
THE TIME IS NOW

Gender Equity and Women in Leadership Conference

A conference of international
change-makers leading the way
for gender equity in the workplace

Conference Report



THE AGA KHAN UNIVERSITY



On 2 December, 2019, Aga Khan University organised a conference on Gender Equity and Women in Leadership. Hosted with the support of the University's Provost and Vice-President (Academic), Dr Carl Amrhein, the conference brought together change-makers in the fields of business, development, health, law and publishing to discuss the global challenges to achieving gender equity in the workplace, with a particular focus on Pakistan, and strategies to overcome these and get more women in leadership positions.

More than 350 people attended the conference and over 35 organisations were represented. This included, Aga Khan Foundation, UNICEF, Khyber Pakhtunkhwa Commission on the Status of Women, Pakistan Business Council, ATCO Laboratories and the Packard Foundation. AKU's peers in the health and education sectors such as Dow University of Health Sciences, Tabba Heart Institute, the Institute of Business Management, Karachi University and Habib Girls School, also attended.

26 speakers joined in person or via video-link over the course of 10 panel discussions, presentations and addresses.

350
people

35
organisations

26
speakers

10
sessions

Achieving Gender Equity

Women and girls represent half of the world's population and therefore also half of its potential. Gender inequality though, is present at all levels of society and stagnates social progress. While the world had achieved progress towards gender equality and women's empowerment under the Millennium Development Goals, the potential of women had not been fully realized and women continue to face significant discrimination. Gender equality benefits everyone and this is one of the reasons it's number 5 of the United Nations Sustainable Development Goals. "Achieve gender equality and empower all women and girls".

In the context of the workplace, research from Catalyst.org has shown that the more gender-equal companies are, the better it is for both male and female employees. The happier the labour force is, they lower the job turnover, with higher levels of job satisfaction and productivity.

Accenture has also found that a culture of equity in the workplace environment helps everyone advance to higher positions. If people have equal opportunities, and feel a sense of belonging they're powered to innovate even more, creating a multiplier effect.



Context in Pakistan

In Pakistan, gender inequality is a significant issue as reflected in the latest Global Gender Gap Report of 2020, compiled by the World Economic Forum, which ranked the country third from last on gender equality in the world at 151 of 153.

Gender inequality is pervasive in all aspects of Pakistani girls and women's lives. Patriarchal mind-sets and mobility, safety and access issues have significantly stifled women's development, for example only 26.7 % of adult women reach at least a secondary level of education compared to 47.3% of their male counterparts (UNDP Human Development Report 2019).

Pakistani women also face huge challenges joining the work-force. The Global Gender Gap Report ranked the country 150 for economic participation and opportunity, above just Yemen, Iraq and Syria.

Although Pakistan's women constitute 49% of the population, they make up only 24% of the country's labour force and receive just 18% of the country's labour income (International Labour Organization (ILO)). These disparities continue at the leadership level, where only 5% of senior leadership positions are held by women (World Economic Forum).

**Pakistan
ranked
151
out of
153
countries for
gender
equality
according to the
Global Gender
Gap Report
2020**

Achieving gender equality is a logical goal at all levels. At the economic level, the ILO has found that if Pakistan reduces the gender gap in its labour market by 25%, the country's GDP would increase by 9%, adding \$139 billion to the economy.

Today's global problems require leaders that have different skill sets and can innovate, this can only come from diverse ideas and players. Research has found that women bring the skills, different perspectives and structural and cultural difference to drive effective solutions. Female leaders change the way global solutions are forged.

Given AKU's long history of addressing and exemplifying gender equality and women's empowerment, the conference sought to address a University's role in a societal issue that is close to its ethos.

**5%
of senior
leadership
positions in
Pakistan are
held by women**



Proceedings

Guests were welcomed by Dr Amrhein who highlighted AKU's longstanding commitment to women's empowerment and gender equality. Today, half the university's faculty are women while two-thirds of its students are women. Despite these significant achievements he noted that participation of women at the director-level stands at 15% and that like many organisations worldwide there is room for improvement in promoting women to senior leadership positions.

