



DR. ISHRAT-UL-EBAD KHAN INSTITUTE
OF ORAL HEALTH SCIENCES (DIKIOHS)
DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN

(2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

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PRINCIPAL'S MESSAGE



Dr. Ishrat-ul-Ebad Khan Institute of Oral Health Sciences, a proudly affiliated institute of Dow University of Health Sciences (DUHS) for the past thirteen years. Under DUHS's visionary leadership, we aspire to excel in medical education, research, and healthcare improvement. Our institute has contributed 600 dental graduates and 30 postgraduates to the national and international healthcare system, thanks to our dedicated faculty and motivated students committed to lifelong learning.

Professor Dr. Anwar Ali

EXECUTIVE SUMMARY

Our institution is committed to becoming the premier dental school in the region and securing a distinguished position among top public dental schools, with the QS World University Rankings as our benchmark. To achieve this, we will integrate advanced dental technologies into our curriculum and clinical services by 2025, enhancing both student learning and patient care.

We will also launch a Continuous Quality Improvement (CQI) program to elevate academic and clinical standards and aim to improve patient outcomes by 20% through cutting-edge diagnostic and treatment technologies by 2027.

Additionally, securing funding for a new DIKIOHS facility and strengthening alumni engagement and support are essential to our growth. These initiatives collectively represent our dedication to excellence in dental education and clinical practice.

ABOUT THE INSTITUTE

Dr. Ishrat-ul-Ebad Khan Institute of Oral Health Sciences (DIKIOHS), founded in 2006, is a leading dental institute in Pakistan known for its commitment to academic excellence, research advancements, and community healthcare. With modern facilities and a highly qualified faculty, DIKIOHS offers undergraduate and postgraduate programs recognized by the Pakistan Medical and Dental Council (PM&DC) and the College of Physicians & Surgeons of Pakistan (CPSP). The institute's core objectives include enhancing diagnostic capabilities, advancing research, and delivering top-tier clinical training.

DIKIOHS faces challenges such as keeping pace with rapid technological changes in dental education and addressing local healthcare needs. To overcome these, the institute focuses on integrating cutting-edge technologies, strengthening research collaborations, and expanding community outreach programs to bridge the gap between theory and practice.

By 2027, DIKIOHS aims to achieve several key milestones, including becoming a hub for innovative dental research, expanding its postgraduate offerings, and increasing its impact on public health. These initiatives will solidify its position as a globally recognized leader in oral healthcare education and research.

Accomplishments in the Last Five Years

Teaching

- Establishment of the Pediatric Dentistry Department at DIKIOHS
- Online Learning Incorporated with LMS integration, a fully functional digital library, and resources are at our disposal.

Current accreditations and affiliations

- Sindh Healthcare Commission Accreditation.
- PMDC Accreditation for BDS Program
- Full accreditation of FCPS in all dental clinical specialties from CPSP
- We provide MDS in all basic and clinical dental subjects with full accreditation from HEC and PMDC.

Research

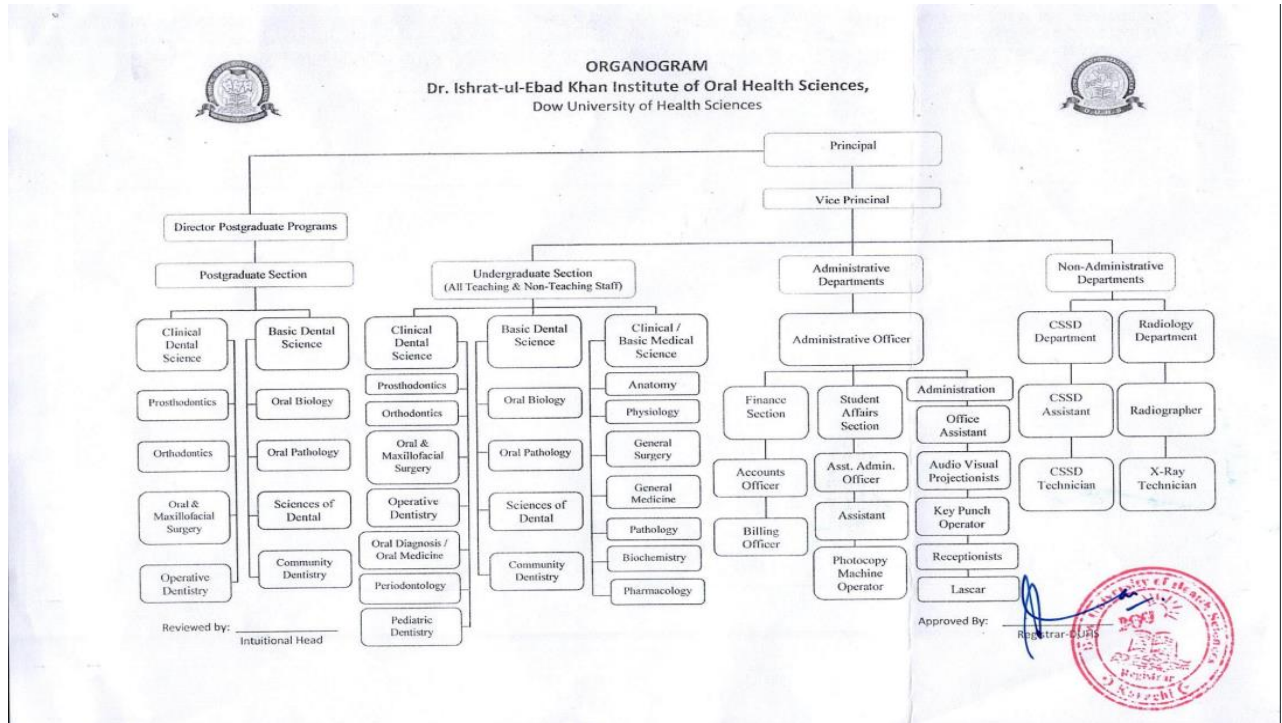
The institute also acquired various research projects and grants for the faculty.

We aim to establish our institution as the foremost dental school in the region and achieve a significant place among the top dental schools in the public sector, keeping the QS World University Rankings as our inspirational goal. Recognizing the challenge of this goal, we have developed a comprehensive strategic plan designed to steer us toward this core objective. We aim to achieve the highest standards of oral health care by providing quality services in the field of dentistry by achieving the following core objectives in the future.

- **Integrate Advanced Dental Technologies into Curriculum:** By the end of the current academic year 2025, incorporate at least three advanced dental technologies into the undergraduate and postgraduate curricula to enhance student learning and practical skills.
- **Implement Continuous Quality Improvement (CQI) Program:** Launch and fully implement a continuous quality improvement program by 2025-2026, with annual evaluations to measure its effectiveness in maintaining and improving academic and clinical standards.
- **Incorporate Advanced Dental Technologies into Clinical Services:** By the beginning of the next academic year, introduce at least two advanced dental technologies into the institute's clinical services to improve diagnostic and treatment capabilities for patients.
 - **Diagnostic Assistance:** AI-powered tools can help analyze dental radiological images and intra-oral photographs to improve the speed and accuracy of the diagnostic process.
 - **Treatment planning:** procedures such as orthodontics and implant placement for better outcomes
 - **Predictive analytics:** To implement targeted preventive measures. AI algorithms can help in the likelihood of developing dental caries, periodontal disease, and oral cancer with the identification of patient-specific risks.
- **Enhance Patient Outcomes Through Technology:**
To improve patient care outcomes by 20% through the adoption and use of advanced dental technologies in diagnosis and treatment at DIKIOHS clinics.
- By Q4 2027, fully integrate AI-driven diagnostic tools and tele-dentistry platforms into the clinical curriculum, ensuring 100% of students are trained on CAD CAM and CBCT systems by graduation.
- **Secure Funding for New DIKIOHS Facility Construction:** Obtain the necessary funding (one billion) to construct a new DIKIOHS facility by the end of the fiscal year 2027, expanding the institute's capacity for education and clinical services.

