

Library Bulletin

A monthly publication of LRC

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News Corner

Library Bulletin Marks One-Year Anniversary:

One year back in January 2012, the UMT Library launched Library Bulletin – A Monthly Publication of LRC. A year later, this issue witnesses the completion of the first year of this Bulletin. We launched this publication with a promise “We intend it to be a monthly updates on the activities, facilities, services, and resources of the library to keep UMT community informed. It aims to be informative and is a part of communications policy of LRC for specifying objectives, action plans and evaluation methods for services of LRC to work closely with its users”. As things stand now, one year on, we can proudly say that we have delivered on our promise. We do hope that readers have had enjoyed the reading of the LRC Monthly Bulletin . We tried our level best to compile it on sound concept and compose it with good execution.

The LRC Monthly Bulletin featured a range of learning help to the learner be it a student, a faculty member, researcher or an external member. It comprises –a compilation of selected articles and matters of general interest from national English dailies, a list of New Arrivals, content list of the magazines/ journals subscribed by the UMT Library. The news corner of the Bulletin keeps learners informed of developments within LRC and UMT. The first 12 issues of the newsletter have also covered general tools like the remote access with the illustration into the techniques applied to access digital resources for the convenience of the learners. There are still a number of different techniques to be covered as well as interesting application tools to bring you.

The completion of one year of Newsletter has coincided with the New Year’s eve mark another successful year for LRC. The previous 12 issues of the newsletter are available under the Library Bulletin archive section at UMT Library website and can be viewed at:<http://library.umat.edu.pk/>. We’d like to thank all our readers for their continued support. We not only look forward to next 12 months with more of the same but also what you would like to see enveloped in upcoming issues of the LRC Monthly Bulletin. In spite of everything, it is written for you

(All Issues are hyperlinked, click to read fulltexts)

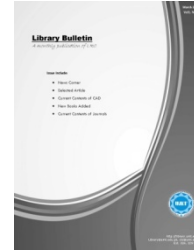
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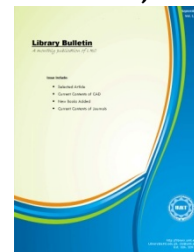
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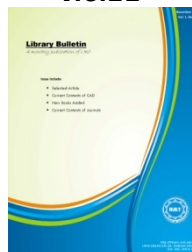
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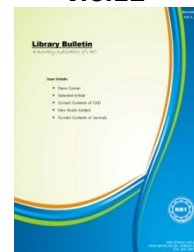
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Happy Reading

Provides literacy support services to empower the World

Selected Article

HEC: the next 10 years/ by Dr Javaid R Laghari

Monday, December 10, 2012

Universities in Pakistan have rapidly morphed into their new role as producers of knowledge and research that lead to innovation and entrepreneurship, create employment, and be prime builders of a knowledge economy.

The HEC continues to amaze the world with its achievements and accomplishments despite being only ten years young. Despite cuts in funding and limited resources, it has continued to achieve and focus on faculty development, quality education, technology readiness and research and innovation, which are key winning formulae in creating a knowledge economy.

The economic prosperity of a country is directly related to the higher education enrolment per capita. Knowledge and skills have thus become the global currency of the 21st century economies, but there is no central bank that prints this currency. Countries will have to decide for themselves how much they want to print, which will set their future course of social and economic prosperity. The return on investment in higher education is estimated to be 400 percent. Hence countries with the highest enrolment densities in higher education enjoy the highest GDP per capita, visible examples being countries without natural resources: Finland, Ireland, Switzerland, Hong Kong, Singapore, etc. On the other hand, countries with the lowest enrolment densities are the least economically prosperous, which include countries in sub-Saharan Africa and South Asia.

