development Through Deep Learning** on January 2, 2020. Mapping the structure of the mammalian brain at cellular resolution is a challenging task and one that requires capturing key anatomical features at the appropriate level of analysis. Although neuroscientific methods have managed to provide significant insights at the micro and macro level, in order to obtain a whole-brain analysis at a cellular resolution a mesoscopic approach is required.

At the talk, **Beyond the Coverslip - Single**

Molecule Imaging, held on December 27, 2019, Dr. Sohaib Abdul Rehman, Postdoctoral Research Associate, Cambridge Advanced Imaging Centre, University of Cambridge, discussed the optimised development and application of a localisation based super-resolution microscope.

Dr. Muhammad Shafique, Professor at the Institute of Computer Engineering, Faculty of Informatics, and Vienna University of Technology, Austria gave a talk on **Energy-Efficient and Robust Machine Learning: From Algorithms to Hardware** on December 24, 2019. He discussed the gigantic rates of data production in the era of Big Data, Internet of Things (IoT), and Smart Cyber Physical Systems (CPS) pose incessantly escalating demands for massive data processing, storage, and transmission while continuously interacting with the physical world under unpredictable, harsh, and energy-constrained scenarios.

The Chemistry and Chemical Engineering Department, organised an **Academia-Industry Meeting** on December 6, 2019. The objective of this meeting was to share the philosophy of the newly developed Chemical Engineering programme with professionals from different industries, and provide them a platform to discuss potential collaboration opportunities. The meeting was chaired by Dr. Sohail Murad who is the Head of the Department of Chemical and Biological Engineering at Illinois Institute of Technology, Chicago, USA. Leading professionals from Fatima Group, Packages Group, BASF, AIN Engineering, Ibrahim Fibres, Nimir Industrial Chemicals, ICI Pakistan and Descon attended the event. Founding Pro Chancellor Syed Babar Ali, welcomed the participants and encouraged them to work closely on socially and industrially relevant problems.

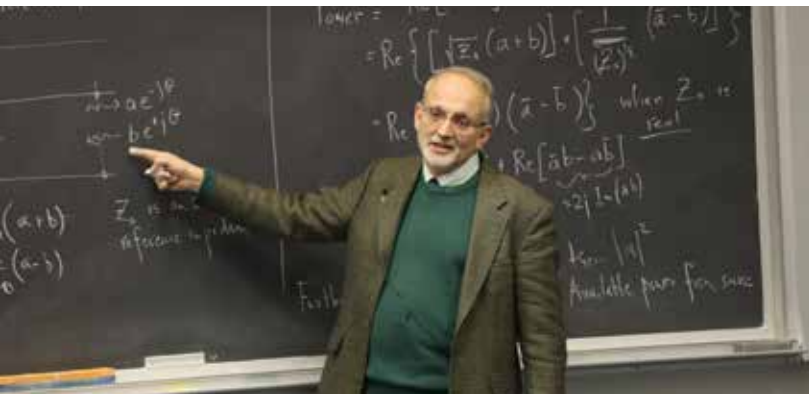


The Academia Industry Meeting organised by the Chemistry and Chemical Engineering Department

The **Sixth Abdus Salam Memorial Lecture** was organised on the topic of 'The Good of Science', by Prof. Robert Stoner who reflected on the importance of scientists as citizens in contemporary society, and the part universities can play in ensuring that graduates are prepared to participate in creating global prosperity and peace. The lecture was held on January 28, 2020.

Faculty of Biology organised a talk on **Sensing of Dietary Proteins and Metabolic Regulation Through Rain-fat Body Axis in Drosophila Melanogaster** on February 18, 2020 with guest speaker, Dr. Muhammad Ahmed.

The **12th Teaching the Teachers Workshop**, arranged by the SBASSE Electrical Engineering Department on 'S-parameters: Theory and Uses



Prof. Asad Abidi at the 12th Teaching Workshop

to Characterise Circuits', was held on December 26, 2019. The workshop was conducted by Prof. Asad Abidi who received his BSc degree in Electrical Engineering from Imperial College, London, in 1976, and his PhD from the University of California, Berkeley in 1982. He worked at Bell Laboratories, Murray Hill, until 1985, and then joined the faculty of the University of California, Los Angeles, where he is Distinguished Chancellor's Professor of Electrical Engineering.

The Department of Biology held a talk on **Screening of Novel Compounds That Target the Interaction of LC3 and FUNDC1 for Inhibition of Auto(mito)phagy**, on Wednesday, October 30, 2019. The talk was given by guest speaker, Dr. Ahsan Sehgal.

The Computer Science Department held a talk on **How Twitter Network Analysis Helped in Legal Reforms by Dr. Eranjan Padumadasa from Queen Mary University of London**, on November 20, 2019. This study was completed at the invitation of European Commission to investigate the enforcement measures of online gambling regulations in Europe and explored the networks and subnetworks on Twitter to identify the influencers emanating from these sub networks.

CONFERENCES

The Faculty of Chemistry and Chemical Engineering organised a one-day conference, **Sustainable Energy Production and Storage**. Dr. Muhammad Shoaib, Assistant Professor, was the principal organiser of the event held on December 4, 2019. Innovative national and international researchers exchanged ideas and developments to address the challenges in the fields of biofuels, photo-catalysis, energy storage, and chemical process integration. Dr. Saqib Toor, Associate Professor at Aalborg University, Denmark; Professor Sohail Murad, Chair of the Department of Chemical and Biological Engineering at Illinois Institute of Technology, USA and Dr. Syed Atif Pervez, Research Scientist, Helmholtz Institute Ulm, Germany were among the international invited speakers.

Eminent researchers from UET, NUST, GIKI, COMSATS, NFC-IEFR, and UOG also presented their latest work on renewable energy production and storage.

A conference on **Molecular Dynamics in Soft Matter and Biological Physics**, held from February 13-14, 2020, drew together speakers and researchers in computational physics and computational biology. The focus of the conversation was identification and development of expertise in molecular simulations that harnessed to promote innovative solutions in the areas of material science, nanotechnology and biotechnology and pharmacology. The event was in collaboration with the Higher Education Commission Pakistan.



Dr. Mudassar Razzaq, Assistant Professor in the Department of Mathematics, presented a research paper at the International Conference on **Multigrid Methods held in Kunming China** from August 11-17 2019. This conference provides a forum for researchers to present and discuss recent research in multigrid, multilevel and multiscale methods.

An exceptional team from LUMS was honoured with the **Brian Shackel Award at INTERACT 2019**. The team included Dr. Suleman Shahid, Assistant Professor, Computer Science and Director of the Computer Human Interaction and Social Experience Lab (CHISEL), along with three students, Rabiah Arshad and Murtaza Ali Baig from SBASSE, and Marium Tariq from the MGSHSS. The research for the paper was conducted at CHISEL. The multidisciplinary research project carried out by students from both SBASSE and MGSHSS was led by an undergraduate student, Rabiah Arshad.

SBASSE's Chemistry and Chemical Engineering Department and School of Chemical and Materials (NUST) envisaged launching a series of international conferences to **highlight the advancements in the focal area of nanoscience and nanotechnology**.

After a successful organisation of the first conference in 2018, the 2nd International Conference on Nanoscience and Nanotechnology (ICONN-2019) was held from November 1-2, 2019. Prof. Walther Schwarzacher from Bristol University (UK) and Prof. NM Butt (former Chairman PSF & National Commission on Nanoscience & Nanotechnology) from Preston University Islamabad, also helped to organise this conference. The conference was attended by over 250 participants from all across Pakistan and eminent international speakers from the United Kingdom (University of Bristol, University of Liverpool and Strathclyde University), Germany, Turkey, China and Kingdom of Saudi Arabia. More importantly, it was also attended by 8 PhD students from

different universities in UK, all sponsored by British Council in Pakistan.

The Centre for Advanced Studies in Mathematics presented a conference on **Applied Mathematics** from August 19-20, 2019. It aimed to provide a platform for researchers, scientists, engineers, academics and professionals to exchange their most recent ideas and to explore future trends in various areas of applied mathematics. The conference featured a variety of plenary speakers based both locally and internationally, including, Dr. Volker John from WIAS, Germany; Dr. Piotr Skrzypacz from Nazarbayev University, Kazakhstan; Dr. Hafiz Abdul Wajid from Islamic University, KSA; Dr. Muhammad Abid from COMSATS University, Islamabad; Dr. Khalid Saifullah Syed from BZU, Multan and Dr. Khalid Saifullah from Quaid-i-Azam University, Islamabad.

WORKSHOPS

National Centre in Big Data and Cloud Computing in collaboration with HEC and DAAD, hosted the **2nd Annual BigC 2019 Workshop** from December 19-21, 2019. The workshop offered valuable lectures by experts from academia and industry on cutting-edge research and state-of-the-art industry solutions in the Big Data and Cloud Computing domains.

The Centre for Advanced Studies in Mathematics (CASM) organised a workshop on **High Performance Finite Element Simulation by FEATFLOW** on April 16, 2020. FEATFLOW is designed for various applications including, educating students, scientific research and

industrial applications. This workshop series on basics of FEATFLOW multiphysics tool is a door to the numerous opportunities for students. The workshop was attended by junior/senior students of Mathematics, Computer Science, Physics, Engineering, and as well as graduate students.

The 5th Annual Workshop on **Precision Agriculture and Forestry** was held on Friday, November 29, 2019. The workshop was organised by the National Centre of Robotics and Automation's (NCRA) Agricultural Robotics Lab in collaboration with German Academic Exchange Service (DAAD), University of Siegen, Germany, University of Lahore (UOL), and Lahore College Women

University (LCWU), Lahore. The workshop was also sponsored by NCRA Pakistan and DAAD Germany.

The Department of Electrical Engineering held the **11th Teaching the Teachers Workshop** on 'Basic Circuit Theory' from August 19-23, 2019. The workshop was conducted by Prof. Asad Ali Abidi. The five-day workshop was designed for teachers of circuit theory courses with some experience in teaching the subject. Starting from first principles, it covered selected important topics that, experience shows, are seldom taught effectively. These weaknesses are difficult to remedy as students enter practice or go on to higher studies.

STUDENTS HIGHLIGHTS

Dean's Honour List Award Ceremony 2019

The annual SBASSE **Dean's Honor List Ceremony** for undergraduate students was held on Friday, November 15 2019, in which students, parents and faculty members from the School participated. 27 students from the SBASSE Batch of 2020, 42 from Batch of 2021 and 53 from Batch of 2022 were awarded certificates.

This year, **Syed Mustafa Ali Abbasi of SBASSE won the Chaudhry Nazar**

Mohammad Scholar Award, which is presented to the overall top student at the end of third year of the Undergraduate programme across the University.

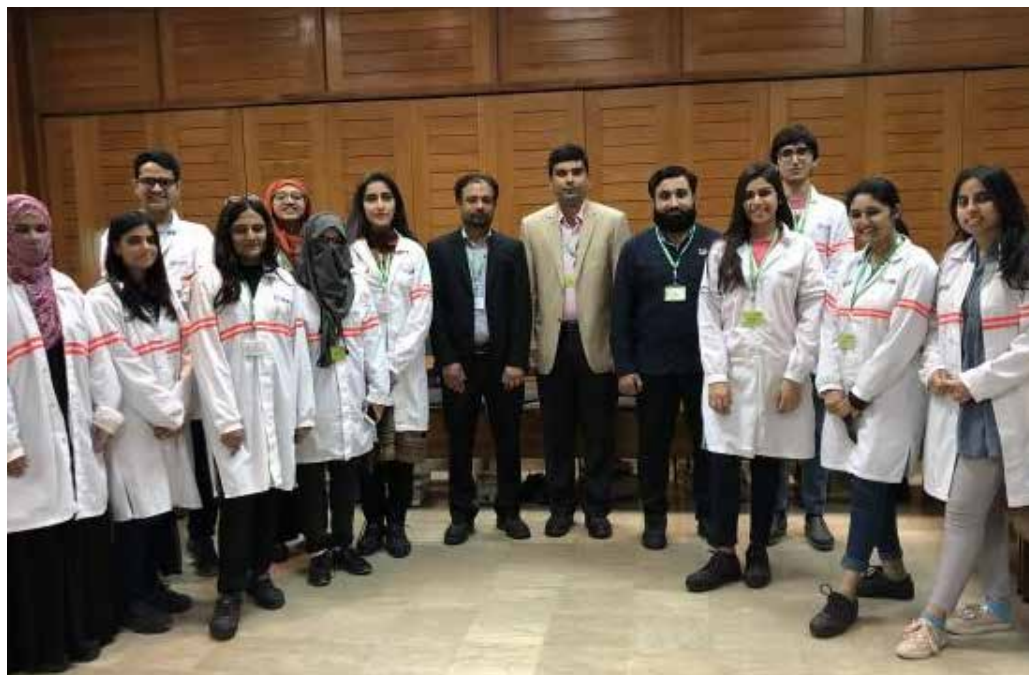
Manzur ul Haq Scholar Award is another distinguished award, which is presented to the overall top student at the end of second year of the Undergraduate programme across University and was awarded to Irfan Javed.

Moreover, **Fast Cables Excellence Award** is another key initiative taken by the School, in which student with highest CGPA in third year of BS-Electrical Engineering is awarded a cash prize. Waleed Akbar won the award with a cash prize of PKR 100,000.

Chemistry & Chemical Engineering Students Visit Nestlé Pakistan

The Department of Chemistry and Chemical Engineering arranged an industrial visit to Nestlé Pakistan in Sheikhupura. Second-year Chemical Engineering students, accompanied by faculty, Dr. Muhammad Shoaib and Dr Ali Rauf, were briefed about the industrial work flow, supply chain management, quality control, and safety.

During the visit to the Sheikhupura dairy, juice and water factory, Engineer Anam Asif from Nestlé Pakistan explained dairy collection, processing, juice and water units. The students also got a chance to learn about the role of Chemical Engineers in food processing industries.



Second year Chemical Engineering students visited Nestle Pakistan

EE PhD Student Presents Research at the Prestigious 27th IEEE International Symposium, Mascots '19

Saad Zia Sheikh, a PhD student at the Department of Electrical Engineering, presented his paper at the **27th Annual IEEE International Symposium on the Modeling, Analysis, and Simulation of Computer and Telecommunication**

Systems (MASCOTS '19) held in Rennes, France from October 22 to 24, 2019.

Mr. Sheikh's paper is titled, '**An Improved Model for System-Level Energy Minimisation on Real-Time Systems.**'

Mr. Sheikh is working toward his PhD under the supervision of LUMS Electrical Engineering faculty, Dr. Adeel Pasha on 'Cache-Aware Energy Efficient Scheduling for Multicore Real-Time Systems.'

Orientation Week 2019

An Orientation Week for the freshmen students was organised from August 26-31, 2019. It aimed to provide information about SBASSE,

its various departments and the available facilities to the newly inducted students.

SBASSE Graduate Programmes Webcast

SBASSE organised a Graduate Programmes Webcast 2020 to engage faculty, students and alumni from across the world, on February 28, 2020. This was an important online session where key information was shared on the SBASSE MS and PhD programmes offered

in the six disciplines: Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics, which impart top-quality education with a vision to carry-out world class, multidisciplinary education and research.

EE Students Win Various Categories at the National Engineering Robotics Competition 2019

Electrical Engineering students made their mark at the National Engineering Robotics Contest (NERC) which aims to promote research in robotics and its related fields in Pakistan. With the largest group to date, about 27 enthusiastic and hard-working students

from SBASSE took part in the competition and competed in various categories including, Game of Drones, Drone Aero and Robo Wars. The team won first position in the category, Game of Drones and stood second and third in Drone Aero category.

SBASSE Faculty Collaborates with SOE Students to Conduct Robotics CAMP

Dr. Suleman Shahid collaborated with SOE MPhil students to conduct a robotics camp. These camps were held at SOE, consisting of 12 primary and secondary students, where they cultivated their robotics and computational thinking skills. These MPhil students designed a summer camp for defining, cultivating and assessing these skills and to introduce a directed and research-backed approach towards robotics education. They incorporated activities such as visits to Oculus, the Facebook-run Virtual Reality Lab at SBASSE where the students used the VR system to do exciting activities such as city exploration and skiing in Virtual Reality.



At the Robotics Camp students cultivated their robotics and computational thinking skills

SPIE Student Chapter Explored Lahore for Study Tour

The student chapter of the Society of Photo-Optical Instrumentation Engineers (SPIE) at LUMS, arranged an educational trip on July 4, 2019 to the National Museum of Science and Technology, Masjid Wazir Khan and the Shahi Hammam. SPIE, the international

society for optics and photonics, partners with researchers, educators, and industry to advance light-based research and technologies for the betterment of the human condition and is based in Washington, USA.

COLLABORATIONS

SBASSE Partners with PITC for Work on Innovative Developments in the Energy Sector



US Government supports the Pakistan energy sector in partnership with LUMS

SBASSE and the Power Information Technology Company (PITC) came together to sign a Memorandum of Understanding (MoU) at the University, which marked the start of a partnership for research and development on smart grid technologies designed to improve energy consumption.

Utilising the Smart Grid IT Laboratory established at PITC with US government support, LUMS and PITC will test smart grid technologies and showcase their benefits to distribution and transmission companies. This will provide opportunities for researchers at the University to exchange information on new developments with the Pakistani government.

US Consul General Colleen Crenwelge present at the MoU signing ceremony, said, "Advanced technologies are making electricity more affordable, reliable, and sustainable." She further added, "We are proud to work with Pakistan as it builds technological capacity and improves the energy sector, and we hope to see growing private sector participation and investment in this endeavour."

"Partnering with LUMS will stimulate research and development collaboration

between the Pakistani government and local universities while enhancing local learning and technology transfer," said Waseem Mukhtar, Managing Director, Potomac Electric Power Company (PEPCO) and Chairman of the Board of Directors at PITC.

Talking about the impact of the MoU, Prof. Shahid Masud, said, "The Smart Grid IT Laboratory will help us achieve the University's mission of effectively addressing power sector needs and contributing directly to Pakistan's economic development."

The signing ceremony was organised by the Sustainable Energy for Pakistan (SEP) Project, a four-year United States Agency for International Development (USAID) technical assistance initiative to support the Pakistani government's efforts to deliver financially sustainable energy services. USAID provides technical and financial assistance to Pakistan's 10 government-owned electricity distribution companies to help them reduce losses, streamline business processes, and improve financial viability.



SHAIKH AHMAD HASSAN
SCHOOL OF LAW

MESSAGE

FROM THE DEAN

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

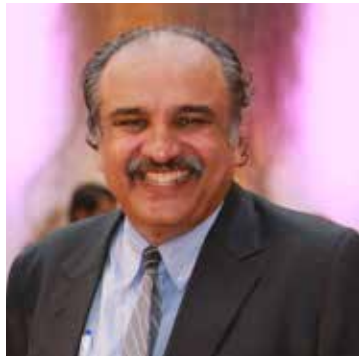
Our teachers assist our students to think critically about legal questions and encourage them to analytically solve complex problems. Emulating the US Law Education system, we have introduced clinical programmes that enable our senior students to participate in active learning processes within the court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

At SAHSOL, our vision is of creating an institution that offers rigorous legal education along with emphasising scholarly research. It is a model that will help shape future legal education and practice in Pakistan. Our five-year programme is divided into BA and LLB components. While the LLB focuses on specific core and elective courses in the broader field of legal education, the BA programme is situated within a University system that allows our students to take advantage of courses from the School of Humanities and Social Sciences, the School of Science and Engineering and the School of Business. Drawing on these strengths, our students get a broad-based university education in a range of disciplines and

fields of study while also taking pre-law courses in their first two years at SAHSOL. This experience itself makes our students stand out in the legal profession as they have the combined breadth of a liberal arts education and the depth of a first-class legal education.

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

DR. KAMRAN ASDAR ALI
Acting Dean



HIGHLIGHTS

SAHSOL Inaugurates First Centre of Chinese Legal Studies in Pakistan

Sixth Volume of LUMS Law Journal Published

Law and Politics Society host 3rd LUMS International Moot Court Competition

SAHSOL faculty, Angbeen Mirza appointed Director of the Office of Accessibility and Inclusion

Major Events

SAHSOL Inaugurates Pakistan's First Centre for Chinese Legal Studies

On October 11, 2019, the Shaikh Ahmad Hassan School of Law (SAHSOL) held a ceremony to mark the inauguration of the Centre for Chinese Legal Studies (CCLS) at LUMS. The Centre, a groundbreaking initiative for research in and the promotion and teaching of Chinese legal studies in Pakistan, has been established in collaboration with the School of Law at Wuhan University, China.

The ceremony drew a large attendance, and featured prominent

individuals from not only the legal field, but also from the government sector. Honourable Mr. Justice Syed Mansoor Ali Shah, Judge, Supreme Court of Pakistan, served as the Chief Guest and Keynote Speaker.

The CCLS has been founded as a hub for shared legal resources and an exchange of knowledge between Pakistani academics and their Chinese counterparts. The Centre with the School of Law at Wuhan University (SLWU) will also train qualified academic staff based in Pakistan in order to create capacity for the study and teaching of Chinese Law in all relevant areas of concern for Pakistan, including the China-Pakistan Economic Corridor (CPEC).

The CCLS will broaden the legal knowledge base and equip lawyers to work on Pak-China projects. Mutual collaboration on research projects and exchange visits will build intellectual capital for both nations. In this regard, CCLS and the School of Law at Wuhan University have also commenced a short Law course at SAHSOL titled, 'Introduction to Chinese Law'.



Prof Li Fei, VP Wuhan University, addressing the inauguration ceremony

SAHSOL Dean's Honour List Ceremony

The School conducted its Dean's Honour List (DHL) Ceremony on October 18, 2019. DHL is an annual event that highlights and accredits

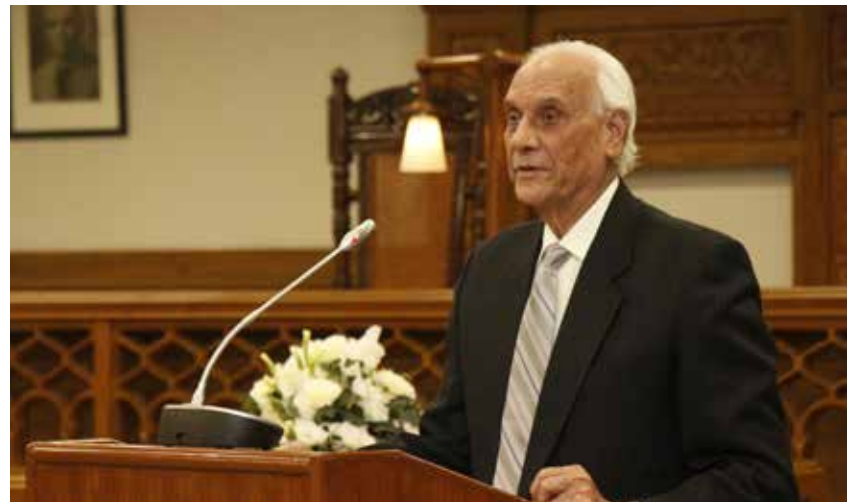
the sterling academic achievements of students in their previous academic year.

Reference in Honour of Justice (Retd.) Fazal Karim

On Friday, December 13, 2019, SAHSOL hosted a reference for one of its longest-serving adjunct faculty members, Justice (R) Fazal Karim. Justice (R) Fazal Karim has a distinguished legal career, beginning as a civil judge in the 1960s and rising to the rank of judge of the Supreme Court of Pakistan.

He has been associated with SAHSOL since its inception as a department in the School of Humanities and Social Sciences. In this role, he has mentored countless batches of LUMS graduates, and dedicated the first edition of his book, *The Law of Criminal Procedure*, to the first graduating class of SAHSOL. The School is proud to have been associated with a distinguished academic and former Judge of the Supreme Court of Pakistan.

The event was well attended by alumni, students, faculty and staff, distinguished lawyers as well as former and serving judges. Provost LUMS, and Acting Dean, SAHSOL, Dr. Kamran Asdar Ali, Advocate Supreme Court



Justice Fazal Karim addresses guests at his reference

Khawaja Haris, alumnus Saroop Ijaz, Justice (R) Khalil-ur-Rehman Ramday and students Umaiya Zahid Sheikh, Sara Raza and Ayesha Siddique spoke about Justice Fazal Karim's contributions to the field of law as an academic, judge and as a mentor to his students.

Alumni and students congratulated him on his latest publications, and bid him a bittersweet farewell.

UNHCR Representatives Visit SAHSOL for a Session on Refugees

Representatives from UNHCR, the United Nations Refugee Agency, Ghazala Mirza and Tauseef Ullah visited the Shaikh Ahmad Hassan School of Law on February 20, 2020, at a session focusing on refugees and gender. They attended Associate Professor Sikander Shah's class on the Refugee in International and Pakistani Law and discussed the various forms of persecution particular to women and countering the androcentric nature of refugee law.

Students were given a presentation on the practical aspects of the law as it applies in Pakistan and to Pakistani women. It was an incredibly enriching and valuable experience for them as they benefited from a non-theoretical perspective and the visitors' practical experience as to how the law actually operates on the ground. The use of case studies and examples enhanced their understanding of the legal issues at play within the refugee system.

Seminar on Regulations and Technology

In Commerce and Business, today, the externalities and 'known unknowns' of the industry create a myriad of issues that complicate running a successful enterprise. Simultaneously, the growth of the 'gig economy' has increased the demands customers have with response times being almost instantaneous. To add to this complex situation, the laws and regulations governing commerce in Pakistan are severely outdated catering to a pre-digital era.

To navigate these waters and to ensure that businesses are equipped with useful information, the Shaikh Ahmad Hassan School of Law arranged a seminar to discuss regulations and technology on Friday, January 31, 2020. The seminar hosted esteemed guest speakers Ali Naseer, Chief Corporate and Enterprise Officer, Jazz, and Saima Kamila Khan, Chief Legal officer, Jazz, to discuss the 'Discourse on Managing a Business in a Tough Legal-Regulatory Environment'.

Leaders within the cellular mobile industry in Pakistan, the speakers talked about their experience of running a complex and multi-pronged business that impacts nearly every Pakistani. The talk provided valuable insight into how to smoothly run a company like Jazz in a competitive environment.



Mr. Ali Naseer and Ms. Salma Kamila Khan conduct seminar

3rd LUMS International Moot Court Competition (LIMCC)

The Law and Politics Society (LPS) at LUMS strives rigorously to inculcate a culture of mooting across law schools around the globe. This event not only provides a useful opportunity to law students to demonstrate their critical legal research and advocacy skills, but also serves as a national focal point for new and progressive initiatives in legal education. The 3rd LUMS International Moot Court Competition was held from February 13 – 16, 2020 and hosted a total of 20 teams, national and international included.