The conference's **Chief Guest, Canada's High Commissioner to Pakistan, Wendy Gilmour**, in her Keynote Address spoke about the importance of "the need to pay attention to unconscious biases impeding women leaders from reaching their full potential" and the requirement for "conscious, structured, institutional efforts to counter them". The High Commissioner also emphasised the importance for developing countries growth of getting more women into leadership positions. The High Commissioner ended her address by encouraging women to speak up and seek out leadership roles and emphasised the importance of having allies to support them.

"We need more gender diversity in leadership so that good decisions are made."

Canada's High Commissioner to Pakistan, Wendy Gilmour

Key Discussion Points

The conference facilitated a rich discussion about how to achieve gender equity in Pakistan and the changes that need to be implemented to achieve gender equitable workplaces. A common theme throughout the conference was the role unconscious bias plays in preventing gender equity and enabling women to progress in their careers, and the importance of gender sensitisation to address this.

Roshaneh Zafar and **Lindsay Mossman** during their discussion on “Gender Equity in Practice” discussed the importance, in Pakistan, of changing entire families’ mind-sets in order to enable women to join the work-force. Zafar also pointed out that measurable targets for recruitment and representation of women in senior levels should be introduced by employers and that reviews of their HR policies should be conducted so that they are tailored to the needs of their employees, and are truly equitable. She also spoke about introducing career counselling for women to help them fully understand work requirements and to be better prepared for the stresses and challenges they will inevitably face in the workplace.





In a dynamic panel discussion moderated by **Bina Shah**, with **Sadaf Abid, Jehan Ara, Shazad Dada, Yasmin Karim** and **Shazia Syed** issues such as the gender pay-gap, sexual harassment and the steps that need to be taken in Pakistani workplaces to make them gender responsive and equitable were discussed. All of the panellists acknowledged the strong economic case for having more women in the workforce, as well as the overall improvements it brings to organisations.

Highlighting the role that businesses can play to move the needle, Syed spoke about the changes that have been introduced at Unilever. This includes ensuring that its policies are drawn up by the employees – both men and women. Examples of these employee-focused policies are the introduction of a policy that enables women employees with children under the age of three to bring a travel companion with them and the provision of day-care facilities for both male and female employees.

On the subject of sexual harassment, the panellists said all employers must handle these in a confidential and rapid manner and that the example needs to be set from the top.

“We’re not doing anyone a favour by bringing these changes in. Diverse organisations are a lot more productive and deliver a lot better market share than non-diverse organisations. We want to get diverse thoughts and perspectives.”

**Shazad Dada,
CEO of Standard
Chartered
Pakistan**

Baroness Hodgson in her video address said that “Gender equality is important because everyone should have the right to develop their lives to their full potential. If you have half a population suppressed a country will never reach its full potential. Women need to support other women everywhere and men need to be champions too.”

Dr Ayesha Mian presented the case for launching the Gender Equity initiative at AKU. She stated that despite years of women’s movements from suffrage to now, and a mushrooming of women’s leadership programs and books, worldwide the pace of achieving gender equity remains glacial. Aga Khan University has been a pioneer in high quality medical, nursing and teacher education for over 30 years. Dr Mian demonstrated AKU’s historic and continued efforts towards achieving gender equality and women’s empowerment, shown in part through gender balance in student and employee composition. Showcasing survey results from AKU’s workforce that demonstrated that gender equity is not intentionally addressed in policies, processes and organizational flowcharts, she stressed that the only way to speed up the pace is to take intentional steps to bridge the gaps. Aligned with an international focus on incorporating gender equity in the design of institutions,

“We are working for gender balance so that decisions taken around the table are well-rounded and result in growth. It is very clear that there is a solid business case, it’s a virtuous cycle now.”

