



DOW INSTITUTE OF NURSING AND
MIDWIFERY
(DIONAM)

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:



Dow Institute of Nursing and Midwifery has provided quality education and emphasized continuous research work since 2006. I am honored to share that today; the graduates of DION&M not only serve in various capacities across Pakistan but across the globe as well. It is a matter of pride to continue the legacy of dispensing nursing education that enables graduates to be well-equipped with real-world challenges. I am immensely pleased to see how DION&M graduates strive to bring positive changes in their society with care and compassion as it is the true spirit of a well-qualified nurse.

I would like to tell all the students that there are specific life lessons that you can only learn when you struggle. So, as the studies get tough, remind yourself of this and move forward bravely. What you learn over the years will guide you when there is no one else but you and a patient.

Dr. Tanseer Ahmed

EXECUTIVE SUMMARY

The Dow Institute of Nursing and Midwifery (DION&M) is committed to advancing nursing education, research, and clinical practice to align with national and international healthcare standards. Since its inception in 2006, DION&M has played a pivotal role in producing highly skilled nursing professionals. This strategic plan outlines key initiatives and priorities for 2024-2027, focusing on academic program enhancements, faculty development, research advancements, and infrastructure improvements.

DION&M aims to expand enrollment capacities, launch new programs, and strengthen faculty retention through structured development programs. Research excellence remains a priority, with a focus on securing grants and increasing high-impact publications. Additionally, infrastructure enhancements, including state-of-the-art simulation labs and expanded digital resources, will support student learning and faculty research. This plan underscores our dedication to producing competent nursing professionals capable of addressing evolving healthcare challenges.

ABOUT THE INSTITUTE

DIONAM is committed to advancing nursing and midwifery education through Bachelor's, Master's, and PhD programs to address the shortage of skilled professionals in healthcare. We enhance nursing education standards, foster faculty development, and collaborate with national and international universities. Our focus on research and innovation is supported through training, grants, and partnerships with leading research institutes. Through excellence in education and research, we strive to improve patient care and healthcare outcomes nationwide.

INTRODUCTION & OVERVIEW:

Dow Institute of Nursing and Midwifery, a part of Dow University of Health Sciences, was established in 2006 with the vital contribution of a task force. The main goal is to produce high-quality healthcare professionals through various nursing programs.

The task force, led by the Vice-Chancellor and comprising nursing professionals and experienced teachers from both public and private sectors, played a crucial role in planning and establishing the institute. Situated within the Ojha campus of DUHS, the institute boasts a well-constructed building and a conducive learning environment.

DUHS, founded in December 2003, established the Dow Institute of Nursing and Midwifery with the support of the Higher Education Commission, Pakistan (HEC). The foundation stone laying ceremony took place on June 3rd, 2006, with Prof. Atta Ur Rehman, Advisor Federal Government, and Chairman Higher Education Commission as the Chief Guest. The project was completed within two years, with the primary aim of addressing the shortage of skilled nurses in the country by providing quality education and practical nursing training.

Accomplishments in the last five years

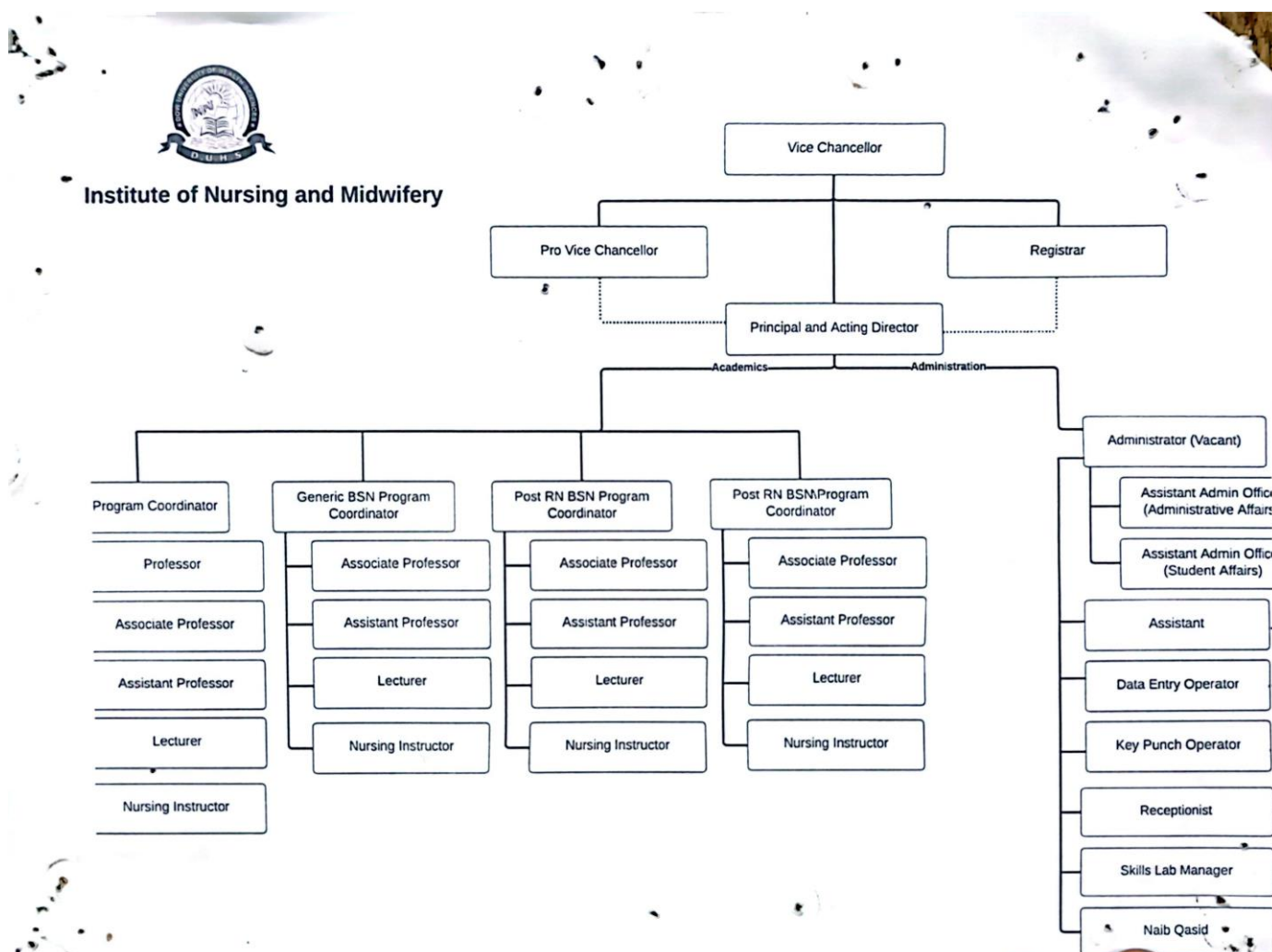
- Recognized Post RN BSM program from PN&MC
- Enhanced seats from 50 to 100 in each BSN and Post RN BSN program from PN&MC
- Re-structured Skills Lab
- Recognized MSN program from PN&MC
- Institutional Review Committee to accommodate postgraduate students' research projects
- Several rich clinical placement settings are available for enrolled students.
- Currently facilitating 44 DUHS-affiliated nursing institutes across the Karachi
- Community outreach research field office of DION&M
- Publications of faculties in different HEC recognized Journals
- A total of 09 faculty enrolled in PhD nursing programs, and one completed his PhD in November 2024

