



REGISTRAR'S SECRETARIAT
DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN

(2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

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REGISTRAR'S MESSAGE



Dear All!

During this period of challenges and achievements, it is crucial for us to align our institutional responsibilities with university's objectives and actively pursue the noble cause of DUHS Sustainable Development Goals (SDGs) as it is need of the time.

In this respect, I would like to inform you that the Registrar's Office plays a crucial role in advancing the principles of sustainability in our university and is committed to actively supporting the implementation of the University's Sustainable Development Goals (SDGs).

The responsibilities entrusted to the Registrar's Office extend beyond routine administrative tasks and have a profound impact on the development and functioning of the university. Some features are defined below: -

- Meticulous maintenance of academic records and university documents.
- Effective dissemination of policies and decisions through clear and timely notices and circulars.
- Ensuring responsible use of resources in arranging meetings, convocations, and travel arrangements promoting responsible resource management.
- Striving for efficiency in managing official correspondence and publications.
- Active engagement with affiliated institutions and management of their collaborations

In conclusion, by integrating the SDGs into our core functions, the Registrar's Office aims to play a significant role in creating a more sustainable and just future for our university and beyond.

We invite all members of the university community to join us in this collective endeavor. Let us work together towards achieving the SDGs and making a positive impact on our world.

With warm wishes.

(Dr. Ashar Afaq)
Registrar, DUHS

EXECUTIVE SUMMARY

The Office of the Registrar operates within the framework of the DUHS Act to facilitate the governance structure by arranging meetings of the Senate, Syndicate, Academic Council, and other statutory bodies. The office also issues the minutes of the meetings and ensures implementation of the decisions through memoranda and notifications. Additionally, the office coordinates convocations for degree conferral.

The office also provides support to ensure smooth logistical and administrative operations. It serves as the custodian of common seal, upholding the integrity of administrative processes. The Registrar's Office also oversees official correspondence and handles affiliation processes for educational institutions.

To enhance accessibility and efficiency, the office embraces technological advancements and collaborates with other departments. However, challenges such as delays in approvals from the Government, persistence in internal communication gaps and workload imbalance. The shortage of staff, non-compliance with code of conduct / policies and lack of digitization pose additional hurdles.

To address these challenges, the office aims to modernize internal procedures, review policies, and enhance transparency by hoisting relevant documents on the website. Furthermore, efforts will be made to streamline communication, digitize records and adapt to evolving regulatory frameworks. The objective remains to ensure effective governance and operational efficiency while navigating the dynamic landscape of higher education.

The Registrar's Office Strategic Plan aims to enhance governance, communication and administrative efficiency in alignment with DUHS's Sustainable Development Goals (SDGs). Below is an analysis of key areas of concern along with recommendations, suggestions and examples for a more effective structure.

In the light of the above challenges and for enhancement of efficiency, the office has set the following objective for its sustainable development goals (SDGS) for three years from 2024 to 2026: -

ABOUT THE DEPARTMENT

The Office of the Registrar at Dow University of Health Sciences (DUHS) is crucial for the university's governance and administration. It is responsible for facilitating meetings of key statutory bodies like the Senate, Syndicate, and Academic Council, ensuring compliance with the DUHS Act, and managing academic records. The office also handles official correspondence, affiliation processes, and coordinates convocations.

Under the Vice Chancellor's guidance, the Registrar oversees policy implementation, publishes university statutes, manages elections, and ensures adherence to academic and administrative standards. While the office plays a central role in university operations, it faces challenges such as staffing shortages, outdated technology, and communication gaps. To address these issues, the office has developed a strategic plan to modernize processes, enhance communication, and improve staff capacity, ensuring continued operational efficiency and governance.