This year's competition was incomparable to the previous ones, not only in terms of having more teams both from within Pakistan and abroad intensely competing amongst each other, but also in terms of the panel of remarkable judges adding



Winners receive an award at the 3rd Moot Court Competition

to the prestige of the event with their presence. Moreover, the competition stood out greatly with regards to the issues it highlighted. The moot problem revolved around the refugee crisis and the relevant Refugee Convention under international law.

Bilawal Bhutto Zardari at LUMS for Talk on '18th Amendment and Federalism'

On March 6, 2020 the LUMS Law and Politics Society hosted a talk by the Chairman of the Pakistan People's Party (PPP), Mr. Bilawal Bhutto Zardari on the '18th amendment and the concept of Federalism'. The talk was moderated by Mr. Saroop Ijaz, a prominent legal practitioner and LUMS alumnus.

The Talk commenced with Mr. Ijaz asking Mr. Zardari to elaborate a upon certain factors of the 18th Amendment. Mr. Bilawal placed emphasis on the fact that the parliament must not be kept subject to the whims of the president and also mentioned how the 18th amendment was an attempt to move away from this system. Mr. Zardari also spoke about the Local Government system, commenting on how Sindh is the only province fulfilling this constitutional responsibility and that it was the PPP who introduced this requirement into the Pakistani Constitution, following the 18th amendment. He also added that the solution to Karachi's problems was not that simple and that the government was still struggling for it.



Mr. Zardari addresses students at talk organised by LUMS Law & Politics Society

Following this, Mr. Ijaz requested the audience to pass along their questions in the form of written notes, of which a few were answered by Mr. Zardari. Responding to one of the questions on student unions, he stated that student unions deserved to be recognised as an integral part of a democratic society and negated the idea that unions were responsible for arming students.

At the end of the talk, Dr. Kamran Asdar, Provost, LUMS and Acting Dean SAHSOL, thanked Mr. Zardari for his candid views and for taking out time from his busy schedule to deliver an insightful talk to the LUMS Community. Following this, a decorative shield bearing the LUMS logo, along with a bouquet was presented to the guest by the Society's Executive Council.

LUMS Law Journal

Over the past few years, SAHSOL has managed to publish one volume of the LUMS Law Journal each year with entries on a variety of legal issues and prevalent topics. This year, the sixth volume of the Journal aspires to achieve increased readership and access to the legal fraternity in Pakistan and abroad.

The aim of this publication is to motivate law students, academics, lawyers, practitioners and judges to research and write on contemporary legal issues. Hence, encouraging scholarship and discourse on Pakistani law.

FACULTY AWARDS AND FELLOWSHIPS

Dr. Sadaf Aziz appointed as Head of Department of the Law School.

Dr. Aziz is one of the founding faculty members of the Law Programme and has excellent teaching and research credentials. She has obtained her Law Degree from the University of British Columbia and has an MA from the London School of Economics. She has recently defended her PhD thesis in Law from the University of Melbourne.

Dr. Zubair Abbasi has been offered a visiting research fellowship at the Oxford Department of International

Development, Oxford University, for a year starting from January 2020.

Dr. Adnan Sattar was selected to speak about his book at the annual conference of the American Law and Society Association at Denver, Colorado in May 2020. His book is titled *Criminal Punishment and Human Rights: Convenient Morality* and was published in April 2019.

Alumni Achievements

Two of SAHSOL's alumni have been granted the Chevening Scholarship:

- **Hadiya Aziz (Class of 2011)**
- **Amna Khan (From the batch of 2018)**

Hadiya Aziz (Class of 2011) has also been awarded the Asma Jehangir Scholarship.

Maria Farooq (Class of 2012) was recently promoted to Partner at Axis Law Chambers. Ms. Farooq is also adjunct faculty at SAHSOL.

Kanza Agha (Class of 2008) has been admitted to the Supreme Court of Queensland as a lawyer in Australia, this year.



LUMS leadership attends CCLS inauguration



SAHSOL Students Visit Neelum-Jhelum Hydropower Plant



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), through its MPhil in Education Leadership and Management, aims to produce reflective practitioners who are committed to spearheading education reform through research and evidence-based inquiry.

In the academic year 2019-2020, we welcomed our second cohort of 42 diverse and motivated aspiring MPhil students. The student body features diversity across experience, region, gender, age, socio-economic background, ideology and interests. Female students constitute 64 percent of the MPhil class and the class median age is 28 years. In addition, about 28 percent of the students are LUMS alumni, some of whom were enrolled in undergraduate studies through the LUMS National Outreach Programme. This second cohort consists of students from all across Pakistan, including Lahore, Peshawar, Sukkur, Islamabad, Karachi, Gujrat, Alipur and Gilgit.

Our first cohort of students is graduating in May 2020. The final semester of the demanding, intensive and productive MPhil programme saw students embedded in a semester-long 'residency' rooted in field-based research, during which groups of students were placed in 13 educational organisations with impact, to work on a mission critical problem of practice. Through a strategic, student-led project, our students have not only produced an analytical and reflective capstone for the MPhil programme, but have been successful in developing research-based solutions to challenges encountered in the field.

The undergraduate minor in education was launched in Fall 2019. Through the 15 diverse and innovative courses offered this academic year, undergraduate students got the opportunity to engage in education discourse and broaden their understanding of foundational issues such as education and social justice, teaching and learning, and education policy and practice.

The SOE faculty has been a champion in operating at the nexus of research, policy and practice - affecting the domestic education landscape. Through the implementation of innovative pedagogies, strategic research projects and policy engagements, the School and its faculty actively engage in Punjab and at the national level and international level. This includes a myriad of government education task

forces, international linkages as well as in leading policy roundtables with multiple stakeholders on issues of policy importance. Recently, SOE embarked on a large-scale project with the Education Department in Punjab, developing and implementing cascaded training for approximately 300 Assistant Education Officers (AEOs) responsible for 3000 AEOs, in four districts of Punjab.

A delegation of the World Bank Group from Washington, D.C., visited SOE in December and in early March 2020. The delegation included Jaime Saavedra, Global Director, Education; Koen Geven, Economist and Tazeen Fasih, Lead Economist. A series of roundtables and research panels coordinated the process of education revision and reform for academics, experts and practitioners to gather and review the existing stock of knowledge and information on the assessment experience in Pakistan.

Professor Lant Pritchett, Research Director for Research for Improving Systems of Education (RISE) at the Blavatnik School of Government, Oxford University, visited SOE in February 2020, for a number of strategic policy engagements, programme level discussions and public seminars, including hosting a dynamic talk at LUMS on 'The Global Learning Crisis: What We Do Know, What We Don't'.

The SOE Career Placement Programme was launched this academic year where our students underwent comprehensive, skills-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.

We, at SOE, for the past two years have worked together to tackle complex educational challenges and catalyze the educational ecosystem. I am looking forward to seeing our graduates become resilient and reflective leaders, who will shape a reimagined education reform agenda for Pakistan.

DR. TAHIR ANDRABI
Dean



UNDERGRADUATE MINOR IN EDUCATION

Since its launch, SOE has built its undergraduate portfolio by regularly offering courses targeting the undergraduate student body. This has culminated in the School's first undergraduate programme: minor in Education. The interdisciplinary minor is intended for all undergraduate students at LUMS. The first student batch to officially graduate with the minor will be the batch of 2021, with a diverse selection of courses in their portfolio. Core courses include: Critical Debates in Education, and Philosophy of Education. Meanwhile, electives are Sociology of Education; Curriculum, Teaching and Learning; The Learning Gap: Critical Issues in Educational Psychology; Education in the Pakistani Context; Contemporary

Social Policy Issues in Pakistan; Education, Schools and Violence; Education, Media and Culture; Politics of Education; Education for Social Justice; Computers, Problem Solving and Cooperative Learning; Demonstrative Teaching of Science and Math; Effective Teaching and Learning in Higher Education; The (Instructional) Core and How to Work It; Entrepreneurship and Innovation in Education; Education Policy Analysis; Education and Conflict; Comparative and International Education; Monitoring and Evaluation in Public Policy; Mobile Lives: Immigration and Education; Economics of Education and Human Capital and Economic Development.

PRACTICUM

The SOE MPhil students in their final semester, through a strategic student-led project produced a reflective and analytical capstone, through the Practicum. The Practicum is a mandatory, intensive semester-long 'residency' rooted in field-based research during which students are placed in one of the 13 educational organisations partnered with SOE. These partners operate in a variety of domains within educational service delivery, including the public, private and non-profit sectors.

In preparation for this immersive field intervention, all MPhil students have taken a mandatory 3 credit course (EDU 690: Practicum Pro Seminar) in



SOE MPhil students at Syedanwala Secondary School for their practicum field visit

practicum planning and development alongside a faculty mentor. During the Pro Seminar, the Partner Engagement Centre organised a first partner

meeting with the students at SOE, where high-level representatives from every practicum organisation met with the respective student group to establish the first contact and discuss the details and scope of the project they would be

working on during their Practicum. Following this, site meetings were held over the course of the semester with oversight from the faculty lead and the Centre to prepare for the Practicum.



SOE MPhil students at practicum partners event



Dean Tahir Andrabi addressing practicum partners

Our students are working on the following strategic projects with these organisations:

Practicum Partner	Project
Akhuwat	Strengthening School - Community Bond for Sustaining Quality of Education
Beaconhouse School System	Effective Student Feedback
Beaconhouse School System	Effective Questioning Techniques in Class
Teach the World Foundation	Evaluation of Digital Content
Punjab Examination Commission (PEC)	PEC Reports Explored about the Quality of Education in Punjab During the Last Decade
<i>Idara-e-Taleem-o-Aaghai</i>	Life Skills for Kids
<i>Idara-e-Taleem-o-Aaghai</i>	Siyani Sahelian: Programme for Adolescent Girls (9-19) in South Punjab
The Citizens Foundation	Remediation/Differentiated Teaching Programme Design
Syedawala Secondary School	Strengthening Linkages Between School and Community
<i>Maktab</i>	Developing a Coherent and Unique Social Studies/Preschool Curriculum for Maktab
Progressive Education Network (PEN)	Investigating Reasons Behind Student Drop Out and Recommendations to Improve Student Retention at the Primary Level
Teach for Pakistan	Impact Evaluation Framework and Tools for School and Household Level Impact of Fellowship
Programme Monitoring & Implementation Unit (PMIU)	Annual Reporting on Sustainable Development Goal-4
Programme Monitoring & Implementation Unit (PMIU)	Framework for Inclusive Education
Punjab Education Foundation (PEF)	Evaluation of PEF's Quality Assurance Test and PEF School Selection Mechanism

SOE CAREER PLACEMENT PROGRAMME

To give SOE students opportunities to gain experience, networks and skills to prepare them better for employment and further study, the SOE Career Placement Programme was launched in Fall 2019. The Career Placement team at SOE plays a pivotal role in supporting and developing the employability

of students, where a system of support has been developed that focuses on reflection, resources and building industry knowledge and connections, in order to build on their market readiness.

Mock Interviews

On October 30, 2019, Year 1 MPhil students were given an opportunity to polish interview skills, through a mock interviews event with industry specialists.



MPhil student being interviewed by Ali Siddiq, COO, Amal Academy

Graduate Networking Event

The School organised a Graduate Networking Event, on March 4, 2020 with an aim to engage students with the divergent perspectives of the education researcher, practitioner and policymaker in the landscape of change.

19 organisations were identified as employers with impact. The MPhil programme's cohort of 45 students was matched with organisations, based on preference of industry, skills and career interests. Each student had the opportunity to interact with 5-6 organisations. After 10 minutes, a bell signalled the end of round one, and students moved on to their next preferred organisation. During each round, students shared resumes and elevator pitches and asked relevant questions. Organisations shared potential positions that were open, and asked questions regarding the student's experience and interest.



MPhil students in discussion with an employer at the Graduate Networking Event



STUDENT SERVICES

The Student Assistance Department was established in anticipation of the first cohort of MPhil ELM students in order to help them transition into graduate life and enrich their student experience.

Social Events

Events are significant in bringing about cohesiveness and collegiality among the students, staff and faculty at SOE. These included an end of semester gathering for the Class of 2020, and a field trip to Old Lahore for the Class of 2021.

Outreach Events

Outreach events were held to create awareness about the MPhil ELM programme and direct students towards admission applications. The events provided students an opportunity to interact directly with the SOE Dean, faculty, and the Admissions team.

Mental Health Counselling

A crucial function of the Student Assistance Department is coordinating therapy sessions for the MPhil ELM students with a professional psychiatrist. The department sets up appointments for the students with the therapist on a weekly basis. In addition to that, the team has an open-door policy which allows the students to discuss academic and personal issues that may hinder their academic performance.

LUMS Open Day

SOE received an overwhelming response from potential candidates from all over Lahore at the Open Day. The participants actively engaged with the Dean and SOE faculty, and received insightful responses to their queries regarding the MPhil programme and the education sector of Pakistan. Approximately a hundred people attended the SOE session.

Dean Advising Sessions and Town Halls

The MPhil students are also encouraged to seek advice from the Dean in weekly one-on-one advising sessions, monthly group advising and the Town Halls. These are useful communication channels between the Dean and students allowing for two-way feedback, which has the potential of developing into a strong apprenticeship model.

PARTNERSHIPS

Partnership Engagement Office

The Partnership Engagement Office is a vital component at SOE that 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. To offer diversity and options, the partnership portfolio includes 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. In Punjab and across the country, SOE's partners include School Education Department (SED), Program Monitoring and Implementation Unit (PMIU), Special Monitoring Unit (SMU), Technical Education & Vocational Training Authority (TEVTA), KPK Government, Quaid-e-Azam Academy for Educational Development (QAED), Punjab Education Foundation (PEF) and Punjab Examination Commission (PEC). Through such partnerships, SOE will facilitate job opportunities for its graduates.

Faculty Research

The Centre is working to enhance its roles to provide research support to instructors. For this purpose, during the Fall semester, Dr. Gulab Khan, the faculty lead of the core course, School Effectiveness and Development presented an academic paper at an international conference on 'Evaluating Methodology and Pedagogical Technique'. SOE faculty

member, Dr. Yasira Waqar is working with a student team on cognition and computers to observe the teaching methodology used in the robotic class and its effectiveness on learning outcomes. The team is working to collaborate with the partner organisation on using the information to facilitate their final course.

MPHIL CO-CURRICULAR PROGRAMME

Speaker Series

EduSpeak Series

The SOE EduSpeak is a public lecture series that invites distinguished speakers to present their area of work relevant to a LUMS and SOE audience. The speakers are prominent individuals who have made notable contributions to the field of education and whose achievements have had national and/or international significance.



SOE EduSpeak: Teach For Pakistan session panel

Models of Educational Innovation

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

- Amal Academy by Benje Williams, Co-founder and CEO
- Beaconhouse School System by Dr. Lawrence Burke, Chief Education Advisor, Beaconhouse Group
- Aga Khan Education Service Pakistan (AKESP) by Aien Shah, Head of Education, AKESP
- The Ivy School presented by Ali Anwerzada and Aliya Hashim
- Family Education Services Foundation by Richard Geary

EduSpeak Series:

- 'Research, Policy, Politics: Influencing Public Policy through Effective Partnerships' with Baela Raza Jamil, CEO Idara-e-Taleem-o-Aagahi
- 'Leading Education Reform' with Aasiya Khurram Agha, Advisor to Education Minister of Punjab
- 'The Science of Behaviour Change' with Paul W. Stephany, MFT, BCBA
- 'The Global Learning Crisis: What We Do Know, What We Don't' with Professor Lant Pritchett, Blavatnik School of Government, Oxford University
- 'Engaging Students through Partnership' with Dr. Bruce Wainman - jointly organised by the LUMS Learning Institute and SOE

EduTalk:

- 'From Classrooms to Systems: What do our classrooms teach us about the challenge of education reform, and the leadership required to address it?' with Teach for Pakistan



SOE EduSpeak: Professor Lant Pritchett conducts a session

Brown Bag Series

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

The following Brown Bag Seminars were held this year:

- 'Can Information Strengthen Local Governance of Schools? Evidence from Pakistan' presented by Minahil Asim, PhD candidate for School Organisation and Education Policy programme at the University of California, Davis
- 'Situated Learning, Contextual Differences: Exploring Instructional Implications in a Graduate Course on School Effectiveness and Development at an Elite Private University in Pakistan' presented by Dr. Gulab Khan, Assistant Professor, SOE, and Hasham Nasir, Teaching Fellow, SOE
- 'Simulating Learning: A Formal Model for Learning Profiles' presented by Professor Lant Pritchett, Blavatnik School of Government, Oxford University
- 'The Intersection between Religion and Education at the Classroom Level: The Case of Pakistan' presented by Laraib Niaz, PhD Candidate at IOE University College London

POLICY ENGAGEMENTS AND GOVERNMENT PARTNERSHIPS

Conferences/Seminars

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

School Council

The School Council 2019- 2020 provides a forum to faculty and students to participate in school governance through its elected representatives. The School Council advises the Dean on a wide range of policies pertaining primarily to academic matters, including proposals for establishing new degree and certificate programmes, establishing or modifying graduation requirements, and changes in curriculum, degree and other such requirements.

SOE Newsletter

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

Punjab Education Sector Programme II (PESP 2) Assistant Education Officers (AEOs) Training Pilot Project

In collaboration with the Quaid-e-Azam Academy for Educational Development (QAED), SOE piloted the PESP II AEOs Training Pilot Project across four districts of Punjab (Chakwal, Faisalabad, Mianwali, Bahawalpur) targeting approximately 360 Assistant Education Officers (AEOs). Approximately 3000 AEOs are responsible for both, mentoring and monitoring schools across the Punjab, working in clusters of 10-12 schools each to provide specific teaching/learning assistance to government schools through their head teachers and/or teachers.

Designed by SOE faculty, the distinct Education Leadership and Management (ELM) training curriculum was based on the School's signature MPhil ELM model and comprised a two-week in-class training component followed by a week-long field training. Knowledge

transfer of the cross-cutting themes and best practices was achieved through six training modules and blended learning technology – Communities of Practice, Leadership, Financial Management, School Improvement Planning, Observation and Feedback and Data Information.

With supervision and assistance from the SOE faculty and project team, the trained 40 Master Trainers (MTs) led a second cascade (on the same format as the first one) in their home districts to train 239 AEOs. The SOE faculty visited the project districts during the second cascade and had daily check-ins and two-way feedback with the MTs during both training components. After the end of the second cascade, SOE invited the cohorts of the first and second cascades to LUMS, for a two day structured reflective regroup.



AEOs participating in the Reflective Regroup at LUMS

INTERNATIONAL LINKAGES

Visit by Cambridge University



Visit by Cambridge University

Two researchers from the University of Cambridge, Dr. David Good, University Lecturer, Department of Psychology; Director Research, Cambridge Global Challenges and Principal Investigator, IC Thinking projects, and Dr. Sara Savage, Co-Director, IC Thinking Research Group, Department of Psychology, visited SOE to explore linkages with the School for a potential collaboration on their IC Thinking intervention in Pakistan (on extremism and identity), in tandem with practicing local psychologists.

Visits by The World Bank Group

A delegation of The World Bank Group from Washington D.C. visited SOE from December 10-12, 2019 and in early March 2020. The following events happened during both visits.



Jaime Saavedra, Global Director for Education, World Bank at LUMS SOE



Koen Goven, World Bank at LUMS SOE

Policy Roundtable on ‘Do Children in Pakistan Learn Anything at all? The What, How, and For Whom of Assessments’

The policy roundtable was organised by SOE, the World Bank, and the Centre for Economic Research in Pakistan (CERP). Its proceedings were structured into three segments. The first session, led by Dr. Tahir Andrabi, Dean, SOE, focused on the conceptual framework around the ‘what, how and for whom’ of assessments, with reference to Pakistan’s experience. The second session, led by Jaime Saavedra and Koen Geven of the World Bank, focused on the lessons learnt from Pakistan’s experience with existing assessments as well as insights from global efforts towards development of effective assessment systems. The final session, led by Dr. Faisal Bari, Director Academic Programmes, SOE, and Riaz Kamalani of The Citizens Foundation, focused on concrete steps and actions required as well as the financial, human and organisational resources needed to move the current Punjab Assessment Policy Framework from a concept to a functioning and robust assessment system.

Research Presentation on the ‘Data Depot on Education in Pakistan’

SOE hosted Koen Geven, Economist, Education Global Practice of the World Bank, to present the newly developed ‘Data Depot on Education in Pakistan’, which is a harmonised collection of 100+ underlying household and establishment level education survey datasets, as well as administrative datasets and contains a dashboard to showcase key indicators.

Research Panel on Classroom Observation Tools in Pakistan

The panel brought together teams of researchers from LUMS and the World Bank who have all developed and deployed classroom observation tools in Pakistan. Guided by different purposes, each project uses classroom observation tools that capture different aspects of teaching in classrooms and are applied to address different sets of questions important for policy. Each of the tools is guided by/grounded in a slightly different methodology. The panel included presentations on four studies, at different stages of completion, set in Pakistan’s context.

Discussion on Psychometry Graduate Degree Programme

Dr. Diego Luna, Education Specialist within the Learning Assessment Platform (LeAP) team in the Education Global Practice, led a closed-group discussion on possibilities and details of setting up a psychometrics degree in Pakistan.

Visit by Prof. Lant Pritchett

Dr. Tahir Andrabi Dean, SOE invited Professor Lant Pritchett, currently the Research Director for Research for Improving Systems of Education (RISE) at the Blavatnik School of Government, Oxford University to spend some days at SOE. The visit comprised policy engagements, programme level discussions and public events. In addition, SOE faculty had the opportunity to have individual meetings with Professor Pritchett regarding their research agendas. Major events during his visit included:



Research Talk on ‘Simulating Learning: A Formal Model for Estimating Gains to Cohort Learning’

Professor Lant Pritchett presented his work, ‘Simulating Learning: A Formal Model for Estimating Gains to Cohort Learning’ at SOE. The School also organised a presentation session by the Punjab Education Sector Reforms Programme- Programme Monitoring and Implementation Unit (PESRP-PMIU) on the education reforms

initiatives undertaken by the Government as part of The New Deal 2018-2023. As part of the objective to engage in a policy dialogue on education reforms with key stakeholders from the Government of Punjab, Professor Pritchett offered feedback to PMIU on its reform agenda given his extensive work in learning systems across the globe.

Assessment Roundtable on ‘Moving from Summative to Formative Assessments in Punjab’

SOE and CERP organised a second policy roundtable on assessments in the presence of Professor Lant Pritchett. This roundtable, followed a discussion regarding policy solutions constitutive of

the new Assessment Policy Framework and aimed to move the conversation forward to considering challenges and opportunities in implementing a complex assessment reform in Punjab’s context.

Public Lecture on ‘The Global Learning Crisis: What We Do Know, What We Don’t’

The School hosted a talk by Professor Lant Pritchett titled, ‘The Global Learning Crisis: What We Do Know, What We Don’t’ which was jointly organised by the Mahbub Ul Haq Research Centre at LUMS, Harvard Club of Pakistan, Oxbridge Society

of Lahore, The Harvard Mittal South Asia Institute, Centre for Economic Research in Pakistan (CERP), Research for Improving Systems of Education (RISE) and Pakistan Country Research Team (CRT).

Meeting with Executive Director, Johns Hopkins Women’s Health Centre

The SOE team had a meeting with Dr. Sumera Haque, Executive Director, Johns Hopkins Women’s Health Centre to explore avenues for collaboration with the School of Education at Johns Hopkins University as part of the Dean’s

(School of Education, Johns Hopkins) interest in seeding linkages with universities in South Asia through the programmes offered by the school.



CENTRES

Rausing Executive Development Centre

Welcoming Diversity

During the past year, Rausing Executive Development Center (REDC) offered a wide-ranging portfolio of open programmes, receiving a diverse mix of senior managers and industry leaders from leading private and public sector organisations in the country. Recognised for peer network and in-class diversity, its open programmes provide the means for the brightest executive talent to connect, learn, develop and share ideas. It offers comprehensive learning experiences for all levels of leadership; Board directors, C-suite and senior leaders and mid-career executives. Its programmes on governance for corporate, public and family boards are well-attended. The strategic programmes in leadership development, strategy execution and marketing strategy generate a strong interest and participation from wide-ranging industry sectors and consumer segments.

REDC's flagship Programme in Management Development is benchmarked by a number of organisations for their internal valuations and is widely recognised as a rigorous two-week long residential learning experience.

To ensure the open programmes portfolio caters to diverse learning needs, REDC offers

functional programmes in areas including business development and marketing, finance, talent development and operations. The functional programmes are participated by senior and mid-career managers from local manufacturing industries, financial institutions, public sector and Defence institutions as well as multinational organisations operating in the country.

In order to scale and facilitate its already strong relationship with the Karachi market, the REDC also moved to expand its physical footprint to the city. A new permanent office was slated to open in Karachi in April, and logistic partners engaged for delivering year round offerings in the city. A total of 10 new open programmes have been scheduled for Karachi for the year 2020.

Similarly, the Centre is in the process of expanding its market regionally to Sri Lanka, Malaysia, Indonesia, Kazakhstan, Thailand, Nepal, Qatar, and the UAE. Organisational outreach and business development groundwork is already being laid, with a plan to start operating in these markets by mid of 2020-21.

Creating an Industry-wise Impact

The focus this year stayed on developing custom programmes that address real world challenges through hands-on action-based learning experiences. REDC's longstanding partnerships with leading telecom providers entered a new phase of collaboration for strengthening strategic initiatives for enterprise-wide impact. Programmes on strategic account management and

customer centric design tools and processes enabled participants to evolve from traditional roles and adapt a more customer centric approach to lead the technology industry from the forefront. Customised leadership development programmes focused on sustainability through developing a talent pipeline. Repeat engagement of participants using a modular approach and

online learning tools became key to creating a lasting and enterprise-wide impact.

REDC further strengthened its leadership programmes portfolio by developing bespoke solutions for leading corporates and multinational organisations in the financial sector, food and beverages sector and the agriculture and fertiliser industry. Amongst its new associations, REDC conducted multiple offerings of a tailored learning solution for the senior executives of a leading bank at key locations in the country and a personal effectiveness and communication skill enhancement programme for a prominent organisation in the defence sector.

As a part of REDC's long-term collaboration with the National Transmission Development Authority (NTDC) for leadership and capability development of several management cadres, a series of long duration general management programmes took place. These immersive learning experiences spanned multiple disciplines and management areas and facilitated the exchange of views and information.

Innovation by Design and Content

In order to stay relevant and competitive, it is imperative for the REDC faculty to find ways and mechanisms to form unique learning experiences. A fusion of proven research and practical application, enables the faculty to provide new-thinking in a new-application context.

Recognising the need to offer a multidisciplinary and hybrid management education, REDC's upcoming courses reflect this diversity of knowledge sets as it integrates traditional management education with a variety of expertise from the powerful LUMS faculty portfolio.

