



QUESTION BANK (Q BANK)

DOW UNIVERSITY OF HEALTH SCIENCES

# STRATEGIC PLAN (2024 – 2027)

Pioneering Excellence | Inspiring Innovation



**To Heal | To Educate | To Discover**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## DIRECTOR'S MESSAGE



DUHS is the second oldest medical institute of Pakistan with international recognition of high achievers' health care professionals. We are working to develop DUHS Medical Question Banks into a dependable, credible vital resource for healthcare professionals to plan and prepare academic tests and DUHS offering examinations. That will provide reserves for learning assessments for medical students preparing to appear for exams at DUHS or elsewhere. Faculty directed efforts to pool authentic queries to address valid content assessments, by using a variety of reliable tools of assessment. We have a vision to pool a standardized question reservoir, that when practiced by candidates should increase their courses credibility, medical knowledge effectiveness and proficiency. DUHS and students may/ should rely on the credibility of pooled questions.

Nowadays, MCQ books, internet databases, and software applications are frequently available where one may get medical question banks for self-evaluation, test preparation, professional growth, and continuing education. The institutes could use the same source to schedule various courses learning assessment, planning promotion, selection, and aptitude tests. We are striving in a parallel context to develop such a source having valid and standardized questions to lift DUHS-Q Bank's identity, that should be available for learning and assessment, self-preparing for exam and a reliable questions data base for examination department to use in a purposive way.

It is essential to strive for the DUHS Q Bank high-ranking continuity, to make an ongoing consistent program to review questions and re-catalog after assessments, collect feedback and delegate a process of removal of duplicate and defaulted items provided via post exam analysis.

We are planning to inculcate the practices of standard Question Bank proceedings. That should be in line with the international criteria and certainly going to uplift the standard of current practices.

To prepare such a comprehensive question bank in equivalence to USMLE and medical council of Canada qualifying exam (MCCQE) banks so that, students frequently use such for getting updated and do practice for continuous advancement of medical knowledge, rely on its assessment parameters, modes and tools used by the DUHS assessment body. To get oriented with regular practices and answer exam-style questions and prepare for upcoming chores.

In future foreseeing a liaison between Q Bank, Learning Management System (LMS), and digital lab for practicing questions physically and online. That will generate automatic post exam analysis to categorize questions statistically into a credible pool generated itself with the students attempts. On the other hand, a nominal fee can be charged by the students for practicing these pooled

questions, this will generate finances for the DUHS and in return Q Bank will generate a credible pool. Foreseeing a hike to lift standards and credibility of DUHS examination department and a highly granted resource for medical professional learners to promise their success. Insha Allah

May Allah support us to continue commendable efforts.

Dr. Rukhsana Rubeen,  
Chairperson & Professor of Biochemistry,  
Director Q Bank ,  
Dow University of Health Sciences, Karachi, Pakistan

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## EXECUTIVE SUMMARY

Question Bank (Q- Bank) is aimed at compilation of medical questions and answers that are usually arranged by subject, specialization, or test type. Traditionally medical question banks are essential pre-exam part when preparing for tests, promotional assessments, admission tests and aptitude tests like the institutional regular exams. Question banks are of great help for medical professionals' board exams, for students, and medical and allied healthcare workers who can utilize the medical question bank as a source of study and be aware of evaluation tools or by the assessment manners of the institutes that how they are doing learning evaluation. It offers an extensive database of queries and responses addressing many facets of clinical and basic subjects such as medicine, surgery, anatomy, physiology, pathology, and their clinical procedures and so on. The basic function of Q-Bank is to facilitate faculty for question provision for upcoming exams by providing staff, computers, and a suitable space with all logistic support for examination material preparation, and review.

Since its inception Q-Bank, it is providing fresh examination material prepared by the nominated faculty members to the Examination Department for more than 19-degree awarding Institutes of DUHS to conduct the exams as per schedule of academic calendars of about 118 degrees courses. Q-Bank furnishes more than thirty thousand (30 K) Questions per annum in about fourteen formats of Item writing, mostly Single Best Choice type of MCQs items. It is a great zeal to gather such a huge number of questions from 19 different institutes of medical and health aligned capacities, for 118 courses for undergraduates and postgraduate level. Make them available for review, categorize questions according to courses' level, subjects name, arrange as per topics and satisfy the table of specification (TOS) for allocation in required examinations and finally process them to the examination department formally. An ongoing exercise stays throughout the year, where annually, semester-wise, modular examinations continuously take place with periodically having selection tests, aptitude tests and training tests. Q Bank and its staff are always there to facilitate logistics and offices, computers, and books to support and satisfy academic needs.

Remuneration for writing and reviewing questions is reimbursed to the faculty. Annually 1.0 to 1.5 million capita is facilitated to the faculty for their efforts via Q Bank and doing so since 2018.

We hope for the best endeavors in future for the sake of DUHS higher education standards.

## ABOUT Q BANK

The Q-Bank of DUHS commenced operations on April 15, 2006. It is constantly gathering and supplying exam materials to the examinations department so that it may hold different tests for the degrees and certifications that DUHS offers throughout the year. The basic function of Q-Bank is to bank examination material, facilitate staff, and arrange all supportive logistics e.g. books, computers, typing assistance and a suitable space for the faculty members for examination material preparation, and review.

Since its inception of Q-Bank, it is providing fresh examination material prepared by the nominated faculty members to the Examination Department for more than 19-degree awarding Institutes of DUHS to conduct the exams as per schedule of academic calendars of about 118 degrees/ courses.

Q-Bank furnishes between thirty to forty thousand (30000 to 40000) Questions in about fourteen formats of Item writing per annum, where Single Best Choice Questions (SBCQs) type of MCQs items are the most.

In infrastructure, there is a head office and a sub office for Q Bank . Head office is situated on the second floor of the Administration Building in Dow Medical College. Besides Examination and QEC Departments. The sub office of Q Bank is located at DIMC Ojha campus.

In usual practice Chairpersons nominate the faculty members and reviewers to visit Q Bank /s to prepare and submit test questions at the Q Bank offices of DMC and DIMC for upcoming exams. A dynamic strategy works in the background to collect questions prepared in a standardized manner and follow all criteria requirements for maintaining confidentiality.

In its 2013 notification hierarchy, Q Bank appointed a team of twenty-one (21) individuals, who were under administrative control of Q-Bank Directors. Once in 2018 there were fourteen employees in the head office but these days, just six people are responsible for overseeing the whole operation. At the sub office of Q Bank only two staff are dealing with the responsibilities nowadays.



## INTRODUCTION & OVERVIEW

The Question Bank (Q Bank ) of Dow University of Health Sciences is committed to “banking of quality examination material for all DUHS offered Examinations.”

Question Bank (Q- Bank) is aimed at compilation of medical questions and answers that are usually arranged by subject, specialization, or test type. Traditionally medical question banks are essential pre-exam part when preparing for tests, promotional assessments, admission tests and aptitude tests like the institutional regular exams. Question banks are of great help for medical professionals' board exams, for students, and medical and allied healthcare workers who can utilize the medical question bank as a source of study and be aware of evaluation tools or by the assessment manners of the institutes that how they are doing learning evaluation. It offers an extensive database of queries and responses addressing many facets of clinical and basic subjects such as medicine, surgery, anatomy, physiology, pathology, and their clinical procedures and so on.

## Q-Bank Yearly Output in Seven Years

The analysis takes into an account the reviewed Questions submitted to the Examination Department DUHS, Karachi during the calendar years 2018, 2019, 2020, 2021, 2022, 2023 & 2024 separately.

S. No.	Programs / Courses	Years							Total
		2018	2019	2020	2021	2022	2023	2024	
1	B.S. Clinical Laboratory Sciences	2754	5523	5408	6172	5450	6418	7027	38752
2	B.S. Clinical Ophthalmic Technology								
3	B.S. Respiratory & Critical Care Technology								
4	B.S. Perfusion Sciences								
5	B.S. Surgical Technology								
6	MBBS	6128	3335	1505	2609	3473	2992	3682	23724
7	Entry Test			1815	2382	3427	3770	9057	20451
8	Pharm.D	4127	3163	1254	3186	3339	2516	1545	19130
9	DPT	2702	2996	1649	2600	2317	2729	2739	17732
10	M. Phil	3096	2411	1459	3125	2586	1574	2540	16791
11	B.S. Biotechnology	2078	2516	1566	2335	2784	3507	1617	16403
12	BDS	2537	2489	1596	2057	1667	2507	2611	15464
13	B.S. Nutrition	1971	4169	876	771	904	882	2400	11973
14	MDS	2485	1918	284	1793	2199	1304	444	10427
15	Dental Care Professional (Dental Hygienist)	1910	1773	1419	2009	1134	1253	717	10215
16	Dental Care Professional (Dental Technologist)								
17	BBA				2077	2687	952	2406	8122
18	B.S. Radiologic Technology	737	1365	781	1322	799	1196	1453	7653
19	B.S. Nursing (Generic)	1085	788	1194	1077	913	455	919	6431
20	B.S. Optometry			26	346	1008	1374	1908	4662
21	B.S. Prosthetics & Orthotics	978	1559	730	870	53			4190
22	B.S. Occupational Therapy	1344	1373	1267					3984
23	Post RN B.S. Nursing	439	270	600	520	522	180	395	2926
24	MBA			235	624	642	312	1024	2837
25	MS Nursing	531	563	184	244	415	473	314	2724
26	MSAPT	515	675	261	319	331	182	361	2644
27	B.S. Psychology						356	1797	2153
28	Ph.D					271	273	1602	2146
29	B.S. Public Health						320	646	966
30	MPH	365			300	123	18	32	838
31	Post RN BSM			120	317	321	40	40	838
32	EMBA				85	151	189	388	813
33	M.Sc. DS	524	62			194			780
34	Diploma in Tuberculosis & Chest Diseases	100	337		68	169	91		765
35	MS Cardiac Surgery	93	24		333	40	268		758
36	MSBE	441			85		9	163	698
37	MD Pulmonology		19	43	480	112			654
38	MS Neurosurgery		21		31	38	555		645
39	FCPS	10	336				253		599

40	MD Neurology	16		28	20	149	101	210	524
41	MSPH	290		119	19	20	44		492
42	MD Dermatology	313				83	4		400
43	MS Plastic Surgery				133	40	209		382
44	MD Radiology	153					210		363
45	MS E.N.T.	77			23	172	75		347
46	MD Family Medicine	68	12					234	314
47	D.M.J.				223	77	13		313
48	Diploma in Dermatology		95	23	100		42	20	280
49	Diploma in Family Medicine	37	113		69		19		238
50	MS Orthopedic Surgery	87	10					128	225
51	Diploma in Child Health		42			118		63	223
52	MD Critical Care Medicine						210		210
53	MD Anesthesiology	20	10				10	163	203
54	ADP (Biomedical Engineering.)	203							203
55	D.L.O.				98	2		97	197
56	Certificate Course in Ultrasonology				43		13	94	150
57	MHPE	9			4		46	89	148
58	M.Sc. Diabetics & Endocrinology		22		78	36			136
59	MD Cardiology	52			51				103
60	A.A.S. (Radiologic Technology)	103							103
61	Post Graduate Evaluation	97							97
62	MS Ophthalmology	90							90
63	MD Emergency Medicine				54	10			64
64	Diploma in Echocardiography	55							55
65	BBA, MBA (Comprehensive)					55			55
66	Diploma in Diabetic & Endocrinology		12						12
67	Assessment Test		4						4
Total		38620	38005	24442	39052	38831	37944	48925	265819

List of DUHS Degree awarding INSTITUTE (19), and corresponding COURSES (118),

Currently Q-Bank Staff Correspondence

Undergraduate Programs at DUHS			
S.No		Constituent College/ Institute/School	Program
1	1	Dow Medical College	Bachelor of Medicine Bachelor of Surgery (MBBS)
	2	Dow International Medical College	Bachelor of Medicine Bachelor of Surgery (MBBS)
2	3	Dow Dental College	Bachelor of Dental Surgery (BDS)
	4	Dow International Dental College	Bachelor of Dental Surgery (BDS)
	5-A	Dr. Ishrat Ul Ebad Khan Institute of Oral Health Sciences	Bachelor of Dental Surgery (BDS)
3	6-A	Dow College of Pharmacy	Doctor of Pharmacy (Pharm D)
4	7	Dow College of Biotechnology	BS Biotechnology
5	8	Dow Institute of Medical Technology	Bachelor of Science in Medical Technology - Respiratory and Critical Care Technology
6			Bachelor of Science in Medical Technology - Surgical Technology
7			Bachelor of Science in Medical Technology - Clinical Laboratory Sciences
8			Bachelor of Science in Medical Technology - Clinical Ophthalmic Technology
9			Bachelor of Science in Medical Technology - Perfusion Sciences
10	9	Institute of Business & Health Management	Bachelor of Business Administration (BBA)
11			BS Accounting and Finance
12	10	Dow Institute of Nursing and Midwifery	Bachelor of Science in Nursing (BSN)
13			Post RN BS Nursing (Post RN BSN)
14			Post RN BS Midwifery (Post RN BSM)
15	11	School of Public Health	BS Nutrition
16			BS Public Health
17	12	Dow Institute of Physical Medicine & Rehabilitation	Doctor of Physical Therapy (DPT)