INTRODUCTION & OVERVIEW

The Registrar of Dow University of Health Sciences is a whole-time officer of the Dow University of Health Sciences and custodian of the seal of the University. The Registrar plays a crucial role in managing the academic and administrative aspects of the institution. He/she ensures the implementation of the policies. The Office of Registrar has several responsibilities including but not limited to: -

1. Custodian of University Seal
2. Conducting the Meetings of Senate, Syndicate and Academic Council
3. Responsible for organizing the Meetings of Senate, Syndicate and Academic Council
4. Articulation of the policies/decisions of the Competent Authority through notices, circulars etc.
5. Reporting and Compliance
6. Policy Implementation
7. Coordination with Academic Departments
8. Academic Records Management
9. Making necessary arrangements for holding of Convocations

MAJOR FUNCTIONS OF REGISTRAR'S OFFICE

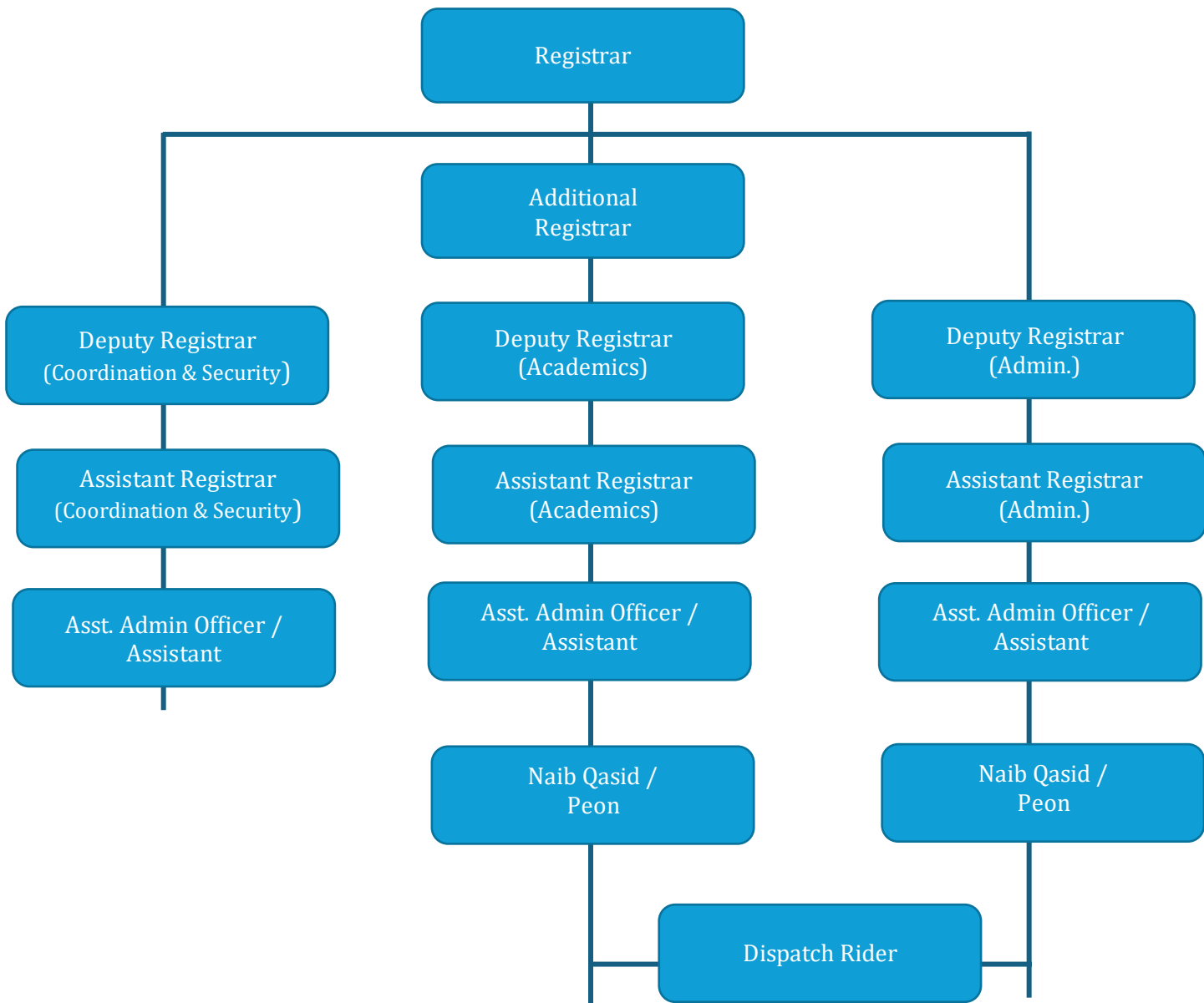
The Registrar's Office Strategic Plan aims to enhance governance, communication and administrative efficiency in alignment with DUHS's Sustainable Development Goals (SDGs). Below is an analysis of key areas of concern along with recommendations, suggestions and examples for a more effective structure.

