



LUMS



ANNUAL REPORT 2017





Message

from the

Vice Chancellor

Dear Friends,

LUMS has always been a pioneer in higher education starting from the Case Teaching Method adopted for the MBA programme launched more than thirty years ago and followed up with the four-year undergraduate programme in humanities and social sciences, an integrated science and engineering programme, a five-year BA-LL.B (Hons) programme and now the MPhil in Education Leadership and Management programme from the new School of Education. This institution does not believe in resting on its laurels and strives to achieve higher levels of excellence in yet more exciting areas. No wonder then that this year has brought us within touching distance of achieving our initial target of being placed among the top 100 universities of Asia.

There have been several firsts at LUMS this year. With the firm belief that learning cannot stop when one graduates from a university, LUMS brought a refreshing approach towards passion based learning, with the launch of the Lifetime Learning @LUMS programme, extending its boundaries to non-academic audiences. In order to provide for opportunities for young adults to use their summers to expand their horizons and explore new areas of scholarship, Summer School @ LUMS was launched, providing a glimpse into college life for these students still at school.

Adding to the state-of-the-art sports facilities at LUMS, the Coca-Cola Aquatic Centre, established with the support of Coca-Cola, was inaugurated in April 2017. The grand Aquatic Centre, is the first ever FINA (Fédération Internationale de Natation Amateur) approved indoor swimming facility in a Pakistani university, with an eight lane, 25-meter length pool. Not only does it add a much sought after sport at LUMS, it will also serve as a facility for national and international water sports competitions.

Exciting opportunities are on the horizon as LUMS won the bid for hosting the National Incubation Centre at LUMS at a cost of PKR 600 Million to be funded by the ICT R&D Fund to house an incubation centre, an accelerator, a design thinking lounge, MakerLab for the gadget enthusiasts and a plug-n-play centre.



Supporting talent across the nation has been the highest priority for LUMS. In line with this aim, PKR 697 Million financial aid was disbursed in 2016-17, with 30% students receiving some form of financial aid during the year. More than PKR 395 Million was given to National Outreach Programme students during 2016-17.

Keeping up with our excellent record of employee satisfaction, this year 86% of the graduating class was placed within 4 months of graduation, with confirmed job offers or placements in premier institutions abroad. Twenty graduates of the class of 2017 qualified the CSS exam, joining a rapidly expanding LUMS legion of civil servants. The hallmark of LUMS, collective excellence and individual talent was displayed by our community as Saman Tariq won the Rhodes Scholarship from Pakistan for 2016, a three-person team won the regional Brand Storm Competition and went on to compete in Paris for the world prize, LUMS won silver in tennis, and numerous graduates joined top ranked universities the world over.

Remaining true to its initial benefactors - the business community, during the past year, the Rausing Executive Development Centre launched a total of 22 customised programmes for leading public and private sector organisations. Earlier, in July 2016, our MBA and Undergraduate programmes were awarded full accreditation by the National Business Education Accreditation Council (NBEAC). Additionally, SDSB has forged a partnership with the University of California Berkeley through the Berkeley-Haas Global Access Programme. The School also welcomed Sabanci University, Turkey and the Gordon Institute of Business, South Africa on-board for exchange programmes. LUMS cases are now also available online through the Harvard Business Publishing website.

Having launched the English Literature major which follows a History major launched a year prior, Mushtaq Ahmad Gurmani School of Humanities and Social Sciences has ensured that LUMS remains an academic leader in “liberal arts.” Minors in Urdu Literature and Religious Studies have also been launched. The School continued to be the intellectual heart of the University with its international speaker series, conferences and workshops on a variety of topics from Pakistan at 70 to State, Society and Democracy to Regional Cinema to South Asian Sufism to organising LUMS’ first Punjabi play and a memorable Qawwali by Fareed Ayaz.

Building on its tradition of carrying out high quality research, this year, the faculty of the Syed Babar Ali School of Science and Engineering had, compared to any other university in the country, the highest percentage of projects (25 out of the 39 submitted) approved for funding from the Higher Education Commission under the NRPU project, placing it at the highest position in terms of acceptance rate. Four of our faculty members won the National Research Productivity Awards from Pakistan Council for Science and Technology. This is a recognition of the quality of our research and the calibre of our faculty and students. Two of only a handful of projects approved under the HEC-USAID programme were won by LUMS faculty in the areas of Cyber-Security and Nanomaterials. A research project

aimed at developing sensors for automated detection of milk contamination has also recently been approved with partners from Koç University, Turkey. A majority of the nearly PKR 500 Million of research projects won by LUMS faculty has been spearheaded by SBASSE faculty and with the recent addition of the Chemical Engineering programme, the future of science and engineering at LUMS is bright.

The Shaikh Ahmad Hassan School of Law launched its own LUMS Law Alumni Association earlier this year. The budding lawyers of our Law School participated in moot court competitions in Nepal, the US and Australia and hosted the 6th LUMS National Moot Competition as well as the first ever International Council for Commercial Arbitration/ICCA arbitration skills workshop in Pakistan. The School’s conference on “Arbitration in Pakistan: A lost cause?” included senior practitioners from the UK, UAE, Singapore and of course Pakistan, an important milestone in the legal academic journey of the School of Law.

The LUMS School of Education was established at the start of 2017 with a vision to transform the education landscape of the country. It has seeded a substantive network of partnerships with leading universities around the world and stakeholders in the public, private, donor and non-profit sectors of education in Pakistan. With these early successes, the School is well-positioned to launch in Fall 2018, the MPhil in Education Leadership and Management, a Minor in Education for LUMS undergraduates and a Professional Education Institute for Policy and Practice.

All of our efforts, past and future, are made possible by our generous alumni, and other friends in helping shape the School’s legacy for the 21st century. Their support has enabled us to host 27 international reunions across 5 continents attended by 800+ alumni from around the world.

It is heartening indeed to see LUMS lead in research, scholarship and knowledge exchange. Its brilliant students, inspired by a world-class faculty and supported by a superbly qualified and dedicated staff, continue to reach for the stars. This report captures the essence of the initiatives and achievements of this past year and I invite you to read further.

Prof. Dr. S. Sohail H. Naqvi

Vice Chancellor, LUMS

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2018 FACT FILE

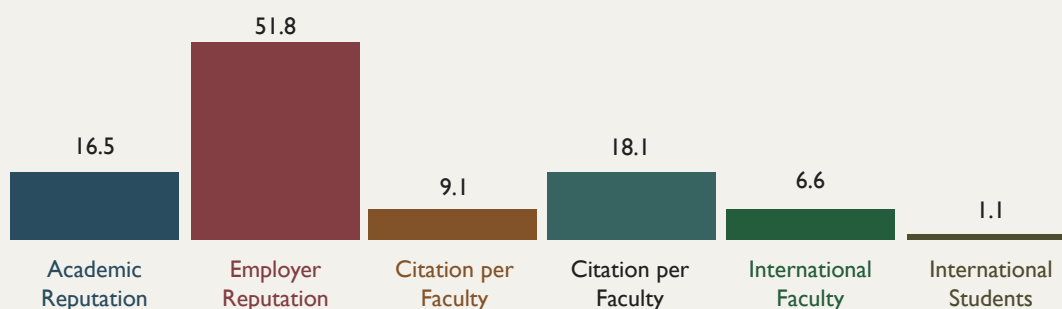
SCORES BY INDICATOR
EACH INDICATOR CAN REACH A
MAXIMUM OF 100 POINTS

At 215 globally, the Employer Reputation indicator is the strongest one for Lahore University of Management Sciences (LUMS).

OVERALL
RANK
701-750

Scores by Indicator

Each Indicator can Reach a Maximum of 100 Points



Underlying Data & Ratios

Verified Data

Students	4,091	Citations (Normalised)	3,989
International Students	6	Citations (Excluding Self-Citations)	3,331
Faculty Staff	276	Citations (Including Self-Citations)	4,446
International Faculty	11	Papers	767

The figures above are full-time equivalent (FTE). In those cases where only the headcounts were available, the FTE was calculated by applying a ratio based on country or regional average.

Papers period: 2011-2015 | Citations period: 2011-2016

Faculty Student Ratio
Faculty Staff per 100 students

6.7

Global Median 7.7

Citations Per Faculty
Normalised citations per faculty member

14.5

Global Median 32.6

International Faculty Ratio
International Faculty staff per 100 faculty members

4.0

Global Median 9.5

International Students Ratio
International students per 100 students

0.1

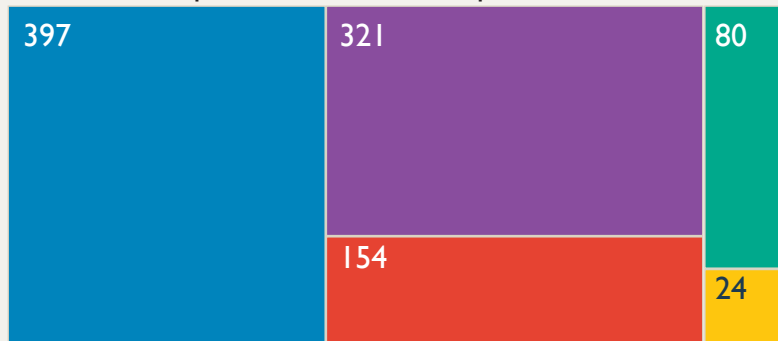
Global Median 10.3

Research Output

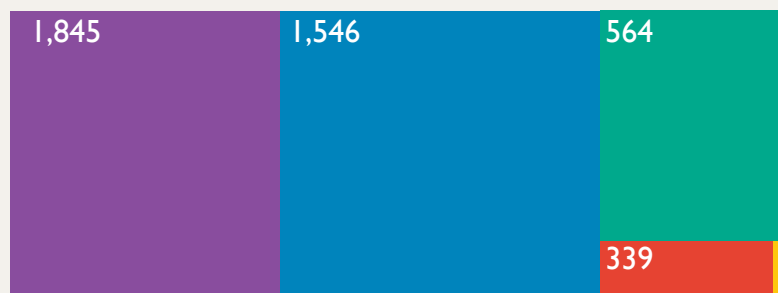
Papers and Citations by Subject Area

PAPERS

Indexed in Scopus in the 2011-2015 period



CITATIONS (EXCLUDING SELF-CITATIONS)



- Arts & Humanities
- Engineering & Technology
- Life Sciences & Medicine
- Natural Sciences
- Social Sciences & Management

* Data as extracted from QS Fact File



Suleman
Dawood
School of
Business
(SDSB)



Message

from the **Dean**

This was a fantastic year for the Suleman Dawood School of Business (SDSB). In March 2017, we received the wonderful news that the reputed QS World University Rankings (by subject) have ranked the SDSB amongst the top 251-300 business schools in the world, top six in South Asia and at number one in Pakistan. This is a significant achievement for the School, and the credit goes to the entire SDSB faculty and staff. Earlier, in July 2016, our MBA and Undergraduate programmes were awarded full accreditation by the National Business Education Accreditation Council (NBEAC), placing the School in the highest quality category of 'W'.

As most of you know, SDSB has pioneered the case method form of teaching in Pakistan. In October 2016, we were approved as a partner distributor by Harvard Business Publishing (HBP). Cases written by the SDSB faculty are now available online on the HBP catalogue. Congratulations to the entire SDSB community for these achievements!

I would like to welcome new SDSB faculty members, Dr. M. Azfar Nisar, Dr. Muhammad Shafique, Dr. Moeen Naseer Butt, Dr. Anjum Fayyaz, Dr. Fahad Mehmood, Dr. Faiza Ali, Dr. Omair Haroon, Dr. Syed Aun Raza Rizvi and Dr. Zainab Riaz to the School.

Research and scholarship at the SDSB go hand in hand with teaching, business engagement and service. In 2016-17, the 'A' ranked journal publications of the SDSB faculty (rankings determined through Master Journal List of Australian Business Deans Council (ABDC) and Academic Journal Guide of Chartered Association of Business Schools - ABS) increased by 30%.

In terms of teaching, the first batch of our Management Science undergraduate programme graduated in 2016. It is with a feeling of pride that I can tell you that 84% of our students received employment offers soon after their graduation. I am also pleased to share that a total of 365 students graduated from different degree programmes of SDSB in July 2017. Our international exchange programme is moving forward successfully with 15 of our students going abroad to study this year. Additionally, we have formalised a partnership with the University of California Berkeley through the Berkeley-Haas Global Access Programme through which our students will be

exposed to a wonderful study abroad experience. We have also recently welcomed Sabanci University, Turkey onboard for an exchange programme.

Ever the innovators in executive education, the Rausing Executive Development Centre (REDC) launched 14 customised and 4 open enrolment programmes last year. A total of 22 customised programmes were conducted for leading public and private sector organisations including Unilever, Bank Alfalah, Engro Corporation, Telenor Pakistan, Punjab Resource Management Programme, Coca-Cola Pakistan, and The City School.

In 2016-17, the Centres at SDSB organised three research conferences in partnership with international institutions as well as local public/private organisations. In April, SDSB hosted the 'International Gender, Work and Society Conference' on the theme of Challenges, Opportunities and Prospects for Women's Economic Empowerment in South Asia and Beyond. The 2nd Islamic Finance, Banking and Business Ethics Global Conference 2017 took place in Malaysia. Meanwhile, the 6th Asian Management Research and Case Conference took place in May in collaboration with University of Dhaka, Bangladesh. The topic of this conference was 'Emerging Business Trends in Asia'. In Spring 2017, we also established China Pakistan Management Initiative (CPMI) based at SDSB-LUMS to capitalise on the potential for management development, research, teaching, and consultancy in the wake of China Pakistan Economic Corridor (CPEC).

Jawad Syed, PhD
Dean and Professor of Organisational Behaviour,
Suleman Dawood School of Business

SDSB HIGHLIGHTS

FACT FILE

SDSB

MGS/SS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE OFFICES

23

Research seminars and case roundtables organised by the Strategic Sector Research Centre

6

Case Teaching and Case Writing workshops organised

89%

of MBA 2017 graduates secured jobs within 2 months of graduation

10

Merit-based scholarships awarded to ACF students by CFA institute

November 2016 and July 2017 - SDSB Faculty Team Building events

December 2016 - SDSB Staff Team Building event

SDSB Impact - Quarterly inaugural issue launched

MBA programme augmented with 'Experiential Learning,' MBA 2018 will be the first class to pass out from the restructured programme

MBA Student Exchange Partnership established with Gordon Institute of Business, South Africa and Haas School of Business, University of California, Berkeley

Bain & Co., Dubai & Backoffice, Dubai hire MBA students as Associate Consultants and Business Development Managers

105

ACF students opted for the ACCA Accelerated Programme

Undergraduate programme recruiting companies include international organisations: Bain & Co. UAE, McKinsey & Co., PWC Qatar, KPMG etc.

'Gender, Work and Society: Challenges, Opportunities and Prospects for Women's Economic Empowerment' - International conference organised by Social Enterprise Development Centre (SEDC) in April 2017

2nd Islamic Finance, Banking and Business Ethics Global Conference 2017 - 'Risk Sharing Islamic Finance: Challenges, Innovation and Leadership' - organised by the Centre for Islamic Finance in April 2017

Nearly 40 Leadership Lectures and Guest Speaker Sessions held. Most of these sessions organised through Graduate Clubs and Societies and Classroom Sessions

Harvard Business Publishing (HBP) approves distribution of Suleman Dawood School of Business (SDSB) cases through their website. SDSB cases are available alongside Harvard cases from Fall 2017. Other HBP partners include institutions such as Stanford, Babson, Wharton, IMD and Princeton.

EMBA successfully completed 2 weeks' International Study Module in Summer 2017: the students visited Google, Oracle, SAP, Sequoia Capital and attended lectures by faculty from Stanford University and University of California, Berkeley

6 faculty members receive case teachings and training from Ivey Business School and Harvard Business School

Emerging Business Trends in Asia – 6th Asian Management Research and Case Conference - organised by the Case Research Centre and Strategic Sectors Research Centre with and at the University of Dhaka, Bangladesh in May 2017

CGPM developed 2 new courses for the undergraduate minor in Public Management:

- MGMT 246 - ICT in Government by Shafay Shamail
- MGMT 345 - Entrepreneurship and Innovation in Education by Jazib Zahir

72 internship offers made to MBA 2018, including 90% placement in MNCs

STUDENTS

The School welcomed new and returning undergraduate, graduate and doctoral students on campus.

BSc

All Four Years Total Enrolment for ACF and MGS **1101**

Class of 2021 ACF and MGS **312**

 **63%**
197

 **37%**
115

BATCH SIZES

SDSB 2021 Freshmen	312		
SDSB 2020 Sophomores	254	ACF: 152	MGS: 102
SDSB 2019 Juniors	260	ACF: 175	MGS: 85
SDSB 2018 Seniors	275	ACF: 203	MGS: 872
		ACF: 530	MGS: 259

MBA 2019

Class Size **49**



Males **42 (86%)**



Females **7 (14%)**

Average Age **25 years**

Average Experience
2.5 years

Average GMAT
620

- Around 55% of the MBA class mix comprises of Accounting, Finance and Business majors while 40% students belong to an Engineering major
- This year, some of the MBA students also participated in the Silicon Valley Summer Programme in July. The students visited offices of successful Pakistani entrepreneurs and venture capitalists to learn from their experiences and get a global perspective of opportunities in the Valley. The visited companies included Plug and Play, Google, PayActiv, Fresh Desk, Carbonated.TV, Presidio Partners and Sequoia Capital. They also got a chance to visit and attend a few lectures at Stanford University and University of California, Berkeley as part of their trip.

