FACULTY DEVELOPMENT ACADEMY
Enabling Decisions for Tomorrow

COMSATS UNIVERSITY ISLAMABAD

CHANGING TOMORROW
For CUI Academic Heads

COMSATS University Islamabad

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for Academic Heads

Introduction

Faculty Development Academy, a training wing of COMSATS University Islamabad organized a Workshop 'Changing Tomorrow' for Academic Heads of all campuses of the COMSATS University Islamabad. The workshop was held at Seminar Hall, Department of Electrical Engineering, CUI Islamabad Campus from November 29 -30, 2021. A total of 56 Academic Heads across CUI attended the workshop. A modular approach was adopted and best trainers, facilitators and experts available in the country were invited to act as mentors.

Purpose of the Workshop

The purpose of this workshop was to interact with Academic Heads to share their valuable experiences and expertise to create suitable strategy and way forward to set future directions of their respective departments under the umbrella of the COMSATS University Islamabad.

Day-I

Workshop on Changing Tomorrow for Academic Heads of CUI Campuses

Monday, November 29, 2021

Opening Ceremony

The workshop started with the recitation of Holy Quran, afterwards, National Anthem was played. Subsequently, Ms. Aafia Rasheed Malik, Assistant Program Officer welcomed all the prestigious participants on behalf of FDA. She then briefed the functions of Faculty Development Academy (FDA) and apprised the participants about the objectives and purpose of the workshop. She further elaborated that the purpose is to interact with all academic heads, gain their valuable insights and create pathways helping them realize their expertise, effective strategies and operational

management regarding their departments and its future directions. Later, the message of Rector CUI was read by Ms. Faiqa Anwar, Senior Program Officer as the Rector could not grace the occasion due to medical conditions/emergency. Dr. Sajjad A. Madni, Registrar, CUI, Dr. Tahir Naeem, Director Planning and Development, CUI and Dr. Junaid Mughal, Director CUI Attock Campus and Dr. Shamus ul Qamar, Professor, department of Mathematics, CUI Islamabad also attended the opening ceremony.

Rector's Address: Thinking Out of the Box

A Crisis is a Terrible Thing to Waste (Paul Romer)

Dear keynote speakers, distinguished guests and heads of all campuses of COMSATS University Islamabad, I welcome you all in this workshop 'Changing Tomorrow' for Academic Heads of all campuses of COMSATS University Islamabad.

I am very pleased to host this Workshop. It gives me immense pleasure and tremendous contentment to present the welcome speech before this august gathering who have faced tremendous challenges during COVID- 19 pandemic to improve their reach and effectiveness in teaching learning process. I am glad that you are eager to find opportunities to learn and use innovative methods and technologies for the purpose.

Prof. Dr. M. Tabassum Afzal, Rector, CUI

The hiring of quality teachers, helping them to achieve excellence in teaching and providing them a good working environment are the hallmark of a of quality academic institution. Faculty Development Academy (FDA), a training wing of CUI is making tireless efforts to contribute in this regards. It is helping faculty to transform themselves to become an intellectual guide, reflective thinker and role model for the students of the COMSATS University.

I am pleased to know that almost 49 Heads drawn from different campuses of the CUI are here to attend this workshop. To achieve this purpose, FDA has engaged best trainers, facilitators and experts available in the country to act as mentors.

I appreciate that everyone across the University has been making huge efforts over recent months to get us to the point where we are able to work in a COVID secure way. I thank you all for everything you have done in such challenging circumstances. Have a great discussion.

We are grateful to Prof. Dr. Ahmed Arshad, Vice Chancellor, Lahore University of Management Sciences (LUMS) for sparing his precious time out of his busy schedule to benefit from his rich experience and deep insights in the field.

Opening Remarks by Director FDA

At the very outset, Dr. Aneel Salman, Director, Faculty Development Academy, expressed his gratitude to all Academic Heads for being here at CUI Islamabad Campus to attend this workshop. He then highlighted that Faculty Development Academy, the training wing of COMSATS University Islamabad, has been perpetually striving hard to develop better and professionally more groomed employees for not only its own organization, but we aim to benefit the whole nation.

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For CUI Academic Heads

Dr. Aneel Salman
In charge FDA CUI

Dr. Aneel Salman, a dynamic academician has a multidisciplinary background in Economics, Public Policy, Institutional Governance and Blue Diplomacy. He has the unique distinction of initiating and setting up the Faculty of Business Administration at Pakistan's most prestigious and highest ranked universities Ghulam Ishaq Khan (GIK) Institute of Engineering Sciences and Technology, Pakistan in the capacity of Dean of the Management Sciences Faculty. Internationally, he has been affiliated with the Rensselaer University-USA, Harvard University-USA, Cambridge University-UK and the University of Bern-Switzerland, amongst several others.

He also served at Head of Management Sciences Department at COMSATS University Islamabad (2017-2019). He is a visiting professor at Institut Supérieur d'Economie et de Management Université de Nice Sophia Antipolis France, Tsinghua University, Beijing, Peoples Republic of China and Institute of Business Administration Karachi Pakistan. Currently, he is working as In charge Faculty Development Academy at COMSATS University Islamabad.

Professor Salman's work has been published in several international journals and books. He is the author of 'Coastal Ecosystem and a People in Peril: The Story of Keti Bunder in Pakistan' – a book that bridges the gap between research and grassroot applications viz-a-viz climate change in Pakistan.

He has worked with the Federal government, private sector, defence, foreign and intelligence services as well as academia. He has extensive experience of conducting training courses and workshops for students, academics, foreign and national diplomats and civil servants. He has been visiting faculty of Pakistan's Foreign Service Academy and Pakistan Institute of Trade and Development for the past several years. As father to a lively ten -year-old daughter Mysha, he is hopeful about a world which is economically, socially and ecologically healthy, functional, resilient and equitable.

Session I: Personal Leader-shift

The first session of the workshop on Personal Leader-shift was delivered by Dr. Aneel Salman, Director FDA. He shared his views that what is expected from us working in terms of progression towards our academic goals being holding the position of head of department. In view of this, he referred the 12 principles of Leadership from the book "Extreme Ownership" published by Jocko Willink and Leif Babin in 2015. Dr. Aneel highlighted that he often recommends his students of War Course at National Defense University to read this book and give their reviews about the leadership particularly with reference to Pakistan

He emphasized that leadership is to identify a positive needed change by creating a vision that takes into consideration views of others through inspiration to common goals.

He then explained the reason why training is important. He believed that although we were very much competent on positions working before heading the department, however, when we lead the department, we need to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. Training helps us to expand our professional competency and to perform our job in a most effective and efficient manner. He further elaborated that usually we as faculty members are good in academic skills, but we also need to improve our technical skills. Hence, before we are going up in the hierarchy, people skills are really important and we need shake ourselves before we get into these positions as it adds value to the organization.

Later, he practiced a small exercise with the participants, He asked them to find out how many 'F' have they seen in this statement "Finished flies are the result of years of scientific study combined with the experience of many years". Later, he explained them that there are '6 F' in this statement and if someone has counted 3 then he must have not counted the letter f from word 'of'. He further elaborated that those things are very much in front of us but we have to connect the dots.

Subsequently, he asked the participants, as a leader, how often they are confronted with challenges and struggle to identify the ideal solution. Dr. Aneel, then explained that the conventional definition of leadership was that how many followers do one have. However, in the modern contemporary world, the definition of leadership has changed. He then, explained 'It's not about how many people ARE WITH YOU, it's about that people have faith YOU ARE WITH them'. He believed that if we asked an employee who is working with us that "are they with us and they said yes" then this is the true definition of leadership.

He elucidated that we as a leader build a team, set goals and after achieving those goals, regular problem occurred. Then being a leader, we need to solve that problem and effective leadership helps in resolving issues or conflicts. He placed emphasis on that we should follow the process where leaders and followers are ready to accept positive change for the betterment of the organization and understand the goals they want to achieve. Besides, he shared the demystified principles of Leadership by Amazon.

Additionally, Dr. Aneel explained that Leaders and Titles are not mutually inclusive. Leadership is not about the title it's about how leaders solve problems. He further elaborated that in order to make things happen Courage is the key. Moreover, the third element of Leadership is the confidence. For example, sometimes we are very good communicator, but we do not have the confidence to convey the right message.

Moreover, he shared the secrets of Singapore success that is captured in an acronym – which stands for three words. M for Meritocracy: one reason why Singapore is exceptionally successful is because its leaders tried to get the best possible people to join them in government, so the quality of minds of the leaders matter, but the quality of the minds of the people that are around them is equally important. The second letter, P, stands for pragmatism: Singapore is by far the most pragmatic country in the world. It will try anything without thinking whether this it will fit its ideology. The third letter is the hardest one and that is why most countries fail: it stands for honesty. The speaker further elaborated that by accident of history, Singapore had three brilliant leaders who were also exceptionally honest, even when Singapore was a very poor country and the salaries were very low. If any country can implement these three principles, I guarantee that country can succeed.

He believed that leaders can only LEAD by example. There is no other effective way to inspire people.

Leadership that seeks to bring lasting positive change through role modeling, involvement and motivational of followers. In his opinion, leader's job is to strive for improvement while leading from the front. In addition, effective leaders drive their teams to achieve high standards of performance and create a climate of accountability.

