



DIRECTORATE OF GLOBAL
ENGAGEMENT (DGE)

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



Welcome to the Directorate of Global Engagement at Dow University of Health Sciences (DUHS).

As the Director of this esteemed institution, I am honored to lead a team dedicated to fostering international collaborations and partnerships in healthcare education, research, and service. Our mission is to transcend geographical boundaries and create a positive impact on a global scale.

At DUHS, we believe in the power of collaboration and the importance of global connectivity in addressing today's healthcare challenges. Through strategic partnerships with leading institutions around the world, we strive to exchange knowledge, promote academic excellence, and drive innovation in healthcare.

Our commitment to global engagement extends beyond academic exchanges; it encompasses a shared vision of creating a healthier, more equitable world. Together with our partners, we are actively involved in initiatives aimed at tackling pressing global health issues and promoting sustainable development.

Thank you for your interest in the Directorate of Global Engagement. Together, let us work towards a healthier and more interconnected world.

Warm Regards

Dr Sajida Qureshi Meritorious Professor, Director
Directorate of Global Engagement, Dow University of Health Sciences,
Head of Department of Upper G.I, Bariatric & General Surgery Unit-I, Dr. Ruth K.M.
Pfau, Civil Hospital, Karachi.

EXECUTIVE SUMMARY

The Directorate of Global Engagements (DGE) at Dow University of Health Sciences (DUHS) is dedicated to fostering international collaborations, expanding academic exchange programs, and enhancing DUHS's global presence. This strategic plan outlines key initiatives aimed at strengthening partnerships, increasing student and faculty mobility, and promoting cultural exchange.

By leveraging existing strengths and addressing challenges, the DGE is committed to positioning DUHS as a global leader in healthcare education, research, and innovation. The strategic objectives focus on expanding international partnerships, improving academic mobility, increasing global visibility, and promoting cross-cultural learning experiences.

Key performance indicators (KPIs) will measure progress, ensuring that each initiative contributes effectively to the university's internationalization efforts. Through this plan, DUHS will continue to build strong networks, enhance academic and research collaborations, and provide students and faculty with unparalleled global exposure.

ABOUT THE DEPARTMENT

The department's name was initially Directorate of International Affairs. This department was established in 2020, and it began full operation in 2022. The name of the department was officially changed to Directorate of Global Engagement during the 90th meeting of the syndicate held on 02/04/22, as per decision no: Syn-90/02/04/22/item-09.

Since its beginning, Dow International Affairs has been working proactively to establish international partners by assisting and facilitating the drawing up of MoUs and agreements between institutions. In addition, it facilitates the development of proposals for collaboration and provides the required administrative support to operationalize these partnerships.

PURPOSE

The purpose of DGE is to be responsible for monitoring, developing and facilitating international initiatives across the DUHS. The department also guides cross-campus opportunities for international education, student and faculty mobility, research, student support, and engagement with international institutes.

SCOPE

The scope of the DGE includes international collaboration in academic and research activities through the following:

- Student exchange programs
- Joint departmental cooperation and partnership
- Faculty training programs
- Workshops, training, and joint conferences
- Libraries and data-bank partnerships
- Placement of students and faculty for research activities

OBJECTIVES

The aims and objectives of DGE are to:

- Liaise with institutes outside Pakistan for mutual improvement in the standards of education and research.
- Provide opportunities to students and faculty of DUHS and collaborating institutes to enhance their competence through global experience.
- Share academic and research information and resources with institutes outside Pakistan to enhance the overall standards of education and body of knowledge in the field of healthcare.
- Facilitate and monitor the collaborations between DUHS and international institutes.

INTRODUCTION & OVERVIEW

The Directorate of Global Engagements (DGE), (DUHS) serves as the central coordinating body for international collaborations, academic partnerships, and global networking initiatives. The department plays a pivotal role in facilitating student and faculty exchange programs, collaborative research projects, and cultural exchange initiatives that enhance the university's global standing.

