Introduction

This document contains individual responses to the following pertinent questions, important from the point of view of Namal's DAI status. There are a total of 10 questions. We could have made a compilation of responses, question-wise, but since the questions are so interconnected, it was decided to present each response in its entirety, to retain the integrity.

Section 1 contains the responses from friends outside of Namal, section 2 has the responses from ex-faculty members of Namal, while section 3 has responses from within Namal. Section 4 contains responses to a limited set of questions, turned in by Namal students. The responses are filled with nuggets of wisdom!

Following is the set of questions:
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1. What's the end/objective/purpose of education, in your opinion?
2. What is the purpose of a university?
3. Can you list a few educational institutes that come close to fulfilling education's objective?
4. What should Namal be, and why:
    a. Stanford/MIT
    b. UET/Comsats
    c. Habib University
    d. Rural-LUMS
    e. Namal
5. Should Namal operate at global, national or local scale?
6. Can you write a short statement expressing the vision and objectives of (your ideal) Namal?
7. Given the vision, how will it reflect within all curricular and extracurricular activities?
8. True to your vision of Namal, what should be its ground reality in:
    a. 5 years
    b. 10 years
    c. 20 years
    d. 50 years
9. What in your view is the relation between quantity and quality?
10. What in your view is the relation between research and teaching?

Contents

Section 1

Friends of Namal

Response 1

What's the end/objective/purpose of education, in your opinion?

Education helps one by purifying the thoughts, which is an essential step in the development of the person.

What is the purpose of a university?

If the question is "what should be the purpose of a university", then my answer would be to educate the person in the above sense, also to help students build the character, in the sense that teaching them to put into practice what they have learnt.

Can you list a few educational institutes that come close to fulfilling education's objective?

Not really, but maybe in our context LUMS comes close to being one, in the sense that they try to "purify" the thoughts (according to their own borrowed notion of purity) of the students, and also encourage them to put into practice what they learn.

What should Namal be, and why:
           a. Stanford/MIT

Well, one can learn the desire to be excellent from these two universities, but not the means. Their means are not directly applicable in Namal's context.

           a. UET/Comsats

UET has proven to be a place from where good engineers have emerged continuously for a long time, maybe Namal can learn that from them, as one of the inescapable goals of Namal must be to produce good engineers, if it wants to remain relevant, in addition to achieving the above mentioned goals of education.

           a. Habib University

Dont know what that is.

a. **Rural-LUMS**
        b. **Namal**

I think conceiving too eccentric an educational model is unlikely to be sustainable, so I would say Namal should be namal, but learn from LUMS, and other good universities at the same time. The freedom students experience in LUMS, e.g. in selecting their courses, and providing the space where more than just the formal education happens, is something that should be learned by all other universities. But at the same time, one should guard oneself from making the mistake (though it may be intentional on their part) they made, by turning it into a social island, disconnected from the space it operates in. Some values are too important to be compromised for the sake of openness and freedom.

Should Namal operate at global, national or local scale?

National scale for now, with preference given to local community. There maybe a number of politically correct ways of achieving that, that I am sure you guys can think of. Operating at the local scale, one is likely to make several compromises, that may prove detrimental to students' development in the long run. Global stage must come when there some maturity has demonstrably been achieved.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Namal should endeavor to be a space that not only provides good professional education to its students, but also ensures that they learn what it means to be human, and also assists them in being one. Neither of the three goals should be preferred over the other two.

Given the vision, how will it reflect within all curricular and extracurricular activities?

Within curricular activities, there should be a coherence and a determined effort to instill correct foundations (say, mathematical ones), with an eye on correcting the already learnt ones. A periodic and organizational emphasis on making students aware of how different courses relate to each other. There must also be focus on teaching reflection, helping student learn the idea of virtue, and of the importance of inculcating it in ones life. Extracurricular activities should provide avenues for this actualization. Local outreach must be an essential theme of Namal. Provided that it is a bit separated from the life around it, there is a risk of its turning into an island. So, it needs more events that encourage the participation of the locals (and maybe of help to them) more than the other universities.

True to your vision of Namal, what should be its ground reality in:

a. **5 years**

Administration should be on the same page, with respect to the vision. And a tentative infrastructure to achieve them must be in place, even if it is not productive. It must be periodically and continuously reviewed.

a. **10 years**

There should be some visible signs that it is all working, even if there is still no definitive proof. Maturity of vision, and a system to transfer it to the addition to the administration must be in place.

a. **20 years**

Namal should become an example for others, and there should be an increased interest in it.

a. **50 years**

It should become a regional attraction, and it must welcome it, without losing the sight of the original spirit, and without being "secularized".

What in your view is the relation between quantity and quality?

Quality is way more important, but things must be sustainable. And for sustainability, some compromises can be made.

What in your view is the relation between research and teaching?

The teachers should develop to a point where the available literature is insufficient to satisfy their curiosity. This gives birth to the research, and is naturally transferred to the students. It is not something that needs to be taught separately.

Response 2

1. Skilled creativity to naturally characterize, categorize, atomize reality, analyze it in parts and then creatively reconstruct it into a whole.

2. Imparting that skill rigorously, while nurturing the requisite mental discipline.

3. I think all the institutions mentioned in point no. 4. and many more around the world try to achieve that goal in one way or the other; however, the goal itself has been transformed due to harsh realities of higher-education, market dynamics and knowledge economy tasked to create a human resource. The primary end product is the human resource demanded by the market and rest is byproduct of the process that is in place for producing that human resource. Can an institution come out of this demand-supply straitjacket? Has it ever happened in the past, as far as the industrial age goes? I don't think so. It will have to be a compromise of sorts.