Lastly, he shared a four – quadrants model with the participants. This model of leadership is built on the principles of human nature. He elaborated that applying the steps and stages needed to understand individuals in our team, their strengths and how to delegate at the right level for challenge, success, and growth. This model illustrated the relationship between 'will' and 'skill' of four categories of people i.e., Monkey, Alpha Wolves, Parasites and Lone Wolves. Monkeys are the kind of workers who are new in an organization They have high desires to learn and are high performers. Alpha Wolves are usually the leaders with high performance, good values and are visionaries. Whereas Lone Wolves think that they are star performer, but in actual they are stagnant and not ready to absorb any change. The workers with no skill, no will are called Parasites. They have negative political nexus with the lone wolves and are the most insecure people in an organization. Lone wolves poison the enthusiasm of Monkeys.

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Dr. Arshad Ahmad
Vice Chancellor LUMS

Dr. Ahmad completed his PhD in Educational Psychology at McGill University and was a Professor of Finance at Concordia University in Montreal, Canada for over 20 years. In 2014, he was appointed Vice-Provost, Teaching and Learning and Director of the MacPherson Institute at McMaster University.

He also held academic leadership positions as Chair of Teaching and Learning Canada, President of the Society for Teaching and Learning in Higher Education, and Vice President of the International Consortium of Educational Developers.

In 1992, he was awarded the 3M National Teaching Fellowship--Canada's most prestigious recognition of excellence in educational leadership and teaching at the post-secondary level. His research interests include topics in corporate and personal finance, student evaluations of teaching, approaches to teaching, teaching philosophies and student partnerships.

In 2018, he became the sixth Vice-Chancellor of LUMS University.

Session -II: COMSATS Teaching Excellence Framework

Second session of the day was delivered by Prof. Dr. Arshad Ahmed, Vice Chancellor, LUMS. It was an inspirational and informative talk on 'The Teaching Excellence Framework'. He opened his talk by highlighting the key points of the lecture i.e., Teaching excellence, new knowledge - research and how to serve the community. He believed that faculty must understand the challenges that may come across because every challenge comes with an opportunity. He further elaborated that COVID -19 has given us chance to bring interventions/innovations/alternative method of learning/ teaching. He enquired from the participants if they remember any mentor/ teacher in their life from whom they have learnt

something. Some of the participants shared their stories regarding learning. Afterwards, Dr. Arshad shared his experience about national award program to recognize education leaders in Canada and elaborated salient features of the program. In this program, they selected ten (10) best teachers and invite them for three (3) days recursion tour at some of the best places of Canada as a reward in recognition of their services. Then they started a national campaign that we should always admire our mentors and must say thank for all they have done.

According to him, the teaching excellence framework is based on the following five principles:

1. Student ratings of teaching

Prof. Dr. Arshad emphasized that we can't talk about teaching excellence without involving students. He further elaborated that student engagement is important as students play the role of electricity in any university while faculty is the hardware and curriculum are the software. He believed that faculty is an important asset of any university and faculty should understand that how different elements of the curriculum impact on learning, such as: setting learning outcomes, setting assessments, lesson plan etc. He was of the view that curriculum must be reviewed and designed as per students needs. It is a fact that students' involvement in curriculum design enhance students' awareness of the learning process.

Real change can only happen when students get involved. Learning is all about what students are thinking. He recommended that anyone who is bored of teaching or not excited for some reason, don't have questions to ask in class. he/ she must leave teaching because teaching is all about passion. A faculty member must know what interventions he can introduce to engage his students to create an impact. Faculty must help students to learn more deeply and retain what they have learned. Later, he talked about Center in LUMS and its resources.

2. Set high standards for teaching award programs

Prof. Arshad pointed out that a university must set high standards for teaching award programs and there is a need to set indicators for these awards and promotion. He urged that criteria should be defined after consultation with experts. Teachers must be awarded on the basis of their performance e.g., initiatives to improve learning outcomes, innovative experiments/ assignments undertaken, lesson plan, organization of extra and co-curricular activities, use of

Teaching Learning Material, social mobility, ensuring experiential etc. Besides this, he discussed about Vice Chancellor's Award for teaching excellence initiated at LUMS. The LUMS Learning Institute, in collaboration with the Office of Vice Chancellor, developed a process for adjudicating the award following international best practices. Any instructor at LUMS, irrespective of their rank, could be nominated by faculty, staff, or students. Nominees submitted teaching portfolios that were evaluated according to a set of robust criteria outlined in the Call for Nominations. Additionally, he briefed about the LUMS 'Project Arz', Community Service Society visited different schools in Gilgit Baltistan's Minapin Nagar and Hopper Valley to raise awareness about environmental hazards and climate change. He highlighted that during this four-day trip, they installed dustbins in the streets of the local bazaar and held a cleanup drive at Rakaposhi Viewpoint. He highlighted that LUMS is so proud of their students for taking up these incredible and noble initiatives to educate others and protect the environment.

3. Support from Central Teaching and Learning Center

Prof. Arshad advised that a faculty member must know the philosophy statement of teaching. He stated that in Canada, nobody can apply for a teaching job if he/she does not have statement of teaching philosophy. He suggested that all universities must have a central teaching and learning center dedicated to supporting and inspiring inclusive teaching and learning. This center can help faculty members to modernize their teaching style, to scaffold concepts and information in a way that students can meaningfully take in. These centers can also advise and collaborate with instructors across all faculties to support excellence, inquiry and innovation. Dr. Arshad then explained the Mirroring activity practicing at LUMS. It is a training technique whereby faculty members have to deliver lectures on any topic/ theme in a recording session. Thereafter, the trainer/facilitator and the participants together view the videotape to find out what has worked, which aspects have fallen short, and what needs to be done to improve the teaching technique. The identification of training gaps through a participatory approach is a learning experience for the faculty members.

4. Encourage research on teaching and learning.

Prof. Arsahd recommended that an organization must develop an effective learning environment and make it easy for faculty to engage with research evidence and encourage an evidence-informed culture by making research findings accessible, identifying context-specific evidence for teachers and using appropriate internal and external support. There is a need to bring teaching and research at one level. He pointed out that a society can get more benefit from innovative research while students can get benefit from good teacher. Later, he quoted that LUMS was also recognized for

the importance they placed on research intensity and teaching excellence. He highlighted that in LUMS we don't chase rankings, we welcome improvements recognized by QS. He appreciated that their faculty, staff and students jointly contributed towards this accomplishment.

5.   Refine merit, tenure and promotion policies

Dr. Arshad advised the academic heads to make interventions that are thoughtfully done and with rigorous analysis. He believed that although it takes time, but it creates a long-term impact. Every organization should define and publish its promotion policies, tenure criteria and ensure that faculty is advised on the criteria on a regular basis. Polices should be defined that shows how one can become excellent in teaching and research instead of seniority only/basis. Later, he also discussed the importance of peer evaluation. He believed that it is a structured learning process for students to critique and provide feedback to each other on their work.

At the end of the session, Dr. Aneel Salman thanked the Guest Speaker, Prof. Dr. Arshad Ahmed to enlighten the participants with various learning strategies of Student Engagement and presented a shield to him as token of appreciation.

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Dr. Tahir Naeem
Director P&D CUI

Dr. Tahir Naeem is serving at COMSATS University Islamabad since July 2001. Since inception, he is heading the Directorate of Planning, Development & Human Resource Development at CUI (erstwhile CIIT). Dr. Tahir Naeem was the principal author and principal custodian of the Strategic Plan 2005-2020 of COMSATS University Islamabad. He is Chair of the Strategic Planning Committee entrusted to develop the strategic plan of CUI for the next 15 years.

Dr. Tahir Naeem holds his first degree in Civil Engg. from UET, Lahore (1989), MBA with a major in Management of Technology from the Asian Institute of Technology, Bangkok (1994) and Ph.D. from University of Leicester, Leicestershire (2019).

His disciplinary interests include project management, institutional development, projects concept formulation, quality assurance, science & technology policy planning, human resource development and so the like. He has published and regularly lectures on such and similar areas.

Session III- Strategic Planning and Goal Setting for CUI

Dr. Tahir Naeem, Director Planning, Development and Human Resource Development, Islamabad campus, CUI, conducted the session on Strategic Planning and Goal Setting for CUI. The speaker opened his talk by presenting the background of the university and how was the journey throughout these years. He said that he wants to cover all possible aspects which are related to Strategic Planning and Goal Setting.

Dr. Tahir defined Strategic Planning as it is an expression of resolve of the higher management to see the entity of an organization down the road longer in the future. The purpose of this is to analyze the shape of an entity. It may be for an individual, business or for an organization. So strategic plan is

related to the future planning that where do we want to see our business or organization in 10 – 15 years. It involves all the efforts, resources and time to reach those goals. The strategic plan serves as a common platform or as a communication tool so that all different people who work in that organization, the entity can converge their actions and energy to realize the goals that have been set for them to achieve as a whole. It also serves as a source of authority because if you see anything which is mentioned in the strategic plan, this gives you a sense of action to work on those lines.

He believed that the Strategic Plan consists of several components. The first one among these is Vision. The vision is sort of a hope, a dream, a resolve or a touch stone to which everyone will try to reach. The vision lies in the future and it makes people ambitious to achieve the target. Vision is different from business plan because it is a sort or resolve or commitment. It is not related to financial gains.