Key Functions of DGE:

- Establishing and managing international partnerships with universities, research institutions, and global healthcare organizations.
- Facilitating student and faculty exchange programs to promote cross-cultural learning and professional development.
- Organizing cultural exchange programs to promote diversity and global engagement among students.
- Providing support for international travel grants, research collaborations, and joint academic programs.

By fostering meaningful global relationships and facilitating cross-border academic opportunities, the Directorate of Global Engagements is committed to expanding DUHS's footprint in the international academic and healthcare community.

TEAM OF DIRECTORATE OF GLOBAL ENGAGEMENT

Prof. Sajida Qureshi Director,
Directorate of Global Engagement (DUHS)



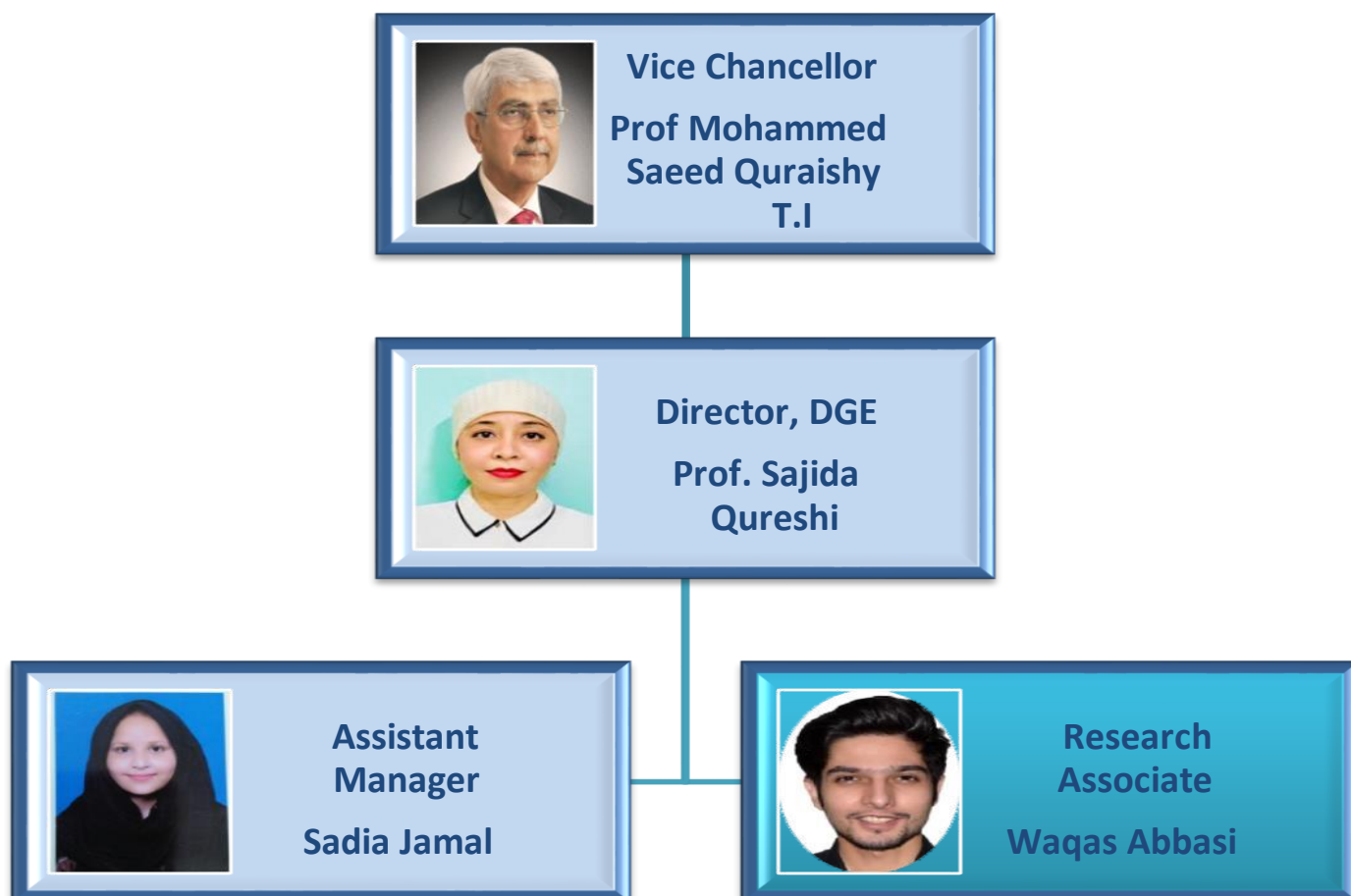
Sadia Jamal
Global Engagement Coordinator



