



CENTRE FOR EDUCATION AND TRAINING  
IN CLINICAL RESEARCH (CETCR)

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



The prime vision in the inception of Dow University was to establish a Centre of academic excellence, both in the field of education and research. To fulfill this vision, the university is focused on expanding and developing new clinical, research and educational programs, and constructing modern facilities to appropriately support the innovative work of our faculty, staff and students.

The Clinical Trials Unit (CTU), now renamed as Centre for Education and Training in Clinical Research (CETCR) was established in March 2009 to support all aspects of clinical trials from concept to analysis & reporting. The Clinical Research Certified Professional (CRCP) course was conceptualized and started in December 2009. This program is designed to provide individuals seeking positions in the clinical research and pharmaceutical industry as a Clinical Research Certified Professional. The program is running with use of virtual technology catering the candidates nationally and internationally. In the long run, CETCR will continue to serve as a hub of education and training for researchers and study staff involved in clinical trials and other relevant activities.

**Dr. Fakhsheena Anjum**

## EXECUTIVE SUMMARY

Clinical Trials Unit (CTU) was established in March 2009 in line with the prime vision of DUHS to establish a Centre of academic excellence, both in the field of education and research. With the approval of syndicate (DUHS/Reg./2025/04-08) the CTU is renamed as CETCR.

Clinical Research Certified Professional (CRCP) course was conceptualized and started in December 2009 to facilitate access to education & information about all aspects of clinical trials from concept to analysis & reporting. The course is helpful for individuals seeking positions in the clinical research and pharmaceutical industry as a Clinical Research Certified Professional. Some other relevant programs were also conducted in recent years i.e. IV-IM workshop, Sales representative course, GCP/ICH Training, Synopsis writing workshop, etc. The core of our emphasis is to create and continue to deliver programs that are of relevance for training of healthcare professionals and of value to the community that they serve.

It is pertinent that all sectors of the health-care system should position and define their research and related activities in a context where they are able to contribute to the betterment of our community and to help meet the challenges of our time. Our commitment in the long run is to impart quality education/training to the aspiring individuals involved in clinical trials and other relevant activities, thereby influencing the delivery of outstanding clinical care to our patients.

## ABOUT CETCR

The Centre for Education and Training in Clinical Research (CETCR), former CTU, was established in March 2009 to support all aspects of clinical trials from concept to analysis & reporting. In August 2009, Ministry of Health (MoH), Pakistan has identified DUHS as one of the sites of clinical trials center in the province of Sindh. CETCR provides information to GCP compliant trial infrastructure for Principal Investigator (PI) and link between PI and industry and supports training programs for clinical trial management and research. The training and education imparted via this entity will be beneficial for the practicing researchers and the candidates enrolled to learn & gain knowledge about the clinical trials and relevant activities.

## INTRODUCTION & OVERVIEW

CETCR, formerly called Clinical Trials Unit (CTU), Dow University of Health Sciences (DUHS), is offering the CRCP course with broad expertise in planning, execution and interpretation of research projects. CETCR-DUHS has a complete resource solution on a single platform from initial working till the statistical data entry, analysis and results interpretation. Until now, 27 courses of CRCP have been conducted through which 1665 candidates were trained successfully.