**Shazia Syed
CEO of Unilever
Pakistan**



AKU is primed to be a forerunner in the region as it commits to an organizational assessment of gender equitable practices with a focus on developing leadership capacity for women in academia.

The keynote address was delivered by **Dr Nancy Spector MD**, Professor of Pediatrics, Executive Director of the Executive Leadership in Academic Medicine program (ELAM), Associate Dean of Faculty Development, Drexel University College of Medicine. Titled ***Achieving Leadership Gender Equity in Medicine: Innovation, Collaboration and the Imperative for Systemic Change***, this video address highlighted the history and the sustained efforts made to achieve gender equity in the health leadership sector. Using the establishment of ELAM, a competitive women leadership program celebrating its 25th anniversary this year, as a case study, Dr Spector eloquently underscored why gender equity in leadership is not just the right thing to do but is vital for healthy institutions. She showcased evidence of how we are still far from what is ideal and gave examples of what institutions can do intentionally to bridge the gap as they invest in equity and women leadership.

“If there’s only one woman in your candidate pool, there’s statistically no chance she’ll get the job.”

**Dr Ayesha Mian,
Dean of Students,
Associate
Professor, AKU**



Dr Nargis Asad, Chair of the Working Group for Women, a multidisciplinary faculty team that has been working at AKU for over twenty years to further the cause of gender equality, spoke about their efforts, scope and achievements. **Dr Aneela Darbar**, one of very few women neurosurgeons in the country, gave details about her national and international work to enable more women to join the field and to provide them early and mid-career leadership. **Drs Sarah Nadeem and Mahim Malik** introduced the audience to their new mentorship initiatives in the Medical College Departments of Medicine and Surgery, that of PWIM (Pakistan Women in Medicine) and AWS (Association of Women Surgeons).

During an AKU alumni panel with **Lucia Buyanza, Dr Zahra Ladhani, Dr Umbereen S. Nehal** and **Dr Saad B. Omer**, Dr Omer raised the point about the need for structural changes to ensure more women reach positions of leadership in medical schools. One suggestion was that department chairs develop career plans for their faculty, ensuring that women are groomed for senior leadership positions.

“Academic institutions, such as AKU, and the corporate sector need to come together and share their experiences and best practices if we are to achieve gender equity in the workplace.”

Asif Jooma, Chief Executive Officer at ICI Pakistan

In the third panel discussion of the conference with senior leaders **Rose Carter, Asif Jooma, Nurjehan Mawani, Dr Jeanette Mladenovic** and **Ameena Saiyid**, the speakers shared their perspectives on how gender equity has progressed since they began their careers. A key observation made by the panellists was that significant work still has to be done to achieve gender equity. They noted that a big obstacle was the perception that gender equity works against the merit principle and is unfair.

In the closing remarks, **Dr Afaf Meleis**, noted that gender equity in leadership remains a major issue globally. She noted that women continue to face the glass ceiling and that the challenges are even greater for minority women. She stated that women are often not given opportunities to lead symposia, conferences and panels in STEM (Science, Technology, Engineering, Medicine), and strong positions need to be taken by both male and female leaders to address this disparity. She cited an example of the Director of the US's National Institute of Health (the country's primary agency for

“It's not about giving women an advantage, they don't need to be treated as special, they just need to be given an equal opportunity”