Waqas Ahmad Abbasi
Global Engagement Research Associate



ORGANOGRAM



COLLABORATIVE PARTNERSHIPS:

Some of our notable collaborative partnerships with esteemed institutions through signed MOUs are:

No.	NAME OF MOU / AGREEMENT	NATIONAL / INTERNATIONAL	SIGNING YEAR
1	Salford Royal NHS Foundation Trust Hospital, UK:	International	2021
2	The University of Toledo, USA	International	2022
3	Queen Mary University of London	International	2022
4	The Karaganda Medical University (Republic of Kazakhstan)	International	2022
5	Manchester University, Manchester, United Kingdom	International	2022
6	1. University of Maryland Medical Centre (UMMC), USA 2. University of Maryland, Baltimore (UMB) Baltimore, Maryland United States of America.	International	2022
7	Jalal-Abad State University Named After B. Osmonov (Republic Kyrgyz)	International	2022
8	The University of Manitoba	International	2021
9	Canadian Global Care Society	International	2023
10	National University of Singapore	International	2023
11	Supreme Board for Drugs and Medical Appliances, Ministry of Health and Population, (Republic of Yemen Aljardaa Area, Sanna'a, Yemen)	International	2023
12	European Academy of Robotic Colorectal Surgery (EARCS)(S- MICROS program) (Diploma in Minimally Invasive Colorectal Surgery)	International	2024
13	Weill Cornell Medical College in Qatar	International	2024
14	MOU, Shahed University, Tehran, Islamic Republic of Iran	International	2025

NATIONAL ACADEMIC LINKAGES:

No.	NAME OF MOU / AGREEMENT	NATIONAL	SIGNING YEAR
1	Agha Khan University Hospital	National	2024
2	University of Karachi	National	2024
3	United Medical & Dental College, an institute of medical sciences	National	2023
4	Salim Habib University (SHU) (Formerly Barrett Hodgson University)	National	2021

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process at the Directorate of Global Engagement (DGE), Dow University of Health Sciences (DUHS) is designed to strengthen international collaborations, enhance student and faculty mobility, and expand global learning opportunities. It begins with aligning initiatives to DUHS's mission, engaging key stakeholders, and conducting a situational analysis to identify strengths, challenges, and growth areas.

Key priorities include establishing international partnerships, facilitating student and faculty exchange programs, promoting cultural exchange, integrating digital learning and global networking, and enhancing institutional visibility. The plan is implemented in phases, ensuring optimal resource utilization while fostering collaborations with leading national and international institutions.

Progress is tracked through Key Performance Indicators (KPIs) to assess impact and make timely improvements. With a strong focus on sustainability, innovation, and global connectivity, the strategic plan ensures DUHS's leadership in international education, research collaboration, and cultural exchange, positioning it as a globally engaged institution.