The second component of Strategic Plan is Mission. Mission is related to the steps that how we are going to achieve our vision. It is related to our strengths. It is also different from business plan because it is an incentive or motivation to realize our plan and it is not a revenue generation plan.

The third component of Strategic Plan is Values which are the inherent characters or qualities of an institution. This forms the basis of taking decisions in an organization. It may be integrity, sustainability or transparency. These are the values which we conform while taking our decisions.

The next component is Strategy. Strategy is basically the way through which we may realize our vision and mission. It is a commitment to ourselves that how we can achieve our vision and mission.

Then comes the Action Plan. It is something that deals with the detailed physical activities that an organization takes up. He highlighted that the strategy is like the intellectual part whereas action plan is the physical part. We may say that strategy is a white-collar job and action plan is the way of implementing things and it is a blue-collar job. We cannot compare this blue-collar job with the industry, but in an entity, it is taken as that part of the job which we take up to objective set forth and try to reach the destination.

Assessment is the last component shared by the speaker. Assessment is a regular process which is

related to the feedback. It may be an external feedback or internal feedback. We can have some Key Performance Indicators or some other measures like periodic assessments that take place. This provides feedback to the whole move and the basis of next iteration of the whole plan itself.

Further, he spoke about the Stakeholders of the strategic plan. He presented a question here that who takes up the responsibility of strategic planning. This is not taken up by the senior management or senior academics; rather it is shaped up by collective efforts of large number of actors. Firstly, there are Supervisory and Regulatory bodies, which include the Higher Education Commission (HEC), funding agencies, planning commission and several other entities. Then there is accreditation body that sets the standards for an organization. Then we have planners at institutional and national level. One of the very important stakeholders is the Alumni. The speaker shared with pleasure that we have a good number of alumni and they are representing us in different organizations. There is a nomination from our alumni by senate as well and we hope to get it nominated in future.

The Senior Academic and Administrators have a prime responsibility. They are the ones who have to get feedback from all different quadrants. They are the ones who have to synthesize and put things in black and white. By authorities we mean the Rector, the syndicate and the senate. Then we also have to satisfy the bodies which support us when we move to achieve our strategic plan. After that we have students and parents which are our principal clients. We must satisfy them the most and look into their needs and requirements. We should give them a part in decision making and this can be done by the upper tier, so that they can be good on their own. After this we have community and neighborhood. The society can benefit from an educational institute at small and large levels. The next stakeholders are national and international universities and the multilateral entities which are beneficial for us. The staff

is also the stakeholder and it includes the faculty, managerial and services staff. They are not only the part of the team, but they also make university achieve its goals.

These were the actors who play vital roles in a university. We still have much competition in the market, so we need to work hard and raise our standards in order to achieve more. There are international criteria as well which we must attain. A good

institution has to be good in all aspects. There are many different people who contribute in the crafting, formulation and administration plan but nevertheless there must be a process which allows different groups to correlate and collaborate. In CUI, we identify a core group which takes up the stock taking and comes up with a plan and that plan passes through different administrative reviews. By administrative reviews, the speaker meant all the stakeholders. They criticize and draft the plan which is then discussed by consultants. Further it is discussed, criticized and re-visited by the core group. Then it is presented for approval to an empowered body which in our case is senate and syndicate. Then it is disseminated and implemented.

The domain expert shared the history of strategic plan from 2005 till 2020. By 2010, the institute was given a charter and it was present in all provinces of the country. It was also ranked among top five national universities. Then the focus was on Science-led Engineering. By 2015, we were among the top 100 universities of developing world and our focus was on social sciences. By 2020 we achieved a position among top 500 universities of the world. Now the focus is on medical and biological sciences. Further the speaker threw light on the strategies which were adopted by the institute initially. The institute invested mostly on the human resource. They sent their people to study abroad and come back with much knowledge and skills. Then this organization won the political interests. The next step was winning the administrative support. We attained this by gaining the trust. Whatever we said, we tried to fulfill it within the given time frame. It was a very difficult task as there were many troubles and issues during the way. We were a small institute then, but we managed to overcome the difficulties and secured the support. So, working on the human resource, building an empowered team and with much compassion, we stood up fast in the market.

We have a new exercise with us now. HEC has come up with a plan called P-15 in which they tend to provide support to the universities who will be asked to move further up in longer run and are compliable to the eligibility criteria set by them. This project is not fully announced, but still we have been working on this so that once it is announced we can present our plan. We have a new team at the helm. There is a new rector, new directors, new deans etc. and several of new team leaders. There is a significant change in the business environment after the pandemic. The

government has announced that it is mandatory to get education from the ages of 5 – 16. This excludes the university education. We must think on lines where we can generate both human and financial resources. The speaker shared more details about HEC's P-15 project where it will nominate only 15 universities that will work on the fast-track development transforming the universities into World-Class higher education and research institutions. At the same time, the speaker wasn't sure that whether this project is still available by HEC or not. He said that if it's not available even then they keep on launching similar projects.

The objectives of P-15 universities are to develop world class centers of learning, produce high quality graduates, and attract foreign students. There is a process which is not fully defined, but we may get the idea of looking forward to P-15. There will be eligibility criteria for it so that every university may not apply for it. Only those which meet the threshold will be eligible for it. The first criterion is that we must have 15 years strategic plan which must include the SWOT analysis. There must be a detailed Action Plan for 5 years as well. There will be rewards given with the P-15 project. They will grant 10 billion rupees to each university in 5-year time. They will also be investing in giving scholarships, construct new labs etc. There will be huge support for the universities which are moving up the league tables. The universities will be given autonomy in all ways and there will be a large increase in funding. There are certain promises made by the government so that the universities move up in their league.

The speaker shared the components of strategic plan for the 2022 – 2037 periods. He said that the university must revise all components again for the future. At the time of inception 'Values' were not defined because we were a new to define them, but in our next plan we tend to define our own values. A question was raised that how do we select the location of our campuses? The answer to this question was that this is up to the will of the government which we have to comply. The government wants to set up the universities in the far and wide of the country. In short, we rely on political support. The second query was regarding staff and faculty, that we are not doing enough for the faculty and staff training. COMSATS distinct itself from other large institutions and is the prime institution which has the largest faculty and staff community in the country and we have set up the Faculty Development Academy. Our HRD program comprises of 1100 people which is a huge number of people who are funded by HEC for higher education.

The next question was related to infrastructure. During the last two decades, COMSATS is the second after NUST to get the most funds from government. By government we mean different ministries. The reality is that we are seven campuses, but we are not getting grants for all campuses. If the government gives grant for one campus, it will not give more funds for the other campuses. We need to convince the government that it may treat this university as seven campuses and not as one university. Getting funds from the government is a maneuvering process.

The domain expert then discussed the SWOT analysis of CUI. He started with the strengths which include that we are in the national ranking. Our academic reputation is good and our campuses are spread throughout the country, so this is another edge to us. We have a handsome PhD staff as compared to other universities. Then our research program is elaborate and we have having international collaborations in this regard as well. We have a great number of alumni. We have a good project management prowess. Whenever given any project we have always fulfilled all tasks responsibly. The industry is hiring our product which is also strength for us.

After this, the weaknesses were elaborated by the speaker. The infrastructure tends to be less supportive. There is a low number of international faculty as well as students. Retention of qualified faculty and staff is becoming another issue for us. The interpretation of HR policies is uncertain. There had been issues with HR policies. We need to be more transparent on these policies. We do enter into a number of national and international MOUs but due to lack of funding, we cannot fully realize that potential. There is a demand of opening new campuses, but it has a downside as well. We must thin out the financial resources which are usually for the other sides of the organization.

Opportunities were also highlighted by the domain expert. There are better prospects for us for national and international ranking. We have a mandate of presence in all provinces of Pakistan. Although we have a huge academic plan, still we can expand our academic plans. There are many areas which we haven't touched till now. They can be medical program, agricultural areas, media studies etc. then the faculty itself offers promises both in terms of growth point of view and achieving academic success. We still have more prospects for international ties and collaborations. There are more prospects for government funding and we can become a part for that. We need favorable HR policies for this. We have project management prowess on the basis of which we may get more avenues for growth and expansion.

The threats were also discussed by the speaker. Firstly, the expansion of our campuses may jeopardize our quality and sustenance. Then the reliance on government funding lessens our autonomy. The increased price hikes have created problems not only for us but also for the parents of the students who are studying with us. If this keeps occurring, then there will be a decrease in revenues. For CUI Lahore campus, we have very heavy contractual commitments. There is a cumbersome track to process international collaborations because it takes much time to get approval from the senate. The equipment used is labs and other tools and gadgets need to be replaced but we don't have funds to do so.

In the end, the speaker summarized the goals of CUI. He emphasized that the marginal returns are going to lower as we move up the league. Nevertheless, it gives us the sense of direction that how we have to move and which direction do we have to take. A question was asked that the programs that are being run by the existing campuses, there seem no progress in them. The participant requested the speaker to share his views about this. The speaker tried to do justice while answering the question. He said that since there are many stakeholders, so it is not easy to take the decisions independently. The

HR is reframing its policies and trying to be more transparent to avoid problems in future. We have always tried to open medical programs or more social sciences programs, but due to constraints we are not able to do it.

