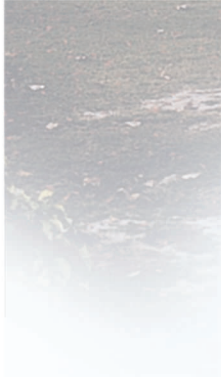
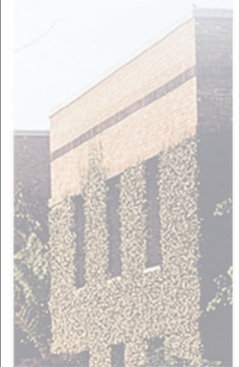




LUMS

Annual Report 2005 - 2006







LUMS
Annual Report
2005 - 2006

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Mission

Develop high quality professionals and scholars who are committed to the pursuit of excellence, and are endowed with vision, courage, and dedication.

Improve academic and management practices in the country through the generation, assimilation, and dissemination of knowledge.

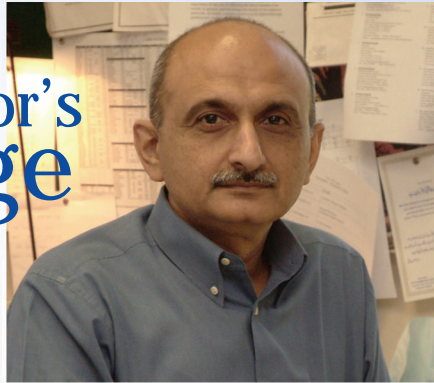
Make a significant and meaningful contribution towards the social and economic betterment of Pakistan through development of its human resources.

Serve as an intellectual resource base in the region.

Vision

“To become an internationally acclaimed research university that serves society through excellence in education and research”

Vice Chancellor's Message



Our vision is to grow into an internationally acclaimed research university, serving as a catalyst for economic and social development. We strive with consistent and committed efforts to achieve this goal through quality teaching and research activities that are relevant in national and regional contexts and provide an intellectually stimulating environment. On completion of two decades, LUMS has reached a very significant inflection point. Over these years a solid base of undergraduate and graduate programmes and regional activities has been established. For the next decade, LUMS has set its target to become an internationally acclaimed research university.

During the last two years and more specifically over the last 12 months, we have focused on strengthening a number of areas that will play a key role in enabling us to achieve the objective of becoming a research university. Attracting the best talent in the form of faculty, staff and students is a challenge for any academic institution. We have increased the size of faculty by nearly 25% over the last year alone, through induction of both highly experienced and accomplished researchers and teachers and talented young PhDs from top universities. A number of areas of our administration have also been strengthened with the introduction of new positions. The trend of increasingly talented students from all sectors of our society opting to join LUMS, has accelerated due to our outreach efforts and growing awareness about the quality of education that we impart. We are proud

to announce that the first two PhDs have graduated from the Computer Sciences department.

While focusing on research we have continued to put energies into strengthening and enhancing our teaching in current undergraduate and graduate level programmes. Much progress has been achieved in our efforts to set up a world class Science and Engineering School under the guidance of a strong advisory board comprising professors from institutions like Stanford, MIT and University of Chicago; with hiring of key faculty and start of work on its' custom designed building. Institutional linkages have also been a keen area of focus where we have promoted the development of local and international linkages that encourage student exchange, faculty exchange and collaborative research projects. We provide students and faculty opportunities to gain international exposure that increases cultural and social awareness. Several foreign students and new faculty members have also joined a growing team at LUMS as full-time participants. We encourage this trend so that within the next decade at least half of our pool of students can gain some international exposure through student exchange programmes, international study tours and internships. A growing alumni network has played an instrumental role in supporting placement and contributed to development at LUMS. We have made dedicated efforts to ensure that alumni remain in close contact with their alma mater through the establishment of Alumni Chapters throughout the world and annual homecoming and reunion events.

I am confident that with the dedication and commitment of the entire LUMS team, we will be able to achieve our objective of making LUMS an internationally recognized research university by 2015 to place Pakistan on the world academic map.

A handwritten signature in black ink that reads "Syed Zahoor Hassan".

Syed Zahoor Hassan

The first 20 years

March 1985 welcomed the creation of the Lahore University of Management Sciences through a charter granted by the Government of Pakistan. The sponsoring body of the National Management Foundation was incorporated in 1984.

LUMS was the first university-level educational institution initiated by the business community in Pakistan, that was granted a charter by the government. Through this charter, LUMS was granted the legal right to establish degree granting programmes.

Today, LUMS is internationally recognized as the symbol of quality education in South Asia that embodies its founding principles in diversity of students, faculty and staff, commitment to social responsibility and intellectual excellence through multidisciplinary academics and research.

In the last twenty years, LUMS has evolved as an academic community dedicated to creating and communicating knowledge and by providing excellent undergraduate, graduate and professional education. We inculcate the traditions of reflective lifelong learning, knowledge creation and dissemination among students and faculty, social responsibility, cultural sensitivity and active participation in civic life.

Since its inception, LUMS has established benchmarks for higher educational institutions in Pakistan through its achievements of intellectual rigour and policy-oriented research.

USAID had granted US \$10 million to the National Management Foundation in 1988 for the construction of an Academic Block and ancillary facilities in a new campus. In September 1993, LUMS shifted to a new well-equipped and meticulously planned campus in Defence Housing Authority, Lahore that provides state of the art facilities for the expanding LUMS community. Our new campus offers accommodation for faculty and students, in-house meal services, a well-resourced physical and virtual library, cutting-edge computer labs and high-tech sports facilities sparsely distributed between symmetrical green gardens.

After consolidating its foundation of scholastic superiority among business schools throughout the nation, LUMS expanded its focus to offer a BSc Hons. degree, with the option to major in Economics or Computer Science. Defining parameters created a holistic, multidisciplinary academic and extracurricular programme that blossomed into an extremely competitive, academically rigorous and intellectually stimulating experience for a younger population of fresh school graduates.



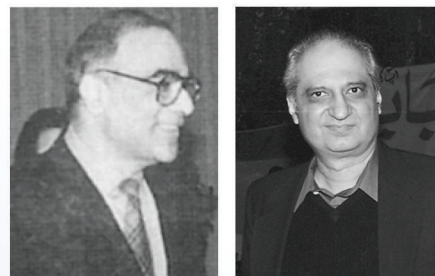
Prof. Erskine, the first Dean, Mrs. Erskine, Prof. Culliton & a guest at an end of quarter MBA dinner.



Javed Hamid, the first Director at LUMS with Pro Chancellor Syed Babar Ali.



First Chancellor, President Zia-ul-Haq with Pro Chancellor Syed Babar Ali during a visit to the old campus.



Habib Fida Ali, Architect of the new campus and Wasim Azhar, Former Dean & Pro Vice Chancellor.



Rector Razak Dawood

This significant step has since enabled LUMS students to enter prestigious graduate programmes at renowned universities such as MIT, Oxford, Cambridge, Harvard and Stanford and establish an internationally-acclaimed credibility through a cohesive LUMS alumni network across the globe.

After the first BSc Hons. class graduated in 1997, LUMS began to broaden choices of specialization from Computer Science and Economics into a more robust, liberal arts curriculum where social sciences and humanities became a strong component of core requirements.

In light of our commitment to the provision of academic excellence that fosters independent thinking and analytical minds, LUMS has arrived at a milestone in its evolution. We have fulfilled the essential requirements of an accredited full-fledged university by achieving a diverse programme portfolio, qualified faculty and strong international and local networks and linkages that continue to evolve with organizational growth.

Our vision for 2010 entails the evolution of an increasingly diverse portfolio of programmes and schools that will broaden the scope of academic horizons for academics and students and foster the discovery of intellectual synergies in the plethora of academic disciplines that LUMS will offer. By 2015, we plan to have established our credentials as an internationally-renowned research university.

The expansion of the undergraduate programme has been conducted in a systematic manner by carefully adhering to a policy of diversification of subjects and increasing intake of students without compromising on faculty.



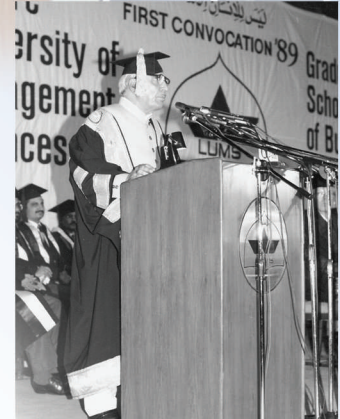
HRH Prince Phillip, Duke of Edinburgh at the inauguration of REDC with Gad Rausing & Dr. Jamshed Khan.



US Ambassador Robert Oakly and Syed Babar Ali signing the USAID agreement.



To LUMS with appreciation and best wishes - Hillary Rodham Clinton
March 27, 1995



President Ghulam Ishaq Khan at the first convocation in 1989 as Chancellor.



MBA students at the foundation laying ceremony of the new campus in DHA Lahore.



Gad Rausing at the inauguration of REDC on November 16, 1994.

Moving Forward

Growth over the last twenty years ushered the creation of a new organizational structure for LUMS in 2006. Earlier, the well-established and renowned Graduate School of Business Administration that offers MBA, Executive MBA and training programmes for the corporate sector was complemented by the School of Arts and Sciences that housed several faculties including Social Sciences, Economics, Mathematics, Law and Policy and Computer Science. This year, the School of Arts and Sciences no longer exists and has given way to two new schools, the School of Humanities and Social Sciences (SHSS) and School of Science and Engineering (SSE). SHSS comprises three departments of Economics, Law and Policy and Social Sciences and offers a four year BSc (Honours) degree, a five-year degree in Law and Policy (BA-LLB) and a one year MSc Economics degree.



Pro Chancellor, Syed Babar Ali breaks new ground for Syed Maratib Ali Sports Complex.

The popular choice of major for most undergraduate students has been Economics. This year, two new majors are being introduced as joint majors in Economics and Mathematics and Politics and Economics. The other options available as majors include Social Sciences, Accounting and Finance, Mathematics, Computer Science, and Computer Engineering. The Social Sciences department at LUMS is a keen area of focus and planning in this regard as initiatives to offer interdisciplinary courses in the fields of Political Science, Psychology, Religion, Languages and Economics have also been strengthened.

The Law and Policy department offers a unique programme that combines the richness of a liberal arts education with a comprehensive professional programme in law. Faculty research and policy output are priority areas and in due course, the existing department of Law and Policy shall emerge as an independent school in its own right.

The new School of Science and Engineering will initially have Physics, Chemistry, Biology, Educational Engineering and Industrial Engineering departments and incorporate the existing Computer Science, Computer Engineering and Mathematics departments to begin its classes in September 2008. A new building is currently under construction to provide high-tech, customized facilities for students.

An SSE Advisory Board comprising of distinguished academic and corporate leaders has been established to guide SSE's development in academic and administrative affairs. The SSE Advisory Board shall continue to counsel the Board of Trustees, Vice Chancellor, Project Director, members of the Virtual Programme Development Team, and faculty during the evolution of the new School. The Board consists of:

Dr. Hassan Ahmed, CEO and Chairman, Sonus Networks.

Dr. Khalid Aziz, The Otto N. Miller Professor of Earth Sciences and Professor of Petroleum Engineering, Stanford University.

Dr. Steve Berry, James Franck Distinguished Service Professor Emeritus, Department of Chemistry, University of Chicago.

Zia Chishti, Chairman and CEO, The Resource Group.

Dr. Hubertus von Dewitz, Head of University Corporate Technology (R & D), Siemens.

Mir Imran Chairman, InCube Laboratories.

Dr. Robert Jaffe, Jane and Otto Morningstar Professor of Physics, MIT.

Dr. John G. Kassakian, Professor of Electrical Engineering and Director of Laboratory for Electromagnetic and Electronic Systems, MIT.

Dr. Richard Larson, The Mitsui Professor, Department of Civil and Environmental Engineering and Engineering Systems Division, MIT.

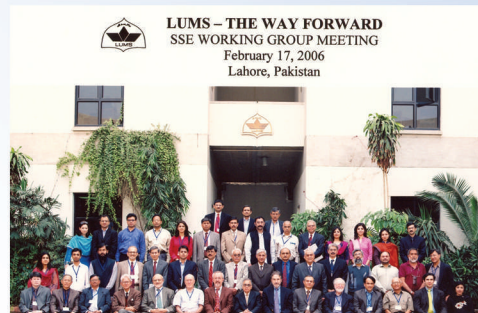
Dr. Amos Nur, Wayne Loell Professor of Earth Sciences, Stanford University.

