



ADMISSIONS DEPARTMENT
DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN

(2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

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DIRECTOR'S MESSAGE



Admission to any prestigious institution is opening the gateway to success, so the Admissions Department plays a vital role in transforming the university to the next level. Admission to Dow University of Health Sciences is a stepping stone to a great career move.

Since 2017, after being centralized by the Governmental Bodies, the Directorate of Admissions, which facilitates the admission process right from its launching till its culmination, is appreciated for the pains it is taking to strictly observe and maintain merit through a fair and transparent process. This includes establishing clear criteria for application, and selection, ensuring equal opportunities for all applicants, and maintaining integrity throughout the evaluation process.

Our primary goal is to identify individuals who have demonstrated academic excellence and a strong commitment to healthcare.

DUHS aims to create a diverse student body that represents different backgrounds, experiences, and perspectives. This diversity contributes to a richer learning environment and better prepares future healthcare providers to serve a wide range of patients.

I am responsible for overseeing all aspects of the admission process of the university (basically all undergraduate programs) by leading and managing the admission team at DUHS, committed to developing policies ensuring compliance with rules and regulations under the guidelines of Governing, Monitoring, and Licensing Bodies.

Furthermore, we work with academic departments to ensure that admissions standards align with the institution's academic goals.

In the end, I reiterate my stand that the Admissions Department will strive to work with full devotion and commitment to upholding merit and transparency while ensuring all support, guidance, and counseling to students, both new and old in their genuine issues.

Dr. Tayyaba Aamir

EXECUTIVE SUMMARY

The Admissions Department Strategic Plan aligns with the university's mission to foster a diverse, qualified student body that embodies institutional values and strengthens its academic reputation. This plan outlines goals and initiatives that address critical needs within the department, enhancing efficiency, transparency, and applicant experience through modernization and digital transformation.

Key objectives include the digitalization of the application process, implementation of virtual assistance, and staff training programs aimed at developing both hard and soft skills. By transitioning to a fully digital application system, the department will improve processing speed, reduce manual tasks, and provide a streamlined experience for applicants. Virtual admission support will further decrease in-person traffic, optimizing space usage and accessibility. Staff training initiatives will empower team members to communicate effectively and uphold best practices, directly enhancing applicant interactions and departmental efficiency.

The plan also prioritizes global outreach to attract a diverse international applicant pool and includes the creation of an organogram to clarify roles and responsibilities within the department. By benchmarking against leading institutions and integrating cutting-edge technologies, the Admissions Department aims to elevate its operations to meet the evolving demands of higher education.

By implementing the strategic plan, DUHS will upgrade its admissions processes, improve operational efficiency, enhance the applicant experience, and ultimately attract a diverse cohort of high-calibre students who will contribute to the university's academic excellence and mission of advancing healthcare.

ABOUT THE DEPARTMENT

The Admissions Department plays a pivotal role in shaping the university's student body by ensuring a fair, transparent, and merit-based selection process. As prospective students' first interaction point, the department upholds the institution's commitment to academic excellence and diversity. This strategic plan aims to align the admissions process with the university's mission, leveraging modern technology, global outreach, and efficient resource management to enhance operations.

INTRODUCTION & OVERVIEW

The Admissions Department is responsible for managing the admissions process for undergraduate programs, ensuring a seamless and equitable experience for all applicants. The department oversees application processing, eligibility verification, merit-based selection, and student recruitment. Additionally, it collaborates with academic departments, regulatory bodies, governmental bodies, ministries, and external stakeholders to align admission policies with institutional goals.

With an increasing emphasis on digital transformation and international student recruitment, this strategic plan outlines actionable steps to optimize processes, ensure compliance with evolving regulations, and improve the overall applicant experience. The plan further highlights resource allocation, staff training, and infrastructure enhancement as key to achieving long-term success.

KEY RESPONSIBILITIES:

- Managing undergraduate admissions
- Ensuring compliance with regulatory requirements
- Digitalizing and streamlining the application process
- Facilitating student counseling and support
- Promoting diversity and international student recruitment

The department is committed to upholding transparency, integrity, and efficiency, continuously improving operations to meet the dynamic needs of higher education.