As per the Education Policy 2008, the HEC targets to increase accessibility to higher education from the current 8 percent to 15 percent by 2020, which translates into an increase in university enrolment from 1m to 2.3m. This is a major challenge tied to the funding situation. However, to achieve the best results effectively, in addition to establishing new campuses, the HEC is focusing on the use of educational technologies and through the recently established directorates of distance education. One of the biggest challenges, however, will be to have improved quality of learning with this large increase in enrolment. This is being simultaneously achieved through faculty learning programmes, through the Quality Enhancement Cells and Accreditation Councils. Faculty development programmes are the mainstay of the HEC. With over 7500 scholars currently pursuing their PhD degrees both within and outside the country, and an additional 2,200 having graduated and placed at universities and other organisations, it is estimated that with the projected growth in universities, at least 16,000 'additional' PhD faculty will be required by 2020.

This will raise the percentage of the PhD faculty from the current 22 percent to 40 percent. Simultaneously, the standards for faculty appointment will become stringent. Starting in 2014, all lecturer appointments will require a MPhil/MS degree, and from 2016, all assistant professors and above will require a PhD degree. There will be continued emphasis on good governance. The Institutional Performance Evaluation has been recently developed by the HEC with eleven standards, and is on a pilot test run across select universities. By the end of 2014, all universities will be required to meet a certain minimum standard. The feedback will assist the university leaders in ensuring good governance. Better selection of vice chancellors (VCs) is also being ensured by the HEC policy of appointing them through search committees, and for their continued appointment, evaluating performance on a yearly basis based on criteria currently under development.

The VCs understand that their new challenges include leadership skills, academic leadership, financial management, strategic planning, fundraising and building economies, communities and leadership. Last year, the HEC introduced a two-day leadership workshop for all newly appointed VCs. There has been a significant growth in the number and quality of the PhDs awarded. The number of PhDs awarded per year has increased to over 850 in 2011, with significantly higher standards. It is estimated that over 2400 PhDs will be awarded in 2020, which will give Pakistan the same competitive advantage in research and innovation as is available to China, India, Turkey and Malaysia.

The number of research publications out of Pakistan has gone up by 50 percent in the last two years alone. Scimago, an independent database, has projected that Pakistan will have the second-highest growth in the Asiatic region, moving up 16 notches from the current worldwide ranking of 43 to 27.

Offices of innovation, research and commercialisation, centres of advanced study and research in energy, food security, and water resource, incubators and technology parks are being established to link research and innovation with industry. Ranking of all universities will continue every year, enabling the universities in identifying their weaknesses, as well as building on their strengths, so as to compete and be ranked globally.

This is already beginning to pay off, as today more than six Pakistani universities are ranked among the top 300 universities of the world, while there were none a few years ago. By 2015, we expect at least 10 universities to be in the top 300, with one in the top 100.

All HEC reforms are becoming the envy of other countries in the region. While Turkey already has a similar commission, Bangladesh and Sri Lanka are in the process of replicating the HEC model, and India is going a step further and establishing a supra-HEC with far-reaching consequences to position itself as a regional leader.

The World Economic Forum Global Competitiveness Report indicators on higher education and training, technology readiness and innovation are showing a consistent improvement over the last three years for Pakistan, much more than many other countries, which is clear proof that higher education reforms are paying off. Moving ahead, however, will require proportionate financial resources beyond the meagre 2.3 percent of the GDP that Pakistan currently spends on education, with only 0.2 percent going to higher education. Unesco recommends that developing countries should spend a minimum of 6 percent on education.

Pakistan has achieved critical mass and reached a point of take-off. For this phenomenal growth to continue, it is important for the government and other stakeholders to support and further strengthen the HEC as a national institution and protect its autonomy. If this momentum continues for another 10 years, Pakistan is certain to become a global player through a flourishing knowledge economy and a highly literate population.

The writer is chairperson of the Higher Education Commission of Pakistan. Email: jlaghari@hec.gov.pk

Courtesy to The News

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ACM digital library provides citations, selected abstracts and reviews, and over 94,000 full-text and full-image articles for all ACM (Association for Computing Machinery) journals, magazines, conference proceedings and some ACM co-sponsored publications on topics in computer science and related fields. Also includes Table of Contents for journals and magazines (1954 -) and conference proceedings (1986 -). Updated weekly.