18	13	Dow Institute of Radiology	Bachelor of Science in Radiologic Technology (BS RT)
19	14	School of Dental Care Professionals	Bachelor of Dental Hygiene
20			Bachelor of Dental Technology
21	15	Department of Ophthalmology & Visual Sciences	BS Optometry
22	16	Dr Abdul Qadeer Khan Institute of Behavioral Sciences	BS Psychology

**Postgraduate Programs at DUHS**

S.No		Constituent College/ Institute/School	Programs
1	17	School of Postgraduate Studies	Doctor of Medicine in Emergency Medicine
2			Doctor of Medicine in Anesthesiology
3			Doctor of Medicine in Cardiology
4			Doctor of Medicine in Critical Care Medicine
5			Doctor of Medicine in Dermatology
6			Doctor of Medicine in Family Medicine
7			Doctor of Medicine in Medical Radiology
8			Doctor of Medicine in Neurology
9			Doctor of Medicine in Pulmonology
10			Doctor of Medicine in Psychiatry
11			Master of Surgery in Cardiac Surgery
12			Master of Surgery in Neurosurgery
13			Master of Surgery in Ophthalmology
14			Master of Surgery in Plastic Surgery
15			Master of Surgery in Orthopedic
16			Master of Surgery in ENT
17			Master of Philosophy in Biotechnology
18			Master of Philosophy in Physiology
19			Master of Philosophy in Pharmacology
20			Master of Philosophy in Genetics
21			Master of Philosophy in Microbiology

22			Master of Philosophy in Molecular Pathology
23			Master of Philosophy in Biochemistry
24			Master of Philosophy in Pathology
25			Master of Philosophy in Histopathology
26			Master of Philosophy in Anatomy
27			Master of Philosophy in Hematology
28			Doctor of Philosophy in Biochemistry
29			Doctor of Philosophy in Biotechnology
30			Doctor of Philosophy in Physiology
31			Doctor of Philosophy in Pharmacology
32			Doctor of Philosophy in Histopathology
33			Doctor of Philosophy in Medical Microbiology
34			Doctor of Philosophy in Medical Genetics
35			Doctor of Philosophy in Molecular Pathology
36			Doctor of Philosophy in Public Health
37			Doctor of Philosophy in Anatomy
38			Doctor of Philosophy in Clinical Chemical Pathology
39			Doctor of Philosophy in Radiology
40			Doctor of Philosophy in Medicine
41			Doctor of Philosophy in Neurosciences
42			Doctor of Philosophy in Gynae & Obstetrics
43			Doctor of Philosophy in ENT
44			Doctor of Philosophy in Oral Surgery
45			Doctor of Philosophy in Oral Biology
46			Doctor of Philosophy in Operative Dentistry
47			Doctor of Philosophy in Oral Pathology

48			Doctor of Philosophy in Community Dentistry
49	5-B	Dr. Ishrat Ul Ebad Khan Institute of Oral Health Sciences	Master of Dental Surgery (Operative Dentistry)
50			Master of Dental Surgery (Orthodontics)
51			Master of Dental Surgery (Oral Surgery)
52			Master of Dental Surgery (Prosthodontics)
53			Master of Dental Sciences (Oral Biology)
54			Master of Dental Sciences (Sciences of Dental Material)
55			Master of Dental Sciences (Community Dentistry)
56			Master of Dental Sciences (Oral Pathology)
57			Master of Sciences in Operative Dentistry
58			Master of Sciences in Oral Surgery
59			Master of Sciences in Prosthodontics
60			Master of Sciences in Orthodontics
61			Master of Sciences in Periodontology
62			Master of Sciences in Oral Biology
63			Master of Sciences in Oral Pathology
64			Master of Sciences in Dental Materials
65			Master of Sciences in Community Dentistry
66			Master of Sciences in Oral Medicine

67	6-B	Dow College of Pharmacy	Master of Philosophy in Pharmacology
68			Master of Philosophy in Pharmaceutics
69			Master of Philosophy in Pharmacy Practice
70			Master of Philosophy in Pharmacognosy
71			Master of Philosophy in Pharmaceutical Chemistry
72			PhD Pharmacology
73	18	National Institute of Diabetes and Endocrinology	M.Sc in Diabetes & Endocrinology
74	9-B	Institute of Business & Health Management	Master of Business Administration
75			Executive Master of Business Administration
76	10-B	Dow Institute of Nursing and Midwifery	Master of Science in Nursing
77	11-B	School of Public Health	Master of Science in Biostatistics and Epidemiology
78			Master of Public Health
79			Master of Science in Public Health- Health Policy Management
80			Master of Science in Public Health- Social and Behavioral Sciences
81			Master of Science in Public Health- Nutritional Sciences
82	12-B	Dow Institute of Physical Medicine & Rehabilitation	MS Advanced Physiotherapy
83	18	Dow Institute of Health Professionals Education	Masters in Health Professions Education

#### Clinical Postgraduate Diplomas at DUHS

S.No		Constituent College/ Institute/School	Programs
1	17-B	School of Postgraduate Studies	Diploma in Family Medicine
2			Diploma in Medical Jurisprudence
3			Diploma in Cardiology
4			Diploma in Critical Care Medicine
5			Diploma in Child Health
6			Diploma in Dermatology
7			Diploma in Anesthesiology

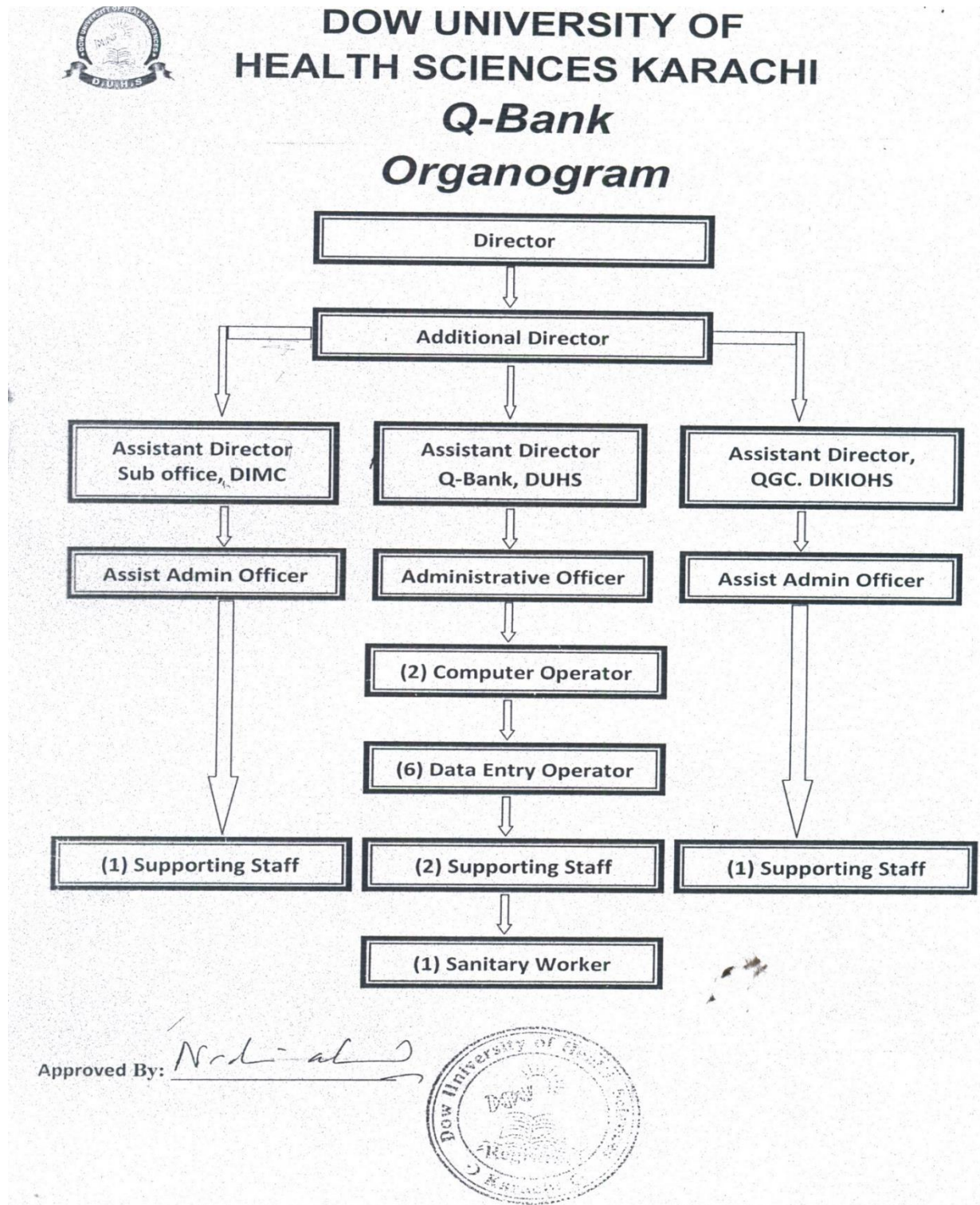


8			Diploma in Ophthalmology
9			Diploma in Laryngo Otorhinology
10			Diploma in Psychiatry
11			Diploma in Medical Radiology
12			Diploma in Echo Cardiography
13	19	Ojha Institute of Chest Diseases	Diploma in Tuberculosis & Chest Diseases

