



THE AGA KHAN UNIVERSITY

‘A GDIB DIAGNOSTIC STUDY’
OF
DIVERSITY & INCLUSION
AT
THE AGA KHAN UNIVERSITY



BASED ON

THE FOLLOWING THREE CATEGORIES





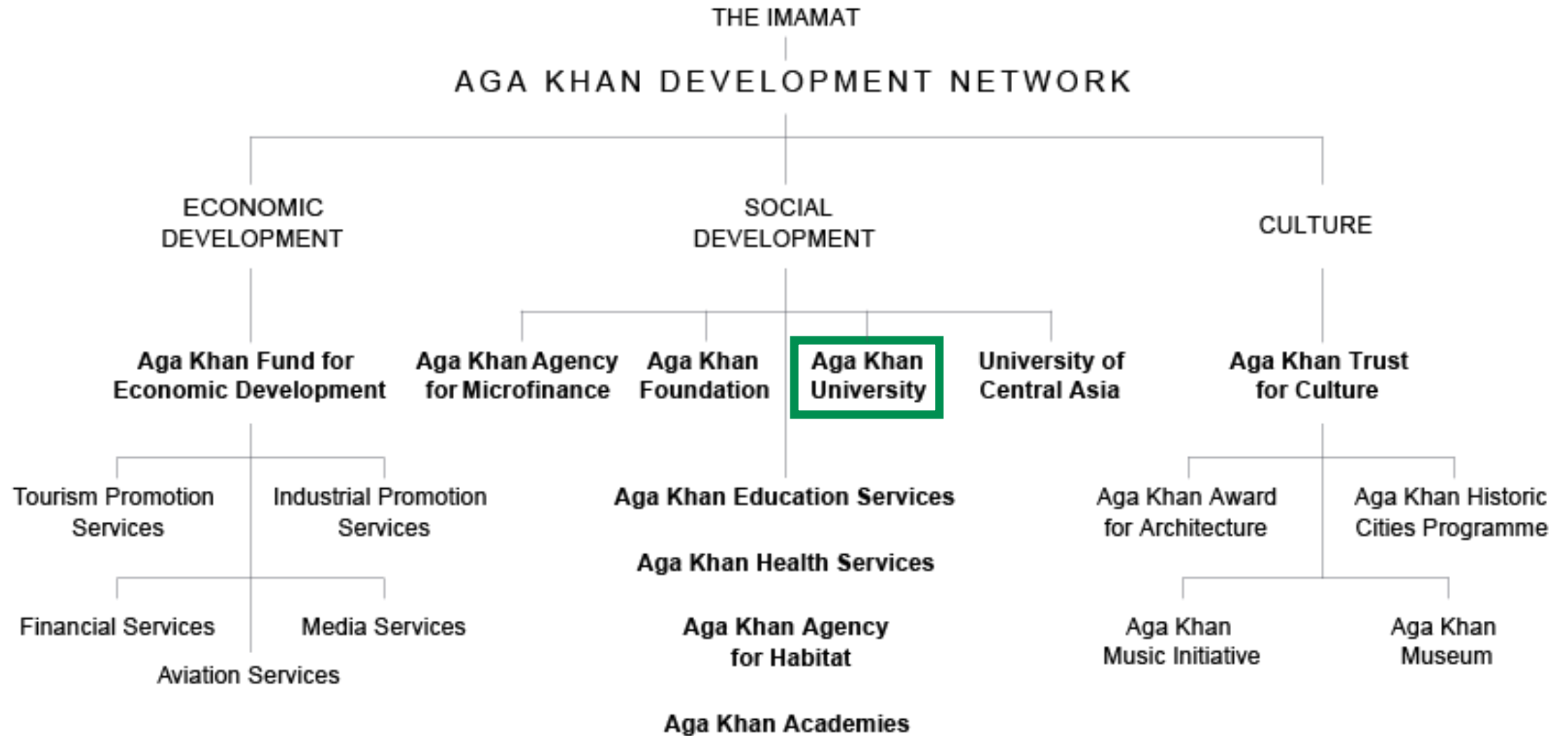
Diversity & Inclusion at AKU
D&I Vision, Strategy & Business Case

AKU strongly believes on the principles of Equal Employment Opportunity which includes prevention from discrimination on the basis of race, color, religion, gender (except where gender is a bona fide occupational qualification), national origin, marital status, and disability which under known physical limitations of a qualified disabled applicant or employee who would be able to perform the essential duties of the job if such accommodation is made.

Trusting in diversity



The Aga Khan Development Network



The Aga Khan Development Network

Who We Are?

- Architecture
- Civil society
- Education
- Financial inclusion
- Habitat
- Health
- Historic cities
- Humanitarian assistance
- Industrial development
- Infrastructure development
- Media
- Museums
- Music
- Parks and gardens
- Rural development
- Tourism promotion

Our Agencies

- AKA Aga Khan Academies
- AKAH Aga Khan Agency for Habitat
- AKAM Aga Khan Agency for Microfinance
- AKES Aga Khan Education Services
- AKF Aga Khan Foundation
- AKFED Aga Khan Fund for Economic Development
- AKHS Aga Khan Health Services
- AKTC Aga Khan Trust for Culture
- AKU Aga Khan University
- UCA University of Central Asia

Where We Work

- North America ✓
- Europe ✓
- Eastern Africa ✓
- West Africa ✓
- Middle East ✓
- Central Asia ✓
- South Asia ✓
- Far East ✓

Aga Khan Fund for Economic Development at a glance



\$4.1 billion

In 2015, the Aga Khan Fund for Economic Development generated revenues of US\$ 4.1 billion. All surpluses were reinvested in further development activities.

[Aga Khan Fund for Economic Development]



6.5 million

The AKDN project company Roshan, Afghanistan's leading telecommunications operator, provides mobile phone services to more than 6.5 million Afghans.

[Telecoms in Afghanistan]



17,000 km

AKFED has helped address bandwidth problems in Africa through investments in SEACOM, the first company to connect South and East Africa to Europe and South Asia with 17,000 km of undersea fibre optic cables.

[Infrastructure development]

AKDN and Financial Inclusion

AKDN's goal is to deliver services along the continuum of financial needs in ways that help local and national economies grow, and, ultimately, help create stable financial institutions that contribute to the overall quality of life.

The world of financial inclusion is changing rapidly today, with major new entrants, including social media companies, disruptive technology service providers, peer-to-peer networks, telecommunications companies, and commercial banks, amongst others. In this challenging landscape of specialization and mass-market technology disruption, AKDN activities are grounded in understanding and responding – sustainably and ethically – to the needs and desires of critical segments of unserved clients. For this reason, the Network forges partnerships with other actors in the broader financial ecosystem to offer a range of products and services: from community-based savings groups to mobile banking, from microfinance institutions to corporate banking.



A National Asset

AKU's impact is felt across Pakistan. The University has facilities in 109 cities and all four provinces, as well as Gilgit-Baltistan.



* Map is based on the Survey of Pakistan's Map of Pakistan.

Introducing AKU: Serving Pakistan Since 1983

After years of efforts inspired by the vision of its founder and Chancellor, His Highness the Aga Khan, AKU became Pakistan's first private university in 1983.

AKU at a Glance



Updated as of December 2017

PART OF AKDN

AKU is one of 10 agencies of the Aga Khan Development Network (AKDN), founded by His Highness the Aga Khan. Working mainly in Africa and Asia, AKDN strives to help those in need achieve self-reliance, and to improve their quality of life through a long-term, multi-input approach to development that spans economic, social and cultural dimensions. AKDN promotes pluralism and gender and social equity, and works to strengthen civil society and support good governance.

A NONPROFIT UNIVERSITY

AKU's income and property are used only for its objectives and no dividends or distributions are paid to any individual or institution.

COMMITTED TO PAKISTAN

No funds are repatriated out of Pakistan by AKU in the form of dividends or repayment of investment made in the University, with the exception of repayment of loans from international multilateral or bilateral institutions.

In one year, AKU has an

ECONOMIC IMPACT

in Pakistan of

\$1 BILLION

or Rs 103 Billion

Leading the Way Forward

The University creates public benefits in six ways:



p 08
Encouraging
Excellence



p 16
Partnering with
Government



p 12
Empowering
Women



p 18
Making Higher
Education Accessible



p 14
Generating
Knowledge



p 19
Making Health Care
Affordable

Empowering Women

Women are:

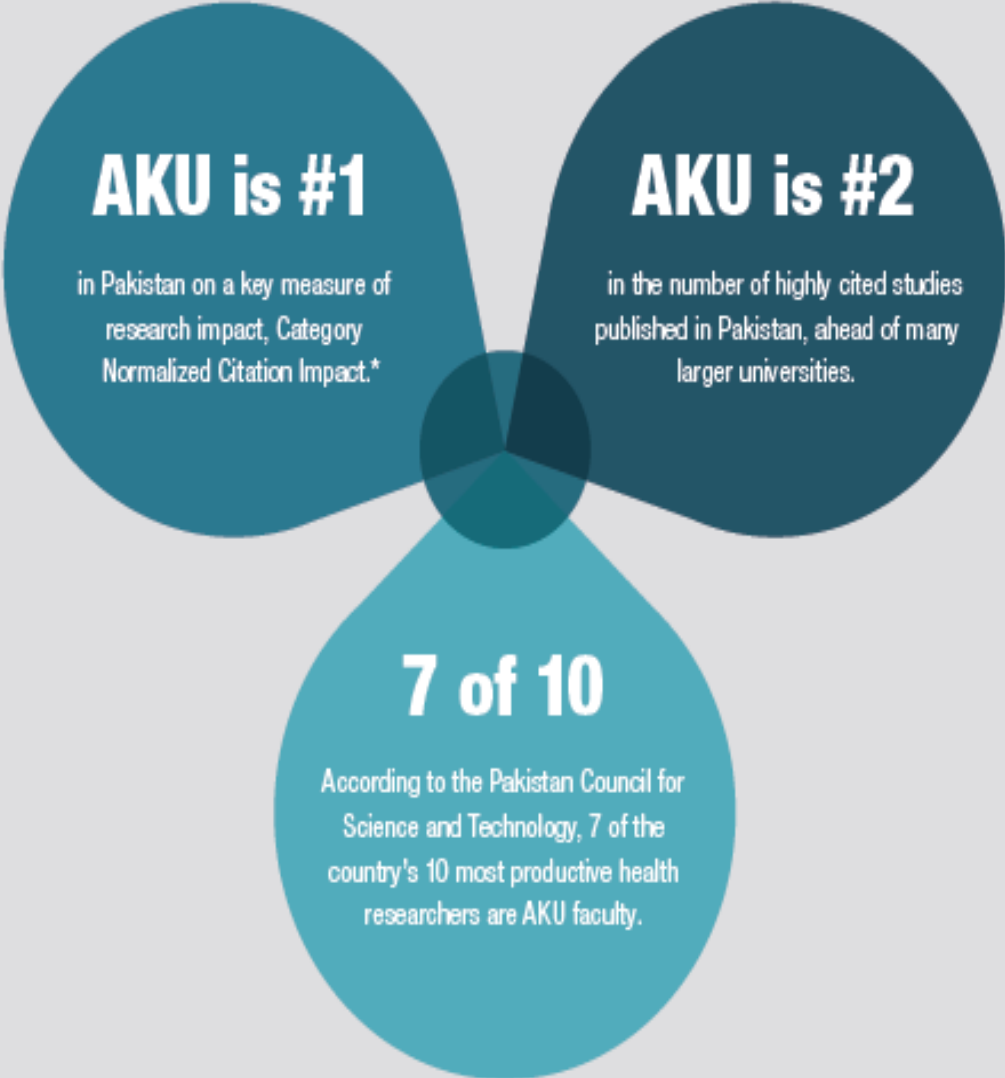
2 in 3
Students & Alumni

2 in 5
Employees

1 in 2
Senior Faculty

1 in 3
Senior Staff

1 in 2
Medical Students



For a detailed version of this report, please view the attached 'AKU's Economic Impact in Pakistan' document in the shared folder



AKU's Vision for creating a Diverse & Inclusive Workforce

The Profile

Founded by His Highness the Aga Khan and chartered in 1983 as Pakistan's first private university, AKU's objective is to promote human welfare in general, and the welfare of the people of Pakistan in particular; by disseminating knowledge and providing instruction, training, research and service in the health sciences, education and other branches of learning. Aga Khan University has been making a difference in the developing world by enabling promising young men and women to realize their potential and by creating innovative solutions to pressing problems. With nearly 12286 alumni, 2,500 students spread across campuses and a programme in six countries, the University is both a model of academic excellence and an agent of social change

Our Vision

Aga Khan University will be an autonomous, international institution of distinction, primarily serving the developing world and Muslim societies in innovative and enduring ways.

As an international institution, in achieving its Mission, Aga Khan University operates on the core principles of quality, relevance, impact and access.

Inspired by Islamic ethics, humanistic ideals and the philosophy of Aga Khan Development Network (AKDN), the University is committed to building an environment that fosters intellectual freedom, distinction in scholarship, pluralism, compassion, and humanity's collective responsibility for a sustainable physical, social and cultural environment.

Our Mission

AKU is committed to the development of human capacities through the discovery and dissemination of knowledge, and application through service. It seeks to prepare individuals for constructive and exemplary leadership roles, and shaping public and private policies, through strength in research and excellence in education, all dedicated to providing meaningful contributions to society. To advance this mission, AKU will:

- Respond to identified needs in the countries and regions which it serves.
- Prioritize teaching and research which will inform and underpin intellectual innovation and change.
- Provide service to advance its educational and research mandate.
- Foster and develop leadership capacity through its education and research programmes.
- Assess its impact and effectiveness.
- Promote access and equity by taking positive measures to make the University inclusive of all socio-economic groups, addressing the particular needs and circumstances of the disadvantaged; promoting the welfare and advancement of women.
- Engage in knowledge networking and emerging technologies.
- Add value by promoting partnership and networking across the Aga Khan Development Network and with other national and international institutions.

ABOUT THE CHANCELLOR

His Highness, The Aga Khan

His Highness the Aga Khan, the founder and chairman of the Aga Khan Development Network (AKDN), is the 49th hereditary Imam (Spiritual Leader) of the Shia Imami Ismaili Muslims. For His Highness the Aga Khan, one manifestation of his hereditary responsibilities has been a deep engagement with development for almost 60 years.

In the context of his hereditary responsibilities, His Highness has been deeply engaged with the development of countries around the world for close to 60 years through the work of the Aga Khan Development Network (AKDN).

The Aga Khan succeeded his grandfather, Sir Sultan Mahomed Shah Aga Khan, as Imam of the Shia Ismaili Muslims in 1957 at the age of 20. Since taking on his role in 1957, he has dedicated his efforts to improving the quality of life of the most vulnerable populations, while emphasising the view of Islam as a thinking, spiritual faith: one that teaches compassion and tolerance and that upholds human dignity.

In recognition of his exceptional efforts and contributions to human development and improving the social condition of societies globally, the Aga Khan has, over the last six decades, received numerous decorations, honorary degrees, and awards from institutions and nations across the world.

The AKDN is a group of private, international, non-denominational agencies working to improve living conditions and opportunities for people in specific regions of the developing world. The Network's organizations have individual mandates that range from the fields of health and education to architecture, rural development and the promotion of private-sector enterprise.

Together, they work towards a common goal – to build institutions and programmes that can respond to the challenges of social, economic and cultural change on an on-going basis. The AKDN works in close partnership with public and private institutions, including amongst others, governments, international organizations, companies, foundations, and universities.

The Ismaili Muslims are a global, multi-ethnic community whose members, comprising a wide diversity of cultures, languages and nationalities, live in Central Asia, the Middle East, South Asia, sub-Saharan Africa, Europe and North America.



Inaugural Global Pluralism Award Ceremony

“Bismillah-ir-Rahman-ir-Rahim

The Right Honourable Beverley McLachlin, The Right Honourable, Joe Clark, Excellencies, Friends of the Global Centre for Pluralism, What a great pleasure it is to join all of you in this wonderful celebration.

The extraordinary people we honour this evening have all demonstrated the same inspiring quality - the ability to respond creatively to the challenges of diversity. At the same time, however, what is also most impressive tonight is the sheer diversity of their own particular stories. As you may have noted, the three Pluralism Awardees come from three continents, and our Honorary Awardees come from seven additional countries. But more than that, the nature of their work is itself truly multi-dimensional, as you will see as you learn about their accomplishments in more detail.

As you have heard, I am currently marking sixty years in the role I inherited in 1957. This role has taught me a great deal about the challenges of pluralism - about the way those challenges can be met, but also the way those challenges are growing. These are not new challenges, they are as old as the human race. They include the human temptation to define our personal identities by what we are against - rather than what we are for. They include the temptation to view difference, whenever it may appear, as something that might complicate one's life, rather than as something that can enrich one's life. And they include the sometimes instinctive reaction that difference is a threat to be avoided rather than an opportunity to be embraced.

Some people make the mistake of thinking that pluralism requires them to dilute or de-emphasise their own distinctive identities. That's not true. What it requires is to ensure that one's individual identity is strong enough to engage confidently with those of other identities as we all walk together along the road to a better world.

And as we walk together on that road, the example set by others can be a powerful source of inspiration—and that is why the Global Centre for Pluralism has established these awards.

Their essential purpose is to share the power of inspiring examples with an ever-wider Community of Pluralism all across our world, a Community that will then create a growing momentum for inclusion - rather than exclusion – as a way to respond to the changes of our world.

In many ways, the establishment of this Award follows the pattern of the Aga Khan Award for Architecture which was established several decades ago. The final outcome of the Awards process is important, of course, but what is also important (both for Architecture - and now for Pluralism), is the far-reaching process that leads to the selection of our Awardees. It is a process that engages, over a two-year period, scores - indeed hundreds - of dedicated individuals. It includes those who search for qualified nominees, those who explore and investigate, and who then reflect on the difference that pluralistic commitments can make in specific contexts, at specific moments, in specific places.

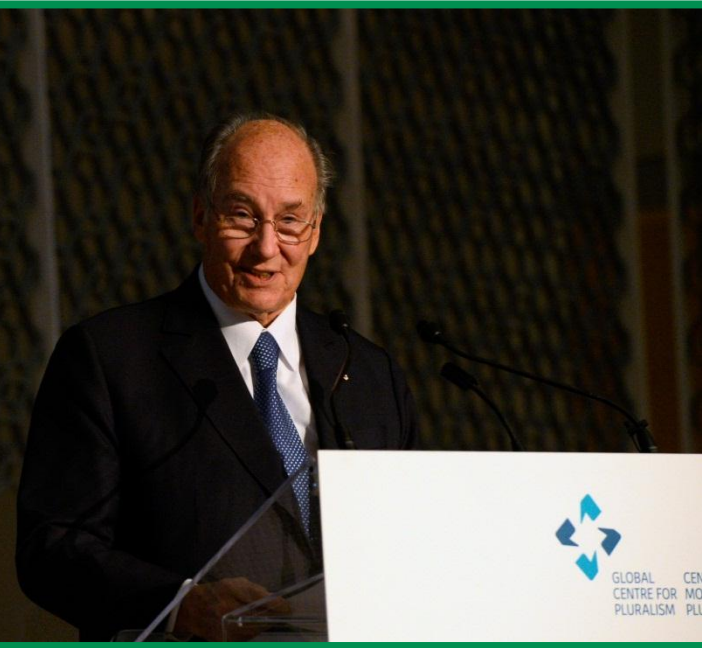
It is one thing for us to talk about the general principles and theories of Pluralism. But it is even more exciting to see, close up, what Pluralism can mean in practice.

As I mention that process, I want to salute all who have participated in it -including the Selection Committee, and our Jury - led by former Canadian Prime Minister Joe Clark and including His Worship Naheed Nenshi, Advocate Bience Gawanas, Dr. Dante Caputo and Madame Pascale Thumerelle. I am also deeply pleased to be joined here tonight by the Right Honourable Beverly McLachlin, Chief Justice of Canada. I well recall her groundbreaking 2015 Pluralism Lecture in Toronto, when she reminded us that living harmoniously amid diversity demands, and I quote her, “great generosity of spirit and openness of mind.”

Those very qualities certainly characterise the Chief Justice herself. Her leadership of the Supreme Court will be greatly missed when she retires at the end of this year.

It is my honour tonight to express to her our profound thanks for her powerful example, as I ask you to join me in welcoming her to this podium.

Thank you.”



SPEECH DELIVERED BY:

His Highness the Aga Khan

LOCATION

Ottawa, Canada (15 November 2017)

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Opening ceremony of the new headquarters of the Global Centre for Pluralism

“Bismillah-ir-Rahaman-ir-Rahim

Your Excellency the Governor General, Madame la Ministre Excellencies, Fellow Directors of the Global Centre for Pluralism, Friends of the Centre, What a great day this is for all of us. And what a special ceremony, as we honour a beautiful symbol of Canada’s rich past, and rededicate it to the great cause of a pluralistic Global future.

As you know, the War Museum Building was designed well over a century ago by the great Canadian Architect, David Ewart. For its first half century, it was the home of the Dominion Archives, and then, for another half century, we knew it as the War Museum. For over one hundred years, all told, it was a place where the record of Canada’s proud and confident past was preserved and honoured.

I think you will agree with me that the past still speaks to us in this place. The architects, designers, engineers and so many others who have rehabilitated this wonderful Tudor Gothic building have taken enormous care to respect its distinctive historic character. We all join today in saluting the design and engineering team led by KPMB, the construction team, led by MP Lundy Construction, and so many other dedicated staff and volunteers who have contributed to this project.

J'aimerais partager une autre pensée alors que nous tournons nos regards vers ce passé si digne de respect. Je trouve en effet très approprié que cette cérémonie ait lieu cette année, l'année du 150^{ème} anniversaire de la Confédération canadienne.

Je suis heureux de pouvoir me compter au nombre de ceux qui, cette année, évoquent avec une fierté particulière "notre" histoire canadienne. La raison en est bien sûr la générosité dont ce pays a fait preuve à mon égard, il y a plusieurs années, en m'octroyant le titre de citoyen honoraire du Canada.

But even as we celebrate the past today, we are also looking ahead, with joy and confidence, to a particularly exciting future.

That future has also been symbolized by those who have renewed this building, in two compelling ways.

First, they created a new garden in the forecourt, a tranquil space for contemplating the past and thinking about the future. And then, secondly, they made a dramatic new gesture for the future by opening this building to the river.

When I first visited this site, I went across the Ottawa River, to see things from the opposite side. From that perspective, I noticed that many buildings on the Ontario side had, over the years, turned their backs to the river. But as we began to plan, another possibility became evident. It seemed increasingly significant to open the site to the water.

Water, after all, has been seen, down through the ages, as the great source of life. When scientists search the universe for signs of life, they begin by looking for water. Water restores and renews and refreshes. And opening ourselves and our lives to the water is to open ourselves and our lives to the future.

In addition, the Ottawa River represents a powerful connection to other places, nearby and far away. It is not only a refreshing symbol, it is also a connecting symbol, connecting this site to the rest of Canada and the rest of the world.

Throughout the history of Canada, the Ottawa River has been a meeting place for diverse peoples, originally the First Nations, and then the British and the French, and more recently Canadians from many different backgrounds. It symbolizes the spirit of connection. And the spirit of connection, of course, is at the very heart of the Global Centre for Pluralism.

The new forecourt garden suggests that the Centre will be a place for contemplation and reflection. And the opening to the River suggests that it will also be a place for connection and engagement.”