EMBA

Class of EMBA 2019

29



Average GMAT

470

- One Chinese student joined the EMBA 2018 programme following international outreach during the previous year
- For the annual Summer Programme, EMBA students visited the Silicon Valley in July and met with successful Pakistani entrepreneurs and venture capitalists in San Francisco Bay Area, attaining a global perspective of opportunities in the Valley and learning about their businesses first hand. Companies which the students visited included: Plug and Play, Google, PayActiv, Fresh Desk, Carbonated.TV, Presidio Partners and Sequoia Capital. They also got a chance to visit and brush shoulders with faculty at Stanford University and University of California, Berkeley as part of their trip
- Some of the EMBA students visited corporations in Karachi in August as part of their Summer Programme. They visited head offices/plants and met with senior officials of REON - DH Corp, Mondelez, Arif Habib Ltd., Gerry's Dnata, State Bank of Pakistan, Indus Motors, Shell and Unilever

PhD

Doctoral students admitted in 2017

5

**Specialisation**

PhD Operations Management

2

Organisational Behaviour

3

Average GMAT

612

- SDSB has 29 PhD students in Finance, Organisational Behaviour and Operations Management streams in the PhD Management Programme

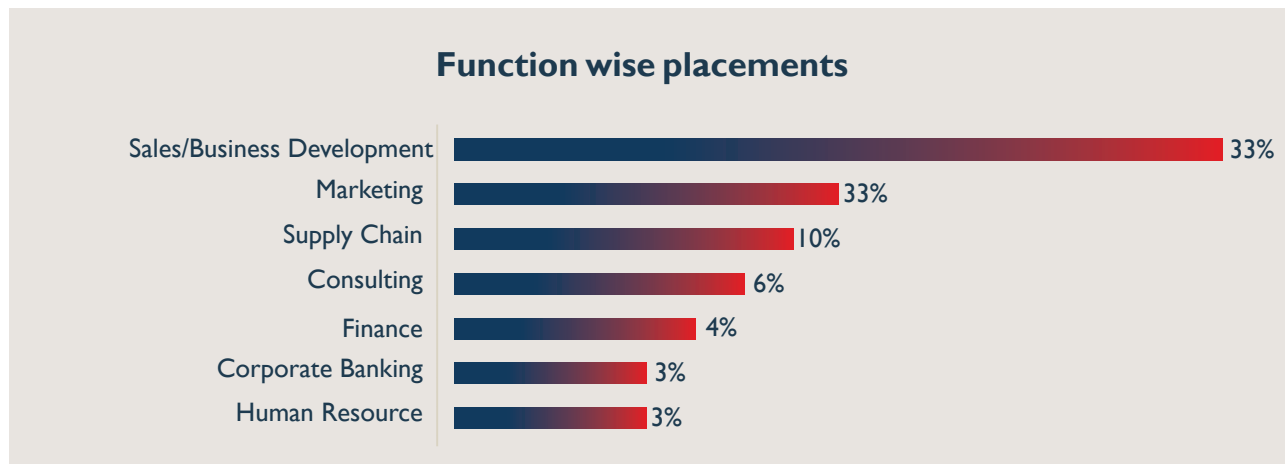
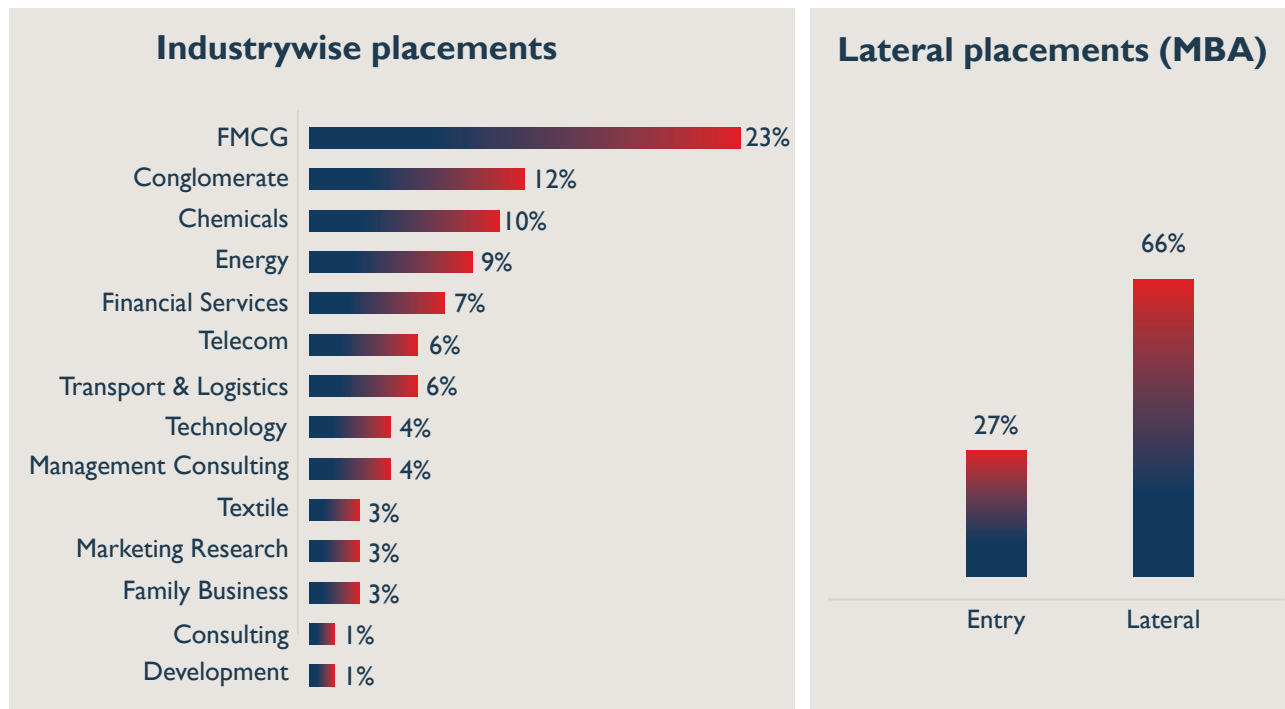
10 MBA students went on an exchange semester abroad

4 major MBA Club and Society events held: TEDxLUMS, HR Confluence, Marketing Colloquium, Global Management Synergies, Finance Prometheus Challenge. The events encompassed various Business Case Competitions, Functional Expertise Workshops and Harvard Business School Online Simulations

PLACEMENTS

MBA

- o Average salary PKR 138,923
- o Highest Salary \$ 12,000



ACCREDITATION AND QUALITY ENHANCEMENT

- National Business Education Accreditation Council (NBEAC), Higher Education Commission of Pakistan (HEC) awarded SDSB MBA and Undergraduate programmes the highest accreditation category of “W” for five years
- SDSB has submitted the second iSER update for AACSB International Accreditation
- Assurance of Learning (AOL) programme has been implemented to assess the achievement of its programme learning goals across all degree programmes
- European Foundation for Management Development (EFMD) Membership restored as an initial step towards EQUIS accreditation

FACULTY AND RESEARCH

Organisational Behaviour and Human Resources

- Dr. Jawad Syed (Macquarie University, Australia)
- Dr. Faiza Ali (Macquarie University, Australia)
- Dr. Muhammad Shafique (Maastricht University, School of Business and Economics, The Netherlands)
- Dr. Muhammad Azfar Nisar (Arizona State University, USA)
- Dr. Anjum Fayyaz (Copenhagen Business School, Denmark)

Accounting and Finance

- Dr. Omair Haroon (The Hong Kong Polytechnic University, Hong Kong)
- Dr. Syed Aun Raza Rizvi (INCEIF, Malaysia)

Operations Management and Information Systems

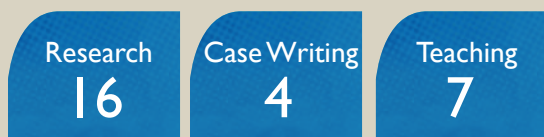
- Dr. Zainab Riaz (Loughborough University, UK)
- Dr. Fahad Mehmood (Politecnico di Torino, Italy)

Marketing

- Dr. Moeen Naseer Butt (Ivey Business School, Western University, Canada)

EXCELLENCE AWARDS

SDSB introduced excellence awards in Research, Case Writing and Teaching to recognise faculty achievements over the year. Following are the areas of achievements with the number of awards:



CASE RESEARCH CENTRE (CRC)

Output (Cases and Notes)

Year 2013	Year 2014	Year 2015	Year 2016
29	41	62	29

SDSB IMPACT – RESEARCH NEWSLETTER

In November 2016, the Case Research Centre (CRC) launched the inaugural issue of its research newsletter - SDSB Impact. The purpose of this newsletter is to summarise important findings of the research conducted by the SDSB faculty and share those findings with managers, executives, entrepreneurs and policymakers. The second and third issues were published in April 2017 and September 2017, respectively.

HARVARD BUSINESS PUBLISHING (HBP) AND SDSB ASSOCIATION

Harvard Business Publishing (HBP) has approved the distribution of SDSB cases through its online catalogue and the cases will be available (from Fall 2017) alongside Harvard cases. This is a major achievement for the CRC and an incredible accomplishment for the SDSB faculty and LUMS. It will put SDSB cases and the faculty on the international case map, and some of these cases would be taught across the globe.

FACULTY WORKSHOPS

1. Case Writing Workshop Session 2
2. Participant Centred Teaching for MBA/EMBA
3. Case Writing Workshop
4. Undergraduate Case Teaching Workshop

ANNUAL INTERNATIONAL RESEARCH CONFERENCE

6th Asian Management Research and Case Conference (AMRC)

Theme: Emerging Business Trends in Asia
May 22-23, 2017

Venue: University of Dhaka, Bangladesh
International Partners: Indian Institute of Management Bangalore, GSB Universiti Sains Malaysia, University of Wollongong Dubai, University of Dhaka



5 Journal cases published in Asian Journal of Management Cases (AJMC) and Case Research Journal (CRJ)

STRATEGIC SECTORS RESEARCH CENTRE (SSRC)

Research and Scholarship Output	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017
Journal Articles Published	14	19	18	21	19
“A” Rated Journal Articles Published	8	10	10	13	5

23 Research Seminars and Case Roundtables

Research Workshops

- o Dr. Amir M. Sharif, Professor, Brunel Business School, Brunel University London
 - i. Qualitative Research Workshop
 - ii. Journal Paper Writing Workshop
- o Dr. Anoop Madhok, Professor of Strategy, Scotiabank Chair in International Business and Entrepreneurship, Schulich School of Business, York University
 - i. Publishing in Top Tier Journals
 - ii. The R & R Process

The research centres continued to reinforce their emphasis on rigorous and impactful sector-specific scholarship in 9 strategic sectors:

- o Islamic Finance
- o Agribusiness
- o Entrepreneurship and Family Business
- o Education Management
- o Energy Management
- o Textiles
- o Healthcare and Pharmaceuticals
- o Financial Services
- o Transportation and Logistics

Upcoming AMRC Conference

7th Asian Management Research and Case Conference (AMRC)

March 23 - 24, 2018

Venue: Pearl Continental Hotel, Bhurban



Theme: Convergence or Divergence: Emerging Trends in Management Research and Cases in Asia

Sub Theme: China's One Belt, One Road Initiative: Implications for Management and Organisations in Asia

International Partners: Indian Institute of Management Bangalore, GSB Universiti Sains Malaysia, University of Wollongong Dubai and University of Dhaka



New SDSB Advisory Board

- Prof. Simon Bell, Director of Executive Education, University of Melbourne, Australia
- Prof. Jikyeong Kang, President and Dean, Asian Institute of Management, Manila Philippines
- Prof. Ralf Boscheck, Lundin Family Professor of Economics and Business Policy IMD, Switzerland
- Prof. Alnoor Bhimani, London School of Economics, UK
- Prof. Bob Kennedy, Dean Ivey Business School University of Western Ontario, Canada
- Dr. Shahid Ansari, Chief Executive Officer, Babson Global, USA
- Mr. Salman Amin, Chief Operating Officer, SC Johnson and Son, USA
- Mr. Fred Hasan, Managing Director, Warburg Pincus, USA

CENTRE FOR ISLAMIC FINANCE (CIF)

7 IF
related research
papers in
2016-17

Working Papers

- Identity Conflicts and Religious Compliance in Financial Markets - Dr. Ghufuran Ahmad (SDSB)
- Musharakah-based Microfinance contracts for Microenterprises - Dr. Kashif Zaheer Malik (MGSHSS)
- Risk in Stock Markets: A Comparative Analysis of Systematic Risk in Islamic And Conventional Sectoral Indices - Dr. Aun Rizvi (SDSB)
- Research Seminar: Islamic Microfinance - Dr. Malcom Harper

TRAINING PROGRAMMES

Islamic Finance for Academicians

3 day programme

32 participants from over 16 institutions
Trainers: INCEIF, Malaysia

The third executive programme, held in October 2016, was content-based and targeted faculty members of academic institutions offering different levels of courses in the field of Islamic Finance. The programme covered key areas which should ideally form a part of the curriculum of all Islamic Finance training providers. In addition, other important and emerging areas within the subject were discussed and debated including current areas of research, international developments, pedagogical tools and moving beyond the frontiers of Islamic Finance.

Teaching Islamic Finance through Cases

3 day programme

22 faculty members from INCEIF

The first international executive programme, customised for faculty members, was conducted in Kuala Lumpur, Malaysia. It aimed to develop case teaching capabilities of faculty members in order to provide a more relevant, useful, and interactive learning environment for students and executives. The workshop formed a distinction between participant-centred learning and traditional teaching methods to foster innovation in teaching and course design. The course was designed to enable academicians to re-evaluate their beliefs about what constitutes effective teaching.

Programme on Leadership Development for Islamic Financial Institutions

4 day programme

30 participants

The programme was designed keeping in mind the feedback received from the industry based on the previous programmes conducted. The well attended course, combined the technical aspects of Islamic Finance with the leadership perspectives offered by other conventional disciplines.

Conferences and Seminars

2nd Islamic Finance, Banking and Business Ethics Global Conference 2017 April 18 – 19, 2017

International Centre for Education in Islamic Finance (INCEIF) and Suleman Dawood School of Business jointly organised this conference in Kuala Lumpur, Malaysia. The theme of the conference was “Risk Sharing Islamic Finance: Challenges, Innovation and Leadership.” The conference brought together scholars and professionals engaged in the growth and development of this sector to address the challenges arising from financial upheavals and to explore avenues for sustainable economic growth.



Islamic Banking and Finance Awareness Drive 2017

May 2017
135 participants

Organised in collaboration with Dunya Media Group, the event had the participation of prestigious guests including Mr. Jameel Ahmad (Director General State Bank of Pakistan) and Prof. Dr. S. Sohail H. Naqvi, Vice Chancellor LUMS. The session also included a panel discussion with speakers from the industry, regulators and academia.

Centre for Governance and Public Management (CGPM)

Events



Policy Seminar by CGPM - Feedback Shared on the Punjab Agriculture Policy

The Centre organised a seminar in January 2017, to provide structured feedback and suggestions on the draft of the Punjab Agriculture Policy prepared by the Punjab Agriculture Commission. Dr. Iqrar Ahmad Khan, VC Agriculture University Faisalabad outlined the broad contours of the policy, after which the participants discussed in detail the challenges faced by the agriculture sector in Punjab and the proposed policy responses. Dr. Ahsan Rana moderated the seminar. Participants at the seminar included Syed Babar Ali, Prof. Dr. S. Sohail H. Naqvi, several LUMS faculty members, alumni of SDSB's Executive Certificate in Agribusiness Management (ECAM) and a few agribusiness leaders.

Courses

Five new elective courses were introduced this academic year:

1. Public Finance and Budgeting
2. Entrepreneurship and Innovation in Education
3. Urban Policy and Management
4. Gender and Finance
5. Modern Thought in Social Policy

Upcoming

Academic Year 2018-19

CGPM will be launching a Masters in Public Policy and Management

International Conference

Creating Inclusive Organisational and Public Spaces – March 30-31, 2018

The Conference will primarily focus on the idea of creating inclusive spaces in contemporary organisations and polity.

Social Enterprise Development Centre (SEDC)

- Founded - July 2001
- 200 Case Studies and Technical Notes were published along with several Casebooks, Policy Briefs, Fact-sheets and other publications
- Having a network of 500 social sector organisations across the country, the Centre also assists development sector partners to form linkages and work on policy initiatives

SEDC Partners

Canadian International Development Agency (CIDA)

Packard Foundation

Citi Foundation

United States Agency for International Development (USAID)

US Department of State

The Social Enterprise Development Centre has been involved in a number of successful initiatives in the year 2016-17 which include:

Policy Brief Discussion on the Financial Inclusion of Women Entrepreneurs June 2017

Pakistan Women Entrepreneurship Programme (PWEP) at SEDC organised a round table discussion on Financial Inclusion of Women Entrepreneurs. SEDC Director, Dr. Ghazal Mir Zulfiqar and PWEP Director, Dr. Misbah Tanveer were leading the event. The participants included representatives from The State Bank of Pakistan, Punjab Commission on the Status of Women, FINCA, First Women Bank, Allied Bank, Pakistan Microfinance Network, Kashf Foundation, Lahore Chamber of Commerce and Industry, Centre for Islamic Finance, and Pakistan Economic Research Institution. The event was also attended by students and faculty from LUMS.

SEDC Summer Trainee Programme June-July 2017

A 6 week summer trainee programme, was designed for LUMS students with an interest in policy issues related to development and fact sheets on specific issues that the Centre is working on.

The programme had 3 modules with deliverables at the end of each. These involved developing skills to write policy briefs as well as fact sheets, followed by practical work experience through the immersion module in collaboration with development sector organisations. Under the programme, 8 fact sheets and 6 policy briefs were prepared by the trainees with topics ranging from education, health, gender and agriculture. Currently, the immersion module is underway with the trainees stationed at the Punjab Commission on the Status of Women (PCSW). Additionally, the trainees were also engaged in the development of project proposals and marketing activities that the SEDC had in the pipeline.

8 Fact Sheets Developed in June 2017

- Domestic Violence Against Women in Pakistan
- Enrolment, Drop Out Rates, and Out-of-School Children in Public Primary Schools
- Financial Inclusion in Pakistan
- Healthcare Service Delivery in Pakistan
- Primary Schooling in Pakistan – Enrolment and Outcomes
- State of Maternal Healthcare in Punjab
- Women and Agriculture in Pakistan
- Youth Unemployment in Pakistan

4 Policy Briefs Developed in June 2017

- Minimum Marriage Age in Pakistan
- Women and Malnutrition
- Women and Land in Pakistan
- Feminisation of Teaching: An Analysis

Gender, Work and Society – Challenges Opportunities and Prospects for Women’s Economic Empowerment

April 2017

FACT FILE

SDSB

MGSBSS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE OFFICES



Supported by the Higher Education Commission of Pakistan (HEC) and Interloop Limited, the international conference brought together diverse as well as interdisciplinary range of perspectives from national and international participants and provided a common platform for scholars, civil society, policymakers and industry specialists to discuss several aspects of gender-equality in Pakistan and beyond.

Around 50 research papers and cases were presented in 13 sessions with attendance from Pakistan, USA, UK, India, Denmark, The Netherlands and Canada. The participants deliberated on topics ranging from the role of NGOs in bringing women issues to the forefront, to how women within NGOs, especially in the remote areas of the country, have fared, to the significance of institutional reforms to reduce gender-based violence, to women’s economic position within the rural economy, to the opportunities and challenges of promoting entrepreneurship among women as well as harassment at the workplace.

The conference presented not only the work of LUMS’ own gender specialists, such as Dr. Misbah Tanveer, Dr. Faiza Ali, Dr. Ghazal Zulfiqar, Dr. Hadia Majid and Dr. Nida Kirmani but also included the voices of Pakistan’s trailblazing feminist scholars like Dr. Nafisa Shah, Dr. Saba Gul Khattak, Dr. Farzana Bari, Dr. Yasmin Zaidi and senior practitioners such as Fauzia Viqar and Yasmeen Qazi. Syed Babar Ali, noted philanthropist, industrialist and the Pro Chancellor of LUMS, expressed his desire to make gender equality a key indicator of success at LUMS. Prof. Dr. S. Sohail H. Naqvi, Vice Chancellor LUMS, talked about the levers of change that need to be set in motion in order to increase women’s economic participation in the country.

Meanwhile, Prof. Edwina Pio from Auckland University, New Zealand and other international management scholars and economists also shared their findings at the conference. Additionally, Dr. Jawad Syed, Dean SDSB, put forward his insights on gender and diversity to the audience.

International Women's Day Celebrations - Pakistan Women Entrepreneurship Programme March 2017

Pakistan Women Entrepreneurship Programme (PWEP) at SEDC celebrated International Women's Day with women entrepreneurs. The event provided a platform for the expansion of women entrepreneurs' network by introducing PWEP's Phase-I and Phase-II participants to each other. The event was attended by Ms. Henna Babar Ali, and Mr. Tanveer Hassan from the US State Department. Faculty members from LUMS including Dr. Misbah Tanveer, Dr. Ghazal Mir Zulfiqar, Dr. Naiman Jalil, Mr. Asad Alam and Ms. Shezeen Hemani were also present.



Leadership and Team Building Programme April 2017

The 3 day training programme, conducted under the Pakistan Women Entrepreneurship Programme (PWEP), introduced women entrepreneurs to dynamic concepts such as leadership and management, self-assessment and evaluation, team building, change management, transforming organisations and negotiation skills.

The programme faculty included Dr. Arif Nazir Butt, Dr. Misbah Tanveer, Ms. Shezeen Salim Hemani and Dr. Adnan Zahid.

SEDC Talk

Future of Global Governance December 2016

Speaker: Professor Craig N. Murphy

Pakistan Women Entrepreneurship Programme PWEP - Phase II January 2017



Funded by the US State Department, PWEP was launched as a joint initiative of LUMS and American University, Washington, D. C. The one year programme (June 2016-May 2017) has four important components: Certificate Programme for Women Entrepreneurs, Leadership and Team Building Programme, Faculty Exchange and Research. Since June 2016, three of the four modules have been delivered as part of the Certificate Programme. The modules focus on areas

relating to accounting, marketing, operations and supply chain management, and financial literacy.

The activities of the programme include training sessions for women entrepreneurs on negotiation, leadership and team building skills, and initiating a dialogue at the policy level on financial inclusion of women entrepreneurs. Faculty exchange in the form of collaboration in module design, and research are ongoing.

Rausing Executive Development Centre (REDC)

REDC programmes embraced the emergence of new channels of business communication and distribution as well as the innovations in product and business models, embracing the rapidly evolving industry landscape by developing and offering new and relevant executive development programmes.