**22 (Undergraduate)+83 (Post Graduate MS, PhD) +13 (Diplomas)= 118 Courses  
From 19 Degree Awarding Institutes**

## ORGANOGRAM

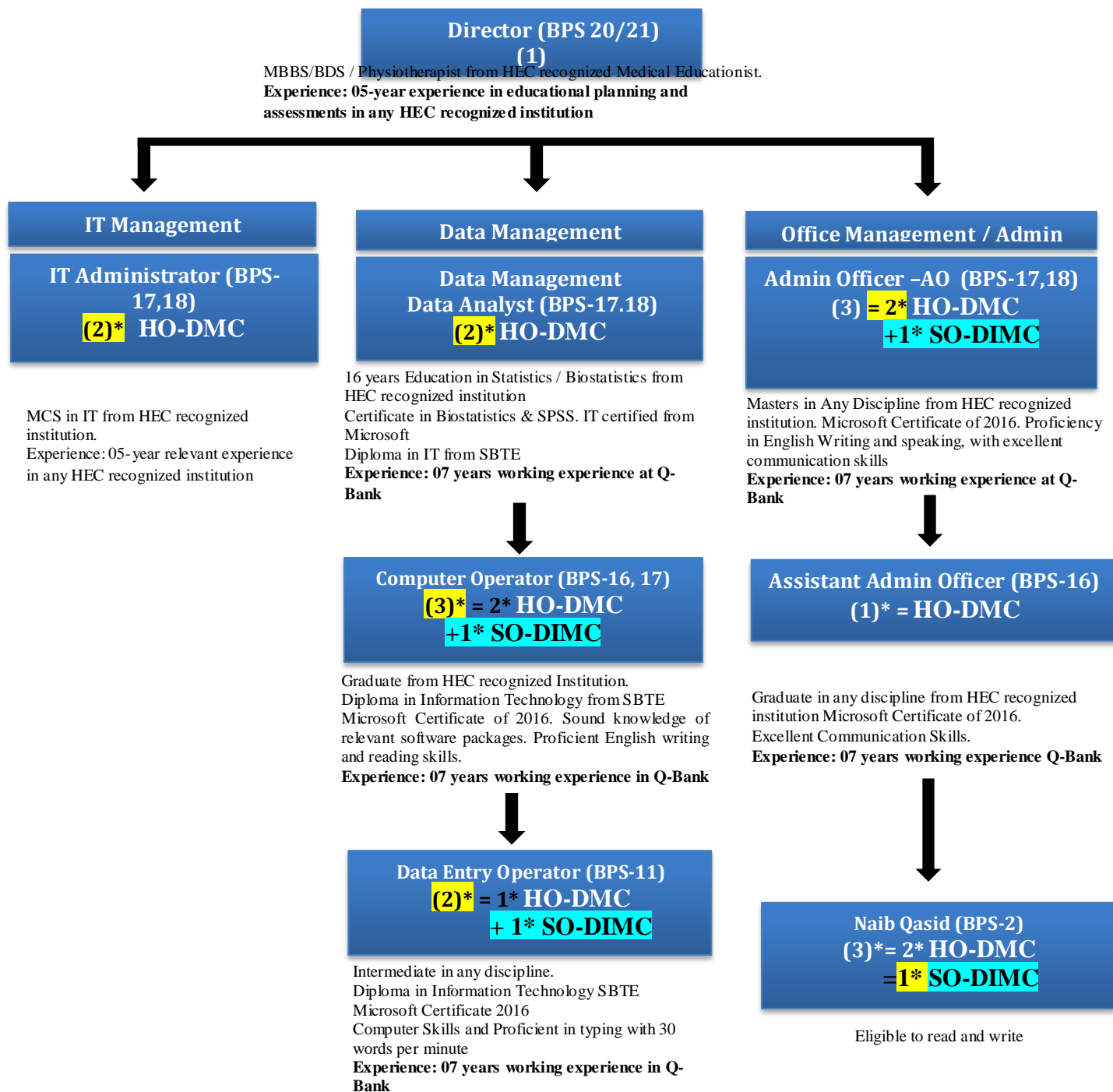
A: Q Bank Hierarchy 2013-Approved





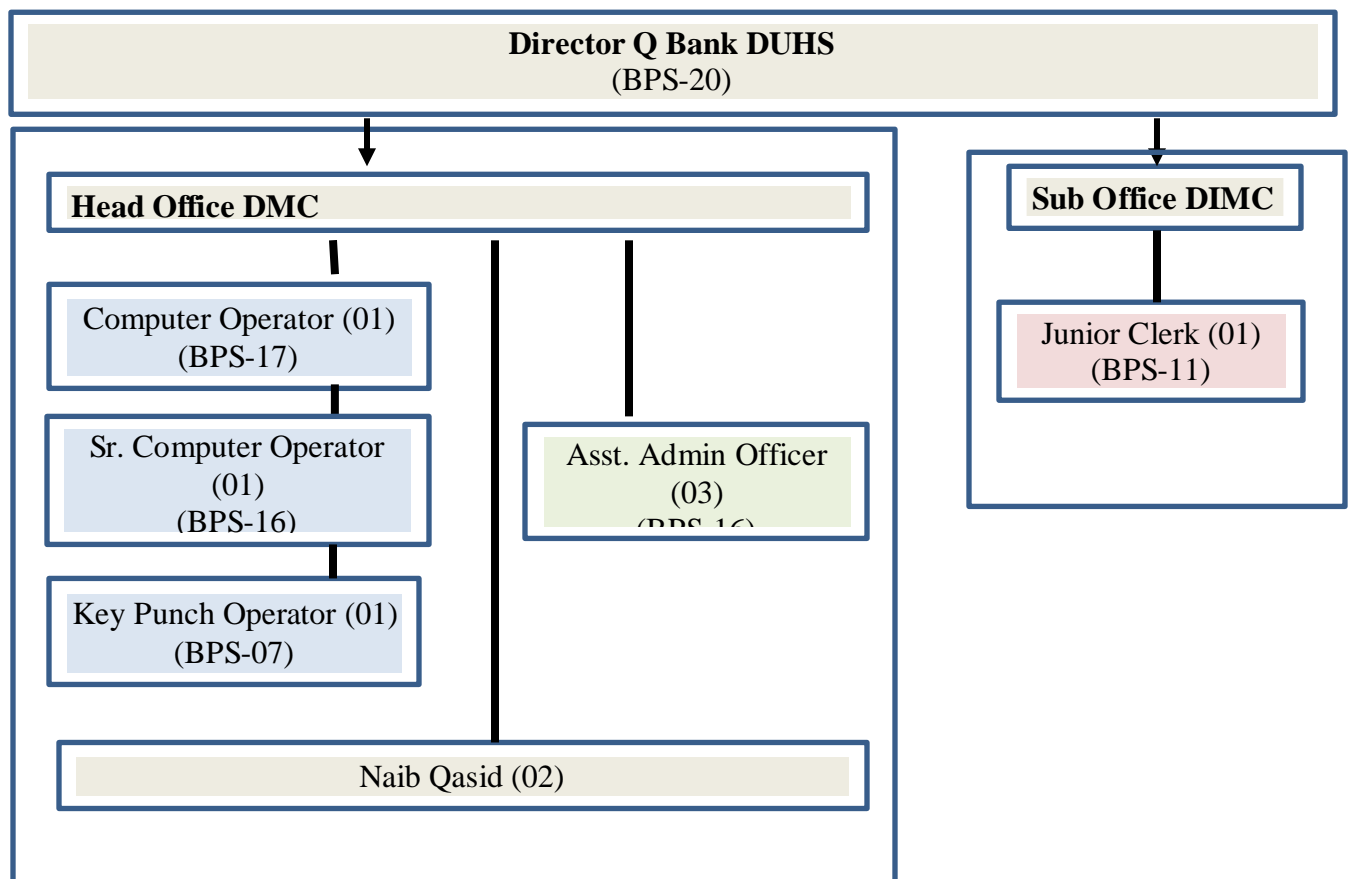
**DOW UNIVERSITY OF HEALTH SCIENCES**  
**Q-Bank**  
**Organogram 2025 (To Be Approved)**

**Q Bank DUHS**  
**Offices at DMC & DIMC Institutes**



**Total =17 Posts and Staff Planned to Work at Q Bank DUHS**  
**Present on Designated Post = 5 at Head Office (HO)-DMC**  
**\*Required posts = 8 at Q Bank Head Office DMC (HO-DMC)**  
**+ 4 at Sub office of Q Bank DIMC DUHS (SO-DIMC)**

## Q BANK CURRENT FACULTY AND STAFF



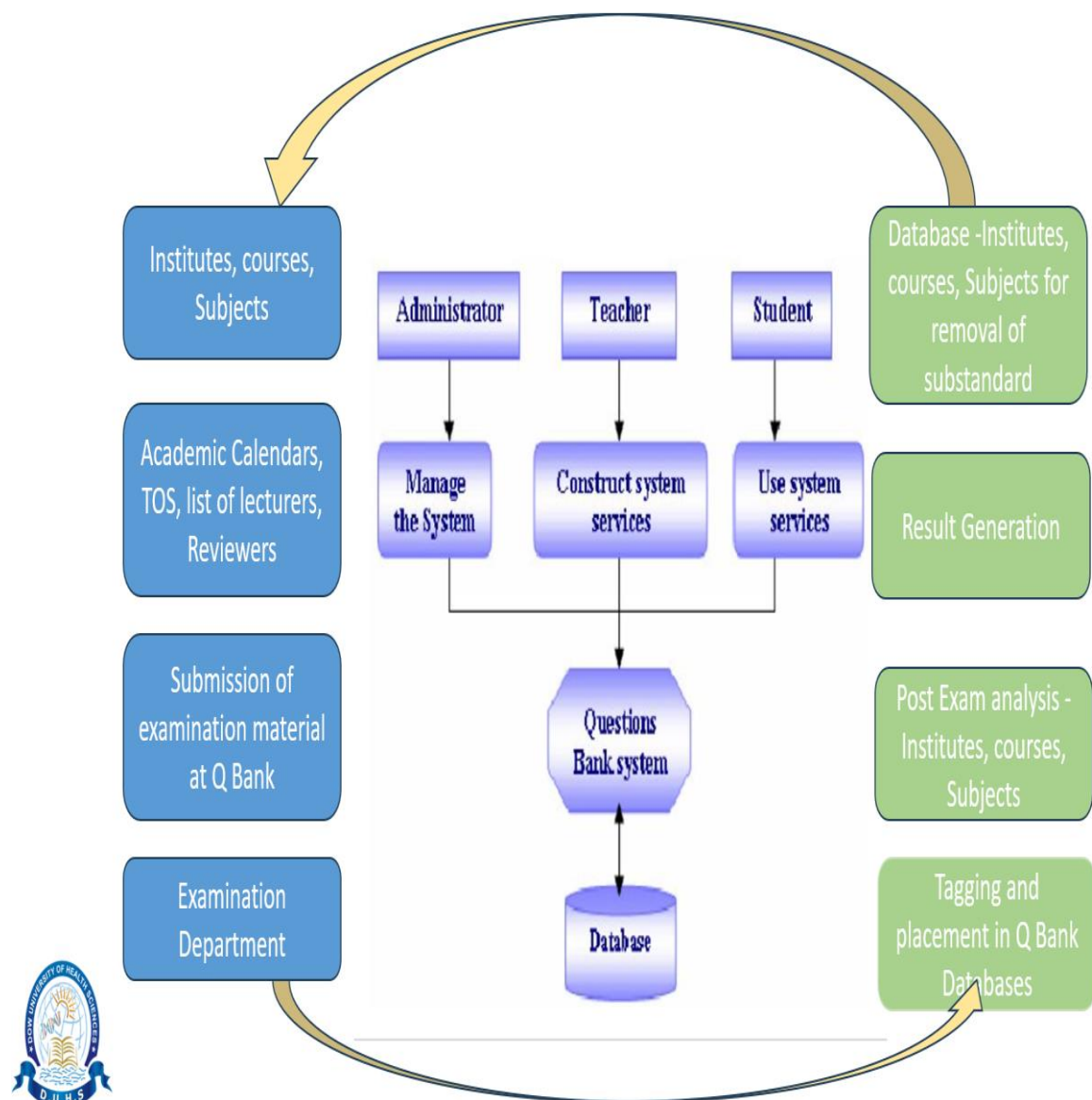
## SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Medical question banks are essential for pre-exam preparation, fixing for tests, promotional assessments, admission tests, aptitude tests, and the institutional regular internal and term exams.

In line with the University's vision, the Question Bank's strategic planning is to establish a standard manner for pooling a valid bank of examination material.

- **Facilitation to the faculty:** We are striving to bank standardized question items prepared by the DUHS faculty for the assessments of all DUHS-offered examinations. This is done to facilitate the DUHS examination system and faculty for pre-exam preparation by collecting and banking all items after validation for future use. By the provision of space, computers, and staff assistance
- **Remuneration provision** for Question writing and reviewing by the faculty. consider available resources in the planning process.
- **Following a formal way of examination material data compilation and sending to the examinations:** This should be organized and arranged with proper information about subjects, specializations, TOS, and categorization according to test types.
- **Develop a blind and leak-proof strategy** to deal with and bank the examination material: A process of maintaining secrecy and a control plagiarism policy to ensure consistency and alignment with the University's vision, and values.
- **Facilitate Question bank for exam preparation** that are of great help for medical professionals' board exams, for students, and medical and allied healthcare workers who can utilize the medical question bank as a source of study and be aware of evaluation tools or by the assessment manners of the institutes that how they are doing learning evaluation. Sustained by measurable goals and strategies, statistically proven data collection for incorporating in future exams as standardized backup.