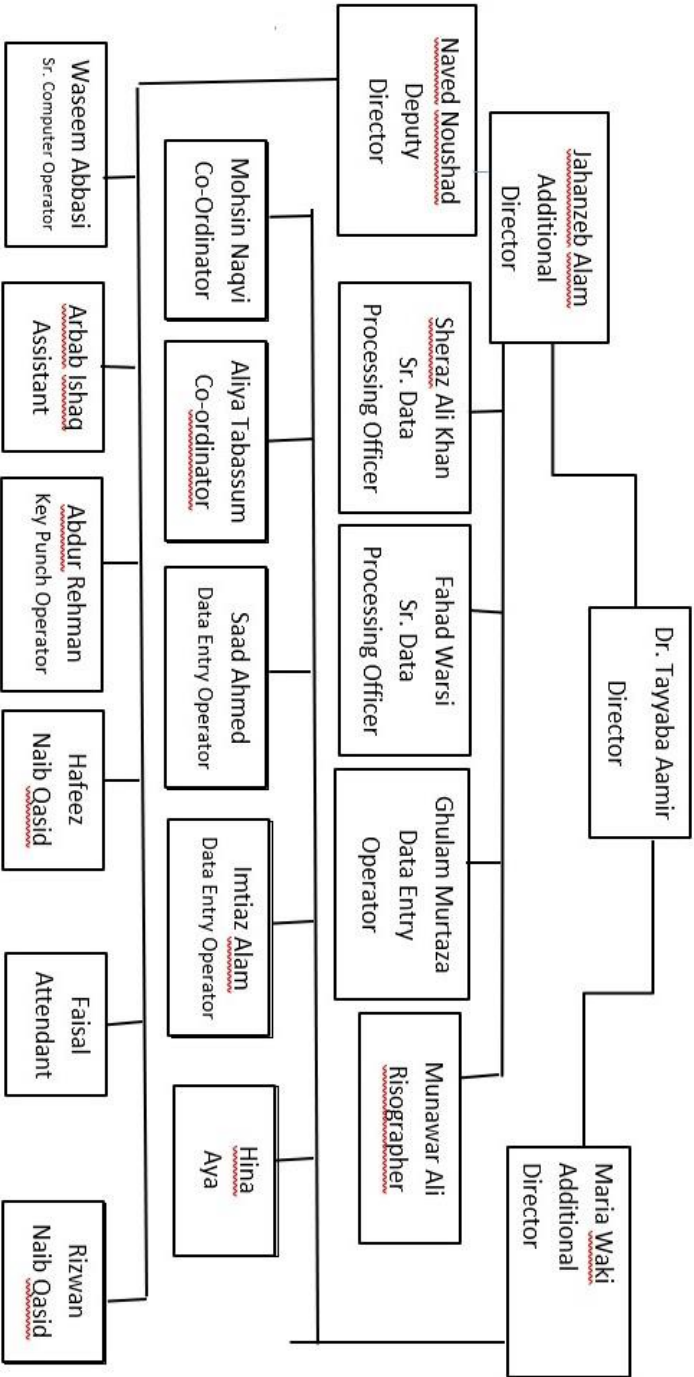
Admissions Department contributes in the following manners.

- The primary function of the Admissions Department is to select qualified candidates for enrolment in the undergraduate programs offered in constituent institutions of the university.
- DUHS has rigorous academic standards and accreditation requirements that must be upheld. Admissions Department ensures that incoming students meet these standards to maintain the quality and reputation of the university.
- Admissions Departments strive to create a diverse student body irrespective of cast, religion, or any other discrimination that reflects a variety of backgrounds, experiences, and perspectives.

- The Admissions Department plays a major role in selecting candidates who align with institutional values set in the light of the Vision and Mission of the university and are likely to contribute positively to the community.
- By selecting well-qualified and diverse candidates, the Admissions Department helps set students up for success in their academic and professional endeavours.

Overall, the Admissions Department is essential for ensuring the quality, diversity, and integrity of the student body at a medical university, ultimately contributing to the university's mission of educating future healthcare professionals and advancing the field of medicine.

SUGGESTED ORGANIZATIONAL STRUCTURE OF
ADMISSIONS DEPARTMENT



ORGANOGRAM

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process for the Admissions Department revolves around enhancing operational efficiency, ensuring transparency, and aligning with the university's mission. The department plays a critical role in selecting qualified candidates for undergraduate programs while maintaining rigorous academic standards and accreditation requirements. Through a merit-based selection process, the department upholds institutional values and ensures that students admitted to the university meet the necessary academic and professional criteria.