Rose Carter, Lawyer and Partner at Bennet Jones, Canada

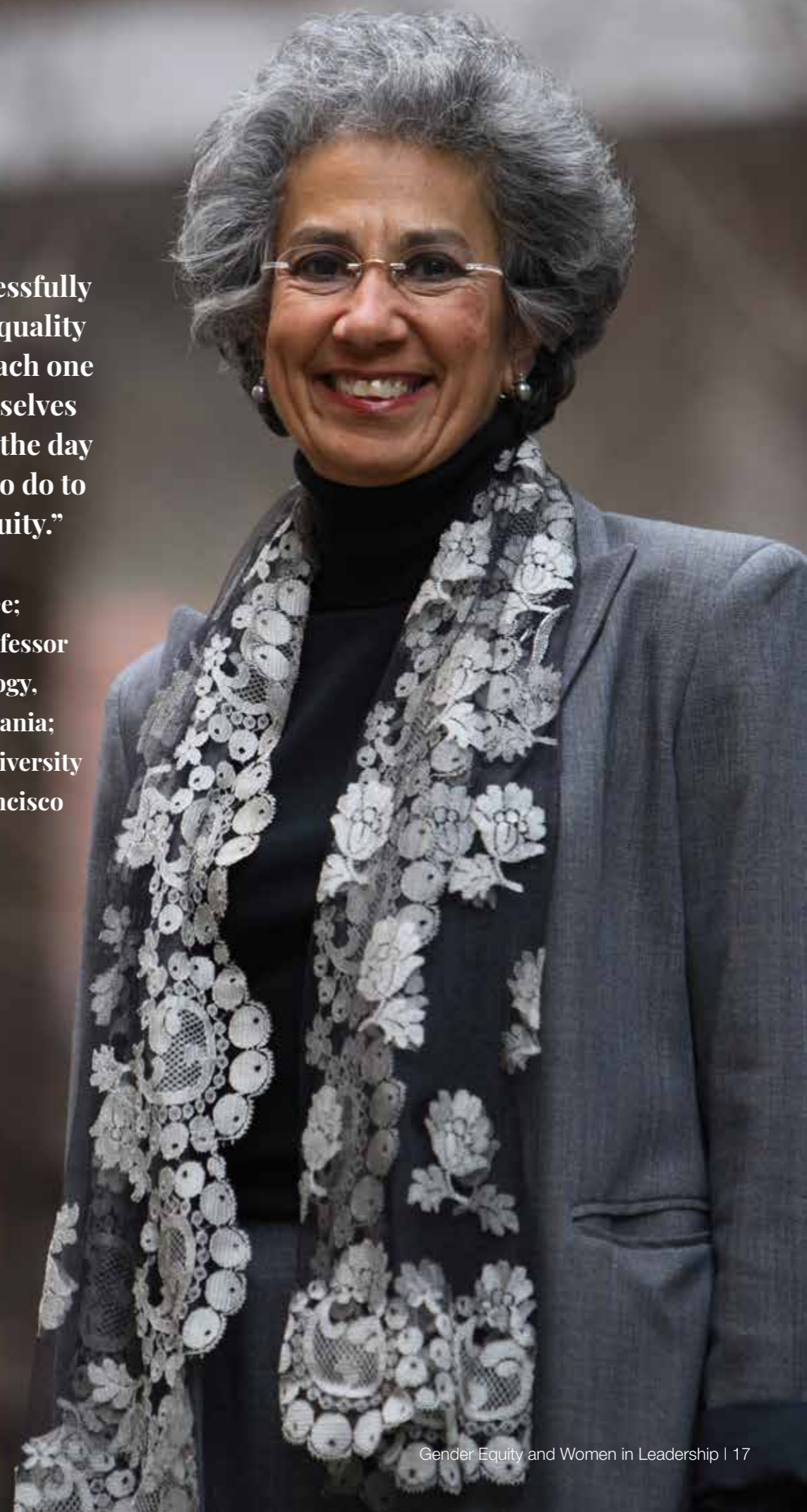
biomedical and public health research) who has refused to speak at any event where gender representation was not equal.

Dr Meleis pointed out that to address gender inequality it is “not enough to recruit women and place them in senior positions of leadership.” Instead, she proposed that four important steps need to be taken:

1. To count women in organisations and set targets to improve these numbers
2. To proactively compensate women equally and develop policies for ensuring action,
3. To create a culture that values women’s leadership, perspectives and issues and mentors women
4. To monitor progress towards gender equity regularly, through annual surveys.

