



LUMS

ANNUAL  
REPORT  
2015-16

**Lahore University of  
Management Sciences**





## Message from the Vice Chancellor



This has been a remarkable and rewarding year for LUMS in terms of the intellectual and physical transformation that has taken place on campus. The addition of many new faculty members has led to decrease in the student-teacher ratio to almost 15 to 1 and provided greater diversity in the array of courses now offered to the students. Greater strategic focus on University research—manifesting in greater internal funding opportunities, travel support, summer research opportunities for students and other initiatives launched over the past few years—resulted in publications in high-quality journals, significant increase in sponsored research funding, along with growth of graduate programmes. It is no small feat then, that LUMS climbed 50 places in the QS University Rankings Asia 2016, becoming the top ranked university in Pakistan and 111<sup>th</sup> in Asia.

The academic accomplishments were supported by an extremely vibrant student life that resulted in more than 290 events during the academic year. Through collective work with

faculty, staff and students, the University management fulfilled its commitment to creating a distinctive intellectual and educational environment. From LUMS Special Olympics to the FATE team winning the US State Department Challenging Extremism Competition, teaching at underserved schools to launching companies that showcase the wonders of Lahore, staging dramas at the Alhamra Complex to debating with their peers in leading cities of the world, LUMS student outreach spanned across communities. Employers continue to recognise the hallmarks of a LUMS student—spirit, intellect and passion—as they hired LUMS graduates more quickly and with higher remuneration.

Continuing with our mission to provide quality education to the deserving, bright youth of Pakistan, irrespective of need, students were provided generous financial assistance ranging from full tuition fee, room and board for the National Outreach Programme (NOP) scholars to 20% of tuition fee for those hard pressed to finance their education. The University disbursed over PKR 500 Million in financial assistance of which approximately PKR 220 Million was allocated to the National Outreach Programme (NOP). To date, 900 students have benefitted from this unique scholarship programme.

The LUMS physical environment improved significantly during this past year with the Shaikh Ahmad Hassan School of Law (SAHSOL) moving into its custom-built premises in the fall of 2015. The addition of the Ali Family Hall, a new girl's hostel which accommodates 300 female students, solved the problem of female student housing on campus while the construction of the new boy's hostel (M7), with a capacity of 446 students in 223 rooms, addressed the problem of accommodation for boys. In fact, the additional space allowed students residing within the city to also avail the opportunity of living on campus. The comprehensive renovation of the food preparation facilities of the Pepsi Dining Centre ensured that dining requirements of all those on campus were well catered to. Perhaps the most exciting physical development was the start of construction of the Coca-Cola Aquatic Complex with its 25m FINA standard swimming pool.

The hectic calendar of talks and events in each school ensured that we were spoilt for programme choices on campus. Lectures by Prof. Craig Calhoun, President of the London School of Economics (LSE); Mr. Roberto Azevedo, Director General of the World Trade Organization; Fernando Quevedo, Director of the ICTP, Trieste; Mr. Fred Hassan, Managing Director of Warburg Pincus; Justice Mian Saqib Nisar, Chief Justice of the Supreme Court of Pakistan, are just some of the luminaries that visited to share their thoughts with the LUMS community.

The year witnessed the launch of several interdisciplinary centres on campus including the Water Informatics and Technology Centre that is housed in the Syed Babar Ali School of Science and Engineering, the Centre for Governance and Public Management and the Centre for Islamic Finance housed in the Suleman Dawood School of Business. In addition, the Saida Waheed Gender Initiative was launched by the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences. These centres and initiatives mark a new chapter in the academic history of LUMS as they allow researchers to cross disciplinary boundaries and participate in thematic areas that are of critical importance to the future of the country. Yet another change this past year was the growth of students enrolled in graduate programmes across schools. Moving forward, it is expected that graduate students will begin to form a significant portion of the overall student body on campus.

It is heartening to see such growth and diversification at LUMS. With a focus on excellence, LUMS aims to continue its journey to have greater impact in the country while being counted among the leading academic institutions of the region.

**Prof. Dr. S. Sohail H. Naqvi**  
Vice Chancellor, LUMS

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2016 FACT FILE

Overall Rank in Asia

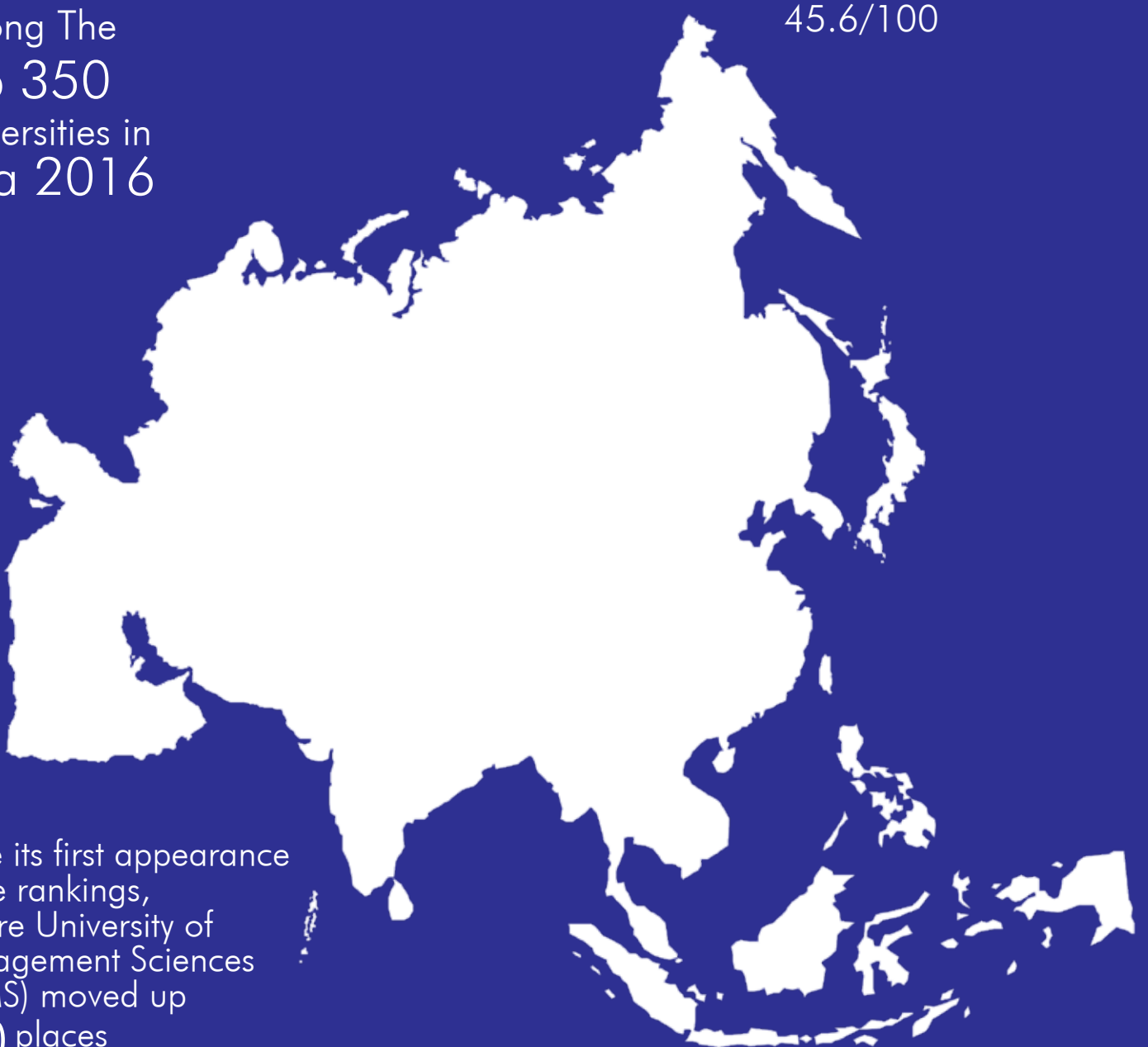
111

Overall Score

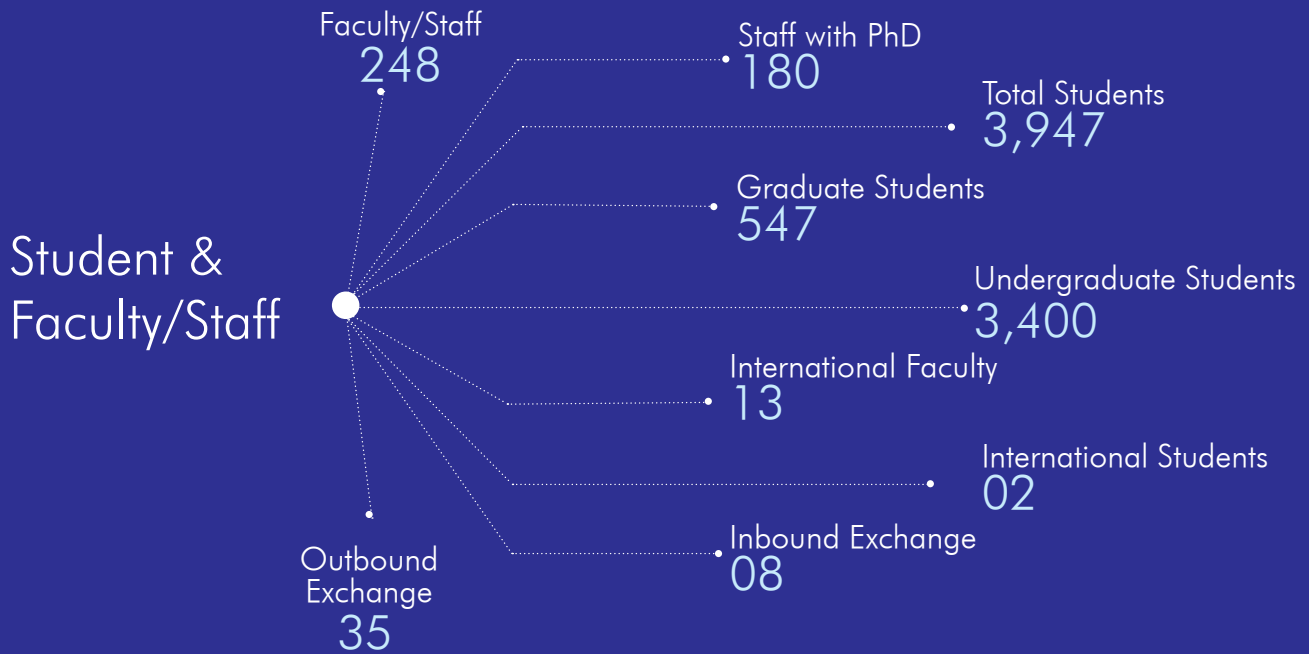
45.6/100

Among The  
Top 350  
Universities in  
Asia 2016

Since its first appearance  
in the rankings,  
Lahore University of  
Management Sciences  
(LUMS) moved up  
140 places







### Ratios

Citations per Paper (Normalised)	3.3
Papers per Faculty (Normalised)	2.5
Faculty per 100 Students	6.3
Proportion of Staff with PhD	72.6%
Inbound Exchange Ratio per 100 Students	0.2
Outbound Exchange Ratio per 100 Students	0.9

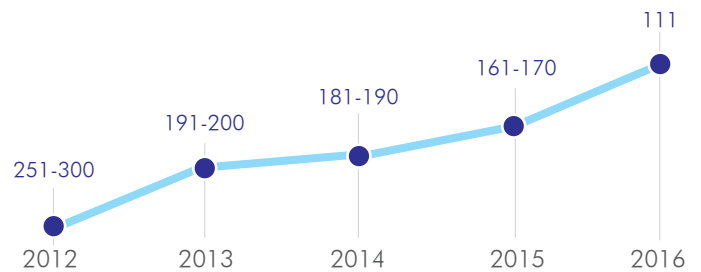
### Research Output by Faculty Area

	Papers	Citations
Arts & Humanities	12	9
Engineering & Technology	275	439
Life Sciences & Medicine	57	276
Natural Sciences	259	1,109
Social Sciences & Management	123	128

### Research Output - Papers and Citations

Papers	580
Papers (Normalised)	620
Citations	2,075
Citations (Excluding Self-Citations)	1,578
Citations (Normalised)	2,067

### Overall Rank Evolution



The research data used for the rankings is provided by Scopus.

Self-citations are excluded.

Five years of records are considered, comprising the 2010-2014 period for the 2016 rankings.

Since 2015, QS normalises the paper and citation counts, ensuring that citations achieved in each of the five broad faculty areas are equally weighted.

# INDICATORS - WEIGHTINGS & DEFINITIONS

## Employer Reputation

10%

Taken from the annual QS survey aimed at gathering the views of employers around the world on the institutions providing the best professionals. In 2016, about 37,800 responses were analysed.

## Faculty Student Ratio

20%

This is the ratio between the number of academic staff and number of students. A higher number of teachers per student is an indirect indicator of the commitment of the institutions to high-quality teaching.

## International Faculty

5%

The International Faculty Index is simply based on the proportion of faculty members that are international. It is a proxy measure for how internationally attractive the university is to academic staff. Universities based in locations known for attracting high proportions of expatriates perform well here such as those in Hong Kong, Switzerland and UAE.



## Academic Reputation

40%

Taken from the annual survey conducted by QS designed to evaluate the perceptions of academics from around the world regarding the best institutions in terms of research. In 2016, nearly 75,000 responses were recorded globally.

## Citations per Faculty

20%

This ratio measures the average number of citations obtained per faculty member, and is an estimate of the impact and quality of the scientific work produced by universities. This indicator is calculated using data from Scopus. To avoid anomalous results, an affiliation cap is applied discarding papers with an unusually high number of affiliations. Self-citations are excluded and citation counts are normalised, ensuring that citations achieved in each of the five broad faculty areas are weighted equally.

## International Students

5%

Similar in nature to the International Faculty Index, the International Students Index is based on the proportion of students that are international. It is a proxy measure for how internationally attractive the university is to students. Attracting international faculty and students can be challenging for institutions that are more nationally or regionally focused.

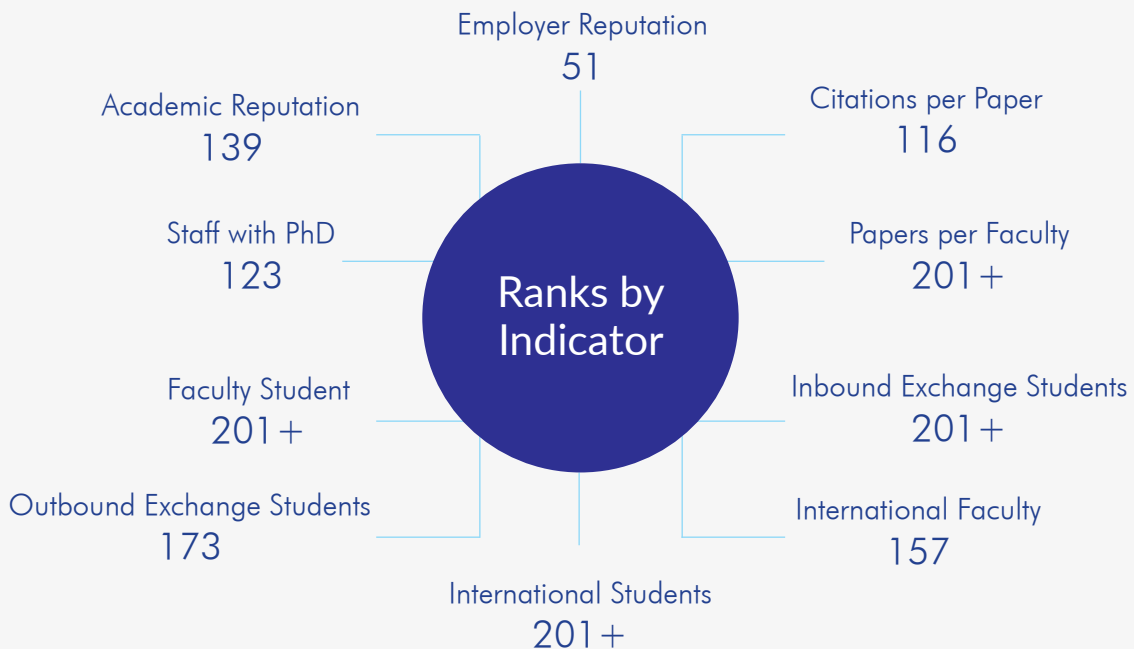
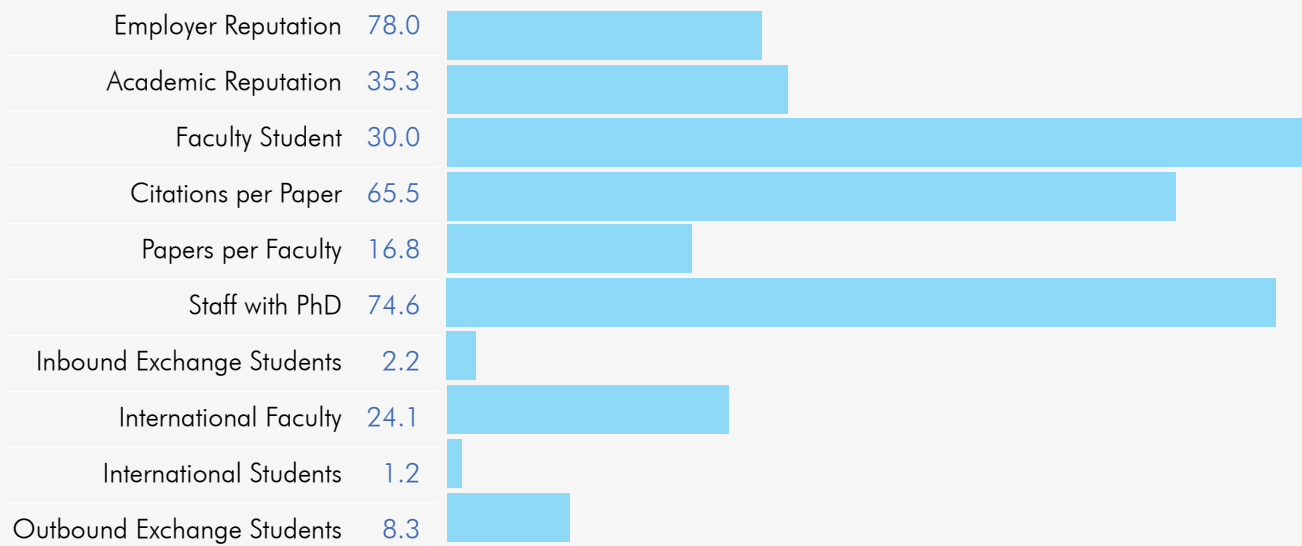