ORGANIZATIONAL STRUCTURE

Current faculty/staff/student numbers

- Currently DION&M, DUHS has 23 faculty members including 03 Associate Professor, 06 Assistant Professors, 11 Lecturers, and 03 Clinical Instructors.
- 02 Assistant admin, 01 Assistant, 02 Hall attendants, 01 Key punch operator, and 01 receptionist.
- Current on-board students are 396 BSN Students and graduates 622
- Current on-board students post RN 54 and graduates 739
- Current on-board students post RN BSM 02 and graduates 42
- Current onboard students of MSN 34 students and graduates 98

Organogram of DIONAM



GRADUATION RATES

DION&M DUHS has an 80% graduation rate in the undergraduate programs.

FACILITIES, ETC.

Library:

DION&M has a shared library which is facilitated by a librarian who provides information and resources within a library to students and helps to maintain discipline in the library. The library is equipped with 1202 wide range of relevant books.: For example: Fundamental of nursing=116, Nursing theories=37, Advanced concept in nursing=15,Community health nursing=47, Pathophysiology=79, Anatomy & physiology= 42,Medical surgical nursing=34,Medicine=10,Fundamental of nursing research=79, Health assessment =18,Nursing education=38,Pharmacology=52,Pediatric nursing=43,Obstetrics & gynecology=61,Leadership & management =38,Law and ethics=18,Microbiology=24 etc.

Science laboratory:

The Science lab is situated on the first floor of DION&M and is primarily worked under the nutrition department. The nursing students only performed simple gram staining. Other labs of microbiology and biochemistry were conducted in the Dow International Medical College lab (Biochemistry lab). In this lab, faculty can only entertain 10 students at a time.

Anatomy laboratory:

DION&M has a well-equipped Skills Lab which provides a learning environment for students to master anatomy on various models. Students have the opportunity for experiential, hands-on learning and practice provided through formal classes, scheduled practice times, and open lab sessions. The lab boasts of total 52 items including 45 models and total charts=07: such as Skeleton model = 10 (Plan, Right side, Torso), brain model 10, Human head=3, Pancreas =1, Eye ball=11, Ear model=09, Teeth Bone =11, Cardiac circulation =03, Lymphatic system=02, Cardiac model = 20, Skin =04, Lungs=02, Liver =04, Stomach=03, Kidney=08, Large intestine=02, Small intestine=02, Alveoli=01, Scapula = 03, Femur=02 etc. and charts includes Cardiac frame chart=04, Digestive frame chart=01, Human Ear frame chart=01, Circulatory system frame chart=01.

Skills lab:

The Nursing Skills Lab is well equipped and divided into two portions with seven hospital beds set with oxygen and suction outlets and four split ACs attached. Ward 1: equipped with four beds and two manikins, one height, and weighing scale along with one reception. Ward 2: equipped with three beds with two manikins, consisting of one nursing station and an office desk for a skilled lab manager. Each ward has one hand-washing sink with top cabinets. The skill lab has one crush trolley, one medication trolley, and one incubator.

Furthermore, the Skill Lab has one storeroom for the supplies, all supplies are placed with proper tagging. Skill labs have basic supplies (oxygen masks, catheters, Ambu bags, etc.), operational equipment (trays and kidneys dishes and sponge holders, etc.),

capital equipment (I.V arms, characterization simulators, dressing simulators, etc.), reproductive models, and linens.