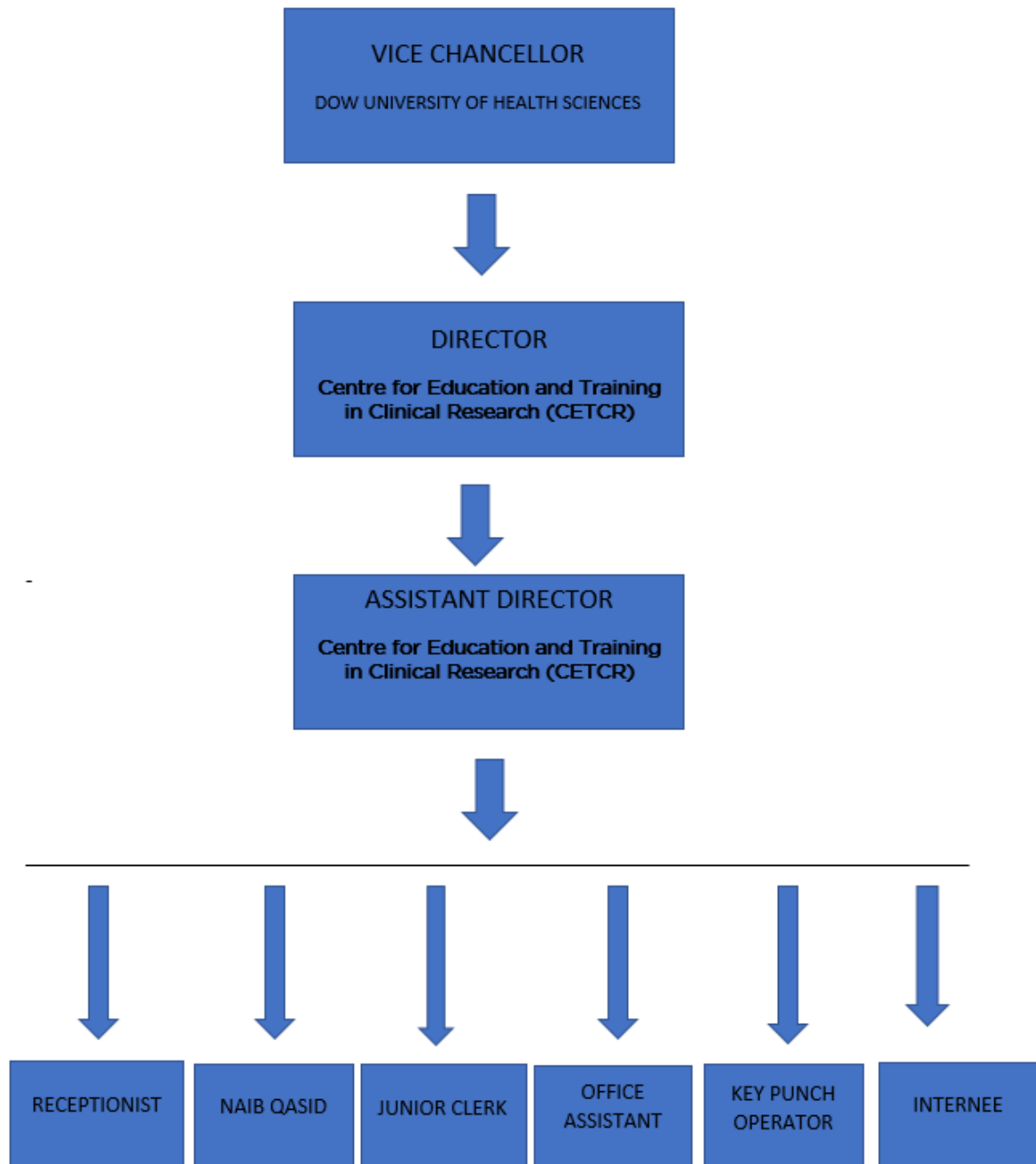
Some other programs were also conducted in recent years (details as follows):

- IV-IM workshop: attended by 116 successful candidates
- Sales Representative Course: attended by 15 successful candidates
- Synopsis writing: attended by 71 candidates
- Introduction to Principles & Practice of Clinical Research: attended by 76 successful candidates
- Research Ethics: attended by 12 successful candidates
- GCP/ICH Training: attended by 30 successful candidates

Currently the office is run under the Director CETCR with 3 staff members looking after the reception and administration. The facilitators are visiting faculty from various institutes. CETCR is well equipped with virtual and physical infrastructure.



## INSTITUTIONAL ORGANOGRAM



## SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Given the fact that DUHS is the largest and most comprehensive health sciences institution in Pakistan, we share an unprecedented responsibility and enormous potential to continue to shape the future of health care in this region. Accordingly, Professor Muhammad Saeed Quraishy, Vice Chancellor, DUHS mandate that all key stakeholders in the University and the community be involved in the development of this Strategic Plan. The Executive Strategic Planning Workgroup (see below) was therefore constituted with this mandate in sight and the process of development of this Plan was informed and influenced not only by their active participation but also the valuable feedback that was actively sought from the faculty, staff, students, and members of this community.