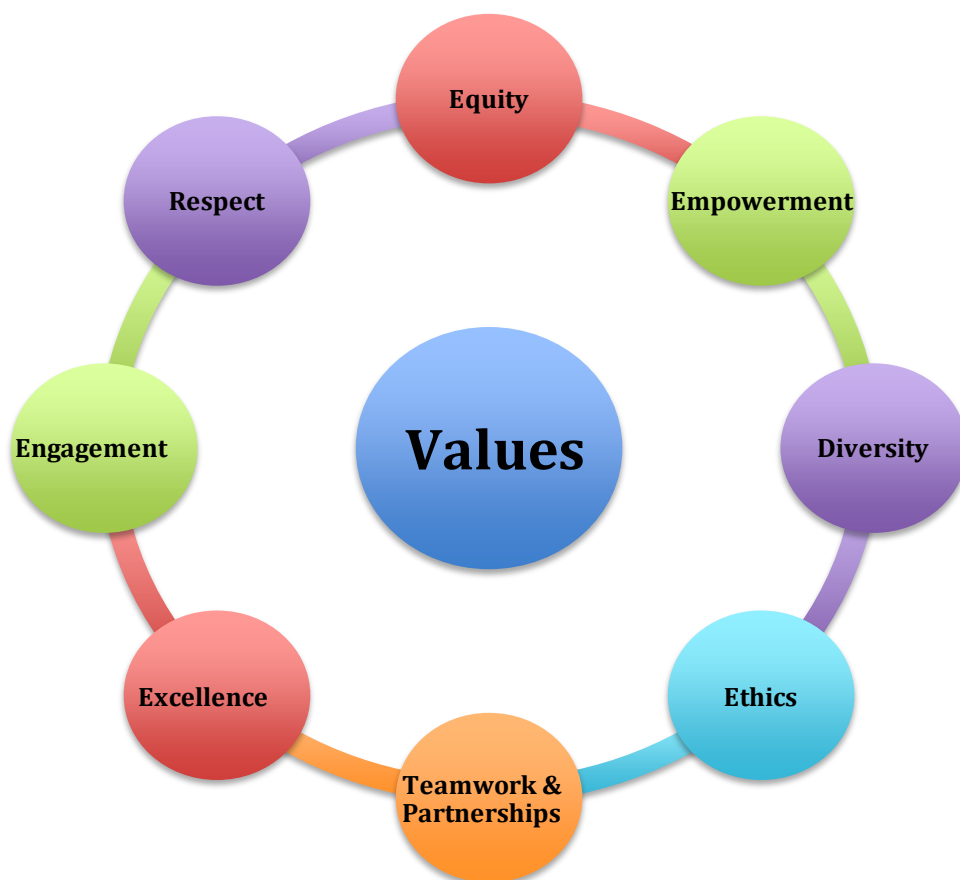
SECTION II: VISION, MISSION & VALUES

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

At the Directorate of Global Engagements, we are dedicated to fostering international collaborations and partnerships to enhance healthcare education, research, and service worldwide. Our goal is to transcend boundaries and make a meaningful impact on a global scale by facilitating cross-cultural exchanges, promoting academic excellence, and addressing pressing global health challenges.

In addition, we actively promote student exchange programs, providing opportunities for students to immerse themselves in diverse healthcare systems, cultures, and academic environments. Through these exchanges, students gain invaluable experiences, broaden their perspectives, and develop the skills necessary to thrive in a globalized world.

Furthermore, we have established the Global Scholar Community at DUHS, a vibrant network of students, faculty, and researchers dedicated to advancing global health initiatives. This community serves as a platform for collaboration, innovation, and knowledge-sharing, empowering individuals to make significant contributions to healthcare on a global scale.

Through our commitment to inclusivity, innovation, and integrity, we strive to empower students and faculty to become global healthcare leaders, equipped with the knowledge, skills, and resources to contribute effectively to the betterment of humanity.

SECTION III: ASPIRATIONAL INSTITUTIONS

Aspirational institutions serve as exemplary models for our department to aspire towards. They embody excellence in education, research, and community engagement. Among these institutions are:

1. Agha Khan University, Pakistan:

A leading institution in Pakistan renowned for its excellence in medical education, research, and healthcare services. AKU sets high standards in academia and healthcare delivery, serving as an aspirational model for our department.

2. Habib University, Pakistan:

Recognized for its innovative approach to liberal arts education and interdisciplinary research, Habib University inspires us with its commitment to academic excellence and community engagement.

3. LUMS, DHA Lahore, Pakistan:

Lahore University of Management Sciences (LUMS) located in DHA Lahore is esteemed for its academic rigor and industry partnerships. It serves as a benchmark for academic excellence and leadership in higher education.

4. The University of Chicago, USA:

Internationally acclaimed for its research prowess, academic rigor, and interdisciplinary collaboration, the University of Chicago represents a global standard of excellence in higher education and research.