Digital library:

DION&M has a shared digital library with 40 computers. It offers Nursing and medical books, e-library, and IT labs, Computer resources are used to reinforce the learning and supplement the teaching of students. The Computer Lab has computer stations and access to the Higher Education Commission (HEC) online library, where a variety of nursing journals and books are available. Computers are networked with the Higher Education Commission (HEC) online library through the Internet. In the future students will have remote access to the internet through Wi-Fi broadband.

Affiliations:

The clinical facilities of Dow University Hospital are utilized for most clinical experiences. Experience is provided in various areas throughout the Dow University Hospital Ojha campus. Some local, off-campus settings are used for pediatric and community courses. Dow Institute of Nursing and Midwifery is responsible for transportation to the off-campus settings.

Accommodation:

Dow Institute of Nursing and Midwifery has a well-appointed Hostel on its premises shared with female medical students. It provides comfortable boarding and lodging facilities to female students from outside of Karachi city. All the rooms are under the supervision of the hostel warden. The hostel is provided with a common sitting area, study lounge, and prayer room. To maintain discipline strict timings for meals and other activities are observed.

Sports complex:

A full-fledged state-of-the-art gymnasium is available for students at Dow University Ojha Campus. The gymnasium provides facilities for indoor games such as Basketball Badminton and Table Tennis. Students participate in individual sports events as well as tournaments during sports week.

Cafeteria:

A total of 04 cafeterias are in various places on the Ojha campus. These host the students, faculty, assisting staff, and other employees of Dow University Ojha Campus. It encourages self-service while providing quality services.

Student Affairs:

All students are registered with the Students Affairs section during the first week of their admission. As soon as they obtain a student registration number, they are supposed to be informed of the date for provisional registration at the Pakistan Nursing and Midwifery Council. Moreover, students' affairs deal with students' academic problems. All necessary documentation for students is the responsibility of this section.

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process for the institute follows a structured approach to align academic growth, faculty development, research excellence, alumni engagement, and curriculum modernization with the evolving demands of healthcare education.

The process begins with a **situational analysis**, assessing current program capacity, faculty strength, infrastructure, research output, and alumni involvement. Stakeholder consultations with faculty, students, alumni, and regulatory bodies help identify gaps and opportunities.

Based on this analysis, **strategic goals and objectives** are formulated, focusing on expanding enrollment, launching new programs, enhancing faculty retention and development, securing research grants, upgrading infrastructure, and strengthening alumni relations. Each goal is supported by **Objectives & Key Results (OKRs)** to measure progress.

Implementation planning involves defining clear responsibilities, setting timelines, and ensuring resource allocation for infrastructure development, faculty hiring, and program enhancements. Approvals from regulatory bodies (PN&MC, DUHS) are sought to expand academic programs. Faculty training programs and research initiatives are developed to strengthen institutional capacity.

Monitoring and evaluation mechanisms are established through KPIs, quarterly review meetings, faculty and student surveys, and performance-tracking dashboards. Mid-term assessments allow for course corrections, while final reviews ensure sustainability and continuous improvement.

The plan is backed by a **resource mobilization strategy**, including budget allocations, research grants, external partnerships, and alumni contributions. Stakeholder engagement, digital transformation, and long-term sustainability measures ensure the institute remains a leader in nursing and healthcare education.

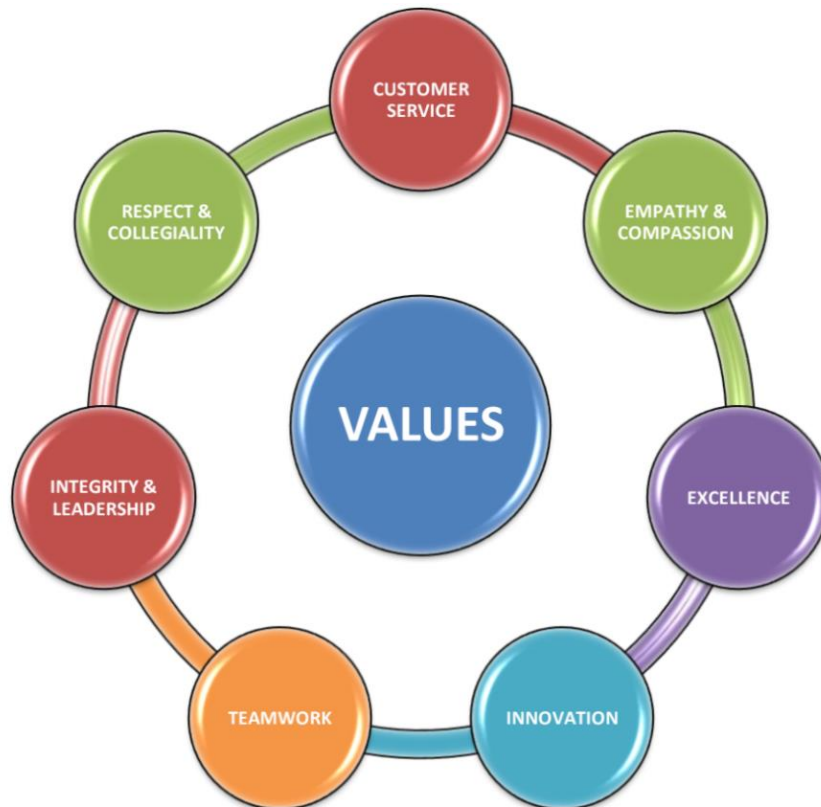
SECTION II: VISION, MISSION & VALUES

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

Committed to preparing caring, professional graduates to provide patient-centered nursing care through quality education, clinical practice, and cutting-edge research.