Dr. Obaid Siddiqi, Director National Center for Biological Sciences, Bangalore.

Dr. Xiang-Sun Zhang, Professor Academy of Mathematics and Systems Sciences, Chinese Academy of Sciences, Beijing.



SSE Advisory Committee meeting February 2006.



SSE Working Group meeting, The Way Forward, Feb 17, 2006.



Vice Chancellor addressing SSE workshop 2006.

New customized building for SSE



We endeavour to cultivate an environment where scholars from each school can not only gain a more focused and deepened understanding of their own faculty but also create intellectual synergies between disciplines and areas of research.

In recognition of the Suleman Dawood Family's invaluable contribution to the establishment and sponsorship of LUMS, the Graduate School of Business Administration was renamed the Suleman Dawood School of Business (SDSB). SDSB Advisory Council was established to advise and support development and implementation of strategic vision while facilitating links with industry. Members of the Advisory Council include Rector Abdul Razak Dawood, Faisal Farid (Member Board of Trustees), Saquib Shirazi (Member Board of Governors), Asad Umar (CEO Engro Chemicals Pakistan Ltd.), Shahzad Saleem (CEO Nishat Chunian Limited), Chairman (Unilever Pakistan Ltd.), Tahir Khan (CEO Interflow Communications (Pvt.) Limited) and Dr. Jawaid Ghani, Dean Suleman Dawood School of Business.

An extension is underway of REDC's portfolio of programmes and services to the high premium executive education segment in Pakistan and the region. REDC will focus on developing programmes targeted specifically to top management, customized to needs of specific sectors of the economy, maintaining long-term partnerships with clients and other executive education providers within and outside Pakistan and creating an incentive structure that encourages faculty to develop new programmes, develop teaching cases, and increase interaction with industry. Through these initiatives, we endeavour to cultivate an environment where scholars from each school can not only gain a more focused and deepened understanding of their own faculty but also create intellectual synergies between disciplines and areas of research.

Suleman Dawood School of Business's mission is three-fold; to develop individuals with the integrity and intellectual capacity to assume a role of leadership in society, to impact the practice of management, and to contribute to knowledge generation and dissemination. SDSB continues its premiere facility of offering MBA, Executive MBA and corporate training as a constructive service for the business world. SDSB also includes an Accounting and Finance department that offers undergraduate courses.

LUMS recognizes and values the importance of sustaining the quality of its services and is committed to maintaining indicators that are critical to the healthy performance and evolution of any academic institution. An assessment of our commitment can be seen in the goals and milestones we have established for the most valuable indicator of academic service delivery – faculty:student ratio.

The Rausing Executive Development Centre (REDC) within SDSB caters to the rapidly expanding market for executive education in Pakistan. SDSB's initiative to invest in faculty development and double its faculty size by 2008, has created an opportunity for REDC to strategically reposition itself. SDSB is fully cognizant of a critical need for investments in programmes, support systems, and facilities in order to respond to the new opportunities. REDC currently provides three main products: open enrollment programmes (OEP), client specific programs (CSP), and Training & Conference Services (TNCS) .

As an aspiring research university, LUMS has chosen to prioritize opportunities for its faculty and students to engage in research-oriented activities that will not only strengthen their own portfolios but will also invigorate the continuous assessment and evaluation of course curriculums.

We have strengthened our existing programmes and faculty by investing in extensive skills development and training to provide more support for research through internal and external funding and local and international linkages. Our goals over the next decade are to expand our facilities from the current student population of approximately 2,500 students in 2006 to a planned increase of 4000 in 2015 with consistent emphasis on maintaining a quality faculty:student ratio.



Future vision of SDSB building



	LUMS 2010	LUMS 2015
Graduate	800	1600
Undergraduate	2200	2400
Total	3000	4000
Faculty	200	270 - 400
Faculty:Student Ratio	1:15	1:15 - 1:10

Achievements & New Challenges

LUMS constitutes a community where the most lively and rigorous minds of different generations work on relevant social, economic and financial problems identified by different disciplines. We face the challenge of fostering an intellectual environment favourable to the discovery and communication of knowledge and specifically of new research through our new graduate school programmes.

Today, LUMS invests generously in the strengthening of its existing programmes and new realms of interdisciplinary degrees and research facilities to foster intellectual innovation and a research-focused academic culture.

Highlights

International Accreditation

SDSB achieved SAQS (South Asian Quality Assurance Systems) accreditation in February 2006.

Target EQUIS (European Quality Improvement System) accreditation by 2007-08.

LUMS MBA programme ranked among the top 20 MBA Programmes in the Asia Pacific Region (Asiaweek 2000).

LUMS MBA programme ranked 8th in South Asia in 2004 (Asia Inc.).

Investments in Faculty & New Programmes

Target to achieve faculty size of 40 full-time faculty members in SDSB by August 2008.

PhD programme in Management Sciences under planning.

MBA Programme at SDSB has made a smooth transition to a new tenure system for academic year 2006-2007.

Masters degrees in Humanities and Social Sciences and PhD in Public Policy are programmes currently under development.

LUMS SSE hosted a workshop on building research universities in countries like Pakistan, on February 16, 2006. The event coincided with the first ever visit of the LUMS SSE Advisory Committee to Pakistan.

Analog and Mixed Signal IC Design course was conducted by Dr. Asad Abidi, a professor of electrical engineering at UCLA and a leader in the area of CMOS analog integrated circuit design on July 10-21, 2006.

New Infrastructure

A generous donation was made by the family of (late) Suleman Dawood for the construction of a customized building for SDSB. Groundbreaking ceremony planned for 2007.

A Groundbreaking ceremony for the new School of Science and Engineering building was held on Friday, March 17, 2006 and was attended by the Rector, Pro Chancellor, members of the Managing Committee, faculty and administrative staff.

A customized swimming pool is being designed for LUMS to complement the Syed Maratib Ali Sports Complex generously donated by the Babar Ali Foundation

Two additional floors have been constructed for the building of the Pepsi Dining Centre, funded once again by Pepsi Cola International (Pvt.) Ltd.

The LUMS Library has expanded to an additional storey and hosts the invaluable private law libraries of (late) Mr. Khalid Ishaq and (late) Mr. Ijaz Batalvi. The Virtual Library has also added two more electronic databases to its collection - Lexus/Nexus and IEEE/IEE.

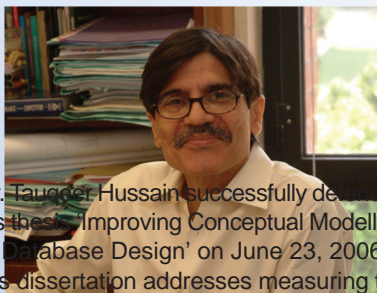
"The School of Humanities and Social Sciences offers an exciting range of courses and programmes for students and an invigorating research environment for faculty. For academically strong students and qualified faculty, SHSS offers some of the most innovative teaching and research programmes in South Asia."

Dr. Anjum Nasim

Dean School of Humanities and Social Sciences

LUMS' First two PhD Graduates

Dr. Tauqeer Hussain and Dr. Onaiza Maqbool are the proud recipients of the first two PhDs awarded by LUMS. Both candidates presented dissertations in front of an audience comprising staff, students and faculty from LUMS and other institutions.



Dr. Tauqeer Hussain successfully defended his thesis 'Improving Conceptual Modelling in Database Design' on June 23, 2006. His dissertation addresses measuring the quality of an ER model objectively and devising rules to improve the quality by identifying modelling problems in the existing ER modelling technique and suggesting an approach which solves these problems. The result is an improved ER model which closely represents the real-world problem thereby improving the semantic representation. Dr. Tauqeer's PhD supervisor was Dr. Shafay Shamail.



"The hallmark of SDSB continues to be innovation and leadership. We must constantly innovate to respond to new challenges and opportunities. We must continue to lead by setting increasingly higher standards in management education and by preparing future leaders. The SDSB operating model is to build on our synergies in the areas of teaching, research and practice. This model aims at achieving the school's vision and mission, while at the same time conserving scarce faculty resources."

Dr. Jawaid Abdul Ghani

Dean Suleman Dawood School of Business



Dr. Onaiza Maqbool presented her PhD dissertation entitled 'Architecture Recovery of Legacy Software Systems Using Unsupervised Machine Learning Techniques'. The dissertation addresses the problem of recovering the architecture of software systems for greater understanding, and modularizing them for greater maintainability, using machine learning techniques. Dr. Onaiza Maqbool's research work focuses on the use of machine learning for software reverse engineering, and her dissertation was supervised by Dr. Haroon A. Babri and Dr. Asim Karim at LUMS.



"We envision LUMS School of Science and Engineering as the vanguard of a new class of institutions; a successful research university model for Pakistan and indeed the region, perhaps an MIT, Stanford or a Caltech for Pakistan. We hope to transform science and engineering education and research in the country. We bring to this enterprise our existing strengths: our leadership position as an educational institution; our track record of success; our ability to reinvent ourselves; our academic infrastructure for integrated multi-disciplinary programs; and most importantly, the credibility to attract the best students and faculty in Pakistan. We also see new opportunities: (i) a much larger pool of Pakistani researchers than 20 years ago when LUMS began, (ii) tremendous support from this larger pool for our initiative, and (iii) the increasing realization and support of industry leaders inside and outside the country who recognize the need for such an institution."

Khurram Afridi

Project Director School of Science and Engineering

International & Local Linkages

Knowledge dissemination through technology transfer has become a universal phenomenon bringing regional centres into close proximity and erasing national boundaries. In this new global culture, learning and research activities are becoming increasingly interdisciplinary and international.



Julia Dawson, Research Assistant, Law and Policy.

There are numerous incentives available to universities who link globally such as exchange of ideas among faculty and students, global sharing and understanding, larger research grants and opportunities to expand the scope and impact of research output. One of our primary goals is to drive efforts for internationalization through collaborative arrangements and institutional linkages that will in turn facilitate scholarly maturity through intellectual stimulation and self-assessment practices through peer reviews.

Student exchange programmes have been the focus of several collaborative agreements that LUMS has established with educational institutions all over the world. This effort has helped create diversity among our existing population of students by improving knowledge and understanding unchained by geographic boundaries.



Syed Babar Ali, Syed Zahoor Hassan, Dr. Keiko Sakurai (Waseda University), Ms. Noriko Sato, Mr. Masaharu Domici GM Mitsubishi Pakistan and Mr. Hiroaki Yokoi, Deputy GM at LUMS-Waseda Collaboration ceremony September 2006.

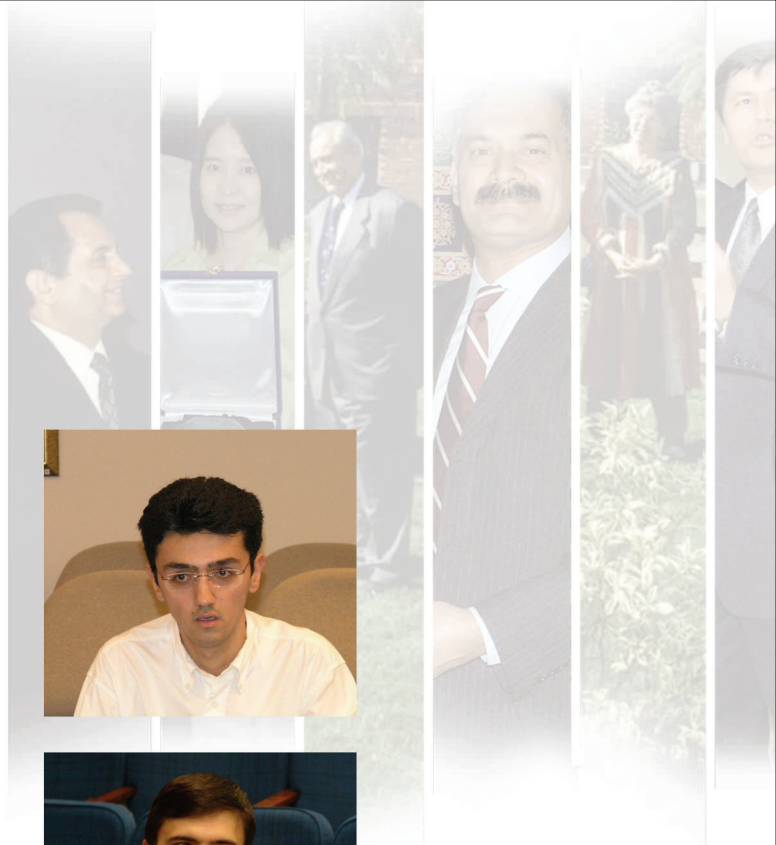
The MBA programme welcomed 10 international students from Uzbekistan, Azerbaijan, Kazakhstan, Turkmenistan, Nepal, Bangladesh and China this year to share the experience of a quality, top class educational environment and gain exposure to cutting-edge research and courses in a Pakistani setting. Promoting the hiring and recruitment of foreign faculty members has been a consistent policy since LUMS began as we strongly believe that interaction and input from a diversity of social, cultural and economic backgrounds in our teaching methodologies will increase the depth and substantive value of our curricula through fresh perspectives.