New programmes in the area of marketing innovation and strategic sourcing were successfully developed and executed. Focused learning opportunities were developed for the rapidly expanding businesses

in retail, agriculture and banking industry. The new programme on Leadership for Senior Executives focused on leadership challenges at C-Suite level. It took the executives on a personal transformation journey and explored how leaders can successfully align people and strategy by creating value for human and financial capital of their businesses. The centre also worked closely with the Government of Punjab for capacity building in core areas of public sector management.

FACT FILE

SDSB

MGS/SHSS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE OFFICES

Programmes Offered

64

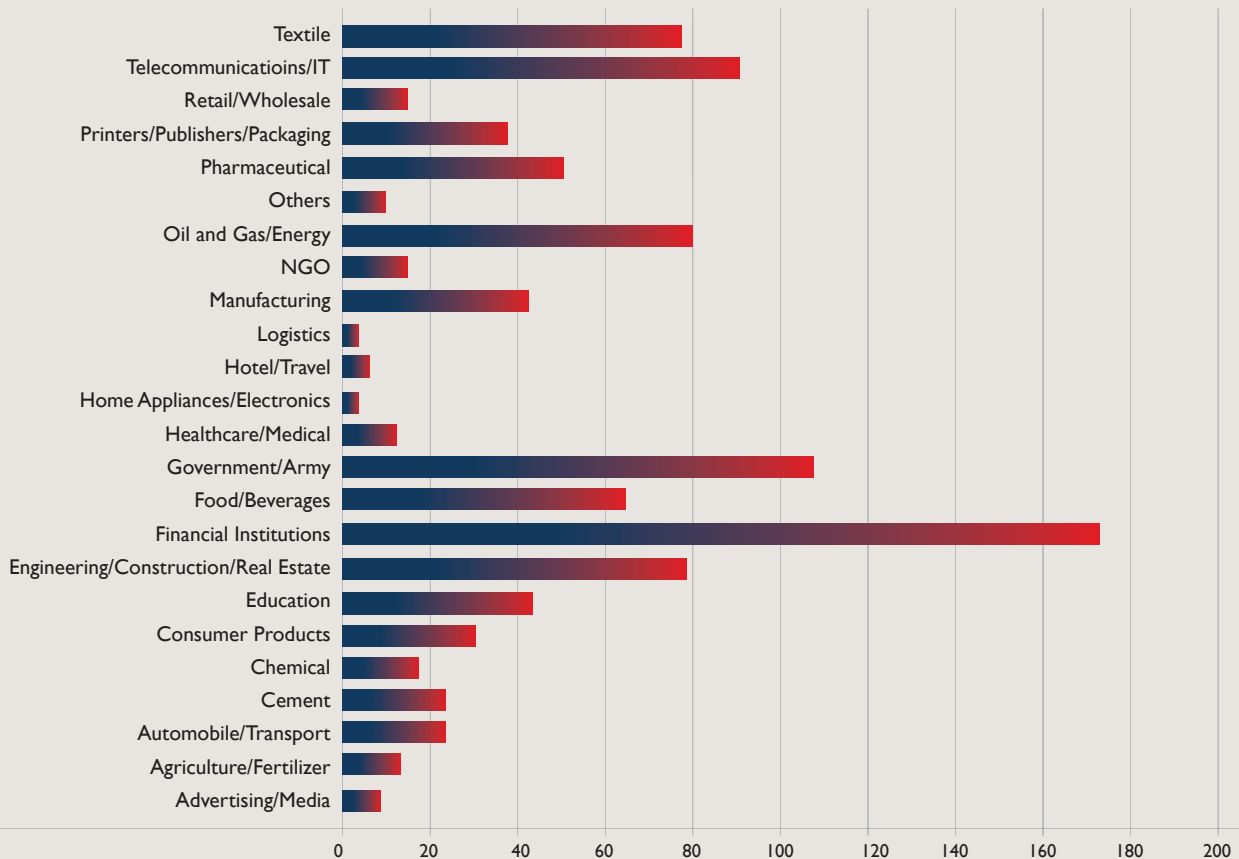
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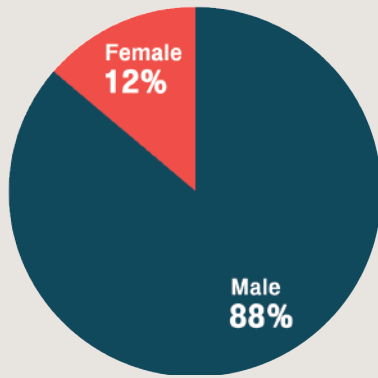


Open Enrolment Programme - Industry Representation



Total Participants

1801



Open Enrolment Programmes Portfolio



Content Development Portfolio

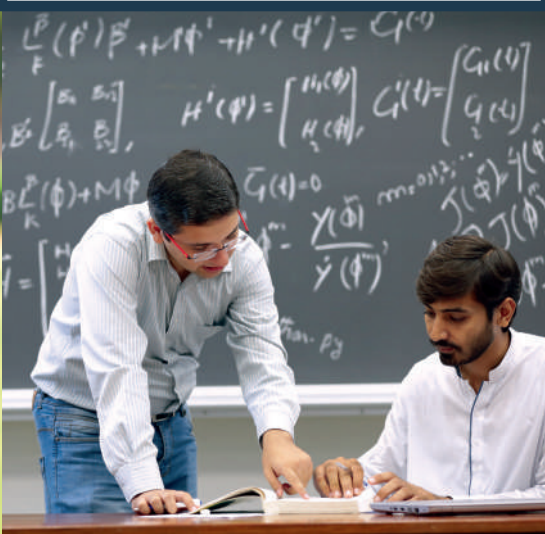


REDC Programmes (Annualised)

Indicators	Value (1-5)
General Impression of the Programme	4.42
Quality and Relevance of Material and Content	4.35
Overall Assessment of Programme Venue	4.62
Residential Facilities and Courtesy of REDC Staff	4.57



Mushtaq
Ahmad
Gurmani
School of
Humanities
and Social
Sciences
(MGSHSS)





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 that 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 and 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 the social sciences and the humanities are taught in Pakistan. Their passion and commitment are reflected in the vibrant intellectual culture of the School, and translates 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 the academia.

Kamran Asdar Ali
Dean
Mushtaq Ahmad Gurmani School of Humanities and Social Sciences

Academic Activity

The School has always placed a strong emphasis on teaching and takes this crucial aspect of the University very seriously. Over the last year, teaching at MGS HSS has been strengthened through the appointment of a Director of Teaching and by a system of peer reviews where faculty sit in on each other's courses and share their experiences. From the next academic year, there are plans to expand this initiative to include a series of teaching workshops.

New Faculty

Department of Humanities and Social Sciences

Religious Studies

Irfan Moeen Khan
Harvard University

Anthropology

Kaveri Qureshi
Oxford University

Department of Economics

Irfan Qureshi
University of Warwick

Ayesha Ali
University of Toronto

Sanval Nasim
University of California

New Courses and Minors

History Seminar - Silk Roads and Trade Winds - co-taught by Ayesha Jalal and Hasan Karrar

Economics Department

Introduction to Environmental Economics
Sanval Nasim

Readings in the Political Economy of the Media
Syed Ali Hasanain

In addition to the variety of new courses on offer, the Faculty Council also approved two new minors which will be ready for implementation at the start of the academic year. In addition to the already existing minor concentrations, students will now be able to minor in the streams of Religious Studies and Urdu.

Over
350
classes
offered

6000
students in
each semester

Major Conferences and Workshops

Research requires an enabling environment where academic debate and discourse can take place. This semester was extremely vibrant in terms of talks, conferences and workshops at the School. The centres at MGS HSS – The Mahbub ul Haq Centre for Research, the Gurmani Centre for Languages and Literature and the Saida Waheed Initiative, all contribute to the dynamism of the environment.



Pakistan at 70: The Long View (April 7-9, 2017)

The 11th Annual Humanities and Social Science Conference saw 3 days of invigorating academic discussion and debate on a diverse range of issues that face Pakistan in its 70th year. The conference had two keynotes by Professor Ayesha Jalal and Professor Francis Robinson. The sessions were well attended by faculty and students, and included speakers from the Law School, the School of Education, as well as MGS HSS. The participants came from universities abroad as well as a diverse range of universities and institutions within Pakistan. This was followed by the Gurmani Centre's international conference on South Asian Literary Traditions on the topic of South Asian Sufism.

State, Society and Democracy in the Post Colony

Held in August, the conference focused on the impact of neoliberalism on state, society and democracy in the postcolonial world including but not limited to Pakistan. This conference brought together scholars from across the world working in diverse disciplinary

fields to interrogate transformations in the structure of the state and its relations with society. Notable speakers included Dr. Partha Chatterjee and Zaynab El Bernoussi amongst others.

Cinema and Transnationalism in Pakistan and South Asia: Regional Histories

The two-day event, held in September, brought to Pakistan the South Asian Regional Media Studies Network (SARMSNet). This cross-border initiative fosters collaborative scholarship on the histories of cinema and media shared by Pakistan, India, and Bangladesh.

Topics as wide ranging as the portrayal of women and violence in cinema to the development of regional

identities were discussed at this two-day event that brought together experts in the field of cinema. The panel of participants and attendees included scholars from a number of Pakistani (LUMS, IBA, BNU, Punjab) and international universities (Texas, Arizona, Massachusetts, California, Colorado, Cambridge, Cornell, Jadavpur). The conference was supported through a grant from the American Institute of Pakistan Studies (AIPS).

Student Achievements

Undergraduate

Students at MGS HSS continue to excel following their graduation. Several have gone on to join graduate programmes.

Priya Fatima Sajjad, Anthropology major, won a fully funded scholarship to Oxford

Noor Shehzad, English major, received the Gates Scholarship to Cambridge

Over the summer, two students won two-month long scholarships to the Centre for South Asian Studies in Cambridge, for the work they did for their Senior Projects. Both had the opportunity to further develop their theses at Cambridge:

Zahra Rao - An Ethnographic Study of Bazaars

Maham Mansoor - A Project with Afghan Refugees

Graduate

Osama Sajid, Economics graduate of 2016, joined the PhD Agriculture, Environmental and Developmental Economics programme at the Ohio State University this year

Mir Adnan Mahmood, Economics graduate of 2017, joined a PhD programme at Ohio State University

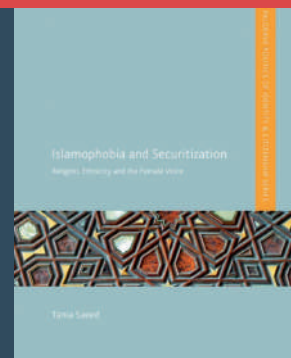
Faculty Achievements

There has been notable research published at the School over the last six months.

Book

Tania Saeed

Islamophobia and Secularization, published in the United Kingdom



Journals

- Kaveri Qureshi
- Maryam Wasif
- Ali Qasmi
- Syed Zahid Ali
- Syed Muhammad Hussain

MGS HSS Research Award 2016-17

- Ali Qasmi
- Tania Saeed

MGS HSS Teaching Award 2016-17

- Husnain Fateh Ahmad

Additionally, a number of new research projects are in the pipeline which include a collaboration with SBASSE on digitising partition stories and archiving Pakistan's cricket history, research on Christian minorities in Lahore and an analysis of the quality of education and the university ranking framework in Pakistan.

Gurmani Centre for Languages and Literature (GCLL)

The Gurmani Centre for Languages and Literature has had a very productive semester starting with its international conference on South Asian Literary Traditions. Apart from the conference, there have been a series of events, talks, workshops and seminars. These have included talks on Baba Farid, Syed Abdullah and Ismat Chughtai. Ongoing events such as weekly discussions on Ghalib and Iqbal, and Punjabi Sufi poets continued through the semester. Other highlights included a Mehfil-e-Dastangoi, in which the group performed 'Tilism,' featuring two new pieces from Tilism-e-Hoshruha, and 'Kuttay,'

pieces on dogs by the two great Urdu humourists, Pitrus Bukhari and Mushtaq Ahmed Yusufi. There was also a memorable Qawwali by Farid Ayaz and Party.

In terms of research, for the first time, a grants committee selected three research proposals from a pool that were submitted for funding. The proposals selected are Urdu's Long Nineteenth Century: The Legacies of Fort William College on Language and Literature, Collecting Rare Punjabi Books and Manuscripts and the digitalising of Punjab's Non-Textual, Literary and Performative Traditions.

7 papers
published by
GCLL Faculty

Professor Amy Bard
from **Harvard University**
joined the Centre as the **first**
Gurmani Fellow and will be
staying on in the new academic year.

Dr. Tabinda Khan
will join as the first **Post-**
doctoral Fellow at
the Gurmani Centre.

Loha Kutt

The first Punjabi play to be staged at LUMS last semester is going to be translated into Urdu with notes and a comprehensive introduction of its writer. The task has been completed by staff at the Centre and sent for publication.



Saida Waheed Gender Initiative

The Gender Initiative continued hosting its monthly seminars, film screenings and book talks.

Research Grants

Dr. Ghazal Zulfqar, SDSB for her work on the gendered hierarchies of domestic work

Dr. Amen Jaffer, MGSB for his research on community networks in Mozang, Lahore

Patriarchy, Public Policy and Land Rights for Women in Pakistan - Sana Raffique and Ayesha Khalid, SDSB

Gender Sensitization in Policies on IDP's - Najeeha Raza and Arooj Shams, SAHSOL

In addition, three senior projects across different schools were mentored and funded by SWGI, and also presented at the annual student colloquium in April. The papers are:

Masculine Performances & Place-Making in Cholistan Desert - Syed Ali Mehdi, MGSB

This was followed by SWGI's second student colloquium on gender studies. The colloquium also consisted of talks by Dr. Fouzia Saeed (Executive Director, Lok Virsa), Nighat Dad (Executive Director Digital Rights Foundation) and Nida Mushtaq (Fearless Collective).

Fellowship in Peace and Conflict Studies

A Junior Fellowship Programme in Peace and Conflict Studies was initiated at MGSHSS with the support of US Institute of Peace. The programme awarded fellowships to 6 young scholars this academic year.

Student Advising Unit (SAU)

Student advising is a crucial part of university life and having a strong advising and mentorship system greatly enhances the overall student experience. Over the last year, MGSHSS has worked to ensure that the student advising unit is put in place.

The SAU provides intensive support to incoming freshmen. Before the semester began, freshmen were sent information regarding class schedules, enrolment and life at LUMS. Once they arrived on campus, they were greeted by the SAU team in a formal setting and by their peer mentors informally. Once the semester was underway, SAU held mandatory, simultaneous advising sessions with faculty for 400 MGSHSS freshmen. The reaction was overwhelmingly positive with 96% of freshmen feeling that the session made them want to visit their faculty advisor again soon. Additionally, feedback from the survey highlighted

a main gap in career counselling. Nearly 60% of freshmen requested additional information regarding job and internship opportunities. Working with the Alumni Relations Office, SAU is developing material to inform students what careers MGSHSS alumni have entered and provide testimonials and sessions with the alumni.

Similarly, graduating seniors underwent mandatory advisory sessions with Department Coordinators to ensure timely completion of their graduation requirements and selection of appropriate courses that align with their forthcoming career choices.

Next steps include individual sessions between students and their advisers and a replication of the system to cover all other students in the School beyond freshmen.

Major Talks, Events and Seminars



Event

Speaker

August '16

Pakistan KLEMS Database and Productivity Measurement at the Industry Level with Mushtaq Khan and Syed Muhammad Hussain, LUMS	Dr. Abid Burki
Dara The Ajoka Theatre	Shahid Nadeem
Terrorizing the Future? Demystifying Terrorism Against Education	Ummad Mazhar (FC College)
Rationalizing Discourse on Pak-Afghan Relations: Is a Reset from Acrimony to Amity Possible	Dr. Rasul Bakhsh Rais
Changing Dynamics of the Militant Landscape in Pakistan and Emerging Challenges	Dr. M. Amir Rana

Event

Speaker

■ October '16

Estimating High Frequency Indicators with Limited Data with Arief Ramayandi (ADB) and Madhavi Pundit (ADB) Irfan Qureshi

Why is there an Islamic Finance but No Other Religious Finance? The Problem of Interest in Comparative-Historical Perspective Prof. Ryan Calder

Water Towers of Humankind in High Asia Fergana and Punjab - Two Major Irrigation Schemes Revisited Prof. Dr. Hermann Kreutzmann

Pamir Crossroads in History Prof. Dr. Hermann Kreutzmann

Crowdsourcing Government Accountability: Experimental Evidence from Pakistan with Arman Rezaee (UC Davis) and Yasir Khan (UC Berkeley) Prof. Dr. Hermann Kreutzmann

Half Women or Half Dreams Ismat Chughtai

A Reading and Discussion with Naveed Alam Naveed Alam

■ November '16

Management in Pakistan: First Evidence from Punjab with Renata Lemos (World Bank), John Van Reenen (MIT) and Nicholas Bloom (Stanford) Ali Choudhary (State Bank of Pakistan)

LUMS Distinguished Lecture Series: Monetary Policy in Pakistan Shahid Hafiz Kardar (BNU)

Bandwagons and Voting Amin Hussain

■ December '16

Exploring the Indus Valley Civilization Dr. Tania Saeed

The University in Crisis Micheal Burawoy

Gendered Employment Responses to Pakistan's Growth (co-hosted by the Saida Waheed Gender Initiative, LUMS) with Karin Siegmann Hadia Majid

Book Launch: The Still Point of the Turning World Sheharyar B. Shiekh

Topographies of Fear: War and Othering in South Asian Literature Dr. Saba Pirzadeh

Flawed Urban Development Policies in Pakistan Nadeem UI Haque (Entrepreneurship Development Institute)

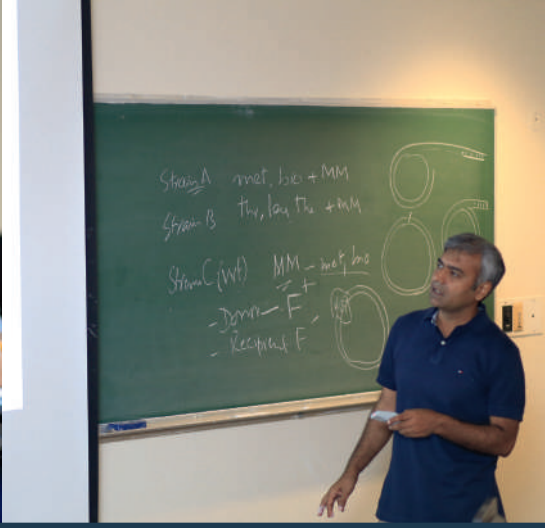
How to Achieve 'Aman' and Amity Between India and Pakistan? Sheharyar B. Shiekh

Punjabi Sufi Poets - Baba Farid (Lecture series) Sarah Kazmi

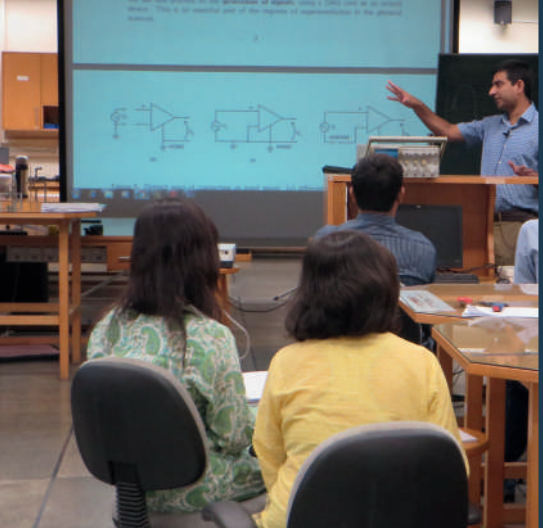
■ January '17

The Importance of Religious and Cultural Literacy in a Cosmopolitan World Ali Asani

Event	Speaker
February '17	
LUMS Distinguished Lecture Series: Pollution, Mortality and Ramsey Taxes	Saqib Jaffery (City University of London)
Mehfil-e-Dastangoi: Tilism Aur Kuttay	Nazrul Hassan Fawad Khan
Is Social Democracy Finished?	Professor John Harriss
Trade and Terrorism: A Disaggregated Approach with Subhayu Bandyopadhyay (Federal Reserve Bank of St. Louis) and Todd Sandler (University of Texas at Dallas)	Javed Younas (American University of Sharjah)
Flawed Urban Development Policies in Pakistan	Dr. Nadeem UI Haq
March '17	
Securitizing the Muslim Student: Counter Terrorism Policies and Universities in the UK	Dr. Tania Saeed
Optimal Lying in Online Dating Profiles with Husnain Fateh (LUMS)	Bilal Khan
April '17	
From Margin to Centre	Dr. Fauzia Saeed
From Margin to Centre	Nighat Dad
Fully Modified HP Filter with Javed Iqbal (SBP) and Ali Choudhary (SBP)	Muhammad Nadeem Hanif (SBP)
The Ends of the Universities: HEC Vision 2025	Hassan Karkar, Dr. Tania Saeed, Dr. Maryam Wasif
Preference for the Workplace, Investment in Human Capital, and Gender	Basit Zafar
China's Rise: Impact on the Gulf, Iran, Pakistan and Beyond	Prof. Saeed Shafqat
Know More: Sexual Harassment Policy Talk	Maliha Hussain
Conference on Representing South Asian Sufism	Prof. Bruce lawernce
Talking CPEC: The Corridor of Competing Narratives	Khurram Hussain
LUMS Distinguished Lecture Series: Benazir Income Support Programme	Ali Cheema (CERP) & Lucian Pop (World Bank)
Session with USEFP Executive Director	Rita Akhtar
HSS Annual Conference Pakistan at Seventy: A Long View	Prof. Rasul B. Rais
Islam and the West in an Age of Transition	Dr. John L. Esposito
The 1947 Partition of British India: Implications of Mass Dislocations Across Geographies	Dr. Nadhara Shahbaz



Syed Babar Ali School of Science and Engineering (SBASSE)





Message

from the **Dean**

This year has brought some exceptionally good news for the School in terms of our faculty winning 25 research grants out of 39 submitted to HEC under the NRPU project, placing us at the highest position in terms of acceptance rate. Four of our faculty members won National Research Productivity Awards from the Pakistan Council for Science and Technology. This is a recognition of the quality of our research and the calibre of our faculty and students.