## PICTORIAL OVERVIEW OF Q-BANK STRATEGIC PLANNING PROCESS





## Q BANK COMMITTEE STRUCTURE

**Team Members:** The Q-Bank team members are,

- |    |   |                 |
|----|---|-----------------|
| 1. | Prof. Rukhsana Rubeen (223) Director, Q Bank    | <b>Chairman</b> |
| 2. | Mr. Abrar Hussain (2044) Computer Operator      | <b>Member</b>   |
| 3. | MS. Irfat (1304) Asst. Admin Officer            | <b>Member</b>   |
| 4. | Mr. Noman Baig (3256) Asst. Admin Officer       | <b>Member</b>   |
| 5. | MS. Shahnaila Imtiaz (3479) Asst. Admin Officer | <b>Member</b>   |
| 6. | Mr. Umair M. Hussain (4018) Key Punch Operator  | <b>Member</b>   |

**Responsibilities:**

1. Prof. Rukhsana Rubeen (223) Director, Q Bank

SR #	Job Responsibilities / Goals
1	<b>Being Chairperson of Biochemistry</b> <ul style="list-style-type: none"> <li>To lead all academic plannings for BDS and MBBS Biochemistry Courses as a nominated Chairperson of Biochemistry subject of the DUHS.</li> <li>To arrange and formulate proceedings for academic approval and maintenance of all standards for biochemistry course development, implementation, assessments, and evaluation.</li> </ul>
2	<ul style="list-style-type: none"> <li>Being Professor of Biochemistry, DDC</li> <li>To facilitate as teacher and examiner and prepare and review exam questions and question analysis.</li> <li>Manage all academic activities of biochemistry teaching and learning lectures, tutorials and practical. Arrangement of periodic tests, online tests, mock exams, and viva exam practice.</li> <li>Make and communicate a table of specification (TOS) for questions selection and preparation for examination.</li> <li>Select paper for annual examination of biochemistry content in MBBS Integrated modular exams, OSPEs and BDS theory and OSPE examinations.</li> <li>Collect feedback from students, faculty and staff and clear quarries in the course.</li> <li>To facilitate as examiner of biochemistry examinations at</li> <li>DUHS and other universities:</li> <li>Liaquat University of Health Sciences, Jamshoro.</li> <li>Jinnah Sindh Medical University, Karachi,</li> <li>Karachi Medical &amp; Dental College, Karachi</li> </ul>
3	<b>As Director Q Bank , DUHS:</b> To direct and manage all examination material collection of more than 19 degrees awarding institutes of DUHS honoring 118 degrees annually. <ul style="list-style-type: none"> <li>To prepare and administer a way for the maintenance of confidentiality of all submitted examination material, formal entry and exit to examination department.</li> <li>Staff and Q Bank offices administration at DMC and DIMC</li> <li>Official correspondence as director Q Bank</li> </ul>

	Supervise preparation of remuneration bills for exam material preparation to the faculty.
4	<b>Research and Publication:</b> To do some molecular research for, To <ul style="list-style-type: none"> <li>• evaluate cancer markers in families of cancer patients.</li> <li>• develop online questions evaluation on standards methods.</li> <li>• develop an online course management system.</li> <li>• develop integrated BDS curriculum.</li> <li>• review MBBS integrated curricular modules</li> </ul>
5	<b>Curriculum Committee Member of BDS and MBBS courses:</b> To facilitate and participate in all curriculum review meetings to improve and develop new courses.

## 2. Mr. Abrar Hussain (2044) Computer Operator

SR #	Job Responsibilities / Goals
1	Coordinate institutions for Q Bank related assignments for ION, IBHM, DIR & DCOP, Prepare the Action Plan of all assigned institutions responsibilities from Q Bank for coordination.
2	Prepare all assigned tasks received from institutions from time to time to Q Bank for coordination. Addresses fix responsibilities of subjects assigned for preparation of examination material of Pathology, Pharmacology, Obs & Gynaecy in MBBS, Pharm D Sem 1 & 2, PS in IMT, MS Neurology year 1 & 3. DCCM, DLO, DFM, DAM, DH
3	Prepare examination material in formal way of all Academic Programs subjects for compiling according to TOS, composing of letters to send the material to the examination
4	Create folder of reviewed questions according to the table of specification. Current status of work in progress of any assigned subject.
5	Handover exams material (soft copy) to the Examinations Dept. DUHS. Prepare monthly Statement of questions furnished to Examination department. Look after Q Bank head-office in absence of Director being the most senior staff of the Q Bank .



### 3. MS. Irfat (1304) Asst. Admin Officer

SR #	Job Responsibilities / Goals
1	Assist all official formal communication for Q Bank , DUHS as well as facilitate Director for all official formal communication to the HR, Finance and to the intuitional coordinators for Q Bank related matters.
2	Coordinate MBBS Program related assignments & all Diplomas. Correspond with the chairs / HODs / Professors for review of all submitted material by the respected faculty of the subject.
3	Prepare the Action Plans of all assigned institutional responsibilities from Q Bank for timely coordination. Draft formal letters for examination material compiling according to TOS, send the material to the examination. Showing Institute, Course, Subject, Writer, Reviewer, Type of Examination material, Date of Submission, Review and Specific detail of all submitted questions according to subject.
4	Maintain all official records of incoming and outgoing letters from the Q Bank . Responsible for receiving all letters and in absence of Director authorize for formal letter reception at Q Bank from all DUHS in the form of hard, soft copy & email correspondence.
5	Provide administrative support to ensure efficient operation of office. Answers phone calls, schedules meetings and supports visitors. Carries out administrative duties such as filing, typing, copying, scanning etc. for Director Q Bank . Maintains inventory by checking stock to determine inventory level, anticipating needed supplies, placing and expediting orders for supplies.

### 4. Mr. Noman Baig (3256) Asst. Admin Officer

SR #	Job Responsibilities / Goals
1	Maintain all incoming and outgoing examination material records, received at Q Bank for all examinations of DUHS in the form of hard & soft copy. Distribution of examination material among the Q Bank staff for further proceedings.
2	Coordinate Institutions for Q Bank related assignments. IBMS Courses: Ph. D, MPhil, School of Postgraduate Sciences: MD, MS, MSc. Diabetic; Endocrinology, Comm. Medicine, Radiology in MBBS, DLO year I, Dip Card year I, Ophthalmic (OP) in IMT, Anesthesiology MD Year I & Year III. MS Neurology
3	Prepare the Action Plans for all assigned Institutions responsibilities from Q Bank for coordination. Pharm-D (undergraduate program) MDS (postgraduate) M Phil (postgraduate) Ph.D. (postgraduate) Subjects: - Community Medicine, Radiology,
4	Coordinate all time to time assigned institutions responsibilities Academic Programs & Subjects of Q Bank . For examination material compiling according to TOS, composing letters to send the material to the examination. Showing Institute, Course, Subject, Writer, Reviewer, Type of Examination material, Date of Submission, Review and Specific detail of all submitted questions according to subject.

5	Prepare the contingent bill for Examination remuneration and submit it to the Dept. of Finance and Coordination with finance Dept. DUHS. Prepare the Overtime Bill Monthly. To Prepare the Sending Material Q Bank Monthly Report.
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#### 5. MS. Shahnila Imtiaz (3479) Asst. Admin Officer

SR #	Job Responsibilities / Goals
1	Coordinate institutions for related assignments of Dentistry Programs MSc, MDs, BDS, DCP (Hy & Tec)
2	Manage subjects for Q Bank related assignments of BDS, Pharm-D, ION, DPT, DMT, MDS. Comm. Subject of IMT, Sem 5 & 6 in Generic Nursing academic programs Subjects of all assigned Institutions responsibilities from Q Bank for coordination. Compile according to TOS and compose letters to send the material to the examination.
3	Prepare remuneration bill month wise that include typing, calculation and compiling of all sent examination material for each faculty and academic institute month wise for preparation of Remuneration bill send to the dept. of Finance, DUHS.
4	Prepare the Q Bank Monthly Report & compile all records of reviewed sent material for publication and communication with the higher authorities
5	Analyze & compile all records of reviewed sent material for publication and communication with the institutional higher authorities. All examination material received by Q Bank processed, reviewed, composed at Q Bank and finally sent to the examination material, published on an annual basis. This record is published annually for institutes and course wise.

#### 6. Mr. Umair M. Hussain (4018) Key Punch Operator

SR #	Job Responsibilities / Goals (Weightage 45%)
1	Coordinate institution for Q Bank related assignments. DCOP, DRIBS
2	Prepare all assigned tasks received from institutions from time to time to Q Bank for coordination. Address fix responsibilities of subjects assigned for preparation of examination material of Ph-D sem 9 & 10, Clinical Laboratory Sciences (CLS) in IMT, Nursing (Generic) sem 1 & 2, Forensic, Paeds, ENT & EYE in MBBS
3	Incorporate corrections made by reviewers' time to time. Make a folder of reviewed questions according to the table of specification.
4	Coordinate time to time all assigned institutional responsibilities Academic Programs & Subjects of Q Bank . For examination material compiling according to TOS, composing letters to send the material to the examination. Showing Institute, Course, Subject, Writer, Reviewer, Type of Examination material, Date of Submission, Review and Specific detail of all submitted questions according to subject.
5	Maintain all computer related hardware and software issues and assignments. Correspond to the DUHS IT dept. for computer related repair and new purchasing. Look after for intra-net facility in between all the Q Bank Computers. Look after CC TV and cameras.

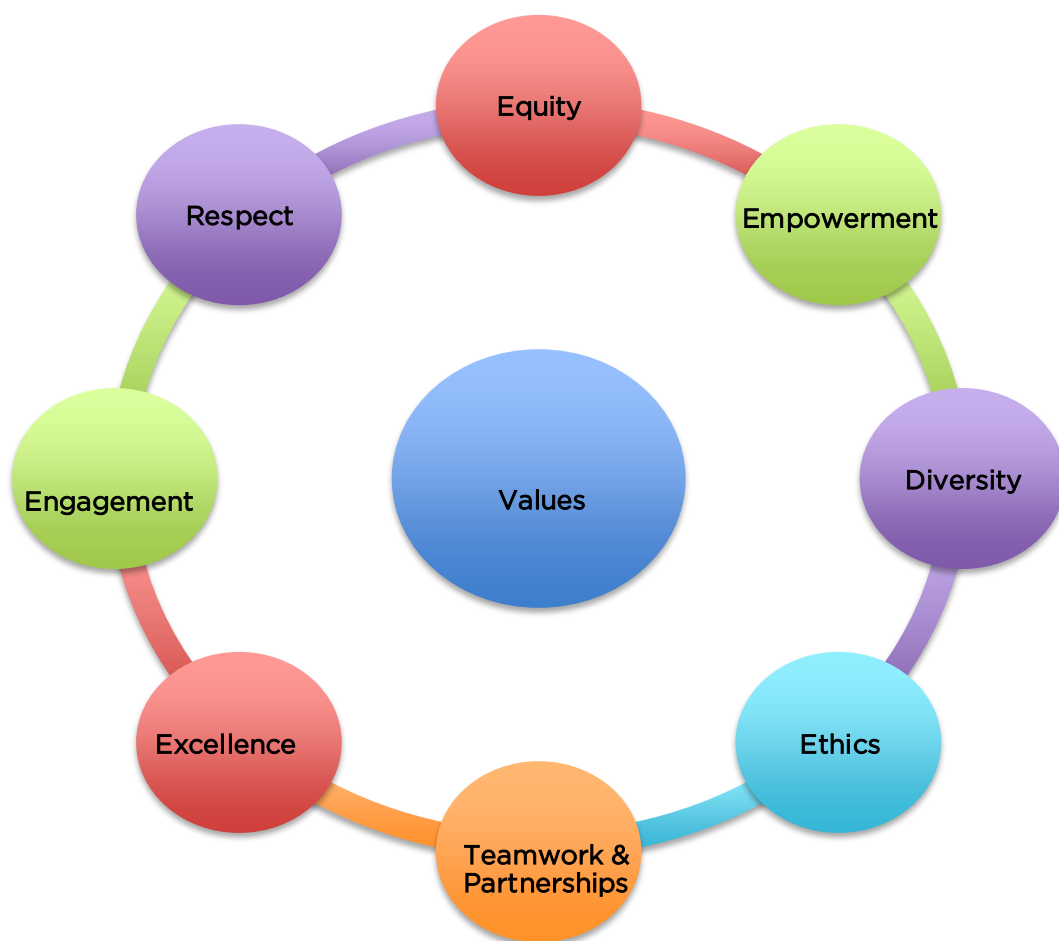
## SECTION II: VISION, MISSION & VALUES

### VISION

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

### MISSION

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



### VALUES

#### Customer Service

- Put students first

#### Empathy & Compassion

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

#### Excellence

- Be the best and commit to exceptional quality and service

#### Innovation

- Encourage curiosity, imagine, create, and share

#### Teamwork

- Engage and collaborate

#### Integrity & Leadership

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

#### Respect & Collegiality

- Be kind
- Listen to understand
- Value different opinions

### **STATEMENT OF PURPOSE**

Banking of quality examination material for DUHS offered Examinations.

VALUES:	VALUES: Inculcated at Q Bank
<b>Customer Service</b> <ul style="list-style-type: none"> <li>○ <i>Put patients &amp; students first.</i></li> </ul>	Facilitate the faculty and maintain the standardized policy
<b>Empathy &amp; Compassion</b> <ul style="list-style-type: none"> <li>○ <i>Understand before you judge.</i></li> <li>○ <i>Be concerned for the sufferings &amp; misfortunes of others.</i></li> </ul>	Follow the rules to pool valid items that raise good physicians
<b>Excellence</b> <ul style="list-style-type: none"> <li>○ <i>Be the best and commit to exceptional quality and service.</i></li> </ul>	Always Q-Bank striving to pool the standardized, valid questions pool
<b>Innovation</b> <ul style="list-style-type: none"> <li>○ <i>Encourage curiosity, imagine, create, and share.</i></li> </ul>	In search of new ideas to digitalize the Q Banking and include AI to update the process.
<b>Teamwork</b> <ul style="list-style-type: none"> <li>○ <i>Engage &amp; collaborate.</i></li> </ul>	Care, and involve each member of Q Bank in the team to update their skills and provide training
<b>Integrity &amp; Leadership</b> <ul style="list-style-type: none"> <li>○ <i>Be a role model and influence others to achieve their best. Have the courage to do the right thing.</i></li> <li>○ <i>Hold yourself and others accountable.</i></li> </ul>	Team members and the director are trustworthy, to maintain the secrecy and be accountable for the provided responsibility to deal with the exam material.
<b>Respect &amp; Collegiality</b> <ul style="list-style-type: none"> <li>○ <i>Be kind.</i></li> <li>○ <i>Listen to understand.</i></li> <li>○ <i>Value different opinions.</i></li> </ul>	respect the team members, no difference in grades in collaborative proceedings.