“If we want to successfully address gender inequality in the workplace, each one of us has to ask ourselves at the beginning of the day what we are going to do to promote gender equity.”

**Dr Meleis, AKU Trustee;
Dean Emerita and Professor
of Nursing and Sociology,
University of Pennsylvania;
Professor Emerita, University
of California, San Francisco**





Recommendations

The key recommendations that emerged from the conference to ensure gender equity in the workplace were:

- *Increase gender diversity in leadership to ensure institutions thrive.*

The pace of progress in both the developed and developing world on gender equity in the workplace is too slow. More women in the work-force and in executive positions results in overall improvements in the organization and the bottom-line.

- *Address implicit gender bias.*

There is a strong need to counter gender bias and implicit bias in society and the workplace. Patriarchal mind-sets are prevalent amongst both women and men and specific trainings for all employees are needed to challenge these attitudes. A direct negative consequence of unconscious bias is that women disproportionately fare poorly in performance reviews and during candidate selection for jobs.

- ***Create a campaign to explain gender equity, gender equality and equal access.***

Significant work is required to clarify that gender equity is not about giving women an advantage but instead about equal opportunity. There is a common perception that gender equity works against the merit principle and is unfair. This perception needs to be continuously challenged.

- ***Establish HR policies that 'level the playing field'.***

HR policies are crucial for achieving gender equity and establishing a work environment that is enabling for both men and women. Currently, most organisations' HR policies do not do enough to recruit women in the workplace, help them rise through the ranks and ensure they remain in leadership positions.

Measurable targets for women's recruitment and representation in senior levels, flexible working hours, career counselling and work-travel and day-care provisions are some key ways to ensure women join, stay and grow within organisations.

- ***Change pay policies to equal pay for equal work.***

The gender pay-gap is a big problem; organisations leading the way on equity should have equitable pay policies that take into consideration unconscious biases as well as the differences in male and female negotiating strategies.

- ***Focus on capacity building for both men and women.***

Organisations need to invest more in developing champions of change – both male and female – who can be the voice in the room that calls out gender bias and promotes gender equity in the workplace. They should also reward those employees who are pro-actively working to create gender equitable workplaces.

- ***Develop mentorship and sponsorship programs.***

Intentional effort should be made to mentor and sponsor women and provide opportunities for women who have the potential to become the next generation of leadership (for example, through fellowships for training and talented employee circles). The same should be done for women who are already in leadership positions.

- ***Make a sustained organizational commitment at the highest level.***

In order to achieve true gender equity in the workplace and have more women in senior leadership positions, the organisation's leadership has to set the tone from the top. There needs to be a commitment to revising policies and changing organisational cultures and mind-sets. This may include a measurement process- data collection with an annual report to the Board.

Speaker Profiles

Ms. Lindsay Mossman

The Senior Gender Equality Advisor at Aga Khan Foundation in Canada, Ms. Lindsay Mossman has expertise in gender analysis and mainstreaming, program development, capacity building and training. She was the CEO of FATE Consulting, a gender equality consulting firm that she founded in Rwanda.



Ms. Roshaneh Zafar

Founder and Managing Director of Kashf Foundation, Pakistan's first specialised microfinance institution for women micro-entrepreneurs. Ms. Roshaneh Zafar is the recipient of Tamgha-e-Imtiaz, one of Pakistan's highest civilian awards for her work in the field of women's empowerment.

Ms. Sadaffe Abid

The founder of CIRCLE Women Association, a leading social enterprise to develop the entrepreneurial and leadership capacity of women, Ms. Sadaffe Abid has brought She Loves Tech to Pakistan. It is now the world's largest women's startup competition globally.



Ms. Jehan Ara

President of the Pakistan Software Houses Association for IT and ITES (P@SHA), Ms. Jehan Ara is a leading advocate in Pakistan for the need to harness technology to combat social problems, empower women and enact key legislative reforms.