Another question was raised asking is there any provision or growth of virtual campus in this strategic plan? The speaker replied that there is much change post-pandemic, but we have been better than other institutes because we were already doing hybrid learning previously. The commission has new policies now. The universities are only contributing 10 – 11%. The government has now asked us to change the regime, so we have to adopt new regime to overcome such problems. COMSATS have already a good history. So, things will be more favorable for us. We are good at taking new initiatives.

When asked that being a public sector university, what additional role CUI is playing to generate additional benefits. The domain expert elaborated that we are trying to explore public – private prospects. If we want to increase resource base, then we have to increase programs. But this requires new faculty. We are seriously thinking of adopting affiliation model. We can introduce associate degree program. We are trying to add to our assets. Things are being discussed. Some of them might be adopted now but some in future. We are being cognizant. The president is now trying to undo some stipulations regarding distant learning which will be beneficial for us. This will help us in generating more revenues. It was an insightful session where there was much interaction and participants went with new knowledge and awareness.

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Prof. Dr. Junaid Mughal
Director CUI Attock

Prof. Dr. Muhammad Junaid Mughal has an excellent academic record and has made significant contributions in teaching, research & development. He is the pioneer of the Semi-deterministic technique in wideband channel modeling and is a co-inventor of Acousto-Optic based optical filter and optical attenuator, and MEMS based optical filters and beam profiler.

Dr. Mughal did his MSc Electronics in 1993 from Quaid-i-Azam University, Islamabad. He secured First position in MSc Electronics and First position in Natural Sciences, and was awarded Chancellors Medal and foreign Merit Scholarship by the Ministry of Education, Government of Pakistan for M.Phil and PhD studies. In his M.Phil degree, completed in 1995, he secured first position and was awarded Gold Medal for his outstanding performance. He completed his PhD in the field of Mobile communications from The University of Birmingham, UK in 2001.

After his PhD he joined Nuonics Inc., Orlando, FL, USA, as Director of Engineering. During this time he also worked as visiting Research Scientist in CREOL (Center for Research and Education in Optics and Lasers), University of Central Florida, FL, USA. Prof. Dr. M. Junaid Mughal has vast meritorious teaching experience. In July 2003, Dr Mughal joined Glulam Ishaq Khan Institute (GIKI), Topi, KPK as Assistant Professor in the Faculty of Electronic Engineering and later was promoted to the position of Associate Professor and Professor. He served as Dean of the Faculty and Dean Students affairs. In August 2013 he joined COMSATS University Islamabad as Professor of Electrical Engineering and served as Head of the Department and at present is serving as Chairperson. Since 2018 he has been serving as Incharge Academics CUI, he has taken many initiatives to enhance the overall teaching expertise of students. During Covid-19, he designed and implemented the online leaning techniques commendably.

As a professional Electronic engineer and researcher, Dr. Mughal has published important papers in the areas of RF propagation, antennas, metamaterials, scattering and optical communications. He has 65 papers in international peer reviewed journals, 03 US patents, and above 60 international refereed conference publications including technical reports to his credit. Dr Mughal has been a resources person for many Pakistani Universities in OBE system and as reviewer by PEC.

1. Session IV- Outcome Based Education: Rethinking Teaching, Learning & Assessment

The last module of the first day was conducted by Dr. Junaid Mughal, Director Attock campus, CUI. Dr. Mughal shared the history of this module with participants and told that he has been working with OBE since 2016. He opened his talk by defining the goal of education. Traditionally it was defined as 'transferring knowledge' which means that prepare curriculum, teach it to students and achieve the goals. In other words, whatever is in the libraries, get it transferred into students, but today it has a different meaning. These days, education refers to setting up of curriculum at different levels, then teaching the same curriculum and obtain the academic goals. After all the research and experience, one can conclude that the goal of education is to develop 'Human Thinking'.

The next step would be how to develop human thinking? For this, learning/education systems were developed. Over the period of time, these systems were developed by engineers and practitioners. There have been four kinds of learning systems developed: Traditional Education System, Mastery-Based Education System, Competency-Based Education System and Outcome-Based Education System. The journey began from the classroom lectures, and teacher – centered system till promoting higher forms of thinking rather than just memorizing the given information.

After elaborating this, he threw light on three kinds of Education Systems: Learning Classification, Learning Pedagogy and Assessment Methods. The domain expert discussed the old schools of thought which were in favor of Learning Classification. While elaborating Learning Classification, the speaker shared different schools of Taxonomy which means classifying things. Solo Taxonomy and Fink's Taxonomy was just mentioned, but Bloom's Taxonomy was much elaborated during the session. Bloom's Taxonomy is applicable from the early years of a child's education till his university life. Bloom's Taxonomy is covering Cognitive, Affective and Psychomotor skills that are why it is applicable and more usable.

Then the second kind of education system i.e., Learning Pedagogy was shared in detail. This type of learning heavily relies on psychology. This system included teaching methods and the ways in which such goals may be achieved. It involved Passive and Active learning. Passive Learning refers to the conventional style where a teacher gives a lecture and the student listens and learns from it. The speaker sighed that unfortunately, our online learning is also passive. Active Learning had its own benefits, as it leads to group studies, problem solving and focusing on the real-world problems, but at

the same time it becomes hard to cover the given syllabus. Then Assessment Methods were highlighted by the speaker. Assessments are a good way of assessing the students and there were nine methods which were shared with the participants. The assessment must be formative, summative, diagnostic, authentic, dynamic, synoptic, criterion – referenced, norm – referenced and ipsative. Traditionally, the students were assessed by their memory retention. Today, this parameter is not enough to gauge the knowledge and skills of any student. There must be different criterion for assessing students. A good teacher must identify the problems/deficiencies of each individual and then work accordingly. He also emphasized that traditional student assessment is not sufficient to judge the student. Later, he quoted some live examples.

Traditional student evaluation included 'Reference Letter'. There are standard reference letters with the university which are awarded according to the CGPA and not according to the caliber of a student. This is a big loophole in the system that we do not know the specialties of a student, rather we just grant the letter according to his/her scores. We do not keep in mind that companies are hiring graduates for their skills and not for their degrees. Here the speaker referred a book to the participants for reading, "21 Lessons for 21st Century".

What are the desired attributes in college graduates? How should we prepare ourselves and our students to survive in this uncertain world? A student of today will be working in 2050 as well, so will he be given the skills which will be needed in that era? These questions were posted by the trainer. Here he again posed a question that shall we leave the course work of Mathematics, CS, and Engineering etc.? The answer to this was, NO, as all the skills are already present in the course works. We need to reframe our teaching skills and need to work on teaching methodologies.

In the modern world, the employers look for skills like, Critical Thinking & Problem Solving, Teamwork & Collaboration, Professionalism & strong Work ethics, Verbal & non-verbal Communications and Leadership. We are facing limitations and such skills are not yet being taught in the schools. We need Outcome Based Learning. OBE aims to alleviate the deficiencies of traditional learning system by producing graduates that are required by the industry/market. There is a dire need of changing the mission and vision of OBE. Three components need to be added in OBE that are, Program Educational Objectives (PEOs), Program Learning Outcomes (PLOs) and Course Learning Outcomes (CLOs). The institute needs to ensure that all individual CLOs have been achieved by students, if that is done then PLOs will also be attained. Consequently, PEOs and program mission will also be accomplished. When we produce a graduate, what do we want to see in him? He might be

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good in academics, but lag in communication. On the other hand, a student might not be good in academics, but has got strong communication skills, able to work in big team and has good work ethics. We need to focus on what he will become after 4 years on completion of his degree. This will be the Learning Outcome. We need to inculcate unique traits in our students to make them stand out in the market. Our CLOs should be observable and measurable. Our focus must be on learning. For example, if we are taking an assessment or giving an assignment, what will be the learning from these? All quizzes, assignment, assessments etc. must touch the CLOs. This is how we can implement OBE. Dr. Mughal also shared that OBE is a cyclical approach which needs to be working continuously. These three components were much elaborated by the speaker.

In short, the goal is that every form of academic assessment, be it a quiz, assignment, exam or oral exam etc. it will contribute to CLOs which are defined for a course. We must make sure that how any assessment contributes to achieve the goals of a program. Overall, it was an interactive session. The trainer thoroughly replied to all the queries raised by the participants.

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Prof. Dr. Saleem Farooq Shaukat
Director CUI Vehari

Prof. Dr. Saleem Farooq Shaukat has a long and outstanding career in the academic research and teaching, spanning more than thirty five (35) years in the field of Optoelectronics, Optical Communication and Optical Networks. He completed his Masters from Quaid-i-Azam University, Islamabad, Doctoral Degree from London and the Post Doctorate from China.

He has been awarded the Productive Research Scientist Award by the Ministry of Science and Technology, Islamabad for Six times. He has published more than hundred (100) research papers in the International Journals / Conferences with a total Impact Factor of 107.56 and Citations 748. He has the credit of publishing the First Two United States patents from COMSATS. He is the author of different chapters of books published by International Publishers. He has supervised more than thirty five (35) research projects.

Dr Saleem has been working at Government College University, Lahore. He joined COMSATS Institute of Information Technology now COMSATS University in October 2004 and has been actively involved in teaching, research and administrative assignments, which is evident from the fact that most of his supervised research projects have been awarded the Best Projects in the International competitions. Moreover, he is the member of a large number of National and International organizations.