SPEECH DELIVERED BY
His Highness the Aga Khan

LOCATION
Ottawa, Canada (16 May 2017)

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Opening ceremony of the new headquarters of the Global Centre for Pluralism



SPEECH DELIVERED BY

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LOCATION

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“What happens at 330 Sussex Drive in the years ahead will radiate out well beyond its walls, to the entire world.

Let me emphasize a point about the concept of pluralism that is sometimes misunderstood. Connection does not necessarily mean agreement. It does not mean that we want to eliminate our differences or erase our distinctions. Far from it. What it does mean is that we connect with one another in order to learn from one another, and to build our future together.

Pluralism does not mean the elimination of difference, but the embrace of difference. Genuine pluralism understands that diversity does not weaken a society, it strengthens it. In an ever-shrinking, ever more diverse world, a genuine sense of pluralism is the indispensable foundation for human peace and progress.

From the start, this has been a vision that the Ismaili Imamat and the Government of Canada have deeply shared.

My own close association with Canada began more than five decades ago, with the coming to Canada of many thousands of Asian Ismailis, essentially as the result of Idi Amin’s anti-Asian policies in Uganda. That relationship has been re-enforced through the years as we have shared with our Canadian friends in so many great adventures, here in Canada and in other lands, including the Global Centre for Pluralism.

The Centre has been, from the start, a true partnership - a breakthrough partnership - a genuine public-private partnership. And one of my central messages today is how deeply grateful we are to all of those who have made this partnership so effective.

It was with Prime Minister Jean Chretien, that we first discussed the idea of founding a new pluralism centre, and it was Prime Minister Paul Martin who helped develop the plan. Prime Minister Stephen Harper’s government sealed the partnership and Minister Bev Oda then signed with me the establishing Agreement. Minister Mélanie Joly has also given strong support to the GCP. And Prime Minister Trudeau has articulated, with conviction and with passion, the need for pluralism in our world.

I think, too, today of so many other public servants who have helped guide this effort, including Universities Canada, the IDRC and other past and present members of the Corporation of the GCP. And I also thank the fine cooperation we have received from the Canadian Mint, who will share with us in occupying one wing of this building.

As we celebrate the progress we have made today, we also recognize the growing challenges to our mission, as nativist and nationalist threats to pluralism rise up in so many corners of the world. In responding to these challenges, the Global Centre for Pluralism has planned a variety of new initiatives. Among them are the new Global Pluralism Awards which will recognise pluralism in action around the world, as well as a distinguished series of new publications.

As we look today both to the past and to the future, we do so with gratitude to all those who have shared in this journey, and who now share in our pursuit of new dreams. Among them is someone whom we welcome today not only as a distinguished Statesman, but also as one whose personal support has inspired us all.

It is a pleasure and an honour to present to you His Excellency the Right Honorable David Johnston, the Governor General of Canada.

Thank you.”

United Nations Foundation Award

“Bismillah-ir-Rahaman-ir-Rahim

President of the General Assembly Miroslav Lajčák, Secretary-General António Guterres, Deputy Secretary-General Amina Mohammed, Former Secretary-General Kofi Annan, The many Permanent Representatives in attendance, Ladies and Gentlemen,

Thank you so much Kofi Annan for your generous words of introduction. There is no person alive today who has made a greater contribution to world peace than you, and thanks are due to you from all around the world.

It is a pleasure for me to share this beautiful evening with all of you, and what a special honor it is to be receiving from the United Nations Foundation its “Champion of Change Award.” I must also say that it is a very humbling experience - especially as I look around this room at so many people who have truly been outstanding “Champions of Change” in so many fields of endeavour - including the others being honored tonight. I am indeed humbled to be in their presence.

I have come to know about the United Nations Foundation through our admired friend, Kofi Annan, who has been one of our “educators-in-chief” in spreading the good word about the UN Foundation - of which he is an extremely devoted and effective board member.

I am also an enthusiastic supporter of the UN Foundation for another reason. What has caught my attention for many years is how closely its philosophy about global development actually parallels our own. The words that leap out of its mission statements include terms like “linking” and “connecting...” not only with the United Nations itself, but with a host of other organisations. Some of these are private, some are governmental, and some are private but not-for-profit. I refer to this third category of institutions as “Civil Society” - by which I mean essentially private organizations that are fundamentally devoted to public purposes.

For a long time, political debate all around the world focused on the competing merits of government action versus private enterprise. My conviction, which has deepened through the years, is that these are false alternatives - and that is the central message I would emphasize in these brief remarks tonight. The question is not which sector can be most effective in the march towards progress - the central question is how these sectors can best become effective partners in this quest.

The concept of public-private partnerships has been one of the keys to the best work of our agencies, in many fields and many countries around the world in the last sixty years since I became the Imam of the Ismaili Muslim community. The public-private partnership formula alone, however, is incomplete - unless we also insert the words “Civil Society.” The partnerships that will most dramatically change the world are those in which all three components - private, public and civil society institutions can connect - one with the other - in all-embracing common effort.”



SPEECH DELIVERED BY

His Highness the Aga Khan

LOCATION

New York, USA (18 October 2017)

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United Nations Foundation Award

“When that happens, other concepts emphasized by the UN Foundation also come alive. I have been impressed, for example, by the innovative terminology the Foundation uses in expressing its goals: like these three dynamic words: “Catalyzing” – “multiplier” – and “effects.” Think about it.

The notion of “catalyzing multiplier effects” reflects a similar dynamic to what I refer to as “trampoline” projects for development. These projects are best-practice examples of balanced partnerships between governments, private entities and civil society, threaded together by innovative thinking, intelligent structures, and clear lines of communication. Well-defined goals and responsibilities are essential, as is the buy-in of the target constituency. Such projects offer the potential for long-range impacts, which go well beyond immediate, short-term results.

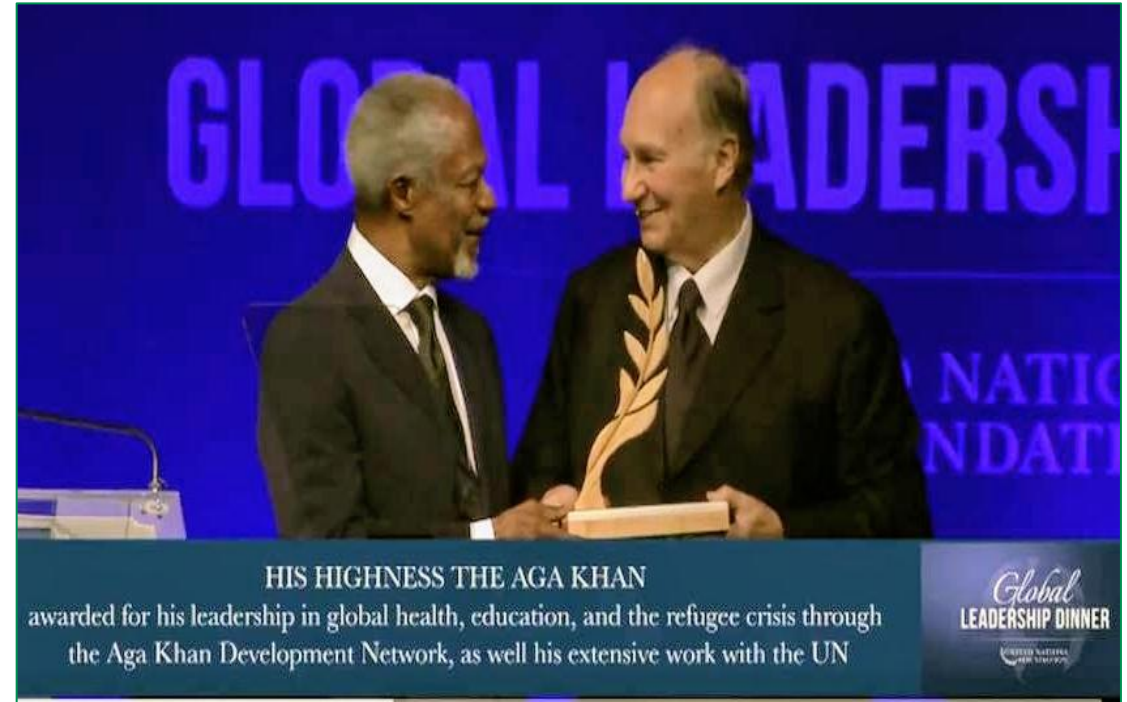
This goal is - to be candid - sometimes easier to talk about than to accomplish. But one of the great global models of how best to pursue this aim has been the United Nations Foundation.

Another central part of our Aga Khan Development Network’s approach is one that we also share with the United Nations Foundation: an emphasis on what we call “countries of opportunity”. The issue is to do what we must to set them alive by creating and sustaining an enabling environment.

And fundamental to all of this, of course, is a basic philosophical commitment which is expressed by another important word and that word is “pluralism”. This is a frame of mind which regards diversity, multiplicity, and indeed difference itself - not as a burden nor a threat but as a gift - a Gift of the divine - an opportunity to learn rather than a danger to be avoided.

So - it is with all of these thoughts in mind that I say again how proud I am to be here to accept your award - recognizing how it reinforces not only the important “words” but also the useful concepts, and indeed the central “values”- that we - all of us - hold in common.

Thank you very much. “



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The AKU Way

Mission, Guiding Principles and Values

What Is The AKU Way

The AKU Way encompasses our vision, guiding principles and new set of five values. These statements form the foundation of what we do at AKU and how we should do it. The Values are a description of our desired work culture and suggested behaviours for leaders and all employees that will help live the values. The values were added to help provide guidance about how to make day-to-day decisions and how to work more consistently with each other while pursuing our mission.

Guiding Principles for our programs and services:

* Relevance * Access * Impact * Quality

AKU Values we live by at work

- * Ethics and Integrity
- * Care, Compassion and Respect
- * Empowerment and Accountability
- * Excellence and Entrepreneurship
- * Learning and Innovation

What Are We Doing and Where Are We Going

A Steering Team consisting of people from AKU East Africa and Pakistan reviewed the results of the organization values assessment and developed 6 primary actions over 2013 BS 2014 that would help both the implementation of the AKU values and assist in helping people believe the values are important and will become part of how we do work at AKU. That team will work across East Africa and Pakistan to help implement the values. In addition, a number of organization processes and practices will be revised by this team to match the values. One of them will be the performance management system.

A Design Team reviewed the results to assist them in designing a 2-day leadership program and a 1-day all employee program. The program is called 'Advancing The AKU Way'. Both programs help employees learn and experience how to live the values and the leadership program helps them develop skills around how to lead The AKU Way and make it more evident in the culture. The programs have been piloted in November 2011 and further tested in 2012 and now people are being asked to volunteer to be facilitators so that the programs are delivered by AKU employees. The facilitators will be trained on the programme by lead trainer – Scott Schweyer who was a part of the AKU Way design team. Refresher sessions will be given from time to time and multiple AKU Way sessions will be rolled out over the year, applicable to all permanent employees.

How Did We Get The Values

The senior team provided input about the desired work environment and culture they would like to have at AKU. From that feedback approximately 70 people provided input to writing what the values mean and the ideal behaviours to help live them. An organization values assessment with focus groups involving about 600 people provided feedback about how much they feel the proposed values are lived in the current culture. Staff, faculty and leaders gave examples of good and challenging aspects of the proposed values and filled in a benchmarking survey.



The AKU Way

Values and Behaviours



Ethics and Integrity

- We are a transparent organization – we communicate openly and honestly
- We are ethical, and equitable in our interactions with one another and those we serve
- We accept and celebrate pluralism - our diversity of cultures, creeds, religions, ethnic backgrounds
- We say what we do. We do what we say

To support these values, everyone will demonstrate these behaviours

- I do what I say I am going to do
- I practice what I know is both right and what is needed
- I treat colleagues and our customers fairly and with dignity
- I am open and honest in my communication and actions
- I maintain confidences unless rules and regulations will be violated or harm may be caused
- I take responsibility for the proper use of organization assets, resources and time

To support these values, leaders will also demonstrate these behaviours

- I implement policies fairly and consistently
- I communicate in a timely manner and I am honest in my feedback with others
- I encourage open discussions and practice open, timely communication with team members
- I am open about organization decisions
- I always acknowledge and recognize people's accomplishments
- I am a role model and demonstrate professionalism and ethical behaviour

Excellence and Entrepreneurship

- We are strategic in our planning and actions to be relevant and to grow
- We take pride in being the best at what we do and being known for our quality
- We continually challenge ourselves to improve and excel
- We consistently adhere to and then exceed measurable standards
- We are prudent and responsible ensuring that our programmes and services remain accessible

To support these values, everyone will demonstrate these behaviours

- I demonstrate ownership of my job and have pride in what I do
- I achieve and aspire to exceed the expectations for quality standards, standard operating procedures and regulatory requirements
- I commit to completing my goals, tasks and assignments in an effective and timely manner
- I am self-directed and motivated to look for and take advantage of opportunities that benefit the organization
- I collaborate with my team and other departments to contribute to meeting and exceeding the objectives and vision of the organization

To support these values, leaders will also demonstrate these behaviours

- I develop and consistently communicate an inspiring vision and challenging targets for my department/organization
- I develop and implement goals and objectives in a collaborative manner
- I hire, nurture and retain high caliber motivated people to develop a high performance team
- I develop my replacement and have a succession plan
- I ensure intra and inter department collaboration
- I ensure programmes and services are accessible

Care, Compassion and Respect

- We interact and communicate with empathy, care and compassion
- We value the people we serve
- We are responsive to those we serve and the needs of our people
- We treat each other, the team and the organization with mutual respect and fairness
- We respect our need for work-life balance

To support these values, everyone will demonstrate these behaviours

- I smile and look for options to say 'yes' with clients and colleagues
- I am both responsive and honest with my interactions
- I am approachable and courteous
- I encourage feedback, listen and act on any concerns raised from those we serve
- I recognize the impact of my behaviour and attitude on those we serve
- I seek to understand and be sensitive to people's circumstances
- I provide timely responses and follow up

To support these values, leaders will also demonstrate these behaviours

- I demonstrate genuine interest and care for team member needs and their unique situations
- I accept responsibility for the entire service chain and work through the challenges and barriers to enhance service excellence
- I inspire the team to be passionate about serving the customer
- I provide communication forums to team members to discuss how we can serve the customer and each other better
- I act on areas for improvement in a timely manner that were raised by team members or the customers

Learning and Innovation

- We are committed to creating a dynamic learning environment and sharing knowledge between ourselves, students and the communities we serve
- We provide opportunities for creativity and innovation
- We recognize people and celebrate their potential
- We challenge each other to build on the relevance and quality of our ideas
- We invest in and value the development of our people

To support these values, everyone will demonstrate these behaviours

- I am motivated and enthusiastic to learn and develop my knowledge and skills
- I am inquisitive and question why we do what we do and challenge the status quo so I and the team improve
- I share my knowledge and promote best practices with my team
- I have the confidence to express my ideas and suggestions to bring about positive change
- I take opportunities for self-development

To support these values, leaders will also demonstrate these behaviours

- I identify and provide opportunities to develop team members and self
- I nurture, mentor and coach team members to develop their skills
- I ensure team members feel safe and can trust to interact with me and explore and share ideas
- I break down hierarchy to open up communication and idea sharing
- I provide a positive environment for team members to share their knowledge

Empowerment and Accountability

- We own and responsibly manage the resources that have been entrusted to us
- We accept responsibility for our attitudes, actions and results
- We encourage people to take initiative and provide opportunities to express themselves without fear of reproach
- We promote an open and collaborative work environment that builds individuals and teams

To support these values, everyone will demonstrate these behaviours

- I am responsible for my attitude, job performance, career development, actions and results
- I know the results expected of my work and clarify them regularly
- I continually assess and monitor the impact of my actions and contribution to the team and organization
- I do something positive about concerns or issues when I see or hear about them
- I admit and learn from my mistakes
- I deliver to my best potential

To support these values, leaders will also demonstrate these behaviours

- I develop a safe environment for people to voice their opinions to encourage feedback and open communication
- I ensure there is common understanding of the task/ objective/ expectation of the roles assigned in my team
- I provide the necessary support and tools to enable team members to accomplish their task
- I involve team members in matters affecting their work and have them share in the decision making process
- I accept the responsibility that is inherent in the leadership role

AKU WAY - Status of Employee Participation - Global

AKU WAY Programmes	No. of Employees Attended			Total
	Pakistan	East Africa	UK	
Employee Session	2382	396*	26	2,804
Leadership Session	388	134	11	533
Extra-ordinary Leadership Session	196	50	10	256
Frontline Supervisors Session	97	-	-	97
Resident Couse (I, II & III)	89***	-	-	89
AKU Way Coaching Sessions	57	-	-	57
AKU WAY – TOT	29**	11	-	40

- * 100 attended from TANZANIA and 296 are from Nairobi
- ** Out of 28 Master Trainers, 5 are for Leadership Sessions
- *** Total on board resident is 123

AKU Way Programmes – Pakistan Status from 2013 to 2017 (Up to Dec)

S. No.	Session Name	Number of Sessions	No. of Employees Attended
1	AKU - Way Two Day Leadership Programme	25	388
2	AKU - Way Employee Sessions	129	2382
3	Extra Ordinary Leadership Session	17	196
4	AKU - Way Two Day Leadership Programme for Front line Supervisors	8	97
	Total	179	3063

AKU Way Programmes – Pakistan Status 2017 (January 2017 to Dec 2017)

S. No.	Session Name	Number of Sessions	No. of Employees Attended
1	AKU - Way Two Day Leadership Programme	-	-
2	AKU - Way Employee Sessions	12	207
3	Extra Ordinary Leadership Session	-	-
4	AKU - Way Two Day Leadership Programme for Front line Supervisors	-	-
	Total	12	207

PROMOTING GENDER SESITIZATION THROUGH OUR RESOURCE GROUP: WGW – THE WORKING GROUP FOR WOMEN

Aga Khan University's Working Group for Women (WGW) emerged in 1994 as a small group of committed men and women presently associated with various disciplines and departments of AKU. They started working voluntarily for WGW. This initiative was taken by the rector in response to the report of the Chancellor's commission which identified the need to have a 'locus of responsibility' for supporting and promoting women's advancement. WGW has now become a large group having more than 850 members who work voluntarily for WGW and are the employees of AKU. The steering committee of WGW is a policy formulating body comprising 13 senior members from WGW General Body. The Coordinator WGW is responsible for coordinating all the activities related to planning, implementing, drawing future plans, conducting, and facilitating and disseminating research work on women-related issues.



Mission

WGW is an expanding interdisciplinary group aiming to promote a supportive environment to ensure progressive social change. This is done by conducting research and by developing linkages with other organizations having a similar vision. This helps in creating awareness within and outside AKU of cultivating harmonious relationships between women and men, upholding equality and human dignity, providing empowerment to women, and enabling them to develop their optimum potential, for an improved quality of life.

Vision

A society where human relationships are based on justice and peace, where interactions between women and men, women and women, men and men are guided by mutual respect and trust. A society free from all forms of prejudices, discriminations, intolerance, oppression, fear and uncertainties for women. empowerment to women, and enabling them to develop their optimum potential, for an improved quality of life.

Objectives

Creating Awareness

WGW targets active participation in creating awareness in society of women's rights and inequalities.

Strategies

To organize and conduct lectures, seminars, workshops, talent shows, panel discussions, play performances, interviews and conferences for creating awareness of and fostering opportunities for discussion about women's legal and religious rights.

To celebrate international days relevant to women (e.g. International Women's Day and Mother's Day)

Developing Linkages

WGW aims to create linkages and develop networking with regional, national and international organizations for addressing common issues affecting women.

Strategies

To provide a common forum to AKU and the Aga Khan Development Network (AKDN) community to work together for the upliftment of women and to highlight their role in community development.

To develop a reciprocal relationship with other organizations by sharing information and mutual participation in joint ventures and otherwise.

Research

WGW is dedicated to initiating, promoting and supporting research pertaining to social issues and women's advancement in the fields of health, education and overall well-being.

Strategies

To identify the potential areas of research.

To explore extra mural funding opportunities through all available resources.

To conduct, support and facilitate research relevant to women's issues in society and factors promoting health, education and well-being of women within the conformance of AKU goals.

To provide opportunities for dissemination of research-based findings and recommendations within and outside AKU.

To facilitate publications and research studies in professional journals.

Supportive Environment

WGW is devoted to working towards developing a woman-supportive environment at AKU among faculty, staff, students and others involved with AKU and its programs.

Strategies

To strengthen WGW memberships and encourage memberships from all the constituencies of AKU.

To encourage members for their active participation and involvement in WGW activities.

Contribution in Policy Reforms

WGW explores gendered conditions of work and development opportunities in public and private sectors pertaining to policies, report documents, projects and reforms and makes recommendations accordingly.

Strategies

To review AKU gender related policies and forward recommendations to senior administration.

To review and hold discussions on documents pertaining to women e.g. reports on the status of women.



Dr. Nargis Asad

*Associate Professor,
Psychiatry & Chair WGW*

Dr. Nargis Asad is currently working as an Associate Professor/Consultant Clinical Psychologist at the Aga Khan University. She is a PMDC verified psychologist and is amongst the founding members of Working Group for Women – WGW.

The Working Group for Women 's operational activities are administered by the Steering Committee. Following is a list of members of the committee.

1. Dr. Nargis Asad – Associate Professor, Psychiatry & Chair WGW
2. Dr. Anita Allana – Senior Instructor & Senior Coordinator, Curriculum Development & Senior Coordinator WGW
3. Kausar S. Khan – Senior Lecturer, Community Health Sciences, member
4. Sohail Bawani – Senior Instructor, Community Health Sciences , member
5. Dr. Kausar Waqar – Senior Instructor, Human Development Programme , member
6. Dr Nida Zahid - Senior Instructor (Research), Surgery – MC , member
7. Shireen Shehzad - Assistant Professor, School of Nursing & Midwifery , member
8. Nosheen Ali - Assistant Professor, IED, Karachi , member
9. Sarmad Soomar – Nursing Intern, Adult Oncology , member
10. Salima Rajwani – Assistant Manager, Nursing Education Services , member
11. Afshan Akhtar – MBBA Year 3 student , member



Dr. Anita Allana
Senior Instructor, Department of Curriculum
Development, AKU Senior Coordinator,
Working Group for Women (WGW), AKU

Dr. Allana is a dedicated researcher and social activist, her research interest includes understanding the psychology behind domestic violence, gender interactions, gender balanced work life.