- **Strengthen Alumni Engagement and Increase Fundraising Participation:** By the end of the next academic year, 2025, establish a mentorship program involving at least 25% of alumni and increase alumni contributions to fundraising efforts by 15% to support the institute's development goals.

ORGANOGRAM



SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Dr. Ishrat-ul-Ebad Khan Institute of Oral Health Sciences (DIKIOHS) is committed to becoming a premier dental school, aligning with world university rankings. Our strategic plan focuses on integrating advanced dental technologies by 2025, launching a continuous quality improvement (CQI) program, and enhancing patient outcomes through cutting-edge diagnostics by 2027.

Key priorities include securing funding for a new facility and strengthening alumni engagement. Through stakeholder collaboration and performance tracking, DIKIOHS aims to solidify its position as a leader in dental education, research, and clinical excellence.

COMMITTEE MEMBERS

S.No.	COMMITTEE MEMBERS	DESIGNATION	ROLES
1.	Prof Anwar Ali	Principal, DIKIOHS	Chairperson
2.	Prof Fazal ur Rahman Qazi	HOD, Operative Dentistry	Member
3.	Prof Farzeen Waseem	HOD Oral Biology	Member
4.	Dr Shahbaz Ahmed	Associate Professor, Operative Dentistry	
5.	Prof Sofia Syed	HOD, Oral Pathology	Member
6.	Dr Nooreen Adnan	Medical Education	Member

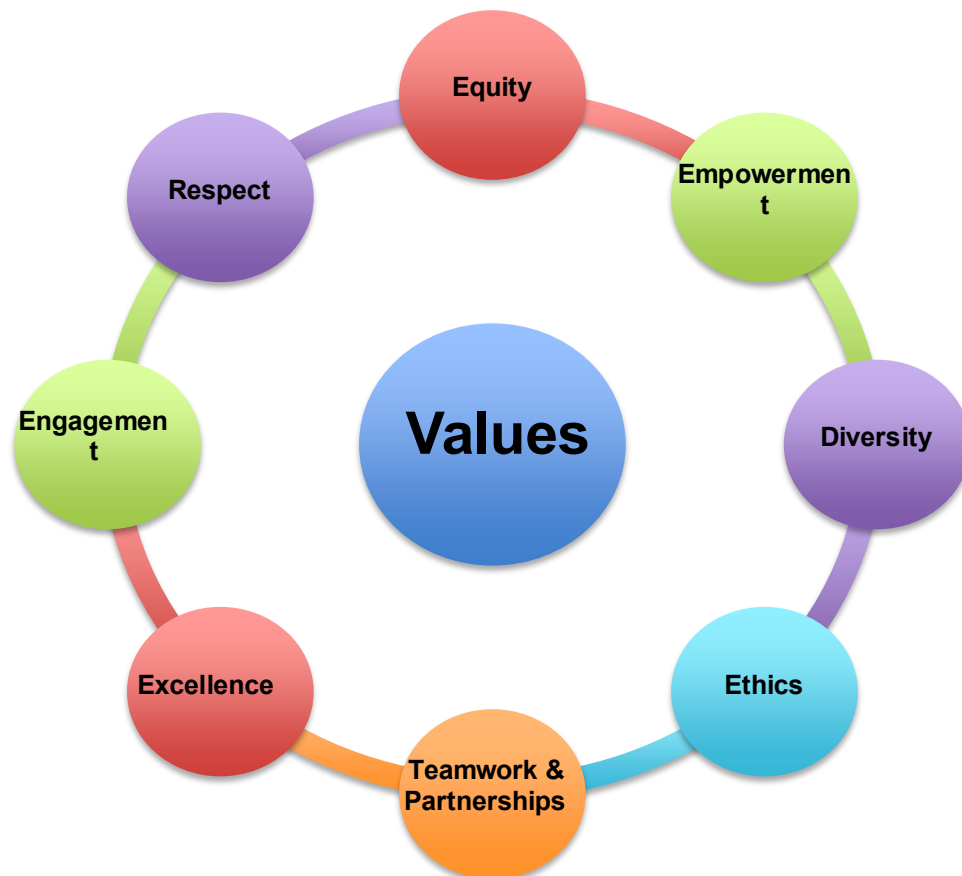
SECTION II: VISION, MISSION, & VALUES

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

Dedicated to excellence, our institution is committed to transformative academic leadership. We strive to revolutionize healthcare through exceptional patient education, advanced training, and cutting-edge clinical care. Our pursuit of groundbreaking research and innovation propels us to generate and disseminate life-changing knowledge with a relentless focus on changing and saving lives.

SECTION III: ASPIRATIONAL INSTITUTIONS

- SHAHEED ZULFIKAR ALI BHUTTO MEDICAL UNIVERSITY
- PAKISTAN INSTITUTE OF MEDICAL SCIENCES (PIMS) ISLAMABAD
- AGHA KHAN UNIVERSITY (CLINICAL DENTAL SCIENCES)

SECTION IV: STRATEGIC GOALS

Goal 1: Enhance Educational Quality and Research Output

- Objective 1: Curriculum Integration
- Objective 2: Research Advancement
- Objective 3: Faculty Development
- Objective 4: Partnerships and Collaborations
- Objective 5: Student Engagement
- Objective 6: Accreditation and Standards

Goal 2: Expand Clinical Services and Specialties

- Objective 1: Extended Service Hours
- Objective 2: Outreach and Community Engagement
- Objective 3: Alumni Engagement and Fundraising
- Objective 4: Service Quality Enhancement
- Objective 5: Interdisciplinary Collaboration
- Objective 6: Technology Integration in Patient Care
- Objective 7: Development of Medical Tourism
- Objective 8: Specialized Clinics and Services

Goal 3: Strengthen Infrastructure and Facilities

- Objective 1: Establish a Dedicated Facility
- Objective 2: Modernize Technology and Equipment
- Objective 3: Enhance Postgraduate Facilities
- Objective 4: Develop Research Laboratories
- Objective 5: Create Collaborative Learning Spaces
- Objective 6: Sustainability and Future Proofing
- Objective 7: Infrastructure for Student Services

Goal 4: Foster Strategic Partnerships and Collaborations

- Objective 1: Local Collaboration
- Objective 2: International Partnerships
- Objective 3: Alumni Network Engagement
- Objective 4: Interdisciplinary Collaborations
- Objective 5: Community and Industry Engagement