The number of applications for all our programmes (BS, MS and PhD) have been steadily increasing allowing us to select the best students for these programmes. The School has received approval for the launch of the new Chemical Engineering programme from next year. A new major, the joint 'Mathematics and Economics' has also been opened up for our undergraduate students.

These exciting developments help to create the environment that attracts the best students and creates an ecosystem of research and excellence. Our journey towards international recognition and impactful research has started to bear fruits and I hope that we will continue to achieve more accomplishments of this calibre in the future.

Shahid Masud
Dean
Syed Babar Ali School of Science and Engineering

FACULTY

Promotion, Tenure and New Hiring

- Prof. Asad A. Abidi, Distinguished Chancellor's Professor of Electrical Engineering at the University of California, Los Angeles (UCLA) was appointed the inaugural holder of the Abdus Salam Chair at SBASSE
- Dr. Ata ul Haq, PhD from University of Stuttgart, Germany, joined as Assistant Professor (Tenure Track) in the Physics department
- Dr. Mudassar Razzaq, PhD from TU Dortmund, Germany, joined as Assistant Professor (Tenure Track) in the Mathematics department

Mid Probationary Contract Renewals

- Dr. Muhammad Zaheer, Department of Chemistry
- Dr. Salman Noshear, Department of Chemistry
- Dr. Adam Zaman Chaudhry, Department of Physics
- Dr. Muhammad Faryad, Department of Physics
- Dr. Safee Ullah, Department of Biology

Total faculty at the end of June 2017

Department	Full Time Faculty	Adjunct Faculty	Visiting Faculty
Biology	7	0	1
Chemistry	9	0	0
Computer Science	15	1	0
Electrical Engineering	21	3	0
Mathematics	13	4	0
Physics	6	1	2

Mathematics department was ranked **No. 1** in Pakistan according to the **QS University Rankings 2016**

FACULTY ENGAGEMENT

- Dr. Muhammad Sabieh Anwar addressed the inauguration ceremony of Pakistan's Maths and Science Alliance at the Prime Minister House, Islamabad
- Research Talks by Dr. Ihsan Ayyub Qazi:
 - Facebook** - Challenges of Internet access in developing countries
 - The Massachusetts Institute of Technology (MIT)** - Internet censorship
 - Harvard University** - Internet censorship
 - Carnegie Mellon University (CMU)** - Internet advertising and measurements under Internet censorship
- Dr. Rahman Shah Zaib Saleem delivered a talk at Bahauddin Zakariya University, Multan on his research work in the field of cancer therapeutics
- Dr. Zartash Afzal Uzmi spoke at TEDx Habib University, Karachi
- Dr. Naveed Ul Hassan attended and presented his work at IEEE International Conference for Communication (ICC) 2016
- Dr. Hassan Abbas Khan presented two papers at the IET Renewable Power Generation Conference (RPG) held in London
- Dr. Ihsan Ayyub Qazi along with his students and Dr. Alex Liu from Michigan State University and Dr. Fahad R. Dogar from Tufts University devised a new ultra-low latency datacenter network called PASE. A research paper describing PASE was accepted in IEEE/ACM and an earlier part of the project appeared in ACM SIGCOMM, the most prestigious research conference on computer networks.
- Dr. Adam Zaman Chaudhry published his research paper 'A general framework for the Quantum Zeno and anti-Zeno effects' in *Nature Scientific Report*
- Dr. Muhammad Zaheer published his collaborative research work in *Nature Communications*

Research Awards and Grants

162 international research quality articles, indexed in Scopus, were published

Grants of PKR 341 Million

Research Productivity Awards from Pakistan Council of Science and Technology won by Dr. Ijaz Haider Naqvi, Dr. Naveed Ul Hassan, Dr. Muhammad Zaheer and Dr. Irshad Hussain

25 research grants by HEC under NRPW won by SBASSE faculty

The proposal of Dr. Imran Cheema with Dr. Alper Kiraz, from Koç University, Turkey, won Pakistan Science Foundation (PSF) Grant

Dr. Irshad Hussain awarded the Global Challenge Research Fund (90,000 GBP) by the Engineering and Physical Sciences Research Council (EPSRC) for work done in collaboration with Prof. Antonis G. Kanaras (Principal Investigator), University of Southampton, UK

Dr. Muhammad Imran Qureshi was awarded the Alexander von Humboldt Foundation Research Fellowship

Dr. Farasat Munir received funding of PKR 1.7 Million from Central Park Medical College for his project on designing a low cost ventilator

Undergraduate Class of 2016

- 48% students were placed on job, 41% opted for higher studies and 11% opted for either entrepreneurship or immigration
- Approximately 66% students were placed in Engineering, IT and Telecom, 18% in education, 7% in FMCG and remaining in other sectors
- Amongst the students who opted for higher studies, 67% were on full scholarship, 11% on partial scholarship while only 22% were on self-finance

STUDENTS

A significant increase in number of students and admission applications was observed. Students' count touched 1344 and there were around 1287 applications for undergraduate and 1274 for graduate programmes out of which 238 were admitted in the undergraduate and 260 in the graduate programmes.

Current count of students in different majors in SBASSE is given below:



Department	Graduate Students	Undergraduate Students
Chemistry	68	34
Biology	63	60
Mathematics	30	25
Physics	29	31
Computer Science	147	394
Electrical Engineering	181	282
Total	518	826



Iqra Nadeem, BS 2016, received an offer from MIT to attend the institute's MS Technology and Policy Programme

Usama Javed Mirza, BS 2013, was the Class Speaker at the Teacher's College, Columbia University convocation ceremony in May 2017

Munazza Shahid and **Saira Dar**, PhD students at the Department of Biology, won first and second prize respectively in scientific poster presentations during the Symposium on Awareness of HIV AIDS held at the University of the Punjab

Faran Awais Butt, PhD student at the Department of Electrical Engineering received the Young Development Leadership Award on August 11, 2016 for his outstanding research performance in 2015 that includes a US Patent award on advanced EW Radar Technology

Conferences and Seminars

- Communication Science & Systems – a National ICT R&D Fund workshop hosted by the Department of Electrical Engineering conducted by Prof. Dr. Asad Ali Abidi, Distinguished Chancellor's Professor at the Electrical Engineering Department, University of California, Los Angeles
- 2 International Conferences on Applied Mathematics and Mathematical Finance organised by the Centre for Advanced Studies in Mathematics (CASM)
- The Centre for Water Informatics and Technology (WIT) hosted its second and third School on Water Informatics and an International Symposium on "History and Future of Indus Basin." The screening of documentary on water conservation was also held followed by a signing of a Memorandum of Understanding between LUMS and WWF to facilitate research on water
- The Abdus Salam Memorial Lecture addressed by Prof. Michael Duff from Imperial College London was held at SBASSE



Events

- Department of Physics organised the Lahore Science Mela 2017. The mela was hosted at the Ali Institute of Education, Lahore. The purpose of this event was to have fun with hands-on activities, aimed at all age groups, that create a sense of inquiry and passion
- The 17th Advisory Board Meeting was held from February 1-4, 2017. Dr. Sally Benson, Dr. James Wescoat, Dr. Khalid Aziz, Dr. Michael Pecht, Dr. Hassan Ahmed and Dr. George Mitchel Homsy visited SBASSE to provide strategic advice to the management of SBASSE on its policies, programmes and other matters
- Career Information Sessions in three major cities of Pakistan: Karachi, Islamabad and Lahore were held in March and April 2017
- SBASSE conducted an internship programme for matric and intermediate students from public schools and colleges. The internship programme called 'Research Internship in Science and Engineering (RISE)' was co-sponsored by Higher Education Commission (HEC) of Pakistan and LUMS through HEC's initiative 'Social Integration Outreach Programme (SIOP)'



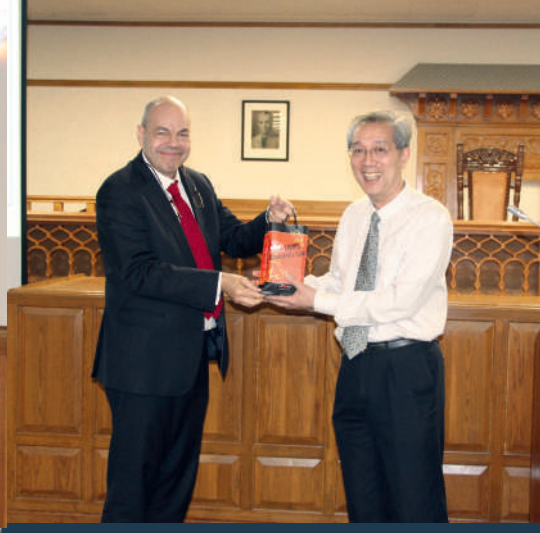
Visits

- Mitsubishi Corporation's top leadership visited SBASSE in April 2017
- DIC Corporation's technical management visited SBASSE in May 2017. Workable strategies for establishing an effective collaboration between the Department of Chemistry and DIC Corporation were discussed

Infrastructure

- The Mitsubishi Lab was inaugurated in SBASSE to support activities in Power Electronics.
- A new computer lab, inaugurated by Dr. Sally Benson, became operational. This lab was partially funded by Techlogix, ArbiSoft and 7Vals and has a capacity of 60 workstations.
- The right wing on the ground floor of SBASSE became operational. It comprises advanced research labs, computer labs and faculty offices





Shaikh
Ahmad
Hassan
School of
Law
(SAHSOL)





Message

from the **Dean**

For the Shaikh Ahmad Hassan School of Law (SAHSOL), the academic year 2016-17 was marked by important developments in a number of key areas, including faculty recruitment, conferences and lectures, publications as well as the introduction of a range of initiatives to enhance the quality of the BA-LL.B programme. Our law students not only participated successfully in a number of international moot court competitions but also organised the 6th LUMS National Moot Court Competition. A law career fair and dinner for final year BA-LL.B students, mastering fine dining skills, summer internships and advisement on legal careers in Karachi all prepared our students for their future careers in law.

Law students' career prospects will be further increased by the launch of the LUMS Law Alumni Association, which will give access to an already very impressive network of lawyers and legal professionals from LUMS as well advice and tips on career options.

A number of facilities in the new Law School building were completed and put into full service, such as the Dr. Parvez Hassan Reading Room, the UBL computer lab, lockers for day scholars and the faculty lounge.

2016-17 also saw a number of high profile lectures and conferences, such as the Khalid Ishaque Distinguished Lecture delivered by the Chief Justice of the Lahore High Court, Justice Syed Mansoor Ali Shah, to mark the 150th Anniversary of the Lahore High Court and an international conference on Pakistan's place in the world of international commercial arbitration in April 2017.

Martin Lau
Dean
Shaikh Ahmad Hassan School of Law

SAHSOL HIGHLIGHTS

LUMS Service Award

Mr. Muhammad Imran, Senior Officer, SAHSOL, was granted a Service Award for completion of 10 years of University Service.

Launch of LUMS Law Alumni Association

LUMS formally launched the LUMS Law Alumni Association on February 25, 2017.

New Faculty and Staff Recruitment at SAHSOL

Dean	1
Assistant Professors	2
Programme Coordinator	1
Teaching Fellow	1

Khalid Ishaq Distinguished Lecture Series Held

- Mr. Justice Syed Mansoor Ali Shah, Chief Justice Lahore High Court, “150 Years of the Lahore High Court”, on December 1, 2016
- Prof. Dr. Wayne Morrison, Queen Mary University London, on “Bangladeshi War Crime Trials and Democracy”, on March 31, 2017
- Prof. Dr. Wang Xi, Shanghai Jiao Tong University Law School, “The Politics of Economics behind Environmental Governance in China”, on April 26, 2017
- Prof. Dr. James Hathaway, University of Michigan Law School, “Fixing the International Refugee Protection System”, on May 5, 2017

Conferences and Workshops

- International Conference on “*Arbitration in Pakistan: A Lost Cause?*” held in April 2017 with Justice Shahid Karim, Lahore High Court, Chief Guest, and speakers
- International Seminar on “*Arbitration, its scope and challenges in Pakistan*” held in October, 2016
- International Arbitration Skills Workshop on “*Written Advocacy in International Arbitration*” in April 2017, co-organised with the ICCA (International Council for Commercial Arbitration) with speakers generously sponsored by Clyde & Co, LLP (London office)
- Focus Group Discussion and Workshop on “*Gender Equality and Human Rights*” in collaboration with the Friedrich Naumann Foundation at LUMS held, in September 2016



Publications and Research Grants



- Vol. 3 LUMS Law Journal (2016) published in print and online
- Dr. Muhammad Azeem: *“The Law, State and Inequality in Pakistan: Explaining the Rise of the Judiciary”* Springer, 2017
- Dr. Martin Lau: (ed.) *Yearbook of Islamic and Middle Eastern Law vol. 18 (2015/16)* (Brill Publishers) out in print
- Dr. Faiza Ismail: *“Islamic Financing in Europe: Recent Developments in Ireland”* in: (2017) 38(2) *Company Lawyer* 48-54
- Dr. Zubair Abbasi awarded Unpaid Research Leave to lecture and to conduct research on the *Egyptian Law on Khula* at the American University in Cairo from January 15 to May 31, 2017
- Dr. Zubair Abbasi: Research Grant under the HEC Thematic Research Grant Programme for *“The Role of the Judiciary in Protection of Women’s Rights: A Case Study of Divorce Law (Khul’a)”* Duration: 1 Year (2016-2017). Total Funding: PKR 2.6 Million
- Profs. Uzair Kayani and Khyzar Hussain: two Research Grants on *“Regulatory Incentives for Foreign Direct Investments: BIT’s, Targeted Partnerships, SEZ’s, and Islamic Finance”* and *“Alternative Legal Means for Protecting IP: Sale of Goods Act, Consumer Protection Courts, Provincial Food Authorities, and Quality Control Agencies”* by the American Business Forum (ABF). Duration: 1 Year (2016/17). Total Funding: PKR 800,000
- Prof. Uzair Kayani, Ms. Sahar Bandial, *“International Human Rights Law Clinic for Law Students”* funded by the American Bar Association. Duration: October 2015 - September 2017. Total Funding: \$ 30,455

Conference Papers and Lectures

- Dr. Martin Lau: lecture on *“Legal Framework for Business to Business Relationship in CPEC”* at the Punjab Economic Forum, Technical Session 6: China Pakistan Economic Corridor, April 4, 2017
- Dr. Martin Lau: rapporteur and convenor at *“National Consultations on Afghan Refugees in Pakistan”* of the session *“Existing Legal Mechanisms to Manage Afghan Refugees in Pakistan”* organised by CODE, UNHCR, Chief Commissionerate Afghan Refugees (CCAR), and Ministry of States and Frontier Regions GoP in Islamabad, January 10 and 24, 2017
- Dr. Martin Lau: lecture on *“Academia and the Judiciary”* at the 150th Anniversary Conference of the Lahore High Court at the Aiwan-e-Iqbal (Lahore) on December 10, 2016
- Dr. Zubair Abbasi: presentation on *“Family Waqf under the English Legal System in British India”* at a conference *“Muslim Endowments in Asia: Waqf, Charity and Circulation.”* The conference was organised by the Religion and Globalization Cluster at the Asia Research Institute, National University of Singapore on October 19-20, 2016
- Dr. Zubair Abbasi: presentation on *“Annual Comparative Business and Financial Law Workshop”* at the American Society of Comparative Law at the University of Kansas School of Law on February 10-11, 2017
- Ms. Marva Khan: presentation on *“Synthesizing Judicial Review and the Basic Structure Doctrine in Pakistan”* at an international conference on *“Identity and Change – The Basic Structure in Asian Constitutional Orders”* jointly hosted by German-Southeast Asian Center of Excellence for Public Policy and Good Governance (CGP), Faculty of Law, Thammasat University, and Hanns Seidel Foundation in Bangkok, Thailand, on November 29-30, 2016
- Dr. Muhammad Azeem: presentation on *“Labour Law and Labour Conditions in Pakistan”* in an exploratory workshop on *“Labour, Regulation in Global Supply Chains: Ethnography, Advocacy, Campaigning and Critical Pedagogy”* at the Transnational Law Institute, The Dickson Poon School of Law, King’s College London, on November 10-11, 2016

BA-LL.B Quality Enhancement

- Peer Observation of Teaching initiated
- Course Evaluation Feedback formalised
- BA-LL.B Curriculum Mapping and Review conducted
- New Elective Courses: Law and Policy in Cyberspace; Competition Law and Anti-Trust; Law and Practice of International Commercial Arbitration; Law and the Dangerous Man; Courts as Political Institutions; and International Law from the South: A Critical Perspective to Decolonize
- LMS Training for Teaching Assistants
- Resource Guide and Handbook for Adjunct Faculty produced and distributed



Facilities for Student

Lockers for BA-LL.B day scholars ordered and installed

UBL Computer Lab equipped and opened

Dr. Parvez Hassan Reading Room equipped and opened

Three new Faculty Offices equipped and opened

Faculty Lounge equipped and opened

Student Careers Advice, Placement and Skills Training

- Law Career Fair and Dinner for final year BA-LL.B students held.
- Legal Careers in Karachi advisement by Ms. Summaiya Zaidi, Legal Consultant and LUMS Law Alumna 2009, for super-senior BA-LL.B students held on March 29, 2017.
- Law Student Summer Internships Scheme: Law students have been placed in summer internships at a number of prominent law firms and NGOs including Haidermota BNR, RIAA Barker Gillette, Axis Law Chambers, Sheikh and Dahir, Raja Mohammad Akram and Co., Ijaz & Ijaz Law Associates, MCAS&W Law Associates Karachi, Advocate General Office (Lahore), Aurat Foundation and HRCP Lahore
- CSS Success for three LUMS BA-LL.B (Hons) Graduates, who have been selected for the Central Superior Services; Mr. Malik Muhammad Danish (1st Position in Foreign Service of Pakistan), Mr. Danyal Hasnain and Ms. Ambreen Ashfaq.
- Formal Dining and Etiquette Training session for BA-LL.B Super Seniors conducted by Col. Amer Khan Durrani, Director General Administration and Services on March 13, 2017.
- BA-LL.B students Ms. Maria Khan, Ms. Ayesha Ahmed and Ms. Orubah Sattar Ahmed participated in Max Planck Study Tour of International Courts and Tribunals, organised by the Max Planck Foundation for International Peace and Rule of Law. The tour included visits to the European Court of Human Rights, the Nuremberg Court, the International Criminal Court and the Council of Europe from November 20 to December 3, 2016.
- SAHSOL honoured its best-performing students at the Dean's Honour List Ceremony on February 10, 2017.



