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## LEADERSHIP VISION: ACCOMPLISHMENTS AND GOALS

### *My Philosophy of Life*

*While there is a will there is a way*

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**Philosophy** To set and to realize goals, by proper planning, execution, monitoring and evaluation, without compromising ethics and principles; to achieve efficiency and effectiveness, through knowledge, skill and attitude, without affecting relationships; to create opportunities for faculty, staff and students by mentoring and effective delegation, with adequate follow through and follow up

**Methodology** Before taking up the charge of Chairmanship of Department of Mathematics, University of Karachi I attended a number of training sessions, *e. g.*, “Skills for Successful Supervision”, “Human-Resource Management”, “Interviewing Skills”, “How to Conduct Performance Appraisals”, “Training-Needs Assessment (TNA)” and “Goal Setting”. It is very important to know the personality trait of one’s subordinates, one’s colleagues and one’s bosses as well as one’s own management style. For example, my self an “owl” (indirect and controlling), I have to move at a faster pace and try not to present information in detail with “eagle” (direct and controlling), whereas I should openly show concern and appreciation as well as learn to compromise with others while dealing with a “dove” (indirect and supportive). With “peacock” (direct and supportive) I have to be more direct and be accommodating. I analyze the style of the person I have to deal with and use appropriate strategy. During the 3-year (full) term of my Chairmanship (2003-6), all major policy decisions were taken after taking into confidence the faculty.

The same strategy is being applied in the other 4 roles of leadership, which I had the opportunity to play as, Project Director, the NGDS Pilot Project (1998-present), Chairman, Board of Studies for Mathematics (2003-6) and Convener, Program in Industrial and Business Mathematics, University of Karachi (2003-6) as well as Convener, National Curriculum Revision Committee for Mathematics, Higher Education Commission, Government of Pakistan (2004-present). I am, also, contributing in grooming future leaders as Program Coördinator of the Early Talent Research Participation Program, University of Karachi (2002-present).

*This statement contains views and information as of: October 1, 2009 (0000h GMT)*

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**Accomplishments** Realizing that every manager is not a leader, but every leader must be a good manager, I have stricken a balance between routine and development work, made systems of paper handling and task management, improved upon the punctuality of the staff and the students during the three-year tenure of Chairmanship. I am a good listener and have been able to handle stressful situations, appropriately. On the academic side, four seminar series have been revived, a new seminar series (Professional Skills-Development-Seminar Series) launched, a major seminar conducted and industrial sector contacted to conduct TNA and to provide internship for our students. The department got its own multimedia projector. The computer lab was upgraded with latest P4 computers and laser printers installed. Department website was made and inaugurated by Registrar of the University. On the human-resource development side, new posts in various cadres announced, applications collected and processed (scrutiny completed). In addition, behavior-based interviewing system has been devised and implemented for the hiring of cooperative teachers. I, also, started faculty-development programs. PC-1 forms have been prepared and submitted for future expansion and enhancement of the department.

Board of Studies for Mathematics, University of Karachi, under my chairmanship, prepared and approved BS, MS and PhD programs, in line with revised HEC curricula of 2005. In fact, Department of Mathematics was the first to put forward these curricula, in response to April 5, 2005 instructions of Vice Chancellor. All decisions were taken with consensus. Not a single meeting was adjourned because of lack of quorum.

As Convener of Program in Industrial and Business Mathematics, University of Karachi, I was able to establish industry-university linkage. Faculty from Department of Mathematics gave workshops and professional development short courses for industry. In return, industry offered internships and jobs to our students. Students of morning program could also pursue Masters in Industrial and Business Mathematics.

As Convener of National Curriculum Revision Committee (NCRC) for Mathematics, Higher Education Commission, I was given the task, in 2004, to prepare framework for BS and MS programs (to be introduced for the first time on a national level) as well as bring PhD program in line with equivalent programs in developed countries.

As Project Director of the NGDS Pilot Project, I was able to provide leadership of my team to develop:

- a) Human-rights and ethical standards for conducting a research project involving minor subjects and parents with little or no education
- b) Inexpensive, indigenously-built anthropometric instruments
- c) Standardized-anthropometric techniques for obtaining reliable and reproducible measurements (manual prepared, containing step-by-step procedures as well as sources of error and hazard/injury)
- d) A method to generate a detailed growth profile of child based on heights of biological father and biological mother
- e) Moiré fringe topography apparatus (a stereophotogrammetric technique) for somatotyping and screening of trunk deformities, without using X rays

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**Honors** During my tenure as Chairman (2003-6), Department of Mathematics won a grant of Rs 2 million, annually, for a period of 3 years from National Center of Mathematics. Vice Chancellor and Dean, Faculty of Sciences, both, visited the department twice within a span of 6 months, Pro-Vice Chancellor 3 times and Registrar once (to inaugurate the departmental website). Foreign guests, included professors/scientists from Norway, Saudi Arabia and Sweden as well as Former Division Chief, United Nations Capital Development Fund from New York, USA. In the words of Acting Director, the International Center for Chemical and Biological Sciences, Department of Mathematics was on the forefront during this period (during the 16<sup>th</sup> meeting of senate on December 20, 2006).

The model of MS courses prepared by NCRC of Mathematics was adapted by committees of other subjects.

The NGDS team was asked to train master anthropometrists of the Tawana Pakistan team (project conducted by the Aga Khan Foundation). The height-measurement system, developed by the NGDS team, was adopted by the Tawana Pakistan team.

On October 28, 2008 a team from French Embassy in Islamabad visited our department and discussed possible projects for collaboration.

**Goals** I am trying to work with the current chairman to make Department of Mathematics, University of Karachi, the best department among all the mathematics departments in the entire country (presently, our department is ranked number three, nationally). In addition, plans are underway to establish Institute of Mathematical Sciences. Quality of the faculty, technical aspect of the facilities, functionalities of the department as well as the academic freedom to explore, to teach and to disseminate determine prestige of any department. I am trying to work on all these fronts, simultaneously.

**Selected Talks  
(to develop  
leadership  
vision)**

*Time Management*

Professional-Skills-Development Seminar, Department of Mathematics, University of Karachi, September 14, 2006 <<http://www.ngds-ku.org/Professional/TM.htm>>

*Goal Setting*

Professional-Skills-Development Seminar, Department of Mathematics, University of Karachi, March 30, 2006 <<http://www.ngds-ku.org/Professional/Goal.htm>>

*Department of Mathematics, University of Karachi: Challenges and Opportunities for the Twenty-First Century and the Third Millennium (Opening Remarks)*

Guest Research Seminar, Department of Mathematics, University of Karachi, August 6, 2005

*End of statement*

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