SECTION III: ASPIRATIONAL INSTITUTIONS

- Aga Khan University School of Nursing & Midwifery as all MSN students are graduates in the same cohort of group each year while meeting the national and international standards.
- Ziauddin Faculty of Nursing & Midwifery earlier known as the School of Nursing was the first academic unit of Ziauddin University established in 1986, and it is recognized by the Pakistan Nursing Council. In 2009, the School of Nursing was upgraded to the level of college and in 2020 designated as the Faculty of Nursing & Midwifery
- The department offers various programs at the undergraduate and graduate levels to students coming from varied ethnic and socio-economic backgrounds in Pakistan. The reputation of Ziauddin Faculty of Nursing and Midwifery has grown nationally and internationally owing to the competency, critical thinking, and knowledge of the graduates.

SECTION IV: STRATEGIC GOALS

- Goal 1: Expand Academic Capacity and Enhance Program Quality**
Objective 1: Increase Enrollment Capacity in BSN and MSN Programs.
Objective 2: Initiate New Academic Programs (BS in Midwifery and PhD in Nursing)
- Goal 2: Strengthen Faculty Excellence and Retention**
Objective 1: Promote, Upgrade, and Retain Senior Faculty
Objective 2: Implement Faculty Development Programs
- Goal 3: Enhance Research Output and Infrastructure**
Objective 1: Secure Research Grants and Enhance Research Output
Objective 2: Upgrade Teaching and Learning Infrastructure
- Goal 4: Build and Strengthen Alumni Relations**
Objective 1: Re-establish the Alumni Office and Promote Alumni Engagements
- Goal 5: Curriculum Modernization – Reflect 21st-Century Nursing Practices**
Objective 1: Revision and update of Curriculum

OBJECTIVES, OKRS & KPIS

Goal 01: Expand Academic Capacity and Enhance Program Quality							
Goal Statement: Increase the capacity and quality of nursing and midwifery programs to meet the growing demand for healthcare professionals while maintaining high academic standards.							
Objectives & Key Results (OKRs)							
Objective 1: Increase Enrollment Capacity in BSN and MSN Programs.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Expand student enrollment in BSN and MSN programs to meet national demand while maintaining quality education.	KR1.1: Apply for seat enhancement up to 200 for the BSN program and 50 for the MSN program.	KPI 1.1: Submission of seat enhancement application to PN&MC	Submission receipt and tracking of application status with the regulatory body.	100 additional seats for the BSN program and 40 for the MSN Program (totaling 200 and 50, respectively)	HOD, Program director/co ordinator	Need to extend infrastructure (classrooms, faculty, Auditorium, Labs, Books)	2025/2026
	KR 1.2: PN&MC approval for seat enhancement in BSN and MSN programs	KPI 1.2.1: Completion of all required documentation and compliance reports	Documentation checklist, regulatory body feedback, and compliance audit reports.	BSN program with 200 enrolments MSN Program with 50 enrolments	HOD, Program director/co ordinator	PN&MC approval for seat enhancement with subsequent approval/endorsement from DUHS competent authorities.	2025/2026
		KR 1.2.2: Obtain approval for the seat enhancement					
		KR 1.2.3: Hiring of at least 10 additional faculty members for the BSN and MSN programs					
		KR 1.2.4: Develop an enrollment strategy and admission process for the additional seats					
	KR 1.3: Launch of additional classes for BSN and MSN programs.	KPI 1.3: [Ensure availability of required classrooms, labs, and clinical training facilities.	Admission policy updates, marketing campaign reports, and pre-enrollment inquiries data.	At least 80% enrollment for the additional seats in the upcoming intake for both programs	HOD, Program director/co ordinator	Need to extend infrastructure (classrooms, faculty, Auditorium, Labs, Books)	2025/2026
Objective 2: Initiate New Academic Programs (BS Midwifery in Nursing)							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Launch new programs to diversify academic	KR 2.1: Apply for PN&MC approval for 50 seats in the BS	KPI 2.1: Submission of enhancement application to PN&MC	Program approval documents and enrollment data.	50 BS Midwifery students	HOD & BSM Program Coordinator	Addition of midwifery-related infrastructure/equipment	2025

offerings and attract top-tier students and faculty	Midwifery program					(classrooms, faculty, Auditorium, Labs, High fidelity Simulators, Obs /Gynae Lab, and Books)	
	KR 2.2: Approval and launch of BS Midwifery	KPI 2.2.1: Completion of all required documentation	Report and documentation	Approval from PN&MC	HOD & BSM Program Coordinator	Addition of midwifery-related infrastructure/ equipment (classrooms, faculty, Auditorium, Labs, High fidelity Simulators, Obs /Gynae Lab, and Books)	2025
		2.2.2: Obtain approval for the program initiation					
		2.2.3: Hiring at least 02 additional faculty members for the BSM program					
		2.2.4: Develop an enrollment strategy and admission process					
	KR 2.3: Enrollment of the first cohort	KPI 2.3: Availability of required classrooms, labs, and clinical training facilities.	Report and documentation	Approval from PN&MC and concerned DUHS authority	HOD & BSM Program Coordinator	Addition of midwifery-related infrastructure/ equipment (classrooms, faculty, Auditorium, Labs, High fidelity Simulators, Obs /Gynae Lab, and Books)	2026