A key aspect of the strategic plan involves leveraging technology to digitalize and streamline the admissions process, making it more accessible and efficient for applicants. By integrating modern systems, the department aims to minimize processing times, reduce errors, and enhance the overall applicant experience. A focus on international student recruitment is also integral to expanding the university's global outreach and fostering diversity within the student body. Ensuring that the admissions process remains fair and free from bias, the department is committed to creating an inclusive environment that welcomes students from diverse backgrounds, experiences, and perspectives.

With a student-centered approach, the strategic plan also emphasizes the importance of effective communication and support services. Strengthening outreach initiatives and engaging with prospective students through various platforms will help address their concerns, guide the application process, and ensure that they have the necessary information to make informed decisions. By continuously improving policies, procedures, and technology, the Admissions Department aims to maintain the integrity of the selection process while contributing to the university's mission of educating future healthcare professionals and advancing the field of medicine.

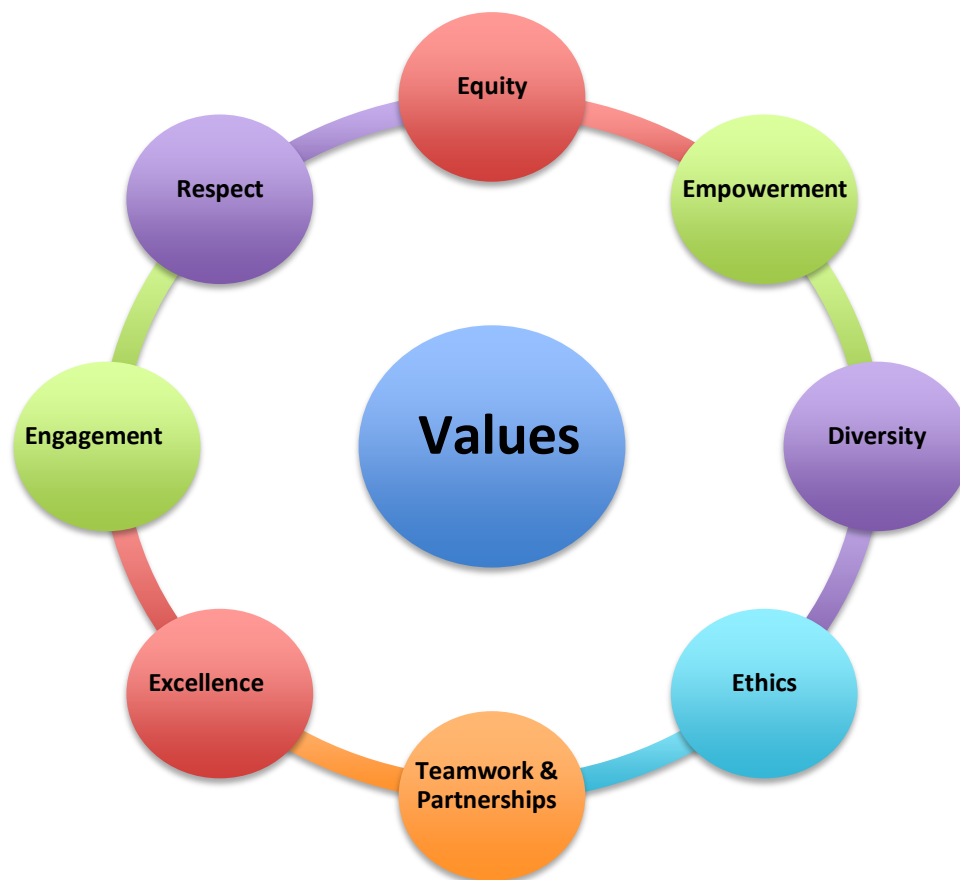
SECTION II: VISION, MISSION & VALUES

VISION

To be a pre-eminent academic institution committed to changing and saving lives.

MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation, generating and disseminating new knowledge.



VALUES

Customer Service

- Put patients & students first.

Empathy & Compassion

- Understand before you judge.
- Be concerned for the sufferings & misfortunes of others.

Excellence

- Be the best and commit to exceptional quality and service.

Innovation

- Encourage curiosity, imagine, create, and share.

Teamwork

- Engage & collaborate.

Integrity & Leadership

- Be a role model and influence others to achieve their best. Have the courage to do the right thing.
- Hold yourself and others accountable.