Highlights

Six student exchange programmes are currently operational and we are strategically building a grand network of collaborative arrangements at a global level.

- Copenhagen School of Business
- Indian School of Business, Hyderabad
- Indian Institute of Management, Bangalore
- Management Development Institute, Gurgaon
- FH Joanneum University, Austria
- Waseda University, Tokyo

One of our primary goals is to drive efforts for internationalization through collaborative arrangements and institutional linkages that will in turn facilitate scholarly maturity through intellectual stimulation and self-assessment practices through peer reviews.



International MBA 2007 students



Establishment of an extensive network of institutional linkages has opened doors for intellectual discourse and innovation. During the last year, LUMS has forged the path for collaborations through the formal establishment of MoUs with several educational institutions. We intend to emerge as a South Asian nexus of scholastic collaborations that fosters student exchange, faculty exchange and collaborative research projects to promote knowledge creation and dissemination and technology transfer. In 2005-06, MoUs were signed with the following institutions to cement international linkages:

- Multimedia University, Thailand
- Indian Institute of Management, Bangalore
- Ramjas College, University of Delhi
- Chiang Mai University, Thailand
- Institute of South Asian Studies, National University of Singapore
- University Utara Malaysia
- TWAS-UNESCO Associateship Scheme at Centres of Excellence in the South Agreement Collaboration



Antonio Marasco, Assistant Professor, Economics Department.

LUMS faculty and staff have also invested in the fortification of local linkages to build bridges between a number of key stakeholders in Pakistan from the industry, public sector, civic institutions and academia.

- Lahore Chamber of Commerce and Industry
- Punjab Agrimarketing Company (PAMCO)
- The Indus Entrepreneur
- Mitsubishi Corporation (Lahore office)

Faculty, management and students have played an instrumental role in proactively initiating and cementing such relationships during their travels all over the world. Several leading universities have been extremely responsive and plans to host reciprocal visits and organize formal MoU signing ceremonies during the coming year are in progress.



Prof. Robert Scott Collins at LUMS during his workshop on case writing.



Associate Professor Roger Normand (Law and Policy) & Assistant Professor Anne Christine Hubbard (Social Sciences) at a meeting with Management Committee members in September 2006.



Ambassador Gulistan Ismanov from Uzbekistan with Dawood Khan at LUMS in March

Establishment of an extensive network of institutional linkages has opened doors for intellectual discourse and innovation. During the last year, LUMS has forged the path for collaborations through the formal establishment of MoUs with several educational institutions.

Highlights



Visiting academic Darryl Li conducting a series of seminars on International Humanitarian Law.

- 2 new foreign faculty members. Antonio Marasco from Italy and Anne Christine Hubbard from France have joined our dynamic Economics & Social Sciences department in September 2006 respectively.
- Prof. Meeta Kumar travelled to Lahore from University of Delhi to teach 'Issues in Comparative Economic Development' to LUMS students during the summer quarter
- Prof. Michael Porter from Harvard Business School taught a course on Microeconomics of Competitiveness through videoconferencing facilities provided at LUMS.
- 2 students from School of International & Public Affairs at Columbia University have joined ESMEC as summer interns. Jeehoon Park, a Korean student and Batool Hassan an American citizen of Pakistani origin worked on a UNDP Growing Sustainability Project Proposal at ESMEC through the summer of 2006 to conduct a country diagnostic assessment.
- Management Development Institute based in Gurgaon, India is sending an MBA visiting student to LUMS for a semester. This significant step marks a historic occasion as this is the first time an Indian student will enroll at LUMS as a visiting student through a student exchange programme.
- Prof. Robert Scott Collins, Professor of Manufacturing, Management and Strategy at IMD, Switzerland conducted a workshop on case-teaching for LUMS faculty, editors and research associates.



Enhancement of Financial Aid

LUMS continues to strengthen its ability to provide need-blind admission by significantly increasing the University's endowment for need-based scholarships. Until 2005-06, over four hundred million rupees, in the form of scholarships and loans, have been spent as financial assistance for LUMS students.

National Outreach Programme Accolades

As a socially responsible institution, LUMS aims to extend the benefits of its quality education to all segments of society. The National Outreach Programme identifies talent from underprivileged parts of the country by focusing on top performers in the grade 10 or matriculation exam. This initiative has involved on campus presentations on LUMS made by its marketing team to nearly 250 schools and colleges throughout the country on an annual basis. Using diagnostic tools to identify talented students, the National Outreach Programme provides free

training and mentoring to the short-listed students. Finally, those gaining admission are awarded full scholarships to cover the entire cost of the Bachelors programme at LUMS.

National Outreach Programme, initiated in 2001 is now in its sixth successful year. This year 5% of the incoming class of 2006 comprises of students inducted through the National Outreach Programme and we plan to increase this figure to 25% within the next 5 years with each student admitted purely on the basis of merit.



Audience during LUMS NOP presentations



Nasir Aziz conducting an NOP orientation session.

Generous donors who have supported our efforts to offer financial assistance with donations exceeding Rs. 1 million include:



Shiekh Ali Hussain conducting an on campus presentation about LUMS

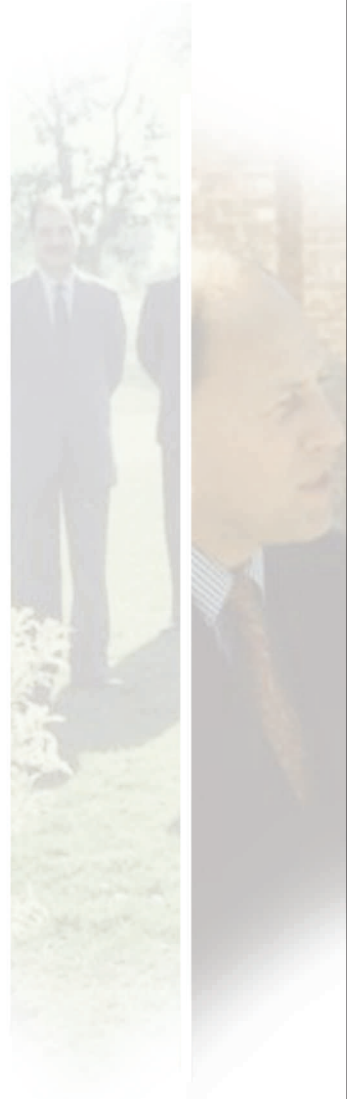


An NOP applicant



An NOP introductory seminar

ABN AMRO Bank
Asian Development Bank
American Express Bank
Asghar Ali Scholarship
Agro Chemicals Pakistan Ltd.
Ali Ghurair Investment (Dubai)
Bahrain Scholarship
BCCI Foundation
Bestway Foundation
CITIBANK NA
Engro Pakistan Chemical Limited
First Inter Investment Bank
Frontier Education Foundation
Gulistan Group
Hilary Clinton
HEC USAID
Higher Education Commission
Industrial Development Bank of Pakistan
Interbank
ICI Pakistan
KASB Bank
Khushali Bank-USAID Scholarship
MBA Alumni
Ministry of Science & Technology
Nestlé Milkpak Ltd.
Nestlé China
Nagina Scholarship Fund
Old Grammarians Society
Orix Leasing Pakistan Limited &
Engro Pakistan Chemical Limited (Joint donation)
Pakistan Banking Council
Pakistan International Airlines Corporation
PICIC Commercial Bank
Punjab Information Technology Board
Babar Ali Foundation
Syed Babar Ali
Scholarship from Class of 1989
State Cement Corporation Pakistan
Standard Chartered Bank
Shafi Group
The Suleman Dawood Family
Tetrapak
Unilever Pakistan Ltd.
Uch Power Ltd.



Research, Innovation & Enterprise

Our initiative to promote research is fuelled by efforts to create a vibrant culture of research and enterprise through innovation by working with the private sector, government institutions and other relevant stakeholders.



James Erskine, First Dean of LUMS, conducting LUMS-McGill Case-Method Workshop February 16, 2004.

Our vision to gain recognition as a world-class research university within the next decade realizes itself through a commitment by faculty and students to undertake research projects that address the challenges and problems faced by our society.

The last year has seen a leap in the number of research initiatives promoted by both the Suleman Dawood School of Business and School of Humanities and Social Sciences that highlight LUMS' contribution to intellectual, social and economic development at a global level.

Research Highlights

Suleman Dawood School of Business has been awarded South Asian Quality Systems (SAQS) accreditation by the Association of Management Development Institutions in South Asia (AMDISA). This marks a significant achievement for the business school that has grown from a fledgling into a quality institution working towards the goal of emerging as a world-class research university not only in South Asia but in the world.

AMDISA's recognition of SDSB symbolizes its significance as a powerful agent to promote partnerships between business schools, industry leaders and policy implementation to increase the efficiency of management education in South Asia and strengthen a regional research alliance.

Research thematic areas focused on by different research cells within LUMS are critical determinants of shaping future social, economic and financial trends in Pakistan. In partnership with private institutions such as CITIBANK, PAMCO and state



Vice Chancellor Syed Zahoor Hassan with MD Sui Southern, Munawar Basir at MoU ceremony October 2005.



Prof. Rasul Bakhsh Rais addressing 2nd Annual Social Sciences Conference, 6-7 June 2006.



Workshop on Mathematics of Risk Management, 2006.

players including the State Bank of Pakistan and Lahore Chamber of Commerce and Industry, research funding on areas of Corporate Governance, Microfinance, Entrepreneurial Marketing and Financial Management for Entrepreneurs, fosters cutting-edge, socially-relevant research papers and case studies.

The scope of Dr. Imran Ali's current research work focuses on identification of ways to expedite development of the agricultural value chain, challenges, opportunities and international developments and US-Pakistan Business Dialogues in Agroindustry. Several members of the Business School faculty have undertaken research on the competitiveness of different textile sub-sectors, key performance indicators, industry best practices, enterprise models and ERP requirements. PAMCO also signed an MoU with LUMS in 2006 to organize a series of 6 seminars on Agri-business. These seminars will be conducted by Dr. Imran Ali, Professor of Agri-business and author of the book 'Punjab Under Imperialism', based on his research from primary sources.

The Case Research Centre (CRC) plays a coordinating and editorial role in the development of well-researched case studies written by the faculty. It also accesses teaching material produced by business schools in North America, Europe and the Asia Pacific region and manages an inventory of cases and other teaching material for the faculty.

An international case research journal 'Asian Journal of Management Cases' (AJMC) is published biannually by the CRC with Dr. Naim Sipra, Professor of Finance, as Editor. AJMC publishes cases and articles of topical interest written by international academics in all business related disciplines. The regional focus of the Journal is on South Asia, South-east Asia, and Central Asia.

A database of more than 450 cases/industry notes written by our MBA faculty is available as a valuable online resource. Over a hundred cases/industry notes are in the process of being developed and Pakistan-specific cases are drawn from real life issues in organizations experienced by our faculty as the result of research or consultation activities.

Computer Science

During the academic year 2005-06, the Computer Science department won three research grants worth Rs. 7.3 Million. These include the first Microsoft Research project sponsored in Pakistan. Dr. Umar Saif had the honour of winning this grant being one of 17 recipients out of 162 proposals submitted from 34 countries. The research will focus on reducing 'bandwidth limitations by Internet users in the developing world'.