4. I think Namal should be none of those or to be more specific, a little bit of all of those. In that sense, especially from our particular cultural perspective and perhaps similar set of limitations, one university that comes to mind is Tehran University. I have not visited it but Namal should aim to be a single institution that can consistently produce people like Lotfi Zadeh, William Chittick and Asghar Farhadi. I think it would be interesting to analyze a small sample of just these three names in the light of answers given to question 1 and 2 above.

5. Certainly, aim global. Settle on National, for the time being.

6. Read 4.

7. Pass.

8. Pass.

9. Quantity and Quality are not correlated, I think. It has to be a binary choice. In the perspective of education, its only the quality that matters.

10. A good researcher might not be a good teacher and vice versa; however, I believe that both of them should go side by side. The twist is that 'Research' must not be limited to publishing. A teacher must always be a researcher of sorts, may it just be limited to designing experiments or study projects for students.

Response 3

What should Namal be, and why:
Rural-LUMS. Taqdeer.

Should Namal operate at global, national or local scale?
Global. For reasons both philosophical and economic.

First, the philosophical. Almost 4000 year Abraham and Jewish people, 2500 years after Mahatma Budh, 2000 years after Hazrat Isa and his hawaris and almost 1500 year after Hazrat Muhammad and his sahaba decided to universalize truth and abolish also particlulartic conceptions of god, we cannot afford a particularistic lense of looking at the world. Those who are in the business of teaching their pupils to look at the word with particularistic lenses are ... let me not speak too much on that.

Next, economic. In the neo-liberal world order where capital is free to move across borders, labour too must be free to move across borders, if it is to earn decent wages. Today, as in medieval times, most pupils are in the university for economic reasons. Any education which condemns them to working only in Pakistan (except if they are rich enough to afford such fancies) is a fraud. A good number of public universities do that. Don't do that please. Acknowledge the need for using globally standardized (and non-innovative) teaching texts, teaching and learning assessment tools. Use English language. Respect modernity's sartorial culture etc.

Of course, if you give pupils something above and beyond the fair reward for their monetary investment - such as making them intellectually, religiously, aesthetically musical and physically strong etc. - that is a good deed on your part and will be counted in your meezan on the Day of Judgment. But don't do this at the cost of depriving them of what they can legitimately expect.

Pakistan in only 3% of the world's population and economy. The economic bottom-line is, linking up with employers all over the world. That's what initially drove LUMS to the top, although LUMS now seems to have lost that tracks because of illusions of being "locally rooted", "inclusive" etc... These ideas, no matter how morally gratifying for their proponents are out of sync with the times we live in.

Miscellaneous: The "University", like "modernity", "science" and "capitalism" is a distinct sociological phenomenon. It's not infinitely malleable. You can't make village-friendly universities. This university has distinctly Eurasian origins (Arabic madrassas - to - English and continental European universities). It exists in a tense relationship with other social institutions (promotes urbanization, weakens extended family ties, either subverts the state or becomes absorbed in it completely, promotes the rise of market cartels and networked political elites). Whenever you're making decisions, keep those relationships in mind...

You can play these constraints around but you can't ignore them; to do so would be to turn a blind eye to God-in-history. The ghafileen are repeatedly destroyed and they don't know what struck them.

Response 4

What's the end/objective/purpose of education, in your opinion?

Objective of education in developing countries and specially our part of the world is tied to economics and will stay that way in foreseeable future as well. IMHO university's primary object is to fullfill that need of students and parents who hope education will be a way out of their low economic condition. Which means imparting education maximizing the chances of student either finding employment or to go on and start a business.

What is the purpose of a university?

I am sure you will agree that universities can serve various purposes.
In my view Universities in Pakistan should increase the access to quality education to remote areas which I think Namal is already doing.

Can you list a few educational institutes that come close to fulfilling education's objective?

Since I come from an engineering background, I have been very impressed with TU9 group. In general Germany has found a real good formula for technical universities.

What should Namal be, and why:
  a. **Stanford/MIT**
  b. **UET/Comsats**
  c. **Habib University**
  d. **Rural-LUMS**
  e. **Namal**

I think Namal should be Namal. Surely it can use patterns from the above listed universities but I really do hope that it finds a character of its own.

Should Namal operate at global, national or local scale?

Local followed up by National, I think the global reach is not realistic goal and not even needed.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Continuing from the thoughts above, Ideal would be to strike a balance between theory, research and practice. In my view initial years considering the state of new graduates, the focus should be on learning practical, money making skills. In near future solid theoretical foundations should be strengthened and long term planning for being a research university is under-taken.

Given the vision, how will it reflect within all curricular and extracurricular activities?

Again biased view from technical perspective, curriculum should focus on practicalities of disciplines. An awareness of how the education can be utilized is essential. Co-curricular activities should focus on student's mental and physical health and should lead them to think big but keeping feet on ground.

True to your vision of Namal, what should be its ground reality in:
   a. **5 years**
   b. **10 years**
   c. **20 years**
   d. **50 years**

As I said before a good technical university in 10 years, after 20 years some departments which are really good in fundamental theory and may be after 50 years a good research program.

What in your view is the relation between quantity and quality?

None at all. Some people and institutes can maintain both quality and quantity but most others will struggle to balance both. Every Institute should decider for herself what it wants.

What in your view is the relation between research and teaching?

I don't think there is a relation. But a university should let individuals incline towards either area to excel and grow in their field of choice. Too often we have seen in Pakistan good teachers being penalized for not publishing papers and researchers mocked for not being able to engage students. Ideally University has an environment which utilizes each type according to its strengths.