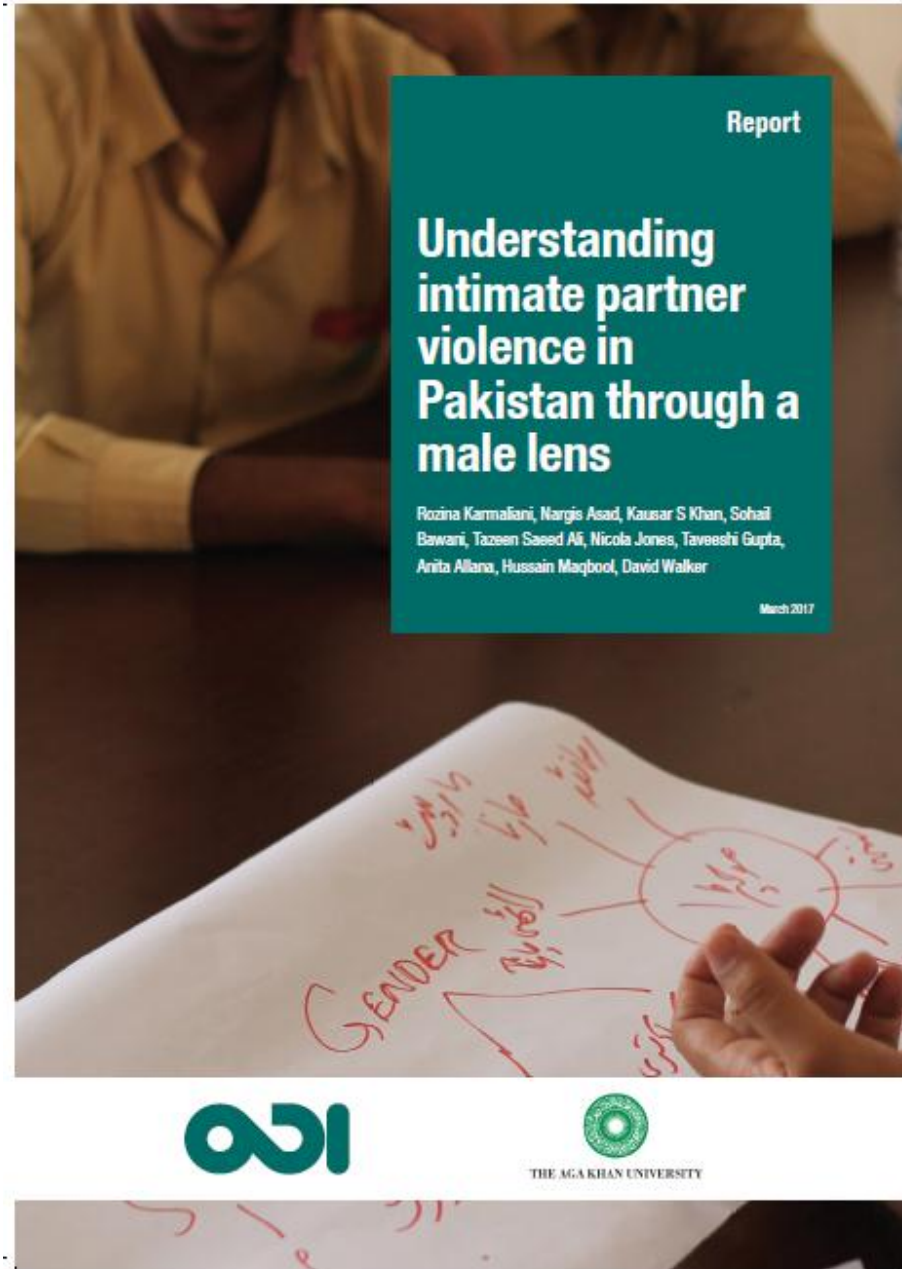
Report

Men and intimate partner violence

From research to action in Bangladesh, Nepal and Pakistan

Fiona Samuels, Nicola Jones and Taveeshi Gupta with Anita Ghimire, Rozina Karmaliani, Ruchira Tabassum Naved, Kathryn M. Yount

March 2017



Report

Understanding intimate partner violence in Pakistan through a male lens

Rozina Karmaliani, Nargis Asad, Kausar S Khan, Sohail Bawani, Tazeen Saeed Ali, Nicola Jones, Taveeshi Gupta, Anita Allana, Hussain Maqbool, David Walker

March 2017



THE AGA KHAN UNIVERSITY

WGW actively collaborates with numerous international entities including Ukaid, Emory University, icddr,b, NISER, producing researches to educate and create awareness amongst the masses.

To view the detailed reports, please refer to the shared documents.

WGW

Sample Awareness Sessions flyers

(For more detailed information on WGW: Please view the folder link)



THE AGA KHAN UNIVERSITY

Working Group for Women (WGW)

Self-Learning Session

‘Understanding Masculinity’

Kausar S. Khan

Department of Community Health Sciences

Noor ul Huda Shah

Writer & Social Analyst

Wednesday, October 11, 2017

11:00 am – 1:00 pm
Executive Dining Hall

Registration is free. Prior registration is mandatory.

Lunch will be served.

For further information:

Dr Anita Allana
Senior Coordinator
Working Group for Women
Aga Khan University, Stadium Road,
Karachi
Direct: 021 3486 4413
Email: anita.allana@aku.edu

For registration:

Working Group for Women
Aga Khan University, Stadium Road,
Karachi
Direct: 021 3486 4413
Email: wgw@aku.edu
www.aku.edu



آغا خان یونیورسٹی

THE AGA KHAN UNIVERSITY

Organised by:
Working Group for Women (WGW)

Information: **Dr Anita Allana**
Working Group for Women
021 3486 4413
anita.allana@aku.edu

Registration: **Conference Secretariat**
021 3493 0051 ext. 4578/4584
conf.sect@aku.edu

Knowing the ‘Mix’ in Mixed Methodology

An introductory course for researchers

Monday, February 12, 2018 | 9:00 am to 4:00 pm

Multipurpose Hall A, CIME

Objectives

By the end of this workshop participants should be able to:

- Identify key features of mixed method research design
- Describe types of mixed method research designs
- Unpack epistemological relationship between research paradigms
- Identify issues and challenges of bringing the two together
- Integrate gender lens/perspective in mixed methods research

Facilitators and Affiliations:

Kausar S. Khan, Senior Lecturer, Department of Community Health Sciences, AKU
Sohail Bawani, Senior Instructor, Department of Community Health Sciences, AKU
Dr Dilshad Ashraf, Associate Professor, Institute for Educational Development (IED), AKU

Audience

- Researchers, Health care providers, Educationists.

Registration is on first come, first serve basis. Certificate of participation will be awarded

Category Assessment – D&I Vision, Strategy & Business Case

	Category Objectives	Assessment
1.	D&I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a wants to growth and success.	As defined in our founder’s philosophy about Pluralism and diversity, stated in our Vision and Mission, and reflected in our policies, D&I is embedded in our organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a wants to growth and success
2.	All the major components of D&I work, including vision, strategy, business case or rationale, goals , policies, principles, and competencies , are regularly reviewed	our vision broadly defines our perspectives on being a diverse and inclusive organization, Our policies are regularly reviewed and updated
3.	The D&I strategy contributes to specific accomplishments and the organizations overall success in observable, measurable ways.	Reference Impact Study
4.	The organization is known as a leader in D&I and is frequently acknowledged cited and benchmarked for its pioneering D&I accomplishments.	We are known as a diverse and inclusive organization, our policies, demographics and initiatives are reflective of this
5.	D&I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a wants to growth and success.	D&I is strongly embedded in AKU’s organizational culture and is seen as an integrated program, as a core value, a source of innovation, and a wants to growth and success.

Category Assessment Result – Best practice

The Aga Khan University is a diverse and inclusive organization, based on the philanthropic ideology of giving back to the society, and catering to all segments, we feel that although our practices are fairly inclusive, however, this is a matter of continuous development and we envision our organization to progress in the way forward.



Diversity & Inclusion at AKU
Leadership & Accountability

Our Board of Trustees



Dr Haile T. Debas,
*Founding Executive Director,
Institute for Global Health
Sciences, University of
California, San Francisco*



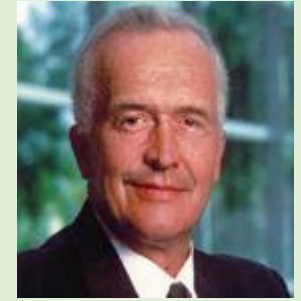
Princess Zahra Aga Khan,
*Member, Aga Khan Development
Network Board of Directors*



Dr Lisa Anderson,
*Former President,
The American University
in Cairo*



Dr Phillip L. Clay,
*Former Chancellor,
Massachusetts Institute of
Technology*



Dr Roderick D. Fraser,
*President
Emeritus, University of
Alberta*



Dr Julie A. Freischlag,
*Chief Executive Officer,
Wake Forest University
Baptist Medical Center;
Interim Dean, Wake Forest
School of Medicine*



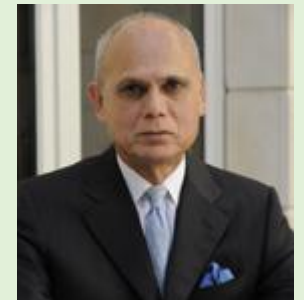
Munnawar Hamid, OBE,
*Chairman, Linde Pakistan and
Silkbank Limited*



Yusuf H. Keshavjee,
*Former Chairman, Aga
Khan Foundation
(East Africa)*



Naguib Kheraj,
*Deputy Chairman, Standard
Chartered PLC and Former
Group Finance Director,
Barclays PLC*



R. Zakir Mahmood,
Former CEO, Habib Bank

Our Board of Trustees



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*Dean Emerita and Professor of
Nursing and Sociology,
University of Pennsylvania;
Professor Emerita, University of
California, San Francisco*



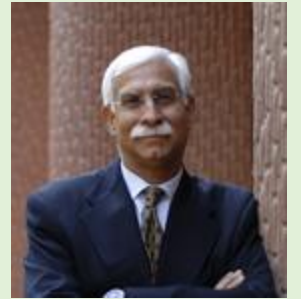
Dr David Naylor,
*Professor of Medicine and
President
Emeritus, University of
Toronto*



**Honorable Mohamed
Othman,**
*Former Chief Justice of
Tanzania*



**Dr António Manuel
Bensabat Rendas,**
*Former Rector,
Universidade NOVA de
Lisboa*



Firoz Rasul,
*President and Chief
Executive Officer, Aga Khan
University*

We are proud to have more than 25% women representative on our Board, making impactful positive changes. Women in today's world are the agents of change, the impact deliverers. Our women of strength has contributed profoundly not just in their respective professions but also in various dimensions, across the globe.

Important to Consider: Pakistan 2017 Companies Act requires companies to have minimum 1 female on board, to comply in the next three years. Out of 5000 board members in Pakistan, only 233 board members are females !

25% and Progressing

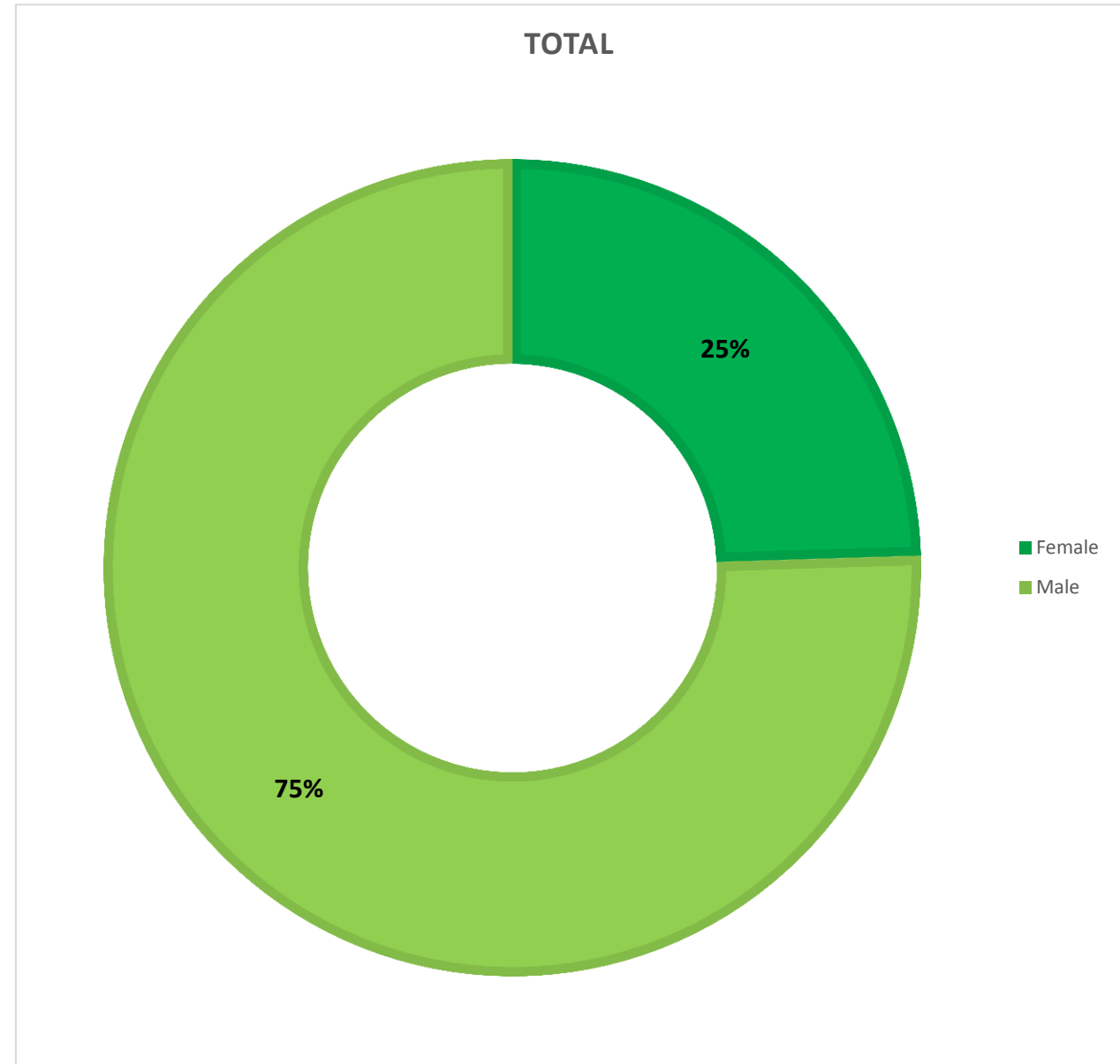
A more complex set of skills, experiences, and dynamic leadership styles are required for board service, ever than before. It is majorly about the combined contribution of a group of individuals with different perspectives, backgrounds and life styles.

Diversity of thoughts is strategically important for effective corporate governance practices and therefore, it is becoming increasingly important for organizations – namely stakeholders – the customers, employees and shareholders.

The best boards indulge in diverse experiences, skills, and perspectives to obtain optimal decisions. And it is from them that best shareholder value is created. The companies which promote equal opportunities for women and have gender diversity standards for senior leadership positions are more likely to have an inclusive culture. Today, more and more corporate boards are recognizing that gender diversity is a business imperative and a critical element in sustaining successful enterprises.

According to a study on the largest corporations of Pakistan (which are part of the KSE-100 Index) , women representation on boards of the surveyed companies resulted to be less than 4%. These companies have a total of 35 women directors against a total population of 878 directors. This trend is similar for most other management positions held by women in the country's corporates. Adding to this dismal representation is an extremely low participation of women in the workforce, which is about 28%, compared to almost 50% share of women in the country's population.

Currently, at the Aga Khan University, 25% of our Leadership comprises of women leaders. We have women leaders across various dimensions and levels including Vice President - Human Resources, Founding Dean, FAS & Vice Provost, Dean, Director - Interim Dean of Students & Chair of Psychiatry, Chief Operating Officer, Chief Nursing Officer, Director - Marketing & Planning, Directors, Interim Chairs.



Our Leadership's Commitment to Diversity & Inclusion



“What a great day this is for all of us. And what a special ceremony, as we honour a beautiful symbol of Canada’s rich past, and rededicate it to the great cause of a pluralistic Global future.

Throughout the history of Canada, the Ottawa River has been a meeting place for diverse peoples, originally the First Nations, and then the British and the French, and more recently Canadians from many different backgrounds. It symbolizes the spirit of connection. And the spirit of connection, of course, is at the very heart of the Global Centre for Pluralism.

The new forecourt garden suggests that the Centre will be a place for contemplation and reflection. And the opening to the River suggests that it will also be a place for connection and engagement.

What happens at 330 Sussex Drive in the years ahead will radiate out well beyond its walls, to the entire world.

Let me emphasize a point about the concept of pluralism that is sometimes misunderstood. Connection does not necessarily mean agreement. It does not mean that we want to eliminate our differences or erase our distinctions. Far from it. What it does mean is that we connect with one another in order to learn from one another, and to build our future together.

Pluralism does not mean the elimination of difference, but the embrace of difference. Genuine pluralism understands that diversity does not weaken a society, it strengthens it. In an ever-shrinking, ever more diverse world, a genuine sense of pluralism is the indispensable foundation for human peace and progress.

From the start, this has been a vision that the Ismaili Imamat and the Government of Canada have deeply shared.”

- Extraction of speech by His Highness the Aga Khan at the opening ceremony of the new headquarters of the Global Centre for Pluralism

Pluralism is the only antidote to the twin, opposing evils of globalization and tribalism. The former is causing a homogenization of society and culture that threatens the beauty of diversity. The latter is the polarizing view of some groups that define themselves by what they're against.

Pluralism, then, is a necessary paradigm.

<https://www.youtube.com/watch?v=9N4jQucfmxo>

"The inability of human society to recognize pluralism as a fundamental value constitutes a serious danger for our future."

- The Aga Khan

Accolades for AKU leaders



Speaking at the ceremony, Doug Stollery, the chancellor of the University of Alberta (UoA), said: "Honorary degrees are intended to recognise individuals whose character and whose extraordinary intellectual, artistic or athletic achievements or service to society set a standard of excellence that merits the University's highest honour."

The award is President Rasul's second honorary degree and celebrates his 11 years at the helm of AKU. During this time, he has initiated a range of partnerships with the UoA that have led to opportunities for global collaboration between students, professors and researchers from both universities.

Dr Rasul's honorary degree celebrates her achievements during her career as a dentist and her efforts to form important collaborations in the field of healthcare. Her partnerships have led to the set-up of Canada's early literacy programme, Success by 6, and the launch of a dental hygiene programme at AKU's campuses in East Africa and Pakistan.

Mr Rasul and Dr Rasul are among 12 recipients of the honour this year. Other awardees include Canada's Governor General David Johnston, renowned Harvard-based mathematician Shing-Tung Yau as well as a host of well-known figures from the fields of medicine, nursing, business and sport.

The University of Alberta has awarded honorary doctor of science degrees to AKU **President Firoz Rasul** and **Dr Saida Rasul** at its convocation. The honorary degree from the University recognises outstanding Canadians who have strived to raise the standard of living of future generations.

Our Women of Strength – Our Success Stories



Carol Joan Ariano

Vice President, Human Resources

Ms Carol Joan Ariano joined AKU as Vice President, Human Resources in April 2008. Ms Ariano, a Canadian national, holds a Bachelors of Arts (Hons.) degree in English from the University of Regina, Saskatchewan, Canada and has over 28 years of diverse experience, including executive and leadership positions with the public, private and voluntary sectors. She has worked extensively in policy and programme development, mergers and acquisitions and global operations support, as well as in the research, development, implementation and evaluation of human resource programmes and policies. Prior to joining AKU, Ms Ariano worked for nine years as Vice President, Human Resources for Global Operations at CGI, the largest Canadian IT service firm. During her tenure there, CGI from 2000 employees in Canada to 25,000 in 21 countries world-wide. She has been an active member of the Steering Committee for the Working Group for Women till 2017.

“I know of no single formula for success. But over the years I have observed that some attributes of leadership are universal and are often about finding ways of encouraging people to combine their efforts, their talents, their insights, their enthusiasm and their inspiration to work together” – Queen Elizabeth II

My over 28 years of working experience has exposed me to different dimensions of human psychology, cultures and the ideology of anthropology. I joined the Aga Khan University in 2008 as the Vice President of Human Resources, providing strategic human resource leadership and development for the institute as it continues to grow geographically and programmatically. I strongly believe in the development of a cohesive human resource culture and I continue to work upon the same to build a structure based on this philosophy across the University's geographic sites, colleges, and programmes, providing proactive leadership and creating an internationally harmonized environment through the development of best-practices policies and programmes in key areas like recruitment, retention, promotion, employee relations, benefits and compensation.

I believe in creating a culture that is committed to fostering Diversity and Inclusion. And so I am dedicated to crafting a workplace that is free from discrimination, and which works to promote inclusion for all—regardless of race, religion, gender identity, age, disability, or marital status. I aim to develop an environment integrating D&I principles into the talent strategies, go-to-market approach, and overall culture to generate positive business outcomes.

“When we talk about diversity at AKU, it is not about a criteria to fulfill or a to-do-list check item, it is a spectrum that has to be internalized and valued by all of us - and this is what we do.”

- Carol Joan Ariano

Our Women of Strength – Our Success Stories



Shamim S. Nayani

Director HR, AKU Pakistan

Is a result oriented strategic thinker, skilled problem solver; self-motivated visionary individual , an inspirational leader experienced in organizational management. She is a champion who has demonstrated success in all areas of Human Resources with focus on latest trend of quality, innovation, automation, business partnering, employee relations, compensation and benefits and talent acquisitions. With her exceptional ability to lead Shamim has been the proud team lead - HR of introducing PeopleSoft ERP to AKU HR in early 2000's. She is a guru of operational excellence; with an excellent balance of strategy & innovation . Being a Canadian national since early 80's Shamim has dedicated her life to AKU HR and its success and her contribution is definitely commendable.

“The quality of a leader is reflected in the standards they set for themselves” – Ray Kroc

‘34 years of excellence and continuous progression’. My career at AKU started in 1983, when the institution was in the foundation stages. Since then I have climbed up the career ladder and now reached to the level of Director HR, AKU Pakistan. I have been privileged to explore multiple avenues of HR and have the honor to contribute to the vision of the institution at large **“The Difference we Make”**. I take full pride in being the Team Lead - HR of implementation PeopleSoft in AKU during early 2000's which was the among a major steps of automation and have been contributing towards improvements at all levels.

My accomplishments includes support towards quality initiatives like JCIA and ISO accreditation as Human Resources lead. AKU is among academic leaders of excellence and is considered among top icons locally globally and it is an honor to be associated with this organization for many years now.

“At AKU; we promote work-life balance which becomes crucial to employee well-being, especially since AKU's employee strength comprises of individuals from diverse backgrounds. I believe in the promotion of a diverse and fair working environment , a work place free from discrimination providing equal opportunities to all regardless of their gender, age, ethnicity or religion.”

- Shamim Nayani

Our Women of Strength – Our Success Stories



Dr. Aneela Darbar

Assistant Professor Neurosurgery

Dr. Aneela Darbar – Another success story of women empowerment in Pakistan and close association with the Aga Khan University. She is currently working as the Assistant Professor Neurosurgery at the Aga Khan University. She is a US-trained female neurosurgeon in Pakistan. She specializes in minimally invasive endoscopic surgery and has worked as the Assistant Professor of Neurosurgery at St. Louis University Hospital in Missouri before returning to Karachi four years ago.

The percentage of women neurosurgery residents is less than that of women in general surgery. Despite advances in issues related to gender equity, barriers to recruiting and retaining women in neurosurgery continue to exist.

“I tell females who want to enter this field that they should be ‘rightfully scared’. This is by far one of the most emotionally and physically taxing occupations in the world,” she says. Of course, standing in surgery for over 12 to 14 hours can be taxing on any person. But it’s when her patients elevate her to the status of God that she finds most emotionally taxing. “The pendulum swings for us daily, we go from Gods to nothing in a matter of seconds, we have no space to falter,” she said in a recent interview.

The fact that she was so sure from such an early age that she wanted to be nothing but a neurosurgeon is quite a random occurrence/thought in a little Pakistani girl’s mind. “I burnt all my boats to pursue neurosurgery, I kept no other career options for myself,” she says.