### SECTION III: ASPIRATIONAL INSTITUTIONS:

We have chosen two institutes, as a benchmark and aspiration,

- United States Medical Licensing Examination (USMLE)
- Medical council of Canada qualifying exam (MCCQE) banks
- Kaplan Test Prep (<https://www.kaptest.com › medical-educators › qbanks>)
- To prepare such a comprehensive question bank in equivalence to the United States Medical Licensing Examination (USMLE) and medical council of Canada qualifying exam (MCCQE) banks so that, students frequently use such for getting updated and do practice for continuous advancement of medical knowledge, rely on its assessment parameters, modes and tools used by the DUHS assessment body. To get oriented with regular practices and answer exam-style questions and prepare for upcoming chores.
- **USMLE Q Bank:** Nowadays, MCQ books, internet databases, and software applications are frequently available where one may get medical question banks for self-evaluation, test preparation, professional growth, and continuing education.
- The same source could be developed by the DUHS institutes for scheduling various kinds of courses, learning assessment, planning promotion, selection, and aptitude tests. We are motivated in a parallel context to develop such a source having valid and standardized questions to lift DUHS-Q Bank's identity, that should be available for learning and assessment, self-preparing for the exam and a reliable questions database for the examination department to use in a purposive way.

## SECTION IV: STRATEGIC GOALS

**Goal 01: A policy for standardized question administration and banking**

**Objective 1:** Improve the Quality of the Examination Question Generation Process in collaboration with examination department and medical education department.

**Objective 2:** Expand Q Bank Accessibility and Reach for faculty to develop and review questions.

**Objective 3:** Strengthen standardization criteria on educational grounds for justified question banking

**Goal 02: To facilitate the DUHS examinations & faculty for constructing question items, developed on standardized grounds, and bank all question items after validation (post-exam analysis) for future use.**

**Objective 1:** To facilitate the faculty of 19 academic institutions for exam Item Collection and Submission for 118 courses, related to thousands of subjects.

**Secondary Objectives:**

- I. Receive the examination material in hard and soft copies.
- II. Distribute examination material for formulation.
- III. Type and formulate in the required format
- IV. Review of examination material for content, context, and structural validation
- V. Send it to the examination department.

**Goal 03: To achieve all measures to prevent leaking and plagiarism of examination material administered by the Q-Bank.**

**Objective 1:** Follow the requisites for certifying the maintenance of secrecy.

**Objective 2:** Apply Turnitin and other measures to identify the resubmission

**Goal 04: Address capacity building of technical staff of Q Bank**

**Objective 1:** Plan and arrange training and workshops for:

- I. Statistical measures awareness for managing the Item bank by cataloging and performing post examination analysis and data management of hard and soft copies by filing and record keeping.
- II. English Language, Grammar of working Q Bank Staff and communication skills

**Goal 05: Address capacity Building of Faculty for quality item Preparation:**

**Objective 1:** Plan and arrange training and workshops for:

- I. Item Writing for faculty
- II. Item Analysis for faculty and Q Bank staff
- III. Pre exam Analysis for construction of Items for faculty
- IV. For Content validation for faculty
- V. English Language, Grammar of Faculty for English writing, and communication skills
- VI. Post-exam Analysis planning is under process with the Examination department for highlighting the procedures to accommodate in the future.

**Goal 06: Review of Question Items already submitted in Examination Pool:**

**Objective 1:** To facilitate the Review of already submitted Question Items in the Examination Pool in previous years by developing a consistent system.

- I. Extensive work is going on simultaneously with new question submissions for Review of Question Items already submitted in the Examination Pool in previous years.
- II. Module and semester-wise examinations department of DUHS hands over the question form pool for review to Q Bank.
- III. Q Bank manages the review by the respective faculty and reviewers.
- IV. Faculty restructures after reviewing content and other quality parameters on check list and resubmits to Q Bank.
- V. Q Bank resubmits the reviewed question to the Examination Department back as received and updated.



## OBJECTIVES, OKRs & KPIs

Goal 01: A policy for standardized question administration and banking							
Goal Statement: To accomplish a policy for standardized question preparation, administration and banking for the assessments of all DUHS offered examinations.							
Objectives & Key Results (OKRs)							
Objective 1: Improve the Quality of Examination Question Generation Process in Collaboration With Examination Department and Medical Education Department							
Objective	Key Results	Measurement Method	Target	KPI	Person Responsible	Resource Requirement	Timeline
Improve the collaboration with the examination department and medical education department	Plan regular meetings and resolve agenda for highlighted issues	Minutes of the meeting	50% address issues & resolvent	Minutes predict the discussion and resolvent	Dir Q Bank	Allocation of appropriate administrative staff and offices.	June 2025
Objective 2: Expand Q Bank Accessibility and Reach for faculty to develop and review questions							
Objective	Key Results	Measurement Method	Target	KPI	Person Responsible	Resource Requirement	Timeline
Expand Q Bank Accessibility and Reach for faculty to develop and review questions	Evaluate the issues lessening the accessibility to Q Bank, the preparation and review of questions	Google Forms filling to evaluate the reasons.	50% address issues & resolvent	data analytics of benchmarking	Allocation of appropriate Data analyst and IT resources	Statistician, Data analyst and IT resources	Dec 2025
Objective3: To Strengthen standardization criteria on educational grounds for justified question banking							
Objective	Key Results	Measurement Method	Target	KPI	Person Responsible	Resource Requirement	Timeline
To Strengthen standardization criteria on educational grounds for justified question banking	Identify and implement minimum standardized criteria for questions validity evaluation and reliability of tools	Faculty development program in collaboration with the medical education department for standardized criteria for questions validity evaluation and reliability of tools	70% Faculty training for implementation of standardized criteria for questions validity evaluation and reliability of tools	70% Faculty training planning and scheduling from DIHP-DUHS	Directors DIHPE and Q Bank	Administrative Staff officers of Directors DIHPE and Q Bank	June 2026

<b>Goal 02: To facilitate the DUHS examinations &amp; faculty for constructing question items, developed on standardized grounds and bank all question items after validation (post-exam analysis) for future use</b>							
<b>Goal Statement: To gather examination material/ Question items, developed in a standardized manner, and bank all question items after validation through post-exam analysis for content, context, and structural validation by reviewing each item on checklist for these criteria for future use.</b>							
<b>Objectives &amp; Key Results (OKRs)</b>							
<b>Objective 1: To facilitate faculty for Item Collection and Submission for 118 courses, related to thousands of subjects</b>							
<b>Objective</b>	<b>Key Results</b>	<b>Measurement Method</b>	<b>Target</b>	<b>KPI</b>	<b>Person Responsible</b>	<b>Resource Requirement</b>	<b>Timeline</b>
<p>To collect examination material, comprehend and submit to the examination department. More precisely, it includes secondary objectives:</p> <ul style="list-style-type: none"> <li>Receiving of the examination material in hard and soft copy.</li> <li>Distribution of examination material for formulation.</li> <li>Typing and formulating.</li> <li>Review of examination material for content, context, and structural validation</li> <li>Send it to the examination department.</li> </ul>	KR1: Record keeping and data analysis statistically	Reporting to the high stacks	100% To receive and send to the examinations timely and formal as per TOS and action plan for each institution.	KPI 1: Annual collection of around 30000 to 40000 Qs /- year *(Questions-Qs)	Mr. Abrar Ahmed Mr. Noman Ms. Shahnila Imtiaz Ms. Irfat Mubarak Mr. Umair	Allocation of appropriate Q Bank personnel, statistician, and IT resources for data analytics of benchmarking parameters e.g. Post exam analysis, Tagging, re-reviewing	Monthly, trimonthly and yearly
	KR2: Report on input and output weekly, monthly, quarterly and yearly, maintained KR3: Online submission and software application	To manage the Dropout rate during induction and reviewing in uncertain situations, maintain an online system for submission and statistics	At least 70% e.g., Covid 19, Pre-exam practice test and Questions review for valid content and context	KPI 2: 7 years sent examination report generated and communicated to the higher stakes Publication of report Publication of report	Mr. Abrar Ahmed Ms. Shahnila	Financial and technical resources are required for the dissemination of information on programs. Additional support and internet and software development services	50% of institutes' orientation to provide submission and review of examination material online by 2026.
	KR4: Data Analysis for remuneration for item writing and review	Reporting to the high stacks	100%	KPI 4: Regular distribution of remuneration to the writers and reviewers	Ms. Shahnila Imtiaz	100%	6 monthly and quarterly

Goal 03: To achieve all measures to prevent leaking and plagiarism of examination material administered by the Q-Bank.							
Goal Statement: Develop a blind and leakage proof strategy to deal with the bank the examination material a process of maintaining secrecy and a controlled plagiarism policy to ensure consistency and alignment with the university's vision and values							
Objectives & Key Results (OKRs)							
Objective 1: Follow the requisites for certifying the maintenance of secrecy							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Follow the requisites for certifying the maintenance of secrecy.	80 % to achieve all measures to prevent leaking and plagiarism of examination material comprehended by the Q Bank	Mandatory submission of the undertaking and skills to identify plagiarism	Data analysis, report generation, labeling of questions for further categorization	80% Complete	Mr. Abrar Ahmed Mr. Noman	High calibration and capacity computers	Dec- 2025
	Train 50 staff members	Access to the already submitted question to compare with the already submitted data	Rate of questions retrieved from examinations and reviews from software, faculty and students	Full deployment in 01/2027	Administrative officers and Assistant administrative officers	Software and its training, Space for proper offices, faculty facilitation, Computers, and infrastructure	by Dec 2025
Objective 2: Apply Turnitin and other measures to identify the resubmission							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Apply Turnitin and other measures to identify the resubmission	Depends on developers and IT managers -	Application of DAS, Turnitin, and AI tools to prevent leakage	Data analysis, report generation, labeling of questions for further categorization	40% trained	Administrative officers and Assistant administrative officers	Software and its training. Availability of digital lab and space on the DUHS website	by Dec 2026

Goal 04: Address capacity building of technical staff of Q Bank							
Goal Statement: Capacity building of technical staff of Q Bank for statistical measures awareness for managing the Item bank by cataloging and performing post examination analysis and data management of hard and soft copies by filing and record keeping, by arranging continuous skill development trainings for AI tools, English Language, computer programming's and communication skills for working Q Bank Staff							
Objectives & Key Results (OKRs)							
Objective 1: Plan and arrange training and workshops for capacity building of technical staff of Q Bank							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Plan and arranging training and workshops for capacity building of technical staff of Q Bank	Identify minimum needs for Staff technical skills required and implement the trainings.	Staff training program in collaboration with the IT, and medical education department for standardized criteria for questions validity evaluation and reliability of tools	70% staff training for skills for questions review and tagging with validity content	70% training planning and scheduling from IT & DIHP- DUHS	Directors, IT, DIHPE and Q Bank	Administrative Staff officers of Directors DIHPE and Q Bank	June 2026

Goal 05: Address capacity Building of Faculty for quality item Preparation:							
Goal Statement: To address the capacity building of faculty for quality item preparation, technological resources required. The hands-on learning and implementation by trainings for Item Writing, Item Analysis, Pre exam Analysis for construction of Items, content validation, English Language, writing workshops and communication skills,							
Objectives & Key Results (OKRs)							
Objective 1: Plan and arrange training and workshops for quality item Preparation							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Plan and arrange training and workshops for quality item Preparation	Plan and arrange training <ul style="list-style-type: none"> <li>Item Writing for faculty</li> <li>Item Analysis for faculty and Q Bank staff</li> <li>Pre exam Analysis for construction of Items for faculty               <ul style="list-style-type: none"> <li>For Content validation for faculty</li> </ul> </li> <li>English Language, Grammar of Faculty for English writing, and communication skills</li> <li>Post exam Analysis planning is under process with the Examination department for highlighting the procedures to accommodate in future.</li> </ul>	Faculty development program in collaboration with the medical education department for standardized criteria for questions validity evaluation and reliability of tools	70% Faculty training for implementation of standardized criteria for questions validity evaluation and reliability of tools	70% Faculty training planning and scheduling from DIHP- DUHS	Directors DIHPE and Q Bank	Administrative Staff officers of Directors DIHPE and Q Bank	June 2026