Response 5

What's the end/objective/purpose of education, in your opinion?

Producing productive and conscientious citizens. Productivity MAY include a way to participate in GDP defined wealth creation of the nation but should not be limited to it.

What is the purpose of a university?

Provide an environment for Q. 1 for the few who are capable of attaining higher level of productivity/thought.

Can you list a few educational institutes that come close to fulfilling education's objective?

No!

What should Namal be, and why:
-Namal
Namal has a unique input demography and a very distinctly driven faculty. Some if not most can get a chance to teach/research in some of the listed options but they chose Namal, essentially an institute in the middle of no-where. There are some really good concepts in all of the listed institutions and attempting to be "different" from them for the sake of it would limit the growth of the institute, faculty and students but none of the listed options are applicable to Namal in particular.

Should Namal operate at global, national or local scale?
Should start with pivoting the local. Going global will be an eventuality; this I assure you. Going global or even national from Namal right now should be met with a "Hahahahahahaha" response.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?
Opening the hinterland's youth to ideas and means to change their environment for the better?
Given the vision, how will it reflect within all curricular and extracurricular activities?
This will require much more detailed discussion. Send a car and we can talk over a cup of tea on a Tuesdays.

True to your vision of Namal, what should be its ground reality in:
                     a. 3 years
Design of curriculum which pivots education to solve local issues
                     b. 5 years
  Initial projects in hinterland uplift
                     c. 10 years
Initial results of effort
                     d. 20 years

Visible change in students, environment and infrastructure. Instituted research and development labs and incubation centers for solutions including social entrepreneurship

e. 50 years

A Stanford for developing world repute with grass-root impact in the lives of people of the student source population

What in your view is the relation between quantity and quality?

Inverse unless quantity of students is squared with the resources (time being a resource to)

What in your view is the relation between research and teaching?

In my view university is the environment provider for education and research becomes an integral part of this activity. This mantra of "faculty should do research" is as good as an SMS saying "say no to corruption". Without defining how and why no progress can be made and "university as an environment" goal provides both. the what question can be decided by the institute, department, faculty or conditions.

Response 6

What's the end/objective/purpose of education, in your opinion?
What is the purpose of a university?

For 1 and 2: To create dreamers, who have "holistic-*tareen*" sense of themselves, the society, the world AND the urge and capability to dream about a utopian version of all three entities. When these dreamers go to society after graduating, even when they are wrong (i-e 'penetrate' in a problem/situation from a wrong angle!), they do it in a tasteful and better than current manner! And when they are right, they move, inch by inch albeit, closer to the utopia they dreamed.

These dreamers are to serve as bridges, who flow information and wisdom between different islands/schools of 'convictions'/'thought'.

Can you list a few educational institutes that come close to fulfilling education's objective?

> None!

> **What should Namal be, and why:**
>   a. **Stanford/MIT**
>   b. **UET/Comsats**
>   c. **Habib University**
>   d. **Rural-LUMS**
>   e. **Namal**

> May be Habib, not sure :$

Should Namal operate at global, national or local scale?

Definitely local, but it can't do this effectively without having nuanced sense of the national and international problems and the labor market dynamics. So we can't phrase it as either/or. The geographical boundaries are increasingly losing their meaning and we can't indulge in either/or.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Create dreamers who possess a nuanced sense of themselves and the society, and who can chase their dreams in a thoughtful manner.

Given the vision, how will it reflect within all curricular and extracurricular activities?

Students are voracious readers, are unionized, so are teachers etc!

Section 2
Ex-Namal

Response 7

What's the end/objective/purpose of education, in your opinion?

I believe objective is to make us aware of our own self. This awareness builds our personality and helps us finding/carving our position in society.

What is the purpose of a university?

Purpose of University is to make us equipped with sufficient knowledge and personality such that we can confidently work towards our interests in professional life.

Can you list a few educational institutes that come close to fulfilling education's objective?

I have so far studied only in Pakistani universities. I believe no institution is close to this objective, however individual persons have instilled an interest in different areas.

What should Namal be, and why:

a. **Stanford/MIT**

b. **UET/Comsats**

c. **Habib University**

d. **Rural-LUMS**

e. **Namal**

I believe rather than becoming something, it should be a unique institute, given its geographical location and its young age, it can be the best experimental grounds and can definitely make its own standing in list of other universities.

Should Namal operate at global, national or local scale?

It's too early to say, since it is in its juvenile age, it should work for creating a sound local impact. The other stages will come automatically.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

A place where you will learn and be mentored by best resources in our country. A place where your academic thirst will be quenched along with strong personality building.

Given the vision, how will it reflect within all curricular and extracurricular activities?

I would like to refer to "Tuesdays with Morrie", rather than making every one worry about just grades, the system should rather be more goal oriented, to make many people understand the course and its contents.

Special marks for out of the box thinking and applying knowledge outside class room with a positive social impact should also be considered.

Students should also be encouraged to have healthy extracurricular activities like playing games. These activities definitely help in building character and teach management skills. If their activities are well organized and have an objective, I believe they do help in personality building and their mental grooming.

I did miss **career counseling** while doing my graduation. I believe it's important part and should be available.

True to your vision of Namal, what should be its ground reality in:

      a. **5 years**

      b. **10 years**

      c. **20 years**

      d. **50 years**

I can't say, given the enthusiasm and seriousness of working towards its goal, I guess it should not take more than few batches.

What in your view is the relation between quantity and quality?

I believe there should be a healthy trade off. Quality education with little emphasis over the quantity is not a good idea. We have to maintain a balance.