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Use double quotes, wildcards, Boolean, and proximity operators to better define your search.

" "	"computer"	narrows results by finding the exact term <i>computer</i>
*	comput*	Unlimited characters wildcard (finds <i>computer</i> , <i>computing</i> , <i>computation</i> , etc.)
?	?ffect	single character wildcard (finds <i>affect</i> or <i>effect</i>)
and	linux and servers	narrows the results by finding both words in the same record
or	AI or "artificial intelligence"	broadens results by finding either or both terms
not	C++ not C	narrows the results by finding only the programming language <i>C++</i> and excluding those with <i>C</i>
<sentence>	linux <sentence> servers	finds <i>linux</i> and <i>servers</i> in the same sentence

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VIEWING & WORKING WITH RECORDS

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- Search results list:**
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 - "Click here to view the full text of the article." pointing to the "Full text available" link.
- Advanced Search:** "If desired, return to the Advanced Search form while retaining your search terms. Note: Your search terms will appear in a box above the search form." pointing to the "Advanced Search" link.

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- 3) In the resulting Export Formats box, scroll down and click on **download**.
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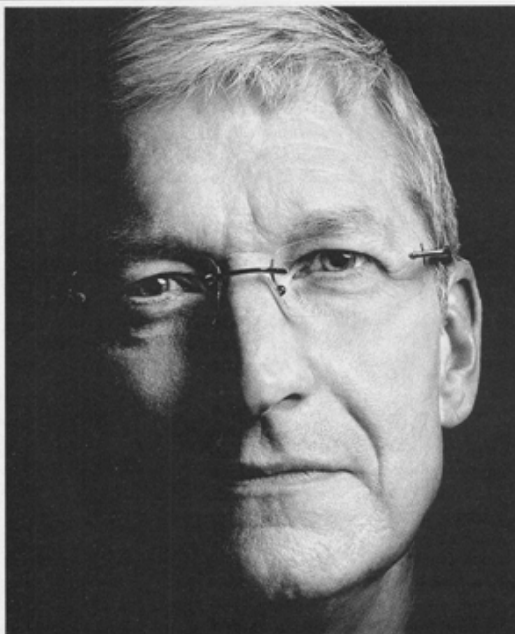
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He's a pro-customer, tightfisted risk-taker. If you're running a business with high margins—watch out. BY ADAM LASHINSKY