Goal 02: Strengthen Faculty Excellence and Retention							
Goal Statement: Enhance faculty recruitment, retention, and development to maintain a high standard of education and research.							
Objectives & Key Results (OKRs)							
Objective 1: Promote, Upgrade, and Retain Senior Faculty							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement strategies to promote, upgrade, and retain senior faculty members	KR 1.1: Initiate internal promotion mechanisms and advertise for new faculty positions	KPI 1.1: Monitor Faculty retention rate, number of faculty promotions	HR reports & hiring.	80-90% increase in faculty strength	HOD &HR	Approval	2025
	KR 1.2: Increase salary package according to market value (both senior and newly appointed faculty)	KPI 1.2: faculty salaries adjustment	Market salary survey data, Financial approval records	At least 90% of faculty salaries are adjusted based on the new salary structure.	HOD &HR	Approval	2025
	KR 1.3:Up gradation/promotion according to Accreditation policy	KPI 1.3:faculty evaluation for promotion	The promotion committee reports on evaluation forms and faculty eligibility lists.	100% of eligible faculty evaluation for promotion based on accreditation standards	HOD &HR	Approval	2025
	KR 1.4: Increase faculty strength	KPI 1.4: Faculty hiring	HR progress reports	80% of desired faculty hiring completed	HOD &HR	Approval	2025
	KR 1.5: Reduce faculty turnover	KPI 1.5.1: Implement at least three faculty retention initiatives (e.g., mentorship, workload balance, incentives)	Annual faculty survey	30% reduction in turnover	HOD &HR	Approval	2025-26
		KPI 1.5.2: Conduct and analyze 100% of exit interviews to identify key turnover reasons.					
Objective 2: Implement Faculty Development Programs							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop and implement faculty development programs to enhance teaching and	KR 2.1: Conduct a needs assessment	KPI 2.1.1: Conduct faculty surveys and focus group discussions	Survey response rate and qualitative analysis of focus group discussions	Involve 100% faculty during assessment	Nominated by HOD	Get institutional approval for the faculty development plan and Budget	2025

research capabilities		KPI 2.1.2: Identify training gaps and finalize a report.					
	KR 2.2: Offer a faculty development program with annual training	KPI 2.2: Develop and finalize a structured faculty development program	Post-training skill assessment and competency evaluation reports.	Implement at least three specialized training sessions per year in: •Advanced Nursing Practices •Research Methodologies •Emerging Technologies	Nominated by HOD	Approval of Budget	2025 -26
	KR 2.3: Implement development workshops	KPI 2.3: Conduct at least five workshops	Attendance logs and sign-in sheets verified by HR or faculty development coordinators	At least five faculty were nominated for the development workshops	Nominated by HOD	Approval of Budget	2025-26
	KR 2.4: Achieve a faculty satisfaction	KPI 2.4: Conduct faculty satisfaction survey	Pre- and post-development program satisfaction survey	•At least 50% satisfied with professional development opportunities	Nominated by HOD	Approval of Budget	2025 -26

Strategic Goal 3: Enhance Research Output and Infrastructure							
Goal Statement: Strengthen research capabilities and improve infrastructure to support cutting-edge education and research.							
OKR (Objective and Key Results)							
Objective 1: Secure Research Grants and Enhance Research Output							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase the number of research grants and publications in high-impact journals by fostering a robust research culture.	KR 1.1: Establish a research cell and secure new extramural research grants	KPI 1.1: Official approval and establishment of the research cell with a dedicated team and infrastructure	Regular project progress reports submitted to funding agencies.	2 new grants and five publications within the next year.	HOD and All faculty members	Approval	2025-26
	KR 1.2: Execute existing grants and publish at least five research articles in high-impact journals	KPI 1.2: Assign tasks to faculty members	Progress Reports	At least 50% of faculty members involvement	HOD and All faculty members	Approval	2025-26
	KR 1.3: Establish a Research Innovation Hub	KPI 1.3: Prepare international research grant proposals annually.	Progress Report	At least secure five major international research grants annually and increase research publications by 30%."	HOD and All faculty members	Institutional approval, establishment, and allocation of funding for the hub.	2025-27
Objective 2: Upgrade Teaching and Learning Infrastructure							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve the quality of education by upgrading essential infrastructure, including high-fidelity simulators and digital learning environments.	KR 2.1: Secure budget approval for infrastructure upgrades	KPI 2.1: Official submission of infrastructure budget proposal to the institutional finance committee	Budget reports, equipment inventory, and satisfaction surveys.	100% integration of simulators.	Manager Skill Lab & HOD	Budget/ Approval	2026
	KR 2.2: Purchase and integrate high-fidelity simulators into the curriculum	KPI 2.2: Updated course syllabi incorporating simulator-based learning experiences.	Through Curriculum Integration	60-70% integration of high-fidelity simulators into the curriculum	Manager Skill Lab & HOD	Budget/ Approval	2026

	KR 2.3: Increase faculty and student satisfaction	KPI 2.3.1: Conduct a faculty and student satisfaction survey	Survey Report	At least 50% of faculty and students in the learning environment	Manager Skill Lab & HOD	Budget/ Approval	2026
		KPI 2.3.2: Review open-ended feedback and implement					