He has been the Professor / Head / Chairman of Electrical Engineering and Physics Departments and the Head of Academics & Research at COMSATS University Islamabad, Lahore / Abbottabad. He joined COMSATS University Islamabad, Sahiwal Campus as Director in November 2016. He is Director of Vehari campus since December 2020. He is concretely achieving the objectives of national and international importance with visible impact and significant difference in higher education.

Day-2

"Changing Tomorrow for Academic Heads of CUI Campuses"

Tuesday, November 30, 2021

Session I- Parameters for the recognition of a University

Prof. Dr. Saleem Farooq Shaukat, Director Vehari campus, CUI, conducted the first session of the second day which was on Parameters for Recognition of a University. After the introduction with all the participants, he started sharing his views about the parameters for recognition of a university. As per Dr. Saleem, there are five parameters for recognition of any university: Quality Teaching, Productive Research, Conducive environment for Faculty/Staff, Social Services and Self Reliance. He elaborated them in detail.

1. Quality Teaching

Dr. Saleem Farooq said that this is the biggest parameter. The university is producing graduates which are not only the source of income for it, but also this is the final product as well. The trainer posed some questions that we have to make sure that the graduate which we are producing is it meeting the current requirement of the market? Is our product well equipped to embark on any assignment? The grades which the students have obtained, whether he is capable of those? Can he present himself in the market? If the answer to all these questions is 'yes', then it's an ideal and excellent situation. We, the faculty and HODs must inculcate quality teaching in our students. For this, there are three major things which need to be done: Course Planning, Teaching Methodology and Evaluation. The domain expert elaborated all three domains.

2. Course Planning:

This is again a huge parameter to assess performance of a university. We must make sure that, is the faculty fully equipped? Are they clear with course objectives? Do they really know the broader goals of the course? The course must be planned in a way that it should stimulate the interest of a student. It is most important to develop the interest of student in any subject. If the faculty knows how to make lectures catchy and appealing, if they have full

command on the subject and they are committed, then there's no need to worry. A teacher must be interactive during classroom lectures. He must not be monologue in class rather he should keep taking feedback. Involve the students by demonstrations, quote live examples, and share case studies to make the lecture more practical. Here a question was asked from one of the participants that what is the best language to be used in class. The domain expert replied that use the language which majority of the people understand. Do anything which makes the lecture more understanding, interactive and easier. The lecture must be conductive and conducive. The faculty must involve all these tips in their lectures as these are the vital part of course planning.

Another important point which was shared said that a faculty member must know how to control his class within his first two or three lectures, as this will help the semester go smoothly. As the practice and experience says that keep the students busy and occupied so that they do not get time to go astray and mess around. Lecture preparing and planning have to be perfect. The speaker said that the beauty of this profession is that one can develop their own strategies to make the students learn.

3.   Teaching Process:

This is the second domain of quality teaching. The faculty members take the same course several times. They get relaxed while taking the course second or third time. This should not happen in fact they must add on new and exciting things into the course to make it more interesting and engaging. The more times you take the same subject, the better are the chances to deliver the course with perfection and flawlessly. Always arrange the lectures, quote examples and avoid using notes or books while delivering the lecture. This is not a good practice. Give references of good books and share technology examples to motivate the students.

A good teacher may jot down some points in small notes along with presentation, so that no important point gets missed out. A faculty member must prepare a lecture which may help students of all calibers. One must keep it to the average level so that all students may absorb it. Then the PLOs and CLOs were quoted but it was said that they are applicable after the degree has been completed. The speaker gave the idea of Lecture Learning Outcomes (LLOs). He said that we may evaluate our student right after the 90 minutes lecture. What was their mind frame before and after the lecture? How much their knowledge has increased and how much they have gained? Plan the lecture so that the main points come at a time when students are most attentive. It is very important to keep the student attentive throughout 90 minutes, so that after this time span, he would be able to say that he has learnt this

much. This will be the point where LLOs have been achieved. Now what are the strategies to achieve LLOs?

The lectures must be designed in 15 – 20 minutes blocks. A handsome time should be set for Q&As. The objectives of the lecture must be shared at the beginning and have to be discussed at the end of the session. Audio-visual presentations stimulate discussion process, field trips give a good learning environment outside classroom, dividing the class into small groups gives a chance of participation to everyone and allows brainstorming. Demonstration of practical or live examples/models is again a good teaching practice. These techniques may be used to activate our students.

4.   Students Evaluation:

Evaluation has to be taken in such a way that it may differ from the routine exams and quizzes. It should be taken in such a way that the ability of the students may be checked rather than their memorization. Their skills and knowledge should be measured. Make sure that the questions deal with the important and useful aspects of the subject. Simple and clear language must be used while making an exam. While making the Multiple-Choice Questions, try to use easy and simple language and avoid using phrases like "all of the above" and "none of the above".

The 'Grading System' needs to be revised. Currently we are using the one given by HEC. The HODs must make sure that a student might not miss out a better grade just because of a minor difference in his percentage. If this is the case, then there has to be some relaxation policy so that the student must not suffer for his whole life.

5.   Productive Research:

Universities are meant to generate knowledge through research and innovation. This thing distinguishes universities from schools and colleges. We are here to bring in new things and new knowledge. How can we do that? Research is the thing which can help us to achieve this goal. There are hundreds of examples where we can see that many underdeveloped countries have flourished over the years due to their research work. University – industry liaison, and spin – off companies are missing in our country. In 1945, Prof. Fredrek Terman made a Silicon Valley although world war-I was going on that time, but he kept working. It was his dream to make this and under his idea most of the multinationals are working even today and contributing 70% to the GDP of USA.

Similarly, many other countries kept making such companies and this led to their development. Good research gives good recognition to the country. Several campuses of CUI are working really well on the lines of research. The speaker quoted the example of Malaysia, that this country has escalated a lot. They have transferred technology in their country and now they are developing 100% of technological things in their own country. Unfortunately, there is no industry – academia linkage in our country. In China, it is obligatory for any industry to have a link with university professors. In our country, this part is missing. People are working for their own benefit and not for the country as a whole. The industrialists

do not think on the lines of indigenous research. Government is not taking any steps to resolve this serious issue. Government must bind the Chamber of Commerce to create this industry – academia bond. It should take out indigenous solutions for this problem. We must look into the impact of research on the society.

6.   Conducive Environment for Faculty/Staff

Being heads of the departments, it is your duty to make the faculty and staff, feel good. The HODs must make their environment conducive. Your behavior and attitude should be good towards all the employees. Instead of hiring visiting faculty from outside the university, get your own Research Assistants (RAs) or other assistants to work for you. This will not only increase their knowledge and experience but will also help them gather more finances. They may be able to earn a better living by this positive step. Environment of honesty and justice is missing and it needs to be improved.

The domain expert while answering a question said that being HODs it's really good to have all leaders of CUI sitting altogether. He again emphasized that it is one of the recognition parameters to make your employees feel good and respectful. HODs have to make their environment conducive. We have to think on lines that how can we make our work environment more favorable. One of the participants asked about the OGs and TTS scenario of the university. The speaker replied that the environment of honesty and justice is missing. We are offering privileges to only some of the employees, but unfortunately it is not given to all. There are loopholes in system. Another query was raised that if a director campus cannot defend his HOD then how can the HOD defend his employees? A campus must have all authorities with it. The speaker said that a campus may manage their own minor construction or buying new tools. If there is no need of PC1, then all campuses have enough funds to go for their own purchases etc. he quotes his own life example that he raised the campus from deficit to surplus. We must encourage faculty to sort out their issues on their own.

7.   Social Services

This is again one of the big parameters nationally and internationally. Whatever problems and issues we are facing as a society, we may transform them into a civilized nation. We must concentrate on this part of society. We must eradicate social evils like terrorism, poverty, illiteracy, injustice, drug mafia, child labor and child abuse etc. We must launch projects by which we can give awareness to the society. The universities play a vital role in spreading the consciousness among the people. We have many examples internationally where the universities have played important roles in creating awareness and eradicating social evils.

Another issue which we are facing as society on the whole is

8that there is no tolerance left. This is very unfortunate that people are lacking tolerance and patience among themselves. The quarrels rise on just petty issues and severe results are to be faced at the end. The speaker quoted the verse from Holy Quran which says that we must talk politely with one another. If we are in habit of talking nicely and controlling our emotions then, we can handle worst situations smoothly and efficiently.

8.   Self-Reliance

The last parameter elaborated by the speaker was Self Reliance. A campus must be in a position to run on its own expenses and must not look around for resources. A body which is self- sufficient and self-sustainable, then it is much easier for it to bear all expenses on its own and take the decisions independently. It may develop new labs and make other expenses without any hurdles or interventions. Here the domain expert quoted example from his own life of Sahiwal campus where he made decisions of building some labs etc. due to the funding he had gathered during his tenure. It was in deficit and with compassion and hard work of the whole team, he managed to bring the campus into surplus. Self-sustainability is always a good thing and it is good for university growth.