Her first run-in with a neurosurgeon was at the age of 20 when she took her grandmother to one after she suffered a stroke. When Aneela revealed she would like to become a neurosurgeon herself, the old man told her it was “impossible”. She came home and cried for days. This was the very first time someone had told her to stick by society’s prescribed gender roles.

Her regular day begins at 5 am on her bike cycling through the streets of Karachi, followed by an hour of meditation, and then ends at Aga Khan University Hospital where she is a practicing neurosurgeon and a professor currently mentoring four bright young Pakistani women entering the field of neurosurgery.



Our Women of Strength – Our Success Stories



Khairunnissa Hooda

Business Manager, 24 /7 Emergency & Acute Care Service Line

Dynamic, results-oriented, skilled problem solver; self-motivated visionary individual experienced in clinical nursing, education, and organizational management; demonstrated success in change management, team building, communications, innovations, partnering with executives, unit leaders both technical and non-technical teams. Possessing exceptional abilities for operational management; was able to excel and sustained core business measures and systems. **Known as a doer; strive for excellence in everything I do.**

“Meet issues with courage, greet them with wow approach, treat them with wisdom and defeat them with strategy...”

My 25 years career cycle at AKU started as a nursing intern in 1991. I had explored all avenues and have executed in various roles including of a Student, Bedside Nurse, Clinical Nurse Instructor, Joint Faculty, Advisor, Nurse Manager, Associate Director and Business Manager. Exploring ones potential in multiple dimensions and to maximum limits I have been involved in wide range of institutional accomplishments from care processes to quality initiatives, from committee member to chair multifunctional teams, from designing to commissioning patient care units and clinical programs nationally & regionally, from planning of resources to its monitoring, from staff educational development to leadership competency. Development of Rapid Response Team and serving as President, Rho delta Chapter, Sigma Theta Tau International; Honor Society of Nursing were key remarkable achievements among many others.

This is the best part of AKU; it helps individuals from diverse background to explore ones potential in multiple dimensions and to maximum limits.

The environment here is quite safe, culturally sensitive and it provides extensive educational opportunities within the nursing discipline. Over the period of time, I believe that the profession of nursing as whole has accelerated, not only in terms of strength but also in its value, and the institutions contribution in this field is definitely commendable.

AKU is no doubt the most well reputed icon globally and I am highly content to be associated with this organization for many years now. I will always be obliged to the Chancellor and the Leaders of this renowned institution for providing countless opportunities to their graduate and staff to grow and excel from novice to expert as recognized leaders of their profession.

“This is the best part of AKU; it helps individuals from diverse background to explore ones potential in multiple dimensions and to maximum limits. The environment here is quite safe, culturally sensitive and it provides extensive educational opportunities within the nursing discipline.”

- Khairunnissa Hooda

Our Women of Strength – Our Success Stories



Salma Jaffer

Chief Nursing Officer – Nursing Services
AKUH

~ There is no road of flowers leading to glory ...

More than 30 years of self-motivated, self-driven journey of success and prosperity I am proud to be a Chief Nursing Officer at the Aga Khan University Hospital today, and I can profoundly say that where I stand professionally, financially & academically it's because of this institution.

Being an alumnus of AKU, School of Nursing I feel deeply connected with this place as serving the place that has given me academic base is definitely a feeling of pride.

AKU is a dynamic institution and remarkable contribution of His Highness Prince Karim Aga Khan to the community at large in Pakistan, and I am among the proud beneficiaries of this place. In professional career AKU has provided various platforms enabling me to come out of my comfort zone and accept new challenges, the best among all was when I accepted the position of Manager, JCIA Coordination. It was a moment of pride for me when AKU received first ever JCI accreditation, and apparently we were the only hospital in Pakistan to be JCI accredited. This was definitely a feather in the cap for the institution and I could have not received a better reward for my efforts delivered. In my opinion the training and exposure one gets at AKU is impeccable, whether you are developed into a leader who is prepared to face any challenge in the world. I am proud to be a part of AKU and strongly believe locally or globally this Institute's culture and its values are second to none.



Shagufta Hassan

Chief Operating Officer, Off Campus
AKUH

~ Don't wait for things to happen, make them happen

Chief Operating Officer, this position sounds just as demanding as it is. I think of myself as a hub, which communicates data to the multiple devices connected to its ports. Working in finance related positions my whole life, I was a bit hesitant to take on the role of COO, Outreach. However then I looked at this opportunity from a different optic i.e. 'where would I learn the most, where can I add more value, and where will I be challenged the most?' The answer was then clear, I had to start fresh!

AKU is a fantastic place to work, especially at a time of global shrinkage where people are being laid off, this institute is one that is continuously recruiting talent and providing development opportunities. Joining AKU in 2003 I knew it would be a very nice working environment for finance professional and it proved as I expected. In the past fourteen years spent here I am a proud contributor to a morally uncontaminated operation and progressed successfully over the period of time. Amongst the many things I've learned at AKU I believe if you're clear in your communication, if you keep following up and if you're sincere in what you're saying, people will listen to you. Quality is hard work, without which nothing is possible. You have to take charge of your destiny. You cannot live at the disposal of others to do your work. At AKU, you have to prove yourself, which is what I do every single day! And that, is the key to success, don't wait for things to happen, make them happen YOURSELF.

Our Women of Strength – Our Success Stories



Ayesha Mian

*Associate Professor, Department of Psychiatry
Chairperson, Department of Psychiatry
Interim Dean of Student Experience*

Dr. Ayesha Mian is an associate professor and Chair of Department of Psychiatry at Aga Khan University.

She is a graduate of AKU, trained in Pediatric Psychiatric from Baylor College of Medicine, USA.

She specializes in Pediatric and Adolescent Psychiatry, with special focus on understanding the effect of Autism in children.

There is a perception that people with mental illness are violent, look different from others, can never get better or cannot be productive members of society. These inaccurate and misleading stereotypes impact adversely on people's struggle to cope with their condition.

Family members, friends and the society in general have a vital role in helping people recover from mental illness. They need positive attitude and acceptance of their conditions.

While not all mental illnesses are preventable, some changes in lifestyle can significantly help. Be an organized person in your routine life, take wise and timely decisions, and take good care of yourself with healthy eating, regular physical activity and sufficient sleep – usually seven to eight hours for adults. Avoid conflicts in personal as well as professional life, try to participate in social activities, and get together with family or friends regularly. Avoid alcohol and drug use.



Dr Ayesha Mian and Dr Saad Shafiqat respond to journalists' questions related to mental health at the Karachi Press Club.

"Studies show that people with mental illness are much more likely to be a victim than a perpetrator. Media should come forward and be strong partners against this social bias."

Dr Ayesha Mian

Our Women of Strength – Our Success Stories



Dr. Anita Zaidi

*Former Professor and Chair of
Department of Paediatrics and Child
Health*

“I always had the seeds of interest in research but this brought it all together. We live such a sheltered life in Pakistan and are not exposed to the problems of poor people. I stayed in Booni, where they had a Shigella epidemic that was traced to a chashma (stream). There was a Measles outbreak in the Waacaan corridor right next to the border and I had to stay there too. This was my calling.”

Dr Anita Zaidi is a unique individual. She received her undergraduate medical education as a member of the first graduating class at the Aga Khan University in 1988 and was the first recipient of the Medical College’s Best Graduate Award.

After graduating, Dr Zaidi spent a year in community research work in Pakistan’s Northern Areas (now Gilgit-Baltistan). She then proceeded to the United States for further training and acquired a first-rate grounding in paediatrics, microbiology, infectious diseases and epidemiology at Duke University and Harvard University. An award from the Aga Khan Foundation and research awards from the US Paediatric Infectious Diseases Society and Harvard University supported her in this training.

In 2002, Dr Zaidi left a faculty position at Harvard to return to Pakistan and to her alma mater – Aga Khan University.

On the basis of her remarkable abilities, energy and commitment, Dr Zaidi went on to become one of the youngest full professors at AKU. In September 2010 she assumed the position of Chair of the Department of Paediatrics and Child Health. In January 2011, the University awarded her an endowed Chair, the Ruby and Karim Bahudur Ali Jessani, Professor and Chair, Department of Paediatrics and Child Health.

Dr. Anita Zaidi is currently the director of the Vaccine Development, Surveillance, and Enteric and Diarrheal Diseases programs at the Bill & Melinda Gates Foundation.



*Dec. 10, 2013: Dr. Anita Zaidi (center) who was heading the pediatrics department at AKU, shows a project plan to her colleagues. She won a **\$1 million grant** to fight early child mortality in a small fishing village in southern Pakistan in a contest financed by an American entrepreneur to find innovative ways to save lives.*

Our D&I Champion from Human Resources



Maliha Murtaza Khan
Senior Manager - HR, AKU Pakistan

Maliha Murtaza Khan is currently working as Senior Manager, Human Resources looking after Learning & Organizational Development and Diversity & Inclusion Initiatives at the Aga University, Pakistan. She has more than 16 years of professional experience in Human Resources with most of her career spent in the field of Learning & Organizational Development. She started her career from Institute of Business Management (IoBM) after her MBA graduation from the same by managing their Training & Consultancy unit and also serving as Senior Lecturer Marketing & Management for 10 years. With AKU, Maliha has been associated since 2010 and has progressed in her career over the last 7 years with consistent growth working both in the capacity of Generalist HR & Specialist Learning and Organization Development. She has also been privileged with a one year stint at Group M Pakistan (Media Buying and Investment Company) as Head of Human Resources in 2015. She believes in counseling, coaching, mentoring, change transitioning, revamping mindsets and boosting cultural changes. With her emotional and inspirational way of communicating she is proud in bringing and making impact in lives of many.

“Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence” – *Helen Keller*

I have been a part of AKU since the past 7 years, from Training & Organizational Development, Cultural Change Project & Values Implementation, Talent Acquisition, Senior Searches including Expatriate Recruitment & On boarding, Compensation & Performance Management, Succession Planning and Benefits Administration, AKU has provided me with the opportunity to discover various dimensions and grow as a professional.

I strongly believe in the promotion of Diversity and Inclusion in our respective domains. We as a nation, are a diverse group of individuals, and this very facet is also present in our work spaces, it is therefore very crucial for organizations to adopt inclusive practices to manage diversity as diversity well-managed, is people well-managed..

I am proud to be a part of AKU, an organization based on the very concept of diversity, encouraging and accommodating individuals from all spectrums of the society.

“To quote anonymous, ‘A lot of different flowers make a bouquet’, diversity truly is the art of thinking independently together . It is very important to provide everyone with the space to grow, to celebrate individualism, to exercise diversity, the bottom-line of which is growth, ideas, openness, dignity, joy and inclusion.”

- Maliha Murtaza Khan

WHEN THE LEADERSHIP MEETS...



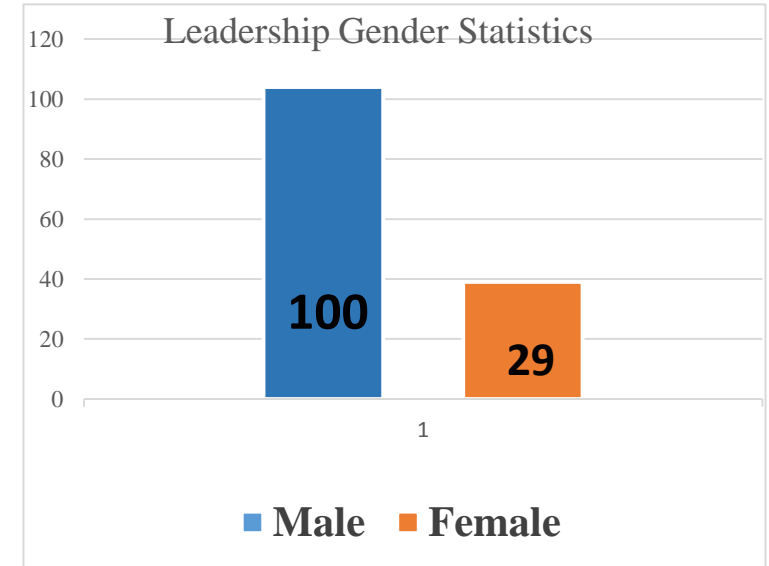
Leadership Advance 2017

Leadership Advance 2017 of AKU Global Leadership was held in May 2017 at Lake Victoria Serena Hotel and Conference Centre Entebbe, Uganda.

This conference brought together Aga Khan University's global leaders to further explore the University from a global, regional, national and entity level. This platform provided the leaders an opportunity to reflect on the Vision, Mission, Values, Strategic Priorities, considered many achievements and plan together to build on their foundation in order to accomplish success as the university goes forward for the coming years.

The annual Leadership Advance 2017 was attended by 129 of our Senior Management – our leadership front, of which 29 attendees were our female leadership.

This event fostered networking and team-building among leaders across AKU as they explored and developed synergies through collaborations amongst the various entities, interests and geographies. Through this, the university was able to enhance leadership competencies; including responsibility, accountability, teambuilding, and more; and, of course, initiated the planning for 2018 to 2022.





Leadership Advancement Champions

Leadership Development and Succession Planning

We believe in creating a defined career path, that contributes to the development of our leaders for tomorrow. Below is an extract of our memorandum for Succession Planning at The Aga Khan University.

To : Entity/ Unit Heads

From : Firoz Rasul

Cc : Al-Karim Haji, Carol Ariano

Date : 1st August 2017

Subject : **Succession Planning**

It is important to ensure that AKU takes the necessary steps to identify and develop potential and rising leaders to fill the critical roles in future and to grow within institution. To facilitate this important commitment, as part of the annual planning process, the Executive Committee will meet with entity/ unit heads to discuss the succession plans for their entities.

A one-hour will be scheduled with each entity head for this purpose. This session will be a continuation of the 2018-2022 planning meeting that will be held with you in November 2017. The specific timing will be shared in due course. To facilitate your discussions with the EC, you are required to fill a questionnaire for each key position (director or equivalent and above) through this link:

<https://www.surveymonkey.com/r/2F8X2CR>

A planning document (Succession Planning FAQs) is also attached as **Annexure A** to assist you to understand the objectives of Succession Planning. Please complete and submit this questionnaire by 16th October, 2017. If you have any questions about this process, please contact maliha.murtaza@aku.edu.

With kind regards.

Please refer to the shared folders to view the related FAQs

Category Assessment – Leadership & Accountability

	Category Objectives	Assessment
1.	Leaders are involved in D&I initiatives, communicate the D&I strategy, and provide recognition for D&I champions and advocates.	The philosophy of our chancellor, His Highness, The Aga Khan, is based on the concept of pluralism, embracing diversity. He is an active advocate of this philosophy and promotes it on international forums like the UN Assembly, Centre of Global Pluralism. And as communicated in our organization's founder's philosophy of pluralistic diversity, the same is reflected in the vision and thought of our leaders.
2.	Leaders hold themselves and others responsible for achieving the D&I goals and objectives.	Diversity and the notion of inclusion for all is deeply embedded in organizational culture. Reference to the profiles of our success stories.
3.	The board of directors is diverse, is engaged in D&I issues, and holds the leadership team accountable for achieving the D&I strategy.	Our board of directors belong from diverse backgrounds, as specified in our document.
5.	A large majority of employees across an array of diversity dimensions rate their leaders as treating them fairly and inclusively.	We have a strong performance management system in place, based on fairness and merit.
6	Leaders are seen as change agents and role models and inspire others to take individual responsibility and then become role models themselves.	Our leaders are seen as change agents and role models and inspire others to take individual responsibility and then become role models themselves.
7	Leaders and board members publicly support internal and external diversity related initiatives, even if they are perceived to be controversial.	The philosophy of our chancellor, His Highness, The Aga Khan, is based on the concept of pluralism, embracing diversity. He is an active advocate of this philosophy and promotes it on international forums like the UN Assembly, Centre of Global Pluralism. Our Working Group for Women actively conducts events, and awareness sessions and produce researches to educate the masses regarding gender mixing.

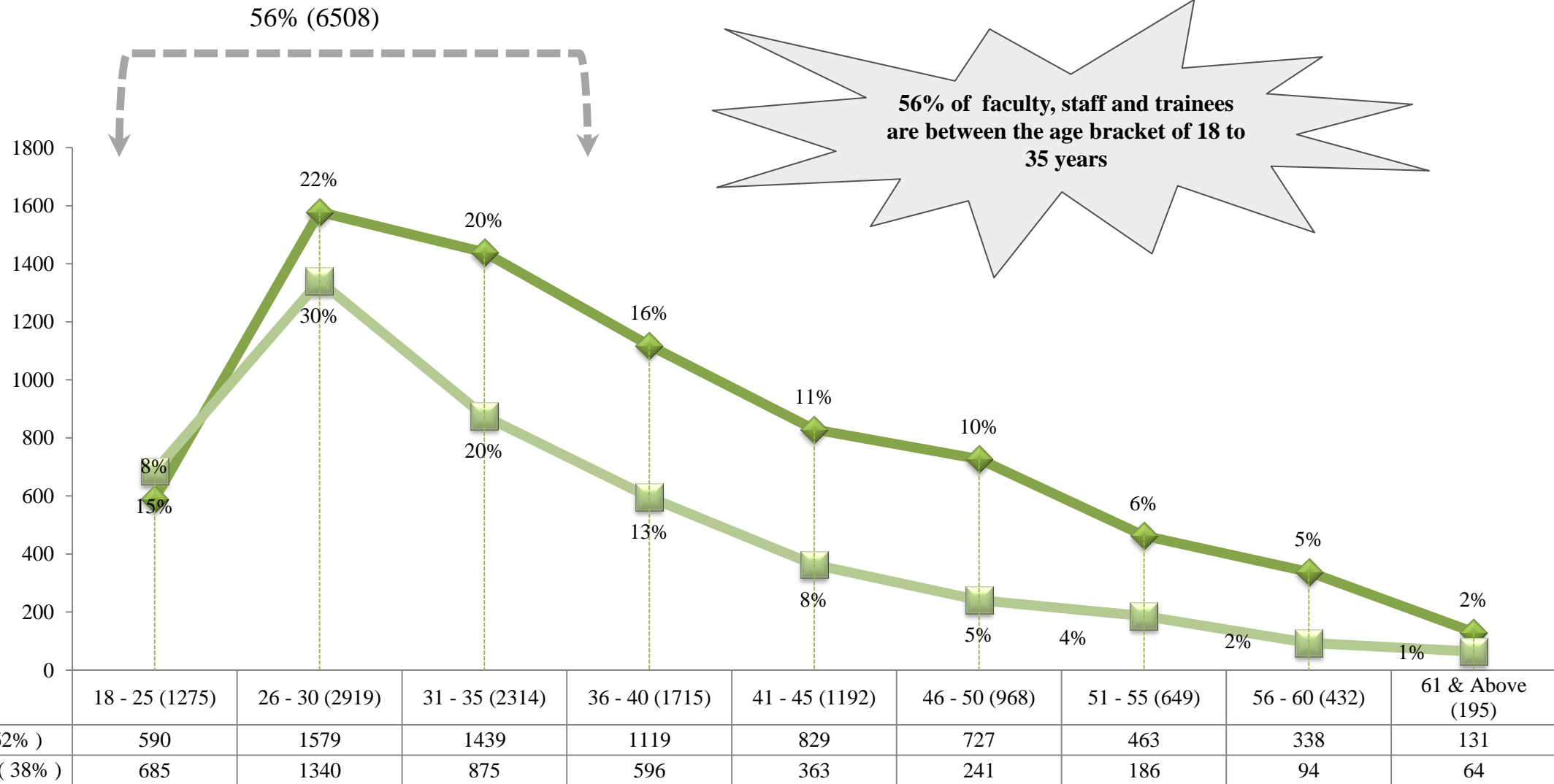
Category Assessment Result – Best practice

The Aga Khan University is a diverse and inclusive organization, based on the philanthropic ideology of our chancellor, His Highness, The Aga Khan, based on the concept of pluralism, embracing diversity. He is an active advocate of this philosophy and promotes it on international forums like the UN Assembly, Centre of Global Pluralism. giving back to the society, and catering to all segments, we feel that although our practices are fairly inclusive, however, this is a matter of continuous development and we envision our organization to progress in the way forward.

A photograph of a modern building with a courtyard and a reflecting pool. The building is constructed from reddish-brown brick and features a series of rectangular windows with decorative, perforated metal grilles. A long, narrow reflecting pool in the foreground mirrors the building and the sky. A row of green plants runs along the edge of the pool. The sky is a clear, bright blue. In the top left corner, there is a green-bordered box containing white text.