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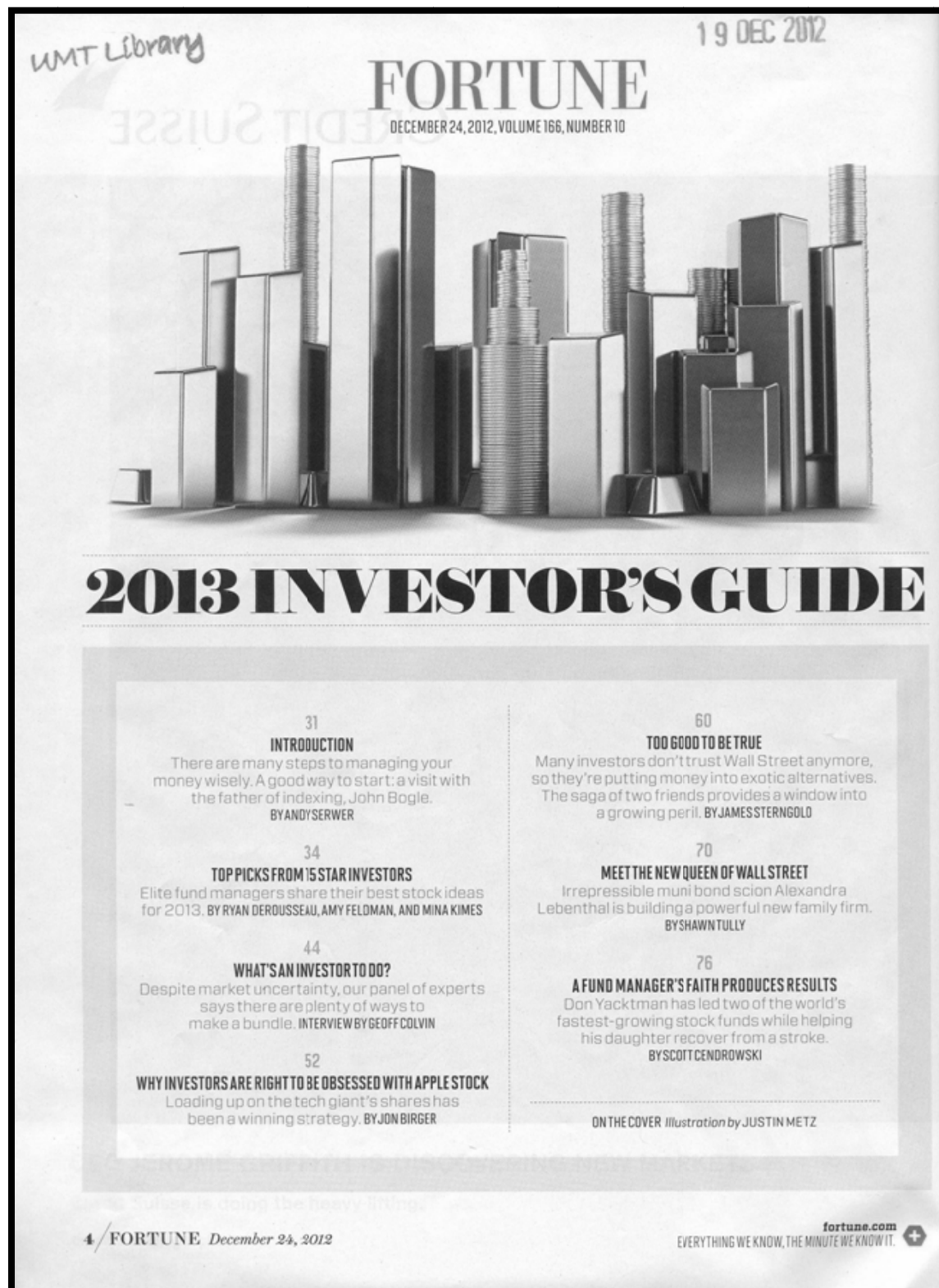
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They forgot to tell us globalism has a reverse gear. Now companies and countries need to get ready for the "inside economy." BY JOSHUA COOPER RAMO

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The latest models are winning the highest marks for quality and safety. Here's how the tiny, quirky, "artisanal" carmaker does it. BY ALEX TAYLOR III

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Broken BRICs *Ruchir Sharma*

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The most talked-about global economic trend in recent years has been “the rise of the rest,” with Brazil, Russia, India, and China leading the charge. But international economic convergence is a myth. Few countries can sustain unusually fast growth for a decade, and even fewer, for more than that. Now that the boom years are over, the BRICs are crumbling; the international order will change less than expected.

After Qaddafi *Dirk Vandewalle*

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Given the new Libya's lawlessness and corruption, pessimism about its prospects is easy—especially in light of September's turmoil. But beyond the bloodshed lies a more upbeat story. Just a year after Qaddafi's fall, Libya has peacefully elected a new government and is moving on. It turns out that in building a new state, starting from scratch can be a good thing.

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Iraqi Kurdistan is reveling in its newfound oil wealth and growing more estranged from the violent and dysfunctional central government in Baghdad. Yet statehood—the ultimate dream of Iraqi Kurds—will likely be deferred once again, as Kurdistan shifts from Iraq's suffocating embrace to a more congenial dependence on Turkey.

Mexico's Age of Agreement

Héctor Aguilar Camín and Jorge G. Castañeda

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At first, Mexico's recent presidential election looked unpromising: the PRI, the country's long-dominant party, crept back into office, but with only 38 percent of the vote and no majority in Congress. Yet the campaign revealed just how much Mexicans actually agree on, and the new government is likely to pass long-overdue reforms.