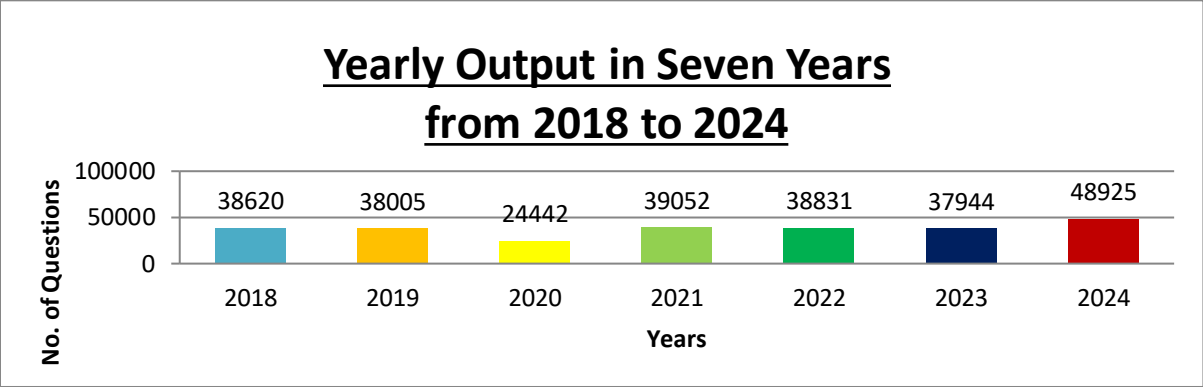
<b>Goal 06: Goal 06: Review of Question Items already submitted in Examination Pool:</b>							
<b>Goal Statement: To review the already submitted Question Items found in the Examination Pool provided in previous years with new question submission taking place continuously.</b>							
<b>Objectives &amp; Key Results (OKRs)</b>							
<b>Objective 1: To facilitate the Review of already submitted Question Items in Examination Pool in previous years by developing a consistent system.</b>							
<b>Objective</b>	<b>Key Results</b>	<b>KPI</b>	<b>Measurement Method</b>	<b>Target</b>	<b>Person Responsible</b>	<b>Resource Requirement</b>	<b>Timeline</b>
To facilitate the Review of already submitted Question Items in Examination Pool in submitted in previous years by developing a consistent system.	Module and semester wise examinations department of DUHS hand overs question form pool for review to the Q Bank. Q Bank manages the review by the respective faculty and reviewers. Faculty restructures after reviewing content and other quality parameters on checklist and resubmits to Q Bank. Bank resubmits reviewed question to Examination Department back as received updated.	60% tagging of reviewed questions on parameters of D.I, Dis. I, reliability and Option analysis	Post exam Analysis results after examinations and	70% questions review and tagging with validity content	70% training planning and scheduling from IT & DIHP- DUHS	Directors, IT, DIHPE and Q Bank	Dec 2027

## SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

Strategic Goal	Recourses			
	Human	Equipment and utilities	Space	Trainings
<b>Goal 01:</b> To accomplish a policy for standardized question preparation, administration and banking for the assessments of all DUHS offered examinations.	Experts of the required fields in medical education for Director, deputy director posts. Hire expert's medical educationist with postgraduate degrees experience in domain of assessments, and evaluation to work with Statisticians, & administrator for Qualitative Research and management	High configuration computers Internet facilities, multimedia rooms and suitable offices with computers, printers, scanners, & furniture etc.  Closed monitoring system with cameras, DVR, LED Publication resources of reporting and presentation of Q Bank performances	Sitting space offices for hired faculty fully facilitated with internet and IT support Furniture for faculty common room/flooring, lockers, AC, water dispensers	Participation in Continuing professional development seminar, national and international conferences,
<b>Goal 02:</b> To facilitate the DUHS examinations & faculty for constructing question items, developed on standardized grounds, and bank all question items after validation (post-exam analysis) for future use.	Hire Four experts Computer Masters and Statisticians, additional Experts at administrator level with postgraduate degrees in domain for Qualitative Research and management	High configuration computers Internet facilities, multimedia rooms and their furniture etc. Equipment for SMART digital/video conferencing room and IT support Furniture for faculty common room/flooring , lockers, AC, water dispensers Equipment for the Office of	Sitting space offices for staff and faculty interaction Two additional well-equipped seminar rooms with a sitting capacity of 10-20 members meeting Space for kitchen services Lab for Video conferencing room for virtual training and online meetings and seminars. Male and female restrooms	Upgradation of skills and competencies of staff and faculty Statistical measures awareness for managing the Item bank by cataloging and performing post examination analysis and data management of hard and soft copies by filing and record keeping.

		Staff and faculty affairs		
<b>Goal 03:</b> To achieve all measures to prevent leaking and plagiarism of examination material	Required IT , and Statistics specialists having MCS, M. Phil in IT and Statistics from HEC recognized institution. Experience: 05-year relevant experience in any HEC recognized institution	Software Trainings: Turnitin, DAS, LMS. Moodle, Data management English Language, Grammar of working Q Bank Staff and communication skills	Sitting space offices for staff and faculty interaction	Software Trainings: Turnitin, DAS, LMS. Moodle, Data management English Language, Grammar of working Q Bank Staff and communication skills
<b>Goal 04: Address capacity building of technical staff of Q Bank</b>	Hire staff with expertise for needed Administrative officers, assistant administrative officers, computer operators	High configuration computers Internet facilities, multimedia rooms and their furniture etc.	Multimedia rooms and their furniture etc. Equipment for SMART digital/video conferencing room and IT support	Hire faculty with expertise for needed training at DIHPE, IT and Statisticians
<b>Goal 5: Address capacity Building of Faculty for quality item Preparation:</b>	Skilled Trainers and qualified faculty and medical educationist team administrative management team	Seminar room facilities and Digital learning platforms, Data analytics tools for big data	Adequate physical infrastructure (building, classrooms) Multimedia rooms and their furniture etc. Equipment for SMART digital/video conferencing room and IT support	Hire faculty with expertise for needed training at DIHPE, IT and Statisticians
<b>Goal 06: Review of Question Items already submitted in Examination Pool:</b>	Skilled Trainers and qualified faculty and medical educationist team administrative management team	Web development for online bank availability and review , Equipment for SMART digital/video conferencing room and IT support Furniture for faculty	Online availability of questions, for learning assessments, require digital access, Seminar room facilities and their furniture etc. Equipment for digital literacy, SMART digital/video conferencing room and IT support	Faculty training for CHPE, post exam analysis, to use software like DAS, Moodle, LMS, to learn questions validity estimation and standardization.

# SECTION VI: IMPLEMENTATION & MONITORING OF THE STRATEGIC PLAN



Q Bank ’s 7 years Output Report (2018- 2024)

No. of Questions	38620	38005	24442	39052	38831	37944	48925
Years	2018	2019	2020	2021	2022	2023	2024



## Submission Of Examination Materials

A	B	C	D	E	F	G	H
Date	Institute	Writer's Name	Designation	Field	Semester	Subjects	Item Type & No. of Qs
2/1/2018	IPM&R	Ms. Madeeha Latif	AP	P & O	VI	Psychology	BCQs-50
3/1/2018	IPM&R	Mr. Saifullah	Lecturer	DPT	IV	Biomechanics & Ergonomics	BCQs-10
5/1/2018	DMC	Dr. M. Sajjad Ashraf	AP	MBBS	IV	Peds Surgery	BCQs-2
9/1/2018	CHK	Dr. Bushra Zulfiqar	AP	MS	3rd Year	Plastic Surgery	BCQs-5
#####	IPM&R	Ms. Sajida Kamran	Sr. Lecturer	DPT	IV	Manual Therapy	BCQs-8
#####	IPM&R	Ms. Shala Rafiq	Sr. Lecturer	OT	VI	Occupational Therapy Management	BCQs-25
#####	CHK	Dr. Bushra Zulfiqar	AP	MS	3rd Year	Plastic Surgery	BCQs-4
#####	CHK	Dr. Bushra Zulfiqar	AP	MS	4th Year	Plastic Surgery	BCQs-3
#####	IPM&R	Dr. Madiha Zia	AP	P & O	VI	Clinic II	BCQs-16
#####	IPM&R	Dr. Madiha Zia	AP	P & O	VI	Clinic II	BCQs-34
#####	IPM&R	Dr. Kashmala Khan	AP	DPT	VI	Integumentary Physical Therapy	BCQs-17
#####	DMC	Dr. Asad Khan	AP	MS	3rd Year	Cardiac Surgery	SAQs-10
#####	DMC	Dr. Asad Khan	AP	MS	3rd Year	Cardiac Surgery	SAQs-4
#####	IPM&R	Ms. Saima M. Urs	Sr. Lecturer	DPT	VI	Paediatrics Physical Therapy	BCQs-10
#####	IPM&R	Ms. Sajida Kamran	Sr. Lecturer	DPT	VI	Paediatrics Physical Therapy	BCQs-18
#####	IPM&R	Dr. Faizan	Lecturer	DPT	VI	Physiology III	BCQs-18
#####	IPM&R	Dr. Anika Saleem	Lecturer	DPT	VI	Physiology III	BCQs-19
#####	IPM&R	Dr. Areeba Shafiq	Lecturer	DPT	VI	Anatomy	BCQs-20
#####	IPM&R	Dr. Aftab Ahmed Mirza	Lecturer	DPT	VI	Integumentary Physical Therapy	BCQs-8
#####	IPM&R	Dr. Aftab Ahmed Mirza	Lecturer	DPT	VI	Neurological Physical Therapy	BCQs-04
#####	DMC	Dr. Bushra Zulfiqar	AP	MS	3rd Year	Plastic Surgery	BCQs-15
#####	DIKIOHS	Dr. Muneeb Ahmed	AP	BDS	VIII	Prosthodontics	OSCE-06
#####	DIKIOHS	Dr. Muneeb Ahmed	AP	BDS	VIII	Prosthodontics	OSCE-03
1/2/2018	IPM&R	Dr. Farheen Hasnain	AP	DPT	VI	Anatomy	BCQs-07
1/2/2018	IPM&R	Dr. Faizan Siddique	Lecturer	DPT	VI	Neurological Physical Therapy	BCQs-03
1/2/2018	IPM&R	Mr. S.M. Mehboob Alam	Lecturer	DPT	VI	Neurological Physical Therapy	BCQs-03
3/2/2018	IPM&R	Dr. Farheen Hasnain	AP	DPT	VI	Anatomy	BCQs-08
3/2/2018	IPM&R	Mr. M. Mohib H	Lecturer	DPT	VI	Prosthetics & Orthotics	BCQs-07