SECTION IV: STRATEGIC GOAL PLAN

Goal 01: Strengthen International Partnerships

Objective 1: Establish and Expand International Partnerships

Objective 2: Facilitate Student and Faculty Exchange Programs

Goal 02: Promote Cultural Exchange and Diversity

Objective 1: Enhance Cultural Exchange through Student Engagement

Goal 03: Language and Skills Development

Objective 1: Implement Language Training Programs

Goal 04: Enhance International Visibility through Strategic Marketing

Objective 1: Implement a Digital and Strategic Marketing Plan

OBJECTIVES, OKRs & KPIs

Goal 01: Strengthen International Partnerships							
Goal Statement: Develop and enhance partnerships with international and national institutions to facilitate student exchange programs, collaborative research, and global networking.							
Objectives & Key Results (OKRs)							
Objective 1: Establish and Expand International Partnerships							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop strategic alliances with international and national institutions	KR1: Establish partnerships with at least one new international institution per year	KPI 1: Number of new MoUs signed	Track MoU agreements and formal partnerships	At least 2 new MoUs	Registrar Office & Directorate of Global Engagement	Administrative support, legal review	Yearly
Strengthen existing collaborations through joint programs.	KR2: Expand collaborations based on signed MoUs	KPI 2: Number of active joint programs	Count collaborative research projects and training sessions	Minimum 2 joint programs annually	Directorate of Global Engagement	Student and Faculty participation, funding	Yearly
Objective 2: Facilitate Student and Faculty Exchange Programs							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase student mobility for international learning experiences	KR1: Strengthen student exchange programs in different aspects	KPI 1: Number of students sent abroad	Track student exchange records	At least 5 students per year	Exchange Program Coordinator	Scholarships, travel grants, Electives, Observer ship	Yearly
Expand inbound exchange opportunities for foreign students	KR2: Host international students at DUHS	KPI 2: Number of inbound students	Maintain student records and participation logs	At least 4 international students per year	Duhs	Visa facilitation	Yearly
Organize student awareness and guidance sessions.	KR3: Conduct workshops and informational sessions on exchange programs	KPI 3: Number of sessions held	Track student participation and feedback	Minimum 1 workshop annually	Directorate of Global Engagement	Event funding, logistics	Yearly

Goal 02: Promote Cultural Exchange and Diversity							
Goal Statement: Promote cultural awareness and diversity through student engagement, events, and academic collaborations.							
Objectives & Key Results (OKRs)							
Objective 1: Enhance Cultural Exchange through Student Engagement							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Strengthen cultural engagement among students.	KR1: Organize cultural exchange events through the DUHS Global Scholar Community	KPI 1: Number of events hosted	Track event participation and feedback	Minimum 4 cultural exchange events per year	Directorate of Global Engagement	Event funding, venue, logistics	Quarterly
Foster global cultural awareness through collaborative initiatives	KR2: Organize joint cultural programs with international universities	KPI 2: Number of international cultural initiatives	Count collaborative cultural exchange programs	Minimum 1 international collaboration annually	Directorate of Global Engagement	Institutional collaboration, funding	Yearly
Launch alumni mentorship for cultural exchange.	KR3: Establish an alumni mentorship program supporting cultural exchange	KPI 3: Number of mentorship activities	Track participation of alumni and students	Launch program by December 2024	Directorate of Global Engagement	Alumni network, mentorship framework	One-time setup, then ongoing

Goal 03: Language and Skills Development							
Goal Statement: Launch language training courses for students, faculty, and staff to improve global communication skills and enhance career opportunities.							
Objectives & Key Results (OKRs)							
Objective 1: Implement Language Training Programs							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Introducing multilingual training for DUHS students, faculty, and staff	KR1: Launch courses in Chinese, Arabic, and French	KPI 1: Number of language courses offered	Enrollment records, course completion rates	At least 3 language courses launched	Training Coordinator	Language instructors, learning materials	Yearly (2026)
Increase participation in language training.	KR2: Encourage at least 10-15 participants per course	KPI 2: Course participation rates	Attendance records and surveys	Minimum 10-15 participants per language	Training Coordinator	Marketing, outreach	Yearly