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The U.S. military's ban on women in combat rests on false stereotypes and an outdated understanding of war. Irregular warfare has blurred the concept of front-lines, meaning that many female American soldiers already risk their lives in battle. And research suggests that women can meet the functional requirements of fighting and that mixed combat units are no less effective than all-male ones. It's time to abandon a policy that does no good—and treats half of Americans as less than equal.

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In recent decades, the world has been rocked by revolutions in the digitization of computation and communication. Now the physical world is being digitized, thanks to new technologies that can turn data into things and things into data. Digital fabrication will let people build custom home furniture, living organs out of cells, and drones that can fly out of a printer; science fiction is becoming industrial fact.

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As Western defense budgets are declining, the price of projecting power is increasing and the range of interests requiring protection is expanding. To square this circle, the Pentagon needs to embrace a dramatic shift in its strategy. It should turn its focus away from repelling traditional cross-border invasions and pursuing regime change followed by stability operations—and concentrate instead on assuring access to key regions and the global commons.

The Problem With the Pivot *Robert S. Ross* 70

The Obama administration has responded to Chinese assertiveness by reinforcing U.S. military and diplomatic links to the Asia-Pacific, to much acclaim at home and in the region. But the "pivot" is based on a serious misreading of its target. China remains far weaker than the United States and is deeply insecure. To make Beijing more cooperative, Washington should work to assuage China's anxieties, not exploit them.

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Since the fall of the Soviet Union, Russia has become increasingly addicted to oil, which has underwritten bad policies and allowed Putin to buy off key constituencies and the masses. But petroleum could also hold the key to Russia's salvation. The supply of cheap oil is running out, and Russia's best hope of responding to the coming crunch is making the sort of changes liberal reformers have been pushing for years.

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Equality of opportunity has long been an American ideal, and the expansion of opportunity to women and minorities in the last half century has been a major success. But other obstacles to advancement remain, and recently, socioeconomic inequality has actually increased. The United States now has less social mobility than most other wealthy nations; it can and must catch up by following their lead.

The Future of Special Operations *Linda Robinson* 110

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THE WISDOM OF THE SMART CROWD

We asked the 2012 Global Thinkers to weigh in on the big questions of the year. Some of the highlights...



1. *Thinking, Fast and Slow*, by Daniel Kahneman



2. *Steve Jobs*, by Walter Isaacson



3. *Why Nations Fail*, by Daron Acemoglu and James Robinson



4. *The Better Angels of Our Nature*, by Steven Pinker



5. *The Lean Startup*, by Eric Ries

The best muse for these times is...

Adam Smith—for his theory of moral sentiments and his balanced view of the moral effects of capitalism. —Jonathan Haidt

Clio, Muse of history. We should still learn from the past. —Radoslaw Sikorski

Women who are changing the world by refusing to accept historical boundaries. —Melinda Gates

Loud music on the iPhone. —Daron Acemoglu

Dear American president, in the next four years please...

Make decisions. —Sebastian Thrun

Get rid of secret laws. —Roger Dingledine

Work for global peace, equity, and development. —Joyce Banda

Be a global leader. —Kiyoshi Kurokawa

China is...

A problem that can be managed. —Robert Kagan

An unclear, unstable, and uncertain society. —Ai Weiwei

At once a potential threat and a potential resource and ally. —Moncef Marzouki

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1922, when either democracy or totalitarianism could still prevail in the world. —Beth Noveck

1969, the year after the events. —Slavoj Žižek

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 Know what kind of change your organization can handle hbr.org/disruptive-change