Leveraging the case-writing advantage, the Centre collaborates with faculty to develop case studies and industry notes for executive programmes. At present 51 case studies have been published and are taught in executive classes.

Additionally, in recognition of the importance of modern learning needs, REDC has also moved to create an online portfolio of courses offered under its REDX platform, with customised solutions available from April 2020 and open enrolment programmes available from June 2020. These programmes reflect the same meticulous rigour in design, customised content for local and international markets, and focus on the specific learning needs of the clients. The Centre will now offer both the premium face-to-face programmes and high-end online programmes that serve to address functional learning needs for individuals and organisations. Certification pathways for various management skillsets are also slated to be offered, and use a combination of face-to-face and online courses to ensure the clients receive a well-rounded learning experience.



Attendees in discussion at a course at the REDC

Programme Evaluations (Open and Custom)

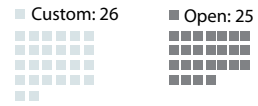
Service Average Ratings based on Participant Feedback Value (1-5)

General impression of programme experience	4.56
Quality and relevance of material and content	4.49
Value to future career	4.52
Value for money	4.24
Residential facilities and quality of service by REDC staff	4.48
Overall assessment of the programme venue	4.54

* Data is from REDC programme evaluations annualised for the current year

Number of Programmes

Total Participants



1,567

Case Studies and Industry Notes in Developed by the Centre

81

Already Published

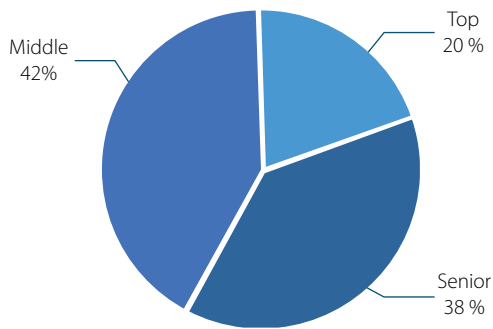
53

In Progress

28

OPEN ENROLMENT PROGRAMMES

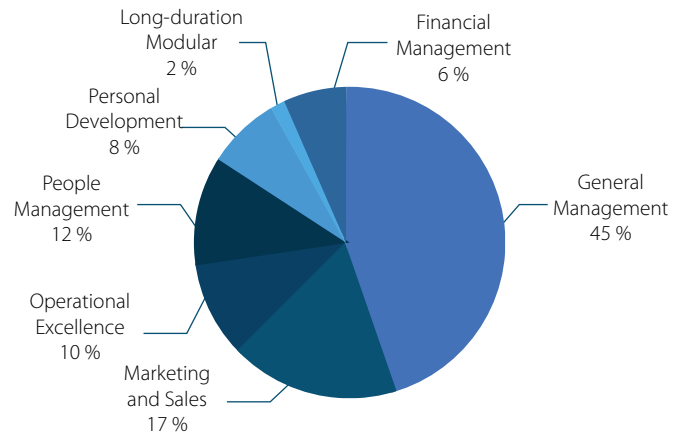
Open Programme Participation by Cadre



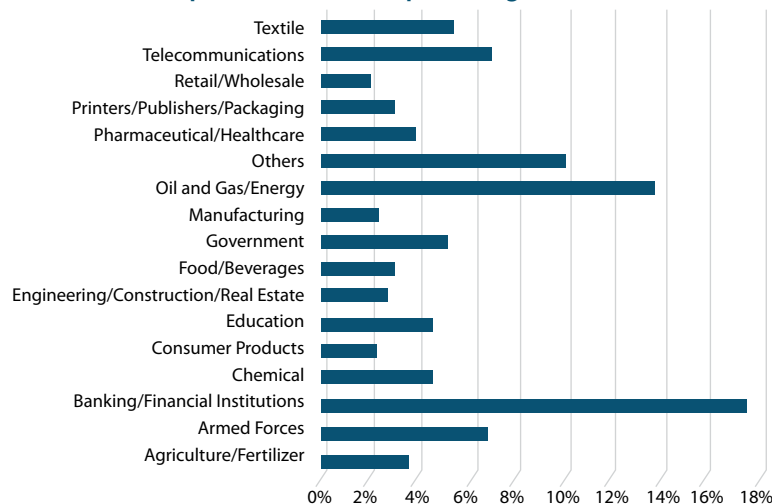
Cadre-Wise Comparison of Enrolments

■ Middle ■ Senior ■ Top

Programme Portfolio by Area



Sector Participation in REDC Open Programmes



LUMS Learning Institute

The LUMS Learning Institute (LLI) was established in 2019 as a new state-of-the-art centre committed to enhancing teaching and learning communities, cultures and practices at LUMS. Over the past year, the LLI has been developing programmes that provide leadership in teaching and learning in four key areas: faculty development, pedagogical partnerships, technology enhanced learning and teaching, and research in teaching and learning.

Key Initiatives

Instructional Skills Training Workshops and Facilitator Training

The Instructional Skills Training (IST) Workshop is an integral component of faculty development and the LLI's efforts to encourage evidence-based pedagogical practice at LUMS. The IST is a 3-day forum for cross-disciplinary, peer-based instructional development that is designed to strengthen participants' instructional skills through intensive work in small groups, practicing new instructional techniques, and peer feedback. Since May 2019, a total of 82 participants from across all five schools have successfully earned IST Certificates of Completion.

Facilitator training began at LUMS in September 2019 as a means to develop local capacity to conduct IST workshops. During the programme, facilitators teach sessions on pedagogical topics, practice essential small group facilitation skills and receive feedback from peers and the lead facilitators. Facilitators also shadow an entire IST workshop and subsequently co-facilitate with a trained facilitator. In total, 6 facilitators have each completed 118 hours of training and are certified to conduct IST workshops independently.

Instructional Experimentation Course

As an extension of the IST, this course 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. The course was successfully piloted with six faculty members during the Fall 2019 semester and will be offered again to a larger group in Fall 2020.

Pedagogical Partnership Programme

The LLI is enacting its commitment to support purposeful collaborations with students through the establishment of a new Pedagogical Partnership Programme. A group of faculty, staff, and students are developing a pilot programme that aims to introduce new opportunities for students to collaborate with faculty and/or staff on pedagogical and research initiatives. In January, the LLI collected data to capture the scale and nature of current partnership work at LUMS to inform the pilot, including efforts to support existing partnerships across campus. A summer scholarship programme has been planned to encourage student-led pedagogical research initiatives which have the potential for improving teaching and learning at LUMS, as well as scholarly publication and presentation.



Dr. Denise Chalmers gives a keynote talk at the launch of the LLI

Technology Enhanced Learning and Teaching

LUMSx

LUMSx is the first major strategic initiative to support the development and enhancement of technology-enhanced teaching and learning at LUMS and beyond. It is an exemplary platform to enable faculty to create and deliver high quality online and blended learning experiences. Work is currently underway to produce an Urdu version of the world's most subscribed course, *Learning How to Learn*, and is estimated to be completed by the end of June. The LLI is also leading collaborations on several high and low tech online courses that cover popular topics in different subjects with LUMS faculty. It is also working with the Rausing Executive Development Centre to transform executive education, and the Centre for Continuing Education Studies to support lifelong learning course offerings.

Research in Teaching and Learning

This year the LLI began its programme of innovative pedagogical research that contributes to institutional teaching and learning priorities. Dr. Launa Gauthier, Associate Director, LLI, and Dr. Yasira Waqar, Lead, Faculty Development, are jointly

working on a research project to assess the impact of the IST workshops on instructors' teaching at LUMS. Both have also published separate articles on their involvement in pedagogical partnership work and plan to publish a piece on the development of the LUMS facilitator training programme.

Special Events

The LUMS Learning Institute Official Launch

The launch took place at the LUMS Central Courtyard on February 3, 2020, and was attended by several faculty, staff and students. Dr. Denise Chalmers from the University of Western Australia gave a keynote talk, highlighting the importance of the establishment of a learning institute at LUMS. Vice Chancellor, Dr. Arshad Ahmad, and LLI Director, Dr. Suleman Shahid each spoke about the various teaching and learning initiatives already underway and the potential of the LLI to heighten and encourage collaborations across LUMS. The occasion was marked by the official opening of the new location for the LLI in the Academic Block.

Invited Guest Speakers and Workshops

Dr. Mike Atkinson, Western University, Canada, 'Teaching Large Classes', November 25, 2019. Dr. Atkinson led a workshop for faculty on how he uses videos, images, and storytelling to engage his classes of some 800 students. Approximately 50 faculty attended the workshop.

Joeseph Pons, Professor of Marketing at IESE Business School, and **J.B. Kassarjian**, Professor of Management at Babson College, 'No-Borders Teaching and Learning and Case-based Pedagogy', January 13-17, 2020. A jointly sponsored

workshop series with the LUMS School of Business. Both the speakers offered a master class in case based learning and team teaching and supported faculty in different approaches to transdisciplinary partnership work. Some 40 faculty members attended these sessions over the entire week.

Dr. Bruce Wainman, McMaster University, Canada, 'Engaging Students as Partners in Research', March, 4, 2020. This event was jointly

sponsored by the LLI and Dr. Wainman shared experiences and insights about how he incorporated more than 50 students as partners into research investigation, course design and joint publications and presentations. The session was attended by 35 faculty, staff and students from across LUMS.

Webinar Series: Online Teaching and Assessment

This webinar was held from March 31 - April 3 and was designed to provide 'just in time' support to instructors for moving to online learning and teaching. The 12 webinars covered 8 different topics and were delivered by a faculty member with experience with an online tool or in developing course assignments and assessments for online classes. Participants engaged in informal Q&A sessions, shared experiences and thoughts on the pros and cons of different teaching and learning tools, and generated solutions for teaching, assessment and interactive learning challenges. Recordings of this series have been permanently archived on the new LLI website.

Launch of the LLI Website

In March 2020, the LLI launched its website which serves as hub for resources, events, and other learning and teaching supports for the LUMS teaching community. Visitors will find information about core programmes, supports and services, and upcoming initiatives that are led and sponsored by the LLI. It also features a curated, special set of resources to help faculty, staff, and students during this period of transition to online learning. The link to the website is: <http://lumslearning.institute/>

Centre for Continuing Education Studies

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

Through a wide range of courses, CES seeks to support students, professionals and non-traditional learners to pursue their newly found interests, rediscover old passions, enhance their skills, develop professional expertise, or simply expand their intellectual horizons.

The Centre for Continuing Education Studies (CES) offers the following:

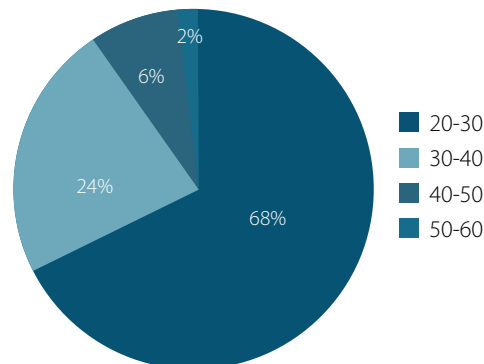
- Short courses
- Certifications and workshops
- Summer programmes for high school and university students

Initiatives and Milestones

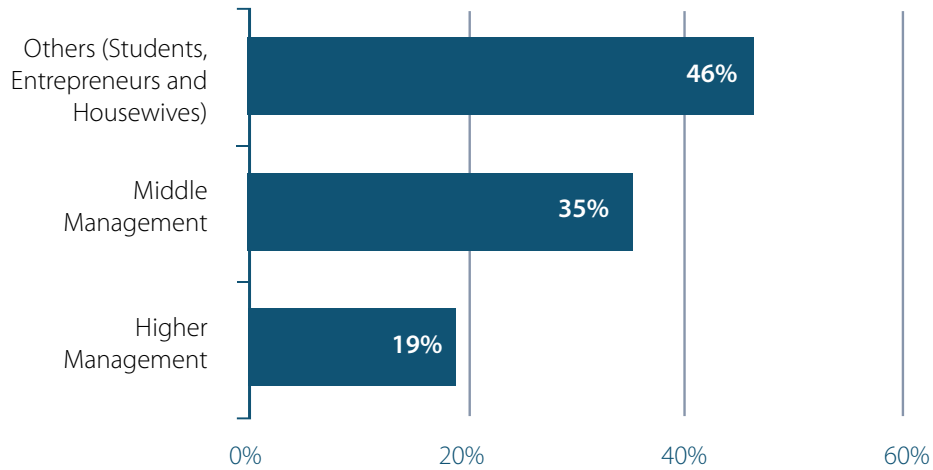
- 1,200+ participants have enrolled in CES programmes since its inception.
- A total of 28 courses have been offered to date; with around eight new offerings, including courses such as, Data Analytics for Decision Making, Effective Marketing on Social Media Platforms, and Powerful Public Speaking and Presentation Skills for Professionals.
- The Centre introduced test preparations for students appearing for GRE and GMAT tests to help them through the process.
- Participants from varying industries including finance, education, NGOs, MNCs, retail and telecommunications among others, have attended courses by the CES, providing an enriching networking opportunity and learning experience.

Indicators	Value (1-5)
Overall Satisfaction of the Programme	4.72
Course Diversity	4.51
Quality Enhancement and Significance of Content	4.26
Overall Faculty Expertise	4.62

Participant Demographics



Diversity by Profession



Summer School @LUMS

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

The Summer School programme includes courses on writing, arts, languages and literature, and skill-building, as well as additional workshops for college applications. On its completion, all students are awarded a certificate.



Students engaged in a Summer School activity

Summer School Initiatives

- To facilitate students from all around the world, the Summer Programme has been divided into three sessions.
- In Summer School 2019, students came from diverse geographical locations – 4% were from overseas, 35% were from Lahore, and 60% were from other areas in Pakistan.
- A collaboration between LUMS Student Societies and the Summer School was initiated to add elements of music, athletics and enjoyment to the programme.
- CES arranged a breakfast session with school counselors in Lahore to build rapport.
- More than 20 innovative short courses, along with workshops, have been introduced to make the learning an all-encompassing experience.
- An element of College Coaching was introduced for aspiring pre-college students to get guidance for their applications.
- Renowned LUMS faculty are now also part of the SSL faculty, along with other industry experts, including Omair Rana, actor and director, and Roshaan Bukhari, President Lahore Astronomical Society.

Gurmani Centre for Languages and Literature

The Gurmani Centre has continually strived to cultivate the practice and appreciation of the literary, visual, and musical arts within the university. This academic year, a total of 24 events took place.

The *Halqa-e-Danish 'Ham-ʿasr Urdū Afsānā'* series, in Fall 2019, celebrated the work of contemporary Urdu short-story writers by inviting Bilal Minto, Asad Muhammad Khan, and Nilofer Iqbal to talk about their work and writing practices. The Ahmed Bilal Awan Bazm-e-Adab series commemorated resistance poetry against dictatorial regimes and featured Kishwar Naheed and Noor ul Huda Shah. In the Spring Semester, both these series centred around the craft of literary translation.

The *Halqa-e-Danish 'Shā'irī kē Safeer'* series featured Urdu poet Afzal Ahmed who has translated the Persian Poetry of Bedil into Urdu. The Bazm-e-Adab series for Spring, titled 'Fiction Ke Safeer', invited translators of fiction. In the first session, held in March, Punjabi writer Parveen Malik discussed her Urdu translation of Arundhati Roy's *The God of Small Things*. Apart from these long-running series, the Centre also arranged independent events. In November 2019, a roundtable discussion was held on Annie Ali Khan's *Sita Under the Crescent Moon*—a nonfiction narrative book which explores stories of women who pilgrimage to Sita Shrines in Pakistan. In February 2020, Palestinian writer and activist Adania Shibli was invited for a talk titled 'Imagination as Resistance'. Through this talk, the Gurmani Centre hoped to initiate a tradition of inviting writers and artists from diverse global regions to LUMS.

In order to make the visual arts more accessible to the LUMS community, the Centre organised two exhibitions this year. Re-view, a videography exhibition organised in the Fall semester, featured photographer and moving image artist Asif Khan. The

exhibition showcased five drone films which highlighted the contrast between agricultural land and sites of construction in the transforming landscape of Lahore's periphery.

In Spring 2020, the Centre organised a calligraphy exhibition titled *Man Pardēsī Jai Thee-ai* (If the self suffers exile) by Shah Abdullah Alamee. The calligraphic creations depicted poetry from six languages—Balochi, Pashto, Persian, Punjabi, Sindhi, and Urdu—using the *siyāh mashq* technique.

The Centre held multiple interactive workshops this year. The Grad-Application Initiative workshop was organised to assist Pakistani students applying to humanities graduate schools in the United States and Canada. It was conducted by Dr. Maryam Wasif Khan, Dr. Jennifer Dubrow, Mr. Zain R. Mian, and Mr. Nabeel Jafri. In addition to this, 'Why are You Silent', a reading workshop led by writer and translator Taimoor Shahid, raised questions about the ethics of reading, learning, and knowledge acquisition. The Centre also held several events to introduce the LUMS audience to classical music and its continuing influence on our musical sensibilities. The *Raag Shaam* series, running since 2018, completed its ninth session this year with four sessions held this year. In a similar vein, the Centre organised 'Shudh Surr: A Musical Journey' in February 2020. The event featured the esteemed *khayal gayak* Ustad Naseeruddin Saami and was hosted by Ali Sethi.

Since Fall 2018, the Gurmani Centre has also supported and incubated the *Khokha Natak* troupe, a student-run performance theatre group. *Khokha Natak* continued with its third instalment in Fall 2019 and enacted five short stories of celebrated Urdu writers on a fortnightly basis. In Spring 2020, the group became independent and continued to sustain a vibrant space for performance art at LUMS.

Mahbub Ul Haq Research Centre



MHRC Reform Dialogue on Financing Inclusive and Sustainable Development in Pakistani Cities

The Mahbub Ul Haq Research Centre (MHRC) is the flagship centre of social science research at LUMS. 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. This year, the Centre initiated a number of key research, outreach, and collaborative activities.

Outreach and Events

Lecture Series

In November 2019, MHRC launched its Distinguished Lecture Series. Renowned economist Professor Imran Rasul delivered the widely attended inaugural lecture titled 'Children's Health, Well-being and Human Capital Formation in the Context of Extreme Poverty'.

The second lecture in the series was delivered by Dr. Ghazala Mansuri, a Lead Economist in the Poverty Reduction and Equity Global Practice at the World Bank. The lecture focused on the impacts of governance reforms in the Indus Basin irrigation system in Pakistan and addressed how governance reforms impact rent seeking and equity in Pakistan.

Reform Dialogue

The Centre also organised the first Mahbub ul Haq Reform Dialogue with Professor Ehtisham Ahmad in January. Titled 'Financing Inclusive and Sustainable Development in

Pakistani Cities,' it focused on the potential of 'beneficial property tax' as a reform to strengthen accountability and finance-critical public investments and services in Pakistani cities.

Book Colloquium

In the spirit of collaboration and learning, a book colloquium was organised in January with authors Dr. Shandana Mohmand and Dr. Ammara Maqsood. The colloquium featured Dr. Mohmand's book *Crafty Oligarchs, Savvy Voters: Democracy under Inequality in Rural Pakistan* (Cambridge University Press, 2019), and Dr. Maqsood's book *The New Pakistani Middle Class* (Harvard University Press 2017). Moderated by Dr. Umair Javed, Assistant Professor at the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS), the discussion focused on societal and political transformations across urban and rural Pakistan and how through their study of 'non-elite groups' the authors had attempted to paint a landscape of social, political, and cultural life in Pakistan.

Workshops

Reinforcing its longstanding commitment to collaborative outreach events with practitioners and researchers, in February, MHRC held an initial workshop in partnership with Akhuwat. The workshop was titled 'Poverty, Inequality and Social Inclusion: Exploring a Research Programme with Akhuwat'. It involved discussions with Dr. Amjad Saqib, founder and executive director Akhuwat, Dr. Ghazala Mansuri, World



Bank, and researchers based at LUMS and the Lahore School of Economics on how to collaborate on overlapping areas of interest such as financial inclusion and education.

Collaborations for public outreach

MHRC also had the honour of co-hosting a keynote lecture by the widely respected planner/architect Mr. Arif Hassan with MGSHTS. The lecture formed part of the workshop ‘Everyday Life in the Time of Ruination’ organised by the School. Mr. Hasan spoke of Karachi’s planning history, recent social and economic transformations, and the marginalisation of lower-income groups in the city.

In February, the Centre also co-hosted a talk by Professor Lant Pritchett on ‘The Global Learning Crisis: What We Do Know, What We Don’t’, with the School of Education at LUMS. Further, MHRC, IGC, the Consortium for Policy Research Pakistan (CDPR), the Institute of Development Alternatives (IDEAS), and the Government College University Lahore (GCU) co-organised a session of CDPR’s Lahore Policy Exchange on population growth and the demographic dividend at GCU.

Research and Partnerships

This year, the Centre reviewed its organisational structure in consultation with faculty in an ongoing series and created a set



Dr. Umair Javed, Dr. Shandana Mohmand and Dr. Ammara Maqsood at a Book Colloquium organised by MHRC

of thematic research clusters. The Centre now has 25 Research Fellows from the University who are part of the following thematic clusters: Political Economy and Governance; Poverty, Inequality and Inclusion; Cities; Digital and Technology; Energy and Environment; Firms; and Education.

In February 2020, MHRC facilitated the signing of a new Memorandum of Understanding (MoU) between the Institute of Development Studies (IDS) at the University of Sussex, and LUMS. The MoU establishes an institutional connection and strategic partnership between IDS and LUMS to invest in development-related research activities. MHRC and IDS will also work collaboratively on the next South Asia Human Development Report.

The Centre also initiated collaboration with the International Growth Centre (IGC) for research and outreach purposes. It is exploring an opportunity to formalise a research partnership with Duke University. In light of the COVID-19 crisis, MHRC is also actively working to develop an effective research response, particularly focusing on social and economic impacts.



Dr. Imran Rasul delivers the inaugural lecture of the MHRC Distinguished Lecture Series

Saida Waheed Gender Initiative

Established in Fall 2015, the Saida Waheed Gender Initiative (SWGI) leverages research, teaching, and praxis related to gender.

Seminar Series

- The series started off with a talk by Dr. Nosheen Ali titled “Feminist Journeys in Academia: Theorizing State Power, Development and Social Justice in Pakistan’s Northern Frontier”.
- The next talk was conducted by Dr. Arsalan Khan titled, “Engendering Piety and the Making of an Islamic Home in an Islamic Revival Movement in Pakistan”.
- The third talk of the seminar series was by Dr. Ayesha Masood. It was titled “Pakistani Women in Medicine: Myths and Realities”.
- This was followed by a talk titled “Undervaluing Women’s Voice in Pakistan and the UK” by Dr. Rashid Memon.
- The last talk of the seminar series was given by Ms. Nazish Brohi. The topic was “Anatomy of a Rumour”.

Film Screening

SWGI screened the documentary, *After Sabeen*, followed by a discussion with the director, Schokofeh Kamiz, an Iranian filmmaker, and Sabeen’s mother, Mahenaz Mahmud. In the wake of Sabeen Mahmud’s murder, the director followed her mother and friends to record not only their memories and grief but their ongoing impetus to continue Sabeen’s work.

Play

SWGI hosted the play, *Lights Out*, directed by Fawad Khan. The performers in the play were Syed Meesam Nazar Naqvi, Kulsoom Aftab Ahmed, Muhammad Farhan Alam Siddiqui, Muhammad Samhan Ghazi, Kiran Siddiqui, and Ayesha Pervaiz.

The play touched upon themes of violence, patriarchy, apathy, and justice to name a few and this was explored in a panel discussion with the director and Ms. Saleema Hashmi after the performance.

Research Mentoring Workshop

A cohort of 14 students from across public and private universities in Pakistan were selected for this workshop. It aimed to help develop and support original research ideas related to gender and/or sexuality that engaged primary and secondary sources.

A basic training in feminist research methodologies was provided by members of faculty and researchers at the Mushtaq Ahmad School of Humanities and Social Sciences (MGSHSS). Sessions on feminist methodologies, postcolonial feminist theory, ethnographic research, and researching sexuality were led by Dr. Nida Kirmani, Dr. Saba Pirzadeh, Dr. Ayesha Masood, and Aimen Bucha respectively. This workshop was an excellent opportunity for student participants to present their research proposals and receive valuable feedback from the academic research community at MGSHSS.

The spring semester began with a talk by Dr. Karrar Hussain titled, “Mobilizing Women Voters: Experimental Evidence from Pakistan”. In addition to this, SWGI screened the film *Abu* which attracted a large audience.

Centre for Chinese Legal Studies

The Centre for Chinese Legal Studies is a groundbreaking initiative for research in, and the promotion and teaching of, Chinese legal studies in Pakistan. Founded in October 2019, at the Shaikh Ahmad Hassan School of Law (SAHSOL), the Centre is the first of its kind to be established across Pakistan.

The Centre envisions itself as the premier hub for Chinese legal studies in Pakistan and aims to:

- a) contribute to the capacity-building of Pakistan's academics, legal and business professionals, students, and other relevant stakeholders vis-à-vis the Chinese legal system and framework (and its relevance to academia, trade, commerce, exchange, investment, and cooperation between Pakistan and China) through research, publications, executive training programmes, conferences, workshops, and symposia;
- b) encourage cross-border collaboration between legal professionals and members of the academia for research;
- c) facilitate exchange programmes for students and faculty with leading universities, centres, and think tanks abroad; and
- d) liaise with leading universities, centres, and think tanks domestically and globally to build a strong network for research, policy, and expertise.

Inauguration

The Centre for Chinese Legal Studies, a first-of-its-kind initiative in Pakistan, was formally inaugurated on October 11, 2019 at SAHSOL. The Honourable Mr. Justice Syed Mansoor Ali Shah, Judge, Supreme Court of Pakistan, served as the Chief Guest and Keynote Speaker.

The event featured many eminent personalities including Syed Syed Babar, Founding Pro Chancellor, LUMS; Dr. Parvez Hassan, Member, Board of Trustees, LUMS; and Mr. Ahsan Iqbal, Former Minister for Planning, Development, and Reform.

The event was also attended by a delegation of the Faculty of Law from the School of Law, Wuhan University (SLWU), People's Republic of China, led by Professor Li Fei, Vice President, Wuhan University (the Centre has an existing Memorandum of Understanding with SLWU). In his speech, Professor Li Fei encouragingly stated, "The Centre will become an important link, and I hope the two universities will work together to continuously develop China and Pakistan's friendship."

Dr. Parvez Hassan, addressing the gathering, further noted, "With the growing Chinese interest in the region, the Centre can position itself as a leading legal research hub for students and professors, particularly from Pakistan, China and other Central Asian Republics."