Other major research projects that were initiated during this time are 'Automated Control Programming of Robot through Imitation' by Dr. Mian Awais with PTCL funding of Rs 4.3 million, and 'OFDM Modem Design' by Dr. Amjad Luna funded by local industry. The department also initiated eleven other internal research projects with a cost of Rs. 12 million.

Research output includes the publication of a book titled 'Wavelets in Intelligent Transportation Systems' co-authored by Dr. Asim Karim and published by John Wiley, UK. The department hosted the 3rd International Conference on E-Governance and conducted a workshop on 'Business Intelligence: Overview of Data Warehousing and Data Mining' in collaboration with Centre of Advanced Studies, Department of Mathematics. In order to encourage entrepreneurial activities of the students the department is supporting a team of young professionals in setting up a company called Kraysis. This will be the third startup in this series.

Science and Engineering

February 2006 saw the School of Science and Engineering developing LUMS' vision to emerge as a quality research university within the next decade through a public workshop which hosted more than 150 attendees and guest speakers from China, Turkey, India and the US. The event was an effort for LUMS to focus on understanding the internal and external conditions necessary for creating a successful research university through relevant experiences and sharing best practices with others. SSE strives to incorporate these best practices in its ideology to create intellectually challenging undergraduate and graduate programmes and balancing basic and applied research for development.



Pro Chancellor Syed Babar Ali and Vice Chancellor Syed Zahoor Hassan presenting a trophy to the CEO of KASB Bank, Muneer Kamal at the MoU ceremony.

Economics

Dr. Faisal Bari is exploring the relationship between poverty and educational outcomes and how this relationship reinforces the cycles of deprivation at the household level. This project is funded by a research grant from the Centre of Commonwealth Education, University of Cambridge. The core objective of the project is to study the different mechanisms that drive this cycle of deprivation, and identify policies needed to ensure that educational outcomes benefit the disadvantaged. Dr. Bari's research is built around international collaboration with the Centre for Commonwealth Education of the University of Cambridge (lead partner); the School of Social and Political Studies of the University of Edinburgh; the Centre for the Study of African Economies (CSAE) of the University of Oxford; Associates for Change (AFC), Ghana; Collaborative Research and Dissemination, India; Kenyatta University, Kenya; and the Mahbub ul Haq Human Development Centre, Pakistan.

Dr. Ali Cheema and Ms. Shandana Mohmand's (LUMS, Social Science Department) research project documents the variation in village level informal institutions and develops a typology of state-informal institutional interactions at the village level in Punjab. Funded by a research grant from the Centre for the Future State, Institute of Development Studies (IDS), University of Sussex, the Pakistan project is part of a three country project that asks similar questions for India and Indonesia and is being conducted in collaboration with researchers from the Centre of the Future State, IDS, Sussex; the Madras Institute of Development Studies (MIDS), India; Gadjah Mada University, Indonesia; and Duke University. This project empirically analyses the impact of the variation in the type of state-informal institutional interaction, in turn an outcome of village land settlement histories, 1947 partition-migration effects and urbanization, on voting behaviour, the politics and planning of pro-poor public service delivery and the delivery of public goods to socially excluded households in Punjab, Pakistan. A combination of methodologies that include social network analysis, ethnographies, archival work, GIS mapping and applied micro-econometrics are being used.

Nestlé-Pakistan has funded a research project based on a sample survey of 800 dairy households in five agro-climatic zones of Punjab. Professor Abid Burki and Dr. Mushtaq Khan have undertaken research to estimate the impact of dairy supply chain and agricultural services networks on income generation, female empowerment, education, and poverty alleviation in rural Punjab. Professor Burki and Dr. Khan's effort aims to provide rigorous empirical research that will be of interest to both academics and policymakers.

Entrepreneurship

The Entrepreneurship, Small and Medium Enterprise Centre partnered with the Lahore Chamber of Commerce and Industry to foster socially relevant research and training for small and medium enterprises in Pakistan. ESMEC has also entered into a LUMS Business Plan Competition in partnership with The Indus Entrepreneur (TIE), a society of leading industrialists promoting SMEs. In spirit of innovation and competition, the Business Plan Competition is a six-month process that includes mentoring and comments from experts and judges on selected plans. This incubation centre intends to foster entrepreneurs in the creation, start-up and early-growth phases of high-tech businesses to accelerate economic growth in Pakistan.



Faculty and management at the launch of LUMS Entrepreneurship Society with Maria Bilal, CEO/designer, Maria B. Designs Pvt Ltd as a keynote speaker.

Social Enterprise Development Centre (SEDC)

LUMS and McGill University launched a Social Enterprise Development Programme (SEDP) in 2001 through a collaborative initiative funded by Canadian International Development Agency. SEDP has completed its first phase of 5 years in 2006 and trained over 200 managers and 150 district social service officers through capacity-building modules in finance, government and planning, operations and project management.



Centre for Management and Economic Research (CMER)

Presently, there are over 130 cases in the SEDC repository. Two volumes of NGO Pulse, an annual theme based research initiative, have been published highlighting the role of NGOs in Pakistan on selected themes - NGO Pulse Volume 1: NGOs in the Education Sector and NGO Pulse Volume 2: NGOs in the Health Sector. The third volume focuses on the role of NGOs in the provision of Microcredit.

The Social Enterprise Development Portal launched in 2004 provides organizational information about NGOs and donors in Pakistan; it also serves as a gateway for various development officials to obtain up-to-date information, as well as the dissemination of various publications about the development sector in Pakistan. Presently, the SEDC Portal has over 2000 registered users, 55 registered donors and approximately 325 registered NGOs.

Centre for Advanced Studies in Mathematics (CASM)

CASM has promoted interaction between mathematicians and experts of other disciplines through several initiatives during 2006. Included among these initiatives are offers for pre and post doctoral fellowships, visiting mathematician positions and a series of workshops: Recent Developments in Sampling Survey; Summer Conference in Mathematics-2006; Workshop on Mathematics of Risk Management – 2006; Workshop on Randomness and Cryptography-2006; Spring Conference in Mathematics – 2006; and a Panel Discussion on Modernization of Curriculum - A bench-mark of quality education.

A workshop on 'Fuzzy Sets and Systems'; Panel Discussion on HEC's ranking of universities: A step towards healthy competition; and Winter Conference in Mathematics-2006 are also items listed on CASM's agenda for this year.

CMER began as the sole initiative of the Suleman Dawood School of Business Administration with assistance from the faculty of economics. Focus of the centre however, has been widened to promote and carry out independent academic and policy oriented research at LUMS in core disciplines of economics, management sciences, and development studies.

CMER's activities involve dissemination of research including the publication of several working papers from LUMS faculty and other scholars on areas of Corporate Governance in the Financial Sector of Pakistan, The Role of Mutual Funds and Non-Banking Financial Companies in Corporate Governance in Pakistan and Prospects of Wheat and Sugar Trade between India and Pakistan among several others.

The Foundations of Corporate Governance at CMER is a research and educational initiative on corporate governance in Pakistan started by LUMS and supported by a grant from Citigroup Foundation, New York. Two Annual Corporate Governance conferences have been held to explore the nature of corporate governance practices in Pakistan and examine the scope of how corporate governance can be made more effective in relation to firm performance and corporate social responsibility. Several prominent industry professionals, leading academicians, regulators, government officials and other stakeholders participated in both conferences.

CMER has also launched its Data Resource Unit to ensure that LUMS faculty, staff and students will have access to micro data from the surveys conducted by Federal and Provincial Governments, especially by the Federal Bureau of Statistics, Government of Pakistan, and other organizations involved in data collection in the private sector.



LUMS Business Plan Competition, 2006.



LUMS SSE Workshop, 2006.



Sultan Sial, Head of Mathematics Department, at LUMS International Conference on Mathematics and its Applications in Information Technology November 2005.



RISEPAK wins Stockholm Challenge Award 2006

Relief Information Systems Earthquake Pakistan (RISEPAK), was awarded the coveted Stockholm Challenge trophy for the most innovative Information and Communication Technology (ICT) projects from around the world. RISEPAK was set up within 12 days of the October 8 2005 earthquake, and served as a relief coordination and accountability tool designed to collect, collate and display information about damage, access and relief for Pakistani citizens. RISEPAK was awarded the Cisco sponsored 'Public Administration Project' of 2006 in an award ceremony held at the Blue Hall in Stockholm City Hall, venue of the Nobel Banquet.



RISEPAK

In addition to an immediate response through relief supplies, volunteer help and financial assistance for the earthquake affected regions of Pakistan by the LUMS community, we undertook the task of creating a relief coordination portal by the name of RISEPAK to continue our committed support to rehabilitate the devastated population. Key players in RISEPAK including LUMS, The Kennedy School of Government at Harvard, Pomona College and a group of economists at the World Bank combine their efforts to provide all relief workers and agencies comprehensive information about the affected areas regarding demographics, location, access and disaster levels, relief, summary reports on relief indicators at the village level and verified small sample information. Its valiant and selfless efforts were recognized internationally through the Stockholm Challenge Award 2006.

LUMS – Chiang Mai Rajabhat University in Thailand

Chiang Mai Rajabhat University in Thailand in collaboration with LUMS organized a conference on 'Thailand International Conference on 21st Century Information Technology in Mathematics Education' in September 2006. Dr. Faqir M. Bhatti, Associate Professor in the department of Mathematics at LUMS was the co-organizer of the conference and Chairman of the International Programme Committee.

LUMS
Annual Report
2005 - 2006



Risepak team efforts in disaster hit areas included conducting surveys.



Dr. Faqir M. Bhatti, co-organizer Thailand International Conference on 21st Century Information Technology in Mathematics Education.

Students: A Pool of Talent

LUMS continues to attract a student pool of exceptional talent and promise from around the globe on an entirely merit-based, need-blind admissions policy. Their achievements decorate each corner of our institutional identity in the form of academic, sports and cultural contributions among others.

LUMUN Team's victory at World Model UN Conference

March 2006 resonated with the joy of LUMUN team's victory at the 15th World Model United National Conference organized by Harvard University at Peking University in Beijing, China. LUMS is extremely proud at the accomplishment made by the LUMUN team. They have etched a historical victory by representing LUMS as the first Asian University that has ever been honoured with this singular achievement among intellectual giants including MIT, Oxford, LSE and Princeton. LUMS also hosted the event of LUMUN 2006 with Hassan K. Sherwani selected as Secretary General.



LUMS Wins at the All Pakistan SOFTCOM '06 at GIKI

LUMS has earned the prestige of winning the All-Pakistan SOFTCOM '06 competition in Speed Programming. Moutaz Haq and Tayyab Javed earned first place by solving 6 out of 7 problems given to them within 3 hours whereas other teams could only solve 4. As a team, they personify the attributes of academic excellence and analytical aptitude that LUMS has inculcated in its students.

Philanthropy at its best

LUMS Volunteer Society (LVS) joined hands with the Red Crescent to organize a 2-day Community Based First-Aid course to train individuals in crisis management for emergency situations and raised Rs. 2 lakhs through the annual Winter Carnival in efforts to rehabilitate earthquake victims left homeless in the devastating earthquake of October 2005. Fatima Memorial Hospital has also solicited the selfless efforts of the LVS to promote an 'Adopt a Student' project that makes quality education more accessible to less privileged Pakistani citizens.

Rhodes Scholars

Salman Asim continues the legacy of academic excellence as the 9th Rhodes Scholar LUMS has nurtured in the last 12 years. As a beacon of intellectual prestige, Salman Asim joins a growing population of LUMS Alumni who act as goodwill ambassadors throughout their lives in the world outside LUMS, as shining symbols of their alma mater's intellectual brilliance.

International Moot Courts governed by LUMS

The new Law and Policy department at LUMS has firmly entrenched its credibility in the International Forum of academic recognition as three of its students were chosen to represent Pakistan at an International Moot Competition scheduled in March 2007 in Serbia by the International Committee of the Red Cross. Angabeen Atif Mirza, Umair Javed and Madiha Talat will attend an intensive training programme on international humanitarian law followed by an International Moot Competition. LUMS hopes to continue supporting initiatives like these to inculcate a greater sense of social and humanitarian responsibility among aspiring leaders of Pakistan's upcoming generation.