The Responsibilities of the Registrar's Office are defined in Section 14 of the DUHS Act, 2004 as well as in DUHS Powers and Duties of Officers and Teachers Statutes, 2007. The Office of Registrar has several responsibilities including but not limited to: -

1. Custodian of the common seal and the academic records of the university.
2. Maintain a register of registered graduates in the prescribed manner.
3. Conduct elections of members of the various authorities in the prescribed manner.
4. Work under the control of the Vice Chancellor and shall deal with and carry out official correspondence of the University on all academic and other matters, as may be directed.
5. Arrange to publish the University Code and keep it up to date.
6. Subject to the control of the Vice-Chancellor, shall be responsible for getting the Statutes, the Regulations and the Rules on all matters framed, reviewed and amended.

7. Arrange to prepare the Annual Report for submission to the Senate.
8. Subject to the Control of the Vice Chancellor, deal with cases regarding:
 - a. Affiliation and disaffiliation of educational institutions and, matters related, thereto.
 - b. Admission of educational institutions to the privilege of the University and the withdrawal of such privileges.
9. The Office is responsible to arrange Meetings of the Senate, the Syndicate, the Academic Council and such other bodies as may be required by the Vice-Chancellor.
10. The Office is responsible for making all necessary arrangements for the conduct of elections of members to the Senate and the Syndicate or any other authority/body.
11. The Office is responsible for arranging the tickets and other expenses for the officers / faculty members etc. within the budget allocation of the university and to process such travel allowance and other expenses bills.
12. To make necessary arrangements for holding of Convocations.
13. Articulation of the policies/decisions of the Competent Authority through notices, circulars, etc.
14. Perform such other duties as may be prescribed.

ORGANOGRAM



EXISTING STAFF AT THE OFFICE OF THE REGISTRAR, DUHS

1. Dr. Ashar Afaq, Registrar
2. Ms. Nazia Khan, Deputy Registrar
3. Mr. Khurram Iqbal, Deputy Registrar
4. Syed Israr Hussain, Legal Counsel
5. Mr. Aman Khan Solangi, Assistant Registrar
6. Mr. Azhar Ali Bhutto, Assistant Registrar
7. Mr. Noor-ur-Rehman, Naib Qasid
8. Mr. Sheeraz Saleem, Coordinator
9. Mr. Safeer Ahmed, Computer Operator

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The Registrar's Office at Dow University of Health Sciences (DUHS) operates within the framework established by the DUHS Act, performing key governance and administrative functions essential to the institution's success. The strategic planning process involves aligning the office's operations with the university's sustainable development goals, while addressing challenges such as delays in government approvals, communication gaps, workload imbalances, and a shortage of staff.

The strategic plan is designed to modernize internal procedures, enhance communication, and integrate technology to improve efficiency. Additionally, the office is committed to ensuring compliance with the DUHS Act and improving transparency, documentation, and reporting systems to optimize its operations and service delivery.

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, imagination, 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

The Registrar Secretariat is dedicated to maintaining integrity, accuracy, and compliance in managing academic records. We prioritize service excellence, accountability, and transparent communication to foster trust and ensure seamless coordination with faculty and staff. By maintaining professionalism and confidentiality, we continuously improve our processes to adapt to evolving needs and support the university's advancement.

SECTION III: STRATEGIC GOALS

Goal 1: Achieve 95% compliance in conducting meetings of the Senate, Syndicate, Academic Council, Affiliation Committee, and Migration Committee in accordance with DUHS Act requirements by the end of the strategic plan period.

Objective 1: Schedule and Conduct All Required Meetings as per DUHS Act Guidelines during each fiscal year.

Objective 2: Ensure 95% Attendance Compliance of all Meetings during each fiscal year.

Objective 3: Improve Documentation and Reporting of Meeting Outcomes during each fiscal year.

Objective 4: Achieve 100% Compliance with DUHS Act Meeting Requirements during each fiscal year.

Goal 2: Maintain a 95% standard for accuracy, timeliness, and compliance in issuing communications and letters, upholding organizational standards and improving stakeholder satisfaction with communication quality by the end of the strategic plan period.

Objective 1: Ensure Timely Issuance of 95% of Communications and Letters by the end of each quarter.