What in your view is the relation between research and teaching?

I believe teaching can be more effective if one knows the latest trends and hot areas. However a good researcher, who is involved in academia, often does not take much interest in teaching and ignores the building of foundation of the students. There should be seminars by the researchers but the courses should be taught by best teachers, those who know how to teach, it's fine if they do not know how to do research.

Response 8

1. What's the end/objective/purpose of education, in your opinion?

To create civilized and learned human beings beneficial to society.

2. What is the purpose of a university?

Main objective is Creating and Dissemination of Knowledge.

3. Can you list a few educational institutes that come close to fulfilling education's objective?

There could be different views. There are institutions fulfilling universal education objective vs institute specific objective/mission. In the progressed societies, the universities always created people who are the salt of the earth. Definitely these have served and serving the purpose for which these are built. The nation, and even the world at times, are looking towards them for a solution in a crisis. These produce the leaders in the field. MIT, Harvard, Yale, Princeton, Berkeley, Stanford, Oxford, Cambridge, ETHZ, Peking Univ, to name a few. Then there are those institutes which were established to serve some specific purposes. Best and genius minds of the world in particular fields gathered and produce results. IAS (Princeten), Wiezmann Institute, Institut Mittag-Leffler, to name a few.

4. What should Namal be, and why:
   1. **Stanford/MIT**
   2. **UET/Comsats**
   3. **Habib University**
   4. **Rural-LUMS**
   5. **Namal**

Namal should be Namal by herself. Stanford and MIT are big and far-fetched things. Let us see, can Namal be UET, NUST, LUMS or COMSATS (I could not follow Habib University, for past few years so I do not know where does it stand). Does Namal have that much resources that these universities have?

 A new university, like Namal, should address the missing elements that our current universities are unable to cover the gaps in the educational, social, economic, technological developments of our society and infrastructures.

GIKI may be a model. When GIKI (and at the same time NUST) entered in the academia of Pakistan, it was the first private technical university. It had USA education system, curriculum, with semesters and GPA. It had the best faculty, PhDs from the renowned USA universities and even had foreign faculty members. A residential campus with all facilities. First time, they brought up CS as a specialized faculty (LUMS and FAST, and then NUST also started around that time). So it was a gap-filler between the old stagnant system of UETs and the modern educational system and curriculum in the technology fields. It immediately rose in the rankings of the Asian universities. The best students, from the very first batch, were attracted to GIKI.

So can Namal be a university which could identify the current academic, technological, social gaps and fill it. If Namal is going to be just another university, so there are already many universities producing loads of jobless lots. Namal has to be Namal and create its own image at the national scale in new technologies.

5. **Should Namal operate at global, national or local scale?**

National and local are the same as our problems are much localized. Be one-of-its-kind at the national lelvel. Address the missing elements in the higher education and the market job demands.

6. **Can you write a short statement expressing the vision and objectives of (your ideal) Namal?**

I would rather prefer to pass this question :)
These clichés are good on papers, actual vision is what Namal is really going to produce and deliver to the society.

Just a statement on vision: "A world class university where we create and spread knowledge to understand, explain and improve the world and the condition of human race and the fellow species"

7. **Given the vision, how will it reflect within all curricular and extracurricular activities?**

Much is written above.
To summarise: Rigor. Concentrate on the first years. Later years can be handled by the students themselves. Let them spend 4 and half/ 5 years. Make them comfortable with Maths and programming. Namal should be prominent in one particular field at the national scale.

Do not fly alone. Collaborate with other universities (LUMS, UET, ITU, NUST, CASE)

8. **True to your vision of Namal, what should be its ground reality in:**
     1. **5 years**
     2. **10 years**
     3. **20 years**
     4. **50 years**

Namal setup is quite volatile. Dependent upon the political endeavours, and person oriented, it is hard to visualize how will it be after 5, 10 or 50 years.
For mega-projects, a political will and political support becomes necessary at some stage. If we see progress by a new university such as ITU, we clearly see it has got full support from the Punjab government.
At the moment, if there is no stable financial support, Namal may just strive to be a technical college/institute. To establish it as a strong university, a strong financial and political support is a must.

In its infancy, and with change of management, every 5 years, the vision of the university might keep on changing. Of course, it is not desireable.

So the ground reality is much dependent on Khan Sahib's political success as well.

9. **What in your view is the relation between quantity and quality?**

Quality everyone says. In practice, institutes go to the quantity.

Scholarship based admissions imply quality.

Research based institute goes for quality, and less pay attention to quantity (depending upon the available funding and projects).

Teaching focused programs should produce graduate depending upon the availability of jobs in job market.

Better focus on quality and be a role-model for other universities.

10. **What in your view is the relation between research and teaching?**

Depends upon the objective of university.

Administration should be minimized.

Usually, only research output is acknowledged. Should be given a year free of teaching and focus on research.

2-3 months paid leave to spend at research labs or companies (local/abroad).

Section 3
Namal Faculty

Response 9

What's the end/objective/purpose of education, in your opinion?

To make a man who understands the condition of the universe within and the universe outside of him; a man who can image a better condition, and a man who can bring to effect reparative changes.

What is the purpose of a university?

To do everything in its resources in creating the right environment in which the educated man (as defined above) can continually grow and experiment.

Can you list a few educational institutes that come close to fulfilling education's objective?

I don't think so.

What should Namal be, and why:
         a. **Stanford/MIT**
         b. **UET/Comsats**
         c. **Habib University**
         d. **Rural-LUMS**
         e. **Namal**

At the moment, the plight of the world, including Pakistan, isn't technological; it's more of a moral plunge. So engineering or just STEM based education is not the need of the future. A meaningful integration of sciences, linguistics, history, philosophy and religion is required. If Namal can create that unique mix that the world so requires, Namal will be a blessing.