International Electronics Design Competition

Computer Science students won 2nd position in International Electronics Design Competition, 2005. LUMS also won the Spam Filtering Performance Award at the Discovery Challenge, and was in the final round of Stockholm Challenge Software Competition.



Where do they go from LUMS?

The Career Development Office (CDO) at LUMS is an active platform for both students and employers to bridge their requirements and needs. It enables students to make well informed choices about their careers, regarding employment or further education and works in partnership with employers to recruit the best possible candidates for their organizations.

CDO conducts a wide range of activities that include workshops on resume writing, mock interviews, career fairs and discussion with Alumni on professionalism. These initiatives equip students with necessary skills that facilitate the search for jobs or options for higher education. A series of print publications including the Career Management Guide, Primer on Graduate Studies, BSc Catalogue for Students, Annual Profile Books of the graduating classes and the Recruiter's Guide for Employers are also made available to facilitate the recruitment process.

2005-2006 proved to be yet another successful year for the Career Development Office (CDO) with regard to the job placement of LUMS graduates. International organizations including McKinsey Dubai, Deutsche Bank London and TELUS Mobility Canada came to LUMS for the first time this year.

A new methodology of recruitment was also introduced through organizations that hired students through online advertisements such as Citibank Group, New York, Bank of America, New York and Intel, Malaysia.

Internationally, the recruitment graph has been consistently progressive with our students being offered work at Citibank's Regional MADP Programme, McKinsey, Dubai, CISCO Systems International, Dubai and Habib Bank, UAE.

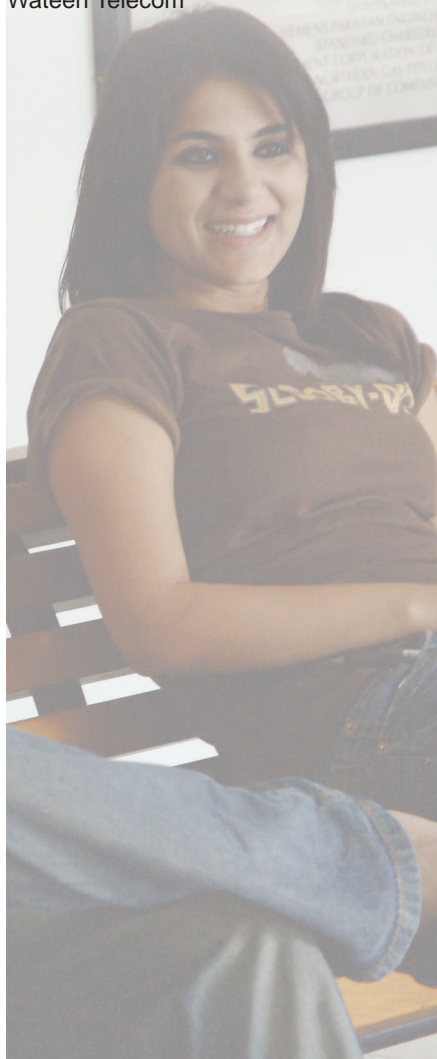


Facilitating the recruitment process.

Unilever recruitment fair at LUMS.

In Pakistan, regular clients such as Procter and Gamble, Unilever Pakistan Ltd., Mobilink GSM, Citibank and ABN-Amro Pakistan, were joined by numerous other organizations who visited LUMS for the first time with the intention of recruitment. They include:

- ABAMCO Limited
- ACCA Pakistan
- A.F. Ferguson
- Cargill Pakistan Holdings
- Catalisse Pvt. Limited
- Dubai Islamic Bank
- Hong Kong and Shanghai Banking Corporation (HSBC)
- IUCN Pakistan
- J.E. Austin
- J.P. Morgan Chase Bank
- Pakistan Microfinance Network
- Paktel GSM
- Saudi Pak Commercial Bank
- Wateen Telecom



The average salary in Pakistani Rupees for graduates from all programmes saw a considerable increase this year. The figure rose approximately 22% from Rs. 45,000 to Rs. 55,000 for MBA graduates and approximately 20% from Rs. 25,000 to Rs. 30,000 for BSc graduates. The rise in average salary for graduates with MS degrees in Computer Science and Economics Programmes was equally rewarding with salary increases from Rs. 30,000 last year to Rs. 38,000 in 2006, an approximate 27% increase. The highest salary was recorded in an offer made by the international market at over Rs. 300,000.

Some LUMS graduates continue their education in universities around the world and our alumni have graduated with degrees in higher education from prestigious institutions including MIT, Harvard, Stanford, University of Toronto, University of Warwick, University of Southern California, London School of Economics, Cardiff Business School and Middlesex University. This list expands as the admission process remains ongoing for several students.

The Career Development Office at LUMS remains consistently aware of market requirements and will employ market research to broaden the sphere of its activities for students in the coming year, both with regard to employment and higher education.

Plans for the new academic year include, networking with international and local organizations, on-campus presentations by foreign embassies and interaction with counsellors of universities abroad.

Other initiatives include inviting senior HR managers of a diversity of institutions to conduct Human Resource Sessions as guidance for students from an employer's perspective. CDO will also select 'Sector Months' where each month will be dedicated to a particular sector of the industry to facilitate on campus recruitment and internship presentations by various companies specialized in that sector.



Dr. Usman Bhatti guiding students to promote on campus Nestlé recruitment.



Syed Mubashir Ali with Raymond Franke, Finance & Control Manager, Nestlé Pakistan.

Human Capital: Our Greatest Asset

LUMS employs approximately 400 staff members, covering a wide range of academic positions and professional jobs. Together, they constitute an invaluable resource of human capital at LUMS. We would like to share some of the outstanding achievements that members of the LUMS community have enjoyed in the last year.



Shazi Malik, Senior Manager, HR cutting a cake to celebrate the achievement of her 20 years of service at LUMS.

Conducive Work Environment

LUMS is committed to providing a conducive working environment for all its employees and Vice Chancellor Syed Zahoor Hassan held a University-wide information session last year to share the results of an Employee Satisfaction Survey conducted by an independent organization. Input from all employees was welcomed as an essential component of strategic human resource management policies for the coming year. LUMS advocates and practices the tradition of consensus-building approaches to policy formulation and implementation and frequently organizes sessions such as the Annual Picnic to foster unity and team-building spirit among its community.



New Appointments

In recognition of valiant contributions to the prosperous growth and development of LUMS as an academic institution, members of various faculties have been awarded the greater responsibility of management and leadership.

Dr. Syed Zahoor Hassan has been re-appointed as Vice Chancellor in December 2005 to oversee LUMS' transition to a new organizational structure.

Dr. Anjum Nasim has been appointed Dean of the new School of Humanities and Social Sciences.

Dr. Zaeem Jafri has been appointed Associate Dean of the undergraduate programme.

Dr. Arif Nazir Butt has been appointed Associate Dean of the MBA and Executive MBA programmes.

LUMS is committed to providing a conducive working environment for all its employees and Vice Chancellor Syed Zahoor Hassan held a University-wide information session last year to share the results of an Employee Satisfaction Survey.

Several members of the academic and administrative staff were recognized for their contributions of 10 and 20 years of service by Vice Chancellor Syed Zahoor Hassan during a ceremony organized by the Human Resources team.



Employees awarded recognition for 10 years of service by Vice Chancellor (left to right): Javaid Iqbal Rajput, Senior Secretary, Law Department; Mehreen R Hussain, Senior Manager, REDC; Mohammad Saleem, HVAC Engineer; Muhammad Riaz Yusuf, Assistant Officer, Procurement; Muhammad Azam, Head Security guard; Tariq Yasin, Driver, SEDC; Mohammad Hussain, Security guard.



Vice Chancellor congratulating employees for 20 years of service: Ehsan ul Haque, Associate Professor, SDSB; Muhammad Riaz, Head Security Guard; Imran Ali, Professor, SDSB; Shazi Malik, Senior Manager, HR; Jamshed H Khan, Associate Professor, SDSB.

Alumni Relations

Generous contributions by the growing community of LUMS Alumni help strengthen our resources and provide opportunities for our diverse student body to access the best jobs and education after graduation.



Alumni donations in our Annual Fund help strengthen faculty and research capability, build infrastructure to improve the quality of our learning environment and create an increasingly conducive environment for new students.

Alumni Chapters spread across North America, Canada, UK, Dubai and throughout Pakistan have emerged as cohesive networks that create awareness in the local and International job market about LUMS graduates.

The MBA Class of 89, 91, 93 and Sohail Khan (MBA '96) and BSc Class of 97 were some of the alumni who made significant contributions to the financial aid fund.

We continue to rely on generous alumni support to help us mature into an institution that provides world-class facilities, quality teaching and research and recruits talented students on a need-blind policy.

Amongst the many accomplished alumni some have returned to work with LUMS in various capacities.



Alumni Homecoming 2006



Faisal Farid addressing alumni at the dinner reception.



Alumni entertained by Uncle Sargam.

Alumni Relations



Dr. Arif Butt
Associate Dean
MBA and Executive MBA

Dr. Arif Nazir Butt graduated in the MBA batch of 1989 and joined the PhD programme at McGill University. Dr. Arif Butt currently teaches Organizational Behavior, Human Resource Management and Managerial Negotiation to MBA students and has taught several courses in the Rausing Executive Development Centre at LUMS including Negotiation Skills, High Performance Teams, Performance Management, Human Resource Management, Management Development Programme, and Retail Management in Pakistan. Several papers have been published in international journals to his credit including the Journal of Organizational Behavior, Academy of Management Best Paper Proceedings, Academy of Entrepreneurship, Asian Case Research Journal, Proceedings of the North American Case Research Association, and Frontiers of Entrepreneurship Research among others.



Faisal Farid
General Manager (West Asia)
Pepsi Cola International (Pvt) Ltd

Faisal Farid graduated from the MBA Class of 1989 and was invited to join the Board of Trustees for LUMS in 2006. He describes time spent in LUMS as being most impactful and honours the values that LUMS instills through its learning experience in the form of a high code of ethics, strict professionalism and a sense of pride and self-confidence in working hard. After graduating, Faisal Farid joined Unilever where he developed a passion for marketing which was followed by a position in Pepsi Cola based in Saudi Arabia for four years. He became Regional Vice President for North Africa and the Middle East and is one of the youngest persons to reach this post.



Osama Siddique
Associate Professor & Head of
Department
Law and Policy

Osama Siddique graduated from the LUMS MBA programme in 1993. He then completed a B.A (Hons) in Jurisprudence at the University of Oxford in 1996, where he studied as a Rhodes Scholar, and an LLM at Harvard Law School in 1997. Osama has been closely involved with the development and launch of the Law & Policy Programme at LUMS since its visualization in December 2001.

He was appointed as the Head of the new Department of Law & Policy upon its launch in 2005 and continues to chair it. According to Osama, it was his very positive experience as a student at LUMS, which helped him identify it as one of the few institutions in Pakistan that possess the vision, ethos, capacity, processes and culture to house and sustain exciting new academic initiatives. Osama is confident and very hopeful that the law & policy programme will have far-reaching and highly positive impacts on the justice sector and society in Pakistan.



Nuzhat Kamran
Senior Manager & Head of
Department
Marketing & External Relations

Nuzhat Kamran was part of the first batch of MBA students to graduate from LUMS in 1988. After working with Standard Chartered Bank, Corporate Banking Division, for 3 years, Nuzhat established her own consulting and market research firm in partnership with a group of alumni friends from LUMS. She joined LUMS at the end of 1999 and currently manages the LUMS Marketing and External Relations area of 25 staff members that are responsible for the marketing of LUMS and its academic programmes, National Outreach Programme, Alumni Relations, External relations, Placement of graduates and also Fundraising. Nuzhat's desire to work for LUMS is steered by her conviction of the mission that guides LUMS. According to Nuzhat, the existence of LUMS has changed the paradigm of education in Pakistan and made a huge impact in the last 20 years particularly through the quality of its programmes and unique initiatives such as the National Outreach Programme.