# 2016 FACT FILE

## Lahore University of Management Sciences

### Performance by Indicator - Year 2016



Ranked  
Pakistan's  
**No.1**  
university by  
QS Asia  
University  
Rankings  
2016



04

Schools



30

Degree Programmes



16

Undergraduate  
Majors



13

Undergraduate  
Minors



09

Graduate  
Degrees



07

Doctoral  
Degrees

## Rank in Pakistan Evolution by Indicator

Indicator	2012	2013	2014	2015	2016
Overall	4	4	5	5	1
Academic Reputation	4	5	3	2	3
Employer Reputation	1	2	1	1	1
Faculty Student	3	3	5	7	5
Citations per Paper	-	3	5	5	1
Papers per Faculty	1	2	4	8	7
Staff with PhD	-	-	-	-	1
Inbound Exchange Students	2	3	3	5	4
International Faculty	1	2	1	1	1
International Students	3	3	3	12	12
Outbound Exchange Students	1	1	2	3	1

	2012	2013	2014	2015	2016
Overall	4	4	5	5	1
Academic Reputation	4	5	3	2	3
Employer Reputation	1	2	1	1	1
Faculty Student	3	3	5	7	5
Citations per Paper	-	3	5	5	1
Papers per Faculty	1	2	4	8	7
Staff with PhD	-	-	-	-	1
Inbound Exchange Students	2	3	3	5	4
International Faculty	1	2	1	1	1
International Students	3	3	3	12	12
Outbound Exchange Students	1	1	2	3	1

## Institutions Evaluated by Year - Pakistan

Year	2012	2013	2014	2015	2016
Institutions Evaluated	6	8	13	16	17



## World-Class Faculty

- 248 faculty members
- 180 PhD faculty members from some of the world's finest universities; Cambridge, Oxford, MIT, Berkeley, Harvard and Stanford among others



## Generous Financial Support

- PKR 3.2 Billion disbursed as financial aid since inception
- PKR 529 Million financial aid given to students in 2015-16
- 30% of student body on financial aid each year
- PKR 220 Million allocated to National Outreach Programme



## Best Placements

- 58 LUMS students awarded Fulbright scholarships in 2015
- 650+ recruiting partners
- 80% of placements within 6 months of graduation



## Vibrant Student Life

- 3947 student body
- 44 dynamic student societies – Graduate: 12; Undergraduate: 32
- 290 Student club/society events held in 2015-16
- 100 acre campus with state-of-the-art facilities



## University Exchange Programmes

- 45 exchange programmes with some of the best global institutions



## Convocation 2016

- Largest batch graduated to date - 966 students
- GAF & clearance for undergraduate and graduate students for Convocation 2016 was processed through Zambeel, the LUMS student portal for the first time ever

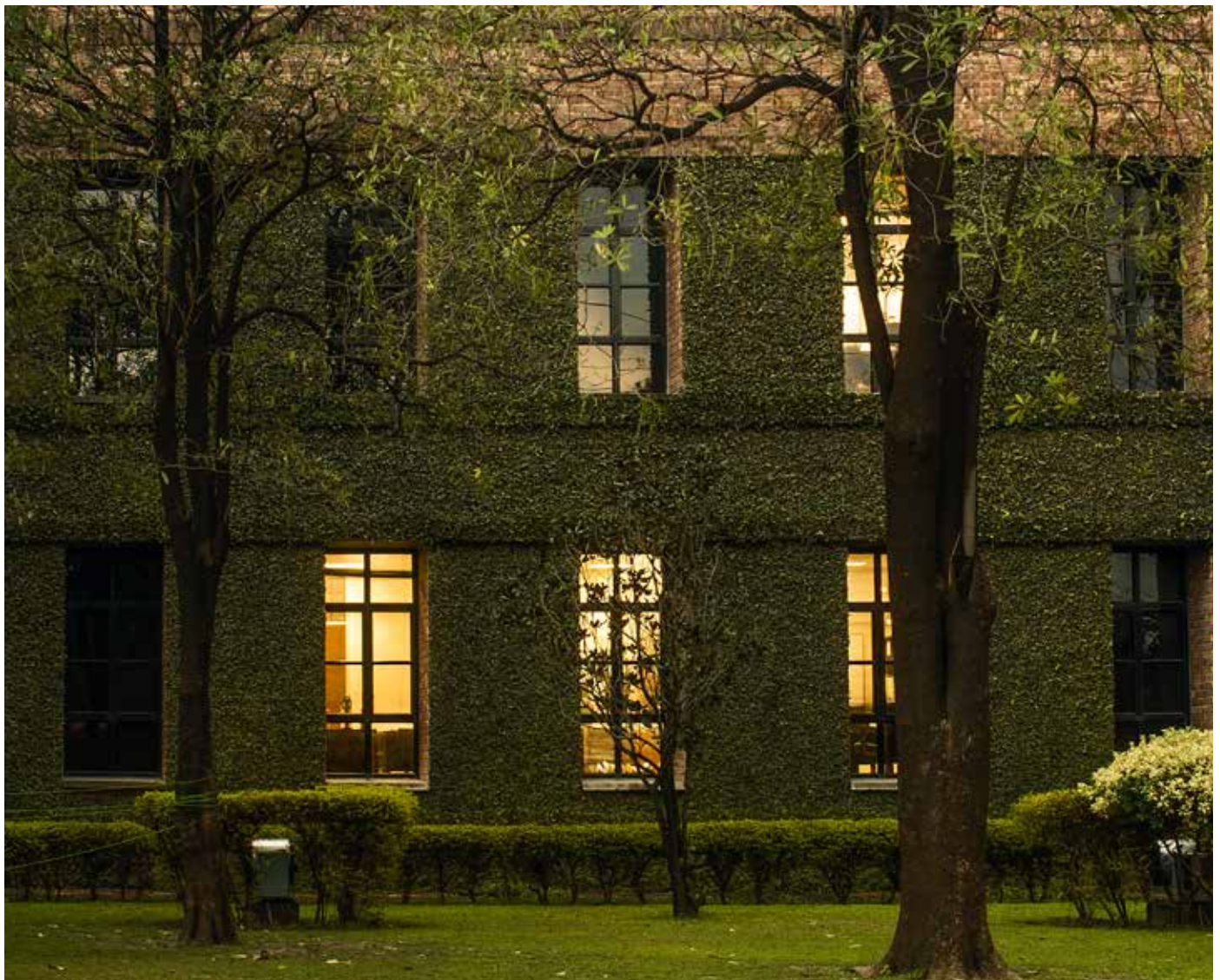
## University Affairs

### University Management

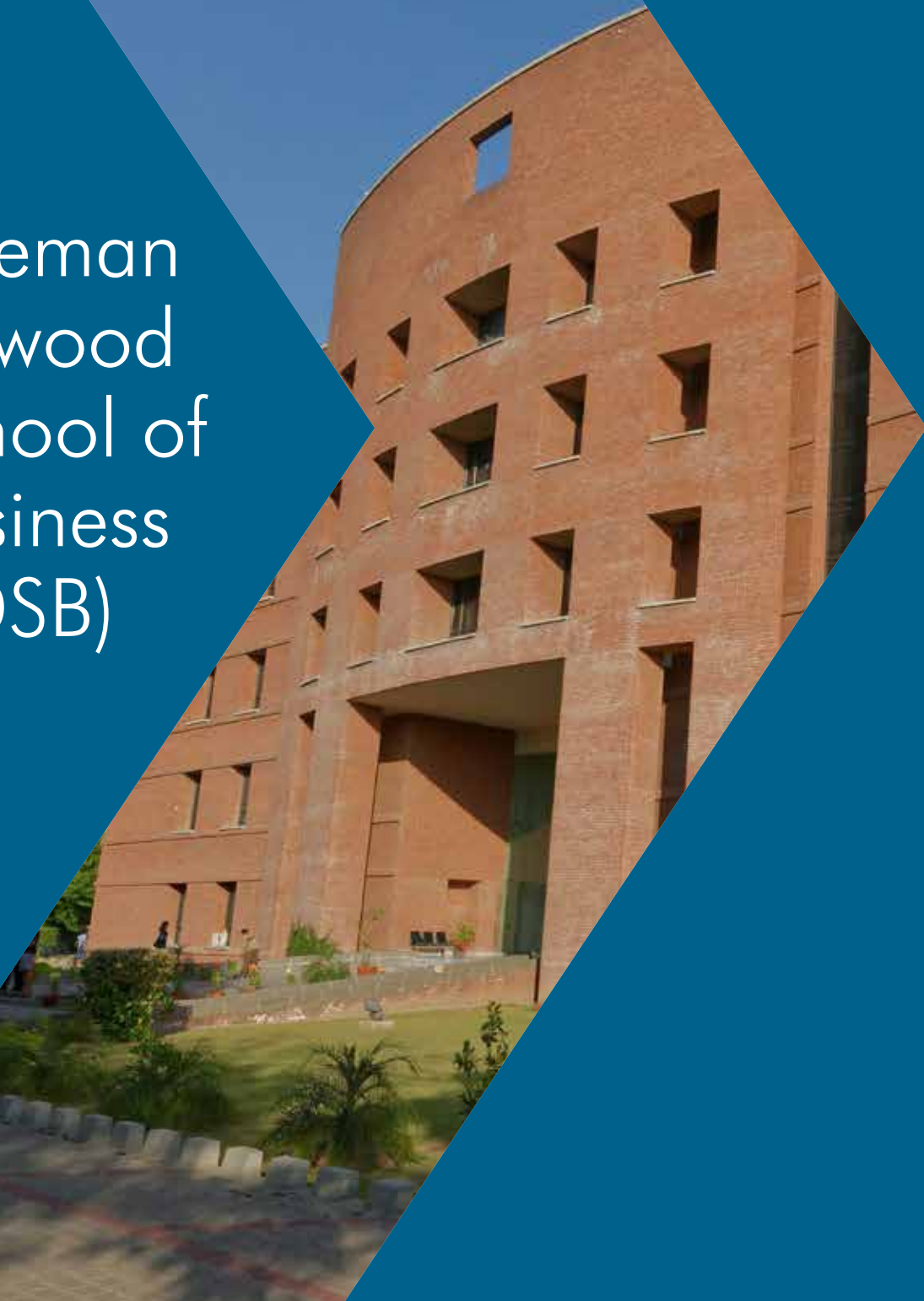
- Engagement with all university stakeholders to develop consensus on strategy for elevation of LUMS to the top 100 universities of Asia
- Establishment of the office of the Chief Operating Officer-COO
- Hiring of Dean of Law School and Professor of Research
- Hiring of Dean of Business School

## University Communication

- Regular participation in provincial level meetings for coordination on higher education and security related issues
- Regular liaison with HEC to take advantage of new funding opportunities, especially pertaining to research



Suleman  
Dawood  
School of  
Business  
(SDSB)





# Message from the Dean



It is a matter of great honour and responsibility to lead a business school which is widely recognised for excellence in research, teaching and service in South Asia. This has been a great year for the Suleman Dawood School of Business (SDSB) as we received recognition for our academic excellence from renowned institutions. After being declared the Number 1 University in Pakistan by the QS University Rankings Asia, our MBA and Undergraduate Programmes were awarded full accreditation by the Accreditation Awarding Committee (AAC) of the National Business Education Accreditation Council (NBEAC), placing the School in the highest quality category, "W". This is a testament to our academic rigour and the success of our graduates.

In line with the LUMS mission to attract students and faculty from all corners of the world, SDSB is making progress in its pursuit of international accreditation by the Association to Advance Collegiate Schools of Business (AACSB). The School's Initial Self Evaluation Report (iSER) was accepted by AACSB in 2016 and further work is being

carried out to achieve full accreditation in the next few years.

Our flagship MBA programme is regularly evaluated on the basis of current international practices especially through the feedback of alumni, students, and industry participants. This involves feedback on new ways of executing the case method and bringing market practitioners into the classrooms. The MBA programme was recently revised in order to incorporate constructive 'experiential learning' as an active part of the curriculum.

To further enrich the curriculum of all SDSB programmes, content development initiatives continue to be undertaken by the SDSB faculty in the areas of finance, general management, human resource management, and agribusiness. The Rausing Executive Development Centre (REDC) at SDSB continues to offer the most sought after executive education and customised training programmes in the country.

To strengthen our global linkages, SDSB has exchange collaborations with international

universities across the world. Recently, Sabanci University, Turkey was added to the existing pool of global institutes, which are top ranked in their countries and the region.

Moving forward, SDSB envisions to consolidate its positioning as one of the leading business schools in Asia. Our education and research needs to go hand in hand with all areas critical to communities; academics, research, human resources, solving problems, and building economies. Being a premier business school, we aim to stay highly relevant for the industry and ahead of the game in cutting edge research, world-class curriculum, and producing well-rounded professionals who are equipped with all the skills needed for real world challenges.

I see great times ahead for SDSB.

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

# SDSB Highlights

- MBA and undergraduate programmes at SDSB awarded full accreditation (highest quality category “W” for four years) by the National Business Education Accreditation Council (NBEAC)
- SDSB cases available on the Harvard Business Publishing (HBP) website
- 23 research seminars and case roundtables organised by the Strategic Sector Research Centre
- Faculty research increased with A-list publications and case studies
- Asian Journal of Management Cases published by SDSB recognised by the Higher Education Commission (HEC), Pakistan
- One case teaching workshop and two case writing workshops organised
- The MBA programme revised in order to incorporate constructive ‘experiential learning’ as an active part of the curriculum
- MBA Student Exchange Partnership established with Sabanci University, Turkey
- 26% of MBA 2016 graduates secured jobs before graduating in June 2016
- The MBA class of 2017 received 108 internship offers in more than 30 companies across Pakistan
- MBA graduates found employment at some of the top fortune 500 companies
- The School offered ACCA, ICAP, CFA, and Actuarial Science tracks for the Accounting and Finance (ACF) Programme
- 50 scholarships awarded by ACCA to Accounting and Finance (ACF) students in the undergraduate programme
- 62 ACF students from the classes of 2015, 2016 and 2017 opted for the ACCA Accelerated Programme
- Accounting and Finance (ACF) and Management Sciences (MGS) graduates hired by leading MNCs and local corporate groups including international placements in PWC UAE & Qatar and Bain & Co.
- The first class of SDSB Management Sciences major graduated in 2016, and most of the students were recruited by leading MNCs across Pakistan and UAE
- The 5th Asian Management Research and Case Conference 2016 hosted in Dubai, UAE by the University of Wollongong in Dubai (UOWD). This annual international event is a collaboration between SDSB, Indian Institute of Management Bangalore, Universiti Sains Malaysia, University of Dhaka and UOWD. The theme of the 2016 conference was “Internationalising Asian Businesses”

## Students

### BSc

Total Enrollment for  
ACF & MGS  
**1024**

Class of 2020  
ACF & MGS  
**233 Students** Males 62%  
Females 38%

### Batch Sizes

SDSB 2020	233
SDSB 2019	266
SDSB 2018	272
SDSB 2017	253

ACF 190	MGS 76	Freshmen
ACF 199	MGS 73	Sophomores
ACF 173	MGS 80	Juniors
ACF 562	MGS 229	Seniors

(ACF) Accounting & Finance  
(MGS) Management Sciences

## MBA

- The MBA programme was recently revised on the basis of current international best practices incorporating feedback from alumni, students, and the industry. The programme is an intense, demanding academic experience, involving two years of full-time study. It develops business managers who can provide leadership at any level in an increasingly global economy. It is based on a collection of core and elective courses which are taught in a case method based style. The MBA programme is an experiential learning process which is based on practical application of reflective learning in an entrepreneurial environment.
- The programme has an enriched portfolio of local cases and greater engagement with corporate industries.
- Around 36% of the MBA class mix comprised of accounting, finance and business majors, while 32% students came from an engineering major.