Objective 2: Achieve 98% accuracy in all issued communications and letters by the end of each quarter.

Objective 3: Maintain compliance with organizational standards in 100% of communications issued by the end of each Quarter.

Goal 3: Integrate Technology and automate 90% of administrative processes to improve efficiency, accuracy, and service delivery by the end of the strategic plan period.

Objective 1: Automate 90% of routine administrative tasks by the end of the Strategic Plan Period.

Objective 2: Integrate Technology in 100% of Communication and Documentation Processes by the end of the strategic plan period.

Objective 3: Reduce Administrative Processing Time by 80% through Automation by the end of the strategic plan period.

Objective 4: Achieve a 95% User Satisfaction Rate with New Technology and Automation Tools by the end of the strategic plan period.

Goal 4: Enhance training and capacity building for staff within the DUHS Registrar's Office to improve skills, knowledge, and overall operational effectiveness.

Objective 1: Provide Comprehensive Training Programs for 100% of Staff by the End of the Strategic Plan Period.

Objective 2: Increase Staff Competency in Key Areas by 65% within one year.

Goal 5: Optimize travel and accommodation processes within the DUHS Registrar's Office to ensure efficient and cost-effective arrangements for staff and stakeholders

Objective 1: Streamline Travel Booking Processes to Achieve 90% Efficiency by the End of the Strategic Plan Period.

Objective 2: Establish Accommodation Booking Protocols to Achieve 100% Compliance with Policies by the end of the strategic plan period.

Objective 3: Reduce Travel and Accommodation Costs by 25% within one year.

OBJECTIVES, OKRs, & KPIs

Goal 01: Achieve 95% compliance in conducting meetings of the Senate, Syndicate, Academic Council, Affiliation Committee, and Migration Committee in accordance with DUHS Act requirements by the end of the strategic plan period.							
Goal Statement: Ensure 95% compliance in conducting all statutory meetings as per DUHS Act through timely scheduling, attendance, documentation, and legal adherence.							
Objectives & Key Results (OKRs)							
Objective 1: Schedule and Conduct All Required Meetings as per DUHS Act Guidelines during each fiscal year.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Objective 1: Schedule and Conduct All Required Meetings as per DUHS Act Guidelines during each fiscal year.	KR1: Achieve at least 95% of scheduled meetings held on time within the fiscal year.	KPI 1: % of scheduled meetings conducted as planned.	Meeting schedules, attendance records, reports.	95%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Syed Israr Hussain, Mr. Aman Khan Solangi, etc.	Meeting calendar, scheduling tools	Yearly
	KR2: Track the number of meetings held versus scheduled.	KPI 2: % of meetings tracked accurately.	Tracking sheets, logs of scheduled vs. held meetings.	100%		Monitoring tool, spreadsheets	Yearly
	KR3: Review meeting minutes to ensure compliance with DUHS Act requirements.	KPI 3: % of meetings that have documented minutes in accordance with DUHS	Minutes documentation and compliance checklists.	100%		DUHS Act checklist, trained minute-takers	Yearly
Objective 2: Ensure 95% Attendance Compliance of all Meetings during each fiscal year.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Objective 2: Ensure 95% Attendance Compliance of all Meetings during each fiscal year.	KR1: Track and maintain attendance records for all members, aiming for 95% attendance per meeting.	KPI 1: % of members attending each meeting.	Attendance logs.	95%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Syed Israr Hussain	Attendance tracking system	Every Meeting
	KR2: Send meeting notices to all members at least 7 days in advance.	KPI 2: % of members who received notices at least 7 days prior.	Notification records (emails/letters).	100%		Email system, scheduling software	Every Meeting
	KR3: Follow up individually with members with lower attendance to encourage participation.	KPI 3: Improvement in attendance as compared to previous.	Follow-up records and attendance comparisons.	≥ Previous		Follow-up template, communications	Every Meeting