In his keynote address, Honourable Mr. Justice Syed Mansoor Ali Shah expressed his vote of confidence in the Centre, noting, "Thanks to the visionary leadership at LUMS we have moved in the right direction ... this Centre will go a long way in developing expertise to assist Chinese and Pakistani companies walking in through the economic corridor. The new cadre of professionals with a good sense of Chinese law and tradition will help fasten the wheels of business by forging partnerships and joint business ventures with much more ease and understanding."

The inaugural event also featured speeches from Dr. Arshad Ahmad, Vice Chancellor, LUMS, and Dr. Kamran Asdar Ali, Provost, LUMS, and Acting Dean, SAHSOL.



Dr. Parvez Hassan, Member of Board of Trustees, LUMS, and Senior Partner of Hassan & Hassan (Advocates), Lahore addressing the audience at the ceremony



Members of the Chinese delegation at the inauguration ceremony

Courses Offered

The Centre has offered two courses thus far, and is currently working on its next offering for Fall 2020.

Introduction to Chinese Law

The Centre offered its inaugural course for LUMS students titled 'Introduction to Chinese Law' in Fall 2019. The course equipped students with an understanding of the Chinese legal system and its frameworks. Topics included traditional Chinese law, the Constitution of modern China and its recent modifications, the role of the Communist Party, economic governance and business law, and environmental law. 'Introduction to Chinese Law' was taught by esteemed members of the faculty from the School of Law, Wuhan University, People's Republic of China: Professor Ben Boer, Professor Xiang Yan, and Associate Professor Yuan Kang.

Introduction to Chinese Business Law

The Centre's second course, titled 'Introduction to Chinese Business Law', was offered in the Spring of 2020. Taught by Professor Matthew S. Erie, University of Oxford, the course provided an introduction to the legal aspects of doing business in China and of Chinese conducting business

outside of China. It also addressed topics such as the regulatory and legislative landscape for foreign direct investment into the country and the legal requirements of conducting business in China, amongst others.

In the Pipeline

The Centre is actively pursuing opportunities for growth and networking. The Centre is looking to sign a Memorandum of Understanding with the Pakistan-China Institute, Islamabad, to partner on joint and interdisciplinary areas of research.

The Centre had also collaborated with the Pakistan-China Institute to host a seminar on CPEC, scheduled for March, 2020. However, due to the COVID-19 pandemic, this has been postponed.

Moving forward, the Centre hopes to offer similar courses in the coming year, and conduct various events highlighting the legal aspects of trade, commerce, and bilateral relations between the two countries, with a special focus on the China-Pakistan Economic Corridor.

Centre for Business and Society

CBS and TCF Ambassadors for Change Programme 2019 - 20

On September 4, 2019, CBS signed an MoU with The Citizens Foundation (TCF) to mark the beginning of a first-of-its-kind collaboration between TCF and CBS. Under this collaboration, TCF and CBS agreed to facilitate the admission of meritorious TCF Alumni in tertiary institutions by engaging LUMS students as volunteer teachers.



Mr. Riaz Ahmed Kamrani, Vice President TCF, Dr. Arshad Ahmad, VC LUMS and Dr. Alnoor Bhimani, Honorary Dean, SDSB at the MoU signing ceremony

TCF Alumni and CBS Ambassadors



An informative session by Shehri Pakistan for TCF Alumni

The CBS Ambassadors for Change Programme was officially launched on September 20, 2019. CBS organised an exciting and interactive orientation session in which Dr. Zehra Waheed, Director CBS, the CBS team, and the student volunteers (CBS Ambassadors) of this programme interacted with the students they will be teaching during this 6-month-long programme.

From September 2019 to March 2020, CBS Ambassadors from across all schools of LUMS conducted English and Mathematics classes for TCF alumni on the weekends. The model of the programme included periodic assessment tools to gauge student performance.

To add value to the programme, in January 2020, CBS collaborated with Shehri Pakistan to conduct a session on government structures. This session was followed by a series of fun activities planned by the Chiraagh team which imparted valuable lessons on the importance of teamwork and creativity.

Along with assisting TCF students with their university applications, the purpose of this programme was to give LUMS students the opportunity to learn, engage and respond to problems being faced by fractions of the marginalised community that surrounds them.

Student Engagement Programme (StEP)

CBS and PhotoLUMS Photography Competition: Click for Change 2019-20

CBS held its first Photography Competition in collaboration with the LUMS Photographic Society (PhotoLUMS).

The theme of this academic year's photography competition was 'Inclusiveness.' By encouraging students to capture moments that reflect instances and issues with inclusiveness in our society, CBS aimed to create lasting change while inspiring students to explore this topic in a creative manner.

In January 2020, a panel comprising CBS affiliated faculty members and professional photographers judged the entries received. On February 17, 2020, seven winners were announced and awarded a cash prize of PKR 7000 each.



Winning photographs from Click for Change 2019-20



Dr. Alnoor Bhimani, Honorary Dean, SDSB and Mr. Omer Aftab, CEO PinkRibbon, with the panelists

LUMS faculty, Dr. Faiza Ismail moderated the panel, which included Mr. Omer Aftab, CEO Pink Ribbon; Dr. Huma Majeed, a senior breast surgeon and Ms. Silwat Zafar, a passionate educator and cancer survivor.

The talk was followed by a ceremonial walk led by Dr. Alnoor Bhimani, Ms. Farah Ahmed and Mr. Omer Aftab. As part of the campaign, CBS volunteers from the Feminist Society at LUMS (FemSoc) and LUMS Community Service Society (LCSS) conducted a three-day long fundraising drive on campus from October 23 to 25 to raise funds for Pink Ribbon Pakistan.

CBS and SDSB PINKtober 2019: Breast Cancer Awareness Campaign

To commemorate Breast Cancer Awareness Month, CBS and the SDSB collaborated with Pink Ribbon Pakistan to organise a panel discussion on October 25, 2019. The event was attended by Vice Chancellor LUMS, Dr. Arshad Ahmad, and Honorary Dean SDSB, Dr. Alnoor Bhimani, as well as students and faculty members from LUMS.



A ceremonial walk for breast cancer awareness, led by Dr. Alnoor Bhimani, Ms. Farah Ahmed and Mr. Omer Aftab, CEO, PinkRibbon

CBS and LSPA Project Internship

In November 2019, CBS collaborated with the LUMS Society of Professional Accountancy (LSPA) to introduce a project-based internship programme, which would comprise internship placements at the CBS office to provide students the opportunity to get first-hand professional experience to complement their studies on campus.



Panel Talk on Smog Awareness

CBS and LEAF Smog Awareness Campaign

On November 13, 2019, CBS collaborated with the LUMS Environmental Action Forum (LEAF) to organise a Smog Awareness Campaign. The campaign consisted of a panel talk on smog awareness and the air pollution crisis in the country at the time.

The talk was moderated by Mr. Dawar Nauman Butt Public Policy consultant and Air Quality Data Analyst. The panelists included Mr. Abid Omar Founder Pakistan Air Quality Initiative, Ms. Tabitha Spence an academic and climate activist) and Dr. Zulfiqar Mir Geriatrician and Palliative Care Specialist with a special interest in Public Health.

Major Events

Promoting and Protecting the Rights of Older Persons in Pakistan: A Talk by Dr. Asghar Zaidi

To commemorate World Alzheimer's Day on September 20, 2019, CBS, with the support of faculty leads Dr. Muhammad Ahsan Rana and Dr. Sameen Zafar, organised this talk.

Dr. Asghar Zaidi, who is a celebrated Professor of Social Gerontology at Seoul National University, South Korea and Senior Research Fellow at the Oxford Institute of Population Ageing, UK, presented the findings of his report titled, 'Moving from the Margins: Promoting and Protecting the Rights of Older Persons in Pakistan'.



Dr. Asghar Zaidi, Dr. Muhammad Ahsan Rana and Dr. Zehra Waheed with participants

Talk by Dr. Peter Lund-Thomsen, 'What is Behind the Label? Ethics and Cultural Challenges in Fieldwork'

On October 23, 2019, CBS and Dr. Ghazal Mir Zulfiqar, Director PhD Programme, organised a talk for PhD candidates at SDSB. The talk was delivered by Peter Lund-Thomsen who is a Professor of Corporate Social Responsibility and Sustainability in Developing Countries at the Copenhagen Business School.

Dr. Syed Zahoor Hassan, Professor SDSB, PhD candidates, and the CBS team attended the talk. Dr. Thomsen discussed changing global production trends and their implications for South Asian countries, including Pakistan.



Dr. Peter Lund-Thomsen with some of the participants present at his talk



Mrs. Perwin Ali at the launch of her autobiographical book, A Free Spirit

Inauguration of the LUMS Book Store & Book Launch of 'A Free Spirit'

The first on-campus bookstore at LUMS was inaugurated on the ground floor of SDSB by Mr. and Mrs. Syed Babar Ali on November 28, 2019. The inauguration of the book store was coupled with the book launch of Mrs. Perwin Ali's autobiographical book, *A Free Spirit*.

Syed Babar Ali, Founding Pro Chancellor LUMS, and Mrs. Perwin Ali, inaugurated the bookstore that will stock publications across a range of topics, including Pakistani history, arts and literature, and is open for the entire LUMS community.

Pakistani Voices from the Margin: Panel Talk on Religious Diversity and Gospel Concert by the Leo Twins

Dr. Zain ul Abdin Khawaja, Assistant Professor SDSB and Director Rausing Executive Development Centre (REDC) moderated the talk, held on December 14, 2019. Focusing on themes of religious diversity and inclusivity, the panel of experts included Mr. Asif Aqeel, Ms. Jennifer Jeevan, Ms. Ayra Indrias and Dr. Kalyan Singh. The debate was followed by a musical performance by the Leo Twins.



Panelists and participants of the panel talk on minority voices



Participants at the Communicating with Confidence workshop by the Women@Bain Initiative

Communicating with Confidence Workshop for Women at LUMS

On January 31, 2020, CBS in collaboration with the MBA Placement Office, SDSB, and Bain & Co. organised an interactive workshop for women at LUMS titled, Communicating with Confidence. The session was led by a team from Bain & Co. as a part of their Women@Bain initiative.

Celebration of International Women's Day: Musical Performance by Ustad Shahbaz Hussain and Zayn Mohammed



Performers and some audience members at the concert

On March 6, 2020, CBS and SDSB, in collaboration with the UK-based QalandarArts, organised a musical evening to celebrate International Women's Day. Dr. Zehra Waheed, Director CBS, welcomed the guests and spoke about the theme, #EachforEqual. Dr. Arshad

Ahmad, Vice Chancellor LUMS, also addressed the guests and spoke about the importance of this day. The musical performance featured the renowned Tabla master, Ustad Shahbaz Hussain, and the multi-instrumentalist, Zayn Mohammed in a unique fusion of genres.

Export Managers Advanced Training



Participants of EMAT with Trainers

CBS, in collaboration with the Habib Foundation and University of Leipzig, Germany, organised an Export Managers Advanced Training (EMAT), from March 13 to 20, 2020 at SDSB, LUMS. This training was aimed at Pakistani SMEs, entrepreneurs and managers entailing International Business Development training modules designed by

the University of Leipzig faculty. The 6-day programme comprised two modules of three days each. As the COVID-19 situation evolved nation-wide, the first half of this training was successfully completed at LUMS, while the remaining modules were conducted online after the University had to close.

Achievements

NBS Membership

In October 2019, CBS officially became a formal member of the Sustainability Centres Community (SCC), hosted by the Network for Business Sustainability (NBS). NBS has a network of more than 150 sustainability

centres from leading business schools from around the world. CBS is the first centre from Pakistan to be a part of this prestigious global network. This major milestone for CBS is a testament to the Centre's global outreach.

Awards

In the Spring Semester 2020, CBS received a total of PKR 1 Million in grants and sponsorships to support the 3rd International Conference on Gender, Work and Society (ICGWS) titled, Future of Equalities, Diversity

and Inclusion (EDI) in South Asia and Beyond, which was postponed due to the Corona pandemic. This confirms the high quality and impact of the well-established ICGWS series.

Centre for Water Informatics and Technology

The Centre for Water Informatics and Technology (WIT) has been on an exemplary journey of groundbreaking research, innovation, and outreach in three core areas; hydroinformatics technology development, the study of human-water interactions, and integrated analysis of the water-energy-food nexus for four years now. In 2019, the Centre launched the inaugural issue of its newsletter, *Daryab*; proudly continued its signature seminar series, *Aab Biti*, and welcomed Dr. Talha Manzoor, Assistant Professor, who researches socio-ecological systems and Dr. Fozia Parveen, Postdoctoral Researcher, who specialises in environmental sciences research, to its team.

Recent research projects and innovative technology development:

- Establishment of the Agricultural Robotics Lab at the HEC funded National Centre of Robotics and Automation (NCRA) which is dedicated to realising the potential of agriculture robotics, precision agriculture and IoT technology in improving water efficiency, crop monitoring and production and reducing the environmental footprint of agricultural and forestry activities
- Novel Water Quality Probes developed to monitor water pollution in canals, drains and rivers
- Smart Sensors for snowpack monitoring in inaccessible mountainous regions set-up for early detection of hydrological events such as flash floods and droughts
- A Soil Moisture Sensor Network for Agricultural Water Management developed by WIT was commercialised in various districts of Punjab with the help of angel investment by Nestle-Pakistan.
- An instrument suite capable of recording O₃ (key pollutant), NO₂, and CO concentrations, along with relative

humidity and temperature was used to analyse Lahore's air quality and its impact on crops.

Events

- A two-day workshop on 'Nature Inspired Sustainable Agriculture' by WIT featured field visits to farms located in Sharaqpur and Sukhehki, where the participants were exposed to practical demonstrations and innovative farming techniques for effective production, presentations and moderated discussions on the current and future practices in agriculture.
- WIT faculty and students participated in a two-part Indus Basin Knowledge Forum and Indus Scenario Workshop in Nepal (August 21 - 22, 2018 & August 23 - 24, 2019). Dr. Abubakr Muhammad, Director WIT, Dr. Afreen Siddiqi, WIT Advisory Group, and Mr. Ansir Ilyas, PhD student, participated in the first part, which brought together approximately 30 stakeholders representing different research, donor and government organisations, and NGOs that are working on cross-sectoral issues around water, energy, and land in the Indus Basin. Dr. Siddiqi presented his work co-authored by Dr. Muhammad, titled 'Socio-hydrological Assessment of Water Security in Canal Irrigation Systems: A Conjoint Quantitative Analysis of Equity and Reliability' in the second part, which was attended by over 100 researchers and policymakers from Pakistan, India, Afghanistan, and China.
- Syed Muhammad Abbas, a PhD student and research associate presented his research paper, which was co-authored by Hashim Ali (MS student) titled, 'Autonomous Canal Following by a Micro-Aerial Vehicle Using Deep CNN' with his advisor, Dr. Abubakr Muhammad.
- Dr. Abubakr Muhammad attended

AgriControl 2019, the 6th International Federation of Automatic Control (IFAC) on Sensing, Control and Automation Technologies for Agriculture in Sydney, Australia.

- Dr. Fozia Parveen participated in the Pak-Afghan Stakeholder Consultation on Kabul River Basin in Dubai as a panelist on 'Kabul River's Integrated Economy Model: Looking at Strategic, Social and Environmental Benefits' and discussed potential research collaborations to solve regional problems.
- Mr. Muhammad Shabbir Hasan attended the China Pakistan Marine Information Workshop (CPMI) at Harbin Engineering University, China, which presented papers and practical laboratory demonstrations in the domain of underwater acoustic technology.
- Dr. Abubakr Muhammad spoke at the Project Completion Seminar held at the US-Pakistan Centre for Advanced Studies in Water (USPCAS) at Mehran University of Engineering and Technology, Jamshoro. He was one of the principal investigators of the research study, 'Closed-loop Secondary-level Canal Monitoring for Equitable and Reliable Distribution of Water,' which will help monitor and manage canals in order to achieve the sustainable development goal of tackling water use and scarcity.
- WIT faculty participated in an international conference, 'Promoting Green Growth and Technology in Food, Water, and Energy Nexus for OIC Countries – Challenges and Opportunities' in Karachi. Dr. Abubakr Muhammad gave an introduction to Water–Energy–Agriculture nexus in context of OIC countries. Dr. Fozia Parveen gave a presentation on 'Wastewater Treatment Technologies and Management in the Mediterranean Region of OIC: The Case of Jordan,' emphasising the environmental impact of development. Dr. Mahmood Ahmad, also the principal organiser of the conference, presented his work titled,



WIT team sets up smart sensors to detect hydrological events in inaccessible mountainous

'Greening Growth: Evidence from a Pilot on Green Rice Cultivation' and concluded with the talk 'Water, Energy and Food Nexus Initiatives in OIC Countries from Ideas to Projects'.

- Senior Remote Sensing Analyst, Mr. Salar Saeed was among the 31 out of 251 young scientists, practitioners, engineers and leaders from around the world who received a travel grant for the Young Professionals in Space Conference organised by IEEE & Muhammad Bin Rashid Space Centre (MBRSC) in Dubai. He networked with academic researchers and space industry leaders, presented the research being conducted at WIT and participated in the workshop, 'Introduction to Amateur Radio and Satellite Observation' at the conference.

Technology for People Initiative

The Technology for People Initiative (TPI) is an applied research and design centre that leverages 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.



Participants at the Idea Hackathon

News

- Dr. Sameen Mohsin Ali (TPI Faculty Lead) was awarded a grant by the Shahid Hussain Foundation to further extend the Immunization project which is being carried out in Kasur.
- Led by Dr. Suleman Shahid and Dr. Sameen Mohsin Ali, the Centre started a new project on building a safety application for Human Rights Defenders in collaboration with Shirkat Gah.
- TPI Faculty leads Dr. Fareed Zaffar and Dr. Hasanain Ali were awarded a grant by the International Growth Centre (IGC) for their project, 'Using Automated Event Detection to Reduce Data Collection Costs with an Application to the BFRS Dataset.'

Events

- Idea Hackathon, for the SNG Innovation Challenge and Action Research Fund was conducted in collaboration with Oxford Policy Management (OPM) to generate ideas for the DFID funded project. The event, facilitated by Dr. Suleman Shahid, brought together bureaucrats, area experts, and technologists to brainstorm solutions to pressing issues in the areas of fiscal space and public financial management.
- As part of its efforts to encourage dialogue and discussion around technology and healthcare in Pakistan, TPI, in collaboration with the School of Business, hosted a conversation on the applications of Artificial Intelligence in medical science with Major General Prof. Dr. Aamer Ikram, Executive Director, National Institute of Health and Pakistan Health Research Council.
- TPI hosted a talk on immunization challenges, wherein Dr. Samia Rauf and Dr. Sameen Mohsin Ali presented the findings from their research entitled, 'Understanding Pakistan's Immunization Problem — A Transactional Approach'. The speakers discussed how despite there being no significant resistance to vaccinations, on religious grounds or otherwise, issues on the demand and supply side still result in gaps in immunization coverage.
- A soft launch of the LUMS Digital Archives was held in October 2019, wherein project PIs, Dr. Ali Raza and Dr. Ali Usman Qasmi discussed the significance of such an enterprise in the Pakistani context. The Archive, an initiative of the School of Humanities and Social Sciences supported by TPI, is a repository for in-depth research, aimed at collecting, cataloging and preserving rare archival material in the form of books, newspapers, and audio-recordings.



Dr. Ali Usman Qasmi discussing the significance of the LUMS Digital Archives

Field Activities

- The TPI team modelled a water-testing process with specially designed testing-kits. This methodology was piloted in two low income schools, one in which students were directly engaged to conduct the testing, and another in which teachers were trained to carry out the activity with their students. Students also independently tested the water quality in their homes. Multiple contaminants (lead, fluoride, cyanuric acid) were found in most of the water sources, an issue that students then took up with their school administrations and local authorities.
- The Centre visited Gilgit-Baltistan for a field assessment of the provincial government's technological capacity to implement a Child Protection Information Management System, and to elicit the input of local bureaucrats on the design and implementation of their respective Child Protection Information Management Systems.

LUMS Energy Institute

The LUMS Energy Institute organised a consultative workshop on 'Alternative and Renewable Energy (ARE) Policy 2019', held on July 11, 2019, in collaboration with Energy Think Tank, a consultant agency.

The work was organised with the aim to take an initiative, convene consultative workshops, and gather stakeholders for their comments and input. The co-chairs of the workshop were LUMS faculty, Dr. Naveed Arshad and Dr. Nauman Ahmad Zaffar.

The workshop attracted a large number of participants from notable organisations of the sector, including officials from the Government of Punjab's energy division, officials from DESCON, NEPRA, NTSC, LESCO, MEPCO, PPDB, PEECA, CPPA, PPIB, FESCO, US-Aid, Nishat Power, VESTAS Wind, Siemens, Hadron Solar, Shams Power and AEDB.

Report Issued

The Institute issued its flagship report *Pakistan's Electricity Outlook 2020-25*, which uncovers the serious implications of continuing on the government's business-as-usual trajectory in the power sector and identifies a set of options to ameliorate the adverse impact of this approach.

Impacting Policy

Based on the policy recommendation made by the LUMS Energy Institute, the first policy on Electric Vehicles (EV) was approved by the Government of Pakistan on November 5, 2019. Under the national EV policy, the target set was to convert 30 per cent of four- and tri-wheelers in the country into electric vehicles.



National Centre in Big Data and Cloud Computing

Winning a competitive government bid in 2018 from among 57 labs that pitched across Pakistan, the National Centre in Big Data and Cloud Computing (NCBC) was established at LUMS. NCBC became one of the four national centres of Pakistan, apart from artificial intelligence, cyber security, robotics and automation, to command big data and cloud computing.

National Data Portal

A major contribution of the Centre to the Big Data and Cloud Computing landscape in Pakistan has been the launch of the first National Data Portal of Pakistan. This is a free repository of data that has been collated, refined and put in a consistent format by a dedicated team and is

now accessible to anyone and everyone to use, may it be for economics, social analysis, energy, or agriculture or any field. The portal allows professionals from diverse areas to use readily available data to solve relevant issues facing communities.



National Incubation Centre Lahore

Established in 2018, the National Incubation Centre Lahore (NIC Lahore) offers incubation and acceleration programmes for innovative businesses. The Centre is contributing to the economic development of Pakistan by promoting entrepreneurship, especially among youth and low-income communities at the risk of social and financial exclusion.

Launched under the partnership of Ministry of Information Technology and Telecommunication Ignite, Fatima Ventures and LUMS, the NIC Lahore also regularly conducts training workshops to ignite the spirit of entrepreneurship in the youth of Pakistan.

THE NIC JOURNEY

Total Cohorts	5
Incubated Start-ups	139
Total Investment Raised	\$25 M+
Total Jobs Created	1,000+
Total Male Entrepreneurs	400+
Total Female Entrepreneurs	150+

Incubation and Acceleration Programme at NIC Lahore

Offering access to state-of-the-art facilities and a rich knowledge base, the NIC Lahore is a unique experience designed to promote innovation. Businesses are incubated and provided a range of facilities including workshops and trainings, marketing support, expert opinions, and even access to financing. Mentorship and edification are also provided through the Incubation and Acceleration Programme which helps businesses connect to potential vendors, investors, partners and customers.

Plug N Play Centre

An accommodative, affordable and adaptive co-working office work space is

provided to start-ups. The Plug N Play Centre helps generate positive cash flows and raise funding until the start-ups can afford independent offices.

NIC's Microentrepreneurship Programme

NIC offers support to microentrepreneurs through a flagship curriculum and training programme based on experiential learning in Urdu. The training adopts an innovative approach to provide Micro and Small and Medium Enterprises (MSMEs) with access to business skills and capacity building support. So far 313 microentrepreneurs have been trained, and a total of US \$ 266,000 raised in grants.

Incubation

From September 1, 2019 to April 15, 2020, NIC Lahore has incubated and trained 52 start-ups in various thematic areas such as Edtech, Energy, Technology, Health, E-commerce, Agriculture, Food, Big Data, AI and more.

Invaluable training sessions and activities were arranged with industry experts, mentors and speakers from various industrial backgrounds. Multiple networking sessions and meetings were conducted where start-ups met with mentors, investors, foreign venture capitalist from Germany, US, Malaysia, China, delegations from renowned companies like Dawood Hercules, L'Oreal, Mitsubishi, ministers of the government, and ambassadors.

Makers Lab

The Makers Lab established in February 2020, sponsored by Fatima Ventures, is a collaborative work space that allows start-ups to work on their products while being provided the space and facilities to learn, explore and share their ideas using high tech tools. Comprising five labs — CNC Lab, 3D Printing Lab, PCB Lab, Wood Lab, and Metal Lab — the space helps researchers, students and start-ups to empathise towards problems and rapidly prototype solutions.

STRATEGIC PARTNERSHIPS

Samsung Doers Programme

NIC Lahore partnered with Samsung to nourish the entrepreneurial culture in Pakistan on November 20, 2019. As part of the collaboration, Samsung will execute a thematic cohort under the umbrella of 'Samsung Doers', a programme to provide entrepreneurs an opportunity for execution and implementation of their business model and scaling it to different heights.

Collaboration with the European Union

NIC Lahore has collaborated with Saarland University, Germany for a joint European Union funded Erasmus Plus project, Transforming Academic Knowledge to Develop Entrepreneurial Universities in Pakistan (Take Up). On March 6, 2020, NIC Lahore hosted a project kickoff meeting, which was attended by all collaborating partners. The project is funded by the European Union under its Erasmus Plus programme.

Kaarvan Women Economic Empowerment Project

NIC Lahore and Kaarvan Crafts Foundation have collaborated on the Women Economic Empowerment (WEE) project that aims to build the capacity of rural artisan women in South Punjab. Based on a Training Needs Assessment conducted, NIC Lahore will develop and deliver customised training on essential business skills including supply chain management, financing options, and customer acquisition to these women microentrepreneurs.

EVENTS

Incubators Roundtable

NIC Lahore on its path to strengthen the entrepreneurial ecosystem in Pakistan, arranged an insightful incubators roundtable on December 11, 2019. Twenty three representatives from 22 incubators across Pakistan came together to find out how to improve collaboration among incubators and improve the start-up ecosystem in Pakistan, and ways to engage Pakistani diaspora to work with start-ups in Pakistan.

National Entrepreneurs Summit 2019

NIC Lahore invited start-ups from all over Pakistan for a 4 day training bootcamp where 120 entrepreneurs across all provinces came together in an immersive learning and networking experience for start-ups. Other

than training and networking with mentors and investors, start-ups had the chance to network with other entrepreneurs from all over Pakistan and industry experts. 15 incubators joined the Summit.

National Investor Summit

NIC Lahore conducts the biggest investor summit at the end of every cohort. Start-ups get to pitch in front of potential investors, angel investors and venture capitalists. In the last summit, held on January 25, 2020, 24 start-ups including those from NIC Lahore pitched ideas in front of investors from Fatima Ventures, CresVentures, Colabs, Conrad Lab, Sarmayakar etc. 90 one-on-one meetings between investors and start-ups were arranged.