MBA Class of 2017  
**87** Males 85%  
Females 15%

Average Age  
**24 years**

Average Experience  
**2.25 years**

## EMBA

Class of 2017  
29

Males 83%  
Females 17%

Average Experience  
13 years

The “International Study Module” is an integral part of the EMBA programme which has been successfully running for the past three years. In this programme, the EMBA final year students visit the Silicon Valley in the USA for two weeks during the summer. The students are scheduled to meet with various key market players, e.g., Oracle, Google, SAP, and Sequoia Capital, etc. to help them understand various facets of the business. This study module also includes scheduled classes with professors from universities such as Brooklyn University and Brown University.

## PhD

Doctoral students admitted in 2016  
05

Males 60%  
Females 40%

### Specialisation

PhD Finance  
02

Organisational Behaviour  
03

## PhD Management Doctorates Awarded 2015-2016

02

23 PhD students are currently enrolled in Finance, Organisational Behaviour and Operations Management streams in the PhD Management Programme

## Accreditation & Quality Enhancement

Following the peer review team visit by the National Business Education Accreditation Council (NBEAC), Higher Education Commission of Pakistan (HEC), the SDSB MBA and undergraduate programmes have been awarded the highest HEC accreditation category “W” for four years. Local body accreditation will help SDSB achieve international accreditations and collaborations with international universities.

SDSB is making progress in its pursuit of Association to Advance Collegiate Schools of Business (AACSB) International Accreditation. The School’s Initial Self Evaluation Report (iSER) was submitted to AACSB Initial Accreditation Committee (IAC) in May 2016 and is under process. The School updated the AACSB IAC with its accreditation efforts in Fall 2016.

## Faculty & Research

- 11 new faculty members were hired for the following disciplines:
  - Accounting & Finance
  - Islamic Finance
  - Supply Chain Management
  - Manufacturing Engineering & Operations Management
  - Production Systems and Engineering Management
  - Human Resource
  - Construction Management
- 23 research seminars and case roundtables organised

## Case Research Centre (CRC)

### Case Research Centre Output (Notes and Cases)

2013	2014	2015	2016
29	41	62	29

### International Conference Statistics

	AJMC & IRCMP 2013	SAMRC 2013	AMRC 2015	AMRC 2016	IFBBE Global Conf. 2016
No. of Submissions	181	150	184	188	189
Accepted	91	94	140	138	94

### Research & Scholarship Output

	2013	2014	2015
Journal Articles Published	14	19	18
“A” Rated Journal Articles Published	8	10	10

- 5 journal cases published in Asian Journal of Management Cases (AJMC) & Case Research Journal (CRJ)
- In 2015-16, Asian Journal of Management Cases published by SDSB - LUMS were recognised by the Higher Education Commission of Pakistan (HEC)
- In March 2016, the research centre organised the 1<sup>st</sup> Islamic Finance, Banking & Business Ethics Global Conference 2016 (IFBBE 2016) at LUMS in collaboration with the International Centre for Education in Islamic Finance (INCEIF), Malaysia. Pacific-Basin Finance Journal (ISI Index) was an intellectual partner & co-sponsor

## Strategic Sector Research Centre (SSRC)

- 23 research seminars and case roundtables were organised by SSRC
- The research centres continued to reinforce their emphasis on rigorous and impactful sector-specific scholarships

Excellence Awards	Research	12
	Case Writing	2
	Teaching	8

SDSB introduced excellence awards in Research, Case Writing, and Teaching to recognise faculty achievements over the year.

## LUMS Centre for Entrepreneurship

### LUMS Centre for Entrepreneurship (LCE)

Setup as an independent centre under the LUMS umbrella, LCE is the nation's most comprehensive experiential development platform for budding entrepreneurs that formalises the process of scouting, grooming and facilitating passionate startup founders. Since its inception in May 2014, LCE has mentored over 73 startups, 170+ entrepreneurs who have created over 1000+ direct & indirect jobs and provided better economic and livelihood opportunities for thousands more. LCE graduates have already generated an annualised revenue of PKR 300M+, 1.5B+ total valuation and 180M+ investment has been raised so far.

Number of mentors: 70+  
Social media reach: 30,000+

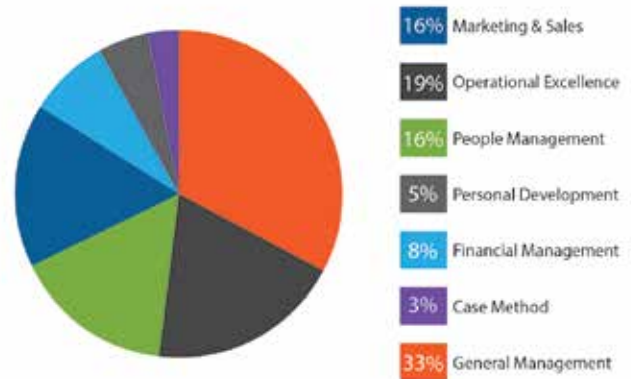
### LCE Highlights

- Sabzi.pk, a LUMS Centre for Entrepreneurship start-up, secured seed funding at US\$7.5M valuation.
- LCE in collaboration with Ilm Ideas 2 and Techstars, organised a themed Startup Weekend event at LUMS to scout and support innovators looking to address the enrollment, retention and learning outcome challenges in the education sector of Pakistan. Three winners have been incubated in the 6th cohort.
- Beauty Hooked (LCE startup) secured a seed round from Fatima Ventures, a local seed-stage fund supported by Fatima Group. The seed fund amounts to \$280,000 which is the first time ever in Pakistan to be achieved by a women-led startup.
- Treble, an alumnus of LCE from its 4th cohort, has made its way to the top 15 at Startup Istanbul 2016. The startup was selected from a pool of the most promising 100 startups from all over the world. It was one of the two Pakistani startups to be chosen from 25,000 startups from 135+ countries that applied in the capacity.
- Karandaaz Pakistan and LUMS Centre for Entrepreneurship hosted first-ever FinTech Disrupt Challenge in Pakistan.
- Neurostic, a startup incubated by the LUMS Centre for Entrepreneurship bags a gold award at Asia Pacific ICT Awards (APICTA), an international competition featuring participants from 17 countries across the Asia Pacific.

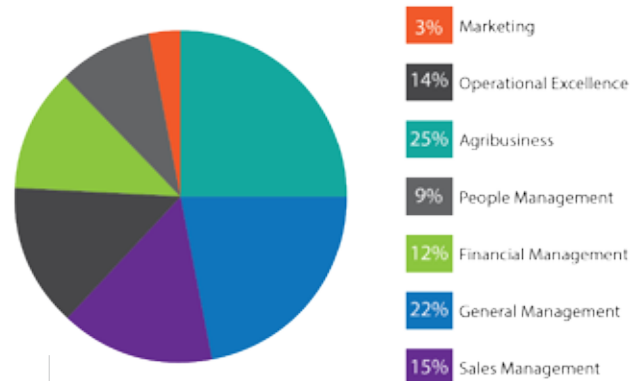


# Raising Executive Development Centre (REDC)

## Executive Programme Portfolio

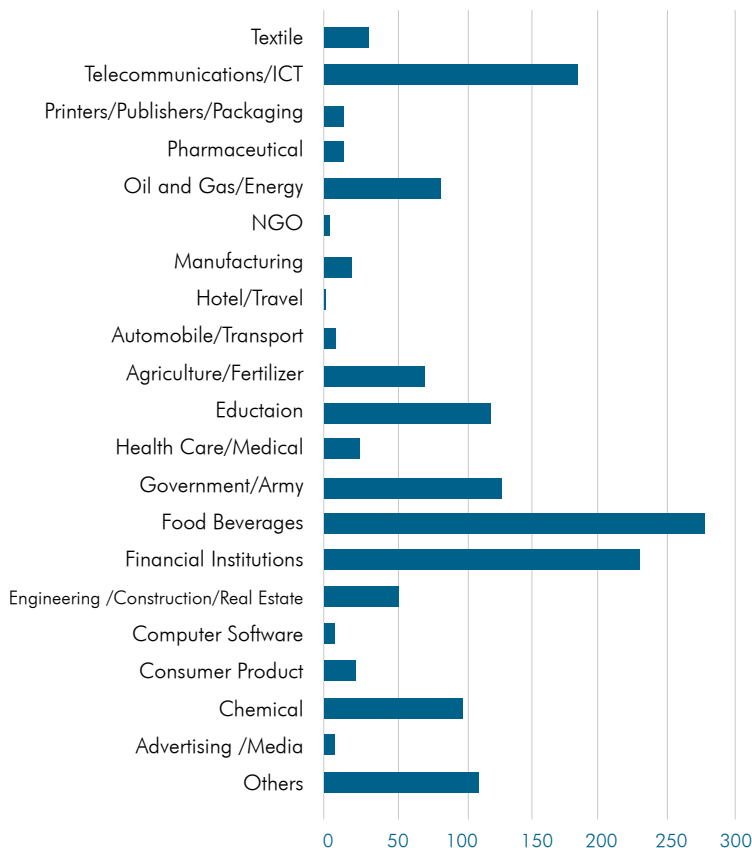


## Content Development Portfolio



REDC Programmes (Annualised)	
Indicators	Value (1-5)
Value to Current Job	4.24
Quality & Relevance of Material & Content	4.37
General Impression of the Programme	4.44

## Industry Representation



Total Participation

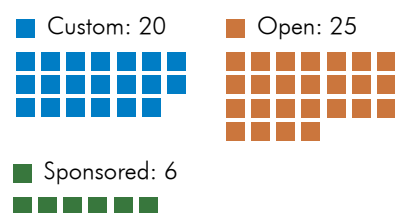
1503

Programme Days

222

No. of Programmes

51



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



# Message from the Dean



The Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) is the heart of LUMS – it is the biggest of our four schools, home to half the students and half the faculty in the university. It is an exciting school that offers majors in Political Science, Economics, Economics & Political Science, Economics & Mathematics, History, English, Anthropology & Sociology as well as minors in Psychology and Philosophy. It is also home to the Gurmani Centre for Languages and Literature, the Saida Waheed Gender Initiative and the Mahbub ul Haq Research Centre.

In an age where ‘marketability’ has become a buzzword, driving many young men and women into professions right after high school, MGSHSS focuses on providing its

students with a broad-based education that lays a solid foundation for them to build their lives and careers on.

Trained at leading universities of the world, and deeply engaged with local realities, our faculty members have transformed the way social sciences and humanities are taught in Pakistan. Their passion and commitment is reflected in the vibrant intellectual culture of the school, and translates into teaching that is truly transformative. Students start the programme by developing strong conceptual foundations across a range of subjects before graduating on to advanced, specialised courses that only our faculty can deliver.

Our graduates have been among the most admired ambassadors for the country abroad

and we hope that they will also be amongst the most socially committed and politically aware citizens at home. MGSHSS offers the LUMS students a life-changing opportunity. It is a school for the bold, the curious, the committed, and the ones determined to make a difference.

**Dr. Ali Khan**

Acting Dean & Associate Professor  
Mushtaq Ahmad Gurmani School of  
Humanities and Social Sciences

## MGSHSS Highlights

### Awards & Fellowships

- Amber Riaz selected as a Principal Candidate for a Fulbright Scholar Award to conduct research at University of Michigan-Ann Arbor in 2015
- MGS HSS faculty established a prize in memory of their late colleague Raazia Waseem to be awarded to a student for best senior project in English. This prize comes with a cash prize of PKR 20,000. In 2016, the prize was shared by Saman Tariq Malik and Noor Shehzad. Though differing in theme and method, both projects were innovative, well-researched, and brilliantly conceptualised.
- Ferozsons Award for Excellence in Teaching for MGS HSS Faculty went to Ms. Fatima Mustafa
- Annual MGS HSS Excellence in Research Award given to Dr. Syed Muhammad Hussain for publishing the following articles:
  - Asymmetric Effects of Exogenous Tax Changes, *Journal of Economic Dynamics and Control*, 2016 (forthcoming)
  - Reversing the Brain Drain: Is it Beneficial? *World Development*, March 2015
  - The Contractionary Effects of Tax Changes on Productivity: An Empirical and Theoretical Analysis, *Journal of Macroeconomics*, March 2015
  - A Note on the Cogley-Sims-Nason Approach. *Economics Letters* (forthcoming)
- Nadhra Shahbaz Khan awarded a Fulbright fellowship to conduct research at Princeton University followed by a Barakat Trust Grant in Islamic Art History, Architecture and Archaeology for conducting research at the University of Oxford

### Noted Guest Speakers



Prof. Framji Minwalla



Prof. Zareena Grewal



Dr. Lawrence Pintak



Dr. Adil Najam

## MGSHSS Faculty Publications

### Ayaz Qureshi

"AIDS Activism in Pakistan: Diminishing Funds, Evasive State." *Development and Change* 46.2 (2015): 320-38. Print.

"Uncivil Society: The Politics of HIV Activism in Pakistan." *Journal of the Royal Anthropological Institute* 20.4 (2015): 694-710. Print.

### Ali Qasmi

Ali Qasmi and Justin Jones, eds. *The Shi'a in Modern South Asia: Religion, History and Politics*. New Delhi: Cambridge UP, 2015. Print.

### Hasan Karrar

"Looking Eastward to China: Beijing's Central Asian Diplomacy and Its Implications for China's New Silk Road Initiatives." *The ASAN Forum* 3.2 (2015). Print.

"Review of Return of the Dragon: Rising China and Regional Security by Denny Roy." *Pacific Affairs* 88.1 (2015). Print.

### Nida Kirmani

Nida Kirmani and Tamsin Bradley, "Religion, Gender and Development in South Asia." *Routledge Handbook on Religions and Global Development*. 2015. Print.

"Fear and the City: Negotiating Everyday Life as a Young Baloch Man in Karachi." *Journal of Economic and Social History of the Orient* (2015). Print.

"Life in a 'No-Go Area: Experiences of Marginalization and Fear in Lyari." Edited Collection on Karachi. Ed. Nichola Khan. Hurst, 2015. Print.

"Mobility and Urban Conflict: A Study of Lyari, Karachi." *Crossroads Asia Working Paper* (2015). Print.

### Rasul Bakhsh Rais

"Pakistan's Strategic Culture and Deterrence Stability on the Subcontinent." Ed. Michael Krepon. Washington D.C.: Stimson Center, 2015. Print.

### Amber Riaz

"Moral Understanding and Knowledge." *Philosophical Studies* 172.1 (2015): 113-28. Print.

### Ali Khan

"Cinema and Society: Film and Social Change in Pakistan." *Cinema and Society: A History of the Pakistani Film Industry*. Karachi: Oxford UP. 2016. Print.

### Bilal Tanweer

Screenplay: Mah-e-Meer (Translation). Miraqsm Media, 2015. Film.



## Waqar Zaidi

"Mobile Phones." The Sage Encyclopedia of World Poverty 2 (2015). Print.

"Technology Divide." The Sage Encyclopedia of World Poverty 2 (2015). Print.

"Book Review: Empire of the Air: Aviation and the American Ascendancy by Jenifer Van Vleck." Cambridge Review of International Affairs (2015). Print.

## Taimur Rehman

"Neoliberalism and Education in Pakistan." Educational Transformation and Transformative Education: Possibilities and Alternatives to Educational Crisis (2015). Print.

## Mohammad Waseem

"Constitutionalism and Power Dynamics in Pakistan." Unstable Constitutionalism: Law and Politics in South Asia. Ed. Madhav Khosla and Mark Tushnet. Cambridge UP, 2015. Print.

"Indo-Pakistan Relations: Social, Cultural and Political Dimensions." Social and Economic Development in South Asia. Ed. Balwinder Singh. 2015. Print.

"Operational Dynamics of Political Parties in Pakistan." Pakistan at the Crossroads: Domestic Dynamics and External Pressures. Ed. Christophe Jaffrelot. New York: Columbia UP, 2015. Print.

## Maryam Wasif Khan

"Enlightenment Orientalism to Modernist Orientalism: The Archives of Forster's Passage to India." Modern Fiction Studies (2016). Print.