Moot Court Competitions



- SAHSOL and the LUMS Law and Politics Society organised and held the 6th LUMS-HBL National Moot Court Competition 2017, generously sponsored by Habib Bank Limited, from April 6-9, 2017.
- Team LUMS participated in and won the Pakistani Rounds for the 58th Philip C. Jessup International Law Moot Court Competition held in Islamabad from February 10-12, 2017.
- Team LUMS participated in the International Round for the 58th Phillip C. Jessup International Law Moot Court Competition held in Washington, D.C. from April 7-16, 2017.
- Team LUMS participated and reached First Runner-up in the 2nd SLAMSH International Moot Court Competition, in Kathmandu Nepal, June 20-24, 2017.
- Team LUMS participated in the international 12th Henry Durant Memorial Moot Court Competition (South Asian Round) organised by the ICRC held in Kathmandu, Nepal from December 16-18, 2016.
- Team LUMS participated in the international Allen and Overy Private Law Moot hosted by UNSW Law (The University of New South Wales), Australia, from May 20-22, 2017.
- SAHSOL gratefully acknowledges the generous financial support for Team LUMS' participation in international mooting competitions received from: Mr. Justice (Retd.) Khalil ur Rehman Ramday; Mr. Justice (Retd.) Aamer Raza Khan; Mr. Justice (Retd.) Fazal Karim; Ms. Maria Irfan Khan; Ms. Sahar Bandial; Mr. Saroop Ijaz and Mr. Muhammad Umer Akram Chaudhry.

Knowledge Exchange and Outreach



- 7th Training Course on International Humanitarian Law for Law Teachers in collaboration with the International Committee of the Red Cross at LUMS REDC on 7 and 8 December 2016
- MoU between Aurat Foundation and SAHSOL for student internships, research and knowledge transfer, signed at LUMS on November 2, 2016
- Seminar on Judicial Independence and Access to Justice in collaboration with the Punjab Judicial Academy for District and Sessions Judges with Justice (Retd.) Jawwad Khawaja and Dr. Martin Lau at SAHSOL on September 7, 2016
- Seminar on Legal Education and Training for Balochistan Young Lawyers' Fellowship Programme, with contributing SAHSOL faculty, on April 18, 2017
- CEO Total Parco's Donation of Law Reports and Textbooks to the Dr. Parvez Hassan Reading Room on March 15, 2017
- SAHSOL Newsletter No. 1 (Fall 2016) produced and distributed



School of Education (SOE)



Message

from the **Dean**

The School of Education (SOE) MPhil Education Leadership and Management (ELM) programme was conceived in response to explosive growth in Pakistan's education sector and the resulting rapid expansion in demand for educational services. This often haphazard growth has led to a shortage of well-trained decision-makers and leaders in the sector, such as school principals, managers of school chains, policy analysts and implementers, and higher education administrators. Empowering a diverse student body, SOE aims to produce a new class of educational leaders that will provide strategic direction to a burgeoning education ecosystem.

Sitting at the intersection of research, policy, and practice, the MPhil ELM programme structure underscores the need to enhance research-based analytical capacity in educational practice and offers a curriculum aptly designed to equip leaders in education with the necessary skills to push education reform and innovation forward. An exciting intellectual environment will be fostered by SOE's teaching and learning centre, data and analytics initiative, and entrepreneurship and technology centres as well as by conferences, seminars, and colloquia held by renowned international faculty.

SOE's MPhil is an interdisciplinary 2-year programme designed and led by world-class faculty trained at top universities in the US and UK. Through its flagship MPhil, SOE is setting new standards for education instruction in the Pakistani context with far-reaching policy, management, and research implications across the wider region. The programme will familiarise students with cutting edge analytical methods and tools and prominent methodological and theoretical debates from across multiple disciplines while

emphasising leadership theory and its application in education.

The cornerstone of SOE's MPhil is a semester-long, targeted research-based placement of students in leading educational organisations partnered with SOE. The Practicum will equip our graduates with practical experience to tackle educational challenges in the field and market exposure to build their professional networks organically in collaboration with their organisations' leaders. Through such networks, SOE's MPhil graduates will find a variety of options for post-graduation placement such as leading private school systems, development NGOs, government reform and policy initiatives, international research organisations, and entrepreneurship and education technology companies.

For its inaugural MPhil class beginning Fall 2018, SOE invites students with a diverse set of personal, professional and educational experiences to apply. Through a generous grant from Babar Ali Foundation, comprehensive need-based financial aid scholarships will be offered to all admitted students. In addition, a significant number of merit-based scholarships will be available to support the academic aspirations of top applicants.

I invite you to join the vibrant LUMS community as we tackle complex educational challenges and transform the educational landscape in Pakistan together.

Tahir Andrabi, PhD
Dean
School of Education

COLLABORATIONS

Comparative and International Educational Society Conference

March 2017

Dr. Tahir Andrabi, Executive Director SOE, and Dr. Mariam Chughtai, Associate Director SOE, attended the Comparative and International Educational Society (CIES) conference, in March 2017, in Atlanta, USA. They presented the LUMS SOE model to participants and attendees at the conference with the aim of establishing linkages with top faculty from international institutions. The SOE team met with select senior faculty members from leading institutions to lock them in as advisors to the LUMS SOE, international faculty who expressed interest in faculty interface at the LUMS SOE, as well as LUMS alumni who were pursuing masters and doctoral degrees at universities in the US.



Global Education and Skills Forum Conference

March 2017

Dr. Mariam Chughtai attended the Global Education and Skills Forum (GESF) conference, in March 2017, in Dubai, UAE where she met with education practitioners and faculty associated with the Varkey Foundation and several participants from the Middle East. LUMS SOE acquired membership in the Alliance for Alternative Models for Universities which will help SOE engage on capacity building with universities abroad as a new School in a developing country.

Research on Improving Systems of Education Meeting

March 2017

Dr. Tahir Andrabi and Dr. Mariam Chughtai attended the Research on Improving Systems of Education (RISE) meeting at Oxford University, in March 2017, in the UK. They presented the LUMS SOE model to the Intellectual Leadership Team (ILT) and the Country Research Teams (CRT) for RISE, representing Ethiopia, India, Tanzania and Vietnam. The SOE team received personalised guidance from the COO of Oxford's Blavatnik School of Government on how to set up intensive partnerships programmes. Faculty from US and UK universities, working on education, also helped guide next steps and long term vision for the School. The RISE platform enabled the SOE team to engage with highly accomplished experts such as Dr. Mark Moore, who is one of the main developers of the Harvard Doctorate in Education Leadership programme, to discuss the SOE curriculum and ensure that it remains relevant and current.

Meetings with Faculty at Harvard University

May 2017

Dr. Tahir Andrabi and Dr. Mariam Chughtai met with lead faculty of the Harvard Doctorate in Educational Leadership (EdLD) Programme to discuss the design of an education leadership module for LUMS SOE in close consultation with Harvard University. Dr. Richard Elmore, Dr. Mark Moore and Dr. Elizabeth City, three of the main architects of the EdLD Programme at the Harvard Graduate School of Education, gave in-depth guidance and confirmed their ongoing engagement with SOE Advisory Board. Harvard University is looking into sharing access to online courses on Education Leadership and has already shared materials and the student practicum handbook for the EdLD Residency Programme with LUMS SOE.



Engagement with District Bhakkar

April 2017



Dr. Mariam Chughtai and Hatim Rashid, Programme Manager SOE, conducted a two-day visit to District Bhakkar, in Punjab, which comprised of field visits to schools and meetings with stakeholders. The visit contributed towards the Partnership and Engagement Programme. The LUMS SOE Team and the Deputy Commissioner of Bhakkar District, Syed Bilal Haider, mutually agreed to initiate the formal process of collaboration on a range of areas in education.

The LUMS SOE faculty will explore conducting professional trainings for education managers and school principals and engage in research that will inform policy and practice. Additionally, LUMS SOE students will engage in field work in Bhakkar district and gain exposure to the public education system from the ground up. Both parties are in conversation to sign an MOU to make Bhakkar a partner lab district for LUMS SOE.



FACT FILE

SDSB

MGSHSS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE
OFFICES

LUMS - AKU-IED Regional Roundtable on Education

December 2016

The LUMS - AKU-IED Regional Roundtable (RRT) convened academics, practitioners, policy experts and state representatives with substantive experience in responding to the complex challenges of education in Pakistan. With the overarching theme of “Research, Policy and Practice: The Possibility of a Symbiotic Relationship for Education Reform in Pakistan”, the RRT was a first regional roundtable on education of its kind that enabled the LUMS SOE to form regional linkages between Punjab, Sindh, Khyber Pakhtunkhwa and Gilgit Baltistan. This was a two day conference where faculty leads from AKU-IED, Karachi, came to Lahore on Day 1 and stakeholders from Punjab were invited. Day 2 was held a week later where



faculty from LUMS travelled to Karachi and stakeholders from Sindh, Gilgit-Baltistan and Balochistan were invited. Same sessions were held on both days so that faculty got a breath of exposure to policymakers and stakeholders from across the country. Two Special Interest Groups (SIGs) have been seeded using the platform provided by the Regional Roundtable on Education.

KEY INITIATIVES/EVENTS

Misaq-e-Ishq The Covenant of Love

January 2017

The LUMS SOE collaborated with the Harvard South Asia Institute (SAI) and the Lahore Biennale Foundation (LBF) to organise a musical event with popular musician, Ali Sethi, and Harvard University Professor, Dr. Ali Asani. This concert proved to be a successful branding opportunity, both inside and outside LUMS, as the event was fully sold out and advertised across several important stakeholders for the School of Education. “Misaq-e-Ishq” was also an opportunity to partner with Harvard SAI in the first engagement that LUMS SOE had with the arts.



First Annual Education Festival EdFest 2017

February-March 2017

The overarching purpose of the First Annual Education Festival: EdFest 2017, held in February-March 2017, was to facilitate a multi-day vibrant student interface with experts who have substantive experience with the education sector. LUMS SOE partnered with three student organisations – LUMS Community Service Society, LUMS Consultancy Group and The Music Society at LUMS – to organise an event for the students. Bringing LUMS student societies on-board has enabled LUMS SOE to begin building a relationship with the LUMS community. Additionally, the SOE Team ran two successful social media hashtag campaigns – to honour teachers and statistics on the current landscape of education in Pakistan – which successfully created a buzz on campus about LUMS SOE activities, facilitating market creation within the LUMS student body.



Education Roundtable at Cambridge University

June 2017



LUMS SOE and the Research for Equitable Access to Learning (REAL) Centre, at Cambridge University, convened a roundtable discussion on June 1, 2017 entitled, “Reimagining the Education School of Tomorrow”. The goal of the Roundtable was to utilize the launch of LUMS SOE as a new graduate school of education in Pakistan, as a platform, to think of innovative ways of research, teaching and institutional collaborations. The roundtable discussion focused on three key themes: outlining and clarifying the ethos and objectives of the SOE, discussing its curriculum and programming, and identifying potential collaboration strategies for establishing institutional partnerships both at home and abroad.







Administrative Offices





OFFICE OF THE REGISTRAR

Milestones 2016 -17

Zambeel Revamp Project Completion

Zambeel revamp/re-implementation activity as per international standards, comprised of redesigning the academic structure and revision of business processes according to the system's delivered functions. This university wide full-featured web based interface now provides stakeholders easy access to key academic information. A single interface for student record access has enabled the incorporation of 'Legacy LUMS,' a transcript record-keeping system.

All Zambeel related processes and integrations underwent rigorous data and process UAT (User Acceptance Testing) and data sanctity was verified before Project Go Live. The housekeeping on rights and system authorisation has been performed to ensure system security and assignment based rights' allocation. Various user guides for re-engineered processes after Zambeel revamp have been accordingly developed.

Provision of Efficient Services

- Stakeholder satisfaction assessed through decrease in number of queries by more than 50%
- Provision of data to university stakeholders as per their requirements and as needed for university ranking
- Training of university stakeholders for data extraction from Zambeel and getting to know the system, post revamp

Co-ordination Workflow and Teamwork

The Office of the Registrar led the coordination across the University and helped create a world-class services ecosystem while ensuring transparent policy implementation across University programmes.

Office of the Registrar's Website

A well-structured RO website aimed towards a reliable, effective and attractive web presence was designed. This single source information platform will provide updated information as it goes live in the near future.

RO Online Student Services Management System

Developed an online services management system that caters to online transcripts/service letters and attestation requests of students and alumni, with viable online payment options. About 1219 letters and 1900 transcript requests have been processed using the online system since July 2016.

University Policy Implementation

Developed and printed a separate Graduate Handbook exclusively for the graduate programmes offered at LUMS.

Secured Transcripts As Per International Best Practices

For the first time, transcripts with security features were issued at Convocation 2017.

Convocation 2017

Largest batch graduated to date - 1082 students

Academic Essentials and PeopleSoft Zambeel Training

- Zambeel Training and Enrolment Phases I and II held for 2017 batch
- Informative PeopleSoft Zambeel Activity kit

(Course Enrolment Guide, Bio Data Verification and Exploration of Important Tabs) in the form of a presentation was also communicated to the students in advance

End of the Year Awards Ceremony 2016

Top position holders with the best academic performance and students on Dean's Honour List were recognised at a ceremony.

PwC Policies

PricewaterhouseCoopers (PwC) Consultants in close coordination with the Office of the Registrar developed 36 policies for major functions performed at the Office.



Quality Enhancement Cell

Last year, LUMS established the Quality Enhancement Cell (QEC) and appointed personnel to assist the Registrar on all matters pertaining to Quality Assurance at the University level. QEC aims to work towards improvement of LUMS academic, teaching and learning standards.

Important Milestones

Self-assessment Reports

- QEC took the task of facilitating the process of self-assessment reports for four programmes. These included BSc Computer Science, PhD Computer Science, BA-LL.B and BSc Economics.
- This year, the CS department went through a rigorous accreditation process with NCEAC.
- QEC coordinated mock review visits to facilitate the process.

Accreditation

- Active participation of QEC for data collection and dissemination for accreditation purposes.

HEC Communication and Liaison

- Regular communication and liaison with the Higher Education Commission (HEC) continued.

- QEC staff attended a training on Quality Assurance and Governance funded by the Tertiary Education Support Programme, HEC from March 27-29, 2017.
- A QEC member attended an HEC training on Pre-visit Preparation for IPE, MS/MPhil and PhD Programme Review on May 9, 2017 at Margalla Hotel, Islamabad.

Memberships

- LUMS successfully acquired memberships of INQAAHE, APQN and EURASHE, three international quality assurance agencies.

Data Driven Decision Making

QEC worked towards data driven decision making by pursuing the following activities:

- A detailed survey implementation policy was developed.
- For graduates and undergraduates, the Freshmen Orientation Survey, First Year Experience Survey and Graduating Students Survey were developed and administered. Additionally, First Semester Feedback was also managed.
- To facilitate and ease the process of reporting by all stakeholders, a dashboard is under development.
- Working towards collating legacy data of LUMS, QEC did a thorough verification of launch dates of all academic programmes offered at LUMS from different sources such as meeting minutes, school coordinators etc. Launch dates of Schools have also been verified.

Policy Development

QEC actively worked towards gap identification in the administrative/academic workflow and policy development to rectify the gaps thereof.

The following policies have been developed and/or reviewed by QEC over the past year:

- Notifications Policy
- Academic Approvals Policy
- Scope of University Standing Committees
- TA Policy
- Examinations Policy
- Survey Implementation

Trainings and Seminars

- Capacity Building workshops were arranged by QEC to disseminate the knowledge gained through the trainings received from HEC to all the administrative staff at LUMS.
- QEC organised a training on Quality Assurance and Governance for the RO staff.

QEC Website Project

- QEC will collect and disseminate information on current and developing Quality Assurance Process Frameworks and Models and help in assessment, improvement and maintenance of quality in higher education. It will disseminate information and research findings to LUMS community through seminars, workshops, conferences, trainings, documents, newsletter and surveys among others.
- Another desired goal is to project a positive image of LUMS to the world by showing its commitment towards quality enhancing initiatives.





OFFICE OF ADMISSIONS

Key Initiatives

Live Web Chat

A live web chat facility introduced for applicants to communicate in real time using easily accessible web interfaces

SAT Administration

Successfully administered SAT for 1400+ students at LUMS for College Board, USA

Outreach and Open House Sessions

The Office of Admissions team participated in various activities like faculty talks at various schools and colleges and Open House Sessions across Pakistan

Revamp of Admissions Website

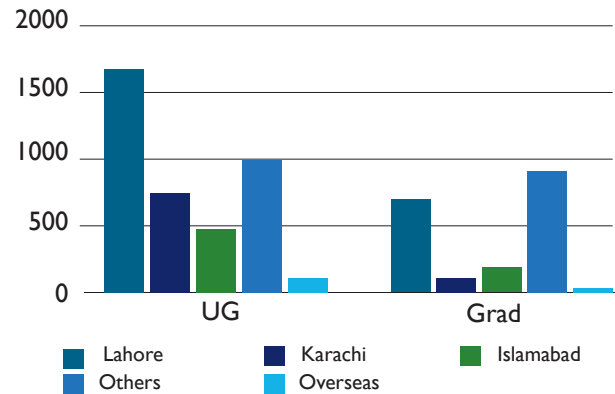
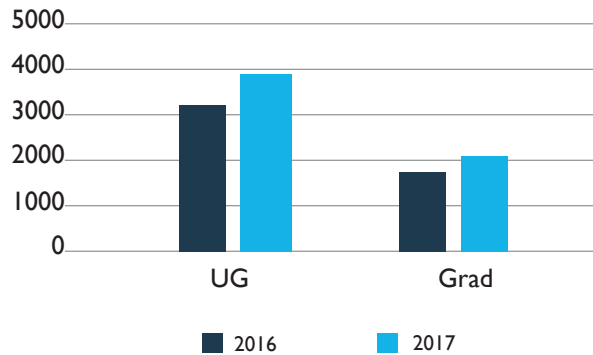
The website was revamped and made more user-friendly and interactive

Video Tutorial

Step by step tutorial of online application was introduced to facilitate the applicants with the process of application submission

- Testing Unit successfully prepared and conducted the LUMS SBASSE Subject Test for both the Undergraduate and Graduate programmes in various cities of Pakistan. Approximately, 1400+ candidates were tested for Undergraduate programmes in Lahore, Karachi, Islamabad, Multan, Peshawar and Quetta; whereas, 1000+ candidates appeared for the Graduate SBASSE Subject Test in Lahore, Karachi and Islamabad.
- The Office facilitated the NOP Centre in various activities that included the NOP Summer Coaching Session Registration, Overview of the Online Admission Application during Lab Sessions and Testing.
- The automation process this year immensely helped the Office to increase effectiveness of all activities. Students' data was readily available and shared with all concerned departments through a common system.

Comparison of Applications Received Demographic Breakup 2017



Comparison of Applications Received Per Programme 2016-17

Programme	Submitted Applications 2016	Submitted Applications 2017
UG	3171	3958
MS Biology	98	87
MS Chemistry	87	157
MS Mathematics	52	59
MS Physics	39	79
MS CS	295	355
MS EE	353	388
MS Economics	55	70
MBA	274	312
EMBA	53	78
ADV MBA	3	3
PhD Biology	93	92
PhD Chemistry	82	82
PhD Mathematics	32	45
PhD Physics	33	39
PhD CS	45	67
PhD EE	65	99
PhD Management	42	64

Quality Enhancement Initiatives

- Trainings focused on polishing interpersonal skills as well as enhancement of expertise, held for the whole staff.
- Applicants' queries handled in a timely and efficient manner through the "Service desk," an in-built functionality within the online application accounts. The response time for all queries was two working days.
- Admission processes improved to achieve operational excellence. Process automation helped the Office increase effectiveness of all activities. Better planning and proper implementation of working strategy enabled the team to achieve given targets in a timely manner.