Mehreen Raashid Hussein
Senior Manager & Head of
Department
REDC

Mehreen Raashid Hussein graduated with the MBA Class of 1992 and worked with ANZ Grindlays for 3 years before she joined LUMS in 1996 as Assistant Manager at REDC. She has remained with REDC and was awarded with recognition for 10 years of service by Vice Chancellor Syed Zahoor Hassan earlier this year. Mehreen has contributed significantly to the growth and development of REDC's programmes and created a valuable link between academia at LUMS and industries across the globe. In Mehreen's opinion, REDC provides a valuable service of academic exposure and enlightenment for the corporate world and encourages a culture of learning that is essential for corporate growth and development.

LUMS in the Spotlight

The media spotlight during the visits of prestigious dignitaries, has been a regular feature in LUMS throughout the year. Some of the most memorable moments of the last year have been captured below.

Media Highlights



Canadian High Commissioner David Collins and Dr. Jawaid Abdul Ghani.



The Dean of Kennedy School of Government (KSG), Professor David Ellwood, visited LUMS to discuss the feasibility and dynamics of a Public Policy Programme.



Rector Razak Dawood with Dr. Shamshad Akhtar, Governor of State Bank of Pakistan.



US Ambassador Ryan Crocker with Dr. Pervez Hassan (Board of Trustees).



President of Sri Lanka H.E Mahinda Rajapakse presented a trophy by Rector Razak Dawood.

Who's Who Management Team



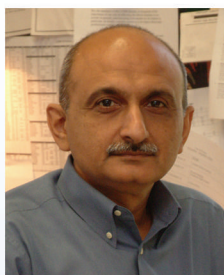
Chancellor
President General Pervez Musharraf



Pro Chancellor
Syed Babar Ali



Rector
Abdul Razak Dawood



Vice Chancellor
Syed Zahoor Hassan



Dean
Suleman Dawood School of Business
Jawaid Abdul Ghani



Dean
School of Humanities & Social Sciences
Anjum Nasim

Roles of Leadership

Chancellor

General Muhammad Zia ul-Haq	1986	1988
Ghulam Ishaq Khan	1988	1993
Wasim Sajjad	1993	1993
Farooq Leghari	1993	1997
Wasim Sajjad	1997	1998
Muhammad Rafiq Tarar	1998	2001
Pervez Musharraf	2001	Present

Pro Chancellor

Syed Babar Ali	1986	Present
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Rector

Razak Dawood	1986	Present
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Phase 1

Director

Javed Hamid	1984	1988
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Phase II

Associate Dean

Dr. Jan-Erik Vahlne	1986	1988
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Dean

Prof. James E. Erskine	1988	1989
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Phase III

Dean

Wasim Azhar	1989	1999
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Pro Vice Chancellor

Wasim Azhar	1999	2001
Syed Zahoor Hassan	2001	2002

Phase IV

Vice Chancellor

Syed Zahoor Hassan	2002	2005
Syed Zahoor Hassan	2005	Present

Visiting Committee

James A. Austin

Professor of Business Administration
Harvard University USA

Tom Cannon

Ex-Director
Manchester Business School UK

Robert S. Collins

Associate Dean and Professor of Business Administration
IMD Switzerland

Wallace B. Crowston

Former Dean Faculty of Management
McGill University Canada

Per-Jonas Eliaeson

President
Swedish Institute of Management Sweden

James A. Erskine

Professor
School of Business Administration
University of Western Ontario Canada

Edward L. Felton, Jr

Margaret Gage Bush University
Samford University USA

George Foster

Wattis Professor of Management
Graduate School of Business
Stanford University USA

Michael Kucyzinski

Head of Economics Department
University of Cambridge UK

Edward J. McCluskey

Professor Computer Science
Stanford University USA

Gabino A. Mendoza

Professor
Asian Institute of Management Philippines

Roger Needham (Late)

Pro-Vice Chancellor
University of Cambridge UK

Henry Rosovsky

Professor of Economics
Former Dean Faculty of Arts and Sciences
Harvard University USA

Louis T. Wells, Jr

Professor of International Management
Harvard University USA

Board of Governors

Syed Babar Ali
Advisor
Packages Limited

Mr. Abdul Razak Dawood
Descon Engineering (Pvt.) Ltd.

Mr. Naseem S. Mirza

Mian Altaf Saleem
Crescent Group

Mr. Yusuf H. Shirazi
Chairman
Atlas Group

Mr. Manzurul Haq

Dr. Parvez Hassan
Hassan & Hassan Advocates

Sh. Irshad Ahmed

Mr. Aitzaz Shahbaz
Chairman
Sui Southern Gas Company Ltd.

Mr. Naeem Iqbal
Managing Director
Industrial Development Bank of Pakistan

Mr. Muhammad Ali Khoja
Managing Director
PICIC

Syed Munsif Raza
Managing Director/Chief Executive Officer
Pakistan Petroleum Limited

Mr. Tariq Kirmani
Chairman
Pakistan International Airline (PIA)

Mr. Amer Faruque
Director Sales & Marketing
Cherat Cement Company Ltd.

Mr. Abdul Bari Khan
Chairman
State Cement Corp. of Pakistan (Pvt) Ltd
Chairman
Unilever Pakistan Ltd.

Mr. M. Adil Khattak
Chief Executive Officer
Attock Refinery Limited

Mr. Jalees A. Siddiqui
Managing Director
Pakistan State Oil Company Limited

Lt. Col. Syed Akbar Hussain (Rtd.)
Chairman
Pakistan Automobiles Corp. Ltd

Mr. Aslam Khaliq
Chairman
Pakistan Tobacco Company

Mr. Shahid Hussain
Chief Executive Service Industries Ltd.

(TBN)
Representative All Pakistan Textile Mills Association

Mr. Shahid Zaki
Managing Director
Philips Electrical Industries of Pakistan Limited

Khawaja Belal Ahmad
Chief Executive
Ammar Textiles (Pvt) Ltd

Mr. Sayeed Saigol
Director
Kohinoor Maple Leaf Group

Mr. Khalid A. Sherwani
President / Chief Executive
Allied Bank of Pakistan

Mr. Faisal Farid
General Manager (West Asia)
Pepsi Cola International (Pvt) Ltd.

Ms. Kirsten Rausing A. B.
Tetra Pak

Mr. Anjum Saleem
Chief Executive Officer
Crescent Ujala Limited

Mr. Bashir Dawood
Managing Director
United Refrigeration Industries (Pvt.) Ltd

Mr. Anthony Andrew Carnecky
Managing Director
Bata Pakistan Limited

Mr. Roland Decorvet
Managing Director
Nestle Pakistan Ltd

Mr. Par Soderlund
Managing Director
Tetra Pak Pakistan Ltd.

Mr. Arif Ijaz
Managing Director
KSB Pumps Company Limited

Board of Trustees

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Managing Director
Descon Group

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MD & Chief Executive Officer
Aventis Ltd.

Mr. Muneer Shahnawaz
Chairman
Shezan International Ltd.

Mr. Waqar A. Malik
Chief Executive
ICI Pakistan Limited

Mr. Rafi Iqbal Ahmad
Packages Limited

Mr. Rashid Ahmed

Mr. Saquib H. Shirazi
Chief Executive
Atlas Group

Syed Hyder Ali
Member Board of Governors
Babar Ali Foundation

Mr. Zubyr Soomro
Country General Manager
Citibank, N. A.

Mr. Nadeem Karamat
Senior Country Manager
American Express Bank Ltd.

Mr. Farooq Rahmatullah
Managing Director
Shell Pakistan Limited

Dr. Farid Khan
Managing Director
Novartis Pharma (Pakistan) Ltd.

Mr. Shahid Abdullah
Chief Executive
Sapphire Fibres Ltd

Mr Sohail Wajahat H Siddiqui
Managing Director & CEO
Siemens Pakistan Engineering Company

Mr. Pervaiz A. Khan
Chief Executive
UCH Power Ltd

Syed Babar Ali
Advisor
Packages Limited

Abdul Razak Dawood
Chairman
Descon Engineering (Pvt.) Ltd.

Manzurul Haq
Chief Executive Officer
International Housing Finance Limited

Shahid Hussain
Chairman
Service Industries

Dr. Parvez Hassan
Hassan & Hassan Advocates

Muhammad Akram Khan
Vice Chancellor
University of Engineering & Technology

Justice Syed Zahid Hussain
Judge
Lahore High Court, Lahore

Faisal Farid
General Manager (West Asia)
Pepsi Cola International (Pvt) Ltd

Lt Gen (Retd) Javed Hassan
Rector
Pakistan Administrative Staff College

Chaudhry Mohammad Saeed
President
Federation of Pakistan Chambers of Commerce & Industry

Saquib H Shirazi
Chief Executive
Atlas Honda Limited (Atlas Group)

Dr. Atta-ur-Rahman
Chairman
Higher Education Commission

Managing Committee

Syed Babar Ali
Pro Chancellor

Abdul Razak Dawood
Rector

Manzurul Haq
Member Board of Trustees

Shahid Hussain
Member Board of Trustees

Dr Parvez Hassan
Member Board of Trustees

Faisal Farid
Member Board of Trustees

Dr. Syed Zahoor Hassan
Vice Chancellor

Dr. Anjum Nasim
Dean School of Humanities and Social
Sciences
Board Secretary

Associate Deans

Syed Mubashir Ali
BSc Accounting & Finance Programme

Arif Nazir Butt
MBA & Executive MBA Programmes

Jamshed Khan
Rausing Executive Development Centre

Zaeem Jafri
Undergraduate Programme,
School of Humanities and Social Sciences

Academic Heads of Departments

Dr. Ali Cheema
Economics

Dr. Sarah Zaidi (Acting Head)
Social Sciences

Osama Siddique
Law & Policy

Dr. Sultan Sial
Mathematics

Dr. Shafay Shamail
Computer Science

Heads of Research Centres

Dr. Abid Burki
Centre of Management & Economic Research

Dr. Naim Sipra
Case Research Centre

Dr. Syed Mubashir Ali
Social Enterprise Development Centre

Dr. Arif Iqbal Rana
Entrepreneurship and Small and Medium
Enterprise Centre

Administrative Heads of Departments

Azmatullah Khan
Administration & Services Department

Asim Sohail Butt
Finance & Accounts Department

Mehreen Raashid Hussein
REDC

Nuzhat Kamran
Marketing & External Relations

Naheed K Haq
Admission & Student Services

Shazi Malik
Human Resource Department

Muhammad Ramzan
Library

Waqar Qureshi
Information Technology Services Centre

Faculty

Suleman Dawood School of Business

Syed Zahoor Hassan
Jawaid Abdul Ghani
Syed Mubashir Ali
Jamshed Hasan Khan
Arif Nazir Butt
Imran Ali
Naim Sipra
Arif Iqbal Rana
Azmat Nazir Malik
Ehsan ul Haque
Irfan Amir
A. Nasir Afghan
Ali Khalil Malik

Vice Chancellor
Dean
Associate Dean
Associate Dean
Associate Dean
Professor
Professor
Associate Professor
Associate Professor
Associate Professor
Associate Professor
Associate Professor
Assistant Professor
Assistant Professor

Asad A. Alam
Farzad Rafi Khan
Kamran Ali Chatha
M.Farooq Anwar
M.Junaid Ashraf
Shazib Ehsan Shaikh
Zeeshan Ahmed
Faheem ul Islam
Shahid Khan
Syeda Masooda Mukhtar
Omair Haroon

Assistant Professor
Assistant Professor
Assistant Professor
Assistant Professor
Assistant Professor
Assistant Professor
Assistant Professor
Visiting Faculty
Visiting Faculty
Visiting Faculty
Teaching Fellow

School of Humanities and Social Sciences Economics

Anjum Nasim
Dean SHSS
Ali Cheema
Head of Department
Abid Aman Burki
Professor
Faisal Bari
Associate Professor
Mushtaq Ahmed Khan
Associate Professor
Syed Zahid Ali
Associate Professor
S. M. Turab Hussain
Assistant Professor
Farooq Naseer
Assistant Professor
Hammad Al-Sabah Siddiqi
Assistant Professor
Reehana R Raza
Assistant Professor

Antonio Marasco
Assistant Professor
Mohammad Usman Khan
Visiting Faculty
Abdul Razzaq Kemal
Visiting Faculty
Mehreen Tanvir
Teaching Fellow
Tamkeen Fatima Jafri
Teaching Fellow
Qasim Saddique
Teaching Fellow
Fatima Farooq
Teaching Fellow
Sonia Rashid
Teaching Fellow
Muneeza Mehmood Alam
Teaching Fellow