Problem Discovery Workshops

NIC Lahore regularly conducts multiple problem discovery workshops with academia, public policymakers, educationalists, technologists and entrepreneurs. These interactions helped identify common and core problems being faced in their respective sectors as well as come up with solutions.

Achievements

- Instacare, a start-up from NIC's first cohort, has raised an investment of PKR 22 million from Khaleef Technologies which is one of the leading VAS companies in Pakistan providing services to local and international telecom players. Instacare is on its way to innovate the healthcare ecosystem in Pakistan by making it more accessible, affordable and reliable.
- Instacare also won the 'Take Off Istanbul Competition 2019'.
- NIC Lahore Batch 5 start-up "Taptap", helps you to retain your focus during a meeting by saving only important parts of conversation without recording the whole thing in real time. It is funded by Poineer, an international remote accelerator programme.
- Girlythings, a start-up from cohort 3, won the P@sha ICT award 2019.

Start-ups at NIC Lahore Respond to Covid-19

- RADA Technologies successfully printed "Splitter Valve" using its 3D printing facility with the technical assistance of founder, Abdullah Afzal. The valve has been tested successfully at SKMH and can accommodate 4 people on a single ventilator.
- Instacare volunteered by setting up the InstaCare Response Unit with members from all over Pakistan along with doctors and healthcare workers. Doctors from all 4 provinces volunteered to provide relief to patients anytime anywhere with telemedicine.
- Ayeco by Faaiz Arbab has been closely working with Technoware Pakistan and Association of All Pakistan Medical Equipment Dealers to repair ventilators and design new ones.
- Smart Switch by Saddam Akhtar has developed an oxygen concentrator for ventilators. He has attached the engineering design of an oxygen concentrator which has also been reviewed by Dr. Bilal Siddiqui who heads Pakistan Against Covid-19 that is providing a line to those manufacturing different medical equipment, at nominal rates or free of cost.
- Fine Livings by Shabana has designed a grocery package and appealed to the public to donate ration bags through her start-up.
- SE Drop has produced disinfectant using natural ingredients such as water and salt to make it safe for use at home. This solution has also been verified by the US National Library of Medicine.
- Trash Masti is a spray service and has developed a walk-through gate to disinfect entrances of home, offices, and as well as disinfecting through spray guns.
- Aabshar, in collaboration with Ercon Groups of Industries is ready to dispatch disinfectant tunnels that can kill all viruses.

Office of International Affairs

The Office of International Affairs (OIA) was set-up in November 2019 and its mission is to give strategic and operational direction to LUMS' continuing internationalisation. It is focused on building sustainable and mutually beneficial international partnerships that promote quality education and research. The Office initiates and facilitates individual and institutional connections between LUMS and international students, faculty, and staff.

Key Initiatives and Activities

Managed LUMS incoming exchanges this year

Two German students from the University of Passau stayed behind for exchange during Spring 2020 after completing the Fall 2019 semester with LUMS.

Managed students on outward exchange for Fall 2019 and Spring 2020

During Spring 2020, OIA advertised its outbound exchange opportunities to current LUMS students, for the coming Fall 2020 semester, through open houses and online correspondence.

After asking students to fill out online applications, it carried out interviews and selected candidates for the exchanges listed below. Some of the exchange programmes like the ones with FH Joanneum, NUS, and METU are scholarship based and are awarded to students by the receiving institutions.

- FH Joanneum, Austria
- National University of Singapore (NUS)
- Gajdah Mada University, Indonesia
- Seoul National University, South Korea
- University of Ulsan, South Korea
- Middle East Technical University (METU), Turkey
- Chiang Mai University, Thailand
- Koç University Summer Programme, Turkey
- University of Malaya, Malaysia
- Universiti Putra, Malaysia

Outreach and Marketing

The Office launched its official social media accounts on Twitter, Facebook and Instagram.

International Trips and Visits

A delegation from LUMS visited universities in Kazakhstan. As a result, 2 new MOUs have been signed and discussion for 3 more are underway.

The Office also participated in the Eurasia Higher Education Summit in Istanbul, Turkey.

MOUs signed

OIA has initiated and carried forward a number of conversations with leading universities around the world for student, faculty, and research exchange and collaboration. MOUs and/or exchange agreements were signed with the following universities:

- Narxoz University, Almaty Kazakhstan
- L.N. Gumilyov Eurasian National University, Kazakhstan
- Chung – Ang University, South Korea
- Gwangju Institute of Science and Technology, South Korea

In addition, conversations are at an advanced stage for MOU signing with the following universities:

- University of Regina, Canada
- Birmingham City University, UK
- NUCB, Japan
- Management and Science University, Malaysia

OIA is also in talks with Koç University, Istanbul and Cardiff University, UK about Erasmus+ agreements. Furthermore, an MOU signing with Koç University is underway and concerns a fully funded reciprocal exchange of staff, students, faculty to and from Koç.

Office of Accessibility and Inclusion

The Office of Accessibility and Inclusion (OAI) has been set up as a means to fulfil the University's commitment to inclusivity for all members of its community. It aims to provide individuals with disabilities, as well as vulnerable and minority groups, an equal opportunity to participate in the University's programmes, benefits, and services as their peers, and emphatically addresses any issues that might be hindering their life on campus.

Gender Sensitisation

- Beginning with a gender climate survey, the OAI plans on incorporating the feedback received from students, administration, staff and faculty on the campus climate around gender.
- LUMS has a well-established sexual harassment policy and a fully functioning sexual harassment inquiry committee. The terms of reference for this policy have recently been revised based on feedback from six years of inquiry, and it has been updated to include the realities of online interactions between individuals on and off campus.
- The Office was scheduled to hold a Training-of-Trainers with an international team from the Asian Development Bank, but has had to push the training back because of the COVID-19 pandemic. Once the training of trainers is complete, our in-house trainers in the Office will be conducting regular trainings in English and Urdu to cover every single individual on campus, including students, staff, administration and faculty. The goal is to achieve a sensitised and gender aware campus, and to then impart learnings to other institutions as well.
- The OAI will be working with faculty at the Syed Babar Ali School of Science and Engineering (SBASSE), to host regular STEAM workshops throughout the year for women in technology; it also plans to organise a summer school for girls to encourage female applicants to SBASSE.
- The Office will also advocate gender parity in hiring, in pay scales and promotions across the board on campus.

Accessibility for Persons with Disabilities (PWD)

The OAI has plans to carry out two distinct audits of the campus to assess compliance with universal design in terms of both physical access and learning.

Once these shortcomings are highlighted, the Office will begin advocacy with the University to bring the campus into conformity with universal design:

- The Office will be focusing on building in sensitisation for physical and mental learning challenges into faculty development.
- The Office will also hire learning assistants, who will be available to provide learning support to PWDs – whether it be walking them across campus, taking notes for them, or helping them study.
- In collaboration with the LUMS Learning Institute, the OAI will be hosting summer and winter schools for high school students with disabilities, to encourage their applications to LUMS, and engage them in inclusive learning methodologies.

In the coming months and years, the Office aims to achieve concrete measures in the areas of ethnicity, class and religion as well.

Centre for Islamic Finance

The Centre for Islamic Finance (CIF) engaged in a variety of initiatives to shape innovative thinking in Islamic finance products, particularly in the digital space.



SDSB faculty at the 4th Islamic Finance Banking and Business

Highlights

In the paper, 'A bibliometric review of Sukuk literature' published in the *International Review of Economics & Finance*, CIF at LUMS is ranked as one of the top ten contributors in the area of Islamic Bonds Research.

CIF successfully completed a four-year State Bank of Pakistan project.

The Centre trained approximately 500 branch managers from different Islamic banks, including Meezan Bank, BankIslami, and Bank Alfalah.

It offered executive programmes for Islamic finance academicians.

Academic research from CIF was published in A-ranked journals, including the *Journal of Business Ethics* and *Journal of Financial Research*.

Office of Academic Advising

Introduction

The Office of Academic Advising, established in early 2020, has a primarily school-facing role, in which the team will develop an overall philosophy and set of standards for the University in order to build a more cohesive and coherent methodology for advising across all schools. The scope of work may also grow to include capacity-building – the Office will collaborate with the different schools to ensure that their faculty, staff and peer advisers have clarity about their roles, as well as the resources and know-how to achieve their advising goals.

Academic advising is extremely important in helping students make the most of their LUMS experience and achieve success and a sense of fulfilment. When students are provided appropriate guidance and support, they are more likely to be aware of the range of curricular and extracurricular options available to them, and also be able to make optimal decisions and attain their educational and personal goals. Advising comprises all the non-instructional interactions that occur on campus. These interactions can include meeting with faculty during office hours, consulting with staff or peer advisors, or even less formal interactions.

Current Landscape

In the initial phase, the Office is analysing the current models in place and seeking to identify any advising gaps that may exist. Given that undergraduates comprise the vast majority of students at LUMS, one of the main questions the Office wishes to address is to identify what undergraduate academic advising at LUMS should look like, and what steps can be taken to implement and achieve that.

The team is keen to think collectively and collaboratively with all other stakeholders and open up channels of communication that will enable existing practices to percolate across the campus to other

departments. The Office's general approach to identifying advising-needs, and the mechanisms to meet those needs, is that it should be inclusive, consultative and collaborative – and must include students, faculty and staff. The Office has already conducted a number of focus group discussions and individual consultations with students, alumni, faculty, advising staff and partner offices (such as the Office of Student Affairs, Registrar's Office, etc.) to ascertain the best part forward for advising at LUMS.

To date, this input comprises ~140 students and alumni, ~50 faculty, and ~15 staff across various schools at LUMS.

The Way Forward

After the input from stakeholders has been collated and analysed, the Office of Academic Advising plans to meet with advising leaders at each school. During these school-meetings, the Office will share the findings from the focus groups and meetings with various students, faculty, deans, staff and advising staff etc. and collectively brainstorm about advising goals for the coming year. Thereafter, these preliminary plans will be shared with students and faculty to gain further input and finalise plans.

The Office is pursuing a consultative process to gather input on advising at the University and asking the community to define a path forward for itself. The LUMS community is invited participate in this consultation and review the Office's current work that is available online at <https://cutt.ly/advisingreport>. The link also lists ways for students, faculty, staff and alumni to share their perspective and suggestions.

Once these advising initiatives roll-out in the coming academic year, the Office hopes to keep channels of communication and input open, to constantly assess the effectiveness of advising at LUMS and to explore ways of further improving in the future.



ADMINISTRATIVE OFFICES

Office Of The Vice Chancellor



University Advisory Board with senior leadership

University Advisory Board

For the second consecutive year, the University Advisory Board (UAB) visited LUMS in late January, accompanied by Dr. Gerhard Casper, former President of Stanford University. The campus visit began as members of the Student Council were given a tour of the new LUMS Studio, the LUMS Learning Institute and the National Incubation Centre.

The UAB members hold distinguished positions and offer a variety of perspectives and advice for senior management and the trustees. The Board is chaired by Ms. Leah Rosovsky (Harvard Business School) and includes, Dr. Nancy J. Adler (McGill University), Dr. Philip Altbach (Babson College), Dr. Khalid Aziz (Stanford University), Dr. David Bloom (Harvard University), Professor Denise Chalmers (University of Western Australia), Dr. Mehmood Khan (CEO, Life Biosciences Inc.), Dr. Greg Moran (Academics Without Borders, Canada), Dr. Maria Yudkevich (Higher School of Economics, Moscow), Prof. Nicholas A. Robinson (Pace University) and Dr. David Wilkinson (McMaster University).

The four-day visit included several productive discussions on implementing

a no-borders agenda, updates on new directions and changes as well as a number of new initiatives planned for the upcoming year. The Board was pleased with the appointment of the Interim Provost and University's appointment of two new Deans.

Board Members had various opportunities to interact with faculty, students and staff at various events including the SBASSE Advisory Board, a meeting with student leaders to discuss campus life and academic progression and a faculty-moderated panel on the 'Grand Challenges of South Asia.' The panel was moderated by Dr. Muhammad Abubakr from the Department of Electrical Engineering and Director, Centre for Water Informatics and Technology at LUMS. Dr. Ali Cheema, Associate Professor of Economics and Director, Mahbub ul Haq Research Centre, Dr. Naveed Arshad, Associate Professor Computer Science and Director, National Centre in Big Data and Cloud Computing and Dr. Khurram Afridi, Associate Professor, Cornell University also took part in the panel discussion.

The visit concluded with a tour of the Lahore 2020 Biennale. Starting at the Walled City, the guests enjoyed various art exhibitions placed throughout Lahore bringing together artists from within Pakistan and different corners of the globe to understand the emergence of contemporary art that deals with pertinent issues of the century.

Ped-Tech

Midway through the semester, the pandemic hastened a sudden and unexpected shift to online education. The first challenge was to ensure all of the students and faculty had access to devices and the internet, regardless of their dispersed locations across Pakistan. The counterpart challenge was to ensure faculty would transition to online instruction and rethink how they could meaningfully assess learning, by offering flexible options to students without compromising quality. A University-wide pedagogical-technology (Ped-Tech) committee led by Dr. Sabieh Anwar, Dean SBASSE, was formed to collect data and make recommendations to ensure the student and faculty experience was fully supported. Additionally, the Ped-Tech

Committee assumed a broader role to consider adequate training for faculty and follow up support for students as they experienced learning through Sakai and Moodle based platforms.

Alumni Homecoming and Awards

The Alumni Homecoming was held at LUMS on Saturday, January 11, 2020 as the University welcomed back its alumni from across the country and around the world to take part in the event. A record turnout marked a memorable event that began with a warm welcome from the Vice Chancellor, Dr. Arshad Ahmad who highlighted alumni achievements of the past year. Speaking about the future, he said, "As we think about new directions, it is important to remind ourselves that our progress is not a natural force. That progress comes from solving problems, from developing empathy, and from a willingness to help others."

Mr. Shahid Hussain, Rector, and Dr. Ahmad introduced ten winners of the second cohort of the Vice Chancellor's Alumni Achievement Awards and presented them with a shield recognising the impact of their work. This year's winners, who spent the day engaged in various activities on



Awardees rejoice at the Alumni Achievement Awards ceremony

campus and in the old city, included the following: Ahsan Rehman Sheikh (MBA 1998), Azim Rizvee (MBA 1998), Chaminda Hettiarachchi (MBA 2001), Danish Jabbar Khan (MBA 2005), Dr. Bushra Anjum (MS 2007), Khadija Shahper Bakhtiar (BSc 2007), Mansoor Hassan Siddiqui (MBA 1998), Mehreen Zahra Malik (BSc 2007), Sadia Khuram (MBA 1996), and Shayan Haider (BS 2014). Speaking on behalf of the entire cohort, Azim Rizvee and Dr. Bushra Anjum accepted the recognition from their alma mater with deep gratitude, and expressed their pride in the timeless values that LUMS stands for.

The platinum sponsorship from PepsiCo and Shell showcased the iconic band Strings which had the young and the more seasoned alumni singing along until the last song. Homecoming was an all-around unforgettable night of happy LUMS memories and favourite anecdotes, deep discussions and joyful conversations.

Alumni Reunions and Events

LUMS CSS Alumni Association Holds Information Session on Campus

An introductory session on the Central Superior Services (CSS) exam was organised by the LUMS CSS Alumni Association in collaboration with the Office of Advancement on September 4, 2019. LUMS CSS alumni, Rana Musa Tahir - PAS (BSc 2016) and Bilal Ahmad - PSP (BS 2014) lead the session organised for all LUMS community members interested in the CSS examination.

Dr. Arshad Ahmad Connects with the LUMS Canada Alumni Chapter

Dozens of professionals packed the Bellagio in Toronto, Canada for the Canada Alumni Chapter Reunion on Sunday, September 22, 2019. LUMS Vice Chancellor, Dr. Arshad Ahmad, was among the distinguished guests and gave a special address to the enthusiastic crowd. Local politicians and business leaders also spoke at the event including, Salma Zahid, MP (Scarborough Centre), Kaleed Rasheed, MPP (Mississauga

East - Cooksville), and Dr. Rabiya Azim, co-founder and President of Minmaxx Realty Inc. Jan D. Weir, Business Law Faculty member from the University of Toronto was the guest speaker for the evening.

In Conversation with Mr. Ali Almakky

Suleman Dawood School of Business with the support from the SDSB Luminites Association, organised a conversation for MBA students with SDSB alumnus and Managing Director for JP Morgan's Global Corporate and Investment Banking Strategy group, Mr. Ali Almakky. The group focuses on organic and inorganic opportunities for the division including assessing prospects for efficiency and improvement.

BSc Class of 2006 Sponsors a National Outreach Programme Scholar

The BSc Class of 2006 has pledged PKR 18 million for perpetual sponsorship of one National Outreach Programme scholar at the University. The Class signed an MoU with LUMS on October 16, 2019 to finalise the gift. The NOP is a prestigious scholarship at LUMS offered to exceptional students from across Pakistan.

Sydney Alumni Get Together at Don Moore Reserve

Members of the LUMS Sydney Alumni Chapter gathered at the Don Moore Reserve on November 17, 2019, for a wonderful get together. The park proved to be an excellent setting for the Luminites to connect with each other and revive old friendships. During passionate conversations, the alumni discussed ways in which they could foster a deeper sense of community within the Sydney Alumni chapter and strengthen ties with their alma mater.



LUMS Leadership and the Faisalabad Community Network at Annual Dinner

Acknowledging the generous contributions of the Faisalabad community towards the LUMS mission, the Office of Advancement hosted its Annual Dinner in Faisalabad on Friday, November 22, 2019 at the Serena Hotel. Esteemed members from leading organisations in Faisalabad were welcomed by the LUMS leadership present at the event including Founding Pro Chancellor, Syed Babar Ali; Vice Chancellor LUMS, Dr. Arshad Ahmad; members of the LUMS Management Committee; Director of the LUMS Energy Institute, Dr. Naveed Arshad and Director, Office of Advancement, Ms. Nuzhat Kamran. LUMS alumni residing in Faisalabad also attended the dinner.

Karachi Alumni Community Come Together for Annual Reunion

The annual Karachi Alumni Reunion was held on Saturday, December 14, 2019 at the Marriot Hotel, Karachi. Hosted by the Office of Advancement, the alumni had the chance to meet the representatives of the chapter, and learn about a renewed commitment to serve alumni by opening a centre that would extend REDC's footprint in Karachi. A video on the groundbreaking no-borders agenda showcased the University's collective research and faculty expertise through a number of centres and new programming including three new MS programmes launched by Suleman Dawood School of Business. Ali Sethi and his band were a great attraction at the event providing entertainment that lasted late in the evening.

MBA '98 Honours their Time at LUMS through an Endowment Fund

To honour their academic experience at LUMS, the inaugural MBA Class of 1998 has pledged to establish an endowment fund worth PKR 18 million, aimed to support the National Outreach Programme. To celebrate

this commitment, an MOU signing ceremony was held between the Class and LUMS on January 22, 2020.

LUMS Alumni in Riyadh Come Together for an Exciting Reunion

The LUMS Riyadh Alumni Chapter gathered for an exciting get together on Thursday, February 13, 2020 at The Butcher's Shop & Grill. Riyadh Alumni Chapter volunteer, Saad Naveed shared his pleasure at a wonderful get together and expressed that the Chapter will work to engage more members from the LUMS undergraduate alumni for the next event.

LUMS Alumni Get Together in Melbourne

The LUMS Melbourne Alumni Chapter organised a meet-up on Sunday, February 16, 2020 at Himalaya Restaurant in North Melbourne, Australia. The get together comprised of alumni from the Class of 1990 to the Class of 2016. It was a fun-filled gathering where the LUMS graduates reminisced their time at the University over authentic Pakistani cuisine.

SDSB Luminites Association Holds Annual Reunion

The first batch of LUMS students graduated over three decades ago, but when over 300 alumni from the Business School returned to campus on February 29, 2020, it seemed that nothing had changed. No matter their year of graduation, the alumni had one thing in common: they were home. Organised by SDSB Luminites Association, the event marked an opportunity for the alumni to get together, reminisce and reconnect. Highlights of the evening were the 'Pride of LUMS' awards and celebration of 'Rising Luminites', who have done exceptionally well in their professional careers.

A Conversation with Mr. Danish Shah

The Business School in collaboration with SDSB Luminites Association, organised a conversation with Danish Shah, Country Sales Head at P&G Pakistan & Afghanistan. The session was titled, Career Advice, Professional Development and Interview Tips.

Partnerships

In the academic year 2019-20, several new partnerships, CSR initiatives and scholarships were set up, and others renewed with the help of generous individuals and their respective organisations.

- Founding Pro Chancellor Syed Babar Ali donated PKR 60 million in total to set up three endowments of PKR 20 million each, named after his late brothers, Syed Afzal Ali, Syed Amjad Ali and Syed Wajid Ali. Each endowment will sponsor one National Outreach Programme scholar for their entire study tenure at LUMS.
- LUMS and Alfalah GHP Investment Management Limited entered into an agreement on January 14, 2020 to donate one million annually to help sponsor one NOP scholar for his/her entire study tenure at the University.
- On February 13, 2020 LUMS signed an MoU with the Bank of Punjab, under which the Bank will finance its employees to complete the LUMS Executive MBA programme and also register their employees to the Raising Executive Development Centre (REDC) open enrolment programme.
- LUMS initiated the COVID-19 Campaign to help deserving and financially challenged students, staff members and varied community initiatives. A target of PKR 50 million was set as an initial response goal to bring the community together and help alleviate the most immediate and urgent struggles during the time of the Coronavirus pandemic.

Donor Stewardship

- The second edition of fundraising's biannual newsletter *Nighebaan* was published in December 2020. The newsletter apprised LUMS valued donors of the recent developments and events happening at the University as well as featured sponsored scholars who expressed their gratitude to the donors.
- The LUMS Annual Dinner held on Friday, December 13, 2019 at Marriot Hotel, Karachi recognised the University's generous supporters and also gave guests an overview of the groundbreaking work being done by students and faculty, as well as the future direction for the University. The event was attended by senior management from leading corporations in Karachi, including CEOs from Shell Pakistan, Shafi Group, Mitsubishi Corporation, Dawood Foundation, Dawood Hercules Corporation, Faysal Bank, Hascol Petroleum Limited, Shan Foods and Signify Pakistan.

LUMS Learning Institute Launched

The LUMS Learning Institute (LLI) was launched on February 3, 2020 and the event was attended by Dr. Arshad Ahmad, Vice Chancellor LUMS; Mr. Shahid Hussain, Rector LUMS; Dr. Kamran Asdar Ali, Interim Provost LUMS; Dr. Suleman Shahid, Faculty Director LLI; Prof. Denise Chalmers, OLT Senior National Teaching Fellow, University of Western Australia; Dr. Tahir Andrabi, Dean Syed Ahsan Ali and Syed Maratib Ali School of Education; Dr. Launa Gauthier, Associate Director and Visiting Faculty and Dr. Tayyaba Tamim, Associate Professor.

Dr. Shahid presented the vision of LLI as a vehicle to enhance learning and teaching through evidence-based design and redefine educational spaces within the University and beyond. The Centre will become an innovation hub for learning and teaching by providing training on a

large scale, reaching students and teachers directly and utilising modern technologies and innovative teaching tools – both offline and online.

Director Dr. Shahid explained the significance of this initiative for Pakistan, particularly given the country's educational gap and emphasised the role of quality teaching, and how it has a multiplying impact. The courses offered by LLI will lead to teacher certification and emphasised that students will be partners who will co-design courses and can benefit from experiential learning.

Dr. Shahid also talked about digital learning, the LUMSx platform and the number of projects underway including the indigenisation in Urdu of the world's most subscribed course '*Learning How to Learn*'. Talking about the LUMSx platform, Dr. Shahid said, "This will be a game changer and the way LUMS will redefine itself in the 21st century. This is how the University will continue to break borders: beyond Schools and beyond LUMS."

Leadership Meetings

University Council (UC)

So far, 7 meetings of the UC have taken place and have been crucial in navigating through the impact of the epidemic, the new policy regarding fees, as well as budget allocations and searches for Provost and Deans.

VC Council

The VC Council meets on a bi-weekly basis and to date has had 42 meetings. The Council is the Vice Chancellor's decanal team, which advises on all policies referred to it by the Vice Chancellor.

VC Council (Admin)

To date, there have been 19 meetings of the VC Council (Admin). These meetings are attended by Admin heads and the Vice Chancellor himself. Given the global pandemic and otherwise, these

meetings have been key in steering many administrative issues as they arose with the new working environment and the events that followed.

Management Committee

Since June 2018, there have been 12 meetings of the Management Committee. Discussions have focused on providing strategic direction for the University in terms of implementation of the new governance policy, setting up strategic priorities, devising budgets, implementing the recommendations of the University Advisory Board, strategic initiatives such as the "No-Borders" approach of learning and the introduction of new centres.

Finance Committee

In the current year, starting from July 2019 to June 2020, there have been 4 meetings of the Finance Committee.

Local and International Linkages

New MOUs

The newly created Office of International Affairs (OIA), led by Dr. Waqar Zaidi continued the implementation of a strategic recruitment plan leading to launch four new exchange programme opportunities since January. These are:

1. Narxoz University, Almaty Kazakhstan
2. L.N. Gumilyov Eurasian National University, Kazakhstan
3. Chung – Ang University, South Korea
4. Gwangju Institute of Science and Technology, South Korea.

E-meetings

Since international travel has been halted, engagement through online mediums with newer geographies and universities has intensified. Since February 2020, four key meetings have taken place online with

universities namely, Centrum PUCP in Peru, University of Regina in Canada, Birmingham City University in UK, and the University of Central Asia. While some of these discussions have led to the signing of MOUs, others are in the process of doing so and establishing linkages.

International Visits to LUMS

To facilitate and encourage student, faculty and/or research exchange, delegations from the University of Palermo in Italy as well as the Queen Mary University of London paid visits to LUMS and were hosted by the Vice Chancellor, Provost, OIA team as well as eminent members of the faculty. Representatives from MacQuarie University of Australia also visited the LUMS campus and held discussions regarding their MBA programme. In addition, delegations from Rana University in Afghanistan as well as Essex University of UK visited LUMS and engaged in discussions with regards to teacher training and funding as well as the possibility of a student exchange, respectively.

OIA International Visit: Kazakhstan

The Director of Office of International Affairs (OIA), Dr. Waqar Zaidi, and Shakir Hussain visited a number of leading universities in Kazakhstan's two major cities, Almaty and Astana between January 30 and February 4, 2020. This was the first major tour of Kazakh universities undertaken by a Pakistani university. The universities visited were: Almaty Management University, Kazakh-British Technical University, Narxoz University, Abai Kazakh National Pedagogical University, KAZGUU University, and Nazarbayev University. There was significant interest in forging strong continuing relationships at most of these universities, and conversations are continuing with them. A few MOUs are in the process of being signed (see new MOUs section). In addition, the OIA team assisted the Office of Advancement in their participation in educational fairs in Almaty and Astana.