The following guiding principles were used in the development of this Strategic Plan, and it is anticipated that this will be incorporated within the planning process that will be subsequently employed by CETCR in the development of its own complementary strategic plan. It was envisioned that the Plan should:

- Be consistent with and contribute to the achievement of the DUHS's mission, vision, and values
- Be developed in a participative and collaborative manner and shared with all key stakeholders
- Reflect high but achievable and realistic aspirations as well as demonstrate creativity and innovation in setting forth goals and strategic thrusts for the University
- Be based on measurable goals and strategies and include appropriate performance metrics
- Take into consideration available resources
- Include a component on objective monitoring/evaluation

A key component of the planning process was its genesis and review by a knowledgeable and appropriately constituted Executive Strategic Planning Workgroup. This review process ensured that all plans were conceptually and structurally sound, demonstrate high aspirations, creativity and

innovative thinking, and contribute to the accomplishment of overall University goals. Recognizing both the time constraints of the planning schedule and the diversity of issues faced by a rapidly expanding University, the overall intent of this process was to keep it as simple as possible and provide appropriate flexibility in achieving the stated goals.

#### Membership of the Strategic Planning and Implementation Workgroup

1. Prof. M. Saeed Quraishy Vice Chancellor, DUHS	Chairman
2. Dr. Sohail Rao Senior Scientific Advisor to the Vice Chancellor, DUHS	Co-Chairman
3. Prof. Nazli Hossain Pro-Vice Chancellor, DUHS	Member
4. Prof. Saba Sohail Meritorious Professor of Radiology & Principal, Dow Medical College, DUHS	Member
5. Prof. Jahan Ara Hasan Professor of Obs. & Gyn. & Medical Superintendent DUH, DUHS	Member
6. Prof. Sumbul Shamim Professor of Pharmacology & Principal, Dow College of Pharmacy, DUHS	Member
7. Prof. Sajida Qureshi Professor of Surgery, DMC & Director, Global Engagements, DUHS	Member
8. Prof. Imtiaz Ahmed Professor of Orthodontics & Dean, Faculty of Dentistry, DUHS	Member
9. Prof. Kashif Shafique Professor & Principal, SPH & Director ORIC, DUHS	Member
10. Prof. Muhammad Yahya Noori Professor of Pathology (Microbiology), DMC	Member
11. Prof. Asima Faisal Professor of Healthcare & Pharmaceutical Management, IBHM	Member
12. Dr. Sonia Siddiqui Professor of Biochemistry, DIMC	Member

- |   |                      |
|---|----------------------|
| 13. Ms. Sanam Soomro<br>Director, QEC, DUHS   | Member               |
| 14. Mr. Hamid Ali Shah<br>Additional Director Finance, DUHS                                   | Member               |
| 15. Mr. Muhammad Babar<br>Director, Office of Strategic Development &<br>Implementation, DUHS | Member/<br>Secretary |