Goal 5: Improve Governance, Accountability, and Incentives

Objective 1: Strengthen Accountability Mechanisms

Objective 2: Performance-Based Incentives

Objective 3: Enhance Internal Communication

Objective 4: Governance and Compliance

Objective 5: Professional Development

Objective 6: Feedback and Evaluation

Objective 7: Leadership Development

Goal 6: Achieve Recognition and Accreditation for All Programs

Objective 1: Accreditation for the MSc DS Program

Objective 2: Continuous Curriculum Review

Objective 3: Quality Assurance Mechanisms

Objective 4: Faculty Development for Accreditation

Objective 5: Professional Development

Objective 6: Stakeholder Engagement

Objective 7: Benchmarking and Best Practices

OBJECTIVES, OKRs, & KPIs

Strategic Goal 1: Enhance Educational Quality and Research Output						
OKR (Objective and Key Results)						
Objective 1: Curriculum Integration						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 1.1. Integrate advanced dental technologies into the curriculum by the end of the academic year.	KR 1.1.1: Implement CAD CAM systems in at least 2 courses. IOS scanner (0.8 to 0.9 million investment) (purchase order has been placed)	The number of courses incorporating CAD-CAM systems.	Student feedback on technology integration; Course completion rates involving new technologies.	Teaching Dr. Sadia Rizwan; Dr. Zia Ullah / Purchase Mrs. Hanifa Soofi	allocated in the last budget space	> 1 year
	KR 1.1.2: Set up a fully functional CBCT lab available for student use by the next semester. CBCT tender has been approved	Percentage of students utilizing the CBCT lab.		Hanifa Soofi		6-9 months
	KR 1.1.3: Soft Tissue Diode Laser					
O 1.2. Increase student proficiency in using advanced dental technologies.	KR 1.2.1: 85% of students demonstrate competency in CAD CAM systems and CBCT technology in practical exams.	Student proficiency levels in practical exams.	Assessment results; Workshop attendance and feedback.	Concern Department	Allocated in Oral Surgery budget	1 year
	KR 1.2.2: Conduct 3 workshops/seminars on CAD CAM and CBCT technology.	Number of workshops/seminars conducted.	Assessment results; Workshop attendance and feedback.	Concern Department	Allocated in Oral Surgery budget	1 year

Objective 2: Research Advancement						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 2.1: Increase the number of high-impact research projects in dentistry.	KR 2.1.1: Secure at least 3 competitive research grants within the year.	Number of grants secured.	Grant success rate; Research output (publications, presentations).	Dr Ilyas & team	Grants / Funding	1 year
	KR 2.1.2: VCSFI (3, two in oral pathology and one in dental materials) NRP (1 in dental materials) Sindh SRCP (1 in oral biology) 44 Research Projects are in process and approved by IRB 23 research publications in the last two years in HEC-recognized journals.	Number of research grants awarded internally.				
O 2.2: Enhance research output and visibility.	KR 2.2.1: Publish at least 10 papers in peer-reviewed journals.	Number of publications.	Citation counts; Conference feedback.	Dr Ilyas & team	Grants / Funding	1 year
	KR 2.2.2: Present research findings at 3 international conferences.	The number of conference presentations.				
Objective 3: Faculty Development						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 3.1: Improve faculty teaching skills in innovative dental practices.	KR 3.1.1: Conduct 4 professional development programs Digital Learning group has been created so that they can plan and implement the use of technology in the curriculum by the students and faculty.	Number of professional development programs conducted.	Faculty performance evaluations; Participant feedback.	Dr Noreen and Dr Abdul Samad	Workshop plans, involvement of external experts, funds. Technological support through PDC, Paid subscription to AI software	1 year
	KR 3.1.2: More than 70% faculty participation in at least one development program annually. A course coordination group has been created which will look after courses and their implementation, attendance logbook management, and competencies group.	Faculty participation rate.				

O 3.2: Increase faculty engagement with cutting-edge dental technologies.	KR 3.2.1: Train more than 20% of faculty in CAD CAM and CBCT technology within 6 months.	Faculty training completion rate.	Adoption rates of new technologies in teaching; Student feedback on faculty expertise.	Dr. Nooren and Dr. Abdul Samad	Nomination of most of the faculty in HEC training workshops, and funds to attend workshops.	1 year
	KR 3.2.2: (National Outreach Program for Higher Education Faculty) Training Session conducted at DUHS for Faculty Development by HEC (six faculty members from DIKIOHS attended the session) NCRC (National Curriculum Review Committee) Training Session conducted at Faisalabad by HEC. (one faculty member from DIKIOHS attended) Empowering Medical Teachers as Mentors conducted by USEFP at DUHS (two faculty members from DIKIOHS attended the session) Leadership Development Workshop conducted by Sindh HEC at NIPA Karachi (two faculty members from DIKIOHS attended the session)	Number of faculty involved in mentorship programs.				

Objective 4: Partnerships and Collaborations

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 4.1: Establish strategic partnerships with top dental schools.	KR 4.1.1: Sign MoUs with at least 3 leading international dental schools.	Number of MoUs signed.	Partnership impact assessment; Research project milestones.	Prof. Imtiaz & Prof. Anwar		1 year
	KR 4.1.2: Launch 2 joint research projects with partner institutions.	The number of joint research projects initiated.		Dr Khurram Parvez & Dr Muhammad Hammad Khwaja		
O 4.2: Enhance exchange opportunities for students and faculty.	KR 4.2.1: Facilitate 10 student exchanges and 5 faculty exchanges annually.	Number of exchanges completed.	Exchange program satisfaction; Enrollment in online courses.	Needs to develop this year	uninterrupted Internet and Zoom and Teams subscriptions, Funding, technological support, Human Resources, IT support Cameras, speakers, mics Online meeting venues, gadgets	1 year
	KR 4.2.2: Organize 2 collaborative online courses with partner institutions.	Number of collaborative courses offered.		Prof. Farzeen and Dr. Rafay		

Objective 5: Student Engagement						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 5.1: Increase student participation in research activities.	KR 5.1.1: Integrate research components in 80% of undergraduate courses.	Percentage of courses with research components.	Student research output; Mentor feedback.	Dr. Sohail & Team	research mentors, meeting rooms, institutional subscriptions for journals, statisticians, dedicated research time and space, stationery, printers, technical support, computer	1 year
	KR 5.1.2: Assign research mentors to 50% of students by the third year.	Number of students with assigned research mentors.				
O 5.2: Boost student-led research projects.	KR 5.2.1: Support 10 student-led research projects with funding and resources.	The number of student-led research projects.	Research project success rates; Conference outcomes.	Dr. Sohail & Team	funding, research mentors, meeting rooms, institutional subscriptions for journals, statisticians, research coordinator, dedicated research time and space, stationery, printers, technical support, computer, student stipend	1 year
	KR 5.2.2: Present student research at 3 academic conferences annually.	Number of conference presentations by students.				
Objective 6: Accreditation and Standards						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 6.1: Maintain alignment with national and international accreditation standards.	KR 6.1.1: Review and update 100% of academic programs every 2 years.	Frequency of program reviews.	Accreditation reports; External audit results.	Prof. Imtiaz / Prof. Fazal ur Rehman	Meetings, dedicated faculty teams, protected time	6 months
	KR 6.1.2: Achieve full compliance with accreditation requirements in all programs.	The compliance rate with accreditation standards.				
O 6.2: Achieve recognition from international accreditation bodies.	KR 6.2.1: Apply for and obtain accreditation from 2 international dental education bodies	The number of international accreditations obtained.	Accreditation outcomes; Program reviews.	Prof. Imtiaz / Prof. Fazal ur Rehman	schedule meetings, dedicated time, and a dedicated team for this purpose	1 year
	KR 6.2.2: Meet all accreditation criteria for at least 3 programs within the year.	The number of programs accredited.				