Should Namal operate at global, national or local scale?

Namal will have to prove to be relevant locally, nationally as well as globally, in various ways.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Namal aims to become a place where all staff and faculty members are engaged in the following pursuit:

I want myself and my students to be:
1) Habitually thoughtful, as opposed to always jumping the guns and bandwagons.
2) Patiently scientific in the process of inquiry, as opposed to furnishing only a subset of facts that further one's pre-conceived conclusions and agendas.
3) Sincerely creative in efforts and expression, as opposed to copy-pasters/khana-puri/just doing my job.

Given the vision, how will it reflect within all curricular and extracurricular activities?

If it doesn't, there's no point in doing this whole exercise.

True to your vision of Namal, what should be its ground reality in:
- f. **5 years**
- g. **10 years**
- h. **20 years**
- i. **50 years**

In terms of sustenance, Namal should be like a healthy slow-cooked organic home food, rather than being an unhealthy fast food from a junk-food franchise.

What in your view is the relation between quantity and quality?

Inverse relationship, focusing on quantity at early stages is a decisive suicide.

What in your view is the relation between research and teaching?

Research is a mode of inquiry, it's a habit. A teacher cannot be good, if he or she doesn't have this habit. It's only because research has been made into a junk-food enterprise, that this question is being asked around now, otherwise it makes no sense. Good teaching requires good research (directly and indirectly.) Good research requires good teaching (you will get to attract more future individuals who will want to work with you, or in your area of interest.)

Response 10

What's the end/objective/purpose of education, in your opinion?

To become a human who:
1. recognizes his Creator
2. recognizes his social responsibility
3. is tolerant of others
4. has both technical and social skills
5. becomes a lifelong learner and enjoys his learning

What is the purpose of a university?

1) To remain a human in the sense listed above
2) To become a professional who uses his professionalism for not only his own benefit but also for the benefit of (a) his immediate surroundings and (b) whomsoever his skills, ideas and beliefs can benefit on a national and global scale

Can you list a few educational institutes that come close to fulfilling education's objective?

There is a very delicate balance between the ideals listed above and the practical world we live in. It is a brutal world and it can be hard to follow your ideals. Education's objective cannot be fulfilled by a university on its own. Seeds are sown much earlier. My outlook on Pakistani universities is limited, yet what I have come across, I don't see any university, which is doing anything to even try to correct that to a certain level.

Foreign universities are able to work on 2.b because the seeds of 2.a are sown much earlier.

What should Namal be, and why:

▪ Namal should be Namal, having its own identity and its own vision based on its own unique surroundings. All the names listed should act as an inspiration in the pursuit of excellence yet. What Namal should not be is to become an institute that attracts the best talent from the whole country or, being optimistic, the whole world, yet become disconnected from its immediate surroundings. Namal knowledge city should not become only a Namal knowledge city of higher education.

Should Namal operate at global, national or local scale?

What is global, national or local? A number of leading universities are intrinsically connected to their local environment yet have a global and national outlook. Namal, in the same vein, should operate at the local scale while keeping a universal outlook so that students are equipped with the right technical and social skills to not only be an instrument of change for the local community but also be able to excel throughout the country and world.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Namal or Namal knowledge city should be a place which uplifts the entire surrounding in which it exists rather than being completely disconnected from it. It should be a knowledge city and not a knowledge city of higher education only.

Given the vision, how will it reflect within all curricular and extracurricular activities?

The curriculum should be designed to not only instill strong technical and professional skills in the students but also correct a lot of wrongs that has been done to our students' thinking and outlook on life. This should be supplemented by extracurricular activities to achieve and sustain whatever has been written in points (1) and (2).

True to your vision of Namal, what should be its ground reality in:
a) 5 years
-The foundations for a strong institution should start to become visible in its leadership, policies, infrastructure and operation. Focus should be on indigenous and collective decision making with a strong sense of ownership.
-A conscious decision should have been made to increase the representation of local students from the surrounding areas by laying the foundation of a strong school and high-school system

b) 10 years
-Namal should be able to develop a strong ethos which is reflected both in curriculum and extra curriculum activities
-Has a very strong connection with its surroundings (both rural and urban) and the growth of Namal should be reflected in the growth and uplift of its surrounding communities.
-30% of students from the surrounding communities (excluding Mianwali city) should be able to qualify for admission to higher education at Namal.
-There should be a growing culture of entrepreneurship among students and faculty and establishment of incubation center.

c) 20 years

-60% of students from the surrounding communities (including Mianwali city) should be able to qualify for admission to higher education at Namal.
-Become attractive enough for the industry to start establishing itself in the surroundings in a sustainable manner.
-A strong culture of entrepreneurship should be visible among the students and faculty, a fully functional incubation center and the establishment of successful companies by graduate students.

d) 50 years

-Be an institution to which the country and the world look up to as a benchmark for its technological as well as social progress and culture.

-Namal knowledge city should be able to transform itself and its surroundings into a "City of Knowledge".

What in your view is the relation between quantity and quality?

Quantity should never be connected to quality. If one is able to establish quality within the small group in which one operates, the same model can then by scaled if and when quantity is increased. But if quantity is increased for the sake of it, quality will suffer which is not a sustainable model and Namal will end up being just another institute of higher education, likes of which dot the whole country.

What in your view is the relation between research and teaching?