A	B	C	D	E	F	G	H	I	J	K
Date	Institute	Course	Sem/Year	Subject	Writer & Received from	Employee	Question Sheet	Submission		
							DMC (Q-Bank Head Office)	DMC (Q-Bank Sub Office)		
							Hard Copy*	Soft Copy	Hard Copy	Soft Copy
1/1/2020	DIMC	MDS	IV	Surgical Pathology-I	Dr. Durr-e-Sameen	1838	0	0	0	BCQ-45,SAQ-10
1/1/2020	DIMC	MDS	IV	Surgical Pathology-II	Dr. Durr-e-Sameen	1838	0	0	0	BCQ-50,SAQ-10
4/1/2020	DDC	BDS	Final Year	Oral & Maxillofacial Surgery	Dr. Muhtada Ahmed	1519	0	OSCE-40	0	0
4/1/2020	DIMT	ST	IV	Applied Genral & surgery Patho Physiology	Dr. Meha Fatima Aftab	5796	0	0	0	BCQ-80
4/1/2020	DIMT	ST	IV	OR Procedures-I	Dr. Amir Ahmed Ansari	5520	0	0	0	BCQ-17
4/1/2020	DIMT	ST	IV	General Patient Care	Ms. Sehrish Sheraz	2672	0	0	0	BCQ-25
4/1/2020	DIMT	ST	VI	Aseptic Techniques	Ms. Sidra Zaheer	5378	0	0	0	BCQ-92
4/1/2020	DIMT	ST	II	introduction to Surgical Tecnology	Ms. Sidra Zaheer	5378	0	0	0	BCQ-93
4/1/2020	DIMT	RCCT	IV	Physical Principle & Techniques	Ms. Afshan Arzo	3781	0	0	0	BCQ-50
4/1/2020	DIMT	RCCT	IV	Procedural & Thrapeutic Intervention-I	Ms. Afshan Arzo	3781	0	0	0	BCQ-70
4/1/2020	DIMT	PS	II	Operating Room Standards	Ms. Sehrish Sheraz	2672	0	0	0	BCQ-25
4/1/2020	DIMT	CLS	IV	Principles and Proceeedures of Clinical Pathology	Ms. Ambreen Rafique	5956	0	0	0	BCQ-103
4/1/2020	DIMT	CLS	IV	Quality Assurance	Mr. Muhammad Imran	5906	0	0	0	BCQ-60
4/1/2020	DIMT	CLS	VI	Immunohematology	Mr. Muhammad Imran	5906	0	0	0	BCQ-55
4/1/2020	DIMT	CLS	IV	Hematology	Dr. Farha Fatima Abbas	5515	0	0	0	BCQ-82
4/1/2020	DIMT	CLS	IV	Body Fluid Analysis	Ms. Zoobia Zaheeruddin	2615	0	0	0	BCQ-103
4/1/2020	DIMT	CLS	IV	Introduction to Histopathology-I	Dr. Humaira Aman	2625	0	0	0	BCQ-100
4/1/2020	DIMC	MBBS	Final Year	Medicine	Dr. Iftekhar Ahmed	150	0	0	0	OSCE-04
6/1/2020	DIMC	Comm.	II	Biochemistry	Dr. M. Sameer Qureshi	1484	0	0	0	BCQ-24
6/1/2020	DIMT	Comm.	II	Biochemistry	Dr. Nida Baig	1766	0	0	0	BCQ-104
6/1/2020	DIMT	CLS	VI	Immunolgy	Dr. Farah Fatima	5515	0	0	0	BCQ-43
6/1/2020	DIMT	Comm.	VI	Diagostic Microbiology	Ms. Ambreen Rafique	5956	0	0	0	BCQ-92
6/1/2020	DIMT	Comm.	VI	Diagostic Microbiology	Ms. Ambreen Iqbal Ahmed	1750	0	0	0	BCQ-30
6/1/2020	DIMT	CLS	VI	Histopathology	Dr. Syed Muhammad Ali	2149	0	0	0	BCQ-54
6/1/2020	DIMT	CLS	VIII	Introduction to Clinical Pathology ICP	Dr. Nida Baig	1766	0	0	0	BCQ-26
6/1/2020	DIMT	CLS	VIII	Introduction to Clinical Pathology ICP	Ms. Ramsha Khan	6727	0	0	0	BCQ-51

## Remuneration Payment for Question writing

DUHS/QB/10/86/1323.3	6/8/2024	BS Public Health	3	Concept of Health and Disease	BCQ-150, SAQ-05	8119	Maria Anif	BCQ-150, SAQ-05	150x100=15000	15000	8119	Maria Anif	proofread			yes
DUHS/QB/10/34/1324.3	6/8/2024	Entry Test		BSAF, BBA, MBA, EMBA	BCQ-40			BCQ-40								yes
DUHS/QB/10/86/1325.3	6/8/2024	Ph.D	2	Medical Genetics & Molecular	BCQ-10, SAQ-04	4479	Rakhshinda Habib	BCQ-10, SAQ-04	10x100=1000	1000	1884	Mohsina Waheed	BCQ-10, SAQ-04	10x50=500	500	yes
DUHS/QB/10/86/1326.3	6/8/2024	M.Phil	2	Tools and Techniques for Research Methods on Biotech	BCQ-104, SAQ-27	6921	Salman Ahmed	BCQ-18, SAQ-08	18x100=1800	1800	5296	Humera Waheed	BCQ-46, SAQ-11	46x50=2300	2300	yes
						5769	Nida Dastgir	BCQ-04, SAQ-02	4x100=400	400						yes
						1904	Tehseen Fatima	BCQ-12, SAQ-02	12x100=1200	1200	1578	Sadaf Khan	BCQ-12, SAQ-02	12x50=600	600	yes
						5296	Humera Waheed	BCQ-36, SAQ-08	36x100=3600	3600						yes
						1578	Sadaf Khan	BCQ-10, SAQ-02	10x100=1000	1000	1909	Rafat Amin	BCQ-36, SAQ-08	36x50=1800	1800	yes
						4768	Mahera Moin	BCQ-14, SAQ-04	14x100=1400	1400						yes
DUHS/QB/10/91/1327.3	6/8/2024	MSN	2	Pathophysiology	SAQ-11		Anum Gul	BCQ-10, SAQ-01	10x100=1000	1000	1904	Tehseen Fatima	BCQ-10, SAQ-01	10x50=500	500	yes
								SAQ-11					SAQ-11			yes
DUHS/QB/10/86/1328.3	6/8/2024	M.Phil	2	Cardiorespiratory Physiology	BCQ-78, SAQ-20	5609	Ghazala Farrukh	BCQ-78, SAQ-20	78x100=7800	7800	6940	Mozaffer Rahim	BCQ-78, SAQ-20	78x50=3900	3900	yes
DUHS/QB/10/86/1329.3	6/8/2024	Ph.D	1	Molecular Pathology	BCQ-98, SAQ-10	1888	M Asif	BCQ-98, SAQ-10	98x100=9800	9800	2848	Saeed Khan	BCQ-98, SAQ-10	98x50=4900	4900	yes
DUHS/QB/10/86/1330.3	6/8/2024	Ph.D	2	Research Instrumentation	BCQ-62, SAQ-21	2848	Saeed Khan	BCQ-62, SAQ-21	62x100=6200	6200		Asif Qureshi	BCQ-62, SAQ-21	62x50=3100	3100	yes
DUHS/QB/10/86/1331.3	6/8/2024	Ph.D	1	Leadership in Medical	BCQ-90, SAQ-21	1528	Asima Faisal	BCQ-90, SAQ-21	90x100=9000	9000	9531	M Suiyan	BCQ-90, SAQ-21	90x50=4500	4500	yes
DUHS/QB/10/86/1332.3	7/8/2024	Ph.D	2	Essential of Public Health	BCQ-50, SAQ-05	6356	Mansoor Ahmed	BCQ-50, SAQ-05	50x100=5000	5000	6356	Mansoor Ahmed	proofread			yes
DUHS/QB/10/85/1333.3	7/8/2024	MSBE	2	Advanced Epidemiology	BCQ-150, SAQ-13	4637	Omair Adil	BCQ-150, SAQ-13	150x100=15000	15000	4637	Omair Adil	proofread			yes
DUHS/QB/10/86/1334.3	7/8/2024	M.Phil	2	Advances in Health Biotechnology	BCQ-94, SAQ-26	2100	Mushtaq	BCQ-16, SAQ-02	6x100=600	600	1904	Tehseen Fatima	BCQ-84, SAQ-22	84x50=4200	4200	yes
						5769	Nida	BCQ-16, SAQ-04	16x100=1600	1600						yes
						5934	Anum	BCQ-16, SAQ-04	16x100=1600	1600						yes
						1904	Tehseen Fatima	BCQ-10, SAQ-04	10x100=1000	1000						yes
						5296	Humera Waheed	BCQ-16, SAQ-04	16x100=1600	1600						yes
						1609	Rafat Amin	BCQ-08, SAQ-02	8x100=800	800	1578	Sadaf Khan	BCQ-10, SAQ-04	10x50=500	500	yes
						6921	Salman Ahmed	BCQ-16, SAQ-02	16x100=1600	1600						yes
						1578	Sadaf Khan	BCQ-06, SAQ-02	6x100=600	600						yes
						5755	Sheeba	SAQ-02								yes
						4897	Uzma Zaman	BCQ-14, SAQ-04	14x100=1400	1400	4796	Nazia Ahmed	BCQ-73, SAQ-18	73x50=3650	3650	yes
DUHS/QB/10/86/1335.3	7/8/2024	Ph.D	1	Advances in Molecular & Biotechnology	BCQ-90, SAQ-24	4475	Nadia Naseem	BCQ-08, SAQ-02	8x100=800	800						yes
						4824	Asma Khurshid	BCQ-17, SAQ-04	17x100=1700	1700						yes
						4823	Farina Hanif	BCQ-08, SAQ-02	8x100=800	800						yes
								BCQ-18, SAQ-02	18x100=1800	1800						yes

## 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"> <li>1. Sole collecting unit of all examination material provided of all academic institutes of DUHS.</li> <li>2. Formally draft all examination material according to Table of Specification (TOS) after review by specialist faculty.</li> <li>3. Keep all data (Academic calendars, TOS, Faculty list, reviewer list, examination material submission and sending information) of all offered exams at DUHS submitted to Q Bank for degrees, certificates (Short courses, Diploma, MBBS, BDS, MD, MS MDS, MHPE, BBA, MBA, Pham D, BS Nutrition Program, MPhil, P HD.</li> <li>4. Manage all examination material of 127 academic programs running at 16-degree degree-awarding institutes in their semester, year-wise manner.</li> <li>5. Committed to maintaining the confidentiality of all submitted material.</li> <li>6. Q Bank staff are competent to hold responsibility, confidentiality and have good computer skills.</li> <li>7. Facilitation of faculty for space, computers, and staff assistance to process the examination material and to justify their queries.</li> <li>8. The huge amount of examination material submitted through the Q Bank is nearly 30 to 40 thousand per year.</li> <li>9. The faculty is given remuneration on Q Bank reporting of submission to the Finance Dept. with their salaries.</li> <li>10. The working atmosphere is so positive and conducive for faculty and staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. Q Bank is not an ideal ITEM Bank, it's just collecting materials and forwarding it to the examination. It is disconnected with the item banking, cataloging, paper selection, and question's post exam analysis. There is no system of review of questions and re-cataloging after assessments, and process of removal of duplicated and defaulted items proved in post exam analysis. (In our information, in the examination department for banking they have separate computers for different courses where they just put an item code to the Question statement and options and cut all information of writer, objectives, level of learner and course information, reference book etc. In the result repeatedly same questions are submitted by various faculties in repeated times at the Q Bank ends.</li> <li>2. Faculty getting remuneration on submission of same questions at the Q Bank because there is no awareness of item/questions activity in the exams and already submission status for the same course or for another course.</li> <li>3. An intranet system is required to facilitate the faculty and staff for easy submission of new synthesized material, cataloging.</li> <li>4. Working space has been compromised because of new construction for staff and faculty, Q Bank authority not knowing why this construction is taking place and what would be the proceedings.</li> <li>5. Promotion of the Q Bank staff is pending.</li> <li>6. Discrimination is experienced with the examination related staff dealing policies and with the Q Bank staff, e.g. different Allowances only offered to the examination department staff only, where Q Bank is part of pre-exam working and notified part of examinations so staff should be facilitated equally.</li> </ol>

	<p>7. Sometimes submitted Questions coming in the Q Bank out of TOS, out of objectives, out of submission time and review time and pressure is given to accept and proceed this is just done because of remuneration.</p>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Closer to the examination dept. may facilitate all pre-exam prerequisites for question cataloging and coding on standard grounds.</li> <li>2. Advance level of software available in the market can be used to categorized to use the examination.</li> <li>3. To develop Online Q Bank availability in the DUHS digital labs for students to facilitate their practice, which could be automatically done by the software provided on the LMS -DUHS. This practice will also add a creditable pool with standard measures.</li> <li>4. Students online practice of questions will give feedback to the students for their preparation. (Formative assessments)</li> <li>5. This practice may be nominally charged (e.g. KAPLAN Q Bank ) may pay back to the university.</li> <li>6. Staff should be given incentives and benefits of doing a hard job with loyalty and maintaining confidentiality just like examination departments to promote their motivation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Substandard DUHS exams: <ul style="list-style-type: none"> <li>- Disconnection of questions collection and cataloging and reviewing after post exam analysis is just filling examination's Q Bank with substandard questions having grammar mistakes, wrong key marking, defective item analysis criteria and questions with recall of knowledge and unrelated to the course objectives.</li> </ul> </li> <li>2. Credibility compromised: <ul style="list-style-type: none"> <li>✓ After posting exam analysis, questions should be reviewed, but this is not done. This is continuously decreasing the credibility of the question pool.</li> <li>✓ Remuneration to the faculty increases the rate of duplicate questions submission and Q Bank cannot check back and compare the already submitted material.</li> <li>✓ Same question submission for different courses by the same faculty or after some time by the different faculty.</li> </ul> </li> <li>3. Rapidly transferring experienced staff leading to shortage of sincere and trusty team members</li> <li>4. Experienced, sincere staff losing hope and finding ways to take off. Out of twenty-one in the given hierarchy of 2013, only 5 staff members are computer operating and facilitating the job.</li> <li>5. According to the hierarchy designated posts are vacant and only One junior clerk is running the sub-office of Q Bank at Ojha campus, who is not computer literate and who's designation not specified in the hierarchy.</li> <li>6. Continuously staff transferring to the examination for the sake of their loyalty not caring for the working of Q Bank proceedings.</li> </ol>