Respect & Collegiality

- Be kind.
- Listen to understand.
- Value different opinions.

STATEMENT OF PURPOSE

The purpose of the Admissions Department is to identify, select, and admit qualified individuals who align with the institution's values, goals, and academic standards. The admissions process plays a crucial role in shaping the composition of the student body and influencing the overall atmosphere and reputation of the university.

Overall, our mission is to assemble a diverse and qualified student body that reflects the institution's values, contributes to a positive and inclusive community, and supports the overall mission and goals of the university.

SECTION III: ASPIRATIONAL INSTITUTIONS

Following are the institutions we look at as benchmarks:

1. University of Health Sciences, Lahore (Public Sector University)
2. Aga Khan University, Karachi (Private Sector University)

SECTION IV: STRATEGIC GOALS

Goal 01: Digitalize and streamline processes

Objective 1: Digitalization of Admission Process

Objective 2: Implementation of Virtual Admission Assistance

Goal 02: Develop clear reporting lines

Objective 1: Approval and Implementation of Organogram

Goal 03: Ensuring Diversity

Objective 1: International Student Recruitment

Objective 2: Global Outreach

Goal 04: Maintain a conducive working environment

Objective 1: Infrastructure Enhancement

Objective 2: Staff Training & Development

OBJECTIVES, OKRs & KPIs

Goal 01: Digitalize and streamline processes							
Goal Statement: To enhance efficiency, accessibility, and accuracy in the admissions process by implementing digital solutions, automating workflows, and optimizing online platforms							
Objectives & Key Results (OKRs)							
Objective 1: Digitalization of Admission Process							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Adopt an online admission application process to optimize operations, minimize manual work, and provide a streamlined, user-friendly application process.	Complete Transition to Digital Application Submission and Processing	Number of Digital Applications received	Track the number of digital applications submitted through the online admission portal	Post admissions analysis	Mr. Jahanzeb Alam	laptops/ computer systems, internet service	Half-yearly
Objective 2: Implementation of Virtual Admission Assistance							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish virtual admission assistance for candidates using chatbots, offering online guidance and video consultations to minimize in-person visits and reduce space demands.	Reduced In-Person Traffic	Percentage of admission inquiries handled through online guidance or video consultations.	Track the number of inquiries handled via online channels (emails, chat support, video consultations)	Plan an open house in liaison with the Marketing and Alumni Department	Ms. Maria Waki	laptops/ computer systems, internet service	Monthly

Goal 02: Develop clear reporting lines							
Goal Statement: To establish well-defined reporting structures that enhance communication, accountability, and efficiency within the admissions department, ensuring clarity in roles, responsibilities, and decision-making processes.							
Objectives & Key Results (OKRs)							
Objective 1: Approval and Implementation of Organogram							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Approval and implementation of the organogram for the Admissions Department by the HR Department.	Approval & Implementation	Follow up on the process	N/A	Get approval from the relevant authority and implement	Vice Chancellor	N/A	Quarterly

Goal 03: Ensuring Diversity

Goal Statement: To promote inclusivity and diversity through equitable admissions, outreach, and support initiatives, enriching the learning experience and strengthening the university's global presence.

Objectives & Key Results (OKRs)

Objective 1: International Student Recruitment

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Allocation of seats for foreign national students in Allied Health Sciences Programs of DUHS	Seats Allocated	Number of seats allocated for international students in Allied Health Sciences Programs	Track the number of seats allocated for international students through official admission records.	Preparation of proposal; Approval from the relevant forum	Dr. Tayyaba Aamir	Academic Policy; Fee structure	Half-yearly

Objective 2: Global Outreach

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Participate in educational exhibitions internationally to promote the university's programs and attract potential students from various countries across the globe. Host virtual open houses, webinars, and online campus tours to engage international applicants and provide them with an in-depth look at DUHS, without the need for travel.	Percentage of international students	Number of international students	Track the number of international students through official admission records.	Participating in the exhibition; Host open house	Dr. Tayyaba Aamir	Laptops, internet service, Marketing and outreach resources to advertise for open house	Half-yearly