Research is important to teaching but not the publication type. A teacher should always keep himself/herself abreast of the latest research to keep his teaching updated. A teacher who does not do the 'publication-type' research should not be demonized and be preferred over those who do.

Response 11

What's the end/objective/purpose of education, in your opinion?

1. It should add to the personal development of the individual. The individual should be able to earn decent means for sustenance while at the same time be a conscious, ethical and a considerate human being who yearns about the welfare of the society.

2. Education should help the collective consciousness of the society to contemplate on the future challenges it faces and to develop a willingness to address them. Education should also aid in equipping people with enough skills and tools to address those challenges.

What is the purpose of a university?

A university these days should be more like a laboratory where all the challenges faced by the humanity should be contemplated and addressed.

Can you list a few educational institutes that come close to fulfilling education's objective?

Most of the good Western universities have such goals in minds and they work to address them.

What should Namal be, and why:

Namal should have its own identity. Especially due to its position in the typically rural setting of Pakistan, it should work to retain the cultural heritage of the country in its own culture. At the same time it should take heed from all the best universities around the work. In terms of research and acedimia it should try to catch up with the best universities in the world.

Should Namal operate at global, national or local scale?

Namal college should always try to catch up with the best universities in the world.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Namal college should try to become a leading university in the world.

Given the vision, how will it reflect within all curricular and extracurricular activities?

Cutting edge technologies or knowledge should be inculcated to the students by utilising modern pedagogical tools and frameworks. The outgoing student should have a versatile personality who can fit in many types of work roles in life, while still having the confidence to strive for and achieve the best possible positions.

True to your vision of Namal, what should be its ground reality in

Namal college should expand at all costs. Right now it is much smaller than its promise. But it should expand rather slowly. Moreover, that expansion should be very gradual and well planned. To this end,

5 years: BS and MS Programs of 3 to 4 disciplines. 1000 students and 50~60 faculty members. And Phd programes in the disciplines it currently has i.e. CS and EE.
10 years: PhD programs. Top ranked institute in the country – 2000 students and 100~120 faculty members
20 years: Top ranked institute globally. 4000 students and 200~250 faculty members
50 years: Leading institute in the region (may be Asia) --- Around 5000-8000 students

Moreover, Namal should use its land resources very prudently. Namal has acquired a rather large swath of land. That should not be used to develop infrastructure for various departments and schools, it should also be utilized to address problems that are faced by the society. Namal should eventually become a truly comprehensive laboratory where all sorts of problems faced by the society could be addressed. Such problems could belong to any sphere of life. These could be problems related to agriculture, medicine or technology etc.

What in your view is the relation between quantity and quality?

Having a large quantity of anything is generally considered a good thing. But quality, as we are taught, should always be the primary objective. Correlates can be drawn between quality and quantity. Such correlates can both be positive and negative. I presume that quantity, if ever, should be increased, it should always be a function of quality. This implies that quantity should only be increased if it is leading to a better quality of something.

What in your view is the relation between research and teaching?

Both go hand in hand. Teaching can lead to ideas that are worth pondering. Research can exhume ideas that should be taught.

Response 12

What's the end/objective/purpose of education, in your opinion?

It is to transform an ordinary individual to a useful part of society. An educated individual, unlike animals, is expected to lead a meaningful life, causing satisfaction to himself and benefits to the world around him.

What is the purpose of a university?

It is a place where knowledge is disseminated though lectures and demonstrations. At an advanced level, knowledge may also be created at a university through research.

Can you list a few educational institutes that come close to fulfilling education's objective?

Aligarh Muslim University, GIK Institute, Government College Lahore

What should Namal be, and why:

Since the true purpose of education is a highly comprehensive transformation of an ordinary individual to a special and useful man, the existing institutes are not able to fulfill it perfectly. One may learn the best practices of existing universities, and then combine them to evolve a much improved Namal model.

Should Namal operate at global, national or local scale?

Ultimately, it shall be great to see Namal operating at a global scale. However, that upgrade of focus should be gradual. Initially, it should try to demonstrate its usefulness at local scale only. Once done, it should then make useful impact at a national level.

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

It should produce those graduates who are among the best/most beautiful in terms their actions/executions/behavior. Basically, they should be *ahsan (*most beautiful, the best*)*, with respect to their *amal* (action, behavior, execution of a given task). This is with reference to the *Ahsan o Amalan* term used in Quran [1-2]. If this term is made part of the Namal vision, it shall automatically capture all the good technical and personality attributes. The graduates of Namal College should be exemplary in their behavior. As electrical engineers, they should know and exercise the best electrical engineering practices. As computer engineers, they should know and implement the best coding/computer science techniques. Knowledge should be delivered and acquired with an emphasis on its reflection through actions/implementations (*amal*). Ideally, a Namal graduate should be very knowledgeable in his field of expertise, and he should exhibit the best behavior/ engineering practice while working at an industry.

[1] https://quran.com/67/2
[2] https://quran.com/18/7

Given the vision, how will it reflect within all curricular and extracurricular activities?

As seen from the proposed vision, it is the best execution of knowledge, which is desirable, and hence the same should be emphasized in design of the curriculum. It would be great if the ethical standing of an applicant is also tested at the time of admission. Exact reflection of

the vision through curriculum is an involved step, and may require many brainstorming sessions.

What in your view is the relation between quantity and quality?
Certainly, quality should take precedence over quantity.

What in your view is the relation between research and teaching?
Teaching is the dissemination of existing knowledge, while research leads to the creation of new knowledge. Research only (for the sake of publication) may not be useful in most of the cases. Instead, Research and Development (R&D) looks more attractive, whereby an application of the relevant research at a local/national level is seen.