Comparison of International Applications 2016-17

Programme	Submitted Applications 2016	Submitted Applications 2017
Undergraduate	109	12
Graduate	77	6



OFFICE OF FINANCIAL AID

697M disbursed in 2016-17

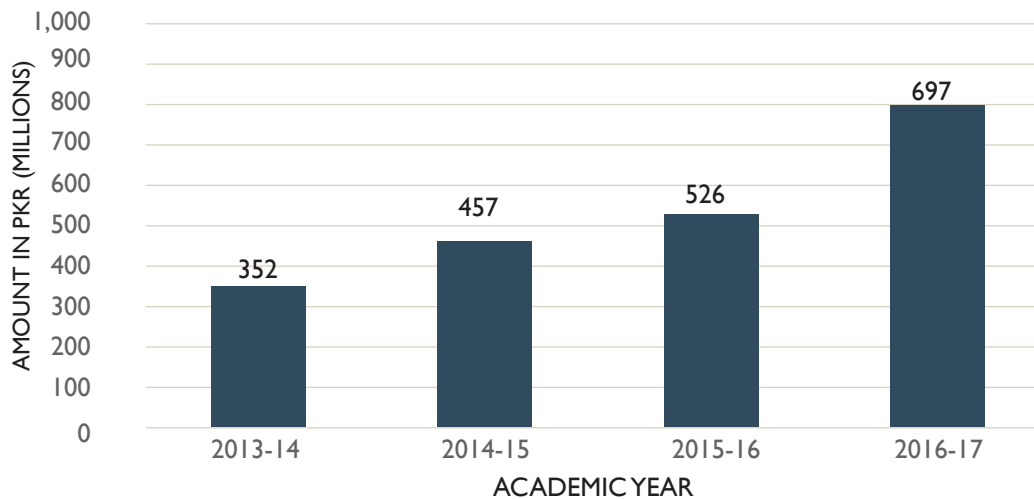
30% students received financial aid

More than **395M** was given to NOP students during 2016-17

Financial aid disbursed till June 2017: **3.9B**

Initiatives

- Web Chat initiated for timely and efficient resolution of student queries regarding financial aid
- Tutorials introduced on how to fill online financial aid application
- Fully funded MBA and UG scholarships for international students
- LUMS interest free loans for UG students
- Hostel registration fee waived off for all NOP students



■ Total Amount of Financial Aid Disbursed



OFFICE OF STUDENT AFFAIRS

The Office of Student Affairs houses four units – Career Services Office (CSO), Residence, Sports Wellness and Recreation (SWR) and Extracurricular Activities (ECA)

- LUMS Space Observatory established in collaboration with SPADES
- O Week 2016 completed with great success and to the satisfaction of the Freshmen. A post-event survey was also conducted. 878 registered freshmen responded with a result of overall 91% Good to Excellent rating.
- To assess housing services and facilities, a survey has been circulated to all students living on campus for their feedback. Designing of Exchange Programmes, SWR and ECA, CSO and Doctor/ Counsellor surveys are in process.
- In connection with LUMS Pro-Chancellor's suggestion to engage greater inclusivity from minority communities and provinces, Director Office of Student Affairs (DOSA) discussed options available at LUMS with the Catholic Education Board and the Hindu Panchayat Council in Karachi.
- DOSA led a team of 9 selected students to the Youth Mobilisation Programme to Gwadar. The LUMS team was most proactive and played a leading role in melting the ice with Baluchi students over the three-day excursion.
- Published three variations of Anti-Drugs posters to be installed in all public areas of the campus to educate students. This was followed by distribution of a brochure on drug addiction.
- Facilitated the Sprite Wars event on campus – a cooking competition, avidly received by students, in which over a 100 teams registered. Generated revenue of PKR 300,000 for LUMS
- Coordinated with WWF to celebrate 'Earth Hour and Beyond' at LUMS

Housing

- Male Hostel M7 with the capacity of accommodating 446 students was formally added to the pool of on campus student accommodation
- Total check-ins net of cancellations for the Fall 2016 semester equal 2334 – the largest ever student body housed on campus beating the previous 2186
- A 'Housing Officer Handbook' compiled to guide and train new recruits over policy and the dos and don'ts of hostel operations

Student Exchange

- DOSA met Dr. U. A. G. Isani, VC Iqra University and Dean Dr. Nishat from IBA to discuss the possibility of MOUs and mobility between universities.
- Ms. Nosheen Rachel Naseem of Middlesex University visited LUMS in connection with the ERASMUS Plus exchange MOU for a Staff Training Week at Middlesex University. Applications solicited to send two LUMS Doctoral students to Middlesex University in pursuance of the MOU.
- Final nominations of six students for the FH Joanneum Exchange Programme, two for the Waseda Exchange Programme, inclusive of SOP assessments and interviews by a faculty panel, were completed. 10 students were nominated for the National University of Singapore Summer Internship Programme.
- Communication with Koç University, Istanbul and Seoul National University has been initiated successfully. One student has been nominated for the Koç Summer Programme and one for Seoul National University for Fall 2017-18.
- Agreement signed with Berkeley-Haas, Global Access Programme. University of Maryland, SOAS, London and UET Lahore agreements are in the final works.
- Fine-tuned existing MOU with IBA Karachi to include SDSB undergraduate exchange students
- Assessment has been completed for Tilburg University, Netherlands and an MOU is expected to be finalised by mid-April
- Progress underway over a possibility of an MOU with SOAS, London to enable their students to spend a semester at LUMS.
- Formal requests for meeting sent to all 12 nominated universities in Germany and Spain in connection with a proposed visit to enhance student exchange.
- DOSA represented LUMS at the final EXPERTS conference at Bogor, Indonesia. Apart from an interesting workshop over internationalisation, positive discussions were held with reps of universities for bilateral exchange programmes.

Co-curricular

- LUMUN won 6 Outstanding Diplomacy Awards at the Harvard WorldMUN in Rome, Italy
- LES won the NASCON '16 Marketing and Business Idea Group
- RWES won the Best Research Paper Award at the SAESM 2016, Sri Lanka
- FINTRA LUMS Marketing Society, LUMS Psychology Society and Orange Project (Pakistan Chapter) student societies were approved for operations at LUMS
- The online ECA Portal commenced operations. The portal efficiently processes society approvals.
- Notable events included LUMUN 2016, Skit Tamasha, a Stress/Anxiety workshop, LUMS Annual Games, SportsFest 2017, PsiFi. YLES, CARMA, a number of LAS trips, Classical Music workshop, Movie Marathon, Phoenix '17, Special Olympics '17, LAPS '17, Inter-Varsity Debating, FILUMS '17, YLP '17 and Global Village '17
- DRUMS participated in the World Universities Debating Championships in Netherlands and in the Shah Jiwana International Debating



Championships

- Total revenue generation from mega events crossed PKR 29 million with a conservative estimate of 4500-5000 external delegates visiting the campus
- At the end of the mega event season, PKR 14 million was raised via sponsorships

Sports and Wellness

- LUMS teams played 6 matches in HEC events, winning 3 of them
- Jogging track and the cricket ground were upgraded
- New cricket pitch commissioned
- Fall Fest '16 held, participated by nearly 450 members of the LUMS community
- Maintenance of the Squash Courts is in progress
- LUMS participated in a 7-sports tri-series with Lahore SE and UC Lahore, and won the Football (female), Badminton and Volleyball tournaments
- The LUMS Annual Games '16 were held from December 1-3, 2016 with various teams from all four Schools competing in 13 different games
- The LUMS Basketball League Final '16 was played between GCU and DHA basketball teams. GCU won the match.
- LUMS SportsFest hosted with 1,300 participants competing over 11 individual games across two age limit categories
- The inaugural LUMS Intra Mural League 2017 held. Five teams (LUMS Lahore, LUMS Karachi, LUMS

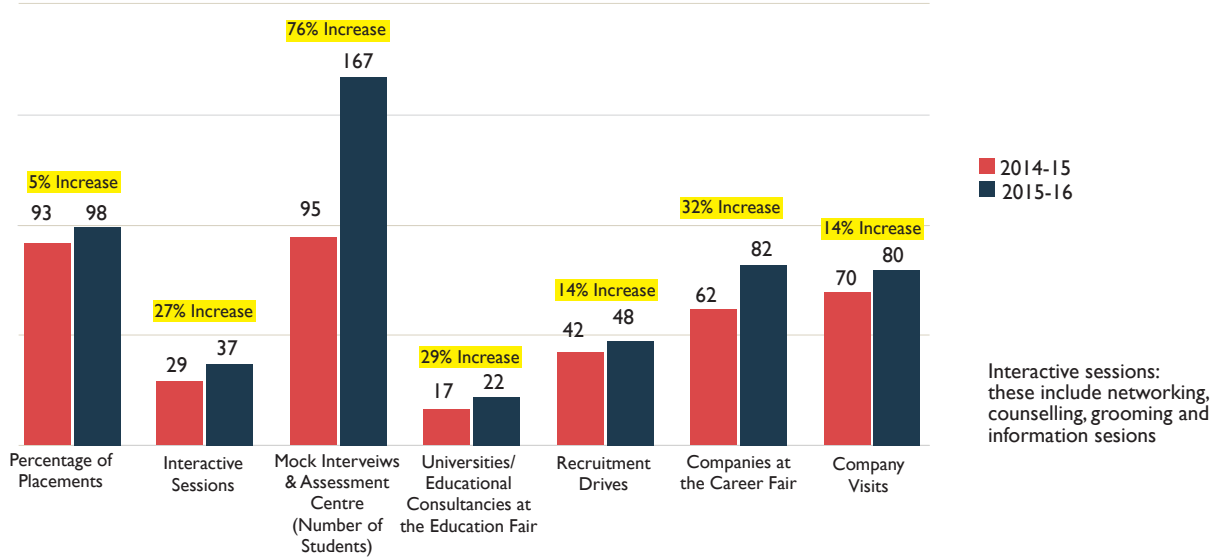


- Islamabad, LUMS Peshawar and LUMS Quetta) competed over Badminton, Basketball, Cricket, Futsal, Table Tennis, Tennis, Squash and Volleyball titles.
- The LUMS Coca Cola Aquatic Center was formally opened for the LUMS Community

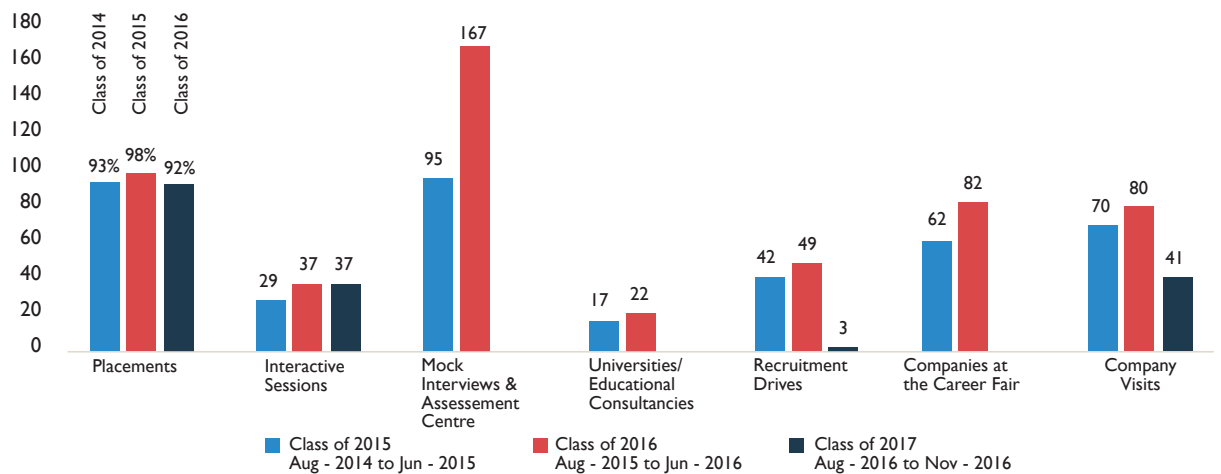
Career Services Office (CSO)

- 13 undergraduate students garnered full scholarship offers for PhD
- CSO in collaboration with British Council, organised a Mini Education Fair in October, 2016, where representatives of top nineteen UK universities participated to provide one-on-one counselling to students.
- CSO team visited 17 large-to-progressive companies in Karachi to prospect for new openings and to include other companies on board.
- Coordinated with UAE based alumni for an overview of the job market to engage possible recruiting opportunities
- Met the Pakistan Social Welfare Attaché for the UK to prospect for placement opportunities in the UK in collaboration with the Pakistan Consulate, UK.
- Coordination with IAESTE (the International Association for the Exchange of Students of Technical Experiences) for possible international internships of SBASSE students.
- Coordinated with WAADI to organise Skype interviews of students for UAE based vacancies.
- Concluded the largest ever Career Fair on campus, with over 90 leading companies in attendance
- Recruiter's Guide 2017 distributed, documenting a record 610 resumes (up from 470 in 2016)
- As a new initiative, experts from multiple corporate sectors were invited to conduct mock interviews of 117 students.

Placement Comparison 2016-17



Comparison of CSO Activities





GAD AND BIRGIT RAUSING LIBRARY

Key Initiatives

- SMS alert service initiated for users; LUMS Library is the first to introduce this service in Pakistan.
- Coffee Lounge for reading and discussions
- Discounts by famous booksellers like Readings and Liberty Books
- Developed an archive of video interviews of LUMS students and external members who have secured top positions in the CSS examinations; they highlighted how the Library helped them secure positions in the Pakistan Administrative Services.

Library Facilities

The Library offers a variety of services to assist the faculty in their teaching and research. These include

- Self-Check Service
- Digital Scanning Services
- e-Kiosks: High-tech computer terminals to provide information from subscribed databases for education and research and facilitate the users to retrieve relevant research data for their articles, assignments, projects and theses.
- Kindle e-Readers: Amazon Kindle e-book readers are available for issuance. They are pre-loaded with classics, fiction and course packs, 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. Lists of fresh arrivals are circulated to users and posted on the library portal.
- Virtual Private Network (VPN): Provides off-campus access to the Library's full-text resources.
- Laptop and Mobile Charging Points
- Finishing Corners: Established to facilitate students and external members in their research work.

Library Usage Statistics

Print collection of over **267,000**
 Access to **36,000** e-journals
3,848,824 (6109 daily) annual searches and downloads from e-databases
650,991 (54250 monthly) visits
743,975 (61998 monthly) annual library website/portal searches
60,104 (5009 monthly) book issues
71,366 (5945 monthly) online renewals through the library portal
200 external members used library services
 Around **2900** research articles provided to the faculty through Table of Contents Service
 Library remains open **7 days a week till 2 am**
3 helpdesks and "Ask a Librarian" virtual service

Research Literature

- Retrieving, compiling and presenting the University's research output data by generating a systematic report from SCOPUS and Web of Science and compiling meaningful data for individuals, departments, Schools and the University
- Assistance 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 get full text of research articles

Sessions, Workshops and Trainings

- Organised a workshop in collaboration with Clarivate Analytics (Thomson Reuters) on the evolution of Academic Research and Development
- Conducted a hands-on training session in collaboration with HEC/A&J DefTek Consultants on the HEC digital library and some other useful subscribed databases for the LUMS community.
- 8 orientation sessions for new entrants and 22 sessions conducted on research enhancement skills
- A series of sessions on Punjabi Poets and Ghalib lecture series organised in collaboration with Gurmani Centre for Languages and Literature

LUMS Annual Book Fair

A one-day book fair where more than 20 leading booksellers participated and presented their latest titles on core teaching and research subjects, as well as general interest books at discounted rates

Donations

- The family of the late, world-renowned Urdu fiction writer, Intizar Hussain donated his entire book collection to the Library. This valuable book collection, compiled over decades, comprises of major genres of literature by writers from across the world.
- Mahbub-ul-Haq Development Centre donated its entire collection to the Library.
- The Library received Pakistani law reporting journals from Total Parco Pakistan. These journals include, PLD, ALD, SCMR and Pakistan Code and are placed in the Pervez Hassan Reading Room at the Shaikh Ahmad Hassan School of Law. It is the first donation received for the Law School.

Collections and Resources

3,012 new titles added through acquisitions

4,013 donations

Access to **36,000** e-Journals through databases subscription

Access to e-libraries of WB, UN, IMF, EU and ADB publications

External Membership Services

The Library provides temporary conditional and annual membership to LUMS alumni, faculty, researchers, international visitors and postgraduate students. The Library has generated over PKR 1.3 million through external membership services alone.





HUMAN RESOURCES

HR Operations

- Renewal of Health Insurance and IGI Card distribution
- Management of the Day Care Centre; the current set-up has a capacity of around 40 children
- Management of female transport; presently there are 6 routes with more than 65 females utilising the facility
- Service Awards

Faculty and Staff Appraisal, Increment Closure and Manpower Planning

- Modification, implementation and successful closure of Appraisal Process 2016-17
- Manpower planning and operational support; manpower approved with effect from July 2016
- Faculty and staff promotions and closure

SOPs and Policy Documentation

Revision in the following SOPs:

- RA/TA contracts
- Issuance of Guest Cards
- Leave and attendance
- Final settlement
- Advance against salary
- Email account creation
- Probation confirmation

Recruitment and Selection

213	55	Successful internal movements and job placements
new staff hirings	faculty joinings	

Information Systems

- SAP is now the primary payroll system
- Faculty Scholarly Reports and Staff Appraisals launched
- Automated calculation of attendance and deduction in SAP Fiori App
- Re-development of organogram of LUMS in SAP
- HRD Dashboard
- Profile updater
- Adjunct Faculty added to SAP
- Around 100 plus contractual employees moved to a permanent position
- Corporate client deal with Mobilink
- Corporate client deal with Bank AL Habib for car financing

Employee Trainings

29	training and conferences arranged
289	staff members trained
PULSS sessions and closing ceremony held	



INFORMATION SYSTEMS AND TECHNOLOGY

Highlights

- Zambel rebuilt to comply with LUMS policies and international best practices
- IT Skills Enhancement Programme organised for staff and faculty
- Assumed responsibility of the new LUMS website and launched a new REDC portal
- Improved student and applicant user experience by improving the admissions website and introducing help guides and videos
- Worked creatively to balance and meaningfully utilise a lean budget, especially capital expense, while not compromising on the quality of services
- According to the IST Staff and Faculty Survey 2017, 92% respondents rated IST services between 6 and 10 (on a scale of 1 to 10) and 82% respondents said IST services are even better than last year

Projects Enterprise Systems

- Rebuilt Zambel to reflect LUMS policies, keeping within delivered functionality and best practices; strengthened authorisation and security, and migrated all legacy transcripts to Zambel
- Centralised all voucher and payment mechanisms into an easily pluggable and extensible system
- Developed and launched a new LUMS website based on a world-class CMS
- Delivered dashboards for HR, Admissions and partially for the Finance Office; streamlined the top level organisation chart and reporting structure for LUMS
- Rolled out three new sub-stores in SAP for GAS and one for IST
- Configured more asset management features of SAP to incorporate rooms and proper asset

allocation

- Brought PDC onto a world-class retail management software
- Moved SAP onto an Oracle Real Application Cluster environment, guaranteeing ironclad redundancy

Learning Technology and Training

- Launched programme on IT skills enhancement for employees; trained over 200 employees in Excel, Word and PowerPoint in just three months
- Trained over 30 new faculty members to use LMS

Infrastructure

- Increased internet bandwidth from 1 Gbps to 1.5 Gbps by pushing PERN to do more for LUMS
- Successfully managed the deployment and service delivery of a new generalised computing lab for 60 users at SBASSE
- Worked closely with GAS to enhance security and surveillance systems, including new handheld card readers and an upgraded server/application platform

CSRs and Negotiation

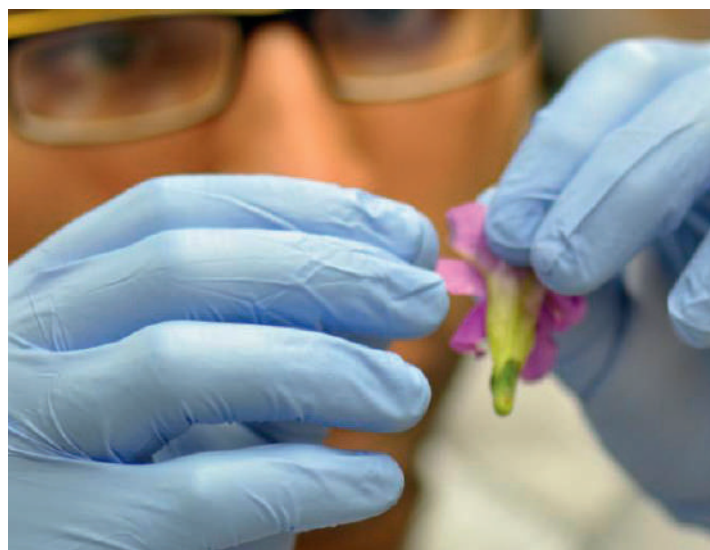
- Convinced Zong to donate 20 virtual desktop clients along with a server and storage infrastructure in return for a bandwidth contract

What's Ahead?