The domain expert presented a summary of the whole session at the end. The faculty has to be expert while delivering course. These days students are much smarter, so faculty have to bring in new ideas and concepts of teaching. The teacher must have good amount of delivering his subject so that when a student leaves his class after 90 minutes session, he should carry something constructive with him. The student must be curious to know about the upcoming session. We must provide conducive and favorable environment to our faculty and staff within limited

resources. He jotted down the points and delivered them once again to the participants. The speaker said that the faculty must take up some responsibility on its own and should not rely on the campus for everything. It was a small reinforcement session. He kept answering the questions from the participants throughout the session. Overall, it was a very interactive and learned session.

Session II - Team Building

Dr. Aneel Salman, director FDA delivered a talk on Team Building on the second day of the workshop. He started his session by emphasizing the importance of team building as it helps our workforce to get on the same page. He stated that there are no bad teams, only bad leaders. He further elaborated that a leader is responsible for maintaining and enforcing high standards of performance as his team works toward its goals. The leader must not dictate high standards only but to encourage others to communicate and enhance collaboration for eliminating communication gap. Good leaders always build trust and mitigates conflict. In addition, if a team or team member completes a task that is not up to mark, the leader needs to insist that task be re-done until it meets the standard.

He then shared a dot problem with the participants that there are nine dots and their task is to connect them all with only four straight lines. He advised them that lines must be connected without removing pen from the page and they cannot retrace the steps. Later, he explained it to participants that it's a skill that is increasingly important as we mature in our career and move into more strategic roles and those who are able to "connect the dots" are forward thinkers, innovators, and leaders. He then discussed the lesson learnt from this activity that when we are in a leadership position, we have to think out of box to solve the problems.

Dr. Aneel, further elucidated that leader has to think one step ahead of his team. He then posed question to the participants that why certain academic heads can get best out of their teams and others don't. He further explained that in one university/campus some departments are doing good job while others are not. What factors do you think really impact and what is the reason behind this that some perform good while some are not performing well. The participants responded differently—-Focused, teamwork, willingness to do work/ out of box thinking/ lead from the front, unbiased/right person for the right job etc. Then he pointed out "teamwork is less me and more we". A leader must increase their motivation to complete tasks in a timely manner. It will help in rising the productivity.

He further explained the importance of teamwork by demonstrating a picture of two donkeys who want to enjoy the fresh grass but their necks were tied together with ropes with their backs to each other and there was a pile of grass. Then they look attracted to the grass that is in front of them. They begin to draw closer to the grass but they cannot reach the grass because they are interconnected and not too long. Because they love the grass, they force themselves close to the grass but still cannot. And they have confused each other and lagging discuss how to be able to enjoy the grass. He then asked the

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participants, how they will eat the pile of grass while they are tied together. Later, he shared the solution to the participants that they will eat the grass in the first pile together then eat the grass in the second pile together. This is the only solution they can enjoy the fresh grass together. He pointed out that when we are working in a team solutions become easier. Moreover, greater things are happened in any organizations are never done because of one person but due to teamwork.

Dr. Aneel then shared the research done by IBA Karachi about the kinds of Managers i.e. Helicopter Managers and Atomic Managers. He further elaborated that atomic manager are good managers. They always understand the best possible solutions. He stressed that while working in a team, the first and the foremost thing is to develop connection with team members. In addition, to that he explained the difference between good team and a bad team.

According to him, the real definition of team building is "I'm with the team". He highlighted that once, we have assigned the task, then we should trust our team members.

He also discussed the project Aristotle —After looking at over a hundred groups for more than a year, Project Aristotle researchers concluded that understanding and influencing group norms were the keys to improving Google's teams. Moreover, in a team, things get better and productivity can enhance. However, in a teamwork certain problem may occur. He said if the problem is consistent and unaffected by efforts to correct it, then a leader needs to take more serious action. In a team, if some members are working but somehow one team member consistently performs poorly despite the leader's efforts to mentor and help him to improve and is holding the team back from its potential success, the leader must remove him from the team as a means to maintain high standards.

Later, he shared that sometimes we make a team, 3 members are working very well, fourth is not working as required. We will stop giving him task. The moment we will stop giving him work/ task he will feel that I'm neglected and a team can work without me. It's better not to go. Ultimately, as a team leader, we will start ignoring him. This is the biggest flaw of the team because we have developed the eco that we can work without him. He quoted that being a team leader we have to make him clear that I have trust on you and you are part of our team. He then shared the example of jigsaw puzzle when we pull out one puzzle, the picture is not completed. He highlighted that most of the organizations requested not to put that person with us in a team in next project. He stressed that this is not the right solution. We have to take work from everyone in the team. Being a good leader, make him feel secure and give him confidence instead of kicking him out. Leaders have to make each member of the team productive.

He also shared "Leadership and the PLATEAU of Change" with the participants. He explained that there are so many ways in which we find this perspective useful when approaching change. One is to see change in order to achieve desired outcomes. He stated that organizational leaders get to a plateau, plant the victory flag, and declare success, even though they are far from the outcomes that they claimed necessitated the change in the first place. He further elaborated that each plateau is a place to rest, to recharge, to reassess the path we are on and where it is taking us. It can be the place to replenish our resources and our spirits.

Dr. Aneel also explained the qualities of a Credible Leader. He believed that credible leaders are honest, competent, inspiring and forward looking. Moreover, the most effective teams share information openly, participate in the team's task, encourage each other, and use all of the team's resources effectively. He further elaborated that when groups are formed into teams, roles and interactions are not established. Some members may observe as they attempt to determine what is expected of them while others engage the team process immediately. As members learn their roles, they find ways to work together and learn about team issues then team leader ensures the team runs as smoothly as possible, and goals are hit, they should implement the five stages of team development: forming, storming, norming, performing, and adjourning. Later, he explained these stages in detail.

1. Forming stage

This stage involves a period of orientation and getting acquainted. Uncertainty is high during this stage, and people are looking for leadership and authority. In this stage leaders could enhance team development by sharing responsibility and developing a climate of trust and respect.

2. Storming stage

The storming stage is the most difficult and critical stage to pass through. It is a period marked by conflict and competition as individual personalities emerge. Team performance may actually decrease in this stage because energy is put into unproductive activities. Members may disagree on team goals, and subgroups and cliques may form around strong personalities or areas of agreement. To get through this stage, members must work to overcome obstacles, to accept individual differences, and to work through conflicting ideas on team tasks and goals. Teams can get bogged down in this stage. Failure to address conflicts may result in long-term problems.

3. Norming stage

If teams get through the storming stage, conflict is resolved and some degree of unity emerges. In this stage, consensus develops and members realize their commonalities and learn to appreciate their differences too. Team performance increases during this stage as members learn to cooperate and begin to focus on team goals. However, the harmony is precarious, and if disagreements re-emerge

the team can slide back into storming.

4.   Performing stage

In the performing stage, consensus and cooperation have been well-established and the team is mature, organized, and well-functioning. There is a clear and stable structure, and members are committed to the team's mission. Problems and conflicts still emerge, but they are dealt with constructively. The team is focused on problem solving and meeting team goals. In the end, He advised the participants, look for ways to increase the team's capacity.

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Prof Dr. Shafaat Bazaz
Vice Chancellor LUMS

1999–2000: Technical University of Denmark (DTU) as Research Assistant Professor. supervised CAD for MEMS project funded by Denmark Technical Research Council.

2000-2006: Worked in CMC Microsystems in Canada as Senior Staff Scientist in Microsystem Engineering. Developed chip design, fabrication and test services through fabless design manufacturing network to 22 Canadian universities in the area of MEMS and Microfluidics chip design, Fabrication and Testing.

2003-2006: Visiting Professor, Department of Electrical Engineering, University of Waterloo, Canada.

2006-2011: Ghulam Ishaq Khan Institute of Engineering Sciences and Technology as Foreign Professor under Higher Education of Pakistan's (HEC) program of Foreign Faculty Hiring Program. Acted as Dean Faculty of Computer Engineering and Science.

Since 2011: He joined CASE (Center for Advanced Studies in Engineering) and established a new department of Computer Science.

2015, promoted as Dean Academics of CASE to lead this organization full of top professors, Scientists, Engineers and professionals. He worked with the Engineering Education Trust sponsor of CASE to obtain the federal Charter to transform CASE to a degree awarding SIR Syed CASE Institute of Technology

2018: appointed as founding Vice Chancellor and had been instrumental in developing its own Campus in Sector B 17, Islamabad.

Since the inception of degree awarding institute, he worked with his team to develop 15 new programs at Bachelor, MS and PhD levels.

Session III: Revisiting Our Academic Models

Third session of the day was delivered by Prof. Dr. Shafaat Bazaz, Vice Chancellor, CASE University, Islamabad. He opened his talk by expressing his deepest gratitude to all academic heads of CUI. He stated that teachers are leaders and best teachers are great leaders. He emphasized that teachers must lead by example as their students will follow them in the way they act, speak, and behave. In addition to that, he advised the academic heads to train their students through challenging activities and rigorous learning.

He highlighted that present education system is facing enormous challenges due to rapidly changing technology-based economy. He further explained that universities cannot grow overnight. In addition to that, he intimated about efforts/struggle done behind the establishment of CASE university. When we build a new university or start a new business it takes time to grow. He was of the view that people used to criticize but every business take at least 10 years to show performance.