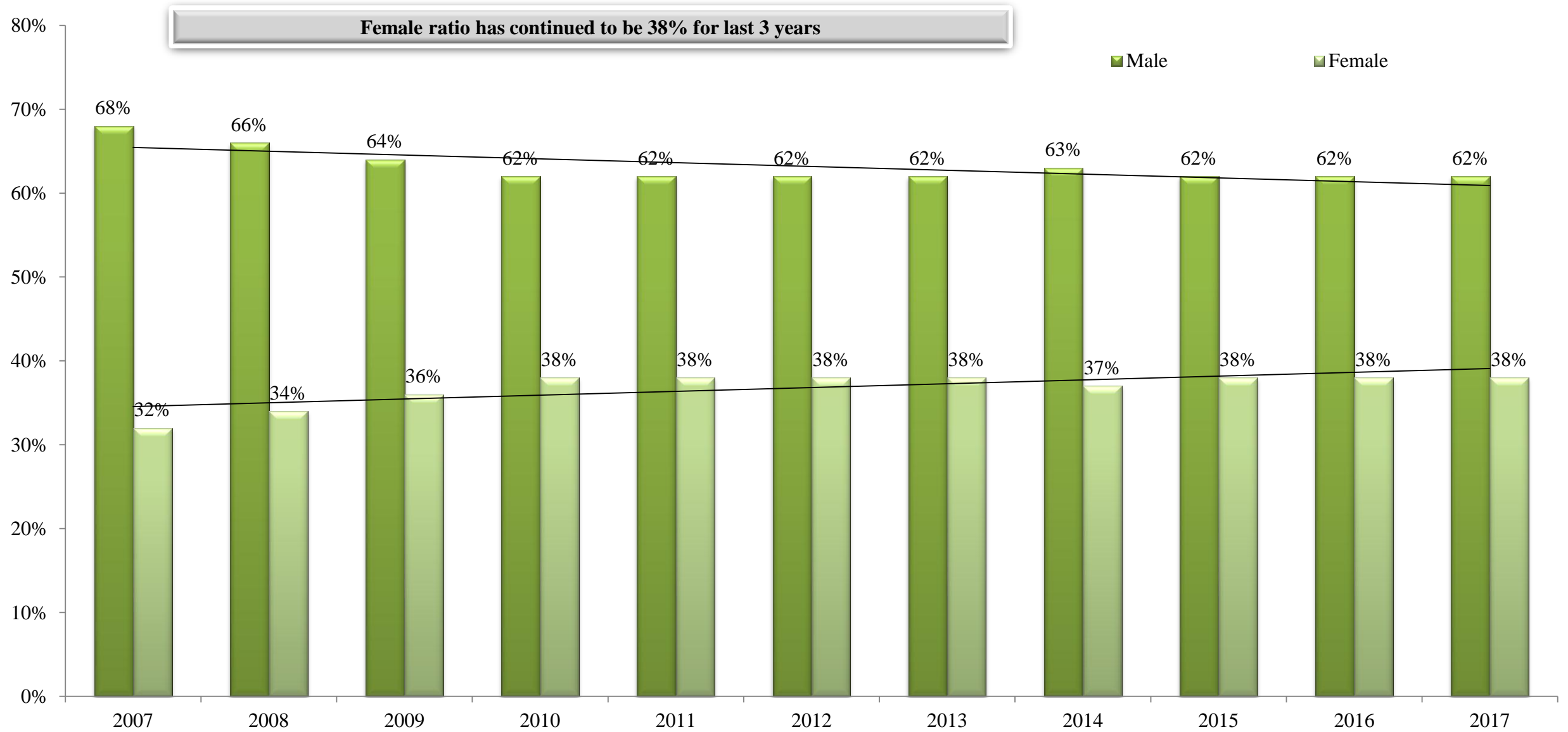
Promoting Diversity
through Recruitment,
Retention,
Development &
Advancement

Pakistan-Onboard Strength by Gender & Age



Total: 11659

Gender Ratio from 2007 to 2017

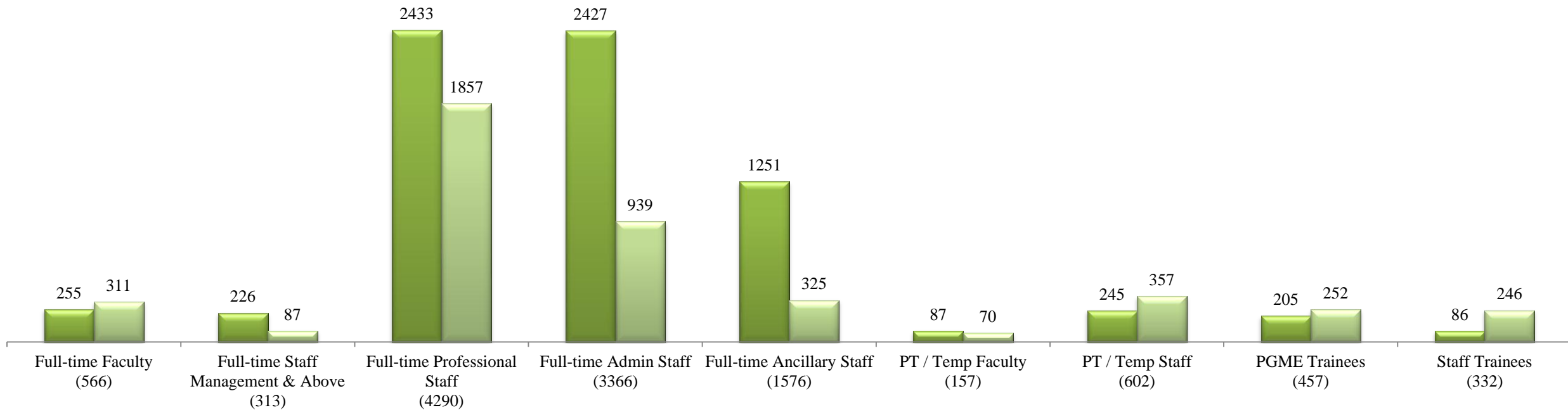


Gender wise status (Pakistan)

Employee Category	Male	Female
Full-time Faculty	45%	55%
Full-time Staff Management & Above	72%	28%
Full-time Professional Staff	57%	43%
Full-time Admin Staff	72%	28%
Full-time Ancillary Staff	79%	21%
PT / Temp Faculty	55%	45%
PT / Temp Staff	41%	59%
PGME Trainees	45%	55%
Staff Trainees	26%	74%

Total: 11659

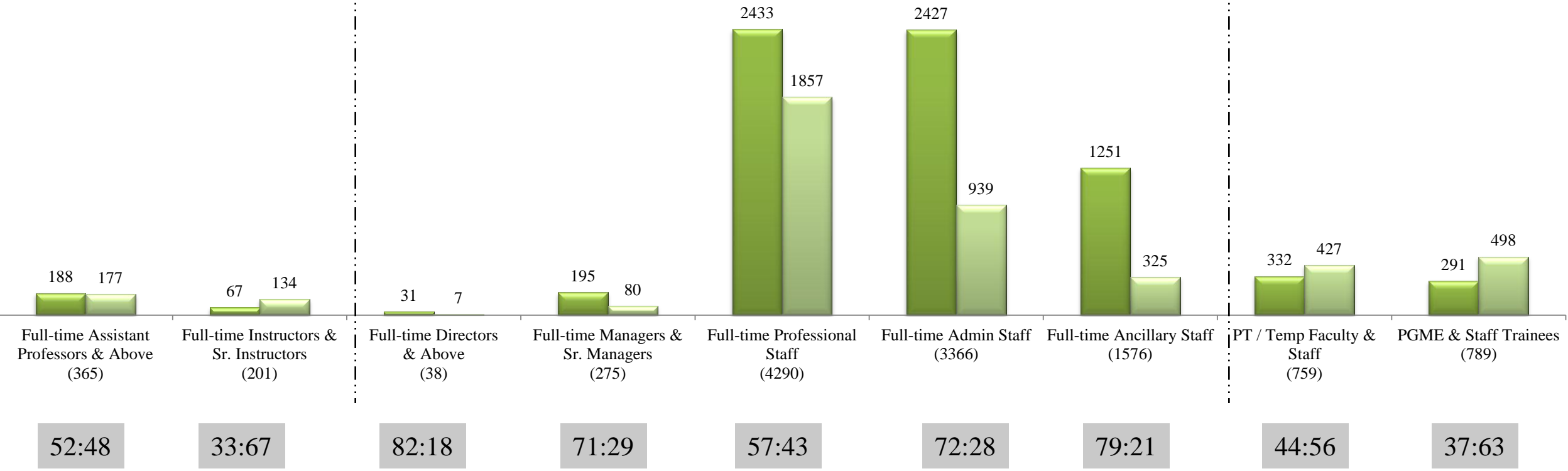
■ Male - (7215) 62%
 ■ Female - (4444) 38%



Gender wise status (Pakistan)

■ Male - (7215) 62%
 ■ Female - (4444) 38%

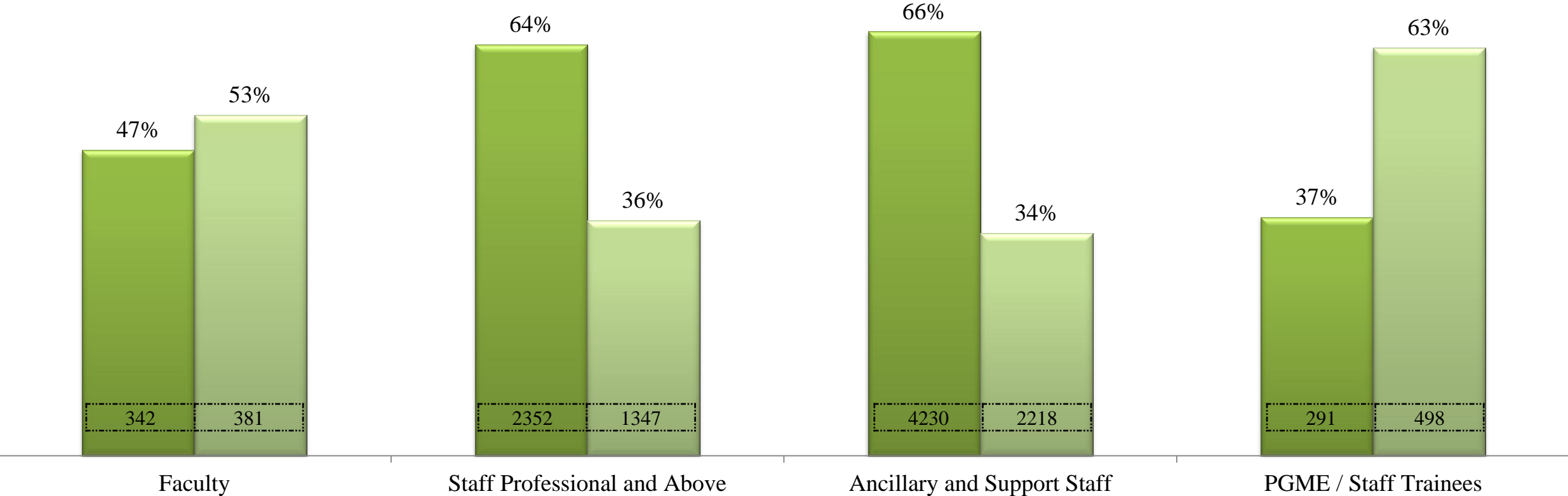
Total: 11659



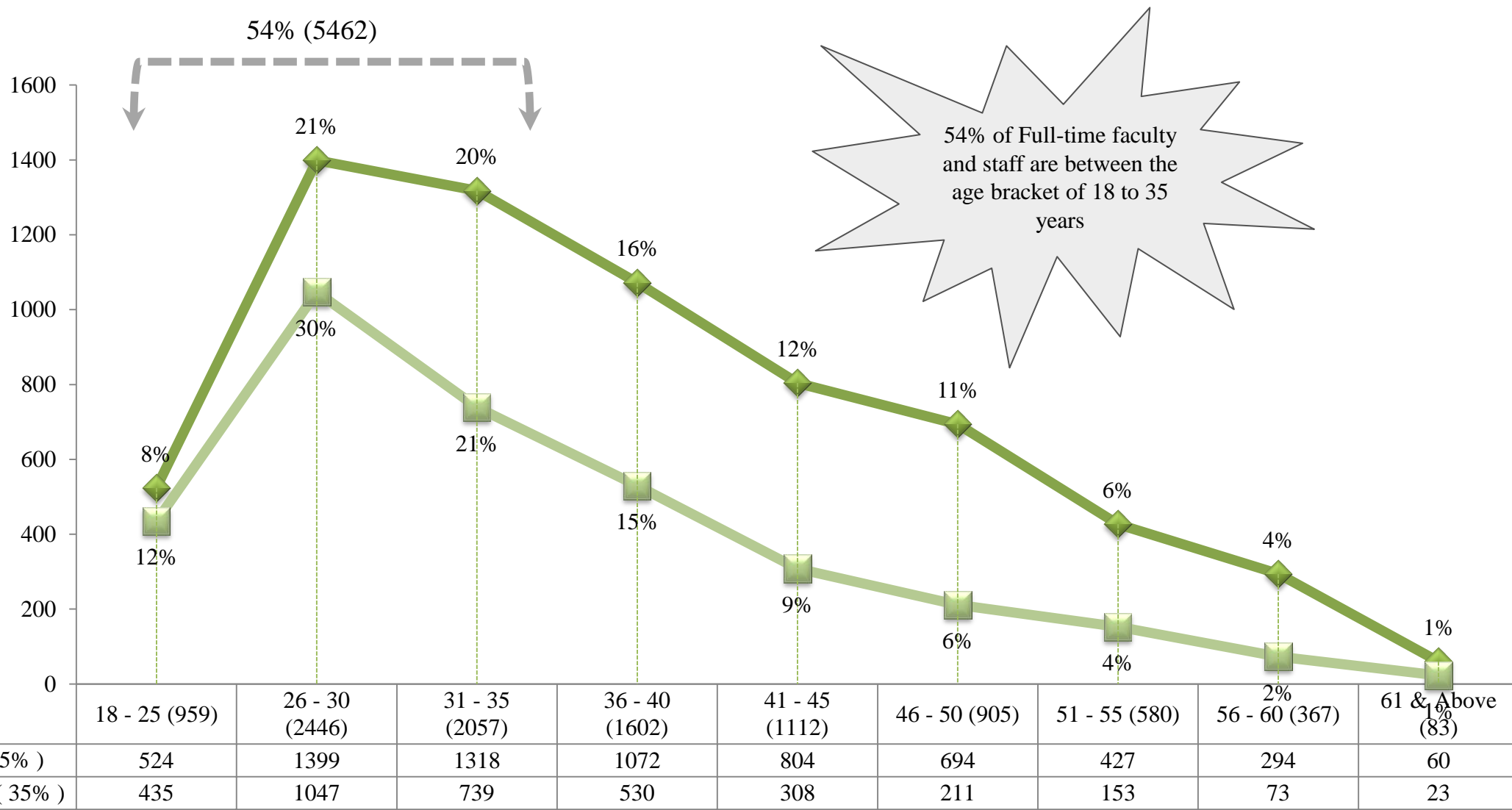
Pakistan - Overall Gender Balance

Total: 11659

■ Male - 7215 (62%)
■ Female - 4444 (38%)

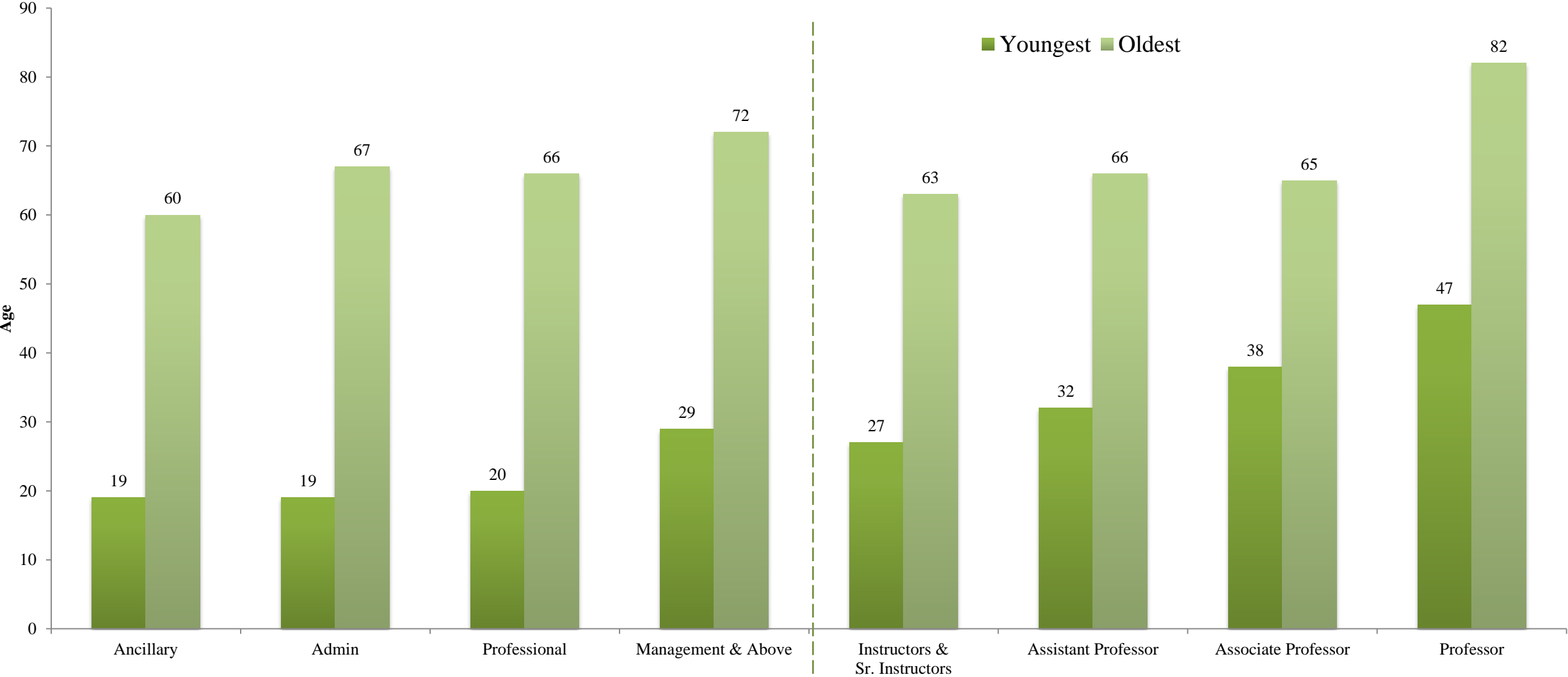


Pakistan-Full-time Faculty & Staff Onboard by Gender & Age



Total: 10111

Full-time Faculty & Staff Multigenerational Workforce



Staff-by Band category

Faculty-by Position title

Our Recruitment Cycle ensures Fair and Inclusive Practices for all!



*refers to the clause number in policy # HR/RC-01



Our Job Advertisements are placed effectively to include and encourage candidates from all backgrounds

HR, in collaboration with the relevant department head, taps appropriate sources for potential candidates, which may include one or more of the following:

- Present employees (through job posting, transfers and employee referrals).
- Data bank of active applicant files.
- AKU/AKDN web portal.
- Advertisements in newspapers, professional journals, and websites.
- Educational and technical training institutions.
- Alumni and ex-employees.
- Announcements in appropriate forums.
- Job fairs.
- Head Hunters/External Consultants.
- Social media including LinkedIn & any other forums

A large number of our recruits are from interior areas of the country. To facilitate them and remove communication barriers, we have trained interviewers in our panel that are well-versed in the local language.

We also provide accommodation facilities to our employees, giving them a home away from home. Our hostels both for males and females include a capacity of up to 150+ rooms each.



THE AGA KHAN UNIVERSITY
Multiple Vacant Positions | Apply Now

We are an equal opportunity employer and strictly discourage all sorts of discriminations on the basis of gender, creed and religion.



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

ریسرچ ایسوسی ایٹ، ڈپارٹمنٹ آف پیڈیاٹرکس
اینڈ چائلڈ ہیلتھ (واقعہ حیدرآباد)

مقررہ فرد دوئٹن جي نسخن جي هيندنگ، دوئٹن جي ورهاست جي
مُجمينت ۽ نگراني، انوينٽري مئجمنٽ ۽ بروقت سروس کي
يقيني طور تي درست ۽ محفوظ بناڻ جا ذميدار هوندا.
اميدوار فارميسي ۾ بيچلرز يا ڊاڪٽر آف فارميسي جي ڊگري
رکندي هجن گڏوگڏ فارميسي ڪائونسل آف پاڪستان کان
باضابطو رجسٽرڊ هجن ۽ ويڪسين متعلق ڪم ڪرڻ جو گهٽ ۾
گهٽ هڪ سال جو تجربو رکندي هجن.
وڌيڪ ڄاڻ ويب سائٽ تي دستياب آهي.
<http://www.aku.edu/careers/vacancies>

پنهنجو ڪيريئر ٺاهيو، پنهنجي صلاحيتن کي مڃاريو

PAKISTAN ENGINE

ملازمت کے مواقع
برائے رجسٹرڈ نرسز

آغا خان یونیورسٹی ہسپتال کے ڈپارٹمنٹ آف انیسٹیز یولوجی میں رجسٹرڈ نرسز
کی ضرورت ہے۔

برائے مہربانی ہمیں اپنے CV مع نام اور آپ کے حالیہ کام سے واقفیت
رکھنے والے کم از کم 2 حوالہ کنندگان کی رابطہ تفصیلات (مع ان کے ای میل
ایڈریس)، ہماری ای میل: recruitment@aku.edu پر بھیجیں۔

درخواستیں ارسال کرنے کی آخری تاریخ 5 دسمبر 2012 ہے۔



آغا خان یونیورسٹی ہسپتال، کراچی
The Aga Khan University Hospital, Karachi



How do we ensure fairness and promote a culture of Development and commitment ?

- At AKU, the career path of every employee is carefully planned, providing equal growth opportunities for all, based on the individual's behavioral and technical competencies. The support documents for our succession planning can be find attached in **Addendum 1** of this document.
- We provide our employees with development opportunities, including international training courses .



- We provide our employees with numerous developmental programs like in-house trainings on managerial skills, technical trainings, retreats, and participating in projects which provides with a greater exposure.
- We regularly conduct engagement events like
 - i. Kid on Campus: A fun-filled day, where we invited the kids of our employees and showed them around the campus
 - ii. Family Day: At AKU, we encourage personal integration. Family Day provides employees with an opportunity to introduce their work family with their family .
 - iii. Cultural Celebrations: We understand and respect the fact that we have employees originating from diverse religious and ethnic backgrounds. To create an inclusive environment, we conduct religious celebrations like Eid festivities, Christmas celebrations.



Differently-abled people at AKU

At the Aga Khan University, we create a space in which people with disabilities can excel. From making the recruitment process open and transparent for everyone, right through to ensuring the workplace is a safe and empowering environment.

Our People, Our Asset

It was the fateful eve of new year, when **Dr. Muhammad Khalid, a final year resident at AKU** was sitting with his friends enjoying the new year's eve, having a cup of tea., Little did he know his life was going to change upside down in the very next moment. Suddenly, a stray bullet hit him in his leg , damaging a critical nerve, leaving him wheel-bound for life.

He was offered a job at AKU, as a Medical Officer, providing him customized benefits, as per his needs.

And this is just one of the stories of many.

At AKU, we believe in respecting the personal space of our employees. As decided after multiple discussions, we encourage and appreciate our differently-abled employees, but, we do not use them as sympathy agents for public appeal.





Institution Wide New Employee Hiring Announcements (Samples)



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

To : All Faculty and Staff

From : 
Dr Farhat Abbas
Dean, Medical College


Shamim Nayani
Director, Human Resources

Subject : **Appointment of Dr Syed Asad Ali as Associate Dean, Research, Medical College**

Date : December 04, 2017



We are pleased to announce the appointment of Dr Syed Asad Ali as Associate Dean, Research at Medical College.

Reporting to the Dean, Medical College, Dr Ali will provide strategic leadership and advice in relation to all research matters of Medical College. Additionally, he will provide management and operational support for the research activities of the faculty and work closely with the University's Research Office, Ethics Review Committee and Clinical Trials Unit.

Dr Ali joined the Aga Khan University Department of Paediatrics & Child Health in January 2009 and currently serves as an Associate Professor. Dr Ali graduated from Aga Khan University in 2001 and obtained his clinical training in Paediatrics from Duke University, USA followed by Fellowship in Paediatric Infectious Diseases and Masters in Public Health from the Vanderbilt University, USA.

He leads multiple research studies aimed towards improving child health in developing countries. His major research grants include an RO1 grant from US NIH and other grants from the Bill and Melinda Gates Foundation, US Centers for Disease Control and Prevention and Gavi, the vaccine alliance.

He has served as the General Secretary of the Medical Microbiology and Infectious Diseases Society of Pakistan from 2013-2015. Currently, he is serving as the Executive Committee member of the Pakistan Paediatric Association, Sindh Chapter and President of AKU Medical College Alumni Association, Asia Chapter.

Please join us in congratulating Dr Syed Asad Ali on his appointment on this important position and look forward to your support to him in his new role.



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

To : Faculty and Staff

From : 
Amin A. Jivraj
General Counsel


Shamim Nayani
Director Human Resources

Subject : **Appointment of Mr. Sohail Kassamali as Senior Legal Advisor**

Date : January 15, 2018



We are pleased to announce the appointment of Mr. Sohail Kassamali as Senior Legal Advisor.

Reporting to the General Counsel, Sohail will be responsible for advising on legal matters affecting the University and its affiliated entities while providing leadership as well as innovative and practical support to diverse operational requirements.

Sohail holds an LLB from the University of Kent, England and completed his Legal Practice Course at the University of Law, London. He trained and practiced as a Solicitor in England and holds membership of the Solicitor's Regulation Authority of England and Wales. Upon returning to Pakistan, he practiced law in different capacities and is enrolled as an Advocate of the High Court. Prior to this appointment at AKU, he was working as Company Secretary and Senior Manager Legal at Engro Foods Limited. He brings a diverse legal experience to the University.

Please join us in welcoming Sohail in his new role and extend your usual support and cooperation.