Mr. Shazad Dada

Chief Executive Officer of Standard Chartered Pakistan and former Chief Executive Officer and Managing Director of Barclays Pakistan, Mr. Shazad Dada is a seasoned international banker. A thought-leader in Diversity and Inclusion, Mr. Dada has recently been recognised at #6 in the Top 40 Advocate Executives list in the 2019 HERoes #Womenrolemodels list supported by YahooFinanceUK.



Ms. Yasmin Karim

Receiver of the "Human Rights Defender" award by the government of Pakistan and among the few women in Pakistan nominated for the Nobel Peace Prize 2005 by UNESCO, Ms. Yasmin Karim is the Programme Manager for Gender and Development at the Aga Khan Rural Support Programme.

Ms. Shazia Syed

Chief Executive Officer and Chairperson of Unilever Pakistan Limited, Ms. Shazia Syed is also the President of the Overseas Investors Chamber of Commerce and Industry (OICCI). She joined Unilever as a management trainee and has completed her 29th year in the organisation and is a leading voice in the country on the importance of diversity in the workplace.



Ms. Bina Shah

A Pakistani writer from Karachi, known for her novels, short stories, and columns in the New York Times, Ms. Bina Shah is an advocate for women's rights and girls' education, writing frequently on social issues relating to women, technology, education, and culture. She serves as President of the Executive Committee of the Alliance Francaise de Karachi.

Dr. Nargis Asad

As Chair of Working Group for Women (WGW) at AKU, Dr. Nargis Asad raises awareness on gender-related issues and promotion of gender-balanced work environment. Dr. Asad has been an active member of research consortiums and projects related to women's mental health and domestic violence. She is currently Associate Professor in the Department of Psychiatry at AKU.



Dr. Aneela Darbar

The first US-trained female neurosurgeon in Pakistan, Dr. Aneela Darbar founded and is Chairperson of the Women in Neurosurgery chapter within the Pakistan Society of Neurosurgeons. She is the Assistant Professor and Program Director, Section of Neurosurgery and part of the Association of Women Surgeons at AKU.



Dr. Mahim Malik

The first female US-board certified congenital cardiac surgeon in Pakistan, Dr. Mahim Akmal Malik is the founding member of the Association of Women Surgeons of Pakistan. She specialises in neonatal cardiac surgery and is currently the chief of cardiothoracic surgery at Aga Khan University.



Dr. Sarah Nadeem

Co-founder of the Women in Medicine group and Chair of the Associate Dean' Women Faculty Forum at AKU, Dr. Sarah Nadeem is an AKU alumna and Assistant Professor of Endocrinology. She is also an active member of the Women in Endocrinology committee of the Endocrine Society.



Dr. Ayesha Mian

An Executive Leadership in Academic Medicine (ELAM) fellow and the recipient of a number of international leadership awards including Outstanding Mentor by the American Academy of Child and Adolescent Psychiatry. Dr. Ayesha Mian is Chair of Psychiatry at AKU and is the first Dean of Students.



The Baroness Hodgson of Abinger CBE

Member, House of Lords, United Kingdom

Ms. Lucia Buyanza

A '10 alumna of AKU School of Nursing and Midwifery, Kenya, Ms. Lucia Buyanza has worked at the National Nurses and Midwives Association of Kenya and is currently working in Juba, South Sudan to build the capacity of nurses and midwives. She served on the advisory board of the youth empowerment civil society organisation, Ushirika Children Centre and Power of Hope in Kibera, Nairobi.



Dr. Zahra Ladhani

A '96 alumna of AKU SONAM, Dr. Zahra Ladhani has worked with government, bi-lateral donors, INGOs and NGOs in the public health, population and nutrition sectors. Currently, she is consulting on an EU-funded program for improved nutrition in Sindh. In an honorary capacity, Dr. Ladhani is Chair for the Aga Khan Education Board for Pakistan.