## Events

Playing the Game of Blood: The Second World War, Paramilitary Organizations and Partition Violence in India	Gender Equality and Islamic Family Law	Public Authority in Contested Spaces: The Case of Abdur Rehman, 1972-1974	Remembering the Iqbal Day	
Dr. Ali Raza October 2015	Dr. Zubair Abbasi October 2015	Dr. Anushay Malik October 2015	Waleed Iqbal & Dr. Zahid Munir Amir November 2015	
Pak US Relation and Future Challenges	Fear and the City: Negotiating Everyday Life as a Young Baloch Man in Karachi	Shamsur Rahman Faruqi ( Why Literature & Dastango) Tradition of the Urdu Ghazal	The Rise of IS	
Dr. Sameer Lalwani, Shane Watson, Jullia Thompson, Shaharyar Khan & Dr. Rasul Bakhsh Rias November 2015	Dr. Nida Kirmani November 2015	Syed Meesum Naqvi, Fawad Khan & Nazuri Hassan November 2015	Dr. Hassan Abbas November 2015	
From Blood to Ink: The History of Ghalib's 1821 Divan Cultural Exuberance of Metaphor in Ghalib's Imagining in the Urdu Ghazal	Ruptures, Continuity & the Struggle for Relevance in Contemporary Pakistani Performance	Judiciary as a Crucial Link in the Reproduction of the State and Political Inequality in Pakistan	Open Doors	
Meher Farooqi November 2015	Dr. Framji Minwalla November 2015	Dr. Azeem Muhammad November 2015	Mr. Therme January 2016	
Trump's Anti-Muslim Ban & the Future of Islam in America	Pakistan between South and Central Asia: Bridge or Stumbling Block?	Current State of Pakistan-India Relations	Muslims in the US Presidential Elections	
Professor Zareena Grewal December 2015	Dr. Dietrich Reetz December 2015	Mr. T. C. A. Raghavan December 2015	Dr. Lawrence Pindak January 2016	
Being Young In Pakistan: Lessons from the Pakistan National Human Development Report on Youth	Halqa-i Danish: The Reconstruction of Religious Thought in Islam	Film Screening - Bombay Velvet	The Politics of Human-Wildlife Conflict: A Case Study of Snow Leopard Conservation from Northern Pakistan	
Dr. Adil Najam January 2016	Muhammad Suheyl Umar January-April 2016	Prof. Gyan Prakash January 2016	Prof. Shafqat Hussain January 2016	
Politics and Islam in Pakistan: The Structure of Public Reasoning	10th Annual HSS Conference: Urbanism, Exclusion and Change in South Asia	Karbala: A Poetic Metaphor	Celebrating Iqbal/Iqbal & the Contemporary Age	The Craft of Translating Modernism
Dr. Aftab Kazi February 2016	Dr. Nida Kirmani March 2016	Prof. Zahid Munir Amir	Dr. Atiya Saeed, Iqbal Salahuddin	Dr. Maryam Wasif Khan
Naiyer Masud's Short Story	A Two-Day Workshop on the Hindi Script	Poetry Recitation	LUMS Young Writers Workshop	A Dialogue with Muhammad Umar Memon
Dr. Athar Masood	Asif Iftikhar	Shadab Hashmi		Development of Modern Urdu Short Story
Relevance of Akbar Allahabadi's Humor and Intellect in the Contemporary Age			Bilal Tanweer	Tehsin Firaqi, Asif Iftikhar, Ali Usman Qasmi, Bilal Tanweer, Zia ul Hassan
Urdu Play: Begum Jan				
Urdu Play: Shaadi Kay Tees Saal Baad				
Dr. Ashfaq Ahmad Virk				

## International Collaborations

- Science and Religion project with universities in the US and UK
- EU project on migration and development
- Student Programmes

## Mahbub Ul Haq Research Centre

- Launched the 2016 Human Development Report exploring women's empowerment in South Asia
- The board of directors met to solidify the centre's structure and began planning for the 2017 report focusing on the environment

## Gurmani Centre for Languages & Literature

- Library to purchase rare Punjabi books
- Compilation project being planned to create an archive of 20<sup>th</sup> century Sindhi and Punjabi poetry
- The Centre's journal, *Bunyad* Vol. 7 and student publication, *Numud* published

## Berkeley Urdu Language Programme (BULPIP)

- A partnership programme between LUMS and the University of California, Berkeley was launched in August 2014. This intensive Urdu Language immersion programme equips graduate students for conducting research in their own areas of study that range from Political and Military History to Art History and Film and Media from the South Asian region. Students from various universities across the USA are enrolled in this programme annually.
- Noted lectures by Khurshid Rizvi, Suheyl Umer and Tahseen Firaqi

## Upcoming Majors

- > BSc Economics and History
- > BSc PPE (Politics, Philosophy and Economics)
- > Masters in Policy and Development (in collaboration with SDSB)



## New Hires

- Sanval Nasim, PhD Economics, University of California, Riverside
- Irfan Qureshi, PhD Economics, University of Warwick
- Ayesha Ali, PhD Economics, University of Toronto
- Amin Hussain, MPhil Economics, London School of Economics
- Maha Ahmad, Masters in Economics, McMaster University
- Maheen Javaid, MS Economics, LUMS
- Nauman Faizi, University of Virginia
- Tania Saeed, Oxford University
- Amen Jaffer, New School of Research, New York
- Saba Pirzadeh, Purdue University

## Visiting Faculty

- Ayesha Jalal, Tufts University
- Yunus Samad, Bradford University
- Shafqat Hussain, Trinity College



## Data Resource Centre

The Data Resource Unit assists the faculty and students with applied work. The centre is also developing the capacity to undertake large-scale field research and to streamline the hiring of research fellows who can assist faculty with research.

- More than 100 students and faculty members assisted in their research projects and tasks
- Guidance provided on data files merging, variable construction, other data handling issues and Stata Training
- Students trained in different softwares such as STATA, SPSS, DEAP, Frontier etc.
- More than 15 LUMS overseas alumni in universities assisted in provision of various data sets
- More than 12 PhD and MPhil students in Pakistani universities were assisted in data handling related issues
- Ranking and recommendation of Faculty Research Proposal for Faculty Initiative Fund (FIF 3rd rounds) prepared
- Estimated Poverty Scores using updated methodology for 8 household surveys, and participated in 2 policy-making conferences on the subject
- Conducted a 3-day training session in Muzaffarabad and Gilgit to initiate the Out of School Children Survey. The survey has been initiated in both regions



## Faculty Research

Dr. Faisal Bari and Dr. Kashif Zaheer Malik awarded one of the most competitive research grants of USD 300,000 from Innovation for Poverty Action (IPA) to conduct a field experiment on Lease-based Microfinance Contracts for Microenterprises in Pakistan



Dr. Abid Burki talks about his groundbreaking study about the Dairy Sector in Pakistan

## Noted Guest Speakers

- Sebastian Sons (DGAP-German Council on Foreign Relations)
- Farasat Bokhari (University of East Anglia)
- Roberto Azevedo (Director General, World Trade Organization)
- Dr. Ummad Mazhar (Forman Christian College)
- Dr. Shahid Kardar (Vice Chancellor, BNU and former Governor of the State Bank of Pakistan)
- Dr. Ali Choudhary (Director Research Division, State Bank of Pakistan)



## Distinguished Lecture Series

- » Sam Bowles (December 17, 2015) "The Origins and Future of Economic Inequality"
- » Tokhir Mirzoev and Michael Dauderstadt (December 10-11, 2015) "An Open Conversation with IMF"
- » Parvez Hasan (November 13, 2015) "The State of Pakistan's Economy"
- » Jean-Joseph Boillot (November 6, 2015) "The Coming New World Economy: China Transition to a Low-growth Regime, South Asia Uncertainties and Africa on the Rise"
- » Lord Meghnad Desai (August 4, 2015) "Hubris: Why Economists Failed to Predict the Crisis and How to Avoid the Next One"
- » Lant Pritchett (August 4, 2015) "Building State Capability: A New Approach"



### Mahbub ul Haq Research Centre Talk by Dr. Joya Chatterji

The Mahbub ul Haq Research Centre held 'The Paradoxes of South Asian Citizenship, 1946-72', a talk by Dr. Joya Chatterji, Professor of South Asian History at Cambridge University and the Director of the Centre of South Asian Studies at MGS HSS on March 28, 2016.

### The Cambridge School of South Asian History: A Conversation with Prof. Anil Seal

Dr. Anil Seal, a Fellow of Trinity College, Cambridge and one of the founders of the 'Cambridge School of Indian History' was invited by MGS HSS to talk about his work on March 30, 2016. Dr. Seal's methods have served as the basis for the works of many of the experts in the field of Indian history.

### Director General World Trade Organization (WTO), Mr. Roberto Azevedo Visits LUMS

Mr. Roberto Azevedo, Director General WTO visited MGS HSS on Tuesday, May 3, 2016. His visit proved to be one of a kind, where not only was this the first ever visit of any Director General WTO to Pakistan since the establishment of WTO in 1995, but LUMS became the only university to have hosted the honourable Director General in Pakistan.

Mr. Azevedo's talk about 'International Trade and the Role of WTO', highlighted some of the important forums available at WTO where Pakistan could benefit in negotiating better trade deals. He also briefly discussed the geographical importance of Pakistan in terms of trade – providing students with an imperative insight into any future career choices they could pursue in the field.

## Professor Barbara Harris-White Conducts Workshop on Informality Across Borders

In keeping with its research capacity building efforts, MGSHSS organised a workshop under the tutelage of Professor Barbara Harris-White from Oxford University. Professor Harris-White conducted a multidisciplinary workshop titled, 'Informality across Borders' on March 14-15, 2016. The workshop was attended by a group of faculty members and students from LUMS and the Lahore School of Economics (LSE).

The workshop focused on the themes of criminal economy, intermediate classes, state regulation and public institutions, informal and casual labour, religion and the informal economy, slums, and waste.



## Brown Bag Series

- Saher Asad (October 30, 2015): "The Crop Connection; Impact of Cellphone Access on Crop Choice in Rural Pakistan"
- Basit Koshul (October 16, 2015): "The Protestant Ethic and the Decline of the Spirit of Capitalism"
- Syed Muhammad Hussain (October 9, 2015): "Comparing the Effects of Discretionary Tax Changes Between the US and the UK"
- Syed Zahid Ali (October 2, 2015): "Do Cost Channel, Exchange Rate Pass Through, and Learning, Explain Price Puzzle?"
- Hadia Majid , Karen S., Ghazal Z. (November 20, 2015): Javed Younas (March 25, 2016) "Conflicts and Bank Lending"



Syed Babar  
Ali School of  
Science and  
Engineering  
(SBASSE)



# Message from the Dean



Syed Babar Ali School of Science and Engineering (SBASSE) at LUMS is the first private research school of science and engineering in Pakistan. In higher education, the term research school refers to a model of teaching and scholarship practiced by some of the best institutions in the world where the primary function of the university is to create and disseminate new knowledge. SBASSE has consciously modelled itself along the lines of the world's top research schools and has a highly qualified faculty to accomplish its mission. The hallmark of SBASSE is its no-boundaries philosophy, which encourages cross-disciplinary collaborations not only between various disciplines at SBASSE but also those offered by other schools at LUMS.

Currently, SBASSE offers undergraduate and graduate degrees in six disciplines: Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics.

Our multifaceted 21st century curriculum provides SBASSE students adequate breadth and depth in their education, and positions them to pursue rapidly evolving areas that interface with other disciplines. The fact that our graduates are much sought after by leading academic institutions as well as organisations in the engineering and IT sector serves as a solid indicator of the high quality of our different programmes. This year, living up to the tradition, a significant number of SBASSE graduates were accepted in MS and PhD programmes on full scholarships in top-tier international universities while others were recruited by well-reputed corporations in Pakistan and abroad.

All students at SBASSE are involved in the quest to probe some of the deepest and most pertinent issues and questions facing humanity, from the structure of matter to problems of water, energy, environment, sustainability

and healthcare. The overarching objective of SBASSE is to produce professionals who are knowledgeable and technically savvy in their respective areas of expertise and who are not afraid to tackle challenging problems. With our resolute vision, excellent research, active faculty, outstanding students and modern infrastructure that includes state-of-the-art classrooms and laboratories, SBASSE is poised to become a globally competitive leader in science and engineering research and education.

**Dr. Shahid Masud**  
Dean, Syed Babar Ali School of Science and Engineering

# SBASSE Highlights

## Faculty

### Promotions and Tenure

- Dr. Shahid Masud, Professor with Tenure

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- Dr. Mian Awais, Professor with Tenure

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- Dr. Asim Karim, Professor without Tenure

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- Dr. Falak Sher, Associate Professor with Tenure

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- Dr. Abubakr Muhammad, Associate Professor with Tenure

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- Dr. Imran Naeem, Associate Professor with Tenure

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- Dr. Basit Shafiq, Associate Professor with Tenure

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- Dr. Naveed Arshad, Associate Professor without Tenure

Department	Full-Time Faculty*	Adjunct Faculty	Under-Graduate Students	Graduate Students
Biology	9	0	59	33
Chemistry	9	0	36	30
Computer Science	17	1	354	83
Electrical Engineering	24	3	315	95
Mathematics**	12	8	19	15
Physics	8	1	25	15
<b>Total</b>	<b>79</b>	<b>13</b>	<b>808</b>	<b>271</b>

\* Includes full-time professors only

\*\* Includes professors teaching university-wide courses



## Students

With graduate programmes firmly in place, the total number of students at SBASSE has touched 1079.

- SAT and GRE performance used to admit students
- Around 100 NOP students admitted this year
- A significant rise in the number of graduate applications and admitted students was observed. There were over 600 applications out of which about 271 students were admitted in the graduate (MS/PhD) programmes
- MOU signed with TRG (Satmap) for scholarships for Maths students and their job placements after graduation
- MOU with Packages under process for internship and placements of graduates from SBASSE
- BSc Mathematics 2003 graduate, Haris Aziz currently at UNSW Australia, received an international award and media recognition for solving an important mathematical problem of cutting equal sized slices of a cake
- With over 60 students securing placements at well known institutions around the world, our undergraduate students continued to make their mark
- Several current students availed international internships at institutions in Germany, Turkey, UK and USA
- Syed Waqar Ali Shah, a student at the Department of Mathematics won the second prize at the International Mathematics Competition (IMC), arranged by the University College London in Blagoevgrad, Bulgaria in August 2015

## Research Grants

The culture of research involving students, faculty and state-of-the-art laboratory facilities at LUMS is truly making its mark at the national and international level.

- SBASSE cemented its research productivity by producing about 150 international quality research articles that are indexed in Scopus
- A US patent co-authored by an EE faculty member and an EE PhD student
- Over PKR 100 Million received in external grants (mostly ICT R&D, HEC)
- One grant of USD 0.5 Million received by Dr. Basit from Computer Science department under HEC-USAID
- 39 research grant applications submitted to HEC NRPU in May 2016; each grant application approximately PKR 10 Million
- 5 Grants under review at National ICT R&D Fund
- Dr. Muhammad Tariq awarded PKR 6.7 Million by HEC to study Mixed Lineage Leukemia (MLL) gene in Drosophila. MLL is a gene which frequently becomes defective in humans suffering from leukemia and Dr. Tariq's group aims to decode the molecular function of MLL which may contribute to the cure of diseases like cancer



- Dr. Syed Shahzad ul Hussan won the DAAD grant of 80,000 Euros (approximately PKR 10 Million). This grant is based on a research partnership between Dr. Hussan's group and a German research group at the University of Luebeck. As part of this partnership, Dr. Hussan's PhD students will also have opportunities to get training and perform research in the German partners' lab.

He also won the HEC National Research Programme for Universities (NRPU) Grant of PKR 6.0 Million. The funded research project is focused on discovering new HIV and HCV cellular entry inhibitors and understanding the molecular level mechanism of their viral entry inhibition

- Dr. Salman Noshear Arshad awarded a research grant of PKR 13.6 Million by HEC, under the National Research Programme for Universities (NRPU)
- Dr. Muhammad Hamad Alizai has been awarded the DAAD Award under the 'Germany-Pakistan Research Collaborations Programme' for his research proposal 'iCompute' in collaboration with Computer Science Professor Dr. Klaus Wehrle, of RWTH Aachen University, Germany

## Major Day/Career Information Session

The Major Day/Career Information Session was held in April 2016. Selecting a major among Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics may not be that straightforward for many students. Although students frequently discuss career options with the SBASSE faculty, engaging their parents in this important discussion is also paramount. Therefore, SBASSE organised this session especially for the parents.



## Academic Advisement



The purpose of SBASSE academic advising is to assist students in their growth and development by constructing meaningful educational plans which are compatible with their life goals. It is a continuous and consistent process which is built upon the basis of frequent personal contacts between the advisor and the advisee. Thus, academic advising fosters the development of a student who is a self-directed, motivated, responsible decision-maker and encourages the successful completion of degree requirements and timely graduation.

## Events

- Workshop on Opportunities for 5G Research and Development in Pakistan



The AdCom lab at SBASSE, in collaboration with Al-Khwarizmi Institute of Computer Science (KICS) and ICT R&D Fund, organised a one-day workshop on August 10, 2015 to brainstorm opportunities and action plan for 5G research in Pakistan. The event was convened by Dr. Momin Uppal and panel discussion was moderated by co-director of the AdCom lab, Dr. Ijaz Naqvi.

## › Conference on Differential Equations and Applications

Mathematics department organised a three-day international conference on 'Differential Equations and Applications' in May 2016. Approximately 140 researchers participated in the conference including 9 international speakers.

## › Teaching the Teachers: A Concepts Workshop Feedback Control Systems

The Electrical Engineering Department held a three-day workshop on 'Feedback Control Systems' conducted by Dr. Asad A. Abidi in August 2015. The workshop covered complex scientific and engineering concepts with diverse audience either involved in teaching circuits, electronics and instrumentation courses or working on circuit design in these areas.



## › Workshop on Challenges and Opportunities for Smart Grids in Pakistan

SBASSE, LUMS in collaboration with the ICT R&D Fund organised a one-day workshop on the opportunities and challenges for smart grids in Pakistan on September 18, 2015.