Law and Policy

Osama Siddique
Head of Department
Roger Michael Normand
Associate Professor
Sikander Ahmed Shah
Assistant Professor

Moeen Hayat Cheema
Assistant Professor
Joseph Wilson
Assistant Professor
Sadaf Aziz
Assistant Professor

Social Sciences

Sara Zaidi
Acting Head of Department
Rasul Bakhsh Rais
Professor
Ghazala Irfan
Associate Professor
M. Shabbir Ahsen
Assistant Professor
Saeed Ghazi
Assistant Professor
Ali Khan
Assistant Professor
Ejaz Akram
Assistant Professor
Basit Bilal Koshul
Assistant Professor
Anne Christine Habbard
Assistant Professor
Abdul Rahman Mustafa
Visiting Faculty
Kamaluddin Ahmed
Visiting Faculty
Shazia Afzal
Visiting Faculty
Syed Nomanul Haq
Visiting Faculty

Mohammad Waseem
Visiting Faculty
Imran Rashid
Visiting Faculty
Mariam Mufti
Visiting Faculty
Maha Malik
Visiting Faculty
Yasser Hashmi
Teaching Fellow
Laila Bushra
Teaching Fellow
Taimur Rahman
Teaching Fellow
Amber Riaz
Teaching Fellow
Miguel Loureiro
Teaching Fellow
Uzma Hussain
Teaching Fellow
Naveed Rehan
Teaching Fellow
Kashmali Khan
Teaching Fellow
Mariam Durrani
Teaching Fellow

Computer Science

Shafay Shamail
Head of Department
Ashraf Iqbal
Professor
Mohammad Jahangir Ikram
Associate Professor
Mian Muhammad Awais
Associate Professor
Nadeem Ahmad Khan
Associate Professor
Zartash Afzal Uzmi
Associate Professor
Asim Karim
Associate Professor
Shahid Masud
Associate Professor
Tariq M. Jadoon
Associate Professor
Shahab M. Baqai
Associate Professor

Umar Saif
Associate Professor
Amjad A. Luna
Associate Professor
Nabil Hassan Mustafa
Assistant Professor
Sohaib A. Khan
Assistant Professor
Naveed Arshad
Assistant Professor
Tauqeer Hussain
Visiting Faculty
Humaira Kamal
Teaching Fellow
Syed Raza Shahid
Teaching Fellow

Mathematics

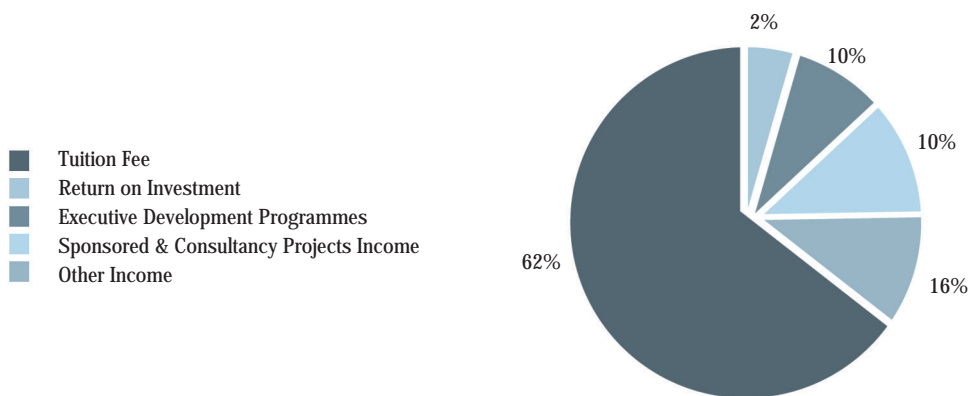
Zaeem Jafri
Associate Dean
Undergraduate Programme
Sultan Sial
Head of Department
Arif Zaman
Professor
Ismat Beg
Professor
Faqr Muhammad Bhatti
Associate Professor
Ayesha Nadir Ali
Assistant Professor
Wasiq Hussain
Assistant Professor

Masood Hussain Shah
Assistant Professor
Mohammad Naeem Qureshi
Assistant Professor
Muhammad Aslam Butt
Visiting Faculty
Muhammad Hanif Mian
Visiting Faculty
Shamim Akhtar-Arif
Visiting Faculty
Mujahid Abbas
Visiting Faculty
Muhammad Yaseen
Teaching Fellow

Financial Reports

University Operating Expenses FY 06

Return on investment	14,847
Executive Development programmes	62,764
Sponsored & consultancy projects income	64,437
Other income	103,304
Tuition Fee	397,607
Total	642,960

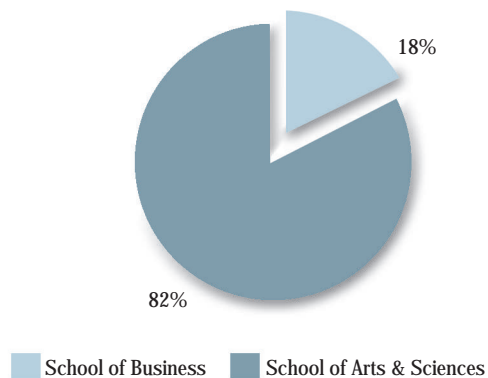


*Figures are given in Pak. Rupees.

Students - School Wise (FTE*)

School of Business	18%	371
School of Arts & Sciences	82%	1,740
Total	100%	2,111

Faculty Strength - by Schools

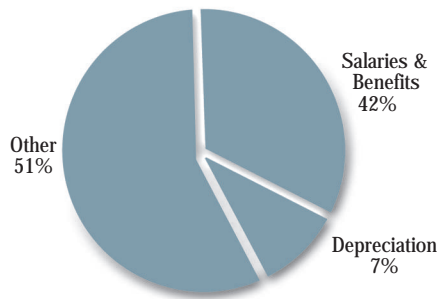


Students - Programme Wise (FTE)

BSc	76%	1,599
MSc (Ec.)	2%	45
MCS (CS)	8%	172
Ph.D	2%	39
MBA	9%	190
EMBA	3%	66
Total	100%	2,111

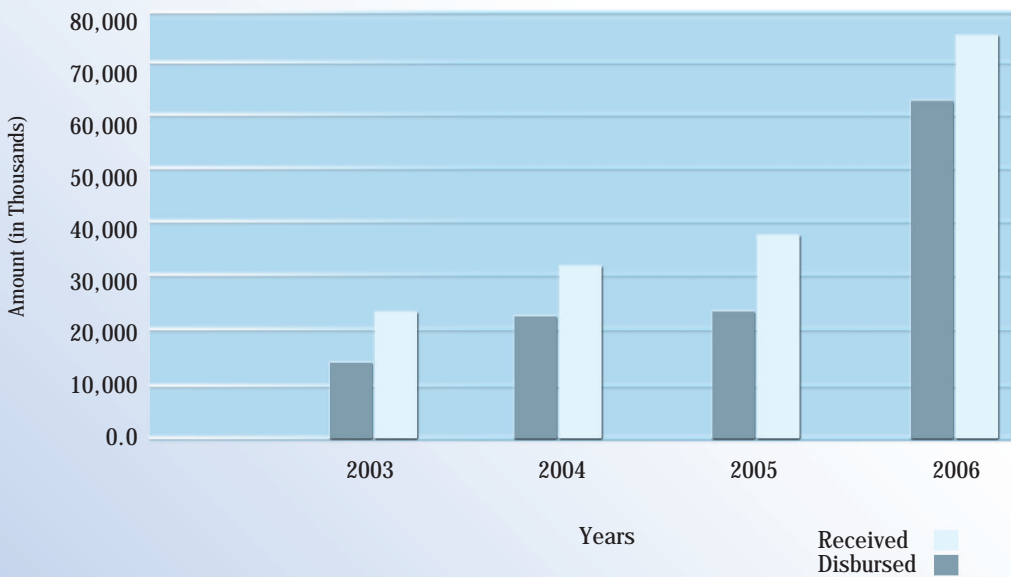
*Full-time equivalent

University Operating Expenses FY 06



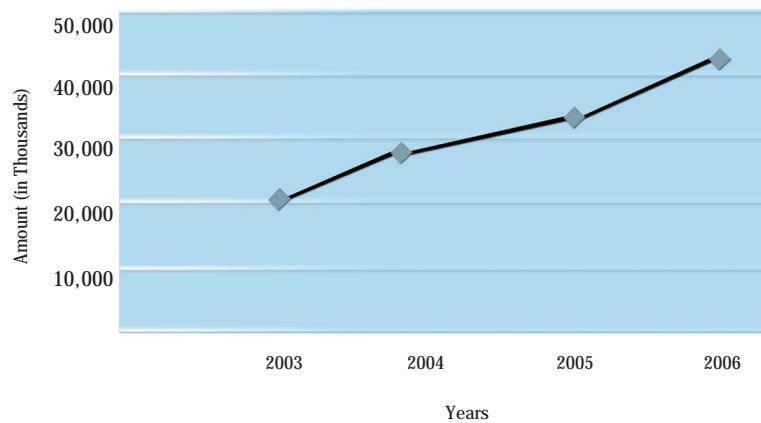
Scholarship

	6/30/03	6/30/04	6/30/05	6/30/06
Received	14,804	22,540	23,864	61,257
Disbursed	26,526	30,641	38,819	74,627
	79.18%	35.94%	62.67%	21.83%



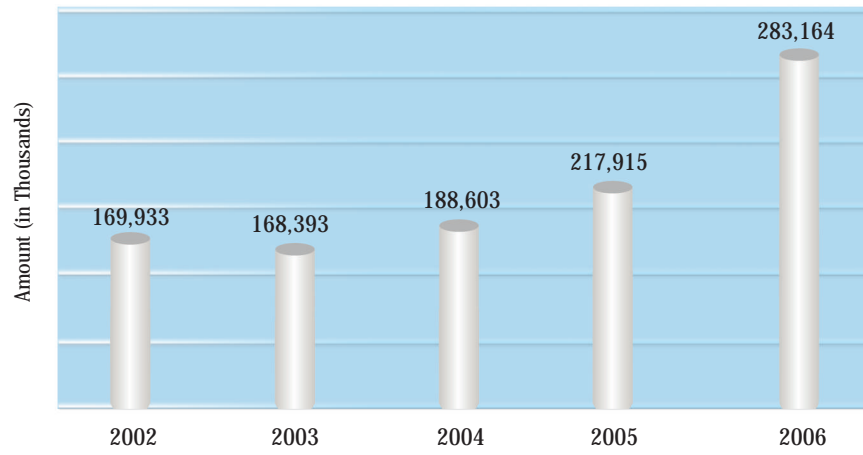
Research & Case Development

	6/30/03	6/30/04	6/30/05	6/30/06
Research & Case Development	19,867	26,673	31,016	41,241
R&D	2049	3097	1335	3423
Chair Fund				140
Sponsored	17818	23576	29681	37678



Consolidated Net Assets

	6/30/02	6/30/03	6/30/04	6/30/05	6/30/06
Net Assets	169,933	168,393	188,603	217,915	283,164

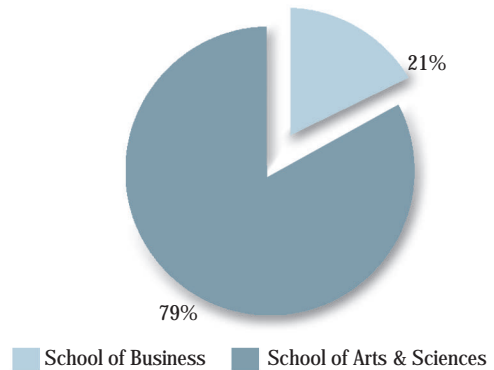


Faculty & Students Distribution - Year 2004-05 Budget

Faculty - School Wise

School of Business	21%	26
School of Arts & Sciences	79%	99
Total	100%	125

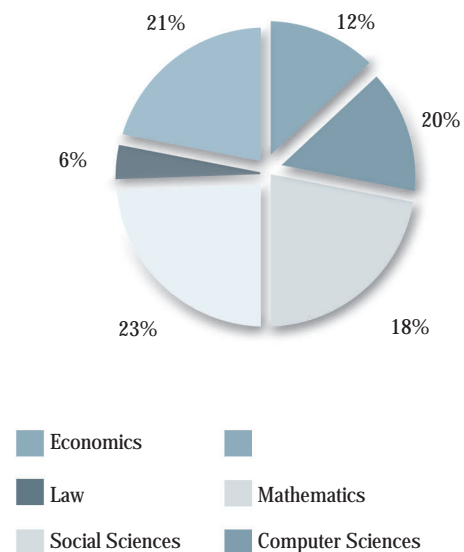
Faculty Strength - by Schools



Faculty - Department Wise

Economics	12%	15
Computer Sciences	20%	25
Mathematics	18%	22
Social Sciences	23%	30
Law	6%	7
Business Management (MBA/EMBA)	21%	26
Total	100%	125