OIA International Visit: Istanbul

The Director of OIA, Dr. Waqar Zaidi, and Sophiya Mirza at the Provost's Office visited a number of leading universities in and around Istanbul, Turkey, between February 17 and February 24, 2020. During this trip, the team formed new relationships with universities that had little contact with LUMS before, and refreshed existing relationships with universities such as Koç University. In addition, the team met a number of universities from around the world at the Eurasia Higher Education Summit in Istanbul. There was significant interest in forging strong continuing relationships at most of these universities, and conversations are continuing with them. A few MOUs are in the process of being signed (see new MOUs section).

Erasmus+ Programme

The Erasmus+ is a prestigious European Union funding programme. LUMS, for the first time, is about to participate in two such programmes. OIA has signed an Erasmus+ agreement with Koç University, Istanbul and is in talks with Cardiff University, UK. MOU signing with Koç University is complete and it concerns a fully-funded reciprocal exchange of staff, students and faculty to and from Koç. Talks are at an advanced stage with Cardiff for Erasmus+ funding and training for the Office of International Affairs at LUMS.

Office of Advancement

COMMUNICATIONS

The Communications Unit is committed to sharing the LUMS story 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.

Engagement in Key University Initiatives

The Communications team provides content and design support to various University-wide initiatives and events. This year, the following major events were provided support:

- Coverage of the launch of Centre for Chinese Legal Studies
- Coverage of the inauguration of the LUMS Learning Institute
- Collateral for Convocation 2019
- Collateral for Orientation Week 2019
- Alumni Homecoming Weekend 2019
- Collateral for University Advisory Board meeting
- Collateral for the UN Secretary General, His Excellency Antonio Guterres's visit to LUMS

Content Generation for the LUMS website

News

Whether in a classroom, research lab or in the professional world – the LUMS community is accomplishing extraordinary milestones every day. Our comprehensive news coverage shines a light on achievements from every area of our University – from students, faculty and staff to our alumni network.

519 news items published

Events

The LUMS campus is abuzz with activities and events throughout the year. The Communications Team maintains the LUMS Events Calendar on the website, and encourages departments to publicise their upcoming programmes and events.

277 events published

Design

The Communications team provides Schools and Departments with creative design solutions that are aesthetically appealing, effective for promotion and consistent with the University's brand.

426 design jobs undertaken

Publications

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

- 14** marketing publications for undergraduate and graduate programmes
- 37** issues of LUMS Connect, a fortnightly newsletter, with a circulation of **38,000** people per issue
- 2** publications for the Development unit

The annual Academic Report and Profile Book

Content review

The Communications team is committed to ensuring that our audiences receive clear, concise and accurate messages from across our various platforms. In line with this, our 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.

80 brochures and flyers

10 major publications

859 posts for LUMS social media platforms:

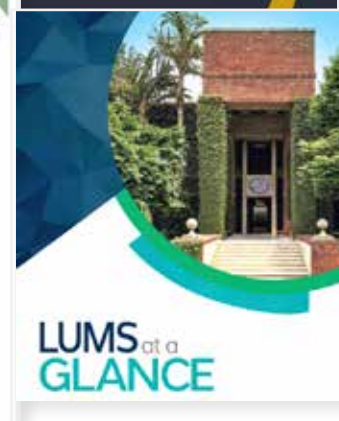
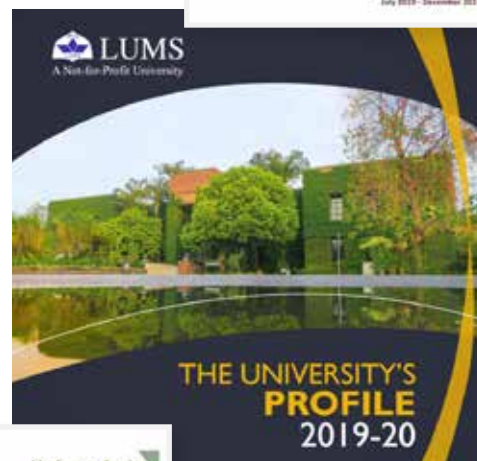
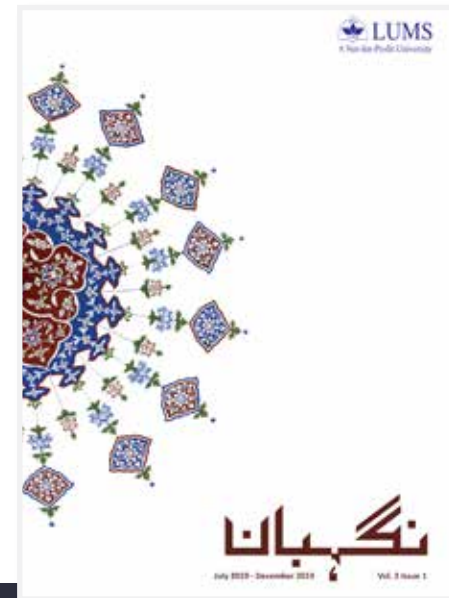
Facebook: 203

Instagram: 175

LinkedIn: 158

Twitter: 260 Tweets

YouTube: 63



MARKETING

Under the aegis of the Office of Advancement at LUMS, the Marketing unit provides a comprehensive marketing plan for the extensive University portfolio. This year, the Marketing team led an integrated strategy for the development of print and digital campaigns, creating a synergistic portfolio highlighting the key value propositions for all schools and programmes at LUMS.

Ranging from 140+ outreach visits to schools across Pakistan, to restructured open days, GMAT and SAT workshops, graduate networking sessions, counsellor sessions and representation in national and international education expos, the Marketing team engaged different audiences at multiple levels. Keeping pace with the current education industry challenges, it worked on redesigning and developing the LUMS website for an improved SEO functionality and enhanced user experience. With the onset of the pandemic, the unit also initiated online/blended learning webcasts to provide updated information to potential applicants.

Data-driven Approach

To drive applications for programmes during the admission cycle, the Marketing unit reviewed the data for preceding years for aligning efforts accordingly and conducting a cost-benefit analysis. Furthermore, an in-depth review and analysis of audience responses to surveys resulted in a cohesive approach towards on-ground activities, print

and digital campaigns. The efforts led to 10% increase in overall application submissions for undergraduate, graduate and doctoral programmes.

In addition, the Marketing unit also developed a dynamic campaign for the newly launched Master of Science (MS) programmes offered by the Suleman Dawood School of Business in the areas of Technology Management, Entrepreneurship, Healthcare and Public Policy.

Nationwide Outreach

The Marketing team at LUMS conducted information sessions at 142 schools and colleges in 25 cities across Pakistan. Through these interactive talks, awareness about University's undergraduate programmes, funding opportunities, possible career paths and the idea of LUMS being open to everyone was highlighted. In addition, continued association with school and college counsellors across the country was strengthened, along with providing general counselling to students, parents and teachers who attended these sessions.

Moreover, the team gained access to relevant audiences by participating in 8 top-tier education expos conducted by DAWN, Beaconhouse School System, LGS, and Pakistan School Counsellors' Association in Karachi, Islamabad and Lahore, and British Council's Counsellors Networking Session.

On-ground Activities

In contrast to last year, the Marketing unit directed efforts towards new initiatives, while retaining the annual LUMS Open Day on campus, with a footfall of 1,488 participants. This year the Marketing unit held School Counsellor Meet-ups in Lahore and Karachi, with participation from over 30 schools, to provide clarity on the range of options available at LUMS and support students with their application process. Retaining footprint in Karachi, for Graduate Programmes, faculty networking session with lead LUMS faculty was scheduled.



Audience at LUMS Open Day 2019

SAT, GMAT, GRE and NTS (GAT) Preparation Workshops

To address challenges regarding the testing criteria for LUMS undergraduate and graduate admissions, the Marketing team organised test preparation workshops in Lahore, and received a positive response from students. The workshops were also broadcast live on LUMS social media platforms to benefit students from across the country.



Attendees at the SAT Workshop

Description	Location	Turnout
SAT Workshop	Lahore	500+
Graduate Testing Workshop	Lahore	280

International Marketing

To expand its reach and achieve the University's aim of having a diverse student body, LUMS recently established the Office of International Affairs. The Marketing unit assisted the Office in building recognition for LUMS in Central Asia and the SAARC region (Kazakhstan and Sri Lanka).

The Marketing team, along with the Office of International Affairs, participated in a University Fair in two cities of Kazakhstan, Almaty and Astana, and met with several top universities to promote faculty and student exchange, research collaborations and student recruitment.

The marketing team also facilitated faculty session with Sri Lankan students to promote its graduate programmes.

- The launch of the Summer Term
The team provided creative solutions and professional consultation to the schools and offices at LUMS to support the marketing needs of the University's following internal and external events:
 - Convocation 2019
 - Graduate Night 2019
 - Orientation Week 2019

New Initiatives

Localisation of 'Learning How to Learn'

The popular Massive Open Online Course, 'Learning How to Learn' by Barbara Oakley was gifted to LUMS by Professor Oakley while she visited Pakistan and joined the DisruptEd series by LUMS. The Marketing unit, along with the LUMS Learning Institute, has taken the initiative to localise this course for the masses and begin its journey of offering distance learning programmes. The University is set to become a pioneer in this one of its kind initiative that will not only benefit the LUMS community but students across the country. The course will be available in Fall 2020.

On-Campus Studio

With the University's decision to venture into online learning, it was essential to have

University Events

The Marketing team assists and supports the launch of key University initiatives. In 2019-20, support was provided for the design and development of campaigns for

- The launch of three new MS programmes
- The inauguration of the Centre for Chinese Legal Studies
- The launch of the LUMS Learning Institute

a facility on campus to record lectures, produce MOOCs and aid various distance learning initiatives. The studio became operational in December 2019.

Visits and Social Engagement

The Marketing unit hosted over 42 international delegations, ambassadors, members of consulates, parliamentarians, senior corporate leadership, policymakers, social activists, educational institutes and senior leadership from the armed forces. The UN Secretary General, His Excellency Antonio Guterres's visit to LUMS was the most high profile event of the year. The session was attended by LUMS students, alumni, academic experts and students from other local institutes.

Media Efforts

The unit aims to enhance the image of LUMS and successfully highlight its academic, research, community and advisory role through compelling success stories of its faculty, students, alumni and staff through international and national media outlets.

12 Press Releases published
337 print, broadcast and digital news placements

Event Coverage

The Marketing unit extended comprehensive and exhaustive support to the schools and administrative offices at the University, and dealt with all types of event coverage requests. It provided support to a wide variety of LUMS events through photography coverage, social media coverage, student society event coverage etc.

151+ university events were covered in 2019-20

Revamping the Digital Marketing Strategy

Social Media Growth 2019 - 2020

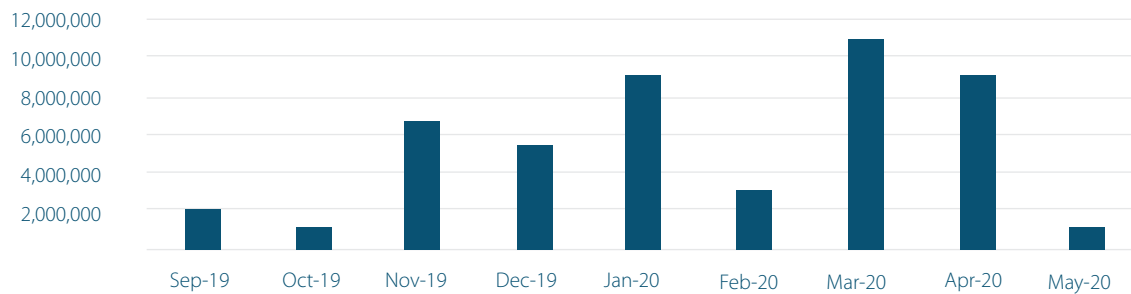
The University realigned its digital marketing efforts with more focus on social media content strategy and driving campaigns based on highlighting the programme value proposition. Facebook followers increased to 779,376 and followers on Twitter also increased by 69%. Similarly, user engagement on Instagram observed a marked increase with a jump of 48,124 followers. The LUMS LinkedIn page followers currently stand at 104,758.



Exploring LUMS Campus on Open Day 2019

FACEBOOK	TWITTER	INSTAGRAM	LINKEDIN	YOUTUBE
Total Engagement 1,950,340	Total Impressions 1,950,340	Total Followers 48,124	Total Impressions 1,854,075	Total Video Views 59,509
No. of Posts 249	Total Followers Count 29,580	Lifetime Likes 71,969		
Total Reach 50,398,040				
Total Impressions 71,996,778				

Total Reach Per Month



Dr. Shahid Masud at Meet the Faculty session in Karachi

LUMS Live

While the world came to a halt due to the pandemic, LUMS took the initiative of starting a new series of live sessions with experts from all areas of life. The purpose was to address a number of topics ranging from current pandemic, emotional distress, blended learning to inspirational poets and musicians etc. to build a platform for conversation with the community at a wider scale. With 22 sessions conducted so far, the initiative has received a great response from students, faculty, researchers, and the general public.



LUMS Live Session 15: COVID-19: In the Eye of the Educational Storm



Knowledge Week's undergraduate SDSB Webcast

Webcasts

LUMS continued its live webcast sessions to interact directly with its target audience. Through live Facebook broadcasts, hundreds of students, parents, teachers and the general public joined in and were able to gain important information regarding the University programmes and admissions. A four-day, Knowledge Week was organised to address the Undergraduate audience, where the LUMS schools got a chance to represent their programmes individually.

Separate webcasts were held for the 20 graduate and PhD programmes offered at LUMS.

Videos Series: LUMS Ki Kahaniyan

LUMS *Ki Kahaniyan* (Stories of LUMS) is a new video series aimed at highlighting the social impact of LUMS. The series covers unique and inspiring stories. These range from the efforts of LUMS alumni to support education in their community and distributing excess food to needy segments of the society, to the multidisciplinary teaching and research approach practiced at LUMS.



The LUMS Ki Kahaniyan video series highlights the University's social impact

New Website Launch

With over 10,000 pages and 28+ sub domains, the LUMS website revamp is a pivotal project set to be launched and completed in 3 phases for design and development: Phase 1 for the LUMS home domain and support websites, Phase 2 for Schools and Centres and Phase 3 to revamp departments and auxiliary identities. With the assistance of a Canadian design consultant firm, the Marketing unit strategised to simplify user experience through clean and simple navigation and homepage, and SEO geared content strategy.

Phase 1 of the website was successfully launched on May 1, 2020. Phase 2 has started and the structure and content audit of Schools and Centres has been initiated. Phase 3 will include revamping department and office websites and will be paced after Phase 2 closure.



The new LUMS website was launched in May 2020

DEVELOPMENT

In the academic year 2019-20, new partnerships and scholarships were set up, and others renewed with the help of generous individuals and organisations.

New Initiatives

- Founding Pro Chancellor Syed Babar Ali donated PKR 60 million in total to set up three endowments of PKR 20 million each, named after his late brothers - Syed Afzal Ali, Syed Amjad Ali and Syed Wajid Ali. Each endowment will sponsor one National Outreach Programme scholar for their entire study tenure at LUMS.
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- LUMS initiated the COVID-19 Campaign to help deserving financially challenged students, staff members and varied



LUMS students and management meet with representatives from PSO and PSO Corporate Social Responsibility Trust

community initiatives. A target of PKR 50 million was set as an initial response goal to bring the community together and help alleviate the most immediate and urgent struggles during the time of the Coronavirus pandemic.

Alumni Contributions

- To honour their academic experience at LUMS, the MBA Class of 1998 on January 22, 2020 pledged to establish an endowment fund worth PKR 18 million, to support the NOP.
- The BSc Class of 2006 at an MoU signing on October 16, 2019 pledged PKR 18 million for sponsorship of one NOP scholar.

Renewal of Commitments

- The Allied Bank Limited (ABL) senior management inaugurated the Allied Bank Hostel, the largest male hostel comprising 222 rooms, and accommodating over 400 students on September 3, 2019. The ABL leadership also inaugurated the bank's first self-service branch on campus that would allow LUMS students to conduct banking independently through a wide array of services.
- The Pakistan State Oil Company (PSO) Corporate Social Responsibility (CSR) Trust on October 17, 2019 pledged PKR 10 million to LUMS to support 10 NOP scholars.



Supporters of the University with Dr. Arshad Ahmad, VC LUMS at the Karachi Annual Dinner 2019

Leaders at LUMS

The President and CEO of UBL Ms. Sima Kamil spoke at the 13th Session of 'Leaders at LUMS' on November 20, 2019. Moderated by Mr. Adeel Hashmi, the session drew a large gathering of students, staff, faculty and other guests.



Ms Sima Kamil, President and CEO of UBL, shares valuable insights during 'Leader at LUMS' session

Donor Stewardship

- The LUMS Annual Dinner held on Friday, December 13, 2019 at Marriot Hotel, Karachi recognised the University's generous supporters and also gave guests an overview of the groundbreaking work being done by students and faculty, as well as the future direction for the University. Hosted by the Office of Advancement, the event was attended by senior management from leading corporations in Karachi, including CEOs from Shell Pakistan, Shafi Group, Mitsubishi Corporation, Dawood Hercules Corporation, Faysal Bank, Hascol Petroleum Limited, Shan Foods and Signify Pakistan.
- The Office of Advancement hosted its Annual Dinner in Faisalabad on Friday, November 22, 2019 to acknowledge

the generous contributions of the Faisalabad community to LUMS. Donors who were acknowledged at the dinner include Mr. Musadaq Zulqarnain, Interloop Limited and Mr. Khurram Mukhtar, Sadaqat Limited. LUMS alumni residing in Faisalabad also attended the dinner.

- The higher management of LUMS including the Vice Chancellor, Members of Management committee and Director Advancement met top leadership of prominent corporates in Karachi and Lahore. Meetings were conducted with CEOs / Directors of renowned organisations including Burque Corporation, Dawood Hercules Limited, Signify Pakistan (Formerly Philipps Electrical Corporation), Shell Pakistan, Unilever Pakistan, Citibank Pakistan, Pakistan Petroleum Limited, Fatima Fertilizers, Interloop Limited and US Apparel.
- The second edition of fundraising's biannual newsletter *Nighebaan* was published in December 2019. The newsletter apprised LUMS valued donors about the recent developments and events happening at LUMS, as well as featured sponsored scholars who expressed their gratitude to the donors.



Supporters and Alumni of the University get together with LUMS leadership at the Faisalabad Annual Dinner 2019

Donor Category	Donations in PKR*
Alumni	43,235,555
Corporations	144,947,149
Funding Agencies	87,963,699
HNIs	12,180,107
Staff/Faculty/Others	5,016,724
Total	293,343,234

*Donations from Sep 1 2019 to April 15, 2020.

ALUMNI RELATIONS

Key Initiatives

- Alumni Working Groups were launched in Karachi and Islamabad. 10 alumni were selected for each group in leadership roles to advance the interests of the respective communities they represent. These Alumni Working Groups 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 second **Vice Chancellor's Alumni Achievement Awards (VC-AAA)**, which recognises 10 alumni annually with outstanding accomplishments across sectors for contributions made to local, regional, national and/or global communities.
- Held ten mentorship and guest-speaker sessions for the community, led and facilitated by LUMS alumni, including alumni from the SDSB and CSS Alumni Associations and internationally renowned experts.

Major Events and Reunions

- In honour of their academic experience at LUMS, the MBA Class of 1998 established an endowment fund worth PKR 18 million this year, aimed to support the National Outreach Programme. To celebrate this commitment, an MOU signing ceremony was held between the Class and LUMS in January 2020.
- Organised an overwhelmingly successful LUMS Alumni Homecoming in January 2020, where over 1200 alumni came back to campus for a masterclass led by one of our deans, and an evening celebrating alumni stars, featuring a smashing performance by the iconic band Strings.
- 16 global alumni reunions/meet-ups were held in cities around Pakistan (Karachi, Faisalabad, Lahore etc.) and around the world (Sydney, Toronto, Riyadh, Seattle etc.).



The second cohort of the VC AAA winners take part in a retreat with the Vice Chancellor and Director of Advancement.

- **13,197** Alumni
- Spread across **53** countries

Geographical Distribution

Algeria	Malaysia
Australia	Nepal
Austria	Mauritius
Azerbaijan	New Zealand
Bahrain	Netherlands
Bangladesh	Nigeria
Belgium	Norway
Brunei	Oman
Canada	Pakistan
China	Philippines
Denmark	Qatar
Estonia	Romania
Finland	Saudi Arabia
France	South Africa
Germany	South Korea
Ghana	Spain
Hong Kong	Sri Lanka
Hungary	Sweden
Indonesia	Switzerland
Ireland	Tanzania
Italy	Thailand
Japan	Turkey
Kazakhstan	UAE
Kenya	Uganda
Kuwait	United Kingdom
Kyrgyzstan	United States
Uzbekistan	

Alumni Achievements

- Making the whole country proud, the short film, *Darling*, directed by **Saim Sadiq, BSc 2014**, won the Orizzonti Award for Best Short Film at this year's Venice Film Festival. *Darling*, the first Pakistani film to be nominated and to have won at the Venice Film Festival, tells the story of a young boy and a transgender girl.
- Saving 9, an organisation founded by **Usama Javed, BS 2013**, was awarded \$25,000 by the Columbia Business School's Tamer Center for Social Enterprise this past year to expand upon their current initiatives, and to launch one of the world's first mental health ambulance systems. The venture aims to create communities of care in Pakistan around pre-hospital care for both physical and mental health emergencies.
- **Hadiya Aziz, BA-LL.B 2011**, has been awarded the Chevening Scholarship, with which she will be pursuing an LL.M in Criminal Law and Criminal Justice at the University of Sussex. As the highest-ranking female Chevening candidate this year, Aziz has also been selected for the Asma Jahangir Award by the British High Commission.
- **Bilal Asim, MBA 2013**, has been selected for the Atlantic Fellows for



The iconic band Strings performs at the Alumni Homecoming.

Health Equity Fellowship programme at The George Washington University, USA, which aims to develop global leaders who have the knowledge and skill to build more equitable health systems and organisations.

- **Maria Farooq, BA-LL.B 2012**, and adjunct faculty at the Shaikh Ahmad Hassan School of Law, was recently promoted to Partner at Axis Law Chambers. She joined the Chambers in 2016 and remains well-regarded for her extensive transactional experience, attested to by her recommendation in the *Legal 500 Asia Pacific*.
- **Umar Farooq, BSc 2018**, represented LUMS at the esteemed Applied Research Competition at New York University, Abu Dhabi campus in November 2019. Farooq and his team won second prize at the competition for their research work on 'Quantity vs. Quality: Evaluating User Interest Profiles Using Ad Preference Managers'. The competition is one of the leading student-run computer science events in the world.
- **Dr. Tania Saeed, BSc 2005**, and Assistant Professor at the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences, has recently published a book titled *Youth and the National Narrative. Education, Terrorism and the Security State in Pakistan*. The book is a unique window into how Pakistan is likely to evolve in the next few decades.



Dr. Tahir Andrabi, Dean School of Education, conducting a Masterclass during LUMS Alumni Homecoming

Office of Admissions

Key Initiatives

- Complete configuration of online application and website for 3 new MS programmes introduced by the School of Business this year.
- Development of new internal evaluation criteria for the School of Business' graduate programmes.
- The ACT Test was introduced this year for UG programmes along with SAT.
- Support services provided to launch the LUMS Summer Term application for visiting students.

Key Initiatives During the Pandemic

- Online Configuration of UG Offers: The complete admission offer process was configured in a system to release them electronically. The offer material was sent to applicants with support from the Marketing Unit.
- MBA File Review & Interviews: The process was completed by making summary dossiers to facilitate the faculty. Shortlisted applicants were interviewed online.
- File Review for the School of Education: Relevant documents were scanned and uploaded in the system to accommodate faculty requirements.
- Applicant Services: Online chat and email services were used proactively to facilitate applicants.
- Flexibility was provided in submitting test scores and supporting documents at a later date for applicants to Graduate programmes. Timely reminders were sent to applicants to keep them updated according to the situation.

Highlights

1,300+ candidates tested for UG programmes in Lahore, Karachi, Islamabad, Multan, Peshawar and Quetta.

Support was provided for Marketing activities and initiatives within LUMS and other cities.

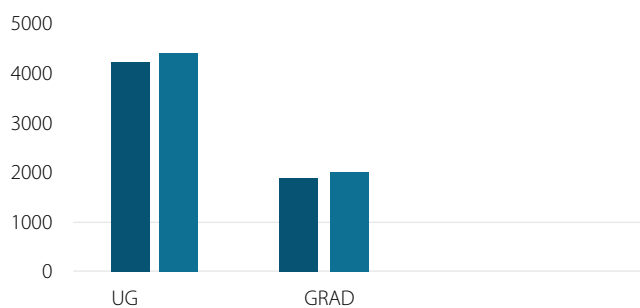
Quality Enhancement Initiatives

- To enhance admission processes, the automation of systems helped the office increase its effectiveness. Better planning and proper implementation of working strategy enabled the team to achieve given targets in a timely manner.
- Staff members attended a training offered by various departments at LUMS to improve interpersonal, computer and communication skills.
- Internal trainings were organised to enhance the Programme knowledge of all the team members. SOPs and flow charts were created to elaborate the process for better understanding and execution.

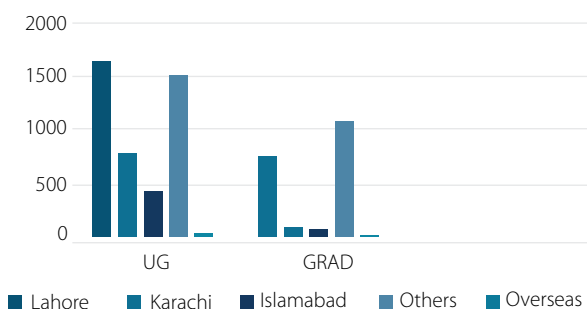
Programme Wise Applications

Indicators	Value (1-5)
UG	4,410
MS Biology	55
MS Chemistry	103
MS Mathematics	57
MS Physics	53
MS CS	214
MS EE	128
MS Economics	41
MS Technology Management & Entrepreneurship	38
MS Healthcare Management & Innovation	9
MS Business & Public Policy	35
MPhil SOE	114
MBA	453
EMBA	36
PhD Biology	100
PhD Chemistry	128
PhD Mathematics	60
PhD Physics	78
PhD CS	55
PhD EE	94
PhD Management	145

Comparison of Received Applications 2019-20



Demographic Breakup of Applications 2020



Office of Financial Aid

Key Initiatives

Women Scholarship for all MBA and EMBA female students

Offered to all admitted female applicants of the MBA and EMBA programmes, this scholarship will support female candidates to pursue higher education on merit and will increase the number of women joining the MBA and EMBA programmes at the School of Business.