Response 13

What's the end/objective/purpose of education, in your opinion?

It has two key components:
-       To become a well-accepted professional in the chosen discipline
-       To become a well-accepted team member in all kinds of teams starting from family to the entire world.

What is the purpose of a university?
-       To shape those who embrace the characteristics to qualify them for the above two purposes
-       To create new knowledge
-       To solve problems of all kinds --- societal, economic, academic etc

Can you list a few educational institutes that come close to fulfilling education's objective?
-       Most of the top universities in the world have been fulfilling the above stated purposes of education to an acceptable extent…

What should Namal be, and why:
1. **Stanford/MIT**
2. **UET/Comsats**
3. **Habib University**
4. **Rural-LUMS**
5. **Namal**

Number 5 can be built by picking good practices/models from all 1 to **5**.

Should Namal operate at global, national or local scale?
-       Global (as it will cover national and local scales by default)
-       Dream big

Can you write a short statement expressing the vision and objectives of (your ideal) Namal?

Vision: To become a center of academic excellence globally

(Because it will only become once it starts contributing significantly to the world outside in terms of an acceptable "product" coming out of it) --- Rural uplift will be the side product of this development

-       "State-of-the-art" teaching fulfilling academic as well as behavioral objectives
-       High quality research will place this dot in bigger circles of all kinds (starting from universities and job markets to funding agencies)
-       Be a role model for other institutes in Pakistan

Given the vision, how will it reflect within all curricular and extracurricular activities?
-       Up-to-date technical curriculum
-       Right ways to assess learning

- Rigorous practical and applied stuff
- Inter-disciplinary undergrad curriculum with a good mix of variety of disciplines which should contribute to achieve second objective

True to your vision of Namal, what should be its ground reality in:

5 years: BS and MS Programs of 3 to 4 disciplines. 1000 students and 50~60 faculty members

10 years: PhD programs. Top ranked institute in the country – 2000 students and 100~120 faculty members

20 years: Top ranked institute globally

4000 students and 200~250 faculty members

50 years: Leading institute in the region (may be Asia) --- Around 5000-8000 students

What in your view is the relation between quantity and quality?

Quality consciousness is the key --- quantity is never problematic if it is fulfilling your defined criteria of quality. No doubt, quality comes first.

What in your view is the relation between research and teaching?

Both go side by side --- you create knowledge, facilitate in creating it and disseminate.

Section 4
Namal Students

Namal students were asked just 3 questions, and some of them responded:
1) What is the purpose of education?
2) What is the purpose of a university?
3) What precise steps can Namal take now to become that university in 5 years time?

Response 14

What is the purpose of education?

The real purpose of education is to transfer knowledge to students and to make them better human beings and to prepare them to work for the betterment of society. But nowadays your grades and level of education decides your rank or post in job so most of the people get education for getting good jobs having high salaries.

What is the purpose of a university?

University is the place to gain higher education. To learn things in detail and to practice your skills based on your knowledge. University also has the responsibility to make you able to get a good job after completing studies. University also develops professional skills in students so they can survive in the competitive industries.

What precise steps can Namal take now to become that university in 5 years time?

The first step is to make students relax. Don't put any pressure of grades and attendance on them.Students should be provided with vast opportunities so they can chose the field in which they excel. There should also be an advisory council in university who can guide students because most of the students don't know what to do next. They just study courses which they have been taught. College administration should listen to the students voice. There should be a check on administration.
Complete the Namal knowledge city as soon as possible. All people know that Namal has lot of funds but there is no new development. Even after 8 years of Namal, not a single new building has been built, and I think it is due to bad administration. If we compare it with Nust, Nust has developed in just 10 years from 0 to top universities not just in Pakistan but also internationally.

Response 15

What is the purpose of education?

Without education life is like a flower without smell. The basic purpose of the education is to sort out the hidden talent of a person. Nobody in this world is born useless. Everybody has some good qualities. They will be flourished when they get education.

What is the purpose of a university?

At school and college level, students have lack of confidence, mind building and grooming. They just read and do what is taught in the class. When they enter in university, real and accurate grooming starts. Students in the class listen to lectures carefully and sort of algorithm starts to continue in their mind. When they think more on it their mind starts to grow up. They work on different problems and bring their own solution instead of using any guide book. So in short university is a true means of grooming and building block.

What precise steps can Namal take now to become that university in 5 years time?

When Namal said "That will become a center of excellence" but unfortunately this has not happen until now. We have all the resources but we have no true leader/guide to bring towards that dream. So first step is to choose a true leader. If this step is fulfilled successfully no one can stop Namal from becoming equal to the most prestigious institute of Pakistan.

Response 16

What is the purpose of education?

If I be honest to God, education for me is the way to stand shoulder to shoulder with honorable and prominent members of the society. Moreover, for me it is a way to earn my living and I am proud of it as I chose it because I liked it, and to earn from your passion isn't an insult to the idea.

What is the purpose of a university?

University's sole purpose, firstly, should be to make you a gentleman for society who has a goal to give back what he has learnt, but in modern era, mostly university is to give you technical education or any other type of it so that you can earn living.

What precise steps can Namal take now to become that university in 5 years time?

Well, for Namal to become 'the' university that creates ladies or gentlemen has to firstly teach its students to think their own way, to do or go into any specific field they love (it never means that they can't pursue their dreams if they are studying any field they are not interested in, they can always turn the particular field into something that they are interested in.) I guess if a person is told that son, you can do it... He/she for sure then can do it. Motivate them your level best and then see the magic.

Response 17

What is the purpose of education?