## APPENDIX B: TOWS MATRIX

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Closer to the examination department. may facilitate all pre-exam prerequisites for question cataloging and coding on standard grounds.</li> <li>2. Advanced level of software available in the market can be used to categorize to use the examination.</li> <li>3. To develop Online Q Bank availability in the DUHS digital labs for students to facilitate their practice, which could be automatically done by the software provided on the LMS -DUHS. This practice will also add a creditable pool with standard measures.</li> <li>4. Students online practice of questions will give feedback to the students for their preparation. (Formative assessments)</li> <li>5. This practice may be nominally charged (e.g. KAPLAN Q Bank ) may pay back to the university.</li> <li>6. Staff should be given incentives and benefits of doing a hard job with loyalty and maintaining confidentiality just like examination departments to promote their motivation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Substandard DUHS exams: -Disconnection of question collection and cataloging and reviewing after post-exam analysis is just filling the examination's Q Bank with substandard questions having grammar mistakes, wrong key marking, defective item analysis criteria, and questions with recall of knowledge and unrelated to the course objectives.</li> <li>2. Credibility compromised: <ul style="list-style-type: none"> <li>✓ After posting the exam analysis, questions should be reviewed, but this is not done. This is continuously decreasing the credibility of the question pool.</li> <li>✓ Remuneration to the faculty increases the rate of duplicate questions submission and Q Bank cannot check back and compare the already submitted material.</li> <li>✓ Same question submission for different courses by the same faculty or after some time by the different faculty.</li> </ul> </li> <li>3. Rapidly transferring experienced staff leading to shortage of sincere and trusty team members</li> <li>4. Experienced, sincere staff losing hope and finding ways to take off. Out of twenty-one</li> </ol>



- in the given hierarchy of 2013, only 5 staff members are computer operating and facilitating the job.
5. According to the hierarchy designated posts are vacant and only One junior clerk is running the sub-office of Q Bank at Ojha campus, who is not computer literate and who's designation not specified in the hierarchy.
  6. Continuously staff transferring to the examination for the sake of their loyalty not caring for the working of Q Bank proceedings

STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. Sole collecting unit of all examination material provided of all academic institutes of DUHS.</li> <li>2. Formally draft all examination material according to Table of Specification (TOS) after review by specialist faculty.</li> <li>3. Keep all data (Academic calendars, TOS, Faculty list, reviewer list, examination material submission and sending information) of all offered exams at DUHS submitted to Q Bank for degrees, certificates (Short courses, Diploma, MBBS, BDS, MD, MS MDS, MHPE, BBA, MBA, Pham D, BS Nutrition Program, MPhil, P HD.</li> <li>4. Manage all examination material of 127 academic</li> </ol>	<ol style="list-style-type: none"> <li>1. Q Bank should be facilitated with advanced Software and develop an intranet system with an examination department to feed in questions digitally to the related courses question banks.</li> <li>2. Q Bank Staff involvement and training for digital questions cataloging and questions categorization after post exam analysis.</li> <li>3. Before banking all submitted questions digital analysis for resubmission and duplication for the same course or another university courses.</li> <li>4. Develop a strategy for questions pre-exam working, checking for credibility for D.I, Dis. I and reliability by LMS in digital labs and cataloging afterwards for banking and selection in paper setting.</li> <li>5. Staff who have skills, experience and follow</li> </ol>	<ol style="list-style-type: none"> <li>1. Credibility compromised can be improved:</li> <li>2. By connecting Q Bank questions collection with Pooled questions at examination department and cataloging and reviewing after post exam analysis to evaluate substandard questions having grammar mistakes, wrong key marking, defective item analysis criteria and questions with recall of knowledge and unrelated to the course objectives for improvement, deletion, and rectification of pooled items.</li> <li>3. Financial burden on the DUHS:</li> <li>4. Remuneration to the faculty will be managed for duplicate questions submission and Q Bank will be able to check</li> </ol>

<p>programs running at 16-degree awarding institute in their semester, year wise manner.</p> <ol style="list-style-type: none"> <li>5. Committed to maintaining the confidentiality of all submitted material.</li> <li>6. Q Bank staff are competent to hold responsibility, confidentiality, and have good computer skills.</li> <li>7. Facilitation of faculty for space, computers, and staff assistance to process the examination material and justify their queries.</li> <li>8. The huge amount of examination material submitted through the Q Bank is nearly 30 to 40 thousand per year.</li> <li>9. The faculty is given remuneration on Q Bank reporting of submission to the Finance Department with their salaries.</li> <li>10. The working atmosphere is so positive and conducive for faculty and staff.</li> </ol>	<p>values should be given incentives and positions.</p> <ol style="list-style-type: none"> <li>6. A uniform policy of all examination-related sub-departments should be carried out.</li> </ol>	<p>back and compare the already submitted material. And only remuneration should be given to the questions approved by post exam analysis on standard criteria.</p> <ol style="list-style-type: none"> <li>5. Rapidly transferring experienced staff leading to a shortage of sincere and trusty team members who were well versed with the Q Bank proceedings and DUHS-related Institutes and faculty.</li> <li>6. According to the hierarchy, designated posts should be posted having experience, sincerity to the job. To protect staff from losing hope and finding ways to take off.</li> <li>7. Transfer and Recruit new qualified, for running the sub-office of Q Bank at Ojha campus, specified in the hierarchy.</li> <li>8. Same incentives and benefits of doing a hard job with loyalty and maintaining confidentiality just like examination departments to promote their motivation to protect continuously staff transferring to the examination for the sake of their loyalty not caring for the working of Q Bank proceedings.</li> </ol>
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WEAKNESSES	WO	WT
<p>1. Q Bank is not an ideal ITEM Bank, it's just collecting materials and forwarding it to the examination. It is disconnected with the item banking, cataloging, paper selection, and question's post exam analysis. There is no system of review of questions and re-cataloging after assessments, and process of removal of duplicated and defaulted items proved in post exam analysis. (In our information, in the examination department for banking they have separate computers for different courses where they just put an item code to the Question statement and options and cut all information of writer, objectives, level of learner and course information, reference book etc. In the result repeatedly same questions are submitted by various faculties in repeated times at the Q Bank ends.</p> <p>2. Faculty getting remuneration on submission of same questions at the Q Bank because no awareness of item/questions activity in the exams and already submission status for</p>	<p>1. Develop a hierarchy of systemic Q Bank working with pre- exam, exam and post exam analysis.</p> <p>2. Standard Q Bank proceeds to review questions and re-cataloging after assessments, and process of removal of duplicate and defaulted items provided in post exam analysis.</p> <p>3. Placing skilled, qualified, experienced staff already attached to the Q Bank for years with same incentives given to the examination departmental staff on planned job descriptions.</p> <p>4. A liaison between Q Bank , LMS, and digital lab for space and timings at for questions practice by the students. That will generate automatic statistical post exam analysis to categorization of questions attempted by the students.</p> <p>5. A nominal fee can be charged by the students for practicing these pooled questions, this will generate finances for the DUHS and in return Q Bank will pool credible questions and will have strong evidence to catalogue according to their analysis.</p>	<p>1. Disconnection of the Q Bank collection with old, pooled working is threatening the credibility of DUHS examinations. That can be improved by developing systemic proceedings of questions collection, selection for examinations and refining of pooled items after post exam analysis mechanisms.</p> <p>2. Losing trusty, sincere staff, who were aware of institutes, subjects, examination tools, faculty and academic calendars should be protected and valued for refining the Q Bank ideal proceedings.</p> <p>3. To protect confidentiality, blinding of pooled selected questions and papers could be done by advanced software and developing a proceeding manner and policy of cataloging.</p>

<p>the same course or for another courses.</p> <ol style="list-style-type: none"> <li>3. An intranet system is required to facilitate the faculty and staff for easy submission of new synthesized material, cataloging.</li> <li>4. Working space has compromised because of new construction for staff and faculty, Q Bank authority not knowing why this construction is taking place and what would be the proceedings.</li> <li>5. Promotion of the Q Bank staff is pending.</li> <li>6. Discrimination is experienced with the examination related staff dealing policies and with the Q Bank staff, e.g. different Allowances only offered to the examination department staff only, where Q Bank is part of pre-exam working and notified part of examinations so staff should be facilitated equally.</li> <li>7. Sometimes submitted Questions coming in the Q Bank out of TOS, out of objectives, out of submission time and review time and pressure is given to accept and proceed this is just done because of remuneration.</li> </ol>		
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## **Strengths of the Plan**

### **1. Comprehensive Overview:**

- a. The document provides a detailed history, operational scope, and strategic objectives for the Q Bank .
- b. Includes the functional role of Q Bank in managing examination materials for over 118 programs across 19-degree awarding institutes.

### **2. SWOT Analysis:**

- a. A thorough evaluation of strengths, weaknesses, opportunities, and threats highlights both internal and external factors influencing operations.

### **3. Focus on Standardization and Integrity:**

- a. Clear emphasis on maintaining the confidentiality and quality of examination materials.
- b. Addresses the need for post-exam analysis and validation to enhance credibility.

### **4. Capacity Building:**

- a. Proposes workshops and training for both staff and faculty, addressing skill gaps in item writing, language, and communication.

### **5. Recommendations for Improvement**

- Leverage Technology for Efficiency
- Automation: Implement an advanced item banking software system with AI capabilities (e.g., Questionmark, Examsoft, etc.) to detect duplicates, catalog questions accurately, and streamline the item submission process. Integrate a secure intranet for real-time tracking of question submissions, reviews, and cataloging.

### **6. Online Practice Tools:**

- Develop an online Q Bank portal linked with DUHS's Learning Management System (LMS) for student practice and formative assessments.
- Generate revenue by charging nominal fees for access, as done by platforms like Kaplan.

### **7. Enhance Integration with the Examination Department**

- Establish a centralized database shared between the Q Bank and the examination department for synchronized question submission, validation, and cataloging.
- Ensure all questions undergo post-exam analysis for quality assurance, with rejected or flagged questions being removed or revised

### **8. Expand Resources and Infrastructure**

Staffing: Hire additional qualified personnel for both the head and sub offices to manage growing workloads.

Train existing staff on advanced item banking and digital tools.  
Infrastructure: Allocate dedicated space with necessary resources for staff and faculty engaged in question preparation and review.

## **8. Standardized Policies and Incentives**

- Align Q Bank staff incentives, promotions, and allowances with those of the examination department to enhance morale and retention.
- Develop a transparent promotion policy based on performance and experience.

## **9. Address Credibility Concerns**

- Ensure all submitted questions are aligned with the Table of Specification (TOS), course objectives, and standard item analysis criteria.
- Introduce mandatory review cycles for all submitted and existing questions in the pool.

## **10. Build Capacity for Faculty and Staff**

- Conduct regular workshops on item writing, English grammar, and post-exam analysis for both faculty and Q Bank staff.
- Provide certifications for faculty participating in training, enhancing their motivation and skills.

## **11. Improve Communication and Collaboration**

- Establish regular coordination meetings with the examination department to streamline workflows and address bottlenecks.
- Share reports on submission patterns, question pool quality, and flagged issues for collaborative problem-solving

## **Areas of Concern**

### **1. Lack of Modern Technology Integration:**

- a. The current process lacks advanced technology for item banking, cataloging, and automation.
- b. No mention of leveraging AI or machine learning to detect duplicate or substandard questions.

### **2. Disconnected Processes:**

- a. Significant disconnection between Q Bank 's item collection and post-exam analysis by the examination department.
- b. Lack of systemic integration leads to duplication of questions and substandard question pools.

### **3. Insufficient Resource Allocation:**

- a. Staff shortages are evident, with only 6 individuals at the main office and 2 at the sub-office managing extensive operations.
- b. Limited mention of plans for recruiting or retaining skilled personnel.

### **4. Inadequate Recognition and Motivation:**

- a. Q Bank staff lack comparable incentives and promotions provided to examination department staff, leading to dissatisfaction and attrition.

### **5. Space and Infrastructure Issues:**

- a. Compromised working space due to construction activities without clarity on how it aligns with Q Bank 's needs.

### **6. Ambiguity in Objectives:**

- a. Objectives lack measurable targets and timelines, making it challenging to monitor progress effectively.

### **7. Threats to Credibility:**

- a. The lack of post-exam review processes risks credibility due to substandard and repetitive questions entering the examination pool.