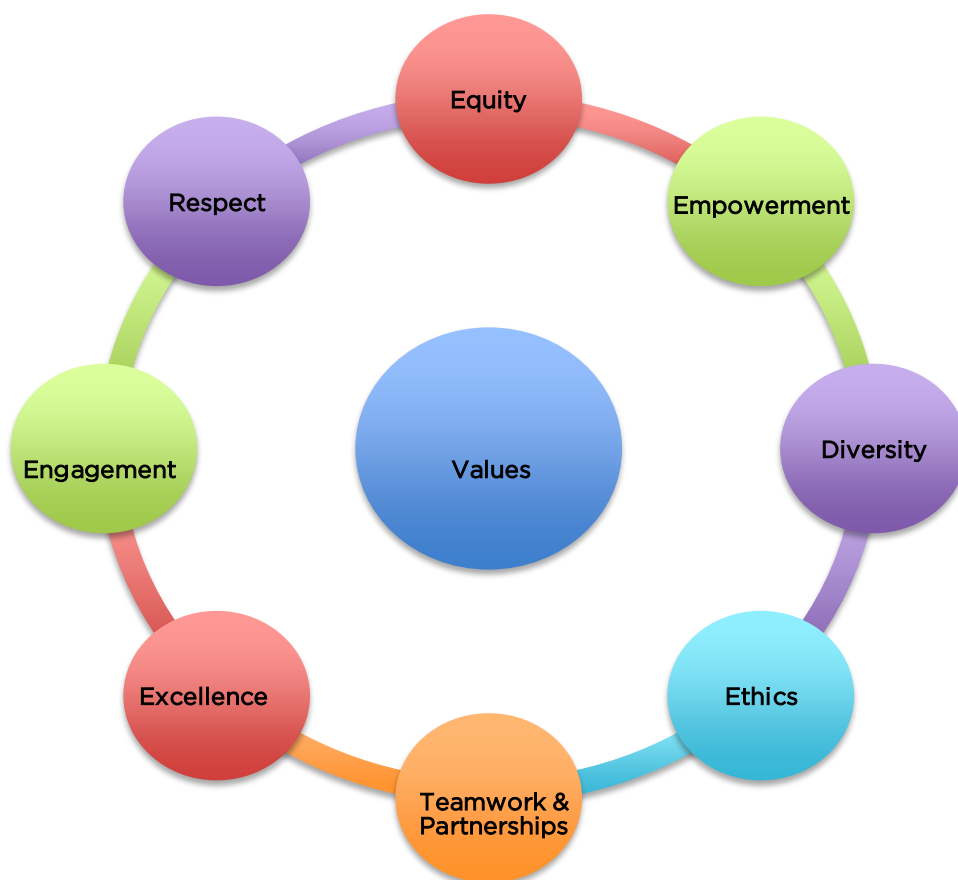
## SECTION II: VISION, MISSION & VALUES

### 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 students first

#### Empathy & Compassion

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

#### Excellence

- Be the best and commit to exceptional quality and service

#### Innovation

- Encourage curiosity, imagine, create, and share

#### Teamwork

- Engage and 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**

CETCR aims to provide comprehensive training programs in clinical and translational research methodologies, regulatory compliance and ethical practices, thereby fostering excellence in transforming research discoveries in to impactful clinical interventions.

### SECTION III: ASPIRATIONAL INSTITUTIONS

- Aga Khan University and Hospital, Karachi:
- John Hopkins University, Maryland, Baltimore, USA

## **SCTION IV: STRATEGIC GOALS**

**Goal 01:** Education and training for research conduction and sharing of new knowledge in areas of strategic importance

**Objective 1:** Placement of staff to enhance operational efficiency.

**Objective 2:** Planning & execution of relevant programs for professional development and awareness.

**Goal 02:** Develop and maintain a mutual relationship with professionals for beneficence of the community

**Objective 1:** Involve qualified professionals for CME- & related programs to address the healthcare needs of the community.

**Objective 2:** Strong liaison with research department, DUH & IBBPS.

**Objective 3:** Identify the relevant partners and develop proposals for liaison/ collaborations



## OBJECTIVES, OKRs & KPIs

Goal 01: Education and training for research conduction and sharing of new knowledge in areas of strategic importance							
Goal Statement: To strengthen institutional capacity by ensuring effective staffing, continuous training, and strategic programs that support impactful research and knowledge dissemination.							
Objectives & Key Results (OKRs)							
Objective 1: Placement of staff to enhance operational efficiency							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Placement of staff to enhance operational efficiency	KR1.1 : Correspondence with HR for the placement of required staff	KPI 1.1: Timely communication, ensuring that staffing needs are communicated to HR without delay and positions are filled accurately and promptly.	Track time from request to HR to position being filled, and percentage of successful placements on first attempt	100% of staffing requests communicated within 1 week, 90% filled within 1 month	HR Director	Office communication tools, HR database, staffing plan	Q3 2024
	KR1.2: Trainings of the staff on regular basis	KPI 1.2: All staff receive relevant training at least once in every 2 quarters	Attendance records/certificates	100% staff trained once every 6 months	Via CETCR, PDC & other available opportunities	Training materials, facilitators, updated software licenses	Annually
	KR1.3: Coordination & communication with other departments like I.T., CMS, etc for admissions and related activities	KPI 1.3: Effective marketing, timely admissions, and I.T support	Admission cycle timelines	Minimum 1 coordination meeting/communication per quarter; 90% admission-related tasks resolved on schedule	Marketing, I.T, CMS etc	communication tools, cross-department task lists, IT platforms	Biannually
	KR1.4: Development of CETCR's policy & SOPs	KPI 1.4: Implementation of comprehensive policies and SOPs that align with organizational goals	Number of policies/SOPs developed, reviewed, and approved by management	100% required policies and SOPs developed and approved in 2024	CETCR & Management	Policy documents, review team	2024