Goal 04: Maintain a conducive working environment							
Goal Statement: To establish and sustain a positive, well-equipped, and supportive working environment that enhances productivity, fosters professional growth, and ensures operational efficiency within the admissions department							
Objectives & Key Results (OKRs)							
Objective 1: Infrastructure Enhancement							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Work towards acquiring additional space for record keeping of original documents of admitted students and a proper meeting room.	Additional Space	Review of the process	Tracking progress through periodic reports	Requisition for acquiring additional space	Director P&D	Budget allocation, approval documents	Quarterly
Objective 2: Staff Training & Development							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To arrange comprehensive training programs aimed at enhancing both hard and soft skills, with a particular focus on interpersonal and communication skills. Conduct workshops and arrange online training sessions through Coursera, LinkedIn Learning, etc.	Trained staff	Number of staff trained; Number of trainings attended	Evaluate staff participation and post-training assessment results	Training/ course related to interpersonal skills and technology	Dr. Tayyaba Aamir	Trainers, training materials, venue	Quarterly

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

1. Human Resources

- Conduct regular staff training on digital platforms and communication skills.
- Develop an organogram to establish clear reporting lines and responsibilities.

2. Technological Resources

- Enhance cybersecurity measures to protect applicant data.
- Upgrade the online application portal for better accessibility and efficiency.

3. Financial Resources

- Invest in digital marketing campaigns to attract high-calibre applicants locally and internationally.

4. Physical Infrastructure

- Expand office space to improve workflow and applicant handling capacity.
- Establish dedicated counseling areas for prospective students and parents.
- Upgrade IT infrastructure to support digital admissions and virtual assistance services.

SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

1. Implementation Plan

- **Phase 1:** Develop and approve the admissions department organogram.
- **Phase 2:** Transition to a fully digital admissions system and launch virtual support services.
- **Phase 3:** Expand international student recruitment efforts and participate in global education fairs.
- **Phase 4:** Conduct periodic staff training programs and optimize resource allocation.

2. Monitoring and Evaluation

- Conduct quarterly reviews to track progress against key performance indicators.
- Establish a feedback mechanism to gather insights from applicants and stakeholders.
- Regularly report progress to the competent authority for continuous alignment with broader institutional objectives.

SECTION VII:

LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Visionary & Vibrant Leadership: Dow University is blessed in terms of visionary and supportive leadership. Visionary and strong leadership motivates them to submit suggestions to improve the procedure and make decisions on their own. 2. Experienced Staff: The Admissions Department has a trusted team with extensive experience in handling admissions, ensuring a deep understanding of the process and requirements. 3. Well-defined process: Having established efficient admission processes can contribute to the smooth handling of applications, reducing the likelihood of errors or delays. 4. Strong Reputation: Dow University of Health Sciences has a solid reputation and high standing in well-known rankings like QS and Times Higher Education World University Rankings. It attracts high-quality applicants, making the selection process more competitive and enhancing the overall quality of admitted students. 5. Collaboration with International Bodies: Partnerships with international organizations, such as medical associations like ECMFG, AMRCB, IMED-FAIMER, Medical Board of California, etc., can provide access to valuable resources and insights to improve the student intake. 6. Transparency: Transparency of admission procedure has been established and maintained. Prospective students are always aware of the fact that merit is the 	<ol style="list-style-type: none"> 1. Absence of Organogram: There is no proper organogram in the Admissions Department to define the hierarchy of the department, no one to represent or take charge to represent the department except the Director, despite several reminders to the HR Department. 2. Limited Resources: Insufficient budget or manpower may hinder the department's ability to handle a large volume of applications, which may potentially lead to delays or oversights. 3. Conventional System: Admission procedure in MBBS & BDS programs is centralized in compliance with directives of the provincial government and is regulated by the Health Department Sindh. Applications must be invited & scrutinized manually across the province as per the SOP of the process. This is why the conventional procedure is adopted to complete the admission procedure of MBBS & BDS programs. However, digitalization has already been adopted for admissions in "Allied Health Sciences undergraduate programs" at DUHS. 4. Inadequate Training: There is inadequate training to enhance the hard and soft skills of the staff, as there is always room for improvement in professional skills. 5. Lack of Adequate Space: The Admissions Department deals with candidates & their parents for several undergraduate courses. There is not enough space available to deal with so many people in rush hours during the admission process.