The purpose of education is to know about reference point due to which good and bad things can be differentiated. If someone knows well about that point then he is called the educated person. This reference point is knowledge.

What is the purpose of a university?

The purpose of a university is to learn something new and make some positive changes in your environment. University is a place where you learn some professional skills and learn that how to face problems and how to solve those problems. In university you get chance to think anew and make some improvements in human life.

What precise steps can Namal take now to become that university in 5 years time?

Namal is a good and well designed institute. Namal can become a university by focusing on research. Namal has good professors and good engineers so it should work on research and projects. If a student learns something new he should be given a project on that topic. And Namal should increase his contacts at national and international fronts by participating in events. Due to these points Namal can become a good university within 5 years.

Response 18

What is the purpose of education?

Education is the process of evolving a human mind so that it can differentiate between right and wrong, can make decisions and solve problems that he faces. As a whole, it means equipping a human with skills that can help him spend a meaningful life.

What is the purpose of a university?

Universities are the institutions which are supposed to provide the best environment for the evolution of a human mind. During university life students gain a constant point of view about many major topics of life and a way of thinking is developed. The purpose of a university in my point of view is to provide a culture and introduce the most important personality traits so that every student can attain a professional personality.

What precise steps can Namal take now to become that university in 5 years time?

As being a student of Namal I have always admired it for its beautiful culture where the gap between a student and a teacher is eliminated. But for all the time I have spent here, I have never seen an issue managed professionally. There have been multiple incidents in which mismanagement has caused major harms to Namal. In my opinion the first step required for the improvement of Namal would be to settle its priorities. To me the faculty of Namal is its major asset which should be given special attention. In a culture like here at Namal students adopt a lot of things from its Faculty's personal life. As an example losing a teacher like Sir Jalaludin would a big loss for Namal. Secondly, Namal should give attention towards its management and take proper steps to improve it. Steps like work study program, although I am not satisfied with its implementation, can help Namal improve its position as a university.

Response 19

What is the purpose of education?

Well for me the main purpose of any education is build a personality and humanity. Secondly, most of our well educated people lack the element of humbleness but education teaches us humbleness and kind to other not proud and cruelness with others.

What is the purpose of a university?

If we look in the world we can see many education sectors which are making highly qualified and well talented doctors, engineers etc. Well university should have the technical skills which is necessity for every human in life to live a prosperous life, but besides this what university should have is the provision of basic moral values, for example lesson of humanity, communication with every kind of man etc. Man has reached to the depth of sea, and has touched the sky, but he hasn't reached the depth of humanity. If man would have reached in the depth of humanity, then there would be a peace and love, there would have no need of army etc. But the point is to give this kind of lesson in University life and this can be a great tool for a young people in this age.

What precise steps can Namal take now to become that university in 5 years time?

To bring change and to go to the top needs consistency and continuous effort and innovation, well at last change start from one man but one should never lose hope.

Response 20

"The fear of failure" - I think it is stopping us from learning. I myself have gone through it and unfortunately, I still am suffering from it. I have observed that we, the students, are under a lot of pressure. Most of us are on scholarship so we think we can't afford to lose. Losing is not an option. I think about it all the time. Even some of us are being pressurized by family as well. Hence, whenever we are given a task or an assignment, we just want to get it done, we just want to get it over with. We don't look for learning new stuff. I could be wrong; the fear of failure sometimes motivates me but not all the time. Sometimes I get sick of all this, I feel like I should run away from here. Long story short, I think a little awareness should be provided in this regard. Some psychological seminars may be. Nowadays, a lot is going on in students head other than studies. Teach them how to handle the pressure. Take away the fear of failure!!!

Response 21

What is the purpose of education?

Those who are educated, and those who are not, cannot be deemed equal. This is the context of one of the verses of Quran which stresses continually on the importance of knowledge, education and thinking. The foremost purpose of education is to become amongst the better lot of community, in terms of manners, knowledge, critical thinking, humility etc.

What is the purpose of a university?

University is a ground where an ideal society is portrayed. Learning and teaching, as well as practicing are the opportunities provided at the university with a cushion for mistakes and to learn from them.

Imparting the above mentioned principles in a most ideal manner is an utmost purpose for any university.

3) What precise steps can Namal take now to become that university in 5 years time?

- Pay Special Attention in teaching mannerism (*Ikhlaqiat*) which shall contribute to the social responsibility as well Integrity;
- After executing the above successfully, the students must be given the freedom to follow their passions which the key factor to endorse their creativity;
- The Intermediary board must enhance to incorporate the ideas that the students may bring forward for their growth as well as the growth and improvement of Namal;
- The quality of weekly seminars should be elevated since as important it is to establish a regular connection with the outside / practical world, it is equally important to build a healthier connection through grandeur personalities.

Conclusion

As expected, the responses are quite diverse and full of wisdom, yet there are patterns to the individual thoughts. Firstly, the hypothesis got confirmed, that whatever one thinks is the purpose of education defines the university's purpose, almost absolutely. Majority has resisted against the reduced and narrowed view of university or its education as a mere means for producing compliant products for the job market. Most responses have advised Namal to carve out its own future instead of copy-pasting from here and there. In response to the question of Namal's future and growth, the wisest approach suggested, is to grow organically, having first made care in laying down foundations well in place – which means that there should be a clear and shared vision and direction across the board, from managing committee, Namal administration, faculty and right up to students. Almost everyone warned about not choosing quantity over quality, especially at the initial critical stage. And lastly, there was almost a unanimous call towards rejecting the reduced meaning of research (as mere publications) and there was a call for creating an honorable environment for both good teachers and good researchers.