Strategic Goal 2: Expand Clinical Services and Specialties						
OKR (Objective and Key Results)						
Objective 1: Extended Service Hours						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 1.1. Extend OPD hours to serve more patients.	KR 1.1.1: Increase OPD hours by 20% within the next 6 months. An increasing trend was seen in revenue in the last two quarters of 2024 as compared to the first two quarters.	Number of OPD hours extended.	Patients' visit records; Revenue tracking.	Prof. Fazal & Team	executive clinics, hire new general dentists, expand space to accommodate more patients, HR support.	on going
	KR 1.1.2: Achieve a 15% increase in patient visits within 3 months of extending hours.	Percentage increase in patient visits.				
O 1.2. Enhance clinical training opportunities for students.	KR 1.2.1: Offer 30% more clinical training slots during extended hours.	Number of additional clinical training slots.	Student clinical hours; Training evaluation reports.	Prof. Fazal & Team	new workshops for the use of new innovative materials	on going
	KR 1.2.2: Increase student participation in extended hours by 25%.	Student participation rate in extended hours.				
Objective 2: Outreach and Community Engagement						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 2.1: Establish outreach clinics in underserved areas.	KR 2.1.1: Set up 3 new outreach clinics in rural or underserved communities within the year.	Number of outreach clinics established.	Clinic setup completion; Patient service records.	Dr Sohail & Team	Manpower, mobile dental units, and dedicated teams to go.	under review
	KR 2.1.2: Provide dental care to at least 1,000 patients through these clinics annually.	The number of patients served through outreach clinics.				
O 2.2: Promote oral health awareness in the community.	KR 2.2.1: Conduct 5 oral health awareness campaigns in targeted communities. DS Third-year students attended 6 community visits during this academic year.	Number of awareness campaigns conducted.	Campaign Reach: Community feedback surveys.	Principal and HODs	funds, marketing support, dental hygienist teams	1 year
	KR 2.2.2: Distribute educational materials to 2,000 community members.	Number of educational materials distributed.				

Objective 3: Alumni Engagement and Fundraising

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 3.1: Leverage alumni networks for fundraising	KR 3.1.1: Raise Rs 10m in donations from alumni within the next 12 months.	Amount of funds raised.	Fundraising records; Event attendance logs.	Dr Khadija , Dr. Abdullah, Dr. Umar , Dr. Hira Musharraf Dr. Misbah , Dr. Umm e Hani & Team	Online marketing, platform to conduct regular meetings, time and venue, IT support.	1 year
	KR 3.1.2: Increase alumni participation in fundraising events by 20%.	Alumni participation rate in events.				
O 3.2: Expand clinical services through alumni donations.	KR 3.2.1: Use 50% of funds raised to upgrade clinical infrastructure.	Percentage of funds allocated to infrastructure.	Financial reports; Infrastructure development milestones.	Dr Khadija , Dr. Abdullah, Dr. Umar , Dr. Hira Musharraf Dr. Misbah , Dr. Umm e Hani & Team	Online marketing, platform to conduct regular meetings, time and venue, IT support.	1 year
	KR 3.2.1: Establish at least one new clinic or service with alumni funds.	Number of new clinics/services established.				

Objective 4: Service Quality Enhancement

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 4.1: Implement a continuous quality improvement (CQI) program.	KR 4.1.1: Develop and launch a CQI program in all clinics within 6 months. Acquiring 20 computers for HMS which have been implemented and will be fully functional within 3 months.	CQI program implementation rate.	CQI program audits; Patient satisfaction surveys.	Ms. Hanifa Soofi & Team	trained administrative human resources, designed space for staff	6 months
	KR 4.1.2: Achieve a 10% improvement in patient satisfaction scores within a year.	Improvement in patient satisfaction scores.				
Q 4.2: Ensure high standards of patient care.	KR 4.2.1: Reduce patient complaints by 20% within the next 6 months.	The number of patient complaints.	Complaint logs; Clinical audit reports.	Principal and HODs	trained administrative human resources	6 months
	KR 4.2.2: Conduct quarterly reviews of clinical outcomes.	Frequency of clinical outcome reviews.				

Objective 5: Interdisciplinary Collaboration

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 5.1: Foster interdisciplinary collaboration within Dow University.	KR 5.1.1: Initiate 3 collaborative projects with other health disciplines within 12 months.	Number of collaborative projects initiated.	Project progress reports; Course enrollment and feedback.	Prof. Anwar & Team	designated advisory committee from other departments, especially molecular sciences, we can collaborate with molecular path, stem cell biology, histopathology, and immunology; specialized equipment in genomics, ELISA, SEM machines, PCR techniques, and funding/stipends for projects	2 years
	KR 5.1.2: Develop 2 interdisciplinary courses focusing on integrated healthcare.	The number of interdisciplinary courses developed. Development of Molecular biology lab for oral and dental research				
O 5.2: Enhance holistic care through integrated services.	KR 5.2.1: Increase patient referrals between disciplines by 15%.	Percentage increase in patient referrals.	Referral tracking; Team performance evaluations.	Prof. Anwar & Team	Marketing, Outreach programs, human resources, and budget allocation for outreach programs	1 year
	KR 5.2.2: Establish 2 interdisciplinary care teams within 6 months.	The number of interdisciplinary care teams established.				

Objective 6: Technology Integration in Patient Care

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 6.1: Integrate advanced dental technologies into clinical services.	KR 6.1.1: Implement digital imaging and CAD-CAM systems in 100% of clinics within 12 months.	Percentage of clinics equipped with new technologies.	Technology usage reports; Staff training records.	Dr Ziaullah & Team	Training of faculty,	1 year at least 50% of faculty should be trained
	KR 6.1.2: Train 90% of clinical staff in the use of these technologies.	Staff training completion rate.				
O 6.2: Enhance patient outcomes through technology.	KR 6.2.1: Reduce treatment times by 15% using digital imaging and CAD-CAM systems.	Reduction in treatment times.	Patient treatment records; Satisfaction surveys.	Dr Ziaullah & Team	marketing	1 year
	KR 6.2.2: Increase patient satisfaction with technology-assisted care by 10%.	Increase in patient satisfaction.				

Objective 7: Development of Medical Tourism						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 7.1: Launch a medical tourism program for international patients.	KR 7.1.1: Attract 50 international patients within the first year.	The number of international patients served.	Patient intake records; Partnership agreements.	Marketing Team DUH with permission from the authority	marketing support, IT support, dedicated team	2 years
	KR 7.1.2: Establish partnerships with 3 international medical tourism agencies.	Number of partnerships established.				
O 7.2: Enhance DIKIOHS's global reputation through medical tourism.	KR 7.2.1: Achieve a 20% increase in international patient inquiries.	Increase in patient inquiries.	Patient treatment records; Satisfaction surveys.	Marketing Team DUH with permission from the authority	funding for faculty to attend conferences, travel grants	1 year
	KR 7.2.2: Develop promotional materials targeting international markets.	The number of promotional materials developed.				
Objective 8: Specialized Clinics and Services						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 8.1: Establish specialized clinics to cater to diverse patient needs.	KR 8.1.1: Launch 3 specialized clinics (e.g., pediatric, geriatric, cosmetic dentistry) within 12 months.	The number of specialized clinics launched.	Clinic setup and patient visit records.	Prof. Anwar & Prof Fazal Teams	dedicated team funding, allied dental hygienists	1 year
	KR 8.1.2: Increase patient visits to specialized clinics by 25% within the first year.	Percentage increase in patient visits.				
O 8.2: Provide targeted clinical training in specialized areas.	KR 8.2.1: Offer specialized training programs to 70% of dental students.	Percentage of students enrolled in specialized training.	Student training records; Workshop feedback.	Prof. Anwar & Prof Fazal Teams	planned workshops by consultants and trained senior faculty, venue, funds, IT support	1 year
	KR 8.2.2: Conduct 2 workshops or seminars focused on specialized dental care.	Number of workshops/seminars conducted.				