EMPLOYEE WELCOME ABOARD ANNOUNCEMENTS – INTERNAL HR

Human Resources Welcomes



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

Nooruddin Sadruddin
Analyst



Wajiha Ghani
Associate



Zainub Suri
Management Trainee



Shahenshah Janani
Management Trainee



Joinings of January 2018

Performance Management



The Developmental Way

Performance Assessment cycle is run on an annual basis. This is a very important exercise which provides an opportunity for the employee, supervisor and manager to discuss and review job-related performance and to establish goals for personal and operational improvements and to further develop the employees in their roles. The goal of the performance appraisal is to enhance job performance through good communication between the employee and the supervisor. This also provides an opportunity for supervisors, managers, and their team members to have a thorough, transparent conversation about the year past, set goals for the year ahead, and address development to achieve career aspirations going forward and document it—all aligned with the achievement of AKU's mission and our annual plans.

Few sessions on “Performance Management – The Developmental Way” are arranged for employees especially those who are working as supervisors and departmental heads.

Respective HR managers further share information with supervisors and departments heads along with timelines for completion of the assessments and the user guide.

(For detailed performance management policy, please refer to the folder link)

Learning and Development at AKU

SCOPE OF LEARNING AND ORGANISTIONAL DEVELOPMENT

AKU has a dedicated learning and organizational development function catering to the development needs of its employees. It provides exceptional creative learning solutions to enhance talent and uplift potential across the institution. Creating an environment of satisfaction & belongingness contributing to overall growth and prosperity of employees.

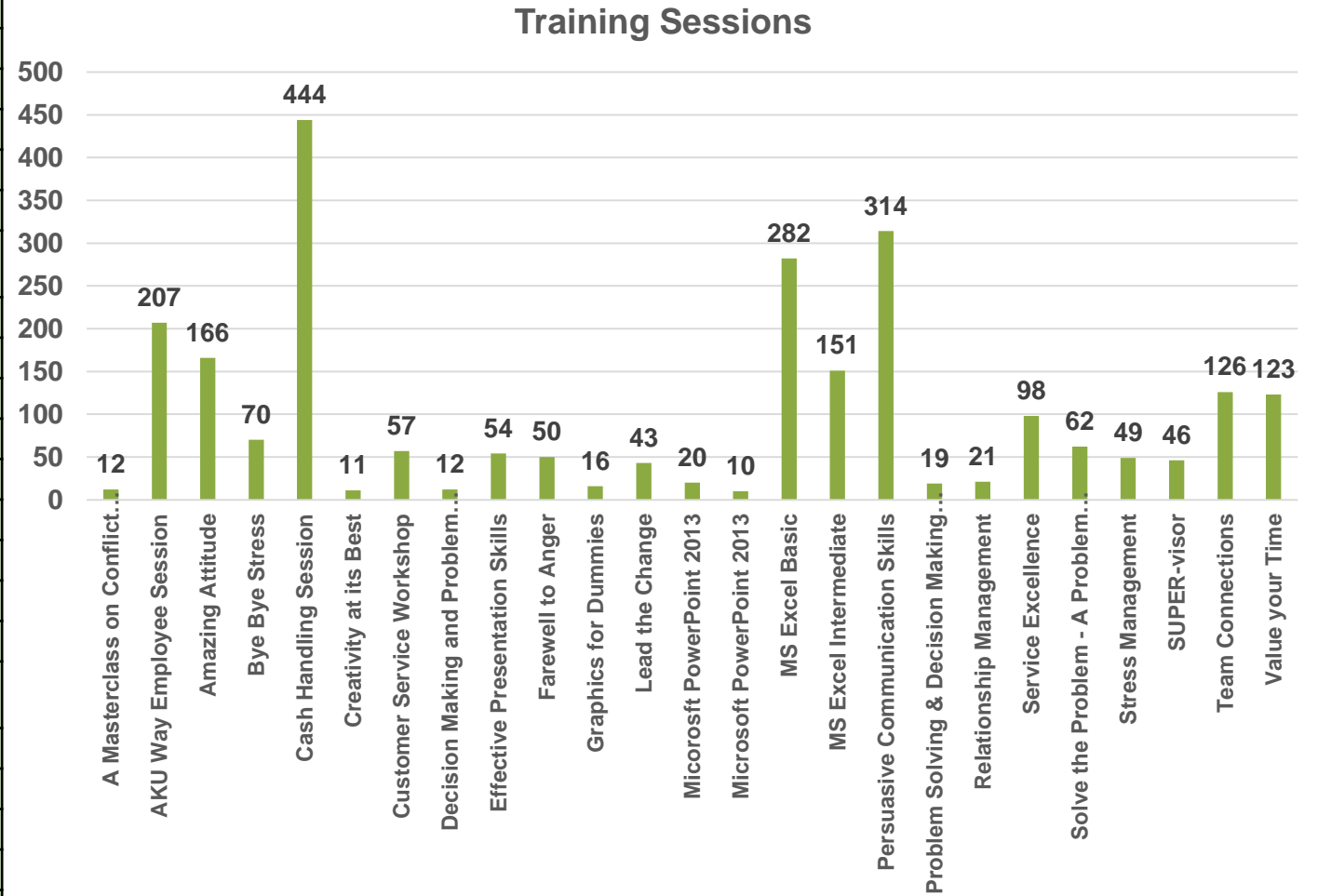
It seeks to create, promote and foster an environment that values development, nurtures high performance, facilitates capacity building, strengthens employee connection, celebrates diversity, encourages innovative and collaborative thinking to enhance leadership competencies promoting a healthy balanced work life for a better today and tomorrow. L&D Liaises with its internal & external clients for partnerships and organizational enrichment contributing to support change and assisting smooth transitions for a well-connected and satisfied workforce.



The L&D and HR Team with 2014 World Champion of Public Speaking, trainer and HRD specialist, **Dananjaya J. Hettiarachchi**

Training Session Highlights for the year 2017

Training Sessions	Number of Participants
A Master class on Conflict Management	12
AKU Way Employee Session	207
Amazing Attitude	166
Bye Bye Stress	70
Cash Handling Session	444
Creativity at its Best	11
Customer Service Workshop	57
Decision Making and Problem Solving Skills	12
Effective Presentation Skills	54
Farewell to Anger	50
Graphics for Dummies	16
Lead the Change	43
Microsoft PowerPoint 2013	20
Microsoft PowerPoint 2013	10
MS Excel Basic	282
MS Excel Intermediate	151
Persuasive Communication Skills	314
Project Management	55
Problem Solving & Decision Making Skills	19
Relationship Management	21
Service Excellence	98
Solve the Problem - A Problem Solver !	62
Stress Management	49
SUPER-visor	46
Team Connections	126
Value your Time	123
Total	2834



Training Sponsorships in 2017



* Based on Service Agreement data of 2017

Centre for Innovation in Medical Education

The Centre for Innovation in Medical Education (CIME) is equipped with virtual and augmented reality simulators and interactive, responsive mannequins to provide learners with accelerated learning opportunities. CIME, as a world-class centre, is envisioned to be a centre for innovation and research in skills development, for newer pedagogy, techniques and procedures; a resource for AKU, for Pakistan and the region. The focus is developing higher order cognitive, behavioural, communication, clinical, procedural and operative skills, from basic to cutting edge and innovative.





CIME aims to transform clinical education, promote innovation and research, bridging boundaries between professions, and safeguards ethics and patient safety. The facility is for all health professions (medicine, nursing, dentistry and allied health) across the continuum of undergraduate and postgraduate students to practitioners and specialists.

It has the potential for supporting and encouraging innovation in biomedical engineering and simulation studies, spearheading simulation-based learning and research in teaching with technology in the region.

The vision for the Center for Innovation in Medical Education (CIME) comes directly from the vision of the Chancellor, His Highness the Aga Khan. During the 2006 convocation, he said:

“In the age of the internet, knowledge is universally shaped, universally accessible, and universally applied.the Aga Khan University must make the years ahead a time to broaden our networks, broaden our teaching and broaden our geographic reach.”

Department for Educational Development

The Department for Educational Development (DED) was established in 1987 for strengthening educational programmes for Aga Khan University Medical College (AKU-MC). DED also provides faculty development workshops and courses for improving teaching at the School of Nursing (SON), Faculty of Health Sciences (FHS), Aga Khan University (AKU), and AKU programmes in East Africa. DED's primary function is faculty development for improved Health Professions Education (HPE). It is responsible for introducing new initiatives and the philosophical underpinnings for improvement of educational programmes and for developing leaders in human development.

Scope and Functions

DED is advisory to the Dean and guides the faculty regarding the structure of the curriculum including overall goals, sequencing of content and most appropriate teaching, learning and assessment strategies to meet different goals. It also facilitates development of educational innovations and support systems, for example, developing web-based learning management systems, planning for a Skills Learning Centre and capacity building for the Student Mentorship Programme.



Teaching and Learning network team with Deans and Directors of SONAM, IED, CIME and DED during the workshop



The workshop, facilitated by Dr Tashmin Khamis, Director gave a platform to the leaders to develop a shared understanding of the process of accrediting teaching practice at AKU.

Examination Cell-DED

Programmes and Courses-DED

Online Registration

ALC on Assessment

ALC on Curriculum Development

ALC on Leadership

ALC on Programme Evaluation

ALC on Teaching and Learning

ARC on Issues

ARC on Research Methodologies

Introduction to Health Professions Education

Career Development in Health Professions Education

Networks Of Quality, Teaching And Learning

The AKU-wide Networks of Quality, Teaching and Learning, set up by the Provost in 2013, aim to support excellence in our academic programmes to ensure a strong student learning experience that enables AKU graduates to meet their programme learning outcomes.

Across the world faculty come to universities with their PhDs and content expertise, but often without any teaching qualifications yet are expected to teach. This is no different at AKU. However, we know that the way faculty members teach makes a difference in how much students learn. We also know that faculty require an enabling environment and support to promote an engaging learning experience for their students. In safe, inclusive spaces, QAI_net and TL_net offer a range of services, resources and programmes to faculty and entities on teaching excellence, scholarship and programme reviews.

About the Networks :

Quality Assurance and Improvement (QAI_net)

The strategic objectives of the QAI_net are to:

- Instill a culture for quality improvement of academic programmes at AKU.
- Build capacity to support quality enhancement within entities.
- Harmonize the variety of quality assurance and improvement processes being used across AKU.

Teaching and Learning (TL_net)

Through the TL_net, faculty enhance their teaching with technology and blended learning.

- Provide teaching and learning support to faculty.
- Develop communities of practice around teaching excellence.
- Promote the scholarship of teaching and learning.

Blended and Digital Learning (BDL_net)

BDL_net has three inter-linked strategic objectives:

- Faculty Development: To build capacity of AKU faculty and staff members to teach with technology.
- Operational Support: To develop and implement a service model to support faculty members' ongoing use of technology in teaching.
- Research and Innovation: To conduct and support research, innovation, monitoring and evaluation, and dissemination activities in the area of teaching with technology.

PROGRAMMES

Scholarship of Teaching and Learning

Teaching Squares Programme

Virtual Learning Environment

Faculty Virtual Mentorship



In the past two years 45 per cent of AKU's teaching faculty have accessed TL_net services with a 90 per cent return rate.

Department of Educational Development – Development Activities & Faculty Attendees

Educational Grand Rounds:

Below mentioned details for EGR

- **EGR Monday August 07, 2017:** (DED 13, BBS 1, Family Medicine 2, CIME 2, OBGYN 1, Oncology 1, SONAM 5, Paediatrics 2, Surgery 2, Radiology 1, Pathology 1, DUHS 6, Liaquat National Hospital 2, Isra University, Hyderabad campus 1, MA Jinnah University 1 = 41)
- **EGR Monday May 16, 2017:** (DED 7, BBS 4, CHS 3, CIME 1, Finance 1, Psychiatry 2, Surgery 1, Office Dean of Students 1, SONAM 7, MBBS Student 4, Mphil Student-IED 1, JMDC 3 = 34)
- **EGR Monday March 21, 2017:** (DED 8, BBS 2, Blended & Digital Learning Ntw 1, CIME 1, Emergency Medicine 1, Radiology 1, SONAM 2, Isra University 7 = 24)

1st DED Educational Research Day: October 20, 2017 (Total Participants: 57 were present out of 103 registrations)

(DED 14, BBS 8, Curriculum Development 2, Emergency Medicine 1, Family Medicine 1, Medicine 1, Paediatrics 1, Pharmacy 1, Radiology 1, NFSD1, TL Net 1, Surgery 2, Obgyn 2, Pathology 2, Oncology 2, SONAM 8, Bahria Uni 1, DUHS 3, JSMU 2, LUHMS 1, Memon Medical Institution 1, PNS Shifa 1, Sir Syed Uni 2, SMBB Trauma Center 1, Ziauddin Uni 1 = 61)

Workshops and Introductory Short Course in Health Professions Education (ISC-HPE): Conducted by DED for the Year 2017-18.

- **PBL: Facilitation Skills Workshop: April 08, 2017** (BBS: 08 Teaching Associates from BBS)
- **PBL: Facilitation Skills Workshop: August 23, 2017** (BBS: 10, CHS: 07, DED: 02, Patho: 04 = 23).
- **PBL: Facilitation Skills Workshop: November 24, 2017** (Patho: 01, BBS: 03, DED: 01 = 05).
-
- **Workshop on EMQ: May 17, 2017** (Anesthesiology: 04, BBS: 03, Emergency Medicine: 01, Family Medicine: 01, Medicine: 04, OBGYN: 01, Patho: 03, Surgery: 03 = 20).
- **Workshop on EMQ: May 25, 2017** (Anesthesiology: 01, BBS: 01, CHS: 03, Emergency Medicine: 04, Family Medicine: 01, Medicine: 02, OBGYN: 04, Paeds: 01, Patho: 05, Surgery: 02 = 24).
- **Workshop on EMQ: August 24, 2017** (Pathology: 13) Specially arranged for Department of Pathology.
- **Course Name: ISC-HPE**

FACULTY DEVELOPMENT AWARD(FDA)

MANDATE

The Faculty Development Award (FDA) has the overall responsibility to facilitate the faculty in pursuing scholarly and academic activities in the area of their interest and expertise, keeping in view the institutional needs. The Committee is formulated to work in the best interest of the University.

AIMS AND FUNCTIONS

The committee's aim is to strongly encourage the Faculty to **pursue scholarly and academic activities** that would benefit the University in the long run. In order to achieve the desired goals, the committee is engaged in developing and revising the guiding principles for the selection and implementation of FDA all across the Faculty Health Sciences.

Development of the Faculty is in terms of enhancing scholarly activity, research, clinical skills and experience, sub-specialization and also partial support for Masters and PhD is considered.

Development Awards could be given for acquiring postgraduate qualification such as PhD with a maximum support of up to US\$20,000/- which would be awarded irrespective of the time spent for the PhD.

AWARD WINNERS



Dr Anita Zaidi

“I feel privileged to have received the education I did, and with that comes responsibility.”

Dr Anita Zaidi, MBBS '88, has been rising to the top since her student days at AKU, when she was named Best Graduate of the Medical College's first class. But she outdid herself in 2013, when she won the first annual US\$ 1 million Caplow Children's Prize with her plan to save the lives of newborn children in an impoverished fishing village in Karachi that she worked in for a decade as

an AKU faculty member and head of the paediatrics department. In the process, the internationally renowned researcher beat out 565 applicants from 70 countries. American entrepreneur and prize founder Ted Caplow hailed Dr Zaidi's "innovative, comprehensive approach to supporting maternal and newborn health," saying it "epitomizes the Prize's mission to cost-effectively save children's lives and uncover best practices." Now the Director of the Enteric and Diarrheal Diseases programme at the Bill & Melinda Gates Foundation, Dr Zaidi traces her focus on improving the health of society's poorest members back to her community health training at AKU.



Dr Zulfiqar A. Bhutta

“I'm proud to have made it possible for younger researchers to step outside the University and work among the poorest of the poor.”

For almost any other researcher in the field of global health, winning two prestigious international prizes in one year would be an extraordinary achievement. For Dr Zulfiqar A. Bhutta, it is almost a matter of course. In 2014, he received the American Academy of Pediatrics' Samuel J. Fomon Nutrition Award and the WHO Ihsan Doğramacı Family Health Foundation Prize, the latter in Geneva during the World Health Assembly. The Founding Director of AKU's Centre of Excellence in Women and Child Health and the Co-Director of the SickKids Centre for Global Child Health in Toronto, Dr Bhutta has received five such prizes in the last five years. With over 650 peer-reviewed publications and eight books to his name, Dr Bhutta has played a key role in pushing maternal and child health to the top of the international development agenda through evidence-based reasoning and advocacy over the course of his nearly 30 years at AKU. But while his influence and reputation are global, his principal focus has long been the arduous, hands-on process of developing scalable, evidence-based community interventions and training young researchers to improve the health of women and children in Pakistan's villages.

AWARD WINNERS



Sarah Savant

"With technology, we are now in a position to attempt to explain not only the role of copying in the Arabic textual tradition, but the formation of the tradition as a whole."

A faculty member at AKU's Institute for the Study of Muslim Civilisations in London since 2007, Sarah Savant won the 2014 Saidi-Sirjani Book Award for *The New Muslims of Post-Conquest Iran: Tradition, Memory, and Conversion*. Named for a well-known Iranian writer, the award is among the most

prestigious in the field of Iranian studies. Savant's book traces the process by which Persians rewrote their own history over the course of three centuries following the arrival of Islam, transforming their identity at the same time that they reshaped accounts of the Arab and Islamic past. In 2016, The Library of Arabic Literature will publish Savant's translation of a 9th century work by Ibn Qutaybah. In the meantime, she is taking her research in a new direction, collaborating with volunteer computer programmers to track the ways in which Arabic texts were copied, transmitted, altered and interpreted from 750–1500 CE. Already, Savant has received an award from the British Academy to introduce other scholars to the techniques she has developed. "The Arabic textual tradition is enormous and a great example of what computer scientists call 'Big Data,'" Savant said.



Anila Ali Bardai

"It's my passion to work with newborn babies. It's my wish to be a role model for other nurses."

Every year, nearly 200,000 newborn babies die in Pakistan in their first month of life, the third highest number of neonatal deaths in the world. The fact that many women do not deliver in a hospital is one reason, but as AKU researchers have shown, even among women who do, neonatal mortality rates are far too high. The Aga Khan University Hospital in Karachi is an

exception to that rule, and one reason has been the work of Anila Ali Bardai, Diploma '96 and Post-RN BScN '09. While serving as Head Nurse at the hospital's Neonatal Intensive Care Unit, Bardai received the International Neonatal Nursing Excellence Award in Belfast, Northern Ireland, in 2013. During the decade she spent at the hospital, Bardai was instrumental in achieving international quality standards in the NICU, which recently doubled in size to 24 beds. She also worked to raise the standard of neonatal nursing care throughout the country, helping to train dozens of nurses annually from outside AKU.

SAMPLE LEARNING AND ORGANIZATIONAL DEVELOPMENT OPPORTUNITIES FLYERS

(To access more L&OD related material: please view the folder link)

CELEBRATING

HRMS MONTH

A STEP TOWARDS ERROR FREE SYSTEM



QUICK TIPS FOR RECRUITMENT

- Check position FTE while processing hiring on peoplesoft
- Always check active directory for required email address to update individual's data
- Check visa /work permit before updating system of any Expatriate employee on permanent position



Working Hard is important.
But there is something that matters even more
BELIEVING IN YOURSELF



AWARENESS SESSION ON HARASSMENT POLICY

When: Saturday 24 September, 2016

Where: JHS Seminar Room

Timing: 10:00 AM to 02:00 PM

LEARNING OUTCOMES:

- Understand what harassment is
- Define Harassment Policy, its scope and purpose
- Create awareness about behaviors that constitute harassment
- Understand that it will not be tolerated.
- Process of handling complaints



MANAGING

SELF

By

HASEEB T. HASAN

WHEN: THURSDAY SEPTEMBER 28, 2017

TIME: 12:00 TO 01:30 PM

VENUE: LECTURE HALL 1 - AKU

President Assembly

MEMORANDUM

To : All Faculty and Staff
From : Firoz Rasul, President
Date : Wednesday, December 13, 2017
Subject : University Wide Assembly

A University Wide Assembly will be held on Wednesday, December 13, 2017 from 3:00pm to 4:30pm (Karachi time) in the AKU Auditorium at the Stadium Road Campus in Karachi followed by refreshments at the poolside. (outside auditorium).The Assembly will be broadcast to AKU campuses globally. The locations will be notified later.

The University Assembly brings together members of the AKU community to review the progress towards achieving its goals, share guidance from the Board of Trustees and focus on activities of particular interest. It also provides a forum to respond to questions from the participants on the University, its plans, challenges and opportunities.

I look forward to your participation and to an engaging dialogue during the Assembly.

With best regards.

MEMORANDUM

To: All Faculty and Staff
From: Firoz Rasul, President
Date: 28 December 2017
Subject: University Assembly

We are pleased to inform the AKU community that we plan to share the key outcomes of the first ever **Economic Impact Study** of Aga Khan University in Pakistan on Tuesday, January 9, 2018 from 3:00pm to 4:00pm (Karachi time) followed by refreshments at the poolside. (outside auditorium). The Assembly will be broadcast to AKU campuses globally. The locations will be notified later.

The results will be officially launched with the Federal Government on January 10th and the Sindh Government on January 11th.

I look forward to your participation and to an engaging dialogue during the Assembly.

With best regards.

President Assembly – Outside AKU Main Campus, Karachi

MEMORANDUM

To: All Faculty and Staff
From: Firoz Rasul, President
Date: 8 January, 2018
Subject: University Assembly

We are pleased to inform the AKU community that we plan to share the key outcomes of the first ever **Economic Impact Study** of Aga Khan University in Pakistan on Tuesday, January 9, 2018 from 3:00pm to 4:00pm (Karachi time) followed by refreshments at the poolside. (outside auditorium). The Assembly will be broadcast to AKU campuses globally. Locations below.

The results will be officially launched with the Federal Government on January 10th and the Sindh Government on January 11th.

I look forward to your participation and to an engaging dialogue during the Assembly.

With best regards.

Location	Venue
Nairobi	Lecture Hall
Dar es Salam	Mandela Hall
Kampala	Lecture Hall 2
PDCN Gilgit	Multipurpose Hall
FMIC Afghanistan	Auditorium
ISMC London	ISMC Boardroom
PDC Chitral	Classroom # 2
Karimabad Hospital	Classroom
Garden Hospital	Conference Room
Kharadar Hospital	Conference Room
Hyderabad Hospital	Classroom
CMS Clifton	Staff Lounge
IED Karimabad	Classroom 6 (LS2) Block C

Our Cultural Orientation For Accommodating People Coming From Different Ethnicities And Backgrounds

We understand the cultural shock that individuals may get when they relocate, as they would be encountering many changes at once. They may be tempted to skip part or all of the relocation process..

Why do we need to provide international assignees with orientation meetings?

Once a candidate has agreed to accept the international assignment, many things that impact their daily lives change. This uncertainty causes concern for the employee and their family. Each step along the way to the new work location can create confusion and fear, keeping the employee from settling into the new work environment and quickly becoming a positive contributor in the new location. A thorough orientation process can help minimize the disruption associated with the move.

One of the keys to successfully communicate what is going to happen during an assignment or relocation for a permanent position is to provide the assignee with the information they need at a time when they will need it, that is, just in time. The information also needs to be provided in a format that is easily understood and readily available for reference during the move.