Dr. Umbereen S. Nehal

A recognised thought leader on community health and minority health, a '00 alumna of AKU and a Harvard University graduate, Dr. Umbereen Nehal has been named “LinkedIn Top Voice: Healthcare” twice. The former Chief Medical Officer and Vice President of Medical Affairs at Community Health Network in New York state, she is currently Assistant Professor at the University of Massachusetts’ Medical School, USA



Dr. Saad B. Omer

A '98 alumnus AKU and a Yale University graduate, Dr. Saad Omer has informed clinical practice and health legislation in a number of countries. He has conducted several studies on interventions to increase immunization coverage and demand and is a member of the WHO Global Advisory Committee on Vaccine Safety. He is currently a Director at the Yale Institute for Global Health, USA.

Dr. Nancy Spector

Executive Director of the Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) program for women, Dr. Nancy Spector is also the founding member of Time's Up Healthcare and a member of Promoting and Respecting our Women Doctors in USA. She is currently Professor of Paediatrics and Associate Dean of Faculty Development at Drexel University College of Medicine, USA.



Ms. Rose Carter Q.C.

Consistently recommended by the Canadian Legal Lexpert Directory and recognized by Best Lawyers in Canada ten times as one the country's leading personal injury litigation lawyers, Ms. Rose Carter is a partner at Bennet Jones, Canada.

Mr. Asif Jooma

Chief Executive Officer at ICI Pakistan and former Managing Director of Abbott Laboratories Pakistan, Mr. Asif Jooma has over 30 years experience in the corporate and educational sector where he has shown his commitment to bringing institutional change through the introduction of gender practices and policies.



Ms. Nurjehan Mawani

A lawyer by profession, Ms. Nurjehan Mawani was appointed by His Highness the Aga Khan as the Diplomatic Representative of the Aga Khan Development Network in Afghanistan in 2013, a post she held until very recently. She has received numerous awards in Canada for her contribution to public service and particularly for the advancement of women.

Dr. Jeanette Mladenovic

President of Foundation for Advancement of International Medical Education and Research, USA, and founder of the Center for Women in Academic Medicine and Science, Dr. Jeanette Mladenovic has also served in numerous leadership roles at leading medical associations and institutes in USA.



Ms. Ameena Saiyid OBE. S.I.

Founder and Director of Adab Festival Pakistan, Ms. Ameena Saiyid has been awarded The Most Excellent Order of the British Empire (OBE), Knight of Arts and Letters by the Government of France, and the Sitara-e-Imtiaz by the President of Pakistan. The first woman in Pakistan to become the head of a multinational company and to be elected President of OICCI, MS. Ameena Saiyid was MD of Oxford University Press for 30 years.

Chief Guest

Her Excellency Wendy Gilmour

High Commissioner of Canada to Pakistan



Ms. Gilmour joined the Canadian Foreign Service in 1990, with postings to Zimbabwe (cross accreditation to Mozambique, Botswana and Angola), the United Kingdom and Nigeria. She served in international peace operations in Bosnia and Herzegovina (Office of the High Representative) and Kosovo (Political Advisor to the Commander NATO Kosovo Force) in the 1990s, and with the Canadian Armed Forces as a Political Advisor to the Canadian Commander Joint Task Force South-west Asia post 9-11.

In headquarters, Ms. Gilmour served as Deputy Director in the Eastern Europe and Regional Security and Peacekeeping Divisions, and as Director Peace Operations and Director of the Sudan Task Force. She was posted to Colorado Springs as the Political Advisor to Commander North American Aerospace Defence Command (NORAD) in 2008-2010, and on return to Ottawa, joined the Department of Public Safety as Senior Departmental Assistant to the Minister. Ms. Gilmour moved to National Defence in 2011 to become the Director General International and Industry Programmes in the Materiel Group, after which she rejoined the Department of Foreign Affairs, Trade and Development in 2015 to become Director General Trade and Export Controls.

Ms. Gilmour holds a BA (Honours) in Political Studies and History from Queen's University at Kingston and served in the Canadian Forces Primary Reserve as a Logistics Officer.