Strategic Goal 3: Strengthen Infrastructure and Facilities						
OKR (Objective and Key Results)						
Objective 1: Establish a Dedicated Facility						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 1.1. Secure funding for the construction of a new DIKIOHS facility.	KR 1.1.1: Raise Rs.1 billion through governmental and private sector partnerships within 2 years	Amount of funding secured.	Financial reports; Government documentation.	Principal and Administration	Support and approval from the competent authority	2 years
	KR 1.1.2: Obtain necessary governmental approvals and permits for construction within 2 years. The initial draft of the PC1 document has been prepared by faculty in consultation with respective HODs according to PMDC guidelines and will be sent for formal approval from higher authorities.	Number of approvals/permits obtained.				
O 1.2. Begin construction of the new facility.	KR 1.2.1: Select and finalize a construction firm within 2 years	Timeline of construction milestones.	Construction progress reports; Contractual agreements.	Principal and Administration	Support and approval from the competent authority	2 years
	KR 1.2.2: Break ground on the new facility within 2 years	Selection of a construction firm.				
Objective 2: Modernize Technology and Equipment						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 2.1. Invest in advanced dental technologies.	KR 2.1.1: Acquired CAD-CAM systems, and simulators for 3 phantom labs , CBCT system and multi-head microscope, Intra Oral Scanner within 12 months.	The number of CAD CAM systems and simulators acquired.	Equipment acquisition records; Technology integration audits.	HODs and Ms. Hanifa Soofi	Approval and fundings	1 year
	KR 2.1.2: Implement digital imaging systems in 100% of clinics by year-end.	Percentage of clinics equipped with digital imaging systems.				
O 2.2. Enhance hands-on training through technology.	KR 2.2.1: Increase student access to new technology by 50%.	Percentage increase in student access.	Student usage statistics; Workshop feedback.	HODs and Ms. Hanifa Soofi	Approval and fundings	1 year
	KR 2.2.2: Conduct 5 workshops to train faculty and students on the new equipment.	Number of workshops conducted.				

Objective 3: Enhance Postgraduate Facilities						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 3.1: Expand the postgraduate department's infrastructure.	KR 3.1.1: Complete a 30% expansion of the postgraduate facilities within 2 years	Percentage expansion of facilities.	Facility expansion reports; Program enrollment data.	Prof. Anwar, Prof Fazal, and the Postgraduate team	develop our Infrastructure, building, funds	2 years
	KR 3.1.2: Increase the number of specialized training programs by 20%. All basic and clinical subjects are already running except one which has no supervisor.	The number of new training programs offered.				
O 3.2: Attract top-tier candidates for postgraduate programs.	KR 3.2.1: Increase applications to MDS and other postgraduate programs by 20%.	Percentage increase in applications.	Application statistics; Admission records.	Prof. Anwar, Prof Fazal, and the Postgraduate team	dedicated team, marketing, new programs like diplomas should be announced, attractive admission policy	2 years
	KR 3.2.1: Achieve an 85% acceptance rate of top-tier candidates.	Acceptance rate of top-tier candidates.				
Objective 4: Develop Research Laboratories						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 4.1: Establish state-of-the-art research laboratories.	KR 4.1.1: Design and build 2 new research labs equipped with cutting-edge technology within 12 months.	Number of labs established.	Lab construction reports; Equipment inventory.	Principal and HODs	Finding and allocating the budget. Facility available at Pathology Lab Ojha Campus, and DDC, DMC Campus	2-3 years
	KR 4.1.2: Equip labs with advanced tools to support high-impact dental research.	Types and quality of equipment acquired				
Q 4.2: Promote high-impact research through new laboratories.	KR 4.2.1: Increase research output by 30% within the first year of lab operation.	Percentage increase in research output.	Research publication data; Lab usage statistics.	Principal and HODs	Funding needed and space Facility available at Pathology Lab Ojha Campus, and DDC, DMC Campus	2-3 years
	KR 4.2.2: Publish 10 high-impact research papers within 18 months.	Number of publications from lab research				

Objective 5: Create Collaborative Learning Spaces						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 5.1: Design and develop collaborative learning spaces.	KR 5.1.1: Complete the design and construction of 3 new collaborative learning spaces within 12 months.	Number of learning spaces completed.	Construction and technology integration reports.	Dr Durre Sameen and the team	Monthly Grand Round Presentation and discussion session by Postgraduate trainees and all faculty members.	1 year
	KR 5.1.2: Integrate advanced AV and IT technology into 100% new spaces.	Percentage of spaces with integrated technology.				
Objective 6: Sustainability and Futureproofing						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 6.1: Incorporate sustainability into new facility designs.	KR 6.1.1: Achieve LEED certification for all new buildings within 2 years.	Certification status of new buildings.	Sustainability reports; Energy usage data.	Prof Anwar and the team	Subject to New Facility Development	in process
	KR 6.1.2: Reduce energy consumption in new facilities by 20%.	Percentage reduction in energy consumption				
O 6.2: Ensure facilities are future-proofed with adaptable spaces.	KR 6.2.1: Design 100% of new spaces with adaptable layouts.	Percentage of spaces with adaptable layouts.	Architectural plans; Smart technology integration reports.	Prof Anwar and the team	Subject to New Facility Development	in process
	KR 6.2.2: Incorporate smart building technology in 75% of new constructions.	Percentage of buildings with smart technology.				
Objective 7: Infrastructure for Student Services						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 7.1: Improve student support facilities.	KR 7.1.1: Modernize 2 libraries and 3 study spaces within 2 years.	Number of facilities modernized.	Facility upgrades reports; Student usage statistics.	Principal and HODs	Budget, librarians, computers, dedicated space, trained library staff	2 years
	KR 7.1.2: Upgrade recreational areas, increasing student usage	Percentage increase in usage of recreational areas.				
O 7.2: Enhance overall student experience and well-being.	KR 7.2.1: Increase student satisfaction with support facilities	Percentage increase in student satisfaction.	Student satisfaction surveys; Wellness program participation.	Principal and HODs	trained personnel., proper designated space in the Dental college premises, trained staff and equipment	2 years
	KR 7.2.2: Implement 4 new student wellness programs within 2 years.	Number of wellness programs implemented.				

Strategic Goal 4: Foster Strategic Partnerships and Collaborations						
OKR (Objective and Key Results)						
Objective 1: Local Collaboration						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 1.1. Initiate collaborative research with local institutes and industry	KR 1.1.1: Secure funding for 2 joint research projects within 2 years with HEJ, PCSIR, Karachi University, and NED University	Number of joint research projects funded.	Research funding reports; Publication records.	Dr Khurram Parvez and Team	Funding	2 years
	KR 1.1.2: Publish 2 research papers co-authored with partners.	Number of Research papers published with collaboration.	Publication record and acceptance			2 years
Objective 2: International Partnerships						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 2.1. Expand international student and faculty exchange programs.	KR 2.1.1: Establish 1 new exchange agreement with international dental schools within 12 months.	Number of exchange agreements signed.	Exchange program agreements; Participant records.	Prof. Imtiaz & Team	Legal team support	1 year
	KR 2.1.2: Send at least 2 students and 1 faculty member on exchange programs each year subject to the MOU Agreement of Exchange Program.	Number of participants in exchange programs.				1 year
O 2.2. Enhance hands-on training through technology.	KR 2.2.1: Initiate 1 joint research project with international institutions within 18 months.	The number of joint research projects initiated.	Research collaboration agreements; Publication records.	Prof. Imtiaz & Team	Funding	1 year
	KR 2.2.2: Publish 2 research papers in international journals within 24 months.	Research papers published in international journals.	Publication record			2 years
Objective 3: Alumni Network Engagement						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 3.1: Strengthen alumni engagement through mentorship programs.	KR 3.1.1: Launch 1 new mentorship program involving alumni within 12 months.	Number of mentorship programs launched.	Mentorship program reports; Participation statistics.	Dr. Soofia Malik and Dr. Lubna Memon	marketing, budget	1 year
	KR 3.1.2: Achieve 80% participation from alumni in mentorship programs.	Alumni participation rate in mentorship programs.			marketing, budget	1 year
O 3.2: Increase alumni involvement in fundraising.	KR 3.2.1: Organize 1 alumni fundraising event per year.	Number of fundraising events held.	Fundraising event records	Dr. Abdullah, Dr. Umair , Dr. Hira Musharfa, Dr. Umme Hani, Dr Misbah, Dr Khadija	Alumni Members in Pakistan and Overseas	