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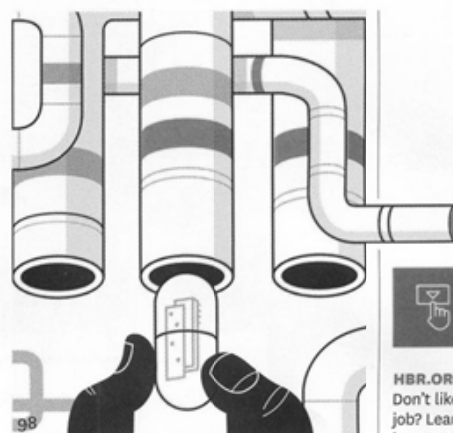
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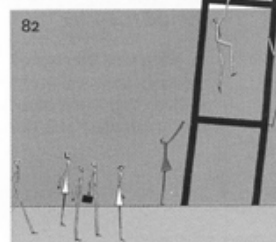
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SCIENTIFIC AMERICAN

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Anyone can have a bright idea, but it takes considerable brainpower (and hard work) to figure out how to transform an enticing notion into a practical product or process that can significantly improve people's lives. In this special section, we reveal 10 smart innovations that could scale up to commercial levels soon—and perhaps change the world. Image by Bryan Christie.

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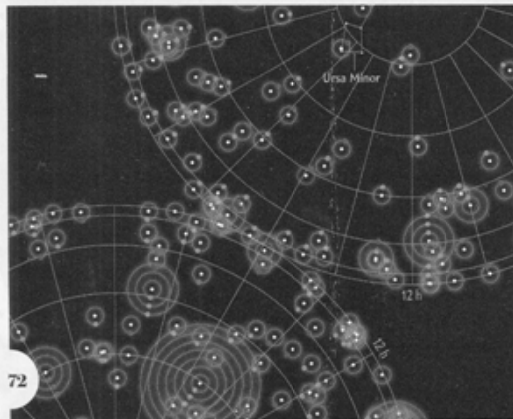
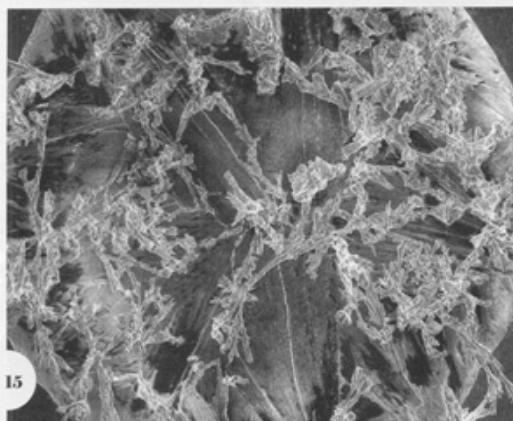
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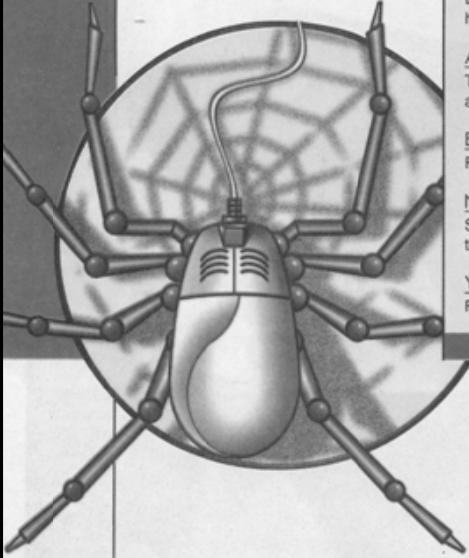
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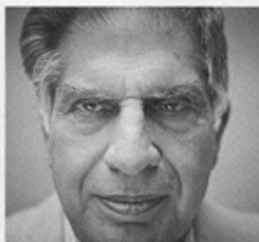
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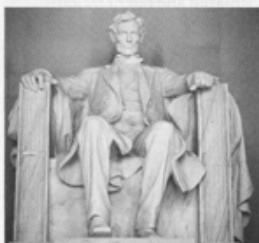
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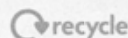
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Malala in her classroom in Mingora, Pakistan, in January 2011

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