**Objective 2: Planning & execution of relevant programs for professional development and awareness**

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Planning & execution of relevant programs for professional development and awareness	KR2.1: Identify the market and plan the programs (training, workshop, courses, etc)	KPI 2.1: Training, workshops, and courses that align with customer demands and business objectives.	Market analysis, registration and participation numbers, and feedback surveys	Conducting 2 market-aligned programs annually	CETCR	Market research, communication tools, stakeholder input	2024
	KR2.2: Involve the competent faculty for developing and organizing the programs	KPI 2.2: Selection and engagement of qualified faculty to design and deliver high-quality training, workshops, and courses that meet program objectives.	Faculty evaluation feedback, number of repeat sessions	90% satisfaction rate in faculty-led sessions	Faculty involved & CETCR	Faculty database, expert networks	2024
	KR2.3: Create a calendar for various activities	KPI 2.3: Development and maintenance of a comprehensive schedule for all key events, training sessions, and programs to ensure smooth execution and coordination.	Availability of a program calendar, adherence to the planned schedule	Provision of a calendar 1 month before the program begins, and 70% adherence	CETCR, Management, Examination department, Faculty involved	Program scheduling tools	2024
	KR2.4: Involvement of I.T. for online facilitation and for online certificates & feedback on session completion	KPI 2.4: Timely execution of tasks, seamless online delivery, timely issuance of certificates, and collection of feedback upon session completion.	Feedback submission rate, certificate issuance records	Certificates issued within 15 days, 75% of feedback submitted	CETCR & examination department, PDC, I.T	Learning Management System (LMS), I.T. support, digital certificate tools	2024-25

**Goal 02: Develop and maintain a mutual relationship with professionals for beneficence of the community**

**Goal Statement: To foster meaningful partnerships with professionals and institutions to advance healthcare, education, and research for the betterment of the community.**

**Objectives & Key Results (OKRs)**

**Objective 1: Involve qualified professionals for CME- & related programs to address the healthcare needs of the community**

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Involve qualified professionals for CME- & related programs to address the healthcare needs of the community	KR1.1: Identify and contact the qualified faculty and encourage them to participate	KPI 1.1: Securing the involvement of qualified faculty in relevant programs.	Number of faculty contacted and confirmed participation	At least 5 new professionals involved per quarter	CTU	Faculty contact lists, communication tools, and CRM	Q3 2024
	KR1.2: Involve the competent faculty in developing and organizing the programs	KPI 1.2: Deliver high-quality programs that align with organizational goals.	Participant feedback, session evaluations, and alignment with program goals	Minimum 90% satisfaction score per session	CTU	Subject matter experts, training modules, and session planning tools	Annually
	KR1.3: Execution of finalized programs	KPI 1.3: Implementation of programs that meet set objectives and are delivered as planned	Attendance reports, feedback forms, and milestone tracking	100% of scheduled programs executed as planned	Marketing, I.T., CMS, etc.	Event coordination tools, venue/platform access, IT/marketing support	Quarterly
	KR1.4: Involvement of I.T. for online facilitation and for online certificates & feedback on session completion	KPI 1.4: Timely execution of tasks	Feedback collection rate, certificate issuance time, and system uptime	95% of certificates issued within 7 days, 90% of feedback collected	I.T & CTU	LMS, digital certification system, IT team availability	2024-25

**Objective 2: Strong liaison with research department, DUH & IBBPS**

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Strong liaison with research department, DUH & IBBPS	KR2.1: Initiate correspondence to develop a repository of research with mutual inputs	KPI 2.1: Develop and maintain a shared research repository	Number of entries in repository, collaboration frequency	Repository setup by Q3 2024 with quarterly updates	CTU	Research portal, database access, liaison contacts	2024
	KR2.2: Maintain the data	KPI 2.2: Organized storage, regular updating, and secure management of relevant data to ensure easy access and compliance.	Audit logs, data versioning, access logs	Bi-monthly review and update cycle	CTU	Cloud storage, data management software, data officers	2025