Objective 4: Interdisciplinary Collaborations						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 4.1: Promote interdisciplinary education within Dow University.	KR 4.1.1: Develop 1 interdisciplinary course involving the dental school and other health sciences departments within 12 months. (Cross Infection Control, Occupational Hazards in Dentistry for students and faculty)	The number of interdisciplinary courses developed.	Course catalogs; Enrollment data.	Principal Office and Administration Team	PDC support to arrange the course	1 year
O 4.2: Facilitate interdisciplinary research projects.	KR 4.2.1: Initiate 1 new interdisciplinary research project within 18 months.	The number of interdisciplinary research projects initiated.	Research project records; Publication reports.	Principal Office and Administration Team	PDC support to arrange the course	1.5 year
	KR 4.2.2: Publish 1 research paper from these projects within 24 months.	Research papers published from interdisciplinary collaborations.				2 years
Objective 5: Community and Industry Engagement						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 5.1: Increase DIKIOHS's involvement in public health campaigns.	KR 5.1.1: Participate in 2 public health campaigns annually (Schools and Differently abled people)	The number of public health campaigns participated in.	Campaign participation reports; Audience engagement data.	Dr. Sohail and Team	outreach mobile dental units, funding, dental hygienists	1 year
	KR 5.1.2: Reach an audience of 10,000 individuals through these campaigns.	Audience reaches of the campaigns.				1 year
O 5.2: Offer continuing education programs for local dental professionals	KR 5.2.1: Develop 2 new continuing education courses/workshops within 12 months.	The number of continuing education programs developed.	Program development records; Enrollment data.	Dr. Sohail and Team	dedicated team and allocated time, venue, IT support, and planned workshops.	1 year

Strategic Goal 5: Improve Governance, Accountability, and Incentives						
OKR (Objective and Key Results)						
Objective 1: Strengthen Accountability Mechanisms						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 1.1. Develop and implement a comprehensive accountability framework.	KR 1.1.1: Create and roll out an accountability framework across all departments within 1 year (As per University Policy)	Framework implementation timeline.	Accountability reports; Departmental compliance audits.	HODs / In charge/ Administration	Staff to maintain reports, HR, administrative staff, IT support	1 year
Objective 2: Performance-Based Incentives						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 2.1. Design and launch a performance-based incentive system. (As per DUHS policy)	KR 2.1.1: Implement the incentive system within 9 months.	Implementation timeline for the incentive system.	Incentive program records; HR reports.	clinical faculty - paramedical staff	Executive Clinic	
	KR 2.1.2: 80% of faculty and staff receive performance-based rewards within the first year.	Percentage of faculty/staff receiving rewards.				on going
O 2.2. Link incentives to key performance indicators.	KR 2.2.1: Define KPIs for teaching, research, clinical service, and community engagement within 3 months.	Number of KPIs defined and linked.	KPI documentation; Program participation records.	Hanifa Soofi / Dr Fazal	Executive Clinic	1 year
	KR 2.2.2: Achieve a 70% increase in participation in incentive programs within the first year.	Increase in participation rates.		clinical faculty - paramedical staff		on going
Objective 3: Enhance Internal Communication						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 3.1: Improve communication protocols across all levels.	KR 3.1.1: Establish standardized communication protocols within 6 months.	Implementation of communication protocols.	Communication audit reports; Compliance records.	Dr Durre Sameen, Dr. Shahneela & Dr. Riffat	arrange scheduled meetings with students and concerned officials	1 year
	KR 3.1.2: Achieve 85% compliance with these protocols within the first year.	Compliance rate with communication standards.				
O 3.2: Foster collaboration through enhanced internal communication.	KR 3.2.1: Introduce collaborative platforms for faculty and staff within 4 months.	The number of collaborative platforms introduced.	Platform usage data; Collaboration reports.	Dr Durre Sameen, Dr. Shahneela & Dr. Riffat	arrange scheduled meetings with students and concerned officials	on going
	KR 3.2.1: Increase cross-departmental collaborations by 50% within the first year.	Increase in cross-departmental collaborations.				

Objective 4: Governance and Compliance						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 4.1: Establish clear governance policies. (As per DUHS policy)	KR 4.1.1: Develop and implement governance policies within 6 months.	Governance policy implementation timeline.	Policy documentation; Compliance audits.	Dr .Khurram Parvez & Team	administrative staff, regular meetings,	ongoing
	KR 4.1.2: Achieve 95% compliance with governance policies within the first year.	The compliance rate with governance policies.				
Q 4.2: Reduce operational risks through compliance.	KR 4.2.1: Reduce operational risks through compliance.	The number of high-risk areas mitigated.	Risk assessment reports; Compliance review records.	Risk management team led by Ms. Hanifa Soofi	administrative staff, regular meetings,	ongoing
	KR 4.2.2: Conduct semi-annual compliance reviews.	Frequency of compliance reviews.				
Objective 5: Professional Development						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 5.1: Expand professional development opportunities.	KR 5.1.1: Introduce 5 new professional development programs within 12 months. (Emotional Intelligence, Leadership, Professionalism)	The number of new programs introduced.	Program records; Participation data.	Dr Abdul Samad and Dr Nooren	PDC and DIHPE	1 year
	KR 5.1.2: Achieve 80% faculty and staff participation in these programs within the first year.	Participation rate in professional development programs.		Medical education Nooreen		
O 5.2: Align development programs with institutional goals.	KR 5.2.1: Ensure 100% of new programs align with DIKIOHS's strategic goals.	Alignment rate of programs with strategic goals.	Program documentation; Outcome reports.	The committee headed by the principal	PDC and DIHPE	
	KR 5.2.2: Track and report on program outcomes bi-annually.	Frequency of outcome tracking.				bi-annual
Objective 6: Feedback and Evaluation						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 6.1: Implement a comprehensive feedback system. (As per DUHS policy through the HR / QEC Department)	KR 6.1.1: Launch a feedback system for faculty, staff, and students within 6 months.	Feedback system implementation timeline.	Feedback system reports; Analysis data.	Nominations: student (dr Farzeen and Dr. Riffat) faculty: dr Durre Sameen staff: soofi & Dr. Shahneela, Dr. Batool	QEC	1 year
	KR 6.1.2: Collect and analyze feedback quarterly.	Frequency of feedback collection and analysis.			Dedicated people, administrative staff, and IT support.	1 year
O 6.2: Use feedback to drive continuous improvement.	KR 6.2.1: Implement changes based on feedback within 3 months of analysis.	Time taken to implement changes.	Implementation records; Satisfaction surveys.	Administration	scheduled meetings, admin staff	3 months
	KR 6.2.2: Achieve a 70% satisfaction rate among faculty, staff, and students within the first year.	Satisfaction rate post-implementation.			scheduled meetings, venue, and time	1 year

Objective 7: Leadership Development						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 7.1: Cultivate future leaders within DIKIOHS.	KR 7.1.1: Launch a leadership development program within 1 year.	Program launch timeline.	Program records; Enrollment data.	Dr Abdul Samad	PDC DUHS	1 year
	KR 7.1.2: Enroll 20% of faculty and staff in leadership training within the first year.	Enrollment rate in leadership training.				
O 7.2: Ensure a robust succession plan.	KR 7.2.1: Develop and implement a succession plan for key positions within 12 months.	Succession plan development and implementation.	Succession plan documents; Preparation records.	Dr Abdul Samad	As per Seniority	1 year
	KR 7.2.2: Identify and prepare 5 potential successors for leadership roles within 18 months.	The number of potential successors identified and prepared.				