<p>only preference throughout the admission procedure.</p> <p>7. Liaisoning: Admissions Department has established a strong bond with internal departments of the university through effective liaising. This is one of the major strengths of streamlining the procedure.</p>	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Online Trends: Leveraging online learning trends and technologies can expand the reach of the university, attracting applicants from diverse geographical locations. 2. Global Outreach: Expanding the university's outreach to international markets can attract a more diverse pool of applicants and enhance the institution's global reputation. 3. Adoption of AI in Admissions: Exploring the use of artificial intelligence in the admission process can streamline the initial screening of applications, saving time and resources. 4. Enhanced Student Support Services: Participating in educational exhibitions nationally and internationally may be an intangible investment. Investing in support services, such as career counseling and mentorship programs, can improve student satisfaction and success rates. 5. Intake of Foreign Students: Admissions are offered to foreign nationals/overseas Pakistanis in MBBS & BDS programs. Educational exhibition visits of the Director of Admissions pointed out that there are so many potential international 	<ol style="list-style-type: none"> 1. Regulatory Changes: Changes in government regulations or accreditation standards may impact on the admission criteria, requiring the department to adapt quickly. Delays in entrance test (MDCAT) and announcements of intermediate results of various educational boards cause delay in the admission process. Changes in entrance test criteria may impact the intake of international students as the centers are in the Middle East only. 2. Increased Competition: The rise of new medical institutions or increased competition from existing ones may make it challenging to maintain or improve the quality of admitted students, especially in Allied Health Sciences courses. The higher fee structure of Allied Health Sciences Programs may result in a lesser number of applicants, especially in the Allied Health Sciences Program of DUHS. 3. Public Perception Challenges: Negative publicity or incidents related to the university may affect its image, leading to a decline in the number and quality of applications. 4. Economic downturn: Economic uncertainties may result in decreased funding for education, affecting the department's budget

<p>students interested in the Allied Health Sciences Programs of DUHS.</p> <p>Such an opportunity can be utilized to attract international students for all undergraduate programs. There is no seat allocation for international students in Allied Health Sciences Programs.</p>	<p>and resources. Public sector universities depend mainly on grants by the Provincial Government and Higher Education Commission. Deduction in grants due to economic downturn is always a threat.</p> <p>Moreover, public sector universities are bound to follow the fee structure defined by governmental bodies. Fee in MBBS & BDS programs has not been revised for almost ten years as permission was not granted by the provincial government.</p> <p>5. Health Pandemics: Global health crises, such as pandemics, can disrupt normal operations and significantly impact the admissions process.</p> <p>6. Litigations: There is always a threat of litigation against the Admissions Department in case of any error occurring, or any misinterpretation of the policies.</p> <p>Increased Foreign Currency.</p> <p>7. Exchange Rate: The Fee structure of international students is in US Dollars. Rapidly increased dollar rates are causing an essential decrease in international students. The stringent policy of the State Bank of Pakistan for foreign currency transactions may lead to local students choosing other medical colleges.</p>
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APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> 1. Online Trends 2. Global Outreach 3. Adoption of AI in Admissions 4. Enhanced Student Support Services 5. Intake of Foreign Students 	<ol style="list-style-type: none"> 1. Regulatory Changes 2. Increased Competition 3. Public Perception Challenges 4. Economic downturn 5. Health Pandemics 6. Litigations 7. Increased Foreign Currency Exchange Rate
STRENGTHS	SO	ST
<ol style="list-style-type: none"> 1. Visionary & Vibrant Leadership 2. Experienced Staff 3. Well Defined Process 4. Strong Reputation 5. Collaboration with International Bodies 6. Transparency 7. Liaisoning 	<ol style="list-style-type: none"> 1. Optimize the Admission Process 2. Integration of AI in the Admissions Process 3. Enhance Global Engagement 4. Enhance Student Support Services 5. Collaborate with International Bodies 	<ol style="list-style-type: none"> 1. Regulatory Compliance Enhancement 2. Competitive Edge through Reputation 3. Crisis Management & Contingency Planning 4. Public Engagement Initiatives 5. Cost Mitigation Strategies
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Absence of Organogram 2. Limited Resources 3. Conventional System 4. Inadequate Training 5. Lack of Adequate Space 	<ol style="list-style-type: none"> 1. Develop an Organogram 2. Resource Optimization & AI Adoption 3. Training & Development Programs 4. Expand Infrastructure 5. Modernized Admission Systems 	<ol style="list-style-type: none"> 1. Organizational Resilience Planning 2. Risk Mitigation through Digitalization 3. Strategic Partnerships for Stability 4. Crisis-Preparedness Training 5. Space Utilization & Infrastructure Development