- Further improvements in user experience for students and faculty

- Integration of employee data and transactions in SAP, PeopleSoft, Active Directory, PABX, Email and LENEL
- Newer versions of PeopleSoft and Sakai LMS
- A new home-grown Provident Fund module in SAP
- Automation of REDC financial processes
- LUMS mobile app
- A web-based system to control and assure the quality of master data creation in SAP and other ERPs
- Dashboards on faculty workload and student demographics; enhancements to the finance dashboards
- An IT skills enhancement programme for students, plus an expanded curriculum for employees and possibly a SAP Academy
- Improvements in internet speed and reliability to the end user
- Data centre virtualisation and consolidation (subject to budget) to reduce future CAPEX and electricity costs





OFFICE OF SPONSORED PROGRAMMES AND RESEARCH

Externally Sponsored Grants	FY17
Number of Proposals Submitted	74
Total Amount of Submitted Proposals	2,725,381,345
Number of Proposals Approved	70
Total Amount of Approved Proposals	429,435,615
Total Funds Received	126,591,736

Externally Sponsored Travel Grants	FY17
Number of Applications Submitted	50
Total Amount of Submitted Applications	15,092,656
Number of Applications Approved	29
Total Amount of Approved Applications	7,338,073
Total Funds Received	272,869,153

Externally Sponsored Consultancy Projects	FY17
Number of Proposals Submitted	17
Total Amount of Submitted Proposals	27,153,540
Number of Proposals Approved	14
Total Amount of Approved Proposals	24,896,040
Total Funds Received	21,409,085

Externally Sponsored Events	FY17
Number of Applications Submitted	16
Total Amount of Submitted Applications	12,193,175
Number of Applications Approved	14
Total Amount of Approved Applications	11,621,305
Total Funds Received	9,741,385

MOUs/NDAs	FY17
Number of Research MOUs/NDAs Processed and Signed	23

LUMS Funded Research Grants Faculty Initiative Fund (FIF)	FY17
Number of Proposals Submitted	80
Total Amount of Submitted Proposals	71,080,730
Number of Proposals Approved	41
Total Amount of Approved Proposals	38,077,480

LUMS Funded Grants Faculty Startup Grant (STG)	FY17
Number of Proposals Submitted	23
Total Amount of Submitted Proposals	29,720,000
Number of Proposals Approved	23
Total Amount of Approved Proposals	29,720,000

LUMS Funded Travel Grants Faculty Travel Grant (FTG)	FY17
Number of Applications Submitted	111
Total Amount of Submitted Applications	36,834,307
Number of Applications Approved	92
Total Amount of Approved Applications	28,497,054

FACT FILE

SDSB

MGSHSS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE
OFFICES



GENERAL ADMINISTRATION AND SERVICES

- Purchase of new weapons for LUMS security
- Installation of new cameras for ACS system
- Ambulance facility for LUMS community
- Plantation of new trees
- LESCO, Diesel and Gas generators synchronised on 11 KVA
- Synchronisation further aided with SDMS solution for the extension of LUMS 400 kWp Solar Phase-3
- 440 kW load reduced by changing 15000 conventional lights with LED lights
- MOU for 400 kWp Solar Phase-3 signed
- Installation of sprinklers (water irrigation system) at all LUMS lawns, covering 25 acres of land and treatment plant connected to the irrigation system, which has resulted in significant water conservation
- Addition of a new 660 TR chiller into the HVAC system
- Installation of waste rainwater pumps 50 HP in the lake area to cater to the emergency heavy rainwater inflows
- State-of-the-art space observatory at the Library rooftop
- Snooker and gaming rooms in male and female hostels



PROCUREMENT OFFICE

Total Purchases PKR 820 million approximately
 Total Savings PKR 14.05 million

Major Projects

PKR 145,000,000	NMR Spectrometer
USD 59,280	Prism Coupler System for the Chemistry Lab
Euro 21,294	Vector Signal Generator for the Electrical Engineering Department
PKR 8.88 million	Dynamic Mechanical Analyser for the Chemistry Lab
PKR 2.09 million	Access Points for IST
PKR 1.92 million	Furniture for Electrical Engineering Lab
PKR 5.7 million	Furniture for SBASSE right wing
Euro 21,294	Vector Signal Generator for the Electrical Engineering Department

HVAC, Civil and Electrical stores placed under the custody of the Procurement Office

USD 23,881	Cisco switches for Aquatic Centre and SBASSE basement
PKR 9.75 million	Computers for SBASSE right wing
PKR 3.3 million	Cisco switches for SBASSE right wing
USD 42,000	Servers for the Biology Lab
PKR 4.23 million	6 I computers for SBASSE Lab
PKR 3.4 million	Procurement and installation of evaporator coolers in M-7 hostel building
USD 18,000	Laboratory instruments for the Electrical Engineering Lab
PKR 1.95 million	POS for PDC

FACT FILE

SDSB

MGSHSS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE OFFICES



NATIONAL OUTREACH PROGRAMME

- 27 cadet and armed forces managed colleges visited by the NOP team to reach a diverse audience belonging to all provinces especially Baluchistan and Gilgit Baltistan
- 88 cities visited this year for NOP outreach out of which 21 were new cities
- More focused approach taken to maximise female applications by visiting more girls and co-education colleges
- Collaborated with the Baluchistan Educational Endowment Fund to reach out to students in the province
- Collaborated with All Pakistan Hindu Panchayat, Diocese in various cities for Christian community as well as paid visits to Rabwa and Nankana Sahib to reach out to students of different communities
- Highest number of Summer Coaching Session applications received since the start of the NOP Centre
- Identification codes marked in SCS applications to identify the source of applications, as NOP forms were distributed to various NGO's, Govt. and private educational institutes all over Pakistan
- Feedback and responses by the Principals or faculty collated regarding the Outreach Sessions improved the quality of NOP presentations

Highlights

88 NOP visits | 258 colleges reached

7208 applications received for Summer Coaching Session 2016 - 17

SAT Funding – 483 students registered for the 2016 SAT

Major Events

- NOP Summer Coaching Session (SCS)
- Pre-Semester (a five day programme English language and communication for the newly inducted NOP and some other selected students from the class of 2016)
- Academic Gym for High Achievers (SAT training for talented students from Lahore)

Demographic Breakup of 2016-17 Applications

Province	No. of Applications
Punjab	5425
KPK	639
Sindh	528
GB	292
Federal	152
Baluchistan	91
AJK	81
	7208



OFFICE OF ALUMNI RELATIONS

11,072 Alumni

89% of the alumni database updated

Law Alumni Association launched in February 2017

SPARK, a premier alumni event series launched for the entire alumni community, with specific events that focus on professional development (SPARK-Pro) and academic support (SPARK-Ed)

Six Mentorship Sessions held for the community by LUMS alumni including Omar Mubin, BSc 2004; Saad Aslam, MBA 1997; Asim Maqbool, BSc 2005; Fiza Farhan, BSc 2007 and 6 members of the CSS Alumni Association including Furqan Ashraf, BSc 2014; Ejaz Sarwar, BSc 2014; Shahzad Mehboob, BSc 2012; Bilal Ahmed, BS 2014; Eesha Syed, BSc 2015 and Hasan Abbas, BSc 2014

A panel discussion organised on the future of Pakistani cricket in collaboration with BS 2014 graduate, Qasim Zafar's company, Cricingif featuring a variety of prominent cricket affiliates

International Reunions

- 27 International reunions across 5 continents attended by 800+ alumni from around the world
- Major Reunions held in USA (New York, Boston, Seattle, Bay Area, Washington, D.C., Chicago, Berkeley), Canada, UK, UAE, EU Mainland and Hong Kong

National Reunions

- 11 Local reunions held in 4 major cities around Pakistan, attended by 3500+ alumni
- Major reunions held in Lahore, Islamabad, Karachi and KP

New Alumni Chapters

- Created 4 new local Alumni Chapters i.e. Lahore, Sialkot, Faisalabad and Multan
- Created 4 new international Alumni Chapters i.e. Seattle, Washington, D.C., Nepal and Sri Lanka

Major Events

- Organised the biggest LUMS Alumni Homecoming yet in December 2016, where over 2500 alumni were in attendance
- Organised first ever 7up Spring Festival in April 2017, where over 2000 staff, faculty, students and alumni attended and for the first time the event was open to the family and friends of the LUMS community

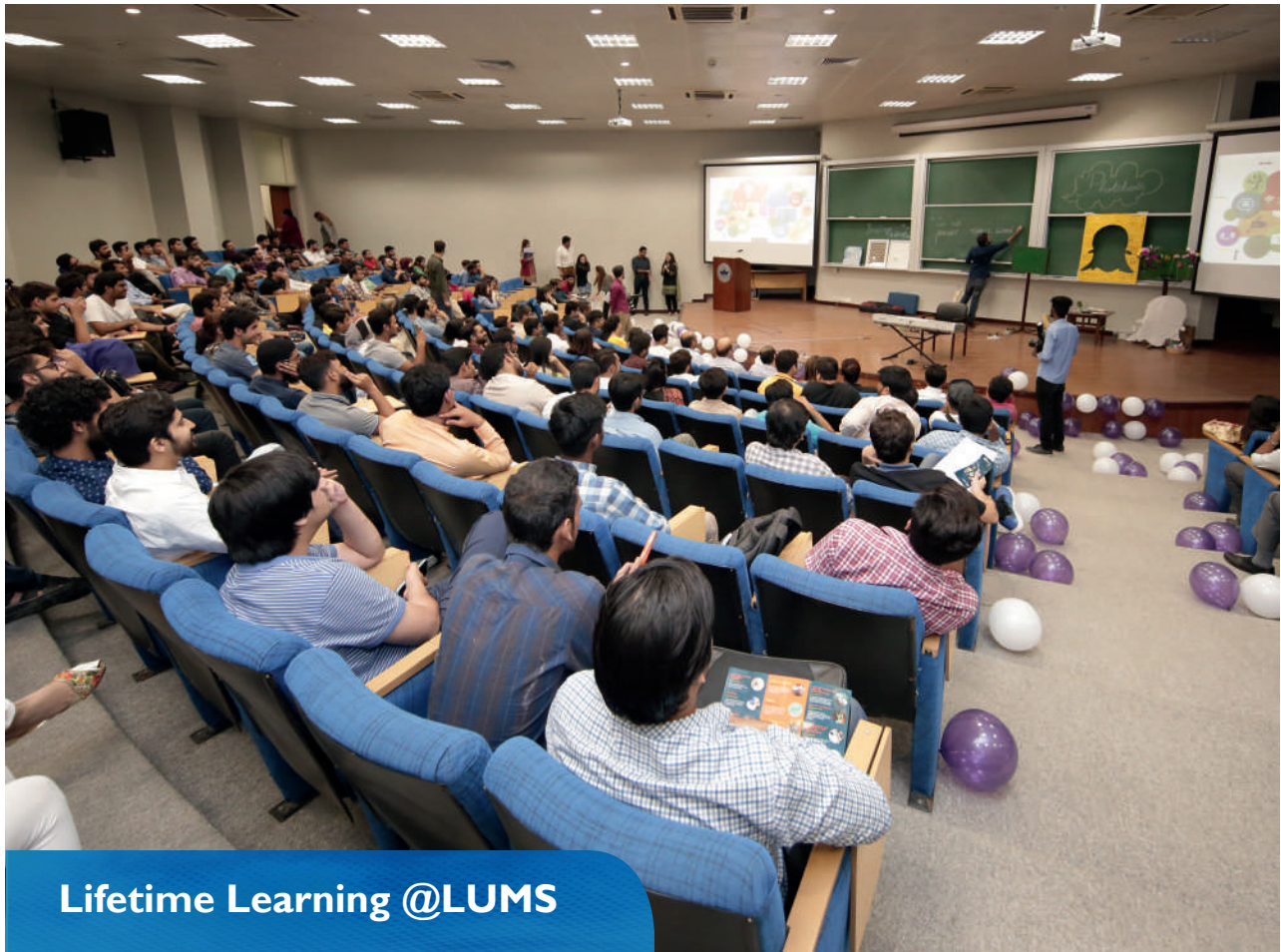
Alumni Elections and New Council

- Held elections for two local chapters, Karachi and Islamabad, for the selection of new office bearers i.e. President, Vice President, Secretary and Treasurer
- Held elections for two international chapters, UK and New York, for the selection of new office bearers i.e. President, Vice President, Secretary and Treasurer

ALUMNI NEWS & ACHIEVEMENTS

- Saad Gulzar, BSc 2008, appointed as Assistant Professor of Political Science at Stanford University
- Kanza Azeemi, BSc 2013, awarded the Saïd Prize for 'outstanding academic excellence and contribution to the MBA and wider Oxford community' for the year 2016-17 during the MBA end of course ceremony at the University of Oxford
- Sadia Khuram, MBA 1996, Saima Alvi, BSc 2001, and Muhammad bin Shahbaz, MBA 2007, joined the prestigious MIT Sloan Fellows Program in 2016, and successfully graduated
- Usama Javed Mirza, BS 2013, was the Class Speaker at the Teacher's College, Columbia University convocation ceremony this year
- Dr. Umar Saif, BSc 1998, received the British Council Alumni Award 2017 at a gala award ceremony hosted by Thomas Drew, the British High Commissioner to Pakistan. He was conferred the 'Professional Achievement Award' for his professional achievements and the transformative impact of his research on the government and higher education in Pakistan.
- Saman Tariq Malik, BA 2016, won the prestigious Rhodes Scholarship to study at the University of Oxford this year
- Aroosa Ijaz, BS 2013, joined one of the world's most prestigious research universities, ETH Zurich, as a PhD researcher. She was selected as one of the 15 PhD students from all over Europe for the Marie Skłodowska-Curie Actions Fellowship.
- Aalene Mahum Aneeq, BSc 2015, received the Ertegun Graduate Scholarship from the University of Oxford
- In the fiscal year 2016-17, alumni from across the globe joined hands to help LUMS in its goal to make need blind admissions possible for brilliant students, donating a total of PKR 27.6 million - the biggest annual donation from alumni yet.
- 20 LUMS graduates passed the Central Superior Services (CSS) examinations of Pakistan this year. This is the highest percentage of LUMS alumni who have successfully been allocated to the Civil Services of Pakistan.





The Lifetime Learning @LUMS, a six week programme, was launched in April 2017.

- 7 short courses offered in the first session
- 96 participants
- Classes displayed outstanding age diversity - participants were aged between 17 to 50
- LLL faculty members are all experts in their field: Nighat Chaudhry for Dance, Adeel Hashmi for Creative Writing, Fatima Saeed for Art, Aliza Waqar for Photography, Bilal Sami for Filmmaking, Aurelie Salvare for Confidence Boosting and Storytelling, Medeeha Khan for Introduction to Personality
- Revenue generated in the first session signified the popularity of this programme across the country as people travelled from far off cities like Gilgit and Islamabad to attend LLL courses.



Summer School @ LUMS

Summer School @ LUMS, a one of its kind project was launched on May 25, 2017. Targeting 14 to 18 year olds, students explored, learnt and enjoyed as they ventured into the most exhilarating experience of their life. Education was teamed up with enjoyment as classes commenced with 112 students.

The School successfully provided the admitted students a unique opportunity to learn interesting new skills, engage in a wide variety of sports, adventurous activities, creative endeavours, literature workshops, analytical engagements as well as exhilarating excursions.

20 courses: divided into **5** groups for the students

Around **800+** registrations received, out of which **112** participated in the programme

Expert Faculty

Students from all over Pakistan and abroad attended the programme



OFFICE OF DEVELOPMENT

Contracts and MOUs

Name of Fund
MBA 1996 Endowment Fund
SPEL
BSc Class of 2010
EMBA Class of 2014
Stylo Group
Salman and Hashir Scholarship Fund
Fatima Group
Rumman Scholarship Fund
MBA 1997 Student Loan Fund
MBA Class of 2005
Lifeline Fund
M.Abdullah Scholarship Fund
Sadaqat Limited
KPMG
Haidermota BNR-AM Scholarship
Bank Alfalah
Fast Cables Zakat Fund

Donations received **PKR 183,014,857**

Category	Amount	Percentage
Alumni	28,960,308	15.82%
Corporations	53,348,943	29.15%
HNIs	28,655,694	15.66%
Faculty	850,900	0.46%
Funding Agencies	70,580,241	38.57%
Individuals	449,591	0.25%
Staff	159,310	0.09%
Students	9,870	0.01%
Total	183,014,857	

Fund Type	Amount
Current Use Fund	170,168,690
Endowment Fund	12,846,168
Total	183,014,858



LUMS CENTER FOR ENTREPRENEURSHIP

- Won the bid for establishing the National Incubation Center at LUMS from Ignite and Ministry of Information Technology and Telecommunication
- Developed and implemented the Urban Youth Project, funded by Citi Foundation in collaboration with British Asian Trust, where 30 micro entrepreneurs were trained to grow their existing businesses
- Startup Weekend Ed Innovation sponsored by Ilm Ideas 2 (UK Aid) which brought together 120 participants and over 30 ed-tech start-ups
- Won funding from Karandaaz to start the Women Entrepreneurship Programme at LCE

Startups 2016 -17

March 2016

Aitomation - An automation company that intelligently automates everyday redundant and repetitive tasks

Doordrop - Provides grocery delivery and laundry services at home at convenient rates

Dockit - An intermediary between vendors and businesses and their clients, offering them discounts

Event Bazar - A one-stop shop for all solutions regarding event management

Nearpeer - Making learning more easy and meaningful with the help of one's own Nearpeer

Shahi Sawari - An on-demand rickshaw booking service

Meezaj - A business platform for student fashion designers and popular brands

Shadibox - A one-stop shop for clients and vendors for all their needs regarding a perfect event plan and execution

Paper.pk - The biggest web portal in Pakistan for jobs, classifieds, admissions and tenders

Treble - A social music application which captures a user's emotional moments while listening to music

September 2016

Sabzi.pk - Pakistan's first online fruits and vegetable delivery startup

Pine.pk - A complete range of gardening services for domestic and corporate clients

VanillaArcade - Revolutionising human learning through augmented reality

Arazi.pk - Pakistan's first tech-enabled brokerage

Dhobi Saab - An on-demand laundry and dry cleaning service

Pakshine - A unique product to save electricity by converting an existing UPS into a solar hybrid UPS

Diellicious - A weight loss service that designs your diet according to your goals and provides fresh calorie and macro counted meals

March 2017

Ice Curl - A live ice cream experience in the form of curls using fresh fruits and toppings

Edkasa - An online learning portal that allows O/A Level students from anywhere in Pakistan to access quality teachers at an affordable cost

Grassroot Consulting - A school service quality management and teacher training platform

Studentary - An online portal that allows people to sell books that they no longer need

Homestove - An online platform for home based cooks who are interested in marketing their well-prepared home food to customers

Maahir online - A one-stop convenient and reliable solution with an intelligent recommendation system that connects people with reviewed and rated local businesses/professionals

Qayaam - A platform for landlords and tenants to virtually meet and help them find secure and quality accommodation at affordable rates

Qisst.pk - A unifying web solution and an online

marketplace to buy and sell products online on convenient installment plans

Edlytica - A learning analytics programme which collects, integrates and analyses educational data to improve learning management

Neurostic - A decision support algorithm that helps doctors diagnose and discriminate among movement disorders

Thandi Chingari - A roadside gola cart that provides hygienic ice golas in innovative flavours

Counsell - A platform where all professionals can give and get paid advice

Teaching Lounge - An ed-tech startup that aims to uplift teaching quality across schools in Pakistan through teacher training, development, and sourcing

Keep School Safe - Making schools and students more prepared by incorporating safety training at grass root levels

Dasti - On-demand delivery service that makes within city deliveries convenient

Gemtech - A gemstone quality enhancement and treatment centre through state-of-the-art scientific treatments

Silicon Apocalypse Studios - The first ever Pakistani turn-based, role-playing, historical, fiction themed board game



OFFICE OF MARKETING AND COMMUNICATIONS

Office of Marketing and Communications (M&C) serves the University in the areas of brand marketing, interactive marketing, public relations and customised marketing campaigns specific to schools, departments and offices. M&C promotes the academic reputation and brand image of LUMS and promotes the LUMS story through various platforms such as traditional media, social media, print publications, videos, website and other interactive media.