## › Workshop on the Role of ICT in Precision Agriculture and Forestry

SBASSE hosted a workshop in collaboration with the National ICT R&D Fund team on 'The Role of ICT in Precision Agriculture and Forestry.'

# › Infrastructure

## › Centre for Water Informatics and Technology (WIT)

WIT was initiated and formally inaugurated in January 2016 with seed funding from Nestle. This is a major effort to bring together distinct expertise that exists across LUMS schools to focus on issues related to water planning and management. The initiative is expected to have a great societal impact. A workshop on the theme of water modelling and simulation was organised by WIT in March 2016 which was attended by over 100 participants from all over the country.

## › Power Electronics Lab

Mitsubishi funded laboratory in Power Electronics, which approximately cost PKR 30 Million.

## › IT Lab

A new computer lab is being set up at SBASSE to cater to teaching and general computing requirements of the school. The lab will house 60 personal computers.

## › PCB Biomechanics Lab

Pakistan Cricket Board (PCB) funded a laboratory for Sports-Biomechanics (approx. cost PKR 40 Million). The lab is temporarily housed at SBASSE while a permanent structure is being planned along the cricket ground. It is expected that the lab will be able to get certification from ICC for official testing of bowling actions.



## › HPC Cluster

A high-performance computer cluster facility at SBASSE was approved and the procurement is in progress. This will open up research, teaching and industry collaboration in the domain of multi-core programming and complex scientific computing and provide the school a unique edge compared to others in the country.

## › New Programmes Task Force

A task force comprising faculty members from LUMS, NUST and an Australian university along with industry representatives has been set up to advise the school on starting new engineering programmes.

## Physics Lab

The Physlab has won the prestigious National Innovation Award for building one of the most innovative experimental physics laboratories in Pakistan.



## Student Awards

From the BS 2015 batch, one-third of the graduating class is already pursuing higher studies at various renowned institutions. Out of these students, more than 30 graduates have also received monetary compensation from their respective institutions, whether in the form of stipend, scholarship or both. SBASSE has had the honour to mentor some of Pakistan's brightest. Fulbright data shows that 12 out of 38 students receiving the award were from SBASSE. A few selected students are listed below who have received scholarships from some of the top universities of the world:

- Saad Salman - Yale University
- Syed Muhammad Saad Imran - Princeton University
- Shanzae Nadeem Khan - Dartmouth University
- Reema Bajwa - University of Waterloo
- Zaid Saeed Khan - MIT



## Faculty Awards

The School has had another wonderful year in winning competitive awards and fellowships by its faculty.

» **Dr. Naveed Arshad** awarded the HEC Outstanding Research Award in Engineering and Technology Category for his paper titled "Forecasting for demand response in smart grids: An analysis on use of anthropologic and structural data and short term multiple loads forecasting."

» **Dr. Irshad Hussain** assigned by Pakistan Council of Science and Technology to lead the National Nanotech Experts Panel on recommending short-term and long-term plans for the promotion of Nanoscience and Nanotechnology in Pakistan.

» **Dr. Irshad Hussain** received a gold medal in Chemistry from the Pakistan Academy of Sciences for overall achievements in the field of Chemistry in 2014.

» **Dr. Asim Karim** won Pakistan Academy of Sciences Gold Medal for Life Time Achievement Award.

» **Dr. Naveed Arshad and Dr. Jahangir Ikram** received best paper award for their work on computer based optimisation of domestic power consumption.

» **Dr. Basit Shafiq and Dr. Shafay Shamail** received best paper award in SECRYPT conference on computer security.

» **Dr. Wasif Tanveer** and student received IEEE Senior Project Award from IEEE Microwave Society (USA).

Shaikh  
Ahmad  
Hassan  
School of  
Law  
(SAHSOL)





## Message from the Dean



The Shaikh Ahmad Hassan School of Law (SAHSOL) at LUMS is the centre for excellence in legal education and research. All teaching and research programmes at SAHSOL are committed to bringing professional rigour, constant innovation and social relevance to the theory and practice of law. The full-time faculty of SAHSOL all hold postgraduate academic qualifications from international universities and bring to the law school intellectual depth and advanced educational skills from a wide range of legal systems and universities. Our adjunct faculty comprises of leading advocates, legal experts and retired judges whose professional experience and knowledge plays an essential part in preparing students for the demands of legal practice.

SAHSOL's vision and commitment to excellence in teaching and research is reflected in our plans for intellectual and physical expansion. We recently shifted to a custom built school with state-of-the-art infrastructure and facilities for a well-

rounded exposure to law, including the Moot Court, library resources, discussion and reading rooms.

SAHSOL's unique five-year BA-LL.B programme provides students with rigorous interdisciplinary exposure to law and its related disciplines. The first two years lay down the foundation principles across broader disciplines while the next three years expose students to extensive academic training in core and specialised law subjects.

SAHSOL's wide range of elective courses are at par with international practices and are designed to prepare our graduates for global environments and challenges. We help our students to understand and master the intricacies of diverse legal frameworks and we encourage them to engage not just with law but also with the social and economic issues that inform and surround it. Our teaching incorporates vocational elements and state-of-the-art facilities, such as the Moot Court, to prepare our students

for the practice of law, be it as an advocate or in another professional capacity.

SAHSOL's graduates do not just pursue traditional vocations in the legal profession but also explore exciting opportunities and contribute to the private sector, academia, NGOs, civil bureaucracy, regulatory, research and policy making bodies and financial institutions, nationally and internationally. Our alumni are already blazing new trails all over the globe and are respected and sought after in the market.

SAHSOL not only envisions to become a leader in the legal education of Pakistan but also to contribute to global advancement, intellectual innovation and social impact.

**Dr. Martin Wilhelm Lau**  
Dean & Professor of Law  
Shaikh Ahmad Hassan School of Law

# Highlights

## Inauguration of the New Building of the Shaikh Ahmad Hassan School of Law (SAHSOL)



The inauguration ceremony for the new building of the Shaikh Ahmad Hassan School of Law (SAHSOL) was held in September 2015. The building, spread over an area of 78,000 square feet, is located on campus. It comprises of auditoriums, discussion rooms, faculty offices, meeting rooms, a Centre for International Legal Studies and a state-of-the-art moot court which is a replica of the

court room of the Chief Justice of the Lahore High Court.

The inauguration ceremony was attended by Governor Punjab, Mr. Malik Muhammad Rafique Rajwana, members of the higher judiciary, such as Chief Justice of the Lahore High Court, Mr. Justice Manzoor Ahmad Malik; former Chief Justice of Pakistan, Mr.

Justice (Retd.) Tassaduq Hussain Jillani; renowned lawyers, bureaucrats, and current and former army officials. Syed Babar Ali, Pro-Chancellor, LUMS; Mr. Abdul Razak Dawood, Rector, LUMS; Prof. Dr. S. Sohail H. Naqvi, Vice Chancellor, LUMS and Dr. Parvez Hassan, Member Management Committee, LUMS addressed the guests.

## LUMS Law Journal

The launch ceremony of the LUMS Law Journal (LLJ) was held in February 2015. The LUMS Law Journal is a peer-reviewed publication of the Shaikh Ahmad Hassan School of Law (SAHSOL) at LUMS.

The launch event was a huge success with over 300 attendees. The participants included students, professors from both the law school and other schools from LUMS, practicing lawyers, civil court judges and retired Supreme Court judges. The chief guest for the ceremony was Senator Chaudhry Aitzaz Ahsan. He is currently the leader of the opposition in the Senate and has a number of publications to his name.



The guest of honour for the ceremony was Justice (Retd.) Aamer Raza A. Khan, who has been part of the LUMS law faculty since the

inception of the law school. He is also the author of the much acclaimed commentary, "Code of Civil Procedure".

## Free Legal Advice Centre for Indigent Litigants & Centre for Alternate Dispute Resolution

SAHSOL is planning on setting up a Centre for Free Legal Advice Indigent Litigants as well as a Centre for Alternate Dispute Resolution. As a first step towards these initiatives, the third year law students have already started a clerkship programme with the Peshawar High Court, which is the first of its kind in Pakistan.

SAHSOL currently offers a course on Legal Aid Clinic, which is designed to provide students with the necessary practical experience and also helps LUMS build relationships with institutions and organisations involved in social and legal reform.



## Judicial Clerkship Programme

The Law School has started a Judicial Clerkship Programme, which enables students to work with various High Court Judges for several months. A judicial clerkship offers a unique opportunity to witness behind the scenes activities of a judge's chambers and courtroom.

A formal MOU has been signed with the Peshawar High Court.

## Student Advising

The Shaikh Ahmad Hassan School of Law (SAHSOL) has a systematised student advisory system, whereby each student is formally assigned a faculty advisor for advice and mentorship regarding various issues ranging from academic support to counselling for summer placements to future career choices. There are approximately ten students appointed to each faculty member. The faculty makes sure they provide each student with individual attention and address any issues that the students are facing.



## Faculty Distribution

	Female	Male
Full Time Faculty	1	6
Adjunct Faculty	4	12
Teaching Fellow	2	0



## Events

### Seminars, Conferences, Paper Presentations and Distinguished Lectures

#### Labour Law Conferences and Seminars

##### The Second Labour Law Conference, May 6, 2016

Students presented their papers before the panellists who comprised of labour lawyers and trade union leaders. This conference was organised by Dr. Syed Muhammad Azeem.

##### Seminar on Labour and Privatisation in Pakistan, May 25, 2016

The event was organised by Dr. Muhammad Azeem. Fazal-e-Wahid, Joint Secretary Railway Workers' Union and Shaukat Chaudhry, Chief Organiser Pakistan Workers' Confederation informed labour law students about the effects of privatisation operative upon the local labour force.

##### Roundtable on Counter-Terrorism Law

Professor Uzair Kayani arranged a roundtable on Counter-Terrorism Law with the American Bar Association, Research Society of International Law and Justice Project Pakistan.

##### Workshop on Islamic Inheritance Law

A two day workshop on Islamic Inheritance Law was held on November 20 and 27, 2015 at Asifa-Irfan Moot Court room at SAHSOL.

#### Lectures

- Honourable Judge of the Sharia Appellate Bench, Supreme Court of Pakistan, Dr. Khalid Masud delivered a lecture on "Islamic Law and the Modern State: Case Study of Pakistan" on April 10, 2015.
- Professor Uzair Kayani was the keynote speaker at the International Center for Journalists workshop on Business Reporting held in Lahore.
- Professor Uzair Kayani delivered a Guest Lecturer at the Research Society of International Law, International Law Certification Course in Islamabad.

## Papers Presented by Faculty Members

### Dr. Zubair Abbasi

“Law and Economic Efficiency: English Private Property Law and Muslim Family Endowments (awqaf) in British India” at the Annual Economic History Society Conference held on April 1-3, 2016 at Cambridge University.

“Co-existence of Shari’a and the Modern State: A Historical Perspective from South Asia” at the Annual Workshop of the Institute for Global Law & Policy held at Harvard Law School from June 1-4, 2015.

“Shari’a Law and State Law: Balancing Religion with Politics under the Islamic Legal System” at a workshop titled “Regulating Religion: Normativity and Change at the Intersection of Law and Religion” held at the National University of Singapore on December 14 and 15, 2015.

“Living within the limits prescribed by Allah: Postcolonial Judiciary and Women’s Right to Divorce under Islamic Law in Pakistan” at the Conference on Gender and the Colonial held at SOAS Centre for Gender Studies, University of London from May 12 to 14, 2015.

“Judicial Ijtihad as a Tool for Legal Reform: Extending Women’s Right to Divorce under Islamic Law in Pakistan” at a workshop titled “Islamic Family Law: How Change is advocated” held at the Harvard Law School, Cambridge, Massachusetts on February 12-13, 2015.

### Dr. Muhammad Azeem

“Law and Social Change Beyond Institutionalism” at the annual conference of Law and Society Association, New Orleans, June 1-5, 2016.

## Policy Dialogue on Inclusive Higher Education Conference

The LUMS Accessibility Committee, in conjunction with the LUMS Student Council and LUMS Community Service Society (LCSS), and partners Sightsavers, CBM International and STEP (Special Talent Exchange Programme) conducted the Policy Dialogue on Inclusive Higher Education on January 29, 2016. There was an in-depth discussion on the current state of accessibility in educational institutions, and challenges in aligning current policies with international best practices. The keynote speaker was Professor Micheal Stein, Executive Director of the Harvard Project on Disabilities.

## Round Table Conference on ‘Prevention of Electronic Crimes Bill’

The Round Table, held on October 8, 2015 was attended by eminent activists including I. A. Rehman (HRCP), Farieha Aziz (Bolo Bhi), members of the Digital Rights Foundation

and prominent legal practitioners, such as Asad Jamal and Saroop Ijaz. The conference included a presentation on the FIA by Deputy Director Cyber Crimes Wing, Syed Shahid Hassan. Other panelists included: Adnan Ahmad, Ali Kamran, Anoocha Shaigan, Gul Bukhari, Haris Ramzan, Imran Zia, Khurram Zafar, Maria Farooq, Nabihah Meher, Nighat Dad, Noor Bano, and Saqib Jillani.

## Panel Discussion on Protection of Children Against Sexual Violence in Pakistan

To reignite debate on the Kasur Incident, the Shaikh Ahmad Hassan School of Law (SAHSOL) organised a seminar titled “Protection of Children against Sexual Violence in Pakistan” on November 3, 2015.

Panelists included Samar Minallah (anthropologist, documentary filmmaker, and human rights activist) and Saba Sadiq (Chairperson Child Protection Bureau Punjab).



## Memoranda Of Understanding

During the academic year 2015-16, the Law School entered into a number of Memoranda of Understanding, as listed below. In addition to these, there are plans for an MOU with the Ministry of Human Rights.

across AF and SAHSOL

- Collaborate on awareness raising sessions together
- Collaborate on originating, designing and submitting research and policy grant applications, especially on the topic of human rights, law and gender

### 1. MOU with the Aurat Foundation

The Aurat Foundation (AF) and SAHSOL have agreed to collaborate on issues of Law and Human Rights. More specifically, AF and SAHSOL will develop opportunities to:

- Provide students with internship/externship opportunities (that are fully supervised and certified) in order to develop specialist knowledge transfer

### 2. MOU with the Peshawar High Court and SAHSOL for a Clerkship Programme and Research Opportunities

Professor Khyzar Hussain signed an MOU on behalf of SAHSOL with the Peshawar



High Court. The MOU provides opportunities for LUMS students to work with Honorable High Court Justices in the capacity of clerks over the summer, and after graduation. Moreover, the MOU will provide access to the Peshawar High Court with potential avenues for research.

### 3. MOU with ICRC

A Memorandum of Understanding was signed for conducting the Regional Round of ICRC IHL Moot Court Competition South Asian Regional Round on September 19, 2015.



## Moot Court Competitions

### 5<sup>th</sup> Annual LUMS Moot Court Competition

The topic of the competition, held on November 7, 2015, was "Extra-ordinary Courts," questioning not only their legality but also their functionality, and validity of decisions rendered by them. The Moot Court was presided over and judged by Justice (R) Sair Ali, Justice (R) Shakirullah Jan, and Justice (R) Aamer Raza Khan.

It was also attended by prominent legal personalities. Syed Babar Ali, Rector of LUMS - the Chief Guest - spoke on the importance of such

debates in the country. Law students from various schools, colleges and universities also attended the competition.

### Jessup International Moot Court Competition

SAHSOL students were trained and received commitment for funding from the US Department of Justice for the Jessup Moot Court Competition.

The LUMS team won the National Rounds held in Islamabad in February 2016 and subsequently attended the competition as participants funded

by the US government. The SAHSOL team won the "Best New Team" award during the Case and White Rounds held in Washington D.C.

### Price International Moot Court Competition

A SAHSOL team was trained for participation in the Price Media Moot that was held in Oxford, UK in April 8, 2016. The LUMS team performed well in this competition.



## Faculty Publications

- Dr. Muhammad Zubair Abbasi "Women's Right to Unilateral No-fault Based Divorce in Pakistan and India", *Jindal Global Law Review*, 7(1) 2016, 81-95.
- Muhammad Azeem Adlya Kay Jumhoriat Main Kirdar Ki Tareekh "The history of Judiciary's role in Democracy" (Urdu), *Quarterly Tareekh*, vol.54 pp.240-257, edited by Dr. Mubarak Ali (Lahore: Fiction House).

## Student Placements

SAHSOL graduates are sought after in the market. SAHSOL and the Career Services Office (CSO) placed 54% of the law graduates in various law firms dealing in corporate, tax, civil and criminal laws; 12% were placed at government jobs; 3% joined CA firms and 3% took up consultancy projects while 16% of the graduates went on to establish their own ventures.

## New Courses

- Prof. Khyzar Hussain introduced a new elective course titled "Strategic International Commercial Transactions" for students interested in Transactional law and other corporate subject matters.
- Prof. Neha Ali Gauhar introduced an elective on Gender Justice and Law.