Evaluate training effectiveness	KR4: Assess participant progress and satisfaction	KPI 4: Survey results and proficiency tests	Post-training evaluations	80% participant satisfaction	Training Coordinator	Evaluation tools	Yearly
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Goal 04: Enhance International Visibility through Strategic Marketing							
Goal Statement: Strengthen DUHS's global presence by implementing comprehensive marketing strategies that promote international programs, partnerships, and student engagement opportunities.							
Objectives & Key Results (OKRs)							
Objective 1: Implement a Digital and Strategic Marketing Plan							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase international visibility of DUHS programs.	KR1: Develop and implement digital marketing campaigns for global outreach	KPI 1: Social media engagement metrics	Track reach, impressions, and engagement	Monthly campaigns with a 10% increase in engagement per quarter	Marketing Team	Graphic design, content creation	Ongoing
Strengthening online presence for DUHS international collaborations	KR2: Create a dedicated section on the DUHS website highlighting global engagement initiatives	KPI 2: Website traffic and engagement	Monitor page visits and user interaction	Fully operational by Year 1	Marketing Team	Web development, content management	Yearly
Promote DUHS's international events and achievements.	KR3: Publish success stories and student testimonials	KPI 3: Number of published articles and testimonials	Count blog posts, newsletters, and press releases	Minimum 3 success stories annually	Marketing Team	Content writers, alumni network	Yearly

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS				
Resource	Quantity	Space	Equipment	Description
Business Strategic Planner	1	Yes	Computer System including all necessary accessories (CPU, Printer, etc.) Table, Chair	Responsibility: Overseeing the department's Strategic Plan and initiating the execution of strategic initiatives. Requirements: Qualification/background in Business Strategic Planning.
Computer Operator/ Graphic Designer	1	YES	Computer System including all necessary accessories (CPU, Printer etc.) Table, Chair	Responsibility: Record keeping and graphics work for the department's seminars, workshops, etc. Requirements: Skills in computer operation and graphic design.

SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

The successful execution of the Directorate of Global Engagement's strategic plan requires a structured and data-driven approach. The following steps outline the processes to ensure effective implementation, real-time monitoring, and continual evaluation for sustained impact:

Formation of an Implementation Taskforce

- Assign specific roles and responsibilities to task force members for enhanced accountability and streamlined execution.
- Ensure representation from key departments to encourage collaboration and input from diverse perspectives.

Development of a Strategic Action Plan

- Create a detailed action plan, including a timeline with key milestones, deliverables, and deadlines for each strategic objective.
- Utilize digital tools like project management software to track progress and ensure alignment with goals.

Resource Optimization

- Allocate financial, human, and technological resources effectively to support the execution of objectives.
- Provide ongoing capacity-building and professional development opportunities for staff, utilizing AI-based training platforms like LinkedIn Learning and Coursera.

Scheduled Progress Review and Feedback Mechanisms

- Conduct regular review meetings to evaluate the status of objectives, address challenges, and refine strategies.
- Incorporate feedback loops through real-time communication tools like Slack or Microsoft Teams to maintain transparency and adaptability.

Integrated Data Collection and Performance Analysis

- Develop systems for automated data collection aligned with Key Performance Indicators (KPIs) using platforms like Power BI, Tableau, or Google Analytics.
- Perform comprehensive analysis of data to identify trends, evaluate progress, and uncover areas requiring improvement.

Documentation, Reporting, and Knowledge Sharing

- Maintain centralized records of activities, including meeting minutes, project updates, and any changes to the strategic plan, using cloud-based storage solutions like SharePoint or Google Drive.
- Prepare periodic reports for senior management and stakeholders, highlighting progress, achievements, and actionable recommendations for future planning.

Fostering a Culture of Innovation and Adaptability

- Promote continuous improvement by encouraging innovative practices and leveraging best practices from peer institutions and global trends.
- Regularly revisit strategies to adapt to emerging internal and external developments, ensuring that DUHS remains a leader in global engagement.