Strategic Goal 4: Build and Strengthen Alumni Relations							
Goal Statement: Strengthen alumni engagement to enhance the institute's network, reputation, and fundraising efforts.							
OKR (Objective and Key Results)							
Objective 1: Re-establish the Alumni Office and Promote Alumni Engagements							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop a robust alumni network by re-establishing the Alumni Office	KR1.1: Re-establish the Alumni Office.	KPI 1.1: Official approval and operational launch of the Alumni Office, with a dedicated team and functional workspace documented in institutional records.	Alumni office reports and event attendance records.	At least 80% participation in reunions and a comprehensive alumni tracking system	Nominated by HOD	Approval	2025
	KR 1.2: Organize two annual alumni reunions and achieve 80% participation from recent graduates.	KPI 1.2: Arrange two annual alumni reunions,	Through event attendance records and registration data	70 -to 60% of attendance of Alumni	Nominated by HOD	Approval	2025
	KR 1.3: Implement a system for tracking and recognizing alumni achievements	KPI 1.3: Creation and maintenance of alumni profiles	Monitor with career progress, achievements, and contributions.	80-90% developed Alumni tracking system	Nominated by HOD	Approval	2025-26
Organizing annual reunions.	KR 2.1: By 2025, establish an Alumni Office to facilitate annual reunions, mentorship programs, and fundraising campaigns, targeting 80% alumni engagement by 2026	KPI 2.1: Achieve 80% alumni engagement (participation in reunions, mentorship programs, and fundraising)	Event participation records and mentorship/fundraising activity reports.	At least one annual reunion	Nominated by HOD	Approval	2025-26

Strategic Goal 5: Curriculum Modernization – Reflect 21st-Century Nursing Practices

Goal Statement: To redesign and modernize the nursing curriculum by 2026, incorporating 21st-century competencies, evidence-based practices, technology integration, and inter-professional education to prepare nursing graduates for dynamic healthcare environments and global standards.

OKR (Objective and Key Results)

Objective 1: Revision and update of Curriculum

Objectives	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
O 1.1: Update the curriculum to incorporate evidence-based practices, global healthcare trends, and competencies defined by leading nursing and healthcare organizations (e.g., WHO, ICN).	KR 1.1: 100% completion of a revised, competency-based nursing curriculum aligned with 21st-century nursing practices by 2026.	KPI 1.1: Completion and approval of the revised nursing curriculum by the academic council and accreditation bodies.	Documented curriculum review and revision process	Documented curriculum review and revision process	HOD	Approval/ Budget	2025-26
O 1.2: Embed the use of healthcare technology, simulation-based learning, and digital tools into the curriculum to enhance clinical skills and decision-making.	KR 1.2.1: At least 75% of courses include components of technology-driven learning, such as simulation labs, telehealth modules, or digital health systems, by 2026.	KPI 1.2.1: 75% of nursing courses incorporate at least one technology-driven learning component (e.g., simulation labs, telehealth modules, digital health systems).	Course syllabi and lesson plans reviewed for technology integration.	Approval from academic councils and regulatory bodies by early 2026.	HOD	Approval/ Budget	2025-26
			Student utilization records of simulation labs, telehealth modules, or digital systems.				
			Faculty reports on technology-enhanced teaching methods.				
			Mid-year and final curriculum assessment reports tracking progress.				
	KR 1.2.2: 90% of faculty trained in innovative teaching methodologies, including the use of technology and inter-professional education, by 2025.	KPI 1.2.2: At least 90% of faculty complete certified training in innovative teaching methodologies	Faculty training attendance records and completion certificates.	Approval from academic councils and regulatory bodies by early 2026.	HOD	Approval/ Budget	2025-26
			Pre- and post-training assessments measure improvement in teaching competency.				

			Faculty feedback surveys indicate confidence in applying new methods				
			Peer and student evaluations assessing faculty use of innovative teaching methods.				

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

Faculty recruitment and retention strategies will be prioritized, along with training and development programs for staff. Administrative support will be enhanced to accommodate program expansion. Infrastructure development will include classroom and lab expansions, digital learning platforms, and the establishment of research centers.

Financial sustainability will be ensured through institutional and external funding, budget allocations for faculty salaries, training programs, and technology integration, as well as securing research grants and forming industry collaborations.

Technology integration will focus on implementing learning management systems, simulation-based education, and data-driven decision-making tools. Stakeholder engagement will be strengthened through collaborations with regulatory bodies, healthcare institutions, and industry partners. Alumni engagement initiatives will be developed to support networking and fundraising, while community outreach initiatives will be expanded to enhance institutional impact.

SECTION VI: IMPLEMENTATION & MONITORING OF STRATEGIC PLAN

The strategic implementation committee will oversee execution, ensuring roles and responsibilities are clearly defined for department heads, program directors, and faculty. Quarterly review meetings will be conducted to track progress and address challenges.

Implementation will follow a phased approach. In the short term (2025-2026), approvals, policy updates, initial resource allocation, and infrastructure development will take place, along with faculty and administrative recruitment and curriculum development. The medium-term phase (2026-2027) will focus on expanding academic programs, integrating new learning technologies, strengthening faculty engagement, and executing student and alumni engagement strategies. The long-term phase (2027 and beyond) will emphasize continuous assessment, program scaling, sustainability, enhancing partnerships, securing additional funding, and adapting to emerging educational trends.

Key performance indicators will be established for each initiative and tracked through reports and dashboards. Quarterly progress reports will evaluate milestones against targets, and faculty, student, and alumni surveys will measure satisfaction and impact. A mid-term assessment will be conducted to refine strategies, followed by a final review to evaluate outcomes and adjust plans.