Faculty Strength - by Departments

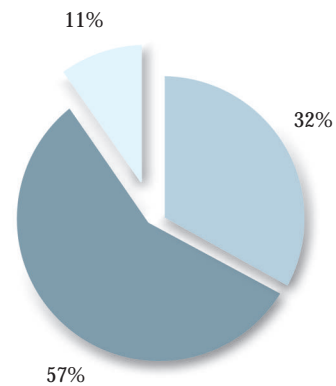


Revenues - Budget 2004 - 05

Main Units-Wise

School of Business	32%	181,234
School of Arts & Sciences	56%	315,587
Facilities & Services	11%	63,993
Total	100%	560,814

Revenues - by Main Units

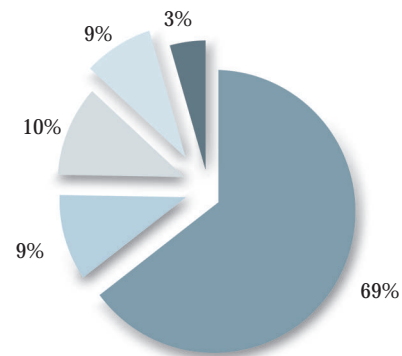


■ School of Business ■ School of Arts & Sciences ■ Facilities & Services

Activity-Wise

Academic Activities	69%	390,145
Research & Consulting	9%	49,790
Executive Development Centre	10%	56,886
Housing & Cafeteria	9%	47,722
Miscellaneous Income	3%	16,271
Total	100%	560,814

Revenues - by Activities

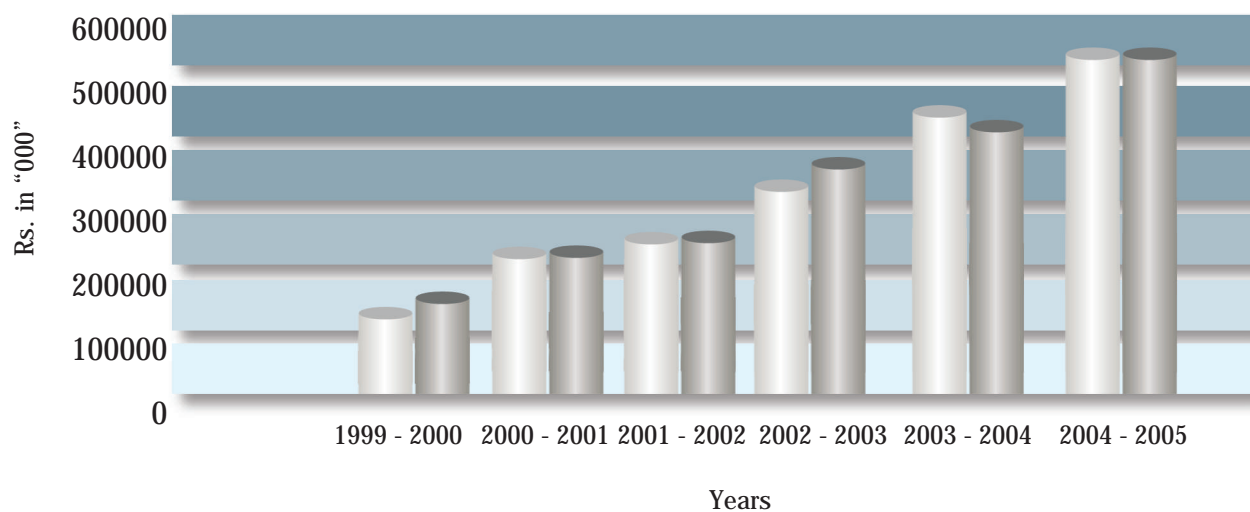


■ Academic Activities ■ Research & Consulting ■ Executive Development Centre
 ■ Miscellaneous Income ■ Housing & Cafeteria

(Rs. in '000')

Year-Wise Growth in Revenue & Expenses

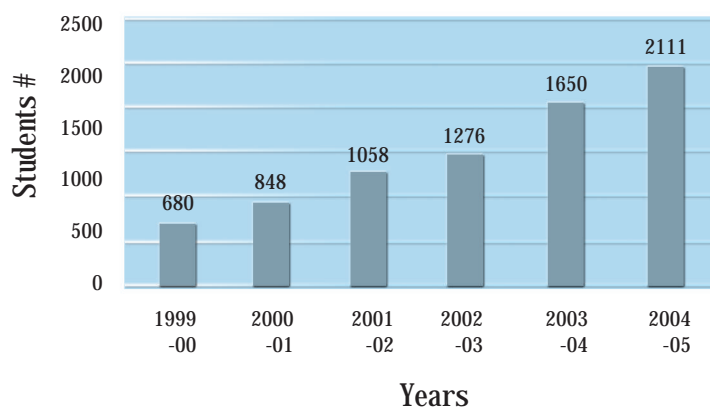
Years	Revenues	Expenses
1999-2000	168,882	184,193
2000-2001	232,297	234,405
2001-2002	282,234	288,490
2002-2003	349,477	367,232
2003-2004	442,918	426,148
2004-2005	560,814	559,398



■ Expenses
■ Revenues

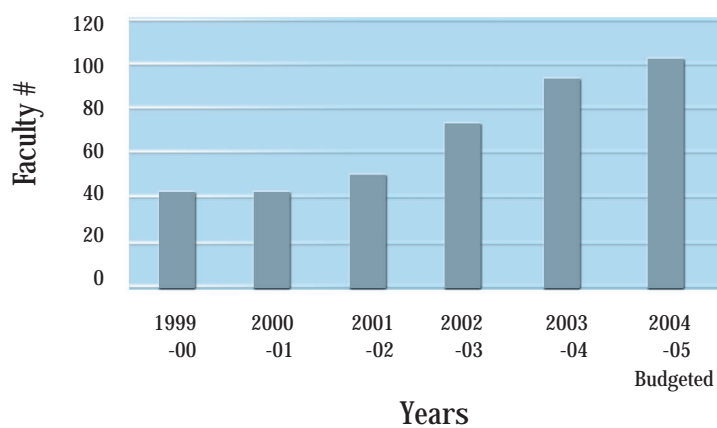
Year-Wise Growth in FTE Students

Years	Students
1999-00	680
2000-01	848
2001-02	1058
2002-03	1276
2003-04	1650
2004-05	2111



Year-Wise Growth in Full Time Faculty

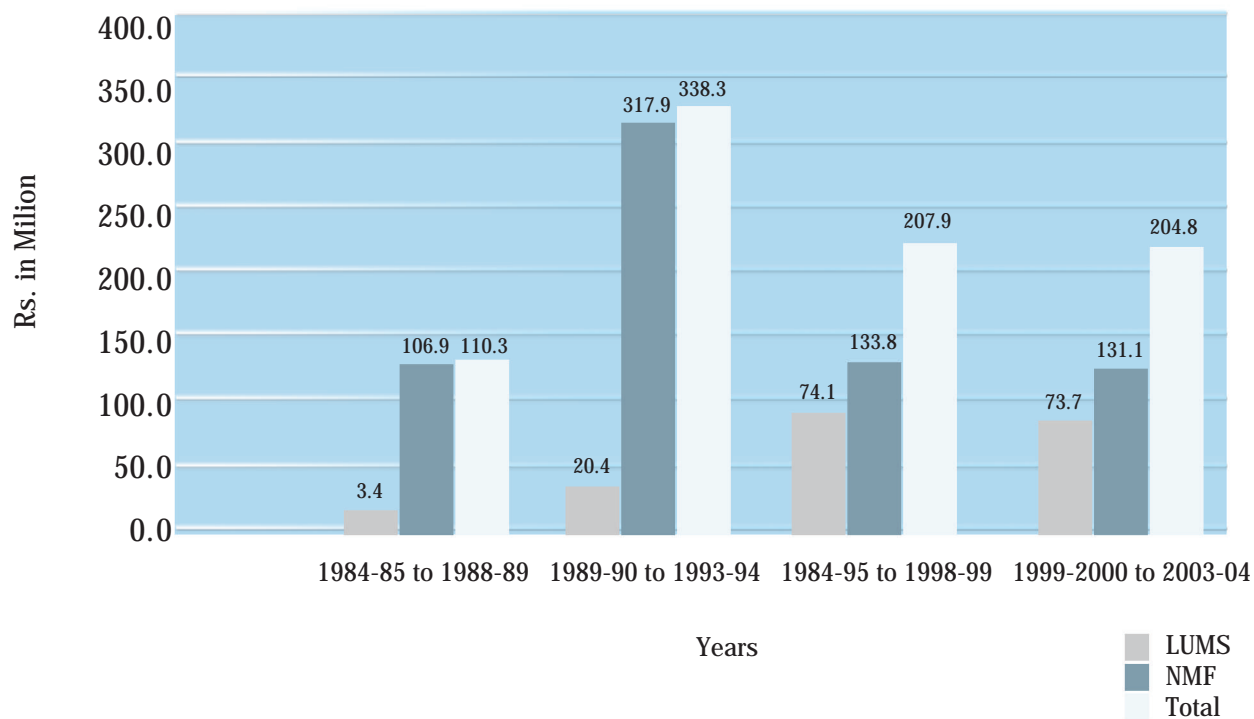
Years	Faculty
1999-00	44
2000-01	44
2001-02	53
2002-03	68
2003-04	85
2004-05	100



Grants & Donations - Inflow

Years	LUMS	NMF	Total
1984-85 to 1988-89	3.4	106.9	110.3
1989-90 to 1993-94	20.4	317.9	338.3
1994-95 to 1998-99	74.1	133.8	207.9
1999-2000 to 2003-04	73.7	131.1	204.8
Total	171.6	689.6	861.3

(Rs. in million)



Five Year's Financial Summary

	2003-04	2002-03	2001-02	2000-01	1999-2000
Gross Operating Receipts	451,438	349,477	282,234	232,297	168,882
Less: Scholarship & Tuition Wavers	30643	26,527	24,313	15,176	9,644
Net Receipts	420,795	322,950	257,921	217,121	159,238
Costs:					
Salaries & Instructional Support	183,303	166,094	125,510	107,741	92,452
Research & Development	29,545	19,730	13,345	931	746
Training	4,257	2,837	1,612	1,257	836
Adverisement & Promotion	13,980	10,684	7,246	4,405	4,228
Supplies & Services	44,559	38,046	30,641	34,032	25,822
Utilities	30,954	26,827	25,752	24,115	22,922
Building Reserve	46,136	33,353	23,226	13,680	0
Subscriptions	4,021	3,369	4,300	2,612	2,230
Estate Management	6,057	5,190	3,238	3,569	3,100
Sports & Student Activities	2,769	1,867	1,181	1,016	817
Depriciation	33,630	30,840	27,216	24,998	21,157
Miscellaneous Expenses	2,394	1,868	910	873	239
Total Costs - Direct & Indirect	401,605	340,705	264,177	219,229	174,549
Net Supplies / Deficit	19,190	(17,755)	(6,256)	(2,108)	(15,311)

Acknowledgement

This Annual Report has been researched and compiled by the Vice Chancellor's office with the help of several staff members and departments particularly Anjum Nasim, Jawaid Ghani, Syed Mubashir Ali, Nuzhat Kamran, Azmatullah Khan, Asim Butt, Shazi Malik, and Shafay Shamail.

We would like to express our deepest appreciation to Iram Nawaz, a publications specialist for her dedicated commitment of time and effort towards completion of this report.

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This publication was designed by Umar Hameed and Mubarika Aijazuddin, Assistant Manager at the Vice Chancellor's Office at LUMS was the team lead.