SECTION VIII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. The Directorate of Global Engagement is the first department in the public health sector at the university to be established. 2. Established a department with clear objectives and scope. 3. Renowned faculty/Alumni with expertise in diverse fields of healthcare and research. 4. Strong University reputation and recognition both nationally and internationally. 5. Established partnerships with reputable institutions worldwide. 6. Proximity to diverse healthcare settings, offering rich opportunities for practical learning and research. 	<ol style="list-style-type: none"> 1. Limited funding opportunities for international collaborations and initiatives. 2. Potential language and cultural barriers hinder effective communication with international partners. 3. There is relatively less global visibility compared to some peer institutions. 4. Dependency on a few key partnerships, risking over-reliance and limited diversification. 5. Lack of awareness among students and faculty about available international opportunities.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Expansion of collaborations with emerging economies and regions with growing healthcare needs. 2. Leveraging digital platforms for virtual exchanges and collaborations, overcoming geographical barriers. 3. Exploring funding opportunities through international grants and partnerships. 4. Establishing exchange programs with prestigious global universities. 5. Participating in international conferences and forums to showcase DUHS's expertise and achievements. 	<ol style="list-style-type: none"> 1. Intense competition from other universities and institutions vying for global partnerships. 2. Geopolitical uncertainties impacting international collaborations and exchange programs. 3. Rapidly evolving regulations and policies affecting visa procedures and academic exchanges. 4. Economic fluctuations affect funding and resource allocation for international initiatives.

APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> 1. Expansion of collaborations with emerging economies and regions with growing healthcare needs. 2. Leveraging digital platforms for virtual exchanges and collaborations, overcoming geographical barriers. 3. Exploring funding opportunities through international grants and partnerships. 4. Establish exchange programs with prestigious global universities. 5. Participating in international conferences and forums to showcase DUHS's expertise and achievements. 	<ol style="list-style-type: none"> 1. Intense competition from other universities and institutions vying for global partnerships. 2. Geopolitical uncertainties impacting international collaborations and exchange programs. 3. Rapidly evolving regulations and policies affecting visa procedures and academic exchanges. 4. Economic fluctuations affect funding and resource allocation for international initiatives.
STRENGTHS	SO	ST
<ol style="list-style-type: none"> 1. The Directorate of Global Engagement is the first department in the public health sector at the university to be established. 2. Established a Department with clear objectives and scope. 3. Renowned faculty/Alumni with expertise in diverse fields of healthcare and research. 4. Strong University reputation and 	<ol style="list-style-type: none"> 1. Capitalize on DUHS's strong faculty expertise to spearhead collaborative research projects addressing global health challenges. 2. Expand partnerships with emerging economies, leveraging DUHS's reputation for providing innovative solutions to healthcare issues. 	<ol style="list-style-type: none"> 1. Partnerships to mitigate the impact of increasing competition from other institutions. 2. Diversify funding sources and establish contingency plans to address potential economic uncertainties. 3. Actively seeking Partnerships in diverse regions and exploring a virtual exchange program.

<p>recognition both nationally and internationally.</p> <p>5. Established partnerships with reputable institutions worldwide.</p> <p>6. Proximity to diverse healthcare settings, offering rich opportunities for practical learning and research.</p>		
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Limited funding opportunities for international collaborations and initiatives. 2. Potential language and cultural barriers hinder effective communication with international partners. 3. There is relatively less global visibility compared to some peer institutions. 4. Dependency on a few key partnerships, risking over-reliance and limited diversification. 5. Lack of awareness among students and faculty about the available international opportunities. 	<ol style="list-style-type: none"> 1. Invest in language and cross-cultural training programs for faculty and staff to enhance international collaboration capabilities. 2. Actively seek out funding opportunities tailored to support international initiatives, such as grants for global health research. 3. Implement comprehensive marketing strategies to promote international opportunities 	<ol style="list-style-type: none"> 1. Collaborate with industry partners to overcome resource constraints and enhance DUHS's competitiveness in the global arena. 2. Stay informed about geopolitical developments and proactively adapt strategies to minimize disruptions to international partnerships. 3. Stay updated on evolving visa regulations and academic exchange policies, advocating and adapting swiftly to ensure uninterrupted international collaborations.