# ADMINISTRATIVE DEPARTMENTS



## Milestones 2015-16

### Office of the Registrar (RO)



#### Convocation 2016

- Largest Batch graduated to date - 966 students
- For the first time, Graduation Audit Form & student clearance for Convocation 2016 processed through the LUMS student portal, Zambeel for Undergraduate and Graduate students

#### Student Portal, Zambeel Revamp Project Initiation

- The overall Zambeel revamp/re-implementation carried out according to the philosophy of designing new academic structure and implementing business processes impacted by this structure

#### ASAP Integration and Grader Enhancement

- Pakistan is the first country to integrate ASAP with Zambeel (Unitime and PeopleSoft)
- ASAP-Zambeel Integration, Phase-2 completed. Scheduling from Fall 2016 is being done more efficiently through the integrated system
- New efficient & improved Grader developed, tested, and deployed in close coordination with IST

#### Development and Launch of RO Service Management System

- Students/Alumni are now able to apply for the provision of RO services online from Fall 2016 onwards

#### Development of Standard University Definitions

- A University Definition Working Group was established to develop standard university definitions
- Till date 143 definitions have been developed and approved. These definitions are available on the portal as well as the Undergraduate Student Handbook 2016-2017

#### Establishment of Quality Enhancement Cell (QEC)

QEC will be liaising and communicating with HEC, Rankings 2016, Memberships and formulation of a QE Committee.

- Regular communication and liaison of the QEC department with the Higher Education Commission has been initiated. A central HEC review visit was also conducted in this regard and QEC resources recently attended a workshop at HEC on "Role & Functions of QEC and Preparation of Programme Self-Assessment"
- Accreditations applications have been submitted for review with INQAAHE and APQN
- QEC framework/model formulated for standardised university wide Quality Enhancement Activities

#### University Academic Policies and Procedures Documentation

#### Improved International Ranking

- As an integral part of University Quality Enhancement, Office of the Registrar ensured efficient provision of accurate data for QS World rankings; this resulted in LUMS being the Top University in Pakistan, with a climb of 50 steps to be on the 111th rank in Asian Universities.

## Office of Admissions



The admission criteria for all Undergraduate & Graduate programmes was pre-emptively announced in September 2015 to notify perspective applicants about timelines of registration of international standardised tests (SAT/GMAT/GRE).

Office of Admissions (AO) ensured the development of a user friendly online application and web contact regarding Admission criteria. The online application was made operational for Undergraduate & Graduate Programmes in mid-October. During the year, admission processes were improved to achieve operational excellence. Process automation helped the office increase effectiveness of all activities.

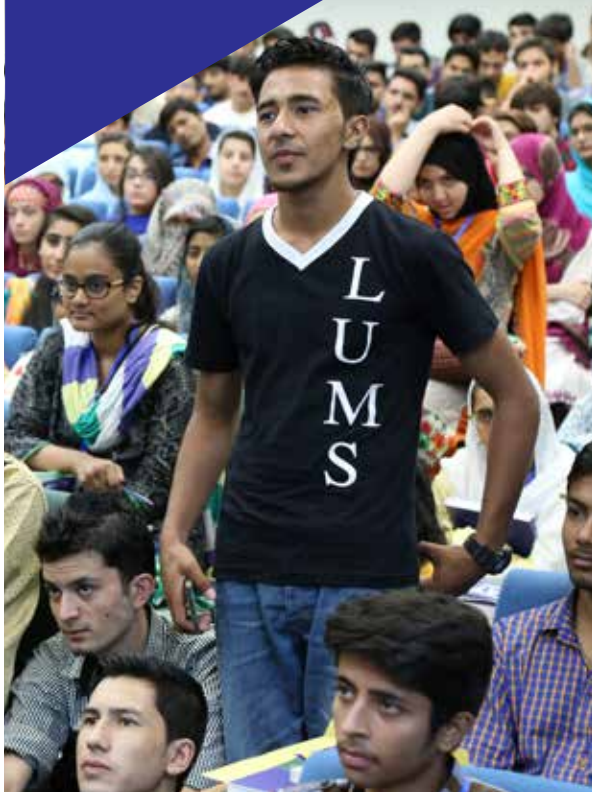
To enhance and improve user experience through the Online Admissions System, fee vouchers, test registration cards, test results and admission decisions of shortlisted applicants are available online. Student data is available and shared with all concerned departments through a common system. The Admissions Office Team participated in open house sessions held in Lahore, Karachi & Islamabad to assist Office of Marketing & Communications in outreach efforts.

Office of Admissions undertook the task of conducting the International SAT on behalf of College Board, USA. Approximately 1500+ candidates appeared in the exam.

The Testing Unit was responsible for the preparation and conducting of the LUMS SBASSE Subject Test for Undergraduate & Graduate programmes in various cities of Pakistan. Approximately 1100 candidates took the test for Undergraduate programmes in Lahore, Karachi, Islamabad, Multan, Peshawar and Quetta. Whereas, close to 900 candidates appeared for the Graduate SBASSE Subject Test in Lahore, Karachi & Islamabad.

Applicants' queries are handled in a timely & efficient manner through the 'Service desk' facility which is now an in-built functionality within applicants' online application accounts. All applicant queries are responded to within two working days.

## National Outreach Programme (NOP) Centre



The NOP Centre funded the SAT registration expenses of 460 applicants for the December 2015/January 2016 SAT exam.

LUMS Pre-semester conducted for the NOP freshmen, as well as for students who were recommended for additional facilitation training. The six-day training session of 130 students was an amalgam of academic and community integration trainings.

NOP Alumni Speaker Series initiated. The first session took place on November 11, 2015 when the NOP team invited experienced alumni to share their stories with currently enrolled students.

Eleven-day training for SAT, focused on English and Mathematics was conducted for top scoring students of Lahore to help them prepare for the January SAT session.

73 cities in Pakistan were visited, where presentations were conducted, apprising approximately 35,000 students about the message of NOP.

6,900 applications received for the NOP Summer Coaching Session (SCS) 2016.

Education Ambassador (EA) Programme conducted in January 2016 to enhance the capacity and confidence of its NOP Scholars. The Programme provided an opportunity for enrolled students to act as liaisons between prospective students and LUMS.

Ms. Joanna Reid, Head of DFID Pakistan, met with Prof. Dr. S. Sohail H. Naqvi, Vice Chancellor LUMS and Mr. Yasser Hashmi, Dean Office of Student Affairs, in March 2016 to get acquainted with the NOP Centre team and NOP scholars. A total of 24 NOP alumni and current students also met Ms. Reid.

The Office of Marketing & Communications and NOP Centre welcomed 120 position holders and several University Vice Chancellors from Baluchistan at LUMS in May 2016 and apprised them about LUMS facilities, the degree programmes, international linkages, financial assistance, NOP etc.

## Office of Financial Aid



At LUMS, we are committed to ensuring that talented youth are not denied a world-class education because of financial barriers. We take pride in providing an academic and social system where students can quickly become active members of the campus community, regardless of their economic circumstances. A lot of it has to do with our comprehensive financial aid programmes.

We believe that top-notch education should be accessible to all those who qualify, so we identify and welcome brilliant students from across the nation from areas which were underrepresented previously. The University is need-blind in its admission decisions and meets the full demonstrated need of every student it accepts.

Following this principle, since it was established, LUMS has given out

**PKR 3.2 Billion**  
in financial assistance

Generous scholarships and interest free loans to students. Every year, about

**30%**

of the student body is on financial aid

During the academic year 2015-16, financial assistance ranging from

**20% to 100%**  
was disbursed

This year, the University disbursed over

**PKR 529 Million**  
in financial assistance of which approximately over

**PKR 220 Million**  
was allocated to the National Outreach Programme (NOP)

To date,  
**800**

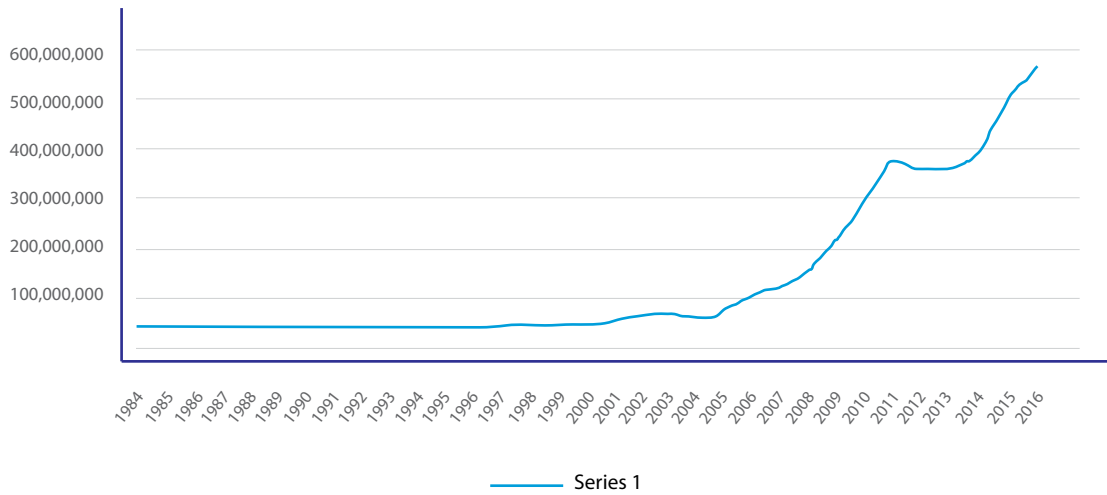
students have benefitted from the LUMS National Outreach Programme

At the undergraduate level, Need Based Tuition Fee Waivers, LUMS Interest Free Loans, NOP scholarships and Merit Scholarships are being offered to deserving students.

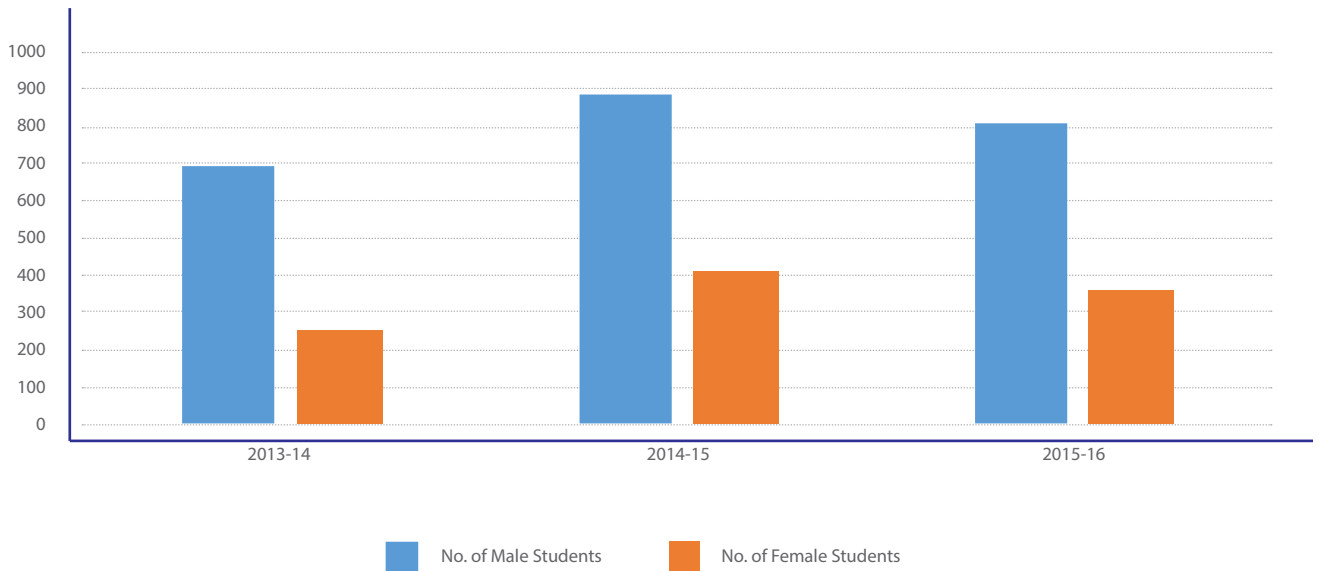
LUMS offers Interest Free Loans, MCB-SPL for MBA & EMBA programmes, Need-based External Scholarships (if available) and Merit scholarships to potential Graduate students.



## Financial Aid Disbursement since inception till date



## Comparison of Financial Aid disbursed during last 3 years (Gender Wise)



## Office of Sponsored Programmes and Research (OSPR)



### Externally Sponsored Grants

Number of Proposals Submitted	154
Total Amount of Submitted Proposals	PKR 1,159,498,106
Number of Proposals Approved	57
Total Amount of Approved Proposals	PKR 362,488,358
Total Funds Received	PKR 185,552,398

### Externally Sponsored Travel Grants

Number of Applications Submitted	27
Total Amount of Submitted Applications	PKR 8,302,769
Number of Applications Approved	12
Total Amount of Approved Applications	PKR 3,364,442
Total Funds Received	PKR 1,271,734

### Externally Sponsored Consultancy Projects

Number of Proposals Submitted	27
Total Amount of Submitted Proposals	PKR 37,130,061
Number of Proposals Approved	27
Total Amount of Approved Proposals	PKR 37,130,061
Total Funds Received	PKR 30,086,642

### Externally Sponsored Events

Number of Applications Submitted	13
Total Amount of Submitted Applications	PKR 10,029,201
Number of Applications Approved	9
Total Amount of Approved Applications	PKR 3,745,039

### MOUs/NDAs

Number of research MOUs/NDAs processed and signed	15
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### LUMS Funded Research Grants – Faculty Initiative Fund (FIF)

Number of Proposals Submitted	66
Total Amount of Submitted Proposals	PKR 57,952,700
Number of Proposals Approved	35
Total Amount of Approved Proposals	PKR 31,968,500

### LUMS Funded Grants – Faculty Startup Grant (STG)

Number of Proposals Submitted	12
Total Amount of Submitted Proposals	PKR 24,920,000
Number of Proposals Approved	12
Total Amount of Approved Proposals	PKR 24,920,000

### LUMS Funded Travel Grants – Faculty Travel Grant (FTG)

Number of Applications Submitted	113
Total Amount of Submitted Applications	PKR 34,346,173
Number of Applications Approved	82
Total Amount of Approved Applications	PKR 24,354,406

## Facilities & Engineering (F&E)



### > HVAC

- Installation & commissioning of Irrigation Sprinkler system at Law School and F5 attached lawns
- Connecting SDSB basement and 4th Floor with central HVAC to disconnect 70 of Split AC's and saving 100 KW
- BMS installation at Library building for energy conservation
- Installation of 14 Nos. of Evaporative air coolers at F5 and 8 Breeze coolers were replaced with evaporator air coolers
- Replacement of 2 under rated old AHU's at REDC with the new ones
- Installation of 30 HP centrifugal pump at the treatment plant to drain waste water more effectively
- 20 HP booster turbine upgraded to 30 HP to maintain the pressure
- Installation of new 660 RT chiller and cooling tower in progress
- De-humidifiers installation at SBASSE biology department

### > Electrical

- Gas Engine in operation 7 days a week to reduce the energy mix cost and less dependency on Diesel and LESCO
- Over 15000 conventional lights will be replaced with LED thus saving 98,000 KWHr
- Synchronising of SDSB Diesel Generators with distribution network
- VFD's installation at SB01 cooling tower fans to save energy
- Power Fence installation at the LUMS boundary wall
- Cleaning of 322 KWp Solar System to ensure maximum output