Strategic Goal 6: Achieve Recognition and Accreditation for All Programs						
OKR (Objective and Key Results)						
Objective 1: Accreditation for the MSc DS Program						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 1.1. Aligning the MSc DS program curriculum with PMDC standards.	KR 1.1.1: Complete curriculum alignment with PMDC standards within 1 year. (Awaiting Recognition, Admissions withhold since 2016)	Timeline for curriculum alignment.	Curriculum review reports; Accreditation submission confirmation.	Dr Khurram Parvez		1 year
	KR 1.1.2: Re-submit the MSc DS program for accreditation within 1 year. The Principal DIKIOHS has visited the PMDC and got a copy of the letter written by the PMDC to the Ministry of National Health Services Islamabad for gazette notification	Accreditation submission date.	In Process	Head of Institute	scheduled meetings and travel grants, officials' visits, funding to fulfill the PMDC, HEC institutional requirements	6 months
O 1.2. Need to Align Infrastructure, faculty, and resources as per July 2024 PMDC criteria for 100 BDS seats	KR 1.2.1: Update everything as per PMDC standards within 12 months.		In Process	Head of Institute	administrative staff, regular meetings,	6 months

Objective 2: Continuous Curriculum Review						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 2.1. Establish a systematic curriculum review process.	KR 2.1.1: Develop a curriculum review framework within 6 months.	Framework development timeline.	Review framework documents; Review schedules.	CRC headed by the Dean	venue and scheduled meetings, venue, time and stationery, IT and team, petty cash	6 months
	KR 2.1.2: Implement bi-annual reviews for all academic programs starting within 6 months.	Frequency of curriculum reviews.				
O 2.2. Ensure the curriculum reflects emerging trends in dental education.	KR 2.2.1: Update 50% of program curricula to include the latest industry trends within 12 months.	Percentage of curricula updated.	Updated curriculum documents and faculty participation records.	CRC headed by the Dean	review curriculum in time with meetings with the curriculum committee	1 year
	KR 2.2.2: Engage 70% of faculty in curriculum review sessions.	Faculty engagement rate in reviews.				
Objective 3: Quality Assurance Mechanisms						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 3.1: Implement robust quality assurance mechanisms.	KR 3.1.1: Develop and roll out quality assurance protocols within 6 months.	Protocol development and rollout timeline.	Quality assurance manuals; Compliance reports.	Quality committee	HR computer, IT, Admin staff	6 months
	KR 3.1.2: Achieve 90% adherence to these protocols across all programs within the first year.	Adherence rate to quality assurance protocols.		Quality committee	HR computer, IT, Admin staff	1 year
O 3.2: Monitor compliance with accreditation criteria.	KR 3.2.1: Conduct quarterly compliance audits for all programs.	Frequency of compliance audits.	Audit reports and issue resolution logs.	Audit team	Facilities as per demand	in process
	KR 3.2.1: Address 100% of non-compliance issues within 3 months of each audit.	Resolution rate for non-compliance issues.		Audit team	logistics as per demand	1 year

Objective 4: Faculty Development for Accreditation

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 4.1: Enhance faculty understanding of accreditation standards.	KR 4.1.1: Provide accreditation training to 80% of faculty within 6 months.	Faculty training completion rate.	Training records; Workshop attendance logs.	Faculty and Respective HODs	schedule meetings, venue, time	on going
	KR 4.1.2: Conduct annual workshops on curriculum design aligned with accreditation standards.	Number of workshops conducted.			schedule meetings, venue, time	on going
Q 4.2: Improve faculty involvement in accreditation processes.	KR 4.2.1: Engage 20% of faculty in accreditation-related activities within the first year.	Faculty engagement rate in accreditation activities.	Engagement logs; Curriculum improvement records.	Faculty and Respective HODs	schedule meetings, venue, time	1 year
	KR 4.2.2: Increase faculty contributions to curriculum improvement by 30% within 12 months.	Contribution rate to curriculum improvement.			schedule meetings, venue, time	1 year

Objective 5: Professional Development

Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 5.1: Develop a marketing strategy for accredited programs. (Through the Marketing Team of DUHS)	KR 5.1.1: Launch the marketing campaign within 3 months of program accreditation.	Marketing campaign launch timeline.	Marketing materials; Enrollment data.	Principal & Marketing Team DUHS	marketing team IT support	3 months
	KR 5.1.2: Increase program enrollment by 20% within the first year.	Enrollment growth rate.			marketing team IT support	1 year
O 5.2: Attract international students to accredited programs.	KR 5.2.1: Achieve a 15% increase in international student applications within 12 months.	Increase in international student applications.	Application records; Partnership agreements.	Principal & Marketing Team DUHS	marketing support, IT support	1 year
	KR 5.2.2: Partner with 3 international recruitment agencies within 6 months.	Number of partnerships with recruitment agencies.			marketing support, IT support	6 months

Objective 6: Stakeholder Engagement						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 6.1: Engage stakeholders for program feedback and improvement.	KR 6.1.1: Conduct semi-annual stakeholder meetings to gather feedback.	Frequency of stakeholder meetings.	Meeting minutes; Program update records.	Chairpersons & HODs	scheduled meetings, logistics, budget, venue	6 months
	KR 6.1.2: Incorporate stakeholder feedback into 70% of program updates within 12 months.	Percentage of feedback incorporated into updates.			scheduled meetings, logistics, budget, venue	1 year
O 6.2: Strengthen relationships with alumni and industry partners.	KR 6.2.1: Increase alumni involvement in program development by 25% within the first year.	Alumni involvement rate.	Alumni participation records; Partnership agreements.	Chairpersons & HODs	scheduled meetings, logistics, budget, venue, IT, marketing,	1 year
	KR 6.2.2: Secure 3 new industry partnerships within 6 months.	The number of new industry partnerships.			scheduled meetings, logistics, budget, venue, IT, marketing,	6 months
Objective 7: Benchmarking and Best Practices						
Objective	Key Results	KPI	Measurement Method	Person Responsible	Resource Requirement	Timeline
O 7.1: Conduct benchmarking studies against leading dental schools.	KR 7.1.1: Complete 3 benchmarking studies within 12 months.	Number of benchmarking studies conducted.	Benchmarking reports; Implementation records.	Administration Team	research funding, dedicated team	1 year
	KR 7.1.2: Implement at least 5 best practices identified from these studies.	The number of best practices implemented.			research funding, dedicated team	1 year
O 7.2: Adopt innovative teaching methodologies.	KR 7.2.1: Introduce 2 new teaching methodologies from benchmarking studies within 6 months.	The number of new teaching methodologies introduced.	Student surveys; Teaching methodology records.	CHPE team, PDC support, and necessary logistics	training workshops of faculty, funding.	6 months
	KR 7.2.2: Achieve a 15% increase in student satisfaction with teaching methods within 12 months.	Increase in student satisfaction rate.			Training workshops of faculty, funding.	1 year

SECTION V: **RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS**

Budget Allocation: This involves allocating the necessary financial resources to achieve the organization's strategic objectives. It requires assessing the costs associated with various activities, departments, or projects, and ensuring that funds are distributed effectively to support key initiatives. Proper budget allocation helps ensure that essential goals can be pursued without financial constraints.