	KR2.3: Identify the areas requiring dissemination of knowledge and information for community beneficence	KPI 2.3: Targeted distribution of relevant knowledge to address the needs of community.	Number of campaigns/events held, community reach reports	Minimum 2 knowledge campaigns per year	CTU	Community outreach platforms, content development	2024
<b>Objective 3: Identify the relevant partners and develop proposals for liaison/ collaborations</b>							
<b>Objective</b>	<b>Key Results</b>	<b>KPI</b>	<b>Measurement Method</b>	<b>Target</b>	<b>Person Responsible</b>	<b>Resource Requirement</b>	<b>Timeline</b>
Identify the relevant partners and develop proposals for liaison/ collaborations	KR3.1: Identify and communicate with the potential partners, i.e., industry & academia	KPI 3.1: Proactive outreach and building strong relationships with key stakeholders to explore collaboration opportunities	Number of partners contacted, MoUs signed	5 potential partners approached annually	CTU	Industry directories, academic contacts, and proposal templates	Annually
	KR3.2: Awareness about the liaisons, varsity-wide & encouragement of faculty to participate	KPI 3.2: Effectively promoting liaison opportunities across the university and actively motivating faculty to engage.	Number of faculty briefings held, participation rate in liaison projects	3 university-wide awareness events per year	CTU	Email campaigns, awareness sessions, and intranet updates	Annually
	KR3.3: Development of strong proposals with liaisons outlining the objectives, methods, and expected outcomes	KPI 3.3: Development of comprehensive proposals that effectively communicate goals, strategies, and anticipated results.	Number of proposals developed and approved, and feedback from stakeholders	3 finalized collaboration proposals submitted annually	CTU	Proposal writing tools, strategic planners, and expert reviewers	Annually

## SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

**Assets (people, space, equipment, etc.) Needed to accomplish goals-**

Manpower & shared space for programs, strong linkage with research department, DUH & IBBPS in DUHS

Job title	Required numbers	Qualification	Responsibility
Key punch operator(replacement)	01	graduate	For data entry, etc.
Internee	01	Science graduate	For assistance in programs

## SECTION VI: IMPLEMENTATION & MONITORING OF THE STRATEGIC PLAN

The implementation of CETCR's strategic plan is grounded in its mission to advance clinical research education and foster community-focused professional development. The plan aligns with DUHS's vision of academic excellence and leverages CETCR's track record in delivering high-impact training programs such as the Clinical Research Certified Professional (CRCP) course and various specialized workshops.

### Implementation Framework

The strategic plan will be operationalized through three core objectives:

1. **Enhancement of Operational Efficiency**  
Placement of qualified staff, regular training, and interdepartmental coordination will ensure that CETCR operates with high efficiency. Standard Operating Procedures (SOPs) and internal policies will guide consistent practice and accountability.
2. **Program Development and Execution**  
Relevant professional development programs will be designed and delivered in response to evolving healthcare and clinical research needs. Emphasis will be placed on involving competent faculty, timely planning, and maintaining a robust calendar of events.
3. **Stakeholder Engagement and Collaborative Partnerships**  
CETCR will continue to build strong professional ties with faculty, institutions, and industry to expand its reach. Engagements with DUHS departments, IBBPS, and external partners will support research collaborations and community-driven initiatives.

### Monitoring and Evaluation (M&E)

A results-based monitoring system will be implemented to track the progress of strategic goals through clear Objectives & Key Results (OKRs). Each KPI outlined in the strategic plan will be monitored through:

- **Quantitative Tracking:** Regular reports on participant numbers, course completion rates, and feedback scores.
- **Qualitative Evaluation:** Faculty and participant feedback, peer reviews, and post-training assessments.
- **Review Mechanism:** Quarterly internal reviews and an annual strategic review meeting to assess progress, update plans, and allocate resources accordingly.

## Roles and Responsibilities

- **CETCR Management:** Responsible for overall coordination, strategic direction, and alignment with DUHS goals.
- **Program Coordinators & Admin Staff:** Oversee program delivery, faculty liaison, and logistical support.
- **IT & Support Departments:** Ensure seamless virtual training, online certification, and feedback collection.
- **HR & Marketing Teams:** Facilitate staffing, training, promotions, and external visibility.