From the development of effective marketing and communications strategy to the successful promotion of LUMS programmes and events, the Office of Marketing and Communications in 2016-17 further extended its reach and enhanced its level of services, breaking new ground in several key areas.

M&C promoted LUMS programmes through an integrated strategy that aligned print and digital promotions to create a consolidated brand identity and a consistent look and feel characteristic of our brand positioning. This included a unified admissions collateral and better coordination of content and messages shared across all platforms. Re-engineered Open Days at local and international locations translated into a much better user experience. Additionally, a dedicated approach to content marketing through SEO has resulted in better website ranking and user search results.

Admissions Campaign 2016-17

M&C leads the admissions campaign for all programmes with a goal to improve the quality and quantity of applicants. For the first time, a fact-based campaign was strategised in 2016-17. This was based on applicant analysis and their sources of awareness. This rendered a 360-degree plan that was optimised on all marketing channels including print, social media, outreach and direct marketing. The efforts resulted in an overall increase of 23% in the admission numbers for all programmes.

OVERALL APPLICATIONS FOR ALL PROGRAMMES

Year	2015-16	2016-17	Increase
	4289*	5260*	23%

* These stats exclude PhD programme applications

Open Days

Open Days were remodelled on an international format, resulting in a much better user experience and feedback. All 3 Open Days combined, secured a 197% increase in audience participation versus last year.

OPEN DAYS AUDIENCE ENGAGEMENT

Year	2015-16	2016-17	Increase
	1010	3000	197%

Nationwide Outreach Programme

Promoting LUMS Programmes and Offerings Across Pakistan

Every year, the Office of Marketing and Communications encourages qualified, aspiring students from across the country to join LUMS. These efforts are supported by a broad programme of outreach activities, which include:

Information Sessions

These were conducted across the country to increase awareness of LUMS undergraduate programmes, funding opportunities and important deadlines. Marketing representatives were accompanied by faculty veterans and members from the Admissions Office on these visits.

NATIONWIDE OUTREACH			
Year	2015-16	2016-17	Increase
	116	144	24%

Open Days

These university admission drives were conducted across Karachi, Islamabad and Lahore to invite the general public to meet the LUMS family and find out all about their programmes of interest, attend programme presentations, share experiences with alumni and have specific answers from the admissions and financial aid teams.

Participation in Expos

M&C represents LUMS at all top-tier education expos across the country. A total of 10 expos were attended in 2016-17 where general and programme specific information was shared with interested audience and the general public.

Marketing Collateral

M&C developed a comprehensive and creative assortment of marketing publications to promote the University's brand, support different institutional goals and reach a varied audience.

In 2016-17, 26 publications were designed to support the University's admissions campaign and orient and update the community on the achievements, events and happenings at LUMS. Particularly for admissions, a unified design and branding approach was adopted to create a LUMS brand identity through the admissions collateral and reach the audience with high-quality communication and messaging.

MARKETING PUBLICATIONS			
Year	2015-16	2016-17	Increase
Total No. of Publications	13	26	100%

International Admissions Campaign

Nepal and Sri Lanka – A Formal Campaign to Market the LUMS MBA

For the first time, LUMS made a formal presence in the regional market to market its flagship MBA programme. A 360 campaign was conducted in Nepal and Sri Lanka to expand the global footprints of LUMS and market the MBA programme to an international audience.

A comprehensive market research was first conducted for both markets to analyse the academic landscape and determine the opportunities and risks for LUMS to promote its brand. Based on the results, comprehensive campaigns were launched in both capital cities through top-rated international agencies in Nepal and Sri Lanka.

	Print Media	Social Media	Outreach	
			Outreach	Open Day
Nepal	14 insertions in top 2 newspapers in Nepal	LUMS Nepal <ul style="list-style-type: none"> 3,56,800 unique Facebook users reached through digital marketing 50,600 engagements (likes, comments and shares) 11,600 page likes over 3 months 	Meetings with 9 top-tier universities Meetings with key public and private stakeholders, including media, for awareness of LUMS and the MBA programme	Open House conducted on March 4, 2017
Sri Lanka	3 ads in 3 top newspapers in Sri Lanka	LUMS Sri Lanka <ul style="list-style-type: none"> 791,703 unique Facebook users reached over 3 months 62,814 engagements (likes, comments and shares) 4,013 page likes 	Meetings with 10 top-tier universities Meetings with key public and private stakeholders, including education ministry, for awareness of LUMS and MBA	Open House Conducted on March 11, 2017
Dubai/Middle East	Open Day announcement in Gulf Times	LUMS <ul style="list-style-type: none"> 119,680 unique Facebook users reached over 10 days 5,355 engagements on Facebook (likes, comments and shares) 85,700 impressions on Twitter in 6 days 	NA	Open House Conducted on January 27, 2017

Other Communication Channels

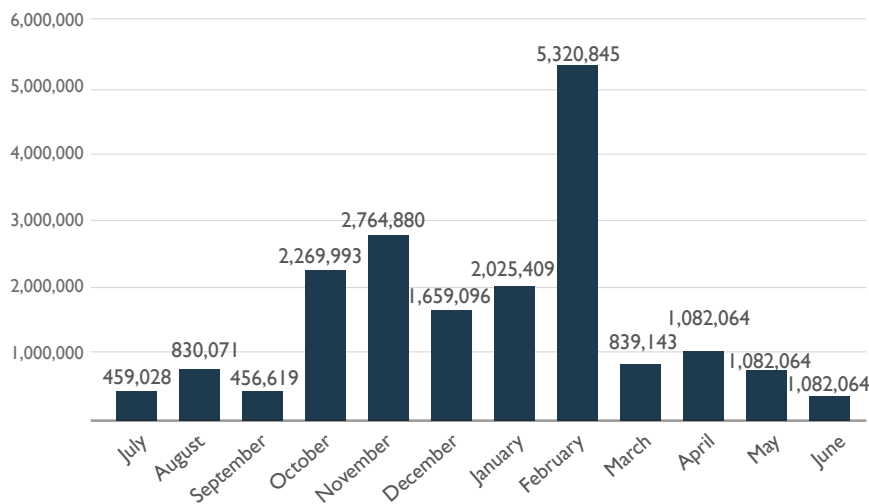
For the first time, direct marketing was regularised to reach target audience through focused messages. These included email marketing, SMS marketing and newsletters.

doubled in size to 8848+ followers. Similarly, Instagram and LinkedIn pages also observed a marked increase in the user engagement with a jump of 15,600 and 366,489 followers respectively. This year, the Office of Marketing and Communications launched the first-ever YouTube channel for the University, which created opportunities to showcase the happenings at LUMS and provide the wider audience a chance to stay connected with the vibrant university life.

Social Media Growth

Social media numbers for all digital platforms continued to rise in 2016-17. Facebook saw the number of followers increase to 631,556 and Twitter

Total Audience Reach Per Month



FACEBOOK

Total Fans	634,881
Total Engagement	2,440,698
Number of Posts	362

TWITTER

Number of Tweets	936
Tweets Impressions	1,582,815
Total Followers' Count	8848+

INSTAGRAM

Total Followers	16,500
Total Posts	596
Lifetime Likes Received	86,363

LINKEDIN

Total Impressions	366,489
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SIGNATURE CAMPAIGNS

GRADUATE NIGHT AND CONVOCATION			
Total Facebook Reach	Total Facebook Engagement	Number of Facebook Posts	Hashtag Impressions (Twitter) #GraduatingLuminite
567,512	66,715	15	224,892

ORIENTATION WEEK 2016			
Total Reach	Total Engagement	Number of Posts	Hashtag Impressions (Twitter) #Oweekiscoming
422,475	309,268	13	132,797

ADMISSIONS CAMPAIGN					
Total Engagement	Number of Posts	Impressions	Best Content (Main/Hero Video)		
			Total Reach	Reactions	Total Views
2,110,910	103	23,608,943	4,789,682	67,584	1,683,137

Hashtag Impressions #BeingLuminite	Hashtag Impressions #MeritMatters
438,600	228,200

Media Efforts

M&C continues to break barriers and share its expertise and research through international and national media outlet. M&C enhanced its prestige and successfully highlighted its academic, research, community and advisory excellence through

compelling stories of its faculty, students, alumni and staff. It also strengthened its relations with mainstream and digital media through diverse print and electronic coverage.

KEY ACCOMPLISHMENTS

42
Press Releases
Published

10
Unique Articles and Feature
Stories Published

654
Total Number of Print,
Broadcast and Digital
News Placements

FACT FILE

SDSB

MGSHSS

SBASSE

SAHSOL

SOE

ADMINISTRATIVE
OFFICES

WEBSITE

In line with its communication goals the Office provides strategy and support for design, development and maintenance of the LUMS website www.lums.edu.pk to advance the brand and meet strategic initiatives of the University. It manages the homepage and news and events sites to stay connected with its community through the best and most informative university interface. It also facilitates the Schools and Offices on their specific webpage design and content to ensure a quality engagement and a communication strategy that is aligned with the overall university strategy.

HIGHLIGHTS

485	News - covering all updates ranging from seminars to visits, awards to events and success stories to breakthrough developments
677,353	Views
196,482	Visits to News and Events Site

OTHER UNIVERSITY CAMPAIGNS AND SPECIFIC INITIATIVES

M&C plays a critical role in assisting and supporting the launch of key University initiatives. In 2016-17 the M&C office led the design and development of various marketing campaigns including:

- Summer School at LUMS
- Lifetime Learning at LUMS

The Office also led specific event-based campaigns for the University's flagship and annual events:

- Convocation 2016
- NOP Coaching Session 2016
- Orientation Week 2016
- NOP Zakat Campaign 2016
- Giving Tuesday 2016
- Alumni Homecoming 2016

VISITS AND SOCIAL ENGAGEMENT

M&C is the formal face of LUMS when interacting with the external community and all stakeholders. The Office managed and hosted various visitors

to LUMS during 2016-17. These included over 40 key visits of international delegations, ambassadors, consulates, parliamentarians, senior corporate leadership, policymakers, social activists, educationists, special forces, faculty and students.

EVENTS

M&C covers all university events and engagements through the year for broadcast and marketing objectives. This coverage includes 360° support, ranging from photography, and videography to digital and print coverage.

90+ university events covered in 2016-17

CREATIVE SUPPORT

M&C is the creative agency for LUMS when it comes to design and communication projects and initiatives. The Office extends design, content and printing support to schools and departments for their marketing and communication requirements throughout the year.

This year, M&C partnered with its internal clients to develop strategies, create concepts and establish a range of communication products across all media - including branding, websites, webpages, social media spaces, multimedia, annual reports, admission view books and lead pieces, advancement materials for development and donor relations, magazines, newsletters, brochures, handbooks, advertisements, displays, event materials, posters, fact sheets, and business communications.

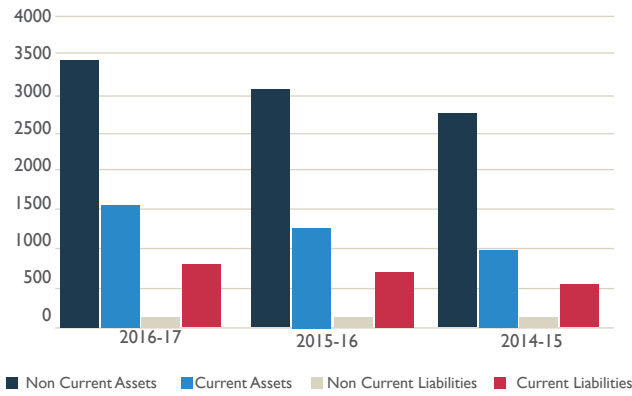
More than **216** design projects jobs undertaken by the Office

STANDARD OPERATING PROCEDURES (SOPS) AND POLICY DOCUMENTATION

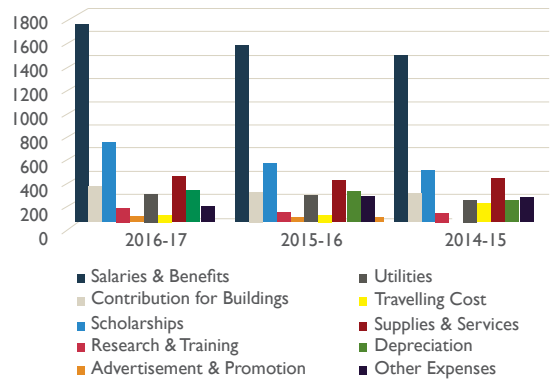
M&C is the branding and communication guardian within and beyond LUMS. As the custodian of the LUMS brand, M&C has actively worked towards standardising the visual identity of the University. It has enhanced the LUMS Brand Guidelines and developed the LUMS Style Guide to establish one branding language for LUMS and streamline protocols for communication that is exceptional on its excellence and message.

FINANCIAL STATEMENTS

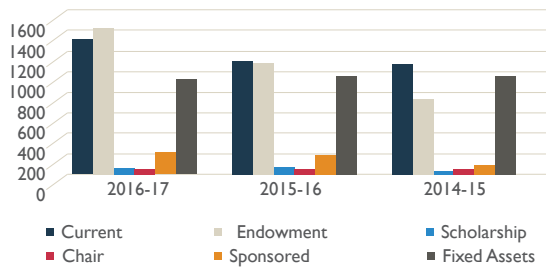
Summary of Assets & Liabilities



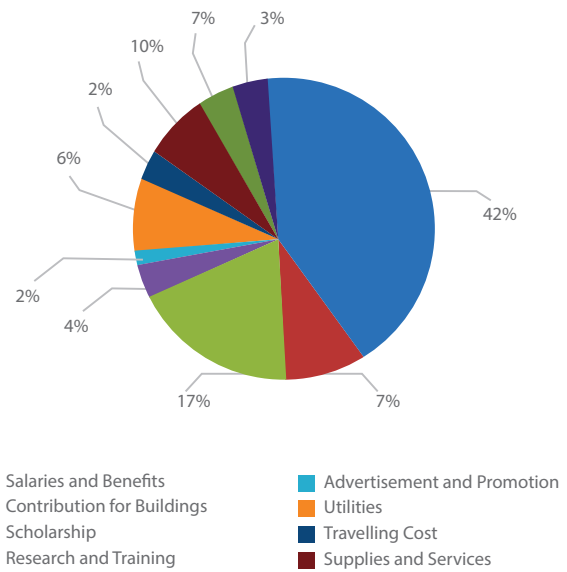
Expense Composition



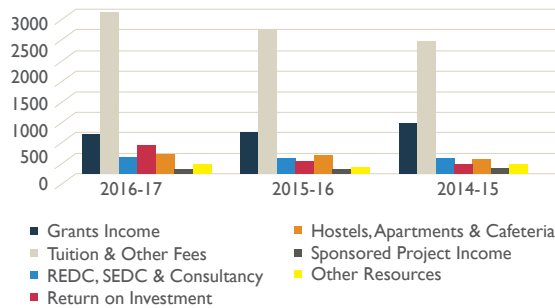
Fund Summary



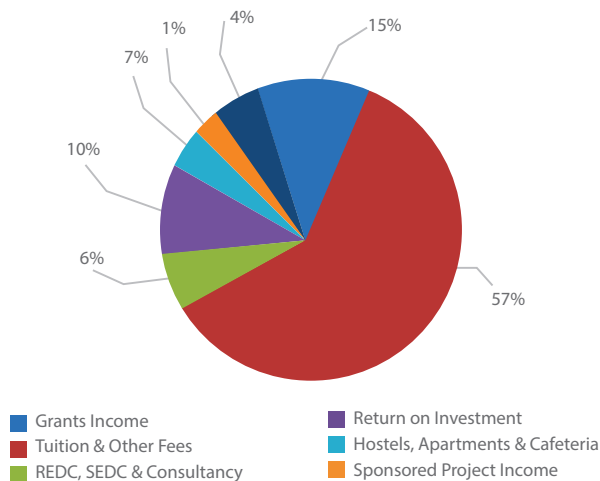
Expense Composition FY 2016-17



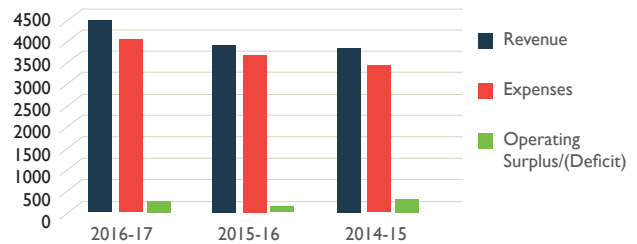
Revenue Composition



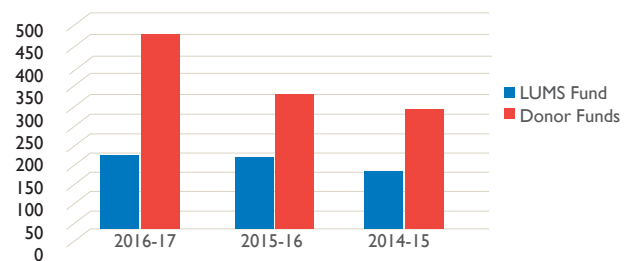
Revenue Composition



Revenue and Expense Comparison



Scholarship Disbursement



Horizontal Analysis of Financial Statements

	2016-17	%	2015-16	%	2014-15
Assets and Liabilities					
Non Current Assets	3412	84%	3053	88%	2731
Current Assets	1580	39%	1287	37%	1011
Non Current Liabilities	-115	-3%	-139	-4%	-112
Current Liabilities	-835	-21%	-731	-21%	-541
	4043		3470		3089
Fund Balance					
Current Fund	1309	32%	1101	32%	1239
Endowment Fund	1422	35%	1085	31%	731
Scholarship Fund	57	1%	67	2%	29
Chair Fund	54	1%	52	1%	49
Sponsored Fund	246	6%	196	6%	94
Fixed Asset Fund	955	24%	969	28%	947
	4043		3470		3089
Income and Expenditure					
Income	4433	100%	3874	100%	3832
Expenditure	4091	92%	3710	96%	3482
Surplus	342	8%	164	4%	350

Vertical Analysis of Financial Statements

	2015-16 %		2014-15 %		2013-14 %	
Assets & Liabilities						
Non Current Assets	3412	84%	3053	88%	2731	88%
Current Assets	1580	39%	1287	37%	1011	33%
Non Current Liabilities	-115	-3%	-139	-4%	-112	-4%
Current Liabilities	-835	-21%	-731	-21%	-541	-18%
	4043	100%	3470	100%	3089	100%
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