Dr. Shafaat urged that there is a need to redefine the role of a teacher. He was of the opinion that teaching is a multifaceted profession and a good leader is the one who is always ready to make changes and create an impact on the lives of the students they teach. He emphasized that passion, drive and reflection are the hallmarks of an educational leader. Moreover, the best leaders always learn from their experiences in a thoughtful and strategic manner.

He mentioned that teacher must know the history of his country. Later, he explained the history of Mughals' Emperor in reference to the education system of that tenure. He quoted that Akbar, the great Mughal ruler, showed greater interest in education. He further elaborated that in his tenure, instruction was free and the relation between the teachers and the taught was cordial. Moreover, there were great centers of learning and people were preoccupied with theology and the conduct of life. The educational syllabus was laying more emphasis on moral education. He stated that the decline stage of that tenure started when they did not give importance to education.

Dr. Shafaat stressed that good leaders need to find the right direction and change their thinking style. He believed that education is the backbone of any society and university is the source of strength. He emphasized that education plays a huge role in developing a society and the societies who knows the importance of education strives hard to acquire it. He appreciated that many teachers today, understand that the essence of education is a close relationship between a knowledgeable, caring adult and a secure, motivated student. He suggested that academic leaders need to grasp that their most important role is to get to know each student as an individual in order to comprehend his or her

unique needs and learning style. He was of the opinion that teacher can be rightly called a nation builder.

Later, he praised the management of CUI for making rapid growth of COMSATS University besides mentioning the struggle behind its establishment and its strength. He pointed out that improvements are an ongoing process, and each university has its own specific needs; however, there are few common improvements that are necessary for many organizations on an ongoing basis. He also shared the experience of the growth of different universities across Pakistan.

Dr. Shafaat also highlighted the strong education system of International Universities. He believed that a nation is built by its citizens, citizens are moulded by teachers so if a student is not productive then it's not his fault. It's the responsibility of teachers that being a good leader bring reforms. He suggested that the purpose of education must be clear to all of us. He is of the view that universities can play an important role in Economic Growth. The most obvious channel through which universities create economic growth is as producers of human capital. Education raises people's productivity and creativity and promotes entrepreneurship and technological advances. In addition, he assured the participants it plays a very crucial role in securing economic and social progress and improving income distribution. He pointed out that leaders can have greater impact on Economic growth. If a teacher produces good graduates, it will help the country to accelerate the economic growth and our country can get out of debt as the students will find new ventures.

Afterwards, Dr. Aneel Salman presented a shield to the Dr. Shafaat Bazaz and expressed gratitude to him for sharing his knowledge and time with our Academic Heads.

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Prof Dr. Muhammad Ali
Vice Chancellor QAU

Renowned academician Prof. Dr. Muhammad Ali (Tamgha-e-Imtiaz) has joined the Quaid-i-Azam University (QAU) as Vice Chancellor on November 23, 2018. Dr. Muhammad Ali has brought his vast experience in higher education to QAU. He has joined the QAU from the Government College University (GCU) Faisalabad where he was serving as Vice Chancellor.
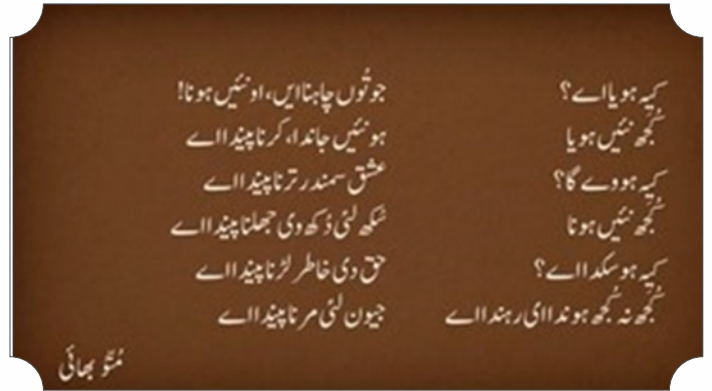
Dr. Ali is an eminent academician by professional background, specializing in the field of Biological Sciences. He earned his PhD in 1999 from the University of Wales, UK and Post Doc from MU, Colombia USA in 2008. He won 19 national awards on the basis of research and teaching quality including Pakistan Academy of Science Gold Medal, Best University Teacher Award and Tamgha-e-Imtiaz.

Session IV- Establishing Industry Academia Linkages

Prof. Dr. Muhammad Ali, Vice Chancellor, Quaid-e-Azam University started his inspirational and motivational talk by focusing on to be a good human being. He believed that teachers have a very significant, lifelong impact on their students. This impact involves not only the teaching of particular academic skills, it also helps in fostering student self-esteem. He highlighted that reinforcing self-esteem in the classroom enhanced motivation and learning. Dr. Ali further elaborated that a good teacher could teach something that we will remember for a day, but a great teacher will teach you something that you will remember for the rest of your life. A teacher can influence many important characteristics in a person's life.

He stressed that universities need to reconfigure graduate programs to better prepare aspiring professors for teaching. He further emphasized that there is a dire need to adopt outcome-based learning techniques in our universities at multiple levels. It will empower the students to choose what they would like to study and how they would like to study it. He shared few words of Muno Bahi. He further elaborated that faculties usually define the learning objectives of their courses and various programs without keeping the goals of students. He insisted that we have to determine what type of students we want to produce. He added that many universities are offering large no of degree programs, courses, and extracurricular opportunities, but unfortunately by the end of the educational experience, our students are not achieving the desired goal. He reiterated the academic heads to produce quality students and graduates. In addition, he pointed out that parameters of teachers' performance need to be improved and teaching quality must be assessed on regular basis.

He highlighted in our country we do not need to open subject specific universities. There is a dire need to open multi disciplinary universities. He quoted the example of Harvard University that they are offering diverse disciplines to their students and they are successful. He also explained the Chinese Model of higher education.

He elucidated that every university has ORIC, Business Incubation Centers. He recommended that we should create business opportunities from within the institution. We should learn lessons from renowned universities around the world who are creating businesses opportunities from within their institution. He suggested that teachers must adopt the strategies to develop leadership skills in their students. He urged that the faculty must adapts the role of instructor, trainer, facilitator, and/or mentor based on the outcomes targeted.

Prof. Dr. Muhammad Ali pointed out that our faculty members feel the pressure to publish large no of papers, especially towards the end of their PhD degree. As a result, they publish their work in any journal regardless of its international standing and recognition. He emphasized that highly productive papers should be published that have an impact on society.

Although, there should be a balance between quality and quantity in academic publishing yet the focus should be on quality over quantity to achieve better results.

Later, he advised the academic heads to learn at every stage of life. In addition, he emphasized that educating oneself has no age limit because learning is always believed to be a lifelong process. In the end, he quoted that everybody has a role to play in a university whether he is rector, professor, staff, or a student. He advised the participants to do your work with full passion and honesty, Allah will give you reward. In this context, he shared few words of Shakir Shuja Abadi.

At the end of the session, Dr. Aneel thanked Prof. Dr. Muhammad Ali for enlightening our academic heads with his wise words and useful experiences and presented shield to him.

All these presentations were followed by an exhaustive question answer session. The participants put a number of questions to the presenters for seeking clarification and sharing their experiences.

CHANGING TOMORROW

For CUI Academic Heads

Maj Gen M. Asghar, HI (M)
Director General Federal Government
Education Institutions (Cantts/Garrisons)

Major General Muhammad Asghar, Hilal-e-Imtiaz (Military), Director General Federal Government Educational Institutions (FGEIs) and Special Education has been serving in Pakistan Army since 1989. Has vast command, staff and instructional experience. The officer has the honour to command a prestigious regiment of artillery, an artillery brigade, an infantry brigade and an artillery division. He is a graduate of Command and Staff College Quetta, National Defence University Islamabad and Australian Command and Staff College, Canberra.

In addition to very rich military qualifications, his academic pursuits include M Phil in National Security and Public Policy from National Defence University Islamabad, MS Management in Defence Studies from the University of Canberra Australia, MSc in Art and Science of Warfare and and MSc in Military and General Sciences.

Represented Pakistan as Military Advisor in Astralia, New Zealand, Fiji and other south Pacific countries. He frequently exchanged views on multidimensional issues at the leading universities and think tanks in the region. He has the hounour of serving under the auspices of UN in Peacekeeping Mission in Liberia.

His areas of interest include strategic management, HR management and development, command and leadership, change management, de-radicalization, diplomacy and national security, defence management, nuclear studies, conflict resolution and management. For last couple of years he has been actively engaged in education leadership and management.

Closing Ceremony

At the end of the workshop, closing ceremony was held. Maj. General Muhammad Asghar, Director General, Federal Government Educational Institutions graced the ceremony as Chief Guest. He expressed his deep gratitude to all Academic Heads of COMSATS University, Islamabad and appreciated their active participation in the workshop. He also lauded the efforts of Faculty Development Academy to arrange such kind of training. He stated that he is planning to establish same

kind of training academy in their system. He urged that training is a continuous process and such courses need to be arranged for faculty members for their grooming and nurturing in teaching skills.

He was of the opinion that such ventures play very important and crucial role for grooming of Future Leaders and Mangers. He advised the Heads to keep the students' interest active and alive throughout and equipped them with a passion for life-long learning and an urge them to refine their standards. In addition, he recommended to design programs keeping in view of students' perspective.