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. Public Sector, Internationally Recognized Brand: DION&M's status as a public sector institution with international recognition provides it with a strong national and global reputation. 2. Successful Alumni: The graduation of 1,144 baccalaureate and 96 postgraduate students who are placed in key positions showcases the institute's ability to produce influential professionals. 3. Rich Clinical Placement Settings: Access to diverse clinical placement settings enriches the educational experience for students. 4. Community Outreach and Research Recognition: DION&M's community outreach research office and the recognition of its work by the global research community, along with collaboration with prestigious institutions like the University of Oxford, solidify its standing in the research field. 5. Institutional Review Committee and Secured Research Grants: The existence of a committee to oversee postgraduate research and the securing of four extramural research grants highlight the institute's focus on research. 6. Networking and Collaborations: Strong ties with international agencies like UNICEF, SABIN, and Global Health Network, as well as participation in WHO's technical advisory group and academic committees, underscore DION&M's global influence. 	<ol style="list-style-type: none"> 1. Faculty Turnover: High faculty turnover due to salary issues and lack of promotion undermines institutional stability and continuity in academic quality. 2. Inadequate Faculty-Student Ratio: The current faculty-student ratio (1:100 in theory, 1:25 in clinical) is significantly below PN&MC standards, affecting the quality of education and student engagement. 3. Insufficient Infrastructure: The lack of essential infrastructure, such as a smart conference room, nursing skills lab with simulation-based learning, adequate lecture halls, an auditorium, and properly equipped science and digital labs, hampers the institute's ability to provide a comprehensive educational experience. 4. Limited Faculty Development and No Regular PhD Faculty: The absence of regular PhD faculty and limited faculty development programs restrict the growth and advancement of faculty members, which is crucial for maintaining educational standards. 5. Poor Student Record Keeping: Inefficient alumni record management weakens the institute's ability to maintain connections with graduates, which is important for networking, reputation, and fundraising. 6. Low Publication Output: The minimal number of publications in impact factor journals limits the

	research visibility and academic standing of DION&M.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Increased Enrollment Capacity: With the ability to enroll 200 students per batch in undergraduate programs, there is significant potential to increase revenue and expand the institute's impact. 2. Grants from National and International Agencies: Opportunities to secure funding from various agencies can enhance research capabilities and improve the university's global ranking. 3. Initiation of New Programs: Starting a four-year BS Midwifery program and potentially a PhD program could attract more students and faculty, thereby strengthening the institute's academic offerings. 4. Revenue Generation: Increasing enrollment and initiating new programs provide avenues to generate substantial revenue for the university. 	<ol style="list-style-type: none"> 1. Losing Potential Students: Inflexible timing and fee structures, along with the failure to start a PhD program, could drive students to competitor institutions. 2. Loss of Faculty: Competitors offering better salary packages and job opportunities threaten DION&M's ability to retain qualified and experienced faculty. 3. Missed Grant Opportunities: The lack of a robust research team and PhD faculty puts DION&M at risk of losing extramural grant opportunities to other institutions. 4. Failure to Meet Demand: The inability to meet the current demand for nurses due to low enrollment, despite high numbers of applicants, allows competitors to capitalize on this gap.

APPENDIX B:

TOWS ANALYSIS

OPPORTUNITIES		THREATS
<p>1. Increased Enrollment Capacity: With the ability to enroll 200 students per batch in undergraduate programs, there is significant potential to increase revenue and expand the institute's impact.</p> <p>2. Grants from National and International Agencies: Opportunities to secure funding from various agencies can enhance research capabilities and improve the university's global ranking.</p> <p>3. Initiation of New Programs: Starting a four-year BS Midwifery program and potentially a PhD program could attract more students and faculty, thereby strengthening the institute's academic offerings.</p> <p>4. Revenue Generation: Increasing enrollment and initiating new programs provide avenues to generate substantial revenue for the university.</p>		<p>1. Losing Potential Students: Inflexible timing and fee structures, along with the failure to start a PhD program, could drive students to competitor institutions.</p> <p>2. Loss of Faculty: Competitors offering better salary packages and job opportunities threaten DION&M's ability to retain qualified and experienced faculty.</p> <p>3. Missed Grant Opportunities: The lack of a robust research team and PhD faculty puts DION&M at risk of losing extramural grant opportunities to other institutions.</p> <p>4. Failure to Meet Demand: The inability to meet the current demand for nurses due to low enrollment, despite high numbers of applicants, allows competitors to capitalize on this gap.</p>
STRENGTHS	(SO)	(ST)
<p>1. Public Sector, Internationally Recognized Brand: DION&M's status as a public sector institution with international recognition provides it with a strong national and global reputation.</p> <p>2. Successful Alumni: The graduation of 1,144</p>	<p>1. Leverage International Recognition and Collaborations to Expand Academic Programs:</p> <ul style="list-style-type: none"> o Utilize DION&M's international recognition and strong global partnerships to initiate new programs, such as the four-year BS Midwifery and PhD programs. These 	<p>1. Utilize Global Brand to Retain Faculty Amidst Competitive Offers:</p> <ul style="list-style-type: none"> o Leverage DION&M's international brand and partnerships to offer competitive packages and professional growth opportunities that can