Financial Assistance for Summer Semester 2020

As summer semester was announced as a regular semester for all students, hence financial assistance was also made available for this semester.

Financial Assistance for New MS Programmes at the Business School

With the aim to make its programmes accessible to all, LUMS is offering financial support to all eligible local and international applicants applying to the new Master of Science programmes at the School of Business. A 50% scholarship to the top 10% of candidates admitted to any MS business degree programme is being offered. Additionally, to increase access and opportunity for women, it is offering a 50% scholarship to all female applicants gaining admission to the Master of Science programmes.

Total Financial Aid Applications

Total number of financial aid applications received for the new class who were offered admission in 2019:

Programmes	2019	2018
Undergraduate (All programmes)	457	636
Undergraduate (Transfer Applications)	4	5
Graduate (All programmes)	167	152

Aid Disbursement Numbers

Undergraduate	TOTAL	
	No. of Students	Amount (PKR)
MGSHSS	331	193,278,551
SAHSOL	126	81,448,146
SBASSE	352	264,798,271
SDSB	298	184,348,943
Total	1,107	723,873,911

Graduate	TOTAL	
	No. of Students	Amount (PKR)
MBA	51	26,909,918
MS SBASSE	173	49,630,604
MS Econ MGSHSS	8	2,994,040
MPhil SOE	86	21,032,495
Total	318	100,567,057

Postgraduate	TOTAL	
	No. of Students	Amount (PKR)
PhD SBASSE	136	83,764,750
PhD Management	25	15,071,550
Total	161	98,836,300

Others (GMAT/GRE/SAT reimbursement/Processing fee waiver/Special circumstances) **28,935,740**

Grand Total 952,213,008

Total Financial Aid Disbursed

- Till April 2020, approximately PKR 950 Million has been disbursed as financial assistance for the academic year 2019-20.
- 35% of the student body is receiving some kind of financial assistance.

National Outreach Programme

Key Initiatives

This year's Outreach began in October 2019 and after an intensive five month cross-state travel, ended in February 2020. The goal this year was to employ both direct and indirect marketing methods, discover fresh frontiers and build and nurture ties with new and existing educational partners. This year was exceptional as the National Outreach Programme (NOP) Centre achieved its long-held goal to physically conduct Outreach in every single province of the country.

With respect to traditional Outreach, a total of 80 cities were visited in the provinces of Gilgit-Baltistan, Azad Kashmir, Punjab, Sindh and Khyber-Pakhtunkhwa. In this duration, 223 colleges were visited and 226 presentations were given to around 12,981 students.

In the history of the National Outreach Programme, the first-ever Open Day was conducted in Quetta, Balochistan in November 2019. Despite security concerns, the NOP team wanted to raise awareness of higher education in the province and reach out to the untapped potential of its students. The Centre engaged with the CM Balochistan's Office to ensure maximum dissemination of information and turn out at the Open House. Collaborating with local partners such as BEEF (Balochistan Education Endowment Fund), the Balochistan Residential Colleges, social media activists 'Quetta Online' and various other educationists, the event was hosted in the provincial capital where more than a 1,000 attendees were given multiple rounds of presentations on LUMS, the NOP and how students can apply. Feedback received from participants as well as educators was phenomenally positive and the efforts to reach the province were deeply appreciated.

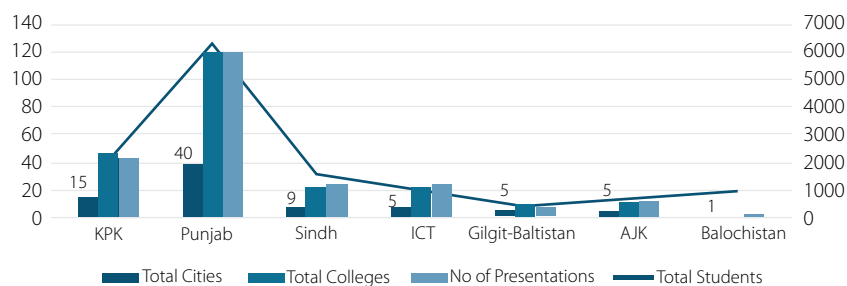
As always, special focus was given to making the NOP Scholarship as inclusive as possible through visits made to minority groups. The Sikh community was reached out to through meetings arranged with the Chairman Sikh Sangat of Pakistan in Nankana Sahib Janam Asthan and Panja Sahib near Hassan Abdal in Punjab. The Centre also joined hands with TRDP (Thardeep Rural Development Programme), a local NGO and visited colleges in Jamshoro, Sindh with a focus to reach out to the Hindu community.

Additionally, in order to expand reach in interior Sindh, sessions were held with the support of DoHR (Department of Human Resources) and over 300 eligible students were guided about the NOP.

Partnership sessions were held with the Care Foundation in Lahore, Mehmood Group in Multan, Al Moiz Industries School System across Punjab and the SOS Village Organisation in Lahore. Students at these venues were particularly guided on the application process and were motivated to apply to the Scholarship.

A special visit was made on the last day of the NOP deadline to Thatta Gurmani under the Gurmani Foundation. The session was attended by 95 students and parents under the tutelage of the foundation. Those with brilliant results were encouraged to apply for the Scholarship. NOP staff assisted the Gurmani Foundation to submit applications of 90 students for NOP SCS 2020 on the very last day of the application deadline.

NOP Outreach 2019-20



NOP Marketing

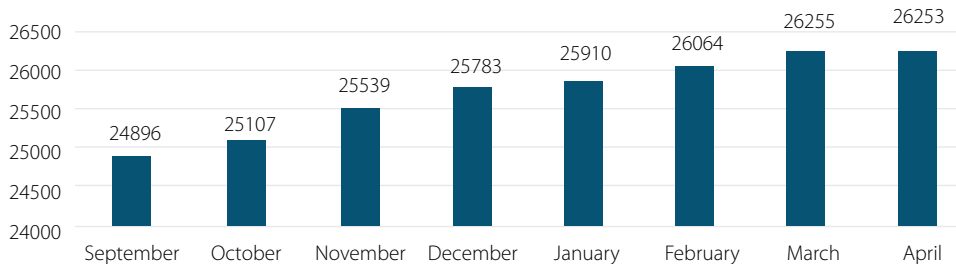
Direct Outreach efforts are coupled with digital and print marketing tools to bolster the message of the NOP and maximise its reach.

With respect to social media, the NOP Facebook page is a medium through which current scholars, prospective NOP applicants and alumni are connected to news, updates and messages from the Centre. Posts are made regarding the NOP application, the coaching session, LUMS Admissions, SAT announcements and achievements of current students and alumni. The goal is to disperse information as well as to promote the page; a positive trend encapsulated in the consistent increase of lifetime likes over a 6-month period.

September 2019 - April 2020

Number of Posts	34
Total Reach	102879
Total Impressions	115229
Total Engaged Users	7440

Lifetime Likes



Print media was also used to raise awareness with a dedicated advertising campaign that ran its course alongside Outreach from October to February. While employing both national and regional newspapers, insertions were made in press where outreach had taken place. This year a specific campaign was additionally designed for the NOP Open Day in Quetta catering purely to press stations in Balochistan and the provincial capital.

NOP Online Application

The NOP Summer Coaching Session (SCS) attracts a diverse pool of applications from all over Pakistan made up of the brightest minds

of the country hoping to experience life at LUMS.

8,046 applications have been received for the NOP SCS 2020, out of which 7,853 are Matriculation candidates while 191 applicants are from the O Level stream.

The Scholarship continues to be a truly national emblem of the University as applicants from over 202 cities and towns have applied with representation from all the provinces.

SAT Funding

LUMS sponsored the SAT for all applicants shortlisted through the NOP Summer Coaching Session (SCS) or those who directly applied to LUMS and after evaluation, were found eligible for financial aid.

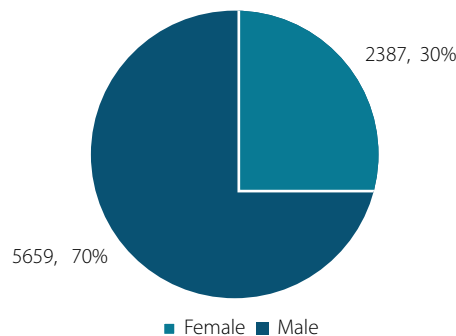
A total of 433 candidates who successfully completed the NOP SCS in July 2019 and met all academic/financial parameters were registered for the SAT at College Board and an amount of USD 49,145.5 was paid as SAT exam fee for these aspirants.

Regarding total funding for 2019-20, as of April 2020, the total amount disbursed to NOP stands at approximately PKR 366 million.

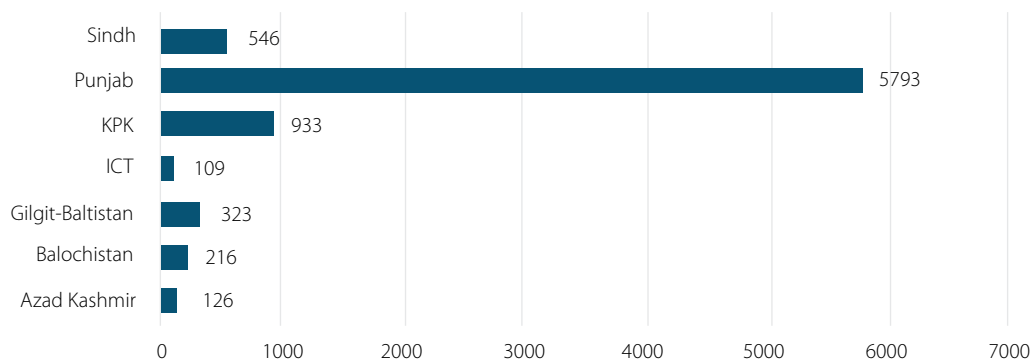
Major Events

- Students who successfully completed the SCS 2019 and were registered for the SAT were given a chance to better prepare by conducting a SAT a mock exam in six cities across Pakistan. The test was administered alongside the Undergraduate SBASSE Admission Test
- Multiple brown bag lunches were arranged with Founding Pro Chancellor LUMS, Syed Babar Ali and various batches of NOP Scholars. The lunches consisted of Scholars displaying their achievements as well as highlighting suggestions to the Founding Pro Chancellor himself in an informal exchange of ideas and thoughts.

Applications: Gender Split 2019-20



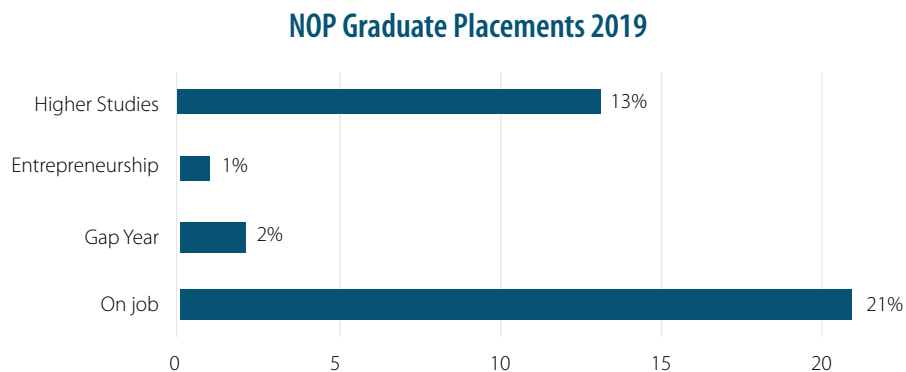
Applications: Provincial Split 2019-20



- In order to better foster and nurture the growth of NOP Scholars at LUMS, the narrative towards increasing social integration was initiated whereby a committee was formulated for the preparation of activities that would bring together all groups on campus: scholars, students on financial aid and the regular cohort.
- The Centre met up with the newly formed Academic Advising Unit and arranged meetings with Scholars in order to develop a robust advising system for NOP Scholars.
- The pilot project of the Learning and Mentoring Programme that ran in collaboration with MGS HSS was set into motion again in order to build on the English language skills of NOP freshmen. Specific focus was given to boosting self confidence in class participation as well as creative writing – skills that would prove beneficial at LUMS.
- Developments were made to the NOP SCS activity framework with the introduction of training exercises known as Energisers, which focus on developing teamwork, tolerance, ethics and open discourse amongst participants. Additionally, in order to increase female participation in extracurricular activities during the SCS, a scavenger hunt was organised across the campus to develop quick-thinking, spatial recognition and sportsmanship.

NOP Placements

NOP Scholars upon graduation enter into multiple fields of study and employment. Figures as of September 2019 are given below:



Office of the Registrar

New Leadership – New Vision

Last year, Dr. Tariq Jadoon, Associate Professor LUMS, and a seasoned higher education professional, Ms. Zara Fateh Qizilbash, were appointed as the Registrar and Senior Deputy Registrar respectively and took over new leadership roles at the Office of the Registrar (RO). Existing resources were reorganised into new teams in order to strengthen the specialised domains and streamline efficiency. This has tremendously improved departmental processes and resulted in better communication across the University.

M Files - Data Archival Project

The Office of the Registrar, in collaboration with IST, initiated a Student Files' Archival Project to digitise student academic records. This project will help create a single point digital repository of all the student data available at RO since inception. The data will be highly secure and only be accessible to relevant stakeholders to facilitate University functions.

Restructuring of University Course Enrolment Process

In order to cater to the course requests of 4,500+ students, RO redefined the course enrolment process at LUMS. Previously, enrolment was on a first come, first served basis. Now, it is staggered according to student year/level. The new process allows an equal and fair chance to every student opting for courses. This will facilitate students to make an informed decision while enrolling in courses and plan their academic career wisely. The duration was also extended to provide flexibility to students to fulfil their minimum load per semester requirements, or a chance for them to enrol in their preferred courses. Extensive changes in system configuration were made due to this enrolment modality.

Introduction of an Online Research Work Registration Tool

RO developed an online enrolment module that eliminates the need of hard copies of research work registration forms. This paperless approach will ensure maximum utilisation of the system's function by involving significantly less manual work, and accurate data management.

Improvement of Grading Features

All grading related manuals were updated according to Zambeel 9.2 (new version) to facilitate faculty and academic support staff. New system configurations were made to enhance the grading input features to make the process more transparent and requiring minimum manual work.

Introduction of Online Course Memo - a Complete Guide for Semester Planning

RO launched Online Course Memo - an automated version of the excel format that was previously used by departments to fill course information for a semester.

Student Noticeboard during COVID-19

In order to facilitate students during COVID-19, Office of the Registrar created a one-stop information webpage to inform students about the changes in University timelines and to communicate new policies that were put together to address the uncertain situation. Information regarding Faculty Teaching Initiatives, Student Counselling, Mental Health and Academic Advising is also available on this page. The link is easily accessible from the LUMS website and is maintained by RO.



New Academic Calendar Rollout

A new detailed and descriptive version of the University academic calendar was introduced last Fall. The academic calendar is a detailed timeline covering all the academic activities handled by RO, along with information about the gazette holidays. The added description will now enable all stakeholders to plan their departmental academic/administrative activities in accordance with the University timelines.

Data Facilitation for University Rankings

RO facilitated various departments across LUMS with the provision of student related data for various national and international organisations for ranking and accreditation purposes. These organisations included, among others, Times Higher Education, QS Rankings, and Higher Education Commission.

Extensive Hands-on Training for Faculty and Academic Departments

RO hosted multiple Zambeel/Gradebook/LMS training sessions for newly hired faculty members. Attendees were given a detailed orientation about grading policies and processes. Extensive trainings and practice sessions of course memos for all school and department coordinators were also held. These sessions demonstrated all the functional and technical system utilities required to offer courses online, keeping in consideration the academic requirements.

Facilitation of the Launch of New MS Programmes by the Suleman Dawood School of Business

Office of the Registrar facilitated the LUMS School of Business during the launch of three new MS programmes: MS Healthcare Management and Innovation, MS Business and Public Policy, and MS Technology Management and Entrepreneurship. RO was responsible for convening multiple meetings with senior faculty members across the University, disseminating discussion points and observations for further deliberation, and making final recommendations to higher university standing committees for the introduction of these academic programmes.

Fast Facts

4,500+
students successfully enrolled

9,200+
online queries handled

Office of Student Affairs

Student Support Services

- The Student Support Services (SSS) department completed another successful Orientation Week (O Week) session for an incoming class of nearly 1,000 freshmen. With 62 individual events during five days, the O Week satisfaction ratings came out at 94%, from a survey of 552 participating students.
- The Office interacted with a number of organisations to assess, improve and promote student services. These included: TDCP, Pepsi, SVWL, MTS, Airlift, IGI Insurance, and many more.
- The SSS department assessed and processed approximately 1,700 petitions for missed exams and instruments.
- SSS also supported the newly set up Office of International Affairs in the promotion, launch and assessment of 15 exchange programmes, and nominated 26 students for exchange programmes abroad.
- 12 new exchange partnerships with leading global universities were introduced.

Career Services Office

- The Career Services Office (CSO) efforts contributed significantly towards the University's Top 190 position in the 2019 QS University Employability rankings.
- 96% of the Class of 2019 obtained jobs or moved abroad for higher education by March 16, 2020. 664 students were sent for internships during Summer and Winter 2019 – up from 529 internships for the same period last year.
- Career Fair 2020 was the largest ever yet at LUMS, with enthusiastic participation from 129 leading and diverse companies, with nearly 2,000 alumni and students in attendance.
- Students also actively visited the

Education Fair 2019 where they interacted with 35 universities. 19 other independent university recruitment drives and information sessions were held across the year. This included an engagement with the French Higher Education Service at the Embassy of France to explore graduate placements at French universities.

- CSO organised 57 recruitment related activities, such as employment drives and assessment centres, etc., as well as 10 guest speaker sessions. A total of 343 job opportunities across 215 companies were opened. Similarly, 261 internship opportunities at 74 companies were promoted to students via the CSO platform.
- 232 students were sent to the corporate offices of 34 leading Companies in Lahore, Karachi and Islamabad to seek mentorship under the Off Campus Corporate Exposure Programme; up from 90 students in 24 companies last year.
- A Personality Trait Assessment was conducted by a certified trainer for 130 students.
- The CSO continued to focus on the strategy of recruiting partner outreach; meeting with HR leadership of 107 companies since September 2019. For the first time, senior teams also visited Hyderabad and Faisalabad to explore career opportunities. 205 new companies are now on board after due diligence.
- For greater outreach to students, a Careers Committee was formed in collaboration with the Student Council.

LUMS Medical Centre

- The Centre logged 8,200 visits; 6,200 of which were consultations by students.
- To augment student-specific services, a medical history form was also developed. This will help document any ongoing illnesses or history specific to students at the Centre. A survey was also conducted to review and assess quality of services.

- A COVID-19 hotline was also set up as a first point of contact for the campus community over suspected illness or to answer queries.

Loan Rehabilitation

- The Loan Rehabilitation department recovered a total of PKR 9,353,332 at the end of the third quarter of 2019-2020.
- The department increased follow ups with alumni through social media in order for them to update their locations and repay outstanding loans. As a result, the long outstanding loans of 27 students were cleared.
- A comprehensive loan policy, documenting the structure, process and SOPs guiding the entire loan rehabilitation process, was developed.

Housing Office

- Triple occupancy was offered to students to overcome the shortfall of spaces in dorms.
- Special arrangements were made to provide accommodation facilities to male and female day scholars who are residents of Lahore.
- Improved living environment of hostels by placing paintings and indoor plants.
- Mosquito repellents were installed in hostels.
- Fire extinguisher cylinders were replaced with updated ones.
- Pantries and washrooms of two male hostels were completely renovated.
- Janitorial services were made available during morning and evening shifts to maintain housekeeping standards in hostels.

Exchange Students

- This year, on-campus accommodation was offered to foreign students. Five students availed housing facility in Fall 2019, and three continued it in Spring 2020 as well.

Berkeley Urdu Language Programme in Pakistan (run by MGSHSS)

11 students stayed in hostels and attended this programme.

Counselling and Psychological Services (CAPS)

Introduction of a Model of Care

- Standardised outcome measures were introduced to assess severity of symptoms, and to chart progress of treatment.
- Performance indicators were introduced for therapists (e.g. Session Rating Scale) to assess effectiveness of therapeutic alliance and administration of treatment.
- A client satisfaction survey was introduced to monitor and improve quality of service.
- A six-session cap was introduced to enable a maximum number of students to utilise the services.
- CAPS introduced a pre-counselling form and '*What is psychotherapy?*' to manage student expectations regarding therapy and the effective allocation of appointments.

Introduction of Quality Assurance

- A *Policies and Procedures Manual* was completed and implemented.
- Current forms (i.e. consent form) were revised, and new forms (such as a discharge form, session notes etc.) were implemented.
- A suicide protocol was developed and implemented.
- Digital record keeping was introduced to assist therapists in planning and monitoring their work.
- A Practice Supervisor has been hired to assist in the management and allocation of appointment bookings.

- A centralised email address has been created and implemented for booking counselling appointments (student.counselling@lums.edu.pk). The response time is 24 hours for all enquires and queries.
- A centralised spreadsheet for monitoring the petition process was completed and implemented. These are processed within 48 hours and forwarded to Student Support Services.
- Work began on the development of Practice Management Software in collaboration with the Department of Computer Science at LUMS.
- The CAPS emergency contact number became operational (0307 024 7704).
- A complaints process was introduced.
- Monthly meetings were scheduled with the Student Council and quarterly meetings were scheduled with the Advisory Board.
- File auditing took place to maintain quality assurance and email auditing took place to prevent omission of emails.
- with FCCU and two Provisional Psychologists successfully commenced their placement programme.
- The HOD completed part one of psychological first aid training.
- CAPS transitioned to online therapy to support the student community during the COVID-19 outbreak.
- Continuing professional development workshops completed by CAPS therapist under the guidance of international qualified and certified field experts on trauma and EMDR.
- Work began on CAPS Live (in collaboration with student council), a platform where students can connect with our counsellors and ask questions impacting their emotional and mental well-being.
- Work began on askCAPS@lums.edu.pk, an extra resource to supplement one to one counselling – a place where students can ask personal questions about psychological and emotional issues and the questions will be answered by a therapist.
- Special discounts with some of the leading psychiatrists in Lahore were negotiated for LUMS students. These include free consultation for needy and deserving students.
- Work commenced on mental health research in order to develop early intervention strategies to maximise student mental well-being.

Achievements

- Waitlist was reduced from 300 students in October 2019 to nil consecutively each month from December 2019 - April 2020.
- To assist with resources, an internship programme was introduced and two interns successfully commenced their internship.
- To assist with resources, a placement programme was introduced in collaboration

Co-Curricular Activities

Events Organised:

220+

External Delegates Hosted:

7,000+

Revenue:

PKR 27 million

New Student Societies:

- Better Educational Engagement Society
- Data Science Society of LUMS
- Radio LUMS
- Raiyat Urban Planning Society of LUMS

Key Events:

- LUMS Consultancy Competition
- Convention for Aspiring Reporters and Media Anchors XI
- LUMS Music Festival
- Psifi XI, Science Conference
- Young Leaders and Entrepreneurs' Summit '19
- LUMUN XVI
- LUMS Annual Photography Summit '19
- Sigma '20

Key Achievements:

- LUMS Entrepreneurial Society represented LUMS at the Hult Prize Foundation
- LUMS Entrepreneurial Society partnered with Social Enterprise World Forum
- LUMS Entrepreneurial Society represented LUMS at Nixor Skyline
- LUMS Daily Student published The LUMS POST
- LUMUN represented the University at MUNTR 2020, Antalya, Turkey
- Debates and Recitation Society at LUMS represented the University at Asia Pacific University Debates, Malaysia
- Five societies held their Social Responsibility Programmes to promote United Nations Sustainable Development Goals

Office of Sports, Wellness and Recreation

New Initiatives

The long awaited Radio LUMS project was resumed. The radio room's construction and licensing is in process.

Major Events Held

There were a number of external and internal group events which took place throughout the year. 31 championships were planned and successfully executed at LUMS. Moreover, 20 male and female teams from LUMS across different sports categories took part in 15 HED (Higher Education Department) and 5 HEC (Higher Education Commission) events during the year.

Highlights

- National Outreach Programme (NOP) Sports Gala 2019
- Freshmen Sports Gala 2019
- Fall Fest 2019
- Project Bunyad
- Women's League 2019
- Clash of Societies
- FCCU Women's League
- UCL Sports Gala
- LUMS Sports Fest 2019
- LUMS Spring Fest 2020
- LUMS Tennis Intervarsity Championship
- LUMS Table Tennis League
- LUMS Squash Ranking Tournament
- LUMS Cricket Tri-Series 2019
- LUMS Basketball Karachi Fixture 2019
- LUMS Home Fixture 2019
- LUMS Inter Staff Tournament 2019
- LUMS-IBA-NED Cricket Karachi Fixture
- LUMS Rugby X 2020
- Mr. LUMS

University Super League Hosted at LUMS

- LUMS organised University Super Leagues, and 31 matches were played at this event.
- The LUMS team also participated in 32 matches held at other campuses.
- LUMS won 40 matches across 15 categories.
- LUMS participated in 15 University Sports League Games 2019-20 organised by the Higher Education Department, Government of Punjab
- LUMS participated in the HEC Intervarsity Championship 2019-20 by Higher Education Commission.

Key Achievements

- The LUMS Volleyball female team secured overall 2nd position (silver medal), and won cash prizes, from among 59 universities at the provincial level University Sports League 2019-20 (USL), organised by the Higher Education Department (HED), Government of Punjab.
- The LUMS male tennis team secured overall 2nd position (silver medal), and won a PKR 75,000 cash prize at the provincial level University Sports League 2019-20 (USL,) organised by the the HED.
- The LUMS basketball male and female teams qualified for the final round at provincial level University Sports League 2019-20 (USL), organised by the HED.
- The LUMS Squash female team qualified for the final round of HEC Intervarsity Championship 2019-20, organised by the HEC.
- LUMS players were selected for the National Games in Peshawar.
 - Two tennis players were selected

to represent the HEC team in the 33rd National Games 2019 held in Peshawar.

- Eight swimmers from LUMS (male and female) were selected in the final squad of the HEC National Team for the National Games. Moreover, the National Games were held at the Coca-Cola Aquatic Centre at LUMS. The second phase for the female swimming trials were held at LUMS under the leadership of Pakistan University Sports Board.
- LUMS competed in the 19th National Women Netball Championship 2020 in Islamabad. The LUMS team placed 6th among 11 teams.
- A variety of programmes were offered to address the wellness and wellbeing of the LUMS community:
 - LUMS Shredded – 287 male and female community members attended classes this year.
 - Various fitness and strength training sessions for male and female were organised.
 - More than 120 students, staff and faculty members attended over 10 wellness and wellbeing programmes
 - 523 LUMS community members were provided training and guidance during strength and conditioning programmes.
 - 147 community members learned swimming from the above mentioned wellbeing programmes.