### > Civil Works

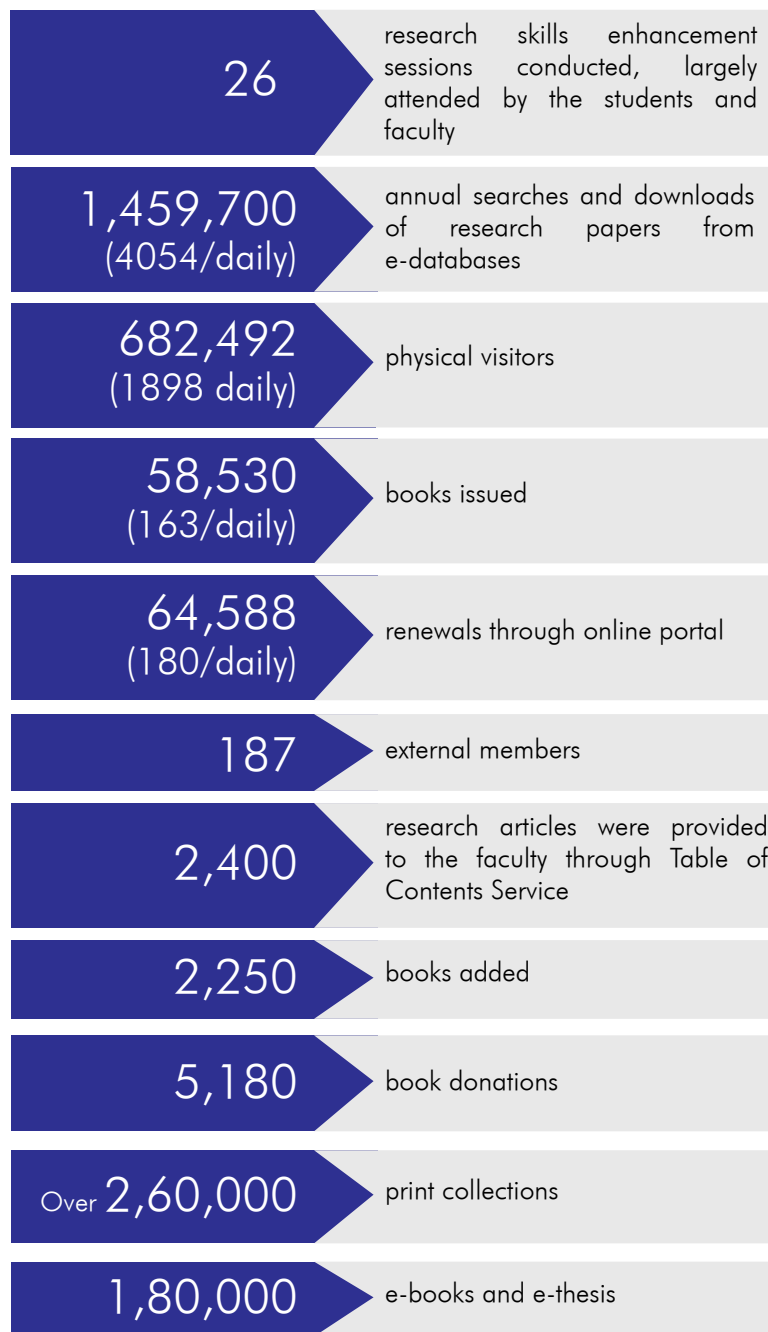
- Refurbishment of A8 building for Day Care Centre
- Complete Furnishing of Law School and F5
- New fountain installation besides F5
- Anti-Fungus paint at Biology and Chemistry Department
- New Coffee hall at Library
- New check post behind play area improved
- Making of a Bio Mechanics Lab at SBASSE basement
- Extension of HR and Marketing Halls to accommodate more staff
- Wooden Flooring at SDSB dean, COO and MGSBSS Dean offices
- Refurbishment of A7 building for the Guest House

# Gad and Birgit Rausing Library



Access to **36,000** e-Journals

**1.2 Million** + generated through external membership services





## Use of Robust Technologies

- Mobile app launched to provide access to customised interfaces of library portal, web discovery service, perform the library catalog search, check their accounts, ask a question, read full text, and find library events from their mobile
- Self-service circulation kiosk, introduced in Pakistan. Library users can check-in/check-out and renew library material without any intervention of the library staff
- Virtual tours of both library floors initiated to help users explore the various sections of the library
- Documentary prepared to market library resources, services and systems
- Information kiosks, new PCs, scanners, digital displayer, smart TV and Kindle e-readers added
- New library portal launched in July 2015, providing access to library catalogue and secure access to user accounts & activities. Patrons can view their library accounts and circulation activities through the portal. They can renew or reserve the borrowed items. They can also share their search results on social media sites and also write reviews
- Subscriptions to ASTM, Gale Academic, World Bank e-library and Annual Reviews

## Conferences, Workshops & Trainings

- South Asian Libraries Conference from October 12-13, 2015, was inaugurated by Provincial Education Minister, Rana Mashood Ahmad Khan. More than 430 participants including VC LUMS, Chairman PHEC, various representatives of Pakistani universities and an eight member Indian delegation attended the conference. More than 40 research papers in three parallel sessions, 7 online Skype presentations from Korea, Bangladesh, Sri Lanka, Poland, UK, USA and Canada were presented
- Professional training programmes were conducted for staff which included a workshop by American Professor, Dr. Anne Reidling and a training on Resources Description & Access (RDA) by a professional trainer from Library of Congress USA

## Enhanced User Facilities

- LUMS Library launched a new research support service through a world class content management system, LibGuides for the LUMS community, where users will be able to find their required content on a specific subject through a customised interface
- Library has enabled full-text linking of library's subscribed resources from Scopus and Google Scholar. Users can see LUMS library's links with their search results and access their full text
- Mobile charging machines have also been introduced on both library floors
- Library has started subscription of Grammarly, an automated tool that corrects contextual spelling mistakes, checks for more than 250 common grammar errors, enhances vocabulary usage and provides citation suggestions
- Library has been assigned the role of retrieving, compiling and presenting research output data of LUMS through systematic report generation from Scopus & Web of Science and compiling meaningful data for individual, departments, schools and university
- Specialised library services for visually impaired persons – a dedicated workstation having necessary software for special persons has been established in the multimedia section of the library. Course packs in customised formats on Kindles will also be provided to these students
- A one-day book fair where 15+ leading book sellers participated and displayed their latest titles on LUMS core teaching and research subjects as well as books of general interest to the LUMS community



## Procurement Office

- PKR 700 Million purchases in FY 2015 -16
- Furniture/IT equipment etc for the opening of SAHSOL, e-Lab & Female Hostel-5
- Work stations from Redleys arranged in August for Chemistry Lab worth GBP 6,489
- Virtual Library Management System and Self-Check Unit arranged for library worth PKR 2.8 Million
- BMS system for library successfully installed worth PKR 2.9 Million
- The delivery of servers for IST worth USD 44,800 received
- CISCO switches worth PKR 9.6 million procured
- Spectrophotometer was arranged worth PKR 4,718,000
- Fume hoods worth USD 86,000
- Telescope purchased for SPADES worth \$ 18,103
- Bio Analyzer arranged worth PKR 26,000
- High performance computing arranged worth \$162,000
- Thermography Camera was arranged worth \$ 10,260
- Total cost savings through negotiations in the period equals to PKR 13.19 Million

## General Administration Services (GAS)

- Installation of power fence along with alarm system around the LUMS perimeter to restrict any forced or unwanted entry
- Establishment of 9 snipers/observation posts all around the campus
- Introduction and addition of mechanical lawn mower for larger grounds
- Installation of sprinkler system for all major grounds
- Renovation of Pepsi Dining Centre, introduction of latest kitchen equipment and food courts
- LUMS transport - Addition of two new vehicles
- Establishment of new parking slots near nursery area

## Office of Development



### Highlights

A new contract with Lucky Cement worth PKR 10 Million annually was signed, disbursed from 2015-16

Adamjee brought on-board to give PKR 5 Million on an annual basis, with disbursement beginning from 2015-16

16% increase in the Punjab Educational Endowment Fund (PEEF) scholarship quota for LUMS. This renewed contract will now be benefitting 35 students enrolled in 2015-16 for complete tenure of their undergraduate studies

Daman Foundation has generously created a PKR 20 Million endowment fund which will begin benefitting students from the next fiscal year

Various pending commitments from donors were worked upon by the Development team and successfully renegotiated, included PKR 12 Million from PEEF for 2015-16

Initiation of Donor Management Software to maintain and effectively manage relationships with donors, prospective and existing

Rigorous promotion of the National Outreach Programme (NOP) including top quality content and videos showing success stories

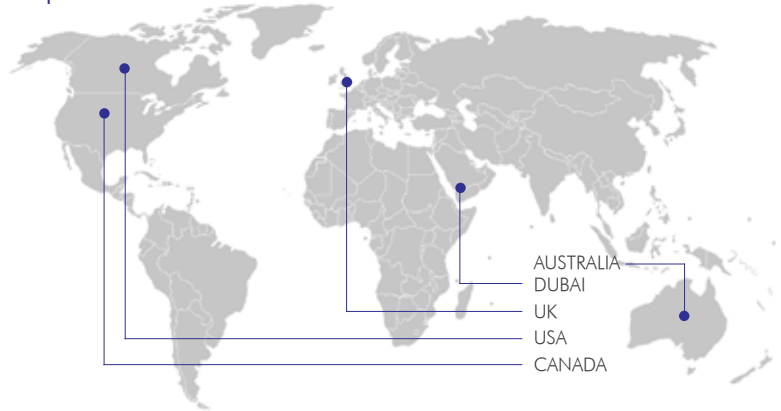


9990 Alumni

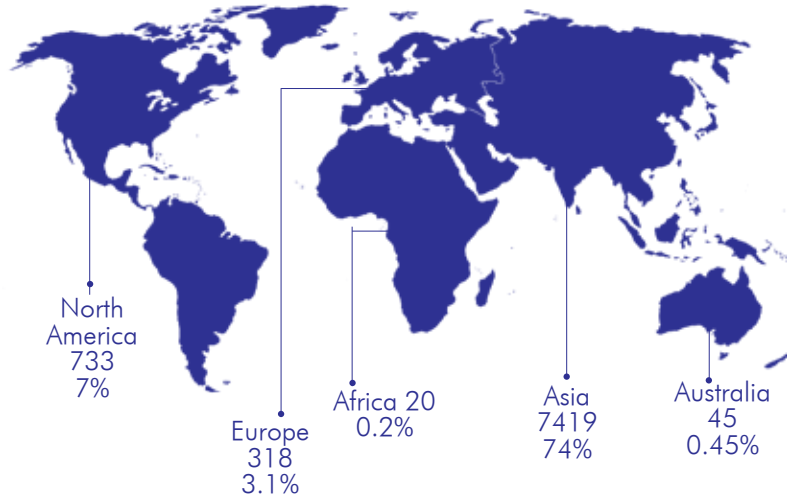
19 International reunions across 5 continents, attended by 760+ alumni from around the world.

Office of Alumni Relations

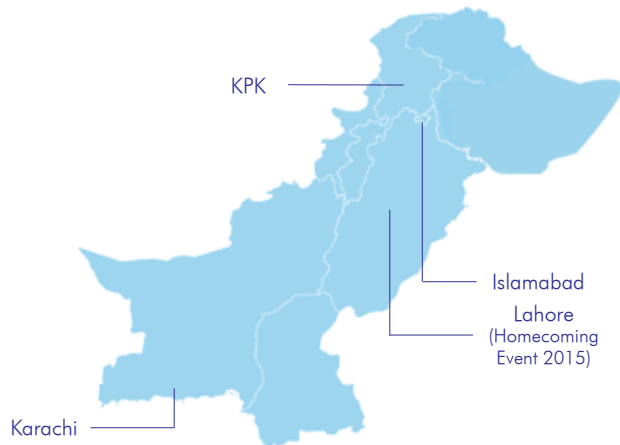
Major reunions held in



Geographic division



23 local reunions, 4 major cities around Pakistan, attended by 2500+ alumni. Major reunions held in:







## Publications & Chapters

Publications prepared every year to keep our alumni up to date with what's happening

- o Annual Alumni Magazine
- o Alumni Brochure
- o Quarterly & Monthly Alumni Newsletters

Starting off with 2 local chapters 3 years ago, there are now 14 alumni chapters around the globe!



## Alumni Achievements

- o BSc 2003 graduate, Haris Aziz, created an algorithm that has solved the age-old problem of 'how to cut a cake so that every recipient ends up with an equal slice'. What looks like a simple and rather whimsical problem, will help solve allocation disputes of any kind including the distribution of land, water and everything in between!
- o Saad Ansari & Yasir Khokar, founders of Connecterra won at Web Summit as best start-up, covered by IEEE and Financial Times
- o Moazzam Hussain launched book titled 'Putting Pakistan Right'
- o Shanzae Asif received the UK Government Chevening Scholarship
- o Taha Shakoh, BS 2015, will be able to help renal patients through his groundbreaking research



## Milestones

- Jeddah Chapter created
- The Sydney Chapter created (as a part of the Australia Chapter)
- Reunions at exotic places - hosted the Canada alumni reunion at the African Lion Safari
- First get together for the CSS Alumni Association held
- 85% of alumni database updated
- Alumni Homecoming 2015 – From event management to entertainment to food stalls, everything was done by LUMS alumni!



## Alumni Elections & New Council – SDSB Elections

- New office bearers for SDSB Alumni Association elected through online elections in June for the next 1-year term



## Information Systems and Technology (IST)



### Students

- State-of-the-art computing lab with high-end workstations established for CS students
- Students can now order services online and pay via bank deposit, ATM and internet transfer

### Faculty

- Faculty can use a brand new Grader, much faster and more intuitive, built from scratch using open standards and without any client-side dependencies
- A training programme for Learning Management System (LMS) is now in place for faculty; the application is now running the latest version on the latest hardware, avoiding crashes and downtime
- Faculty and their appraisers can now automatically see faculty research, directly extracted from the different databases the schools use to maintain publications (Sedona, Scopus, Google Scholar, etc.)

### Administration

- PeopleSoft Contributor Relations system installed to conduct and record all fundraising campaigns. The system contains historical data of donations, pledges and utilisation, where available from legacy sources
- Leaves are now managed through SAP Fiori, a user-friendly and secure online and mobile-friendly platform that rests on top of SAP HCM
- Now, PRs and POs can be approved from anywhere using a mobile, securely and quickly using SAP Fiori
- Scheduling system and Zambeel seamlessly integrated, saving tremendous amounts of time and effort, leading to pinpoint accuracy

## Human Resource Department (HRD)



### HR Operations

- Renewal of Health Insurance & IGI Card distribution
- Management of the Day Care Centre - renovation and assurance of implementation of security measures. Current set-up has a capacity of around 40 children
- Management of female transport. Presently there are 6 routes with 60+ females utilising the facility
- Service awards
- Employee Benefit Fund loan for custodial staff

### Faculty and Staff Appraisal, Increment Closure and Manpower Planning

- Modification, implementation and successful closure of Appraisal Process 2015-16
- Manpower planning and operational support; manpower approved with effect from July 2015
- Faculty & Staff promotions and closure

### SOPs & Policy Documentation

- LUMS Sexual Harassment Policy
- LUMS Administrative Staff Leave Policy
- Day Care Handbook revision
- Review of HR existing policies and finalisation 43 policies for implementation

### Recruitment & Selection

- 213 new staff hirings and 36 faculty joinings
- Successful internal movements and job placements
- LUMS representation at Career Fairs (LUMS and Parvaaz)

### Information System

- Cleared backlog of payroll in SAP
- Modification of new Faculty Scholarly Report & Staff Appraisal Form; Faculty appraisals made live in January 2016, staff appraisals made live in April 2016
- Launch of SAP FIORI App for Faculty and Staff
- Corporate Client deal for LUMS employees with Mobilink
- Profile updater installed

### Employee Trainings

- 28 types of training & conferences arranged. 298 staff members trained or under training. Focus group discussions for Learning Need Assessment held
- PULSS sessions and closing ceremony

### Payroll

- SAP is now the primary payroll system
- Online salary slips available through e-portal (Fiori)

## Office of Student Affairs (OSA)

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



## Career Services Office (CSO)

CSO offers an ever increasing range of services to the undergraduate and graduate students of LUMS in all areas of career planning including job placement and higher education.

### 7<sup>th</sup> Annual LUMS Career Fair 2016

The annual career fair is an excellent platform for the students to network with their prospective employers. This year Dawood Hercules, Fatima Group, Engro Corporation, Mitsubishi Corporation, Philip Morris Pakistan, Descon Engineering Ltd., Bank Alfalah, Standard Chartered Bank, Habib Bank, Citi Bank, PTCL, Total Parco, Dairy and Rural Development Foundation (DRDF), SANOFI Pakistan Ltd., Getz Pharma, The City School, and many other leading companies from multiple sectors like FMCG, development, automotive, information & technology, telecom, education, engineering, and consultancy participated.

### Networking Sessions

- Networking sessions conducted in Islamabad, Lahore and Karachi
- Participation of recruiters from several segments like telecom, FMCG, education, development, engineering, banking and finance, automotive, and consultancy
- Multiple companies participated, including Mitsubishi Corporation, Standard Chartered Bank, Philip Morris Pakistan, GSK Pakistan, National Foods, Bank Alfalah, Nestle Pakistan, KPMG, Service Sales Corporation, AkzoNobel, Warid Telecom, Mobilink, Coca-Cola Beverages, Descon Engineering Ltd. to name a few
- CSO staff visited Karachi to touch base with representatives of leading organisations, who shared their invaluable ideas, feedback and suggestions and got on board

### Recruitment Drives

48 recruitment drives conducted

Business leaders such as PWC UAE, Bain & Company, McKinsey, Microsoft, Unilever Pakistan, P&G Pakistan, L'Oreal Pakistan, Reckitt Benckiser (RB), Dawood Hercules, Fatima Group, Engro Corporation, Mitsubishi Corporation, Philip Morris Pakistan, Coca-Cola Beverages, PepsiCo, Ufone, Nestle Pakistan, UN World Food Programme, Bank Alfalah, Standard Chartered Bank, Habib Bank and other top notch national & multinational companies of various sectors including notable Law firms of Pakistan partnered with LUMS over their individual recruiting requirements.

### Mock Interviews

Sessions arranged where senior alumni conducted mock interviews with senior year students. Alumni from Total Parco, Coca Cola Beverages Pakistan Ltd. and Unilever Pakistan Ltd. participated in this initiative, among others.

### Grooming Sessions

A wide array of workshops and training sessions were organised to equip students with skills, competencies and strengths needed to succeed in the job market. These workshops catered to every aspect of the recruitment process including Effective Resume & Cover Letter Writing, Interviewing Strategies (Telephonic, One-on-One, and Skype), Negotiation Skills, Mock Interviews, Corporate Training on Workplace Etiquettes and Ethics, Mentorship, Guidance on Career Path, Motivational Sessions or Success Stories, Employability Skills and optimising the use of LinkedIn.