To meet these goals, it usually means that the orientation process will consist of more than one meeting with more than one person during the relocation process. Care must be exercised as the employee can quickly become overloaded with information. We have attached as an addendum two of our following cultural orientation presentations:

1. Cultural Orientation - Karachi, Pakistan – **Addendum 2**
2. Cultural Orientation – Zambia – **Addendum 3**



Kids on Campus - A Day at Parent's Workplace

Kids on Campus - an engagement event was organized by Human Resources during the Summer Holidays to provide employee's children between ages 7 to 14 with an opportunity to learn and explore their parent's workplace while having fun! A total of 60 kids took part in the event that included a fun-filled welcome by HR followed by Career Counseling sessions on Nursing by Khairunnissa Hooda, Senior Business Manager Emergency Medicine SL Office, Medical Education by Marium Mansoor, Resident II Psychiatry – MC, and Engineering by Mirza M. Abbas, Specialist Facilities Management.

The tour covered most of the campus facilities, buildings and various professions that got children thinking about their future careers. Parents and guardians felt at ease knowing their children are participating in a fun supervised tour and session. Children thoroughly enjoyed the sessions exploring simulators at CIME and various sports facilities. The overwhelming response of the children depicted the pride they felt about them being part of the AKU family. This event would take place every year as an Employee Engagement Activity.



Kids on Campus

A DAY AT PARENT'S WORKPLACE



Venue: AKU Main Auditorium, Medical College
Date: Thursday July 06, 2017
Timings: 08:30 AM to 12:00 PM
Age Group: 07 - 14 Years
For Details: 021-34862988
Limited Seats - Last Date of Registration is July 04, 2017
Educational Campus Tour with Career Counselling on Various Professions.
Followed by Refreshments.

Sports Centre
invites you to the



Grand Finale

on July 29, 2017



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

VOLUNTEERS' APPRECIATION EVENING

CELEBRATING 30 YEAR OF VOLUNTEERISM

When: Tuesday, December 19, 2017
Timing: 03:00 to 05:00 PM
Venue: Seminar Room, 1st Floor JHS Building

Please confirm your participation latest by December 26, 2017

International Women's Day

Working Group for Women at the Aga Khan University organized a Women's Day event on account of International Women's Day celebrations in March 2016. The two hour session was titled "Right to Health: A Woman's Issue". The session aimed at highlighting health issues of women by various talks, songs and visuals.

A brief historical perspective was given by Nausheen Salim followed by Dr. Nida Wahid from Patel Hospital who spoke on the topic of Breast Cancer and how women ignore the screening process at hospitals due to commitments at home.

Dr. Omrana Pasha from AKU spoke on one of her experiences while interviewing a husband in interior Sindh who lost his wife due to mistreatment at the hospital for their baby's delivery, and how devastated he was when he lost both wife and child.

Dr. Sameena Shah and Dr. Rozina Karmaliani spoke on the topic is affected by that violence. Renowned feminist Kamyla Marvi Tapal and Anees Haroon were also invited as panellists for the session. The programme was well attended with over 200 participants and the session generated a rich discussion at the end. Well done to WGW on a successful event.



Session on 'Women and Men Working Together'

Working Group for Women(WGW) organized a gender sensitization session titled 'Women and Men working together' for Boys Scouts from Ismaili Boys scouts, Karachi District and Girl Guides from Aga Khan Youth & Sports Board of Pakistan, Karachi District. The same was held on November 29, 2017 at Centre for Innovation in Medical Education and facilitated by Dr Anita Allana.

The session highlighted gender concepts, clarified myths and realities regarding gender and helped participants understand how gender dynamics operate in their personal and professional lives and how they themselves can be agents of change. Participants numbering 35 remarked the session to be thought provoking, informative and enlightening.



Eid Rounds



We have various religious festivities like Eid celebrations, Christmas festivities and various other departmental events take place from time to time to rejoice each other's special occasions.

Shared Cafeteria and Prayer Space for Employees at all levels

We believe in the concept of shared spaces, be it an employee from management or non-management cadre. We embed and promote equality at all levels.



Providing Employees With an Opportunity to be Themselves - The 6sf (Sixth Sense Forum)

A bi-monthly series of lectures in social sciences and humanities to promote and encourage academic discourse.

Scope:

The 6sf lecture series seeks to invite scholars/academics who have a liberal arts background or who have an interdisciplinary approach to scholarship. The scope of speaker selection justly revolves around the liberal arts premise as envisaged in the FAS academic plan which includes a depth and breadth of knowledge, beginning with a two-year undergraduate core curriculum.

Objectives

- **To introduce liberal arts topics to students, staff and faculty.**
- **To emphasize the importance of liberal arts as a pivotal component in the development of individuals in any civilized society**
- **To supplement existing HASS lectures and electives and provide another avenue for introduction of liberal arts to the undergraduate MBBS curriculum**
- **To create awareness of the three academic majors comprising Arts & Humanities, Social Sciences and Natural Sciences, which FAS plans to offer in its future academic program**
- **To effectively develop the FAS identity and serve as an outreach initiative**
- **To nurture inter-campus collaboration**

Story of Imperial China

This is the saga of China—its splendid days of imperial glory and unending nights of tribulation, until a revolution by the communists restored its pride and dignity.



Dr Iftikhar Salahuddin is an ENT surgeon. He is an avid photographer who has an abiding interest in documenting history, its art and architecture through his photographs. Dr Salahuddin will give a 50 minute presentation about the history of China with photographs taken by him during his visits to China.

Tuesday, February 20, 2018
4:00 to 5:30pm | AKU Auditorium

No registration required



THE CRY OF THE INNOCENT

Child abuse in Pakistan

A short film followed by a panel discussion



Panelists:

Shamim Mumtaz (Minister for Social Welfare, Sindh)

Tahera Hasan (Lawyer and Director, Imkaan Welfare Organisation)

Rubina Feroz (Clinical psychologist)

Tehmina Shahid (CEO, Children Empowerment Association of Pakistan)

Moderator: Dr. Murad Khan, Professor, Psychiatry, AKU

Tuesday, November 21, 2017 | 4:00 to 5:30 PM

AKU Auditorium

The session is open to all—No registration required

6sf
S XTH S ISE FORUM

Rumi's concept of divine love

Dr Aziz Ali Najam

The author of *Bishnau* will talk about the extraordinary life of Rumi and his concept of divine love, and Rumi's relevance in the modern era.

Monday, November 13, 2017
4 to 5:30pm including Q&A
AKU Auditorium

No registration required

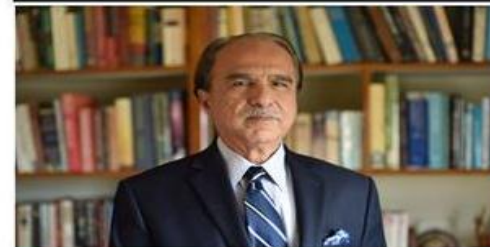


6sf
S XTH S ISE FORUM

A presentation by Dr. Iftikhar Salahuddin on...

OTTOMANS—THE LAST MUSLIM EMPIRE

The vast Empire of the Ottoman Sultans stretched from the Atlantic to the Euphrates, and over six centuries ruled over wide swathes of Europe, Asia, and Africa, including Islam's sacred cities - Mecca, Madina and Jerusalem. The Empire ran through the vicissitudes of valor on European battlefields, and the ignominy of defeat in Vienna. Its history embraces the rise of splendid art and architecture, as well as the intimate stories of palace intrigues of thirty-six Sultans and Pashas, whose harem concubines produced male heirs, and who schemed and killed brothers and sons to claim their right to the throne.



Iftikhar Salahuddin is an Ear, Nose and Throat surgeon in Karachi. His interest in history took root during his extensive travels through several Muslim countries. He has been invited by universities in Pakistan to speak on Muslim history. He is the author of *Jerusalem—A Journey Back in Time*, which shared the 2014 Peace Prize awarded by the Federal Republic of Germany at the Karachi Literature Festival. The award is given to books, which promote peace and understanding among peoples of the world.

Tuesday, January 31, 2017
4 - 5:30pm / AKU Auditorium

Refreshments will be served

No prior registration is required - open to all

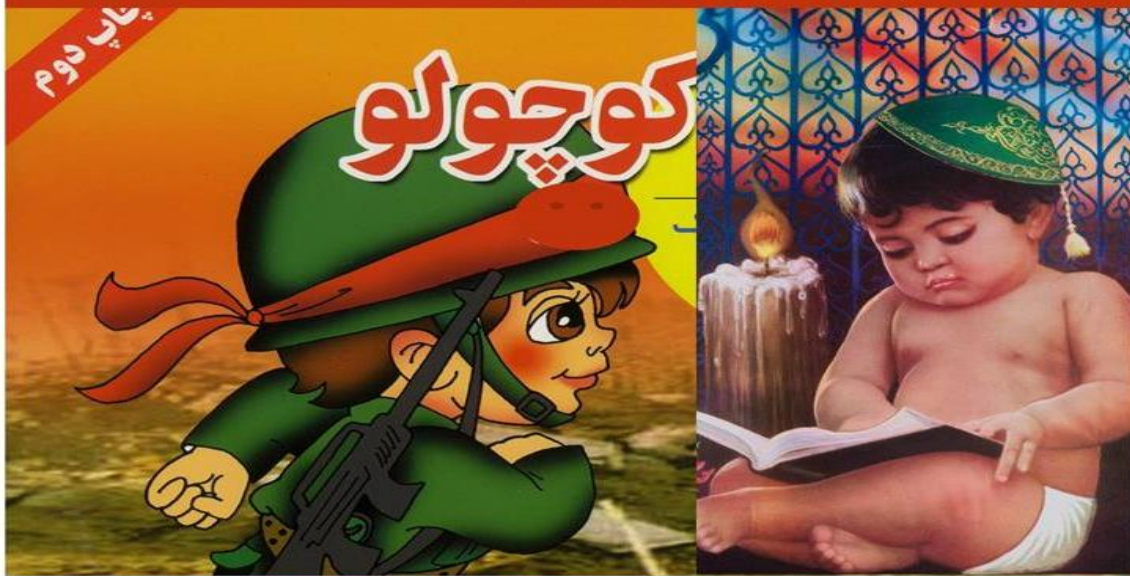


A talk by Dr. Jamal J. Elias

Angels and Monsters

Children, Emotion and Visual Culture in Islamic Societies

See attached talk abstract and profile of speaker



Tuesday, April 18, 2017

4:00 to 5:30 PM

AKU Auditorium

followed by Q&A and refreshments



A talk by Dr. Rashid Jooma

The Peril of Diagnosis Without Examination: Stories of the Artist and the King

See attached talk abstract and profile of speaker

Thursday, April 13, 2017

4:00 to 5:30 PM

AKU Auditorium

followed by Q&A and refreshments

Through the platform of **Mentor Blurb**, we also provide coaching and mentoring opportunities for development of our employees.



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

MENTORS



DR. SADAF KHAN

Dr. Sadaf is currently an Associate Professor of Surgery at the Aga Khan University. She oversees the curriculum for the final year of the MBBS program, and is the Program Coordinator for the General Surgery Residency program. Her special interest lies in assessment strategies in medical education.



DR. JAVED IQBAL

Dr. Javed is an Adjunct Faculty at DePaul University (USA). A digital futurist, advisor and educator, who for the past two decades has been helping businesses, governments, and academic institutions across the globe transform and achieve objectives through disruptive and innovative technologies.



MR. RABI IMRAN

The CEO and Co-founder of Grit 3D, Mr. Rabi is an innovator who keeps a strong eye on problems and solves them through design thinking and emerging technologies. Grit 3D work is enabling 900,000 amputees in Pakistan through their functional 3D printed prostheses.



MR. OMER MANYA

The IT Director, Infrastructure and Operations at the Aga Khan University Hospital, Mr. Omer has 30 years of IT experience covering healthcare, education, sales, telecommunication and R&D. He also has two international patents in cellular technology to his name.

#AKUHackathon

/CCITForum @ccitforum



**Women's
Professional
Advancement
Through
Gender
Mainstreaming
– Aga Khan
University
Initiatives**

Aga Khan University believes in providing **equal employment opportunities**, strictly based on **merit** and fulfillment of **behavioral and technical competencies**, more than anything else. It is for this reason that we have gender parity in almost all of our service lines. We aim to facilitate and develop our women on board, and for this purpose, AKU has developed a series of facilities on campus.

Gender Mainstreaming

The equity perspective for facilitating women's advancement and professional development, brings us to the role and responsibility of organizations for Human Resource policy development for gender mainstreaming.

'Gender Mainstreaming' in employment refers to the process of assessing the implications, for both men and women, for any employment related policies or strategies so as to ensure that these do not lead to any inequalities.

Giving visibility and support to women's contributions, to consciously recognize the same with a view to facilitating further contributions by women.

Human Resource Policy Initiatives at AKU

Based on gender distribution statistics and the University's strategic objectives, some of the key HR policy development initiatives taken at the Aga Khan University to facilitate women in employment are as follows:

- Centre for Early Child Development – A children's day care center program
- Policy for Parental Leave
- Geographic Full-Time (GFT) Faculty Appointments
- Enhancement of Status of Nurses
- Faculty Development Awards
- Working Group for Women (WGW)

Policy for Parental Leave

Female employees are permitted reduced work hours/ part-time employment for 12 weeks anytime during one year after maternity leave in order to facilitate care of the new born child, and adjust back into employment.
Has facilitated retention of female employees.

(Policy written in detail is attached in support folder)

Geographic Full-Time (GFT) Faculty Appointments

AKU employs clinical faculty members (male & female) on a part-time basis as GFT Faculty, provided they are not working at any other organization nor engaged in private practice.

Provides a good opportunity for high caliber clinical faculty who wish to work part-time only.

Will facilitate female clinical faculty to continue with their careers at AKU on a part-time basis

This has facilitated retention of high caliber senior faculty on post retirement contracts – while providing clinical services, they also serve as mentors to junior faculty

Centre for Early Child Development – A day Care Facility for the Employees of AKU

The Centre for Early Child Development is a unique, state-of-the-art facility to provide childcare services for faculty and staff working at the University. Recognizing that young children's early experiences and environment lay the foundation for their future health, success and well-being, the CECD offers a programme and services to meet the physical, social, emotional and cognitive developmental needs of children between the ages of three months to three years. The Centre will also contribute to the University's academic objectives related to Early Child Development.



For over twenty years, AKU has been providing employees with child care services for children 3 to 36 months old. As part of AKU's strategic area of focus in Early Childhood Development, a new purpose-built CECD has recently been established and became operational in August 2015. Dr. Almina Pardhan, AKU Faculty and Chair of the CECD Governance Group, explains, "AKU is dedicated to setting the highest standards for children's care, development, and education at the CECD, with the aim to connect training, practice and multidisciplinary research of the highest international standards of excellence."

About a hundred children from diverse backgrounds attend the CECD. They are grouped in four different rooms according to age: Infant 1 (3 to 8 months); Infant 2 (9 months to 15 months), Toddler 1 (15 months to 23 months); and Toddler 2 (24 months to 36 months). Zahra Virani, Manager of the CECD, describes the ethos: 'The CECD recognizes that children's early experiences and environment lay the foundation for their future health learning, well-being. Because of this, we offer services to meet children's physical, social, emotional, and cognitive developmental needs in a safe, loving, stimulating, and responsive environment.'

Dr. Pardhan adds, "The CECD embraces the integration of health, nutrition, nurture, and early education activities through a strong partnership between children, parents, practitioners, and the AKU community."

The CECD employs 22 staff with educational and professional work experience in the area of early childhood.

In addition to daily communication with parents, the CECD has a parent programme to support strong partnerships with families for children's healthy development and learning. Parents are the child's 'first teachers' and the CECD recognizes parents for what they already do and helps them to do more and better. Through the parent – child sessions facilitated by the practitioners, parents and children sing songs, read stories, and engage in activities together, many of which are a regular part of the children's routine at the CECD. Parents also have a chance to exchange experiences and discuss any questions or issues.



Dr. Almina Pardhan
Faculty and Chair of the CECD Governance Group

Education

Doctor of Philosophy (Early Childhood Education), Ontario Institute for Studies in Education, University of Toronto, Canada
Master of Education (Gender Education and Development), University of Alberta, Canada

Current areas of teaching

Early childhood education
Early child development
Early literacy development
Teacher education

Research interests

Almina is an early childhood education specialist with strong experience of leading in the design, capacity development and implementation of innovative and contextually relevant school-based and community-based early years programmes for children 5 years old and under, their families and teachers in Pakistan and internationally (E.g. Global Affairs Canada and Aga Khan Foundation Grant, 2013-2015). Her research interests are:

- Early childhood education
- Early literacy
- Early child development
- Gender and education



A SESSION ON Parenting Solutions

Learn how to connect with your child, discuss parenting challenges and explore effective parenting skills and behavioral management strategies, at an interactive session with our team of experts.

Saturday, 17 February 2018
11:00 AM – 12:30 PM

Seminar Room 1, Jenabai Hussainali Shariff Building,
Main Hospital Campus, Stadium Road

For more information and registration: (021) 111-911-911
PKR 1,000/person



سیشن

بچوں کی تربیت کے رہنما اصول

سیکھیے ہمارے قابل معالجہ سے کہ آپ کس طرح اپنے بچے سے قریب رہ سکتے ہیں اور کس طرح ان کی تربیت میں درپیش مشکلات کو حل کر سکتے ہیں۔ ہمارے ماہرین سے سوال جواب کے ذریعے جانیں بچوں کی تربیت کے کارآمد طریقے اور منظم رویہ کی حکمت عملی۔

ہفتہ، 17 فروری 2018
صبح 11 بجے سے دوپہر 12:30 بجے تک

سیمنار روم 1، جنابا بی حسین علی شریف بلڈنگ، مین ہسپتال کمپس، اسٹیڈیم روڈ

رجسٹریشن اور مزید معلومات کے لیے: (021) 111-911-911
1,000 روپے فی فرد

Enhancement of Status of Nurses

The Office of Chief Nursing Officer, works to improve nursing care throughout the hospital by facilitating and assisting nursing management team in all service lines to comply with the Joint Commission International Standards, to implement best practices and to achieve highest patient satisfaction.

We provide enormous learning and development opportunities to all nurses working at AKUH and other outside hospitals. We collaborate with AKUSONAM and other healthcare institutions in the country to mutually benefit each other. We believe that by coming together we can raise the nursing profession, empower nurses and respond to the increase demand of better prepared nurses who can meet the care need of our patients and their family members.

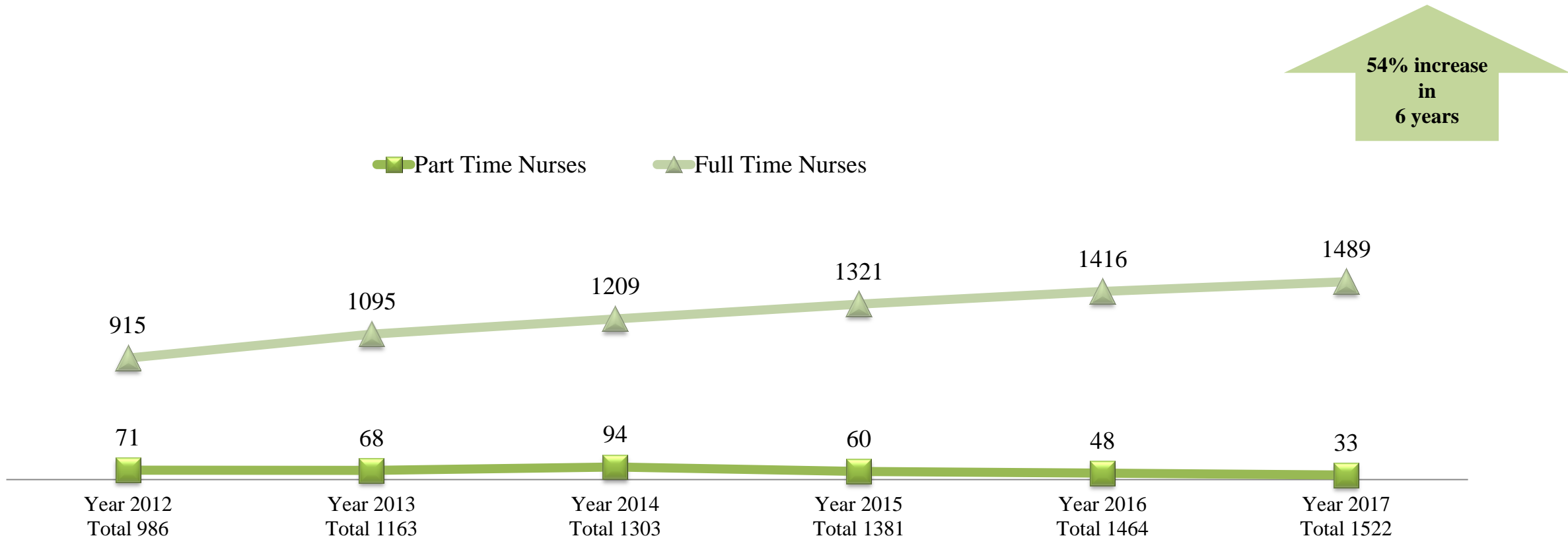
As attached in the statistics below, nurses are predominantly female at AKU. Most are qualified for Diploma, and there is a need to provide them opportunity for higher education to facilitate enhancing their status and empowerment.

- Special training sponsorship for nurses for B.Sc. Nursing and M.Sc. Nursing.
- Remuneration for entry level nurses has been enhanced to be at par with other comparable health care professionals.
- Part-time training for B.ScN & M.ScN.

This helps meet the University's strategic objectives for quality and excellence in patient care service, and nursing education; as well as facilitates enhancement of social and economic status of nurses, retention, and better empowerment.