AKU Leadership

Dr. Afaf Ibrahim Meleis

Trustee, Aga Khan University; Dean Emerita and Professor of Nursing and Sociology, University of Pennsylvania; Professor Emerita, University of California, San Francisco



An internationally renowned nurse scientist and medical sociologist, Dr. Meleis was the Margaret Bond Simon Dean of Nursing at the University of Pennsylvania and Director of the School's WHO Collaborating Center for Nursing and Midwifery Leadership (2002-2014). This followed her 34-year tenure as Professor at the University of California, San Francisco.

Dr. Meleis graduated Magna Cum Laude from the University of Alexandria with an MS in nursing and an MA in sociology. She received her PhD in medical and social psychology from the University of California, Los Angeles.

Dr. Meleis is the recipient of the Medal of Excellence for professional and scholarly achievements, presented by President Hosni Mubarak as well as the Chancellor's Medal from the University of Massachusetts, Amherst. She has also received an Honorary Doctorate of Medicine from the Linköping University, Sweden; the Global Citizenship Award from the United Nations Association of Greater Philadelphia; the Sage Award from the University of Minnesota; and The Dr Gloria Twine Chisum Award for Distinguished Faculty at University of Pennsylvania, which is awarded for community leadership and commitment to promoting diversity.

Dr. Meleis was appointed to the AKU Board of Trustees in 2015.

Mr. Firoz Rasul

President and Chief Executive Officer

Aga Khan University



Mr. Firoz Rasul has served as President of the Aga Khan University since May 1, 2006. AKU has expanded significantly under President Rasul's leadership and now operates in Pakistan, Kenya, Tanzania, Uganda, Afghanistan and the UK through 6 campuses, 7 teaching hospitals, and 300 outreach medical centres, AKU treats more than 2 million people each year.

Prior AKU, Mr. Rasul served as Chief Executive Officer and then Chairman of Ballard Power Systems, a world leader in fuel cell technology from December 1988 until May 2004. Between 2000 and 2006, he was President of the Aga Khan Council for Canada, where he led the development of several large-scale projects for the Aga Khan Development Network, including The Global Centre of Pluralism in Ottawa and the Aga Khan Museum in Toronto. Mr. Rasul has also served as a member of the University of British Columbia's Board of Governors and as a Director on the Board of Science World, British Columbia.

Mr. Rasul holds a Bachelor's degree in Industrial Engineering from the University of Hertfordshire in the United Kingdom and an MBA from McGill University, Canada. Mr. Rasul was conferred with the Degree of Doctors of Laws, *honoris causa*, by Simon Fraser University in 2001, honorary Doctorate of Science by the University of Alberta, and an honorary Doctor of Science by University of Hertfordshire, United Kingdom in September 2019.

Dr. Carl Amrhein

Provost and Vice President (Academic)

Aga Khan University



Dr. Carl Amrhein joined as AKU's Provost and Vice President, Academic on October 8, 2017. Prior to that, from 2015-2017, Dr. Amrhein was Deputy Minister of Alberta Health where he achieved many significant outcomes on primary care, mental health, physician compensation and clinical information systems during his tenure. Dr. Amrhein served as Provost and Vice President (Academic) at the University of Alberta from 2003-2014. He came to the University of Alberta following 17 years at the University of Toronto. He also served as Visiting Professor, Graduate School of Education, Peking University in October 2012 and was named Visiting Professor at Zhejiang University in 2012 and Fudan University in 2016.

Dr. Amrhein holds a Bachelor of Science Degree in Geography from Pennsylvania State University (1978) and Ph.D in Geography from State University of New York at Buffalo (1984) with research interests in economic geography, labour markets, decision theory, migration, and quantitative methods. He is currently a member of Fulbright Canada; Foundation of Educational Exchanges between Canada and the United States of America, and a Fellow, Royal Canadian Geographic Society.



Supporters



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Photographs: AV-LRC, AKU