Revenue

- PKR 13.6 million revenue through memberships and credit hour courses
- PKR 4 million revenue through sports event's registration by SLUMS
- PKR 2 million revenue through Sponsorship Revenue by SLUMS

Gad and Birgit Rausing Library

Key Initiatives

- Multipurpose Learning Commons spaces and facilities are provided for educational purposes specifically for academic learning, research study, and support.
- To support the research and scholarly needs of the community, 'Live Reference Service - Ask a Librarian,' mobile application service was launched. This mobile application connects users to all library reference services and is available for download on Google Play and the Apple App Store.
- The library has updated its research support services through a world-class content management system, LibGuides. This will enable users to find their required content on a customised interface.
- To promote a culture of reading, the library arranged discounts for the LUMS community from renowned booksellers in the city.
- Strengthening its institutional repository, access to theses, dissertations, faculty publications, pictorial and video archives of LUMS along with its journals and newsletter, etc. is available. E-books from the public domain are also part of this repository.
- The library provided access to Grammarly, HeinOnline, Oxford English Dictionary, ProQuest e-Books Central, to the LUMS community. The library is also in the process of acquiring new databases for the community
- and configured to access more than 35,000 online journals and over 180,000 e-books.
- Book and Article Alerts: Alerts are sent to concerned faculty members according to their interest areas.
- e-Kiosks: High-tech computer terminals provide information from subscribed databases for education and research, and facilitate the users to retrieve relevant research data.
- Virtual Private Network (VPN): Provides off-campus access to the library's full-text resources through the Internet anywhere in the world.
- The library has enabled full-text linking of the library's subscribed resources from Scopus and Google Scholar. Users can see LUMS library's links with their search results and access their full text.
- The library started a campaign for the promotion of new publications of LUMS faculty.
- In collaboration with the Gurmani Centre for Languages & Literature, regular lectures are organised in the seminar room.
- A one-day book fair was organised where over 29 leading booksellers displayed their latest titles. LUMS faculty, students, and staff took a keen interest in this book fair and purchased books at discounted rates and also recommended books for LUMS Library. Prominent print and electronic media covered the whole event.
- Celebrating the 142nd birthday of Allama Muhammad Iqbal, the library organised letters, stamps, and books exhibition related to the national poet on a 50% discount for the LUMS community.
- The library has launched its second documentary about library views and comments from LUMS faculty and enrolled students. The primary purpose of this activity is to enhance reading culture among the LUMS community and create awareness about current library resources and its services.

Enhanced User Facilities

The library offers a variety of services to assist the faculty in their teaching and research. These include:

- e-Readers: Kindle e-readers are available for issuance. They are pre-loaded with classics, fiction, and course packs,

Donations

Due to the recognition of the library resources and its services, well-known writer, Dr. Shahnaz Muzammil donated books to enrich the LUMS library collection. She also showed a keen interest in the library services and special collections.

Conferences, Workshops & Training

- The LUMS library, in collaboration with the Higher Education Commission (HEC) and Clarivate Analytics, conducted a hands-on training session. Clarivate Analytics, maintains Web of Science, an online subscription-based citation indexing service that provides a comprehensive citation search. The organisation's representative acknowledged the research output of LUMS.
 - The library conducted a workshop on "Legal Research Methods" with Research Officers (Civil judges) at Lahore High Court Research Centre to brief them about the library law resources and services and familiarise them about e-databases, enhance searching skills, and their usage.
 - The library conducted training sessions for faculty and students on 'Explore the World of Knowledge' and 'Manage Your Research with EndNote'. The session explained how to search and use EndNote to import citations from e-databases, developing a personal library of references, generating in-text references and bibliographies, and how we use cite while writing.
 - A series of sessions on Halqa-e-Danish Ham-`asr Urdū Afsānā were organised in collaboration with Gurmani Centre for Languages and Literature.
 - Eleven orientation sessions and 22 advanced sessions were conducted on research enhancement skills.
- 270,000 titles of historical and government documents. HeinOnline bridges a significant research gap by providing comprehensive coverage from inception of more than 2,700 law-related periodicals and contains the entire Congressional Record, Federal Register, and Code of Federal Regulations back to 1754. Full databases are dedicated to treaties, constitutions, case law, world trials, international trade, foreign relations, and much more.
 - Retrieved, compiled, and presented the University's research output data by generating a systematic report from Scopus and Web of Science.
 - Assistance was provided to faculty in managing their publication profiles on Google Scholar and creating their ORCID accounts to eliminate duplication or ambiguity of similar names in popular indexing services.
 - Enabled full-text links of the library's subscribed resources from Google Scholar and Scopus, enabling students and external members to access research articles.

Library Use

- The library conducted 35 research skills enhancement sessions largely attended by the students and faculty members.
- Annual searches and downloads of



Students engrossed in research at the Library

Research Literature

- HeinOnline is now available for the LUMS community. HeinOnline is a premier online database containing more than 173 million pages and



A student issues a book at the self-help book kiosk

- Access to 36,000 e-Journals
- A large collection of company reports (mostly e-copies), digital press clippings, and Pakistan Periodical Index since 1989 to the present, are accessible through the digital library.
- Being a depository, the library has free access to e-libraries of the WB, UN, IMF, EU and the Asian Development Bank

External Membership Services

The library provides temporary, conditional, and annual membership to LUMS alumni, researchers, international visitors, and postgraduate students. Over PKR 2.3 million was generated through external membership services, this year.

research papers from e-databases during FY 2019-20 were 3,566,659 (13,210/daily)

- Visitors to the library were 578,266 (2,142 daily)
- A total of 33,227 (123/daily) books were issued
- 48,675 (180/daily) renewals were done online through the portal
- 330 external members used the library
- Around 7,000 research articles were provided to the faculty through the Table of Contents service
- The library remains open seven days, till 2 am, and around the clock during exams. In addition to three specialised help desks, students and faculty can chat with reference librarians through a web-based virtual reference service, an instant messaging service, and social media.

Collections and Resources

- 1,479 books were purchased and 2,073 books received through donations, taking print collections to over 270,000 and e-books and e-theses to 180,000

Information Systems and Technology

Technology Introduced

- Upgraded network infrastructure and introduced new technologies for application load balancing, centralised network monitoring, internet traffic filtering, and implemented network redundancy.
- Upgradation of LUMS data centre and consolidation which helped in removing old equipment. Network connectivity was also enhanced up to 10G. This helped in increasing the reliability and the availability of the services to ensure business continuity, saving electricity and electrical costs.
- Configured DR site for ERPs, critical applications, and services to ensure business continuity through high availability and uninterrupted services.
- Did in-depth analysis and upgraded the wireless infrastructure to improve wireless connectivity and stability across the campus. Optimised WiFi services in the Library where students can experience the best connectivity and speed.
- Provided VDI technology to LUMS Library in replacement of old desktop computers.
- Equipped VC office, LLI, and other centres at LUMS with new multimedia technologies.
- Integrated SAP with the Meezan Bank payment portal for real-time IBFT/ IFT payments. This will help make the payment process more effective and automated.
- Planned to upgrade the current SAP to SAP 4 Hana. As a first milestone, 30% of the migration work has been completed.
- Created SAP DR site on an oracle cloud and DR site for core applications to ensure business continuity in case any disaster occurs.
- Upgraded database services which helped in enhancing data security and performance.
- Developed LUMS CES application and portal which provided end-to-end functionality to applicants and administrators for efficient daily operations.
- Configured BigBlueButton for Video Conferencing that allows real-time sharing of audio, video, slides, chat, and screen for teaching online.
- Configured Open Broadcaster Software (OBS) for faculty to record video lectures with their webcams, screens, and additional devices simultaneously.
- Configured Opencast video solution to support the management of audio and video content of class sessions with a restricted user base.

Website Development

Successfully developed a new website on Drupal 8. In the first phase, the following websites have been migrated:

- LUMS main website
- VC Office
- News & Events
- Alumni
- Giving

In the second phase, the website for Schools and different centres at LUMS will be developed.

Facilities for Faculty, Students, and Staff

- Maintained 99.90% network uptime to ensure the reliability of network connectivity and performance within and outside of the campus.
- Replaced and upgraded the fiber media communication connecting male and females hostels to LUMS' main data centre. It improved the network connectivity and speed in the hostels.
- Upgraded Security and Surveillance infrastructure including application and storage to cater to increasing needs of surveillance due to continuous expansions across the campus.
- Performed vulnerability scanning of

LUMS data centre and endpoints to ensure data and information security, and mitigated/fixed the possible security threats.

- Provided 115 new computers/laptops campus-wide to facilitate computational needs of faculty, staff and PhD students.
- Provided 400 internet devices to National Outreach Programme Schools or students on 100% financial aid coming from across Pakistan to enable them to attend online classes.
- Provided online access to students to use LUMS computing labs. This helped the students to participate in the scheduled lab sessions. It also provided access to students to download and install LUMS licensed software as per their educational needs during the COVID pandemic.
- Provided multimedia support to Faculty for online lectures using different platforms during the COVID pandemic. This helped them take online classes without major interruptions.
- Saved millions through in-house hardware repairing of servers, sciences equipment of SSE, sender box, big UPS, etc. It was initiated in addition to the routine hardware repairing of desktop/laptop, printers, or scanners.
- Setup a project management office to track all critical applications related projects and to ensure their quality and timely delivery.
- Helped Faculty in setting up MOODLE (Learning Management System) platform for offering a Blended Learning model of education.
- Provided Microsoft PowerPoint support for recording offline lectures that captures webcam and presentation slides to be shared with students.

such as Adobe Photoshop for designing and enhancing presentation skills.

- Ran bespoke programmes for various departments based on their custom needs including SAP and Advance Excel skills for increased office productivity.
- Designed online trainings on sexual harassment at the workplace in collaboration with the Centre for Accessibility and Inclusivity.
- Workplace Health and Safety online training was provided to staff.
- The Multimedia section arranged two training sessions for classroom staff to train them on multimedia technologies, especially for online teaching and learning.

Requests Handled by Helpdesk

Requests Through System	10,911
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Walk-In Users	5,500
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Total	22,911
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Labs Reservation Stats

Lab Reservations	3,475 Hours
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Multimedia Support

Video Conferences	92 Hours
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Lecture Recording	392 Hours
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Faculty and Staff Training:

- Trained over 200 staff and faculty in IT skills through the IST Training Programme and also offered it to students.
- Introduced new training programmes

Office of Research

	Externally Sponsored Grants (All types)	Externally Sponsored Research Grants	Externally Sponsored Travel Grants	Externally Sponsored Consultancy Projects	Externally Sponsored Events
Proposals Submitted	77	70	0	5	2
Funds Requested	1,832,838,475	1,819,407,165	0	10,218,050	3,213,260
Proposals Approved	28	18	2	6	2
Funds Approved	254,188,669	238,065,397	794,462	12,115,550	3,213,260
Total Funds Received	211,000,000	161,000,000	20,000,000	2,000,000	28,000,000

Research MoUs and NDAs Signed and Processed

2

	LUMS Funded Grants (All types)	Faculty Initiative Fund (FIF)	Faculty Startup Grant (STG)	Faculty Travel Grant (FTG)
Proposals Submitted	76	39	11	65
Funds Requested	51,957,057	36,465,500	16,050,000	35,907,057
Proposals Approved	88	21	11	56
Funds Approved	67,599,772	20,577,500	16,050,000	30,972,272

General Administration and Services

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.

Following are the important additions and changes made at the campus by GAS:

New installations

- Addition of 400 KWp PV Solar System
- Installation of 2000 KVA Gas Generator
- Installation of HVAC BMS in REDC and PDC

Additional Machinery Installed

- Replacement of 28 AHUs in Academic Block
- Installation of 650TR
- Upgradation of HVAC BMS in SBASSE
- New Turbine installation for water supply
- Installation of BMS in lifts
- Upgradation of Electrical Grid Station with state-of-the-art equipment
- Upgradation of Sui Gas line for enhanced pressure

University-wide Renovations and Additions

- Replacement of old fixtures and fittings in Male Hostel 5 and 6
- Overall renovation of Office of Student Affairs
- Construction of Provost Office
- New Human Resource Office in Admin block
- New RO Office in Admin block
- Construction of Admission Inquiry Office near Out Gate
- Construction of Centre for Continuing Education Studies
- 2 offices on ground floor for Office of Accessibility and Inclusion



New fountain installed at the Academic Block

- Construction of Administrative Directors offices for GAS, HR, IST and Finance in Admin block
- Renovation of Executive Dining Hall Meeting Room
- Fixed wooden benches for the student sitting area in Academic Block
- Construction of 8 Student Counsellor Offices in Syed Maratib Ali Sports Complex
- Renovation and extension of VC Office area
- Construction of fountain in Academic Block
- Construction of *Baraderi*
- Development of traditional art work in Academic Block common area, Faculty Lounge, Founders Room and VC Office
- Establishment and construction of 6 dedicated smoking areas

Human Resources

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

As an equal opportunity employer, we offer a dynamic, intellectually stimulating, ethical and professional work environment to individuals striving for excellence. People of different cultures, religions and beliefs co-exist in an environment that reflects tolerance and acceptance, and is appreciative of individuality.

HR aims to create an environment where employees are continuously challenged to take up new responsibilities through formal training, collaborative peer assistance and knowledge sharing.

Initiatives, Achievements and Activities:

Talent Acquisition

- 101 administrative and academic support staff positions were filled.
- 45 student and full-time internships were offered in various departments and schools.
- More than 900 interviews were arranged.
- Recruitment KPIs for employer branding, gender diversity in hiring, and time to hire were realised. 46% of regular staff hires were female and average time to hire was between 25-35 business days.
- End-to-end hiring support was extended to the new centres and offices established under the new management structure.
- Complete transition to online interviewing and paperless hiring was in effect during the recent COVID-19 pandemic.
- Successful internal movements and job placements took place.
- Automation of the recruitment process through SAP SuccessFactors was kicked off.
- Talent Acquisition is now the source for all contract generation, including research and project staff contracts.
- Internal recruitment documentation and SOPs were revised.
- Monthly and need-based recruitment reports and statistics were prepared for management to make data-driven decisions.
- Resource forecasting and budgeting was done for the next financial year.
- HR attended the LUMS Annual Career Fair.
- period, training need assessments, and family information for health insurance.
- Workflows were developed for the integration of adjunct faculty into SAP and their payments through payroll.
- Various letters such as experience, visa, and probation completion were issued.
- HR service delivery and response time to queries was improved through the tracking system called 'HR Helpdesk'.
- Monthly and need-based MIS reports enabled management to make data driven decisions.

Evaluation, Monitoring, and Payroll

- A new grievance handling committee has been set-up in HR as a first point of contact for registering complaints and concerns. Through an investigative and collaborative decision-making process, employee grievances, complaints and disciplinary matters were resolved while ensuring legal compliance.
- Faculty and staff appraisal, and staff promotions for 2019-20 were rolled out.
- Departmental budget management and planning for FY 2020-21 took place.
- The development of SAP SuccessFactors for 'Performance and Goals Management' kicked off.
- Outdated HR forms, policies and SOPs were revised and reorganised.
- Internal and external audits of all employee records, including faculty, staff and employees on externally funded projects, were managed.
- Employee probations were monitored and confirmation letters were issued. Exit interviews were conducted and recorded.
- Several processes were integrated into SAP, including: the new management structure, faculty lines, employee probationary

Employee Benefits, Events and Training

- In-house and external learning and development programmes were arranged. Over 250 staff were enrolled in 43 different training programmes.
- Special discounts were negotiated with different restaurants and brands for the LUMS community. More than 25 restaurants, medical testing services and shopping outlets are on the LUMS discount panel.
- HR planned and arranged employee engagement events including Christmas celebrations, free medical testing camp etc.
- On boarding and orientation sessions were conducted for new staff and faculty.
- The Day Care Centre was moved to a new facility with upgraded space and safety measures.
- Employee data was updated for health insurance cards. Health insurance claim reimbursement time has also been improved.
- New routes for female transport were introduced, which reduced commute times and disparities.

Procurement Office

Description	Turnout
Total Purchase in Millions	PKR 810.7
Total Cost Savings in Millions	PKR 9.64

MAJOR PURCHASES AND PROJECTS

Marketing, REDC and SOE

Print Media Advertisements	PKR 51,699,081
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SBASSE Dean's Office

Micro Probe Station	USD 23,400
Glove Box	USD 17,217
Single Photon Counting Module	USD 9,040

Department of Chemistry

Fume Hood	PKR 3,351,084
Digital Low Speed Diamond Saw w/ Accessories	USD 10,233
Bipotentiostat Hardware and Software	USD 18,587

Department of Biology

Annual Bio chemicals procurement	USD 68,732
Computer Equipment	PKR 1,589,200

Department of Physics

Photovoltaic devices	GBP 20,630
CNC Machine	PKR 1,800,00
DPSS	USD 16,755

Department of Electrical Engineering

Oil Dielectric Tester 100KVA w/ Accessories	USD 20,654
Dynamometer Sensors	USD 10,793

IST

Palo Alto Upgrade	USD 34,387
Oracle DB Annual Support 19-20	PKR 2,210,000
IST Data Center Revamp and Cabling	PKR 2,732,193
KVM Switches	USD 12,666
Application Load Balancer	USD 27,447
Cisco Aironet	USD 70,000
VM Ware	USD 10,575
Osiris Software	EUR 13,005
PowerEdge R740 Rack Server	USD 126,180
Manage Engine Service Desk Subs. of 50 Licenses	PKR 1,399,928
M-Files DMS (Document Management System)	PKR 1,680,000
Cisco SLA and Wireless Controller SLA	USD 10,665
Edge FireWall	USD 18,003
Core Switch	USD 11,119

Facilities and Engineering

Gree Inverter AC 2.0 Ton x 36 units	PKR 4,068,000
Lift Parts	PKR 2,320,000
Round Benches for Academic Block	PKR 1,280,000
Chill Cell pads	PKR 1,680,000
HT Heat Exchanger Sanyo Chiller	PKR 2,349,887

NIC Lahore

PCB Lab	EUR 33,307
3D Printers	USD 9,384

Office of Advancement

Camera Equipment	PKR 4,010,760
Sound Proofing of Studio	PKR 2,576,981



FINANCIAL HIGHLIGHTS

HORIZONTAL ANALYSIS OF FINANCIAL STATEMENTS (PKR IN MILLIONS)

	2018-19	%	2017-18	%	2016-17
Assets					
Non Current Assets	2924	14%	2564	-25%	3412
Current Assets	3574	10%	3256	106%	1580
	6498		5820		4992

Fund Balance and Liabilities

Non Current Liabilities	227	14%	2564	-25%	3412
Current Liabilities	928	10%	3256	106%	1580
Fund Balance	5343	11%	4809	18%	4071
	6498		5820		4992

Fund Balance

Current Fund	1727	7%	1610	23%	1309
Endowment Fund	1915	24%	1541	8%	1422
Scholarship Fund	70	-28%	97	69%	57
Chair Fund	30	-45%	55	2%	54
Sponsored Fund	403	51%	267	8%	246
Fixed Asset Fund	1197	-3%	1239	26%	983
	5343		4809		4071

Income and Expenditure

Income	5795	7%	5395	15%	4683
Expenditure	5262	15%	4575	12%	4091
Surplus	533	-35%	820	39%	592

VERTICAL ANALYSIS OF FINANCIAL STATEMENTS (PKR IN MILLIONS)

	2018-19	%	2017-18	%	2016-17	%
Assets						
Non Current Assets	2924	45%	2564	44%	3412	68%
Current Assets	3574	55%	3256	66%	1580	32%
	6498	100%	5820	100%	4992	100%

Fund Balance and Liabilities

Non Current Liabilities	227	3%	2564	3%	3412	2%
Current Liabilities	928	14%	3256	15%	1580	17%
Fund Balance	5343	82%	4809	83%	4071	82%
	6498	100%	5820	100%	4992	100%

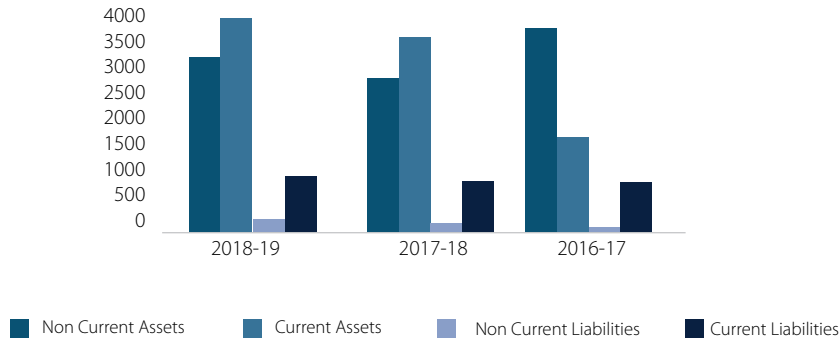
Fund Balance

Current Fund	1727	32%	1610	33%	1309	23%
Endowment Fund	1915	36%	1541	32%	1422	8%
Scholarship Fund	70	1%	97	2%	57	69%
Chair Fund	30	1%	55	1%	54	2%
Sponsored Fund	403	9%	267	6%	246	8%
Fixed Asset Fund	1197	22%	1239	26%	983	26%
	5343	100%	4809	100%	4071	100%

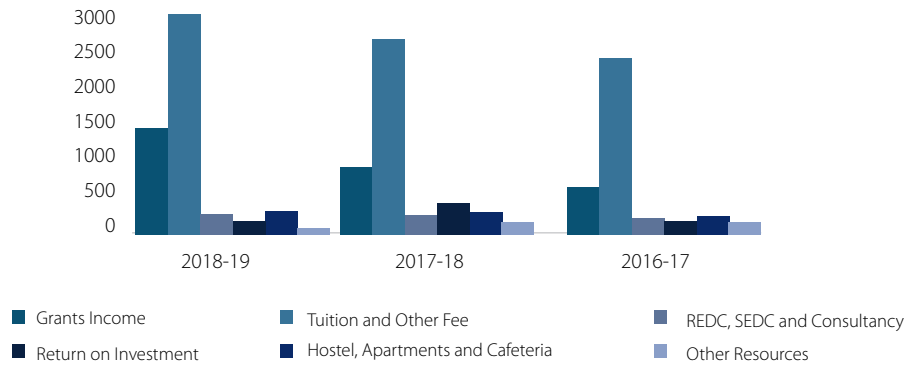
Income and Expenditure

Income	5795	100%	5395	100%	4683	100%
Expenditure	5262	91%	4575	85%	4091	87%
Surplus	533	9%	820	15%	592	13%

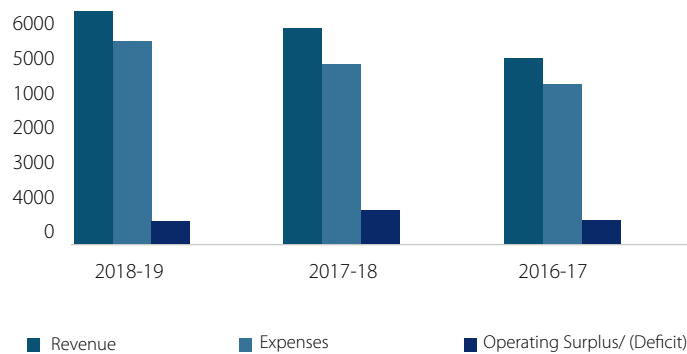
SUMMARY OF ASSETS AND LIABILITIES (PKR IN MILLIONS)



REVENUE COMPOSITION (PKR IN MILLIONS)

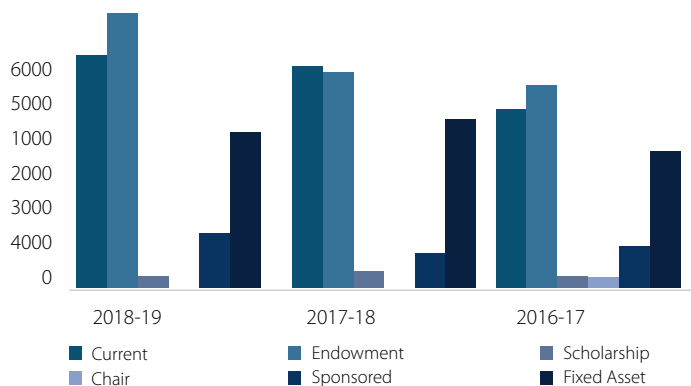


REVENUE AND EXPENSE COMPARISON (PKR IN MILLIONS)

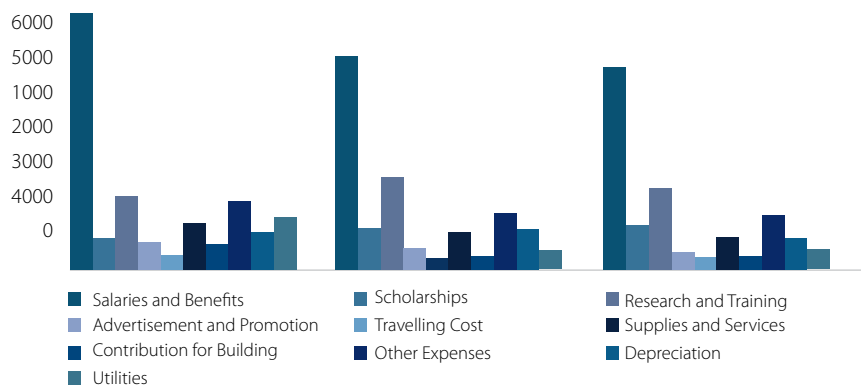




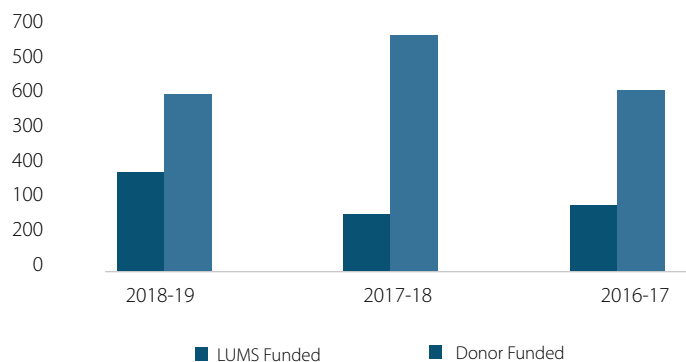
FUND SUMMARY (PKR IN MILLIONS)



EXPENSE COMPOSITION (PKR IN MILLIONS)



SCHOLARSHIP DISBURSEMENTS (PKR IN MILLIONS)



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