Requisite Space Allocation: Space allocation refers to the distribution and utilization of physical space (e.g., offices, classrooms, labs, meeting areas) required to implement strategic goals. This ensures that teams have the environment they need to work efficiently. It may include determining if additional space or changes to existing layouts are necessary to support growth, expansion, or new projects.

Acquisition of Trained Faculty/Staff: To achieve strategic goals, it's essential to have the right talent in place. This involves recruiting and hiring skilled staff, faculty, or specialists who possess the necessary expertise and experience to fulfill the organization's objectives. Training and professional development may also be part of this to ensure staff stay current and capable.

Requisite Marketing/Dissemination: Effective marketing and dissemination involve communicating your goals, initiatives, and outcomes to the right audiences, both internally and externally. This could include advertising campaigns, public relations efforts, or sharing strategic plans and progress reports with stakeholders. Proper marketing ensures that the organization's vision and achievements are clearly understood and supported by the community, potential clients, or customers.

SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

Implementation of the Strategic Plan will be done by nominating members to achieve each strategic goal and overseeing the execution of the strategic goals. Periodic input from these members will lead to reviewing progress as well as identification of challenges in the process.

The members will report to the head of the institution about their progress and discuss resolving any outstanding issues. Continuous monitoring and feedback will be generated through them.

ACTION PLAN (2025 ONWARD):

Short-Term (Next 6 Months)	Anticipated Outcomes:
CBCT, Soft tissue Diode Laser	Improved quality education and patient services
Achieve full compliance with accreditation requirements in all programs. PMDC & HEC	Accreditation by local regulatory bodies
Intra-oral scanner, CAD/CAM	Enhanced accuracy and faster treatment planning and customization
HIMS	Record keeping of patient inflow, consultations, and procedures
Ensure 100% of new programs align with DIKIOHS's strategic goals.	Enhanced quality of education and research
Re-submit the MSc DS program for accreditation within 1 year	Admissions open for the MSc program

Financial assessment for each strategic initiative (e.g., faculty development, research collaborations) including a forecast for required funding and expected outcomes, will be made in liaison with the finance department and human resource department of DUHS.

The execution of the strategic plan is given as a timeline in a Gantt Chart as follows.

Gantt Chart represents the timeline for the implementation of the Strategic Plan 2024-2027.

*Multiple highlights within the same row indicate the completion of different steps to achieve the goal.

Strategic Goals	Objectives	2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Enhance Educational Quality and Research Output	O1. Curriculum Integration												
2. Expand Clinical Services and Patient Care	O1. Technology Integration in Patient Care:												
	O2. Patient Access and Community Engagement - Expand Outreach and Tele-Dentistry:												
3. Strengthening Infrastructure and Facilities	O1. Establish a Dedicated Facility												
	O2. Modernized Technology and Equipment												
4. Foster Strategic Partnerships and Collaborations	O1. Alumni Network Engagement Strengthen alumni engagement through mentorship programs												

	O2. Establish partnerships with international dental schools												
5. Accreditation by regulatory bodies	PMDC Accreditation												
6. Financial Sustainability	Diversify Revenue Streams												
7. Faculty Development and Research Training	Expand Professional Development												

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. Dedicated, qualified faculty with 6 PhDs. 2. Top merit student selection. 3. Being part of a 100-student cohort. 4. Reputation as a top public sector dental college. 5. Availability of various scholarships and research grants. 6. Separate faculty for basic medical subjects, including HPE. 7. Recognitions from HEC and PMDC. 8. CPSP approval for FCPS training. 9. Providing quality treatment to patients at affordable rates. 10. A dedicated postgraduate department offering a 4-year MDS program. 	<ol style="list-style-type: none"> 1. Lack of accountability. 2. Service quality gaps. 3. Integrity issues. 4. Insufficient monetary incentives. 5. Missing facilities like a CBCT lab, simulator for phantom labs, and CAD CAM. 6. Communication gaps. 7. Insufficient focus on research.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Expanding the scope of services offered to patients. 2. Extending OPD timings to cater to more patients and increase revenue. 3. Curriculum integration. 4. Partnerships with local dental schools and industry. 5. International programs and collaborations. 6. Encouraging alumni fundraising for community purposes. 7. Developing dental outreach clinics. 	<ol style="list-style-type: none"> 1. The need for a separate fully equipped building. 2. The MSc DS program is not yet recognized by PMDC or regulatory bodies. 3. Market saturation for dental graduates. 4. Economic burden.

APPENDIX B: TOWS MATRIX

			OPPORTUNITIES	THREATS
			<ol style="list-style-type: none"> 1. Mentoring program for UG and PG students. 2. Expand the scope of services offered to patients 3. Extend the OPD timings so that a greater number of patients can be catered 4. An increased patient pool will also add to the revenue remarkably. 5. Incorporate partnerships with local dental schools and the dental industry 6. Incorporate international programs and collaborations 7. Encourage alumni to fundraise for community purposes 8. Develop dental outreach clinics 	<ol style="list-style-type: none"> 1. Require separate fully equipped buildings which can lead to de-accreditation 2. The MSc DS program is still not recognized by the PMDC /regulatory body 3. Market saturation for dental graduates 4. Economic burden
STRENGTHS (S)	SO	ST		
<ol style="list-style-type: none"> 1. Qualified faculty with 6 PhDs 2. Top merit student selection 3. 100-student cohort 4. Top public sector dental college 5. Various scholarships and research grants 6. Separate faculty for basic medical subjects including HPE 7. HEC recognized, PMDC recognized 8. CPSP-approved center for FCPS 9. Quality treatment is provided to the 	<ol style="list-style-type: none"> 1. Establish a formal mentoring program for UG and PG 2. Extend OPD timings to cater large number of patients 3. Establish dental outreach clinics leading to increased revenue and job opportunities 4. Provide faculty with research training and motivation to increase publication output 5. Increased collaborations can help to invite dentists to come and practice in our outreach clinics. 	<ol style="list-style-type: none"> 1. Require separate fully equipped building 2. Keeping enough faculty in view, the institute can apply for recognition of MSc DS 3. Effective utilization of master faculty in research activities 4. Increase research impact/revenue. 5. Large number of graduates can be offered employment opportunities in their organization 		

<p>patients at affordable rates</p> <p>10. Dedicated post-graduate department with a director offering a 4-year MDS program</p>	<p>6. Aim for grants and scholarships for research and scholarly activities.</p>	
WEAKNESSES(W)	WO	WT
<p>1. Accountability</p> <p>2. Service quality gaps</p> <p>3. Integrity</p> <p>4. Lack of monetary incentive</p> <p>5. CBCT lab</p> <p>6. Simulator for phantom labs</p> <p>7. CAD CAM</p> <p>8. Communication gap</p> <p>9. Lack of focus on research element.</p>	<p>1. Provide resources and equipment to Improve academic quality and treatment options can be radically improved</p> <p>2. Improve communication and accountability amongst students and faculty</p>	<p>1. P& D should go for PC1</p> <p>2. Alumni fundraising Investors</p>