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He highlighted that the COVID-19 pandemic has raised many challenges to our education systems. Yet, it also presents an opportunity to re-consider the delivery of education by those in educational leadership positions. Effective leaders played a vital role in creating the environments that support faculty and students to continue to be connected and learning during the COVID pandemic. He further elucidated that effective leader always predict the future challenges and possible solutions and in times of uncertainty by building community, coherence and equity around institutions/universities.

Maj. General Muhammad Asghar concluded his closing remarks by advising the Heads, "A real change can happen only with student empowerment and participation in every educational activity"

Thereafter, Dr. Aneel Salman, In charge FDA, in his vote of thanks appreciated the participants' involvement and their keen interest in the training course and urged them to use their learning in their respective work settings and provide feedback for continuous improvement of the program. Later, he presented a shield to the Chief Guest and thanked him for sparing his precious time out of his busy

CHANGING TOMORROW'
for Academic Heads
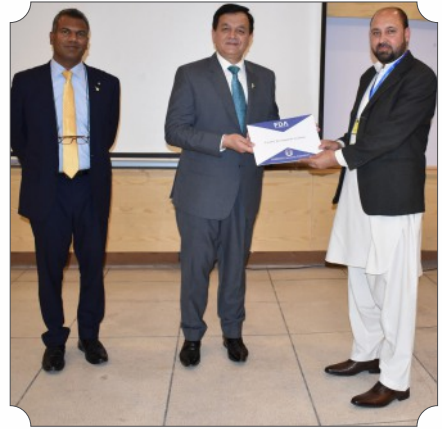
Key Takeaways

"If we don't change, we don't grow. If we don't grow, we aren't really living".

"The most fundamental and important truth at the heart of extreme ownership: there are no bad teams, only bad leaders"

"Learning to Give is the tool that you need to educate, equip, and empower to your students for a better world".

REMEMBER!!! "Any change in the composition of the team or its leadership will return the team to the forming"

"First we need to give ethical lessons to students".

"A real change can happen only with student empowerment and participation in every educational activity".

Participants' Feedback

1.   As an academician, the learning vista is unending for everyone and it must be enhanced through sharing of experiences of different people and FDA provides very good chances of learning by experiences of peers and seniors. These workshops/ conferences are continuous source of knowledge, dialogue, experience sharing environment of fraternity and career development. This journey should be continued and enhanced in regard to its periodic length.

2.   The success stories of entrepreneurs should be encouraged as speaker in such workshops to motivate others.

3.   Special workshops may be arranged for mathematical sciences groups to mould their mathematical knowledge into entrepreneurship and self-sustained businesses

4.   Some industrialists may be invited to address faculty to target the potential knowledge schemes that can enable the man force to tackle the practical problems of industry moreover, they can strengthen the industry- academia ties and future prospects

5.   Such workshops should be arranged on regular basis. Due to this kind of gathering, not only we update our working style but also get chance to collaborate with the people of other campuses of COMSATS.

6.   Similar kinds of refresher courses on a regular basis will help the HoDs broaden their vision and understanding making them more effective in performing their duties.

7.   The process must be continued with further better trainers.

List of Participants

Sr. No.	Name & Designation	Department
Abbottabad Campus		
1.	Dr. Umar Farooq, Head	Chemistry
2.	Dr. Qaisar Mahmood T.I, Head	Environmental Sciences
3.	Dr. Amjad Hassan, Head	Biotechnology
4.	Dr. Abdul Mannan, Head	Pharmacy
5.	Dr. Tahir Ali Akbar, Head	Civil Engineering
6.	Dr. Owais, Head	ECE
7.	Dr. Nasir Ali Khan, Head	Humanities
8.	Dr. Mazhar Ali, Head	Computer Science
9.	Dr. Muhammad Qasim Tanoli, Head	Earth Sciences
10.	Dr. Talat Nazir, Head	Mathematics
11.	Dr. Arif Alam, Head	Development Studies
Attock Campus		
12.	Dr. Saddam Hussain, Head	Management Sciences
13.	Dr. Khalid Mehmood Awan	Computer Science
14.	Dr. Muhammad Awais, Head	Mathematics
15.	Dr. Farman Ullah, Head	ECE

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Islamabad Campus		
16.	Ms. Amna Hashmi, Head	Art & Design
17.	Ar. Kifayat Hussain, Head	Architecture
18.	Dr. Sana Sabahat, Head	Chemistry
19.	Dr. Majid Iqbal Khan, Head	Computer Science
20.	Dr. Farhat Nisar, Head	Humanities
21.	Dr. Mahmood ul Hassan, Head	Mathematics
22.	Dr. Muhammad Imran Shahzad, Head	Meteorology
23.	Dr. Shurjeel Wyne, Head	ECE
24.	Dr. Mumtaz Ahmed, Head	Economics
Lahore Campus		
25.	Prof. Dr. Muhammad Asif, Professor, HoD	Physics
26.	Dr. Sadat al Shariyeh Hussaini Nasab Chairperson / Head	Architecture
27.	Dr. Muhammad Mohsin Associate Professor, HoD	Statistics
28.	Dr. Ghulam Murtaza Associate Professor, HoD	Pharmacy
29.	Dr. Murid Hussain Associate Professor, HoD	Chemical Engineering
30.	Dr. Ejaz Ansari Associate Professor, HoD	ECE
31.	Dr. Muhammad Waqas Anwar, Head	Computer Science
32.	Dr. Kashif Ali Associate Professor, HoD	Mathematics

33.	Dr. Aqif Anwar Chaudhry, Head	IRCBM
34.	Dr. Shameem Fatima, Head	Humanities
35.	Dr. Rana Nadir Idrees, Head	Management Sciences
36.	Mr. Muhammad Ashraf Assistant Professor, HoD	Art and Design

Sahiwal Campus

37.	Dr. Muhammad Rafi Raza, HoD	Mechanical Engineering
38.	Dr. Sadam Hussain, HoD	Civil Engineering

Vehari Campus

39.	Dr. Muhammad Imran Khan Assistant Professor/HoD	Management Sciences
40.	Dr. Muhammad Imran Qureshi Assistant Professor/HoD	Mathematics
41.	Dr. Muhammad Ali Shahid Assistant Professor/HoD	Computer Science
42	Dr. Ali Ahmad Assistant Professor/HoD	Humanities
43.	Dr. Hafiz Faiq Siddique Gul Bakhat Assistant Professor/HoD	Environmental Sciences

Virtual Campus

44.	Dr. Saima Shaheen, HoD	Humanities
45.	Mr. Sana Ullah Khan, HoD	Management Sciences
46.	Mr. Muhammad Talal Hassan, HoD	Computer Science
47.	Mr. Khurram Shahzad HoD	Mathematics

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Wah Campus		
48.	Prof. Dr. Saeed Ahmad Advisor (Academic)/HoD	Civil Engineering
49.	Dr. Muhammad Iqbal Associate Professor / HoD	Electrical & Computer Engineering
50.	Dr. Muhammad Wasif Nisar Associate Professor / HoD	Computer Science
51.	Dr. Abdul Qayyum Associate Professor / HoD	Management Sciences
52.	Dr. Shabieh Farwa Assistant Professor / HoD	Mathematics
53.	Dr. Muhammad Shoaib Naseem Assistant Professor	Mechanical Engineering

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MONDAY, NOVEMBER 29, 2021
Inaugural Session Recitation of Holy Quran Aims & Objectives of the Workshop 0930 - 0945 hrs
Opening Remarks Prof. Dr. Muhammad Tabassum Afzal Rector COMSATS University Islamabad 0945-1000hrs
Personal Leader-Shift Dr. Aneel Salman In Charge Faculty Development Academy 1000 - 1100 hrs
COMSAST Teaching Excellence Framework Guest Speaker- Dr. Arshad Ahmad Vice Chancellor, LUMS 1100 - 1200 hrs
TEA BREAK1200 - 1215hrs
Strategic Planning & Goal Setting of CUI Dr. Tahir Naeem Director Planning & Development COMSATS University Islamabad 1215 - 1345hrs
LUNCH BREAK1345 to 1430 hrs
Outcome Based Education Prof. Dr. Junaid Mughal Director COMSATS University Attock Campus 1430 to 1600 hrs

TUESDAY, NOVEMBER 30, 2021
Parameters for the Recognition of a University Prof. Dr. Saleem Farooq Shaukat Director COMSATS University Vehari Campus 0930 - 1100 hrs
TEA BREAK1100 - 1130hrs
Team Building Dr. Aneel Salman In Charge FDA 1130 - 1300hrs
LUNCH BREAK1300 - 1400 hrs
Revisiting our Academic Models Prof. Dr. Shafaat Bazaz Vice Chancellor CASE University Islamabad 1400 - 1530 hrs
Establishing Industry Academia Linkages Prof. Dr. Muhammad Ali Vice Chancellor - QAU Islamabad 1530 – 1615hrs
Closing Ceremony Chief Guest: Major General Muhammad Asghar Director General, Federal Government Educational Institutions 1615 - 1700 hrs

CHANGING TOMORROW'
for Academic Heads

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For CUI Academic Heads

Participation Map

Campus	No. of Participants
Abbottabad	11
Wah	06
Attock	04
Islamabad	09
Lahore	12
Sahiwal	02
Vehari	05
Virtual	04
Total	**53**

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