<p>baccalaureate and 96 postgraduate students who are placed in key positions showcases the institute's ability to produce influential professionals.</p> <p>3. Rich Clinical Placement Settings: Access to diverse clinical placement settings enriches the educational experience for students.</p> <p>4. Community Outreach and Research Recognition: DION&M's community outreach research office and the recognition of its work by the global research community, along with collaboration with prestigious institutions like the University of Oxford, solidify its standing in the research field.</p> <p>5. Institutional Review Committee and Secured Research Grants: The existence of a committee to oversee postgraduate research and the securing of four extramural research grants highlight the institute's focus on research.</p> <p>6. Networking and Collaborations: Strong ties with international agencies like UNICEF, SABIN, and Global Health Network, as well as participation in WHO's technical advisory group and academic committees, underscore DION&M's global influence.</p>	<p>initiatives will not only attract more students but will also position the institute as a leader in nursing and midwifery education.</p> <p>2. Increase Enrollment Capacity Using Clinical Placement Strengths:</p> <ul style="list-style-type: none"> o Capitalize on the availability of rich clinical placement settings to support an increase in student enrollment. This will help in meeting the demand for nurses and midwives, thereby generating additional revenue for the university. <p>3. Secure Additional Research Grants Through Strong Networks:</p> <ul style="list-style-type: none"> o Build on existing collaborations with international granting agencies like UNICEF and SABIN to secure additional research grants. This will enhance the institute's research portfolio and contribute to its global ranking. <p>4. Expand Community Outreach Programs to Strengthen Brand Equity:</p> <ul style="list-style-type: none"> o Expand DION&M's community outreach and research fieldwork, which has already been recognized globally, to further build its reputation and attract funding and collaboration opportunities. 	<p>help retain faculty in the face of attractive offers from competitors.</p> <p>2. Adapt Flexible Scheduling and Payment Options to Retain Students:</p> <ul style="list-style-type: none"> o Implement flexible class schedules and more accommodation fee structures to prevent potential students from choosing other institutions over DION&M. <p>3. Enhance Research Output to Secure Grants:</p> <ul style="list-style-type: none"> o Strengthen the research team and increase the number of PhD-qualified faculty to improve the institute's research output. This will make DION&M more competitive in securing extramural grants. <p>4. Expand Enrollment and Program Offerings to Meet Market Demand:</p> <ul style="list-style-type: none"> o Address the unmet demand for nurses by expanding enrollment in the BS Nursing program and initiating new programs, ensuring that DION&M remains competitive in the market.
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WEAKNESSES	(WO)	(WT)
<p>1. Faculty Turnover: High faculty turnover due to salary issues and lack of promotion undermines institutional stability and continuity in academic quality.</p> <p>2. Inadequate Faculty-Student Ratio: The current faculty-student ratio (1:100 in theory, 1:25 in clinical) is significantly below PN&MC standards, affecting the quality of education and student engagement.</p> <p>3. Insufficient Infrastructure: The lack of essential infrastructure, such as a smart conference room, nursing skills lab with simulation-based learning, adequate lecture halls, an auditorium, and properly equipped science and digital labs, hampers the institute's ability to provide a comprehensive educational experience.</p> <p>4. Limited Faculty Development and No Regular PhD Faculty: The absence of regular PhD faculty and limited faculty development programs restrict the growth and advancement of faculty members, which is crucial for maintaining educational standards.</p> <p>5. Poor Student Record Keeping: Inefficient alumni record management weakens the institute's ability to maintain connections with</p>	<p>1. Address Faculty Shortages by Initiating PhD Programs:</p> <ul style="list-style-type: none"> o Mitigate faculty turnover and inadequate faculty-student ratios by initiating a PhD program. This will help retain current faculty and attract new, highly qualified staff. <p>2. Improve Infrastructure to Enhance Student and Faculty Experience:</p> <ul style="list-style-type: none"> o Invest in essential infrastructure, including smart conference rooms, nursing skills labs, and larger lecture halls, to improve the educational environment and support the increased enrollment capacity. <p>3. Develop Faculty Through Collaborative Research and Development Programs:</p> <ul style="list-style-type: none"> o Establish targeted faculty development programs in collaboration with international partners to enhance faculty skills, thereby reducing turnover and increasing the number of publications in impact factor journals. <p>4. Improve Student Record Keeping Fostering Alumni Relations:</p> <ul style="list-style-type: none"> o Implement a robust student record-keeping system to maintain strong alumni relations, which can be leveraged for fundraising, networking, and enhancing the institute's reputation. 	<p>1. Mitigate Faculty Turnover by Offering Competitive Salaries and Development Opportunities:</p> <ul style="list-style-type: none"> o Address the issue of faculty turnover by offering competitive salaries, clear promotion paths, and continuous professional development opportunities to retain qualified faculty. <p>2. Strengthen Research Team to Avoid Loss of Grant Opportunities:</p> <ul style="list-style-type: none"> o Build a strong research team, including hiring PhD-qualified faculty, to avoid missing out on valuable grant opportunities due to inadequate research capacity. <p>3. Revamp Infrastructure to Prevent Loss of Students to Competitors:</p> <ul style="list-style-type: none"> o Invest in infrastructure improvements to prevent the loss of potential students to other institutions with better facilities, ensuring that DION&M can accommodate its growing student body effectively. <p>4. Launch New Academic Programs to Retain and Attract Students:</p>

<p>graduates, which is important for networking, reputation, and fundraising.</p> <p>6. Low Publication Output: The minimal number of publications in impact factor journals limits the research visibility and academic standing of DION&M.</p>		<p>o Develop and launch new academic programs, such as a PhD in Nursing, to attract high-caliber students who might otherwise choose competitors due to the lack of advanced educational offerings.</p>
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