## Timeline and Targets

Strategic activities are spread across quarterly, annual, and multi-year timelines, with specific targets for each objective. Clear deliverables include staff placements, training sessions, new program rollouts, partnerships formed, and research dissemination milestones achieved by 2025.

## SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix
C	Committee Of CETCR



## APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Leadership support</li> <li>2. Public sector brand (global ranking).</li> <li>3. Availability of hospital + equipped lab, ORIC, CRO.</li> <li>4. Qualified visiting faculty (for training &amp; research purposes).</li> <li>5. .CRCP course 60 CME hours (biannually).</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaborations: internal &amp; external.</li> <li>2. Inadequate staff &amp; operational inefficiency (coordination &amp; communication with CMS).</li> <li>3. Research repository of all over DUHS is unavailable</li> <li>4. Policy documents &amp; SOPs are unavailable.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. National &amp; international collaboration.</li> <li>2. Introduction of further CME hours, workshops, training, short courses, etc., as per market demand.</li> <li>3. Utilization of alumni for different sessions.</li> <li>4. Community outreach and use of available data from hospital/ labs for research &amp; evidence-based practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. Established competing units e.g., AKU, LNH, Indus catering research/ teaching/ training, etc.</li> <li>2. Collaboration of our qualified researchers with other institutes.</li> <li>3. Challenges related to market trends about the use of AI &amp; new technologies.</li> <li>4. High inflation rate affects the conduct of programs.</li> </ol>

## APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> <li>1. National &amp; international collaboration.</li> <li>2. Introduction of further CME hours, workshops, training courses, short courses, etc., as per market demand.</li> <li>3. Utilization of alumni for different sessions.</li> <li>4. Community outreach and use of available data from hospital/ labs for research &amp; evidence-based practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. Established competing units e.g., AKU, LNH, Indus catering research/ teaching/ training, etc.</li> <li>2. Collaboration of our qualified researchers with other institutes.</li> <li>3. Challenges related to market trends about the use of AI &amp; new technologies.</li> <li>4. High inflation rate affects the conduct of programs.</li> </ol>
STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. Leadership support</li> <li>2. Public sector brand (global ranking).</li> <li>3. Availability of hospital + equipped lab, ORIC, CRO.</li> <li>4. Qualified visiting faculty (for training &amp; research purposes).</li> <li>5. ..CRCP course 60 CME hours (biannually).</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction of further CME hours, workshops, training, etc.</li> <li>2. Incorporate qualified faculty &amp; alumni (for further training &amp; research-related activities).</li> <li>3. Exploit the reputation of the university and the institute to launch outreach/online programs.</li> <li>4. Linkage with research dept. &amp; IBBPS.</li> </ol>	<ol style="list-style-type: none"> <li>1. Make the most of faculty expertise, infrastructure, facilities, and brand reputation to outstand the competition.</li> <li>2. Develop different indigenous courses, etc., as per as per SDGs and market demand with competitive prices.</li> </ol>
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> <li>1. Collaborations: internal &amp; external.</li> <li>2. Inadequate staff &amp; operational inefficiency (coordination &amp; communication with CMS).</li> <li>3. Research repository of all over DUHS is unavailable</li> <li>4. Policy documents &amp; SOPs are unavailable.</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaboration/ liaison for research-related activities with industries and academia.</li> <li>2. Staff placement to enhance operational efficiency.</li> <li>3. Time and process-friendly policy development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Employ technological progress to meet and adapt to the ever-evolving market demands.</li> <li>2. Build collaborations and explore possibilities of financial assistance to reduce economic burden.</li> </ol>

## **APPENDIX C: COMMITTEE OF CETCR FOR STRATEGIC DEVELOPMENT & IMPLEMENTATION**

1. Dr. Fakhshena Anjum (Director CETCR)
2. Ms. Amber Jahan (Assistant)
3. Mr. Naimatullah (Receptionist)
4. Mr. Farrukh Nadeem (Junior clerk)
5. Dr. Najia Rahim (external member, Associate Professor Department of Pharmacy Practice, Faculty of Pharmaceutical Sciences, DCOP-DUHS)