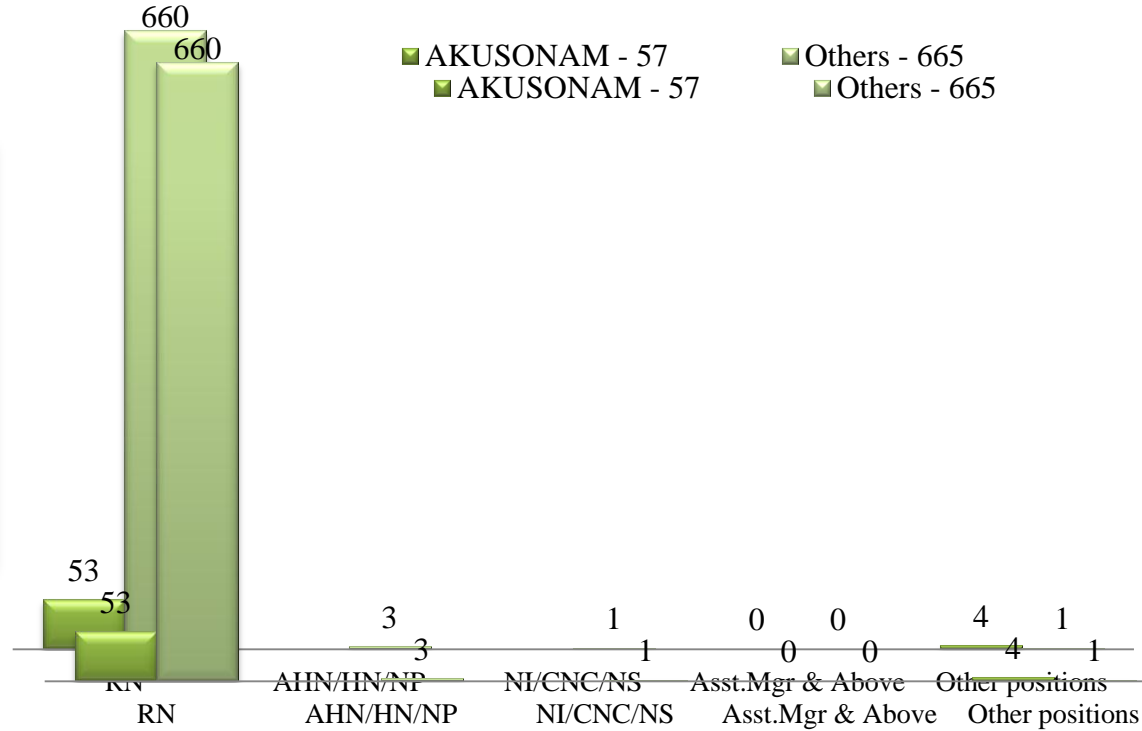
Nurses - Strength at AKU Pakistan



Total Onboard – 1522

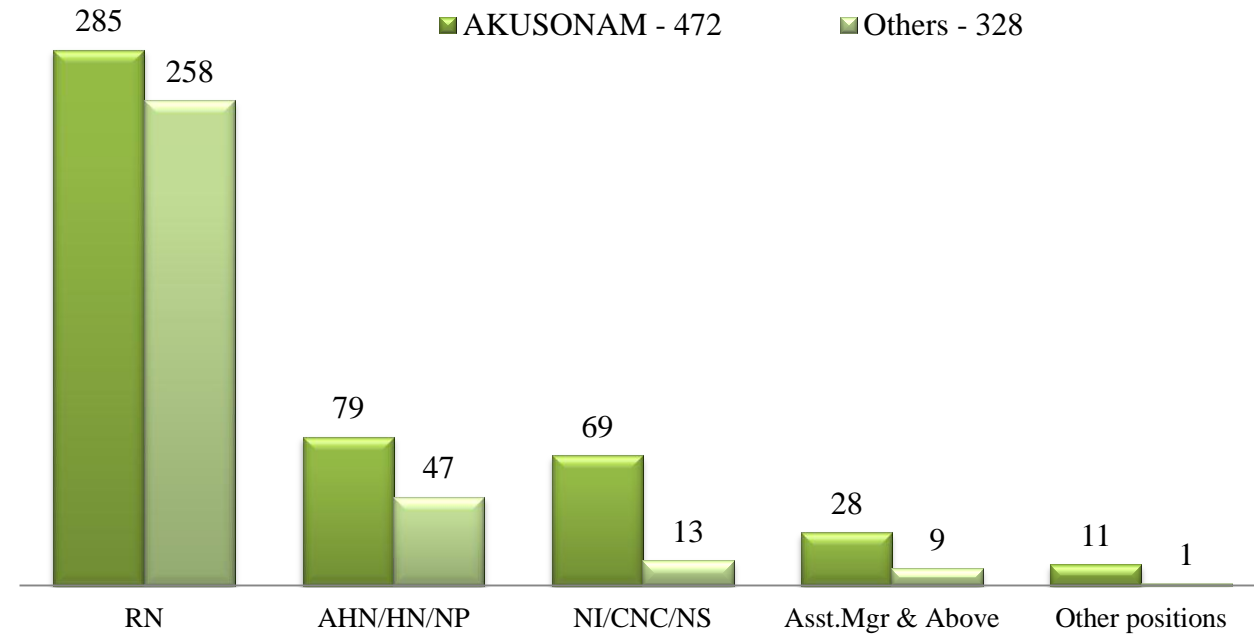
Onboard Status of Nurses by Position Titles and Qualification - 2017

Diploma – 722



47% of onboard nurses

BScN – 789
Masters - 11



53% of onboard nurses

Position Titles

Abbreviations:

RN : Registered Nurse

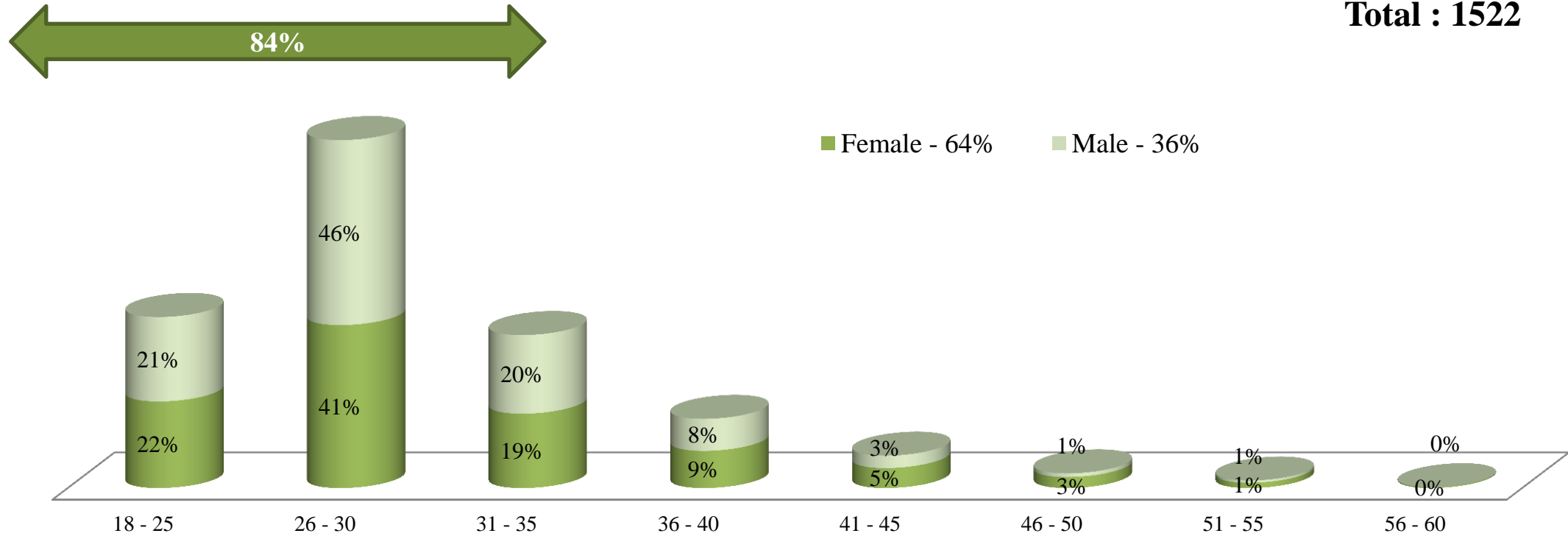
AHN/HN/NP.: Assistant Head Nurse / Head Nurse/Nurse Practitioner

NI/CNC/NS.: Nurse Instructor/ Clinical Nurse Coordinator / Nurse Specialist

Asst.Mgr & above : Assistant Manager & above

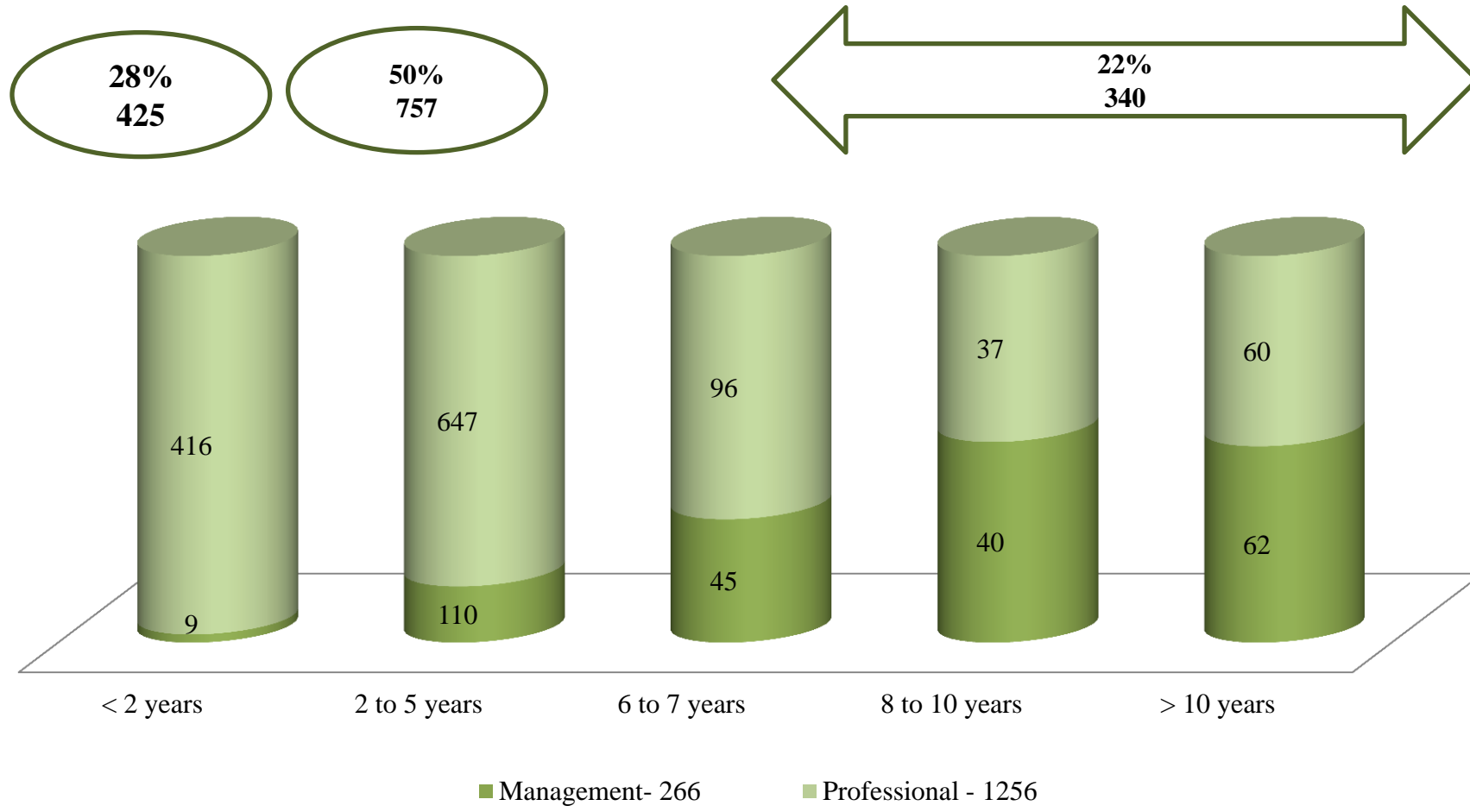
Onboard by Gender – 2017

Total : 1522



Age Bracket	18 - 25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 60	Total
Female	212	399	182	91	49	27	13	2	975
Male	116	254	108	44	17	5	3	0	547
Total	328	653	290	135	66	32	16	2	1522

Onboard Nurses by Length of Service – 2017



Total : 1522

Number of Employees

Years of Service

Nurses Hiring / Appointments –2017

Nurses Category	Appointments From Within AKU		New Hiring				Total
	Numbers	%	From AKUSONAM		From Other Schools		
			Numbers	%	Numbers	%	
Nurses at Management Level	55	86%	7	11%	2	3%	64
Nurses at Professional Level	5	1%	111	23%	376	76%	492
Total	60	11%	118	21%	378	68%	556

Other Appointments:

- Change in job status: 28

Hiring of Full time Nurses from AKUSONAM : 118
Hiring of Full time Nurses from Other nursing schools: 378
Appointments from Within AKU : 60

Total Appointments and Hiring of Full Time Nurses : 556

Nurses – Service Line / Division wise Transfer –2017
(All categories including full-time, part-time & temporary)

Transfer of Nurses by Service Line / Division		
Service Line / Division	Transfer In	Transfer Out
Children Hospital	6	11
Internal Medicine	3	10
Family Medicine - Off Campus	1	10
GI and Surgery	5	4
Heart Lungs and Vascular	7	1
24x7 Emergency and Acute Care	3	6
Anaesthesiology OR and CSSD	2	1
Secondary Hospitals	1	1
Cancer Care	9	2
Mind and Brain	2	1
Radiology	1	1
Women Health Care	5	0
CMS & IMS	1	2
Family Health	1	0
Kidney and Bladder	3	1
Musculoskeletal and Sports Med	2	0
Eye and ENT	1	0
Teeth and Skin	0	2
Total	53	53

HR Strategies for Hiring Nurses

To attract an effective nurses pool, HR has been working on the following strategies and will continue to strive for more in 2016.

- Open advertisements on AKU's website
- Positions are advertised in leading newspapers
- Messages are circulated on Whatsapp and Twitter
- Liaison with Aga Khan Economic Planning board is done to coordinate a session to attract nurses in community
- Jobs of the week are regularly shared with Alumni office
- Participation in Job Expos and career fairs
- A "Bridge the Gap Course" is organized to facilitate them in test preparations..
- PNC approved nursing schools are visited
- Request to Nursing Schools in Karachi to provide list of their Alumni to approach them for hiring at AKU.
- social media and placing banners in local international level conferences held at AKU
- Meeting with Faculty SON is planned to discuss possibilities of attracting nurses at Nurses forum as well to discuss the possibilities of using nursing journals like Sigma Theta Tau to advertise the position, encouraging posters and banners across the campus specially when external seminars are organized in School of Nursing / Auditorium
- Liaison with Aga Khan Local Education Board for routing the RNs to AKU by providing them financial sponsorship with a commitment to serve at AKUH.

HR Strategies along with Nursing to facilitate hiring of nurses and support staff in patient care

The following strategies have been adopted to expedite hiring

- Orientation program for RNs
- Two weeks traineeship of Receptionist
- Trainee technician course
- Health Care Assistant Training
- Bridge the Gap course
- An open session to facilitate nurses to apply at AKU and clear the screening test
- Nurses are encouraged to apply at AKU within six month by giving them relaxation on policy
- Shifts schedules have been reverted to the old pattern to promote work life balance as desired by the nursing employees
- Subsidized transport is also provided to front line management in nursing only to facilitate management employees working in shifts

AKU-SONAM has been a trend setter in initiating a bachelor's and master's degree program for nurses in the country. It offers following four Nursing and two midwifery programs:

1. 3 year General Nursing Diploma program;
2. 2 year Post RN BScN program;
3. 4 year BScN program; and
4. 2 year MScN program.
5. Midwifery Diploma
6. BSc Midwifery

For more detailed understanding of the nursing model and facilities provided, please refer to the 'Nursing Taskforce Report' shared in the documents provided.



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

BRIDGE THE GAP COURSE

A TALENT HUNT PROGRAM FOR
REGISTERED NURSE

Nurses play an integral role in the healthcare system. This is why they have been correctly referred to as the heart of healthcare. Being a nurse is one of the most demanding professions in the world and needs a lot of dedication and commitment to the job. It is worth noting that nurses play various roles concurrently depending on the unique needs of a patient at the time.

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About the Course

Bridge the Gap Course is spread over 1.5 days and is prepared by Nursing Education Services (NES) to refresh the applicants with basic medical knowledge. NES, Nurse Instructor facilitates the 2 day session where the following topics are covered:

- **Drug Dosage Calculation**
- **Asepsis Principle**
- **Medical & Surgical Nursing**
- **Pharmacology**

Eligibility

Min Qualification:

- Matric/ Intermediate

Other Qualification(s):

- Diploma in Nursing
- Diploma in Midwifery
- General Nursing
- Post RN BScN

How to Apply

Submit your Resume/CV

Resume/CV
Screening by HR

Get Register for
Bridge Course

Appear in an
Online Test

Get Interviewed,
YOU'RE HIRED!

How to Contact

Please email your Resume/ CV on human.resources@aku.edu

Or drop your Resume/ CV directly in Human Resources Division (Black Office) reception mailbox.

**For Further information - Please Contact
HR Nursing Team Dial 021-34862716 | Ext: 2716**

AKU Challenge (Scholarship) Programme

We provide our high potential talent pool with opportunities to maximize performance and develop advanced careers.

This is a two week residential programme which does not have a tuition fee. The University will pay for boarding and lodging. The programme offers rigorous, intellectually stimulating and developmental co-curricular activities. It provides opportunities:

- To enhance literacy skills.
 - To improve critical reasoning skills.
 - To understand the need for research and spend time in the AKU laboratories with highly qualified University faculty.
 - For career guidance to help you choose the 'right' career; to meet successful professionals and listen to their stories.
 - To learn First Aid.
 - To learn to swim and participate in sports.
 - To participate in discussions on current affairs.
 - To go into low-income areas and understand how you as an individual can make a difference in their lives.
 - To tour historical sites in Karachi and Interior Sindh, depending on the security situation.
- Candidates' selection is based on academic merit with special consideration given to candidates from under-privileged areas of the country.



International Internship Programme

Established in 2008, as part of University's Partnerships Office, the International Internship Programme (IIP) provides exciting, significant and professional experience for international interns who are eager to experience new cultural, social and geographic environments .

IIP offers paid and unpaid, credit and non-credit, internship opportunities for 8-12 months in East Africa, the Middle East and Central and South Asia. These unique career-related learning experiences will enhance your skills in international and intercultural settings under the mentorship of highly qualified professionals.

About the Programme

The International Internship Programme provides exciting, and significant, professional experiences for international interns who are:

- Passionate, committed, innovative and creative.
- Looking for a high-impact professional experience.
- Eager to explore new cultural, social and geographic environments.

The Aga Khan University and other agencies of Aga Khan Development Network host interns in the area of health sciences, teacher education, architecture, disaster management, environment, engineering, finance, communications, HR, IT and administration/management to name a few.

Our locations

- Kenya, Tanzania and Uganda
- Kyrgyzstan and Tajikistan
- Pakistan, India and UAE

What we are known for

- Unforgettable life experiences.
- Flexible start dates as you as an intern determine when you want to start.
- Customized opportunities as you can work with your mentor to get the best out of the opportunity and to focus on what you want to achieve.
- Supportive mentors.
- Opportunities for leadership, mentorship, innovation and 'out of the box' thinking.
- New friends, new cultures, new life experiences.
- Exposure to new parts of the world.

What you get out of the internship

- Invaluable work experience in the real world.
- Opportunities to excel.
- Opportunities to apply and demonstrate your skill sets.
- High quality mentorship.
- Access to new environments.

Under AKU's International Internship Programme, Leah Shipton spent 11 months at the University's Karachi campus researching vital public health issues in the developing world. Please click [here](#) to view her journey at AKU under the IIP.



What Our Alumni Have To Say About Us!

★★★★★ Excellent Organizational Culture

Associate Human Resource Business Partner (Current Employee) – Karachi, Pakistan – July 4, 2017

New Research projects taking off, i am the main HR Lead and have to set up new teams and establish connections all over. We all work as one team together in harmony and assist one another as achievement of objectives is ultimately beneficial for our organization. The tough part is to strike a balance between work and home at the moment as the demands of work is crucial at the moment with tight deadlines. However, the rewarding part is that these research projects ultimately benefit the lower-income group and attract aid from 1st world countries for our country.

★★★★★ Full of Learning.

Teaching Associate (Former Employee) – PNA – February 2, 2016

It was a great experience and I got a lot of exposure. Working on a project on Early Childhood Development is challenging but for me this challenge was worth taking one.

★★★★☆ Always on the run to make the world a better place to live

Assistant Treasurer (Former Employee) – Karachi Sindh – August 30, 2017

Rarely would there be a day when work was routine. Work has always been technically and administratively intense.

I learned that I can push myself more than I ever did. While my company grew, I grew too in terms of leadership, technical skills, hard work, commitment.

The management was detail-oriented with a long term perspective. So it had high expectations from its employees. The workplace was cooperative and competitive.

The hardest part of the job was the excessive hours one had to invest in work. The enjoyable part was the work itself.

★★★★☆ Best environment to work in . Great exposure.

IT Support (Current Employee) – Karachi, PSD – October 12, 2015

One of the biggest and best environment to work in with, Co - Workers are supportive. The management is good. Learnt many new things and had a great exposure to explore about IT . The most enjoyable part of the Job is you wont be stuck in only one thing , always have new things to discover about the problems

★★★★★ A great place to work

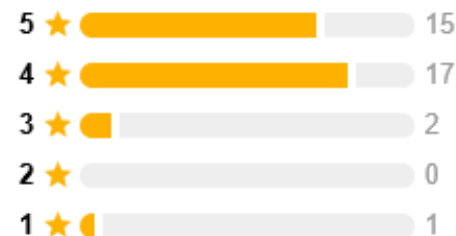
Assistant Manager, General Administration (Former Employee) – Karachi – November 2, 2016

Good working environment with handsome compensation and benefits. A lot of opportunities available for the right candidate. Institute is run by the highly qualified and dedicated management..

Overall rating

4.3 ★★★★★

Based on 35 reviews



Ratings by category

- 4.0 ★ Work/Life Balance
- 3.9 ★ Compensation/Benefits
- 4.1 ★ Job Security/Advancement
- 4.1 ★ Management
- 4.4 ★ Culture

Alumni Leading the Way

Pakistan



Paediatric cardiologist **Dr Babar Hasan, MBBS '99**, returned to AKU in 2011 after completing a fellowship at Boston Children's Hospital's No. 1-ranked paediatric cardiology programme. His efforts are resulting in the addition of new diagnostics, improved quality of care and the creation of a new generation of paediatric cardiologists in Pakistan.



Alia Nasir, Diploma '90 and Post-RN BScN '96, is Principal of the Ziauddin College of Nursing. The former Head of the Aman Community Health Programme, she has extensive experience in directing community health projects in underserved areas of Karachi, and has contributed to the development of Pakistan's national nursing curricula.



A member of the Institute for Educational Development's first class, **Mola Dad Shafa, MEd '95**, earned his PhD at the University of Toronto's Ontario Institute for Studies in Education. Since 2004, he has been the head of AKU's Professional Development Centre in Gilgit-Baltistan, where he oversaw the Education Development and Improvement Programme.

From rural Tanzania to New York City, our 12,000-plus alumni are making a difference as nurses, doctors, educators, researchers, innovators and leaders.

For more details on our Alumni placed in the United Kingdom, United States, Canada and East Africa, Please visit the link below:

<https://www.aku.edu/about/report/Pages/alumni.aspx>

Category Assessment – Recruitment, Retention, Advancement & Development

	Category Objectives	Assessment
1.	The organization provides adequate resources, staffing, and support to help ensure implementation of its D&I strategy.	D&I is embedded in the organizational culture, and are reflective in the policies. All the initiatives are taken keeping it in consideration. WGW also contributes in the revision and development of policies.
2.	D&I councils / committees are composed of line and staff leaders representing the diversity of the organization.	The steering committee of WGW is representative
3.	Departments or divisions have D&I councils / committees in alignment with the organization's strategy.	The steering committee of WGW is representative and their initiatives are aligned with the organization's vision as stated in the document
4.	Leaders at all levels lead the organization's D&I initiatives and are regarded as D&I champions.	Our leaders promoted and help develop a culture of inclusiveness. It is for this reason that AKU is regarded as a D&I leader in Pakistan.
5.	D&I is well integrated into core organizational systems and practices.	Our Vision and Values are reflective and inclusive of diverse and inclusive practices. Given the demographics of our employee strength, the integration is inevitable.

Category Assessment Result – Best practice

The Aga Khan University is a diverse and inclusive organization. Our Recruitment, Retention and Development initiatives are focused on growing and establishing a diverse culture with a diverse workforce, we feel that although our practices are fairly inclusive, however, this is a matter of continuous development and we envision our organization to progress in the way forward.