## Placements

CSO successfully placed 98% students of the class of 2015 in renowned national and international companies in various sectors and leading universities of the world. Top international organisations that have inducted LUMS graduates include:

- PWC, UAE/Qatar
- Bain & Company, UAE/Qatar
- McKinsey & Co.
- Google, Singapore
- SIO Capital

Locally, graduates and undergraduates have joined renowned corporations such as

- Unilever
- Reckitt Benckiser
- P&G
- Philip Morris Pakistan
- Engro Corporation
- Standard Chartered Bank
- Daewoo
- Punjab IT Board
- Nishat
- Netsol
- TRG

More than 80 graduates of the class of 2015 went abroad for higher studies on partial scholarships; some of them received the Fulbright scholarship to study in the following universities:

- University College London
- London School of Economics
- Boston University
- Columbia University
- McGill University
- Princeton University
- University of California, Berkeley
- Warwick University
- SOAS, University of London
- University of Waterloo
- University of Manchester

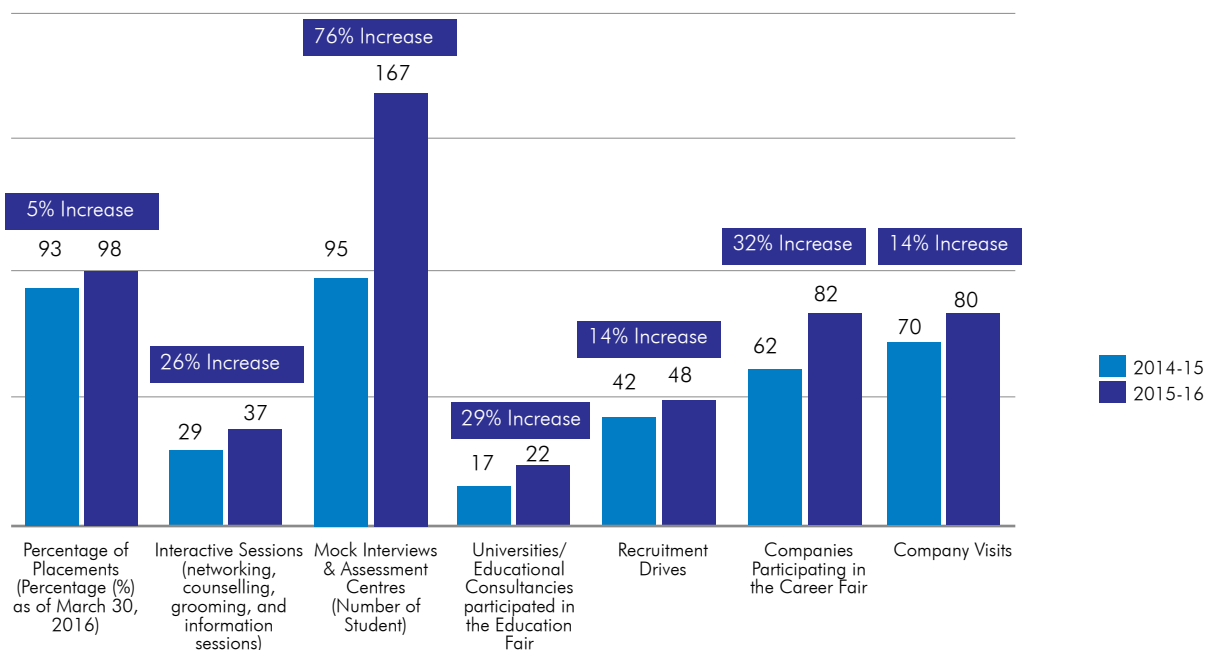
## Education Fair 2016

The 6th LUMS Annual Education Fair was organised in November 2015, in which international offices and representatives of renowned universities participated. These included institutions such as United States Educational Foundation in Pakistan, Sheffield Hallam University, University of Bristol, DAAD, Queen Mary University, University of London and University of Warwick, whose representatives showcased foreign education opportunities for students.

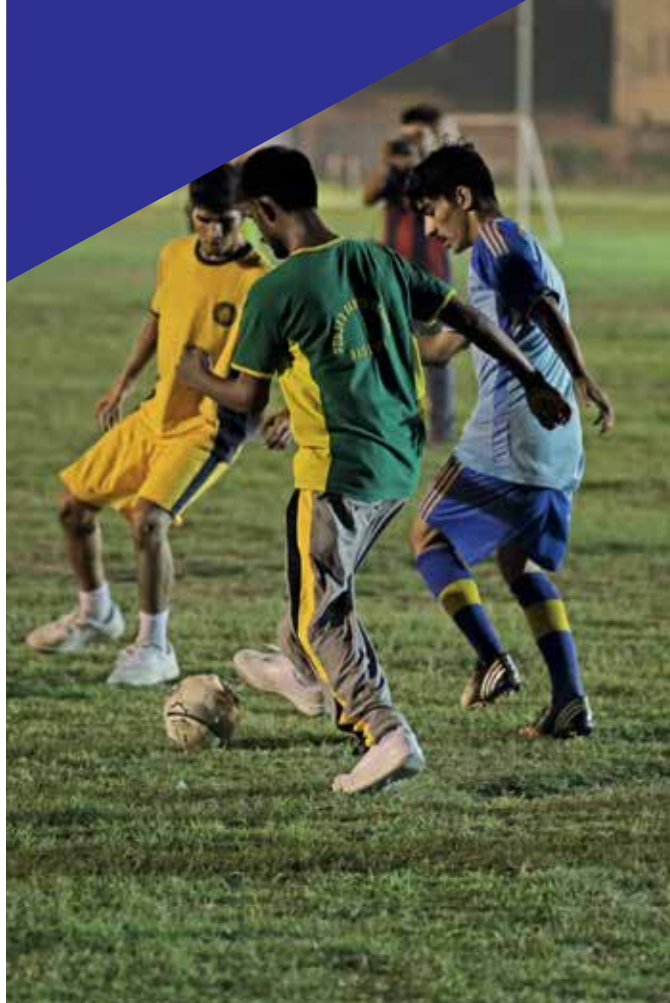
## One-on-One Counselling Sessions

CSO invited the representatives of 22 leading international universities including University of Leicester, Queen Mary Univeristy, University of London, Deakin University, Macquarie University, Cardiff University, Sheffield Hallam University, The University of Nottingham, University of Bristol, Saint Peter's University, Arizona State University, Valparaiso University, and St. John's University to name a few to LUMS to hold one-on-one counselling and information sessions to facilitate students to pursue their higher education abroad.

### Comparison of CSO Activities



## Office of Sports, Wellness and Recreation (SWR)



### Nationals

- LUMS National
- Cricket Nationals 2016
- Netball Nationals
- Badminton Nationals
- Volleyball Nationals
- Hockey Nationals
- Football Nationals
- Basketball Nationals
- Racket Sports Nationals

### Intervarsity Sports at LUMS SLUMS Events

- Netball Striker
- Women League '15
- FCU Sports Gala '16
- LUMS Intersivity Basketball League
- LUMS Tennis Master Cup
- Futsal League '15
- BNU-Bestival '16
- LSE Sports Gala
- Fast Sports Challenge '16
- SLUMS Away Fixture

### Clash of Societies

The tournament was based on three sports:

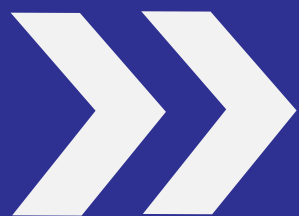
- Dodgeball
- Handball
- Volleyball

### HEC Intersivity Tournament

LUMS participated in the following categories:

- Hockey
- Netball
- Basketball (Men)
- Basketball (Women)
- Table Tennis (Men)
- Table Tennis (Women)
- Cricket
- Football (Men)
- Football (Women)
- Squash
- Volleyball (Men)

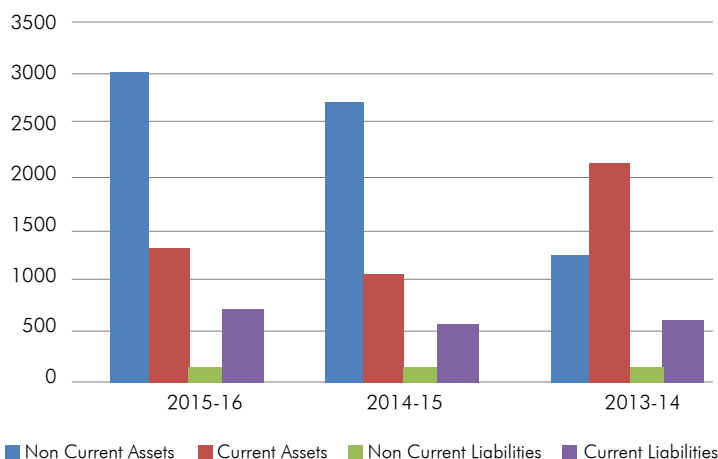




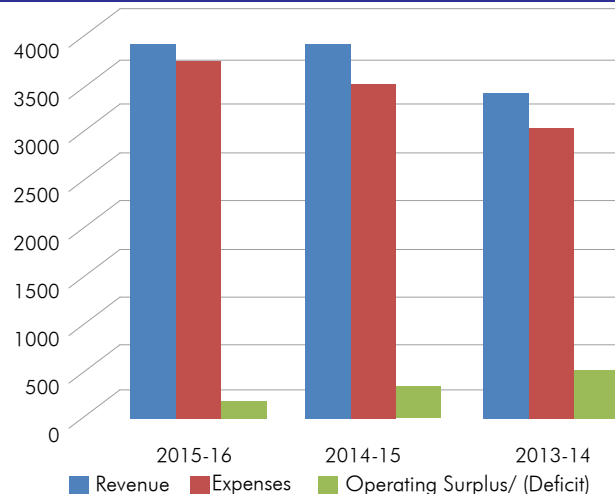
FINANCIAL  
STATEMENTS



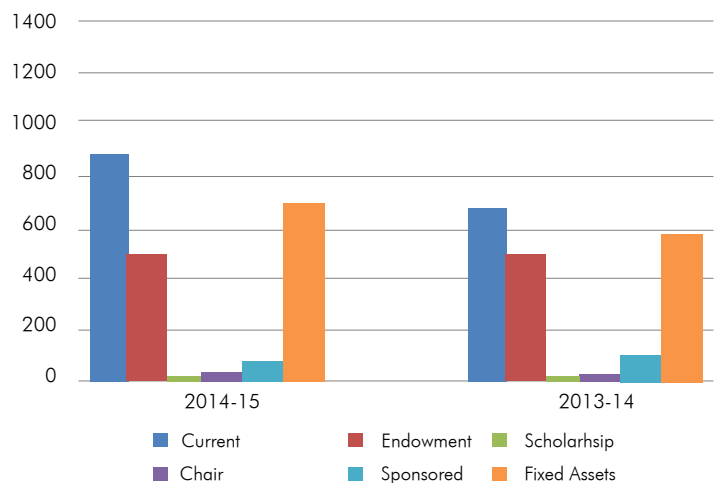
## Summary of Assets & Liabilities



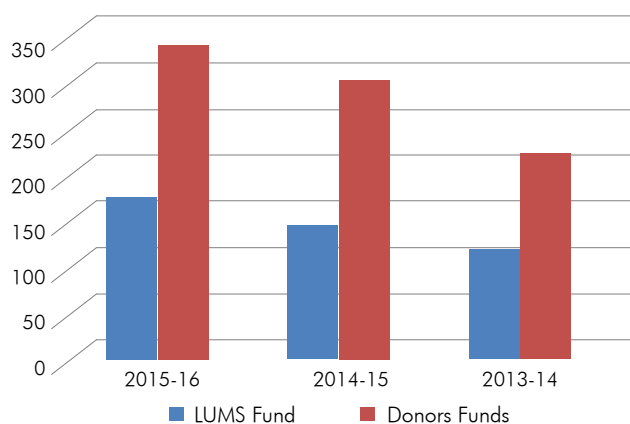
## Revenue & Expense Comparison



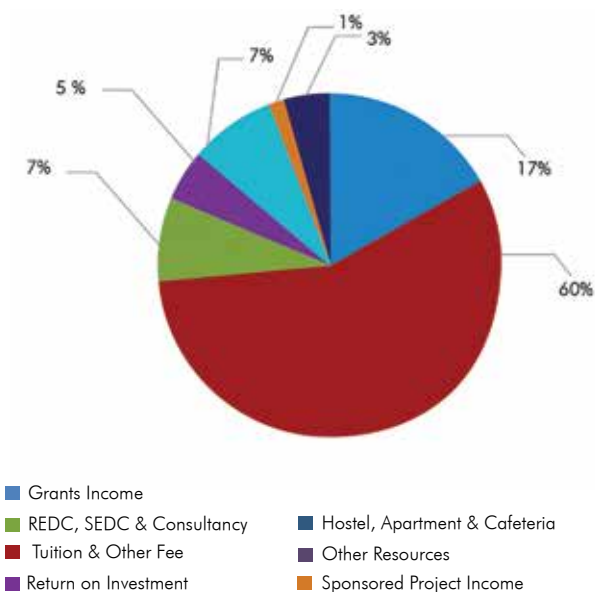
## Summary of Funds



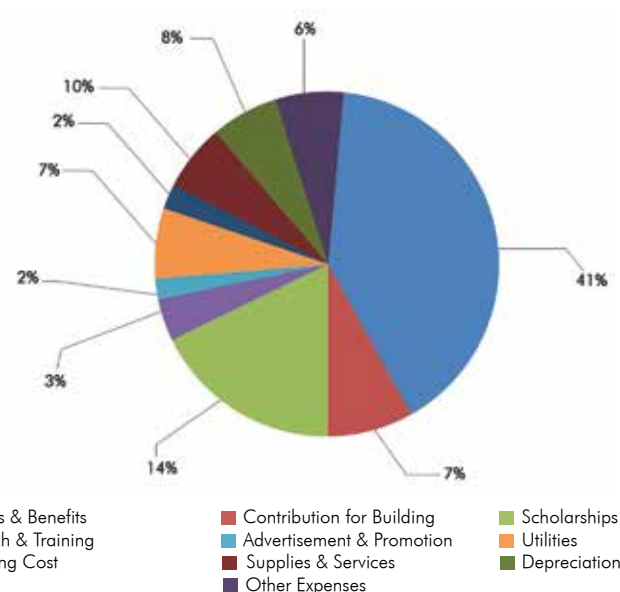
## Scholarship Expense



## Revenue Composition



## Expense Composition



## Horizontal Analysis of Financial Statements

Assets & Liabilities	2015-16	%	2014-15	%	2013-14
Non Current Assets	3016	88%	2710	88%	1234
Current Assets	1287	37%	1011	33%	2138
Non Current Liabilities	-139	-4%	-112	-4%	-102
Current Liabilities	-731	-21%	-541	-18%	-628
	<b>3433</b>		<b>3068</b>		<b>2642</b>
<b>Fund Balance</b>					
Current Fund	1096	32%	1096	32%	1239
Endowment Fund	1053	31%	1053	31%	710
Scholarship Fund	67	2%	67	2%	29
Chair Fund	52	2%	52	2%	49
Sponsored Fund	196	6%	196	6%	94
Fixed Asset Fund	969	28%	969	28%	947
	<b>3433</b>		<b>3433</b>		<b>3068</b>
<b>Income &amp; Expenditure</b>					
Income	3866	100%	3832	100%	3374
Expenditure	3702	96%	3482	91%	2867
Surplus	-130	-3%	25	1%	181

## Vertical Analysis of Financial Statements

Assets & Liabilities	2015-16	%	2014-15	%	2013-14	%
Non Current Assets	3016	58%	2710	88%	1234	47%
Current Assets	1287	25%	1011	33%	2138	81%
Non Current Liabilities	139	3%	-112	-4%	-102	-4%
Current Liabilities	731	14%	-541	-18%	-628	-24%
	<b>5173</b>	<b>100%</b>	<b>3068</b>	<b>100%</b>	<b>2642</b>	<b>100%</b>
<b>Fund Balance</b>						
Current Fund	1096	32%	1239	40%	942	36%
Endowment Fund	1053	31%	710	23%	652	25%
Scholarship Fund	67	2%	29	1%	30	1%
Chair Fund	52	2%	49	2%	45	2%
Sponsored Fund	196	6%	94	3%	161	6%
Fixed Asset Fund	969	28%	947	31%	811	31%
	<b>3433</b>	<b>100%</b>	<b>3068</b>	<b>100%</b>	<b>2642</b>	<b>100%</b>
<b>Income &amp; Expenditure</b>						
Income	3866	100%	3832	100%	3374	100%
Expenditure	3702	96%	3482	91%	2867	85%
Surplus	-130	-3%	25	1%	181	15%





**LAHORE UNIVERSITY OF MANAGEMENT SCIENCES**

Opposite Sector U, DHA, Lahore Cantt.  
Lahore, Pakistan

Telephone: +92-42-111-11-LUMS (5867)  
Website: [www.lums.edu.pk](http://www.lums.edu.pk)