Objective 3: Improve Documentation and Reporting of Meeting Outcomes during each fiscal year.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Objective 3: Improve Documentation and Reporting of Meeting Outcomes during each fiscal year.	KR1: Ensure that 100% of meeting minutes are distributed within 15 working days using standard format.	KPI 1: % of meetings with minutes distributed within 15 working days.	Tracking logs of minutes distribution.	100%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Syed Israr Hussain	Standardized minutes template	Yearly
	KR2: Implement a tracking system for minute distribution.	KPI 2: % of accurate tracking entries.	Logs and tracking system data.	100%		Tracking software	Yearly
	KR3: Gather comments/observations from members on the minutes.	KPI 3: Avg. satisfaction score from responses on meeting minutes.	Feedback forms from members.	≥85%		Member feedback forms, analysis tool	Yearly
Objective 4: Achieve 100% Compliance with DUHS Act Meeting Requirements during each fiscal year.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Objective 4: Achieve 100% Compliance with DUHS Act Meeting Requirements during each fiscal year.	KR1: Ensure 100% compliance of meeting decisions per DUHS Act within 10 working days after minutes shared.	KPI 1: % of meetings with complete and accurate documentation as per DUHS Act.	Compliance checks, document audits.	100%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Syed Israr Hussain	DUHS Act reference documents	Every Meeting
	KR2: Review and approve meeting agendas to ensure coverage of all mandated items.	KPI 2: % of meetings that cover all required agenda items.	Agenda vs. Act requirement checklists.	100%		Checklist, agenda review templates	Every Meeting

Goal 02: Maintain a 95% standard for accuracy, timeliness, and compliance in issuing communications and letters, upholding organizational standards and improving stakeholder satisfaction with communication quality by the end of the strategic plan period.							
Goal Statement: Maintain 95% accuracy, timeliness, and compliance in issuing official communications and letters to improve stakeholder satisfaction and uphold institutional standards.							
Objectives & Key Results (OKRs)							
Objective 1: Ensure Timely Issuance of 95% of Communications and Letters by the end of each quarter.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Ensure Timely Issuance of 95% of Communications and Letters by the end of each quarter.	KR1: Centralize and track 100% of outgoing communications through database.	KPI 1: % of communications recorded in the centralized tracking system.	Database logs of issued communications.	100%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed	Centralized tracking system	Quarterly
	KR2: Meet the specified timelines for at least 95% of communications.	KPI 2: % of communications issued within the required timelines.	Timestamped records and logs.	95%		Scheduling tool, email tracking	Quarterly
	KR3: Send reminders for high-priority communications 2 days before deadline.	KPI 3: % of high-priority communications issued on time.	Reminders log, issue date records.	95%		Email/calendar system	Quarterly
Objective 2: Achieve 98% accuracy in all issued communications and letters by the end of each quarter.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Achieve 98% accuracy in all issued communications and letters by the end of each quarter.	KR1: Develop and implement a quality control checklist before issuing communication.	KPI 1: % of communications that meet accuracy standards.	Completed checklists for each communication.	98%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed, HR Directorate	Quality control checklist	Quarterly
	KR2: Train team members on common errors and communication standards.	KPI 2: % of staff completing quality training sessions.	Training attendance and assessment records.	100%		Training modules, trainers	Quarterly
	KR3: Conduct quarterly audits to ensure quality standards adherence.	KPI 3: Reduction in errors over time as measured by audits.	Quarterly audit reports and logs.	10-20%		Audit team, error logs	Quarterly

Objective 3: Maintain compliance with organizational standards in 100% of communications issued by the end of each Quarter.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Maintain compliance with organizational standards in 100% of communications issued by the end of each Quarter.	KR1: Provide standardized templates and tone guidelines to all communication staff.	KPI 1: % of communications utilizing the provided template.	Documentation logs and spot-checks.	100%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed	Template package, tone guide	Quarterly
	KR2: Conduct quarterly spot-checks on outgoing communications.	KPI 2: % of communications that adhere to organizational standards.	Spot-check logs and compliance checklists.	100%		Compliance tracking sheets	Quarterly
	KR3: Provide response on non-compliant communications within 2 days.	KPI 3: Avg. time taken to correct non-compliant communications	Review logs and issue tracking.	≤2 Days		Review system, communication platform	Quarterly

Goal 03: Integrate Technology and automate 90% of administrative processes to improve efficiency, accuracy, and service delivery by the end of the strategic plan period.							
Goal Statement: Automate and digitize 90% of administrative processes to enhance efficiency, accuracy, and service delivery by the end of the strategic plan period.							
Objectives & Key Results (OKRs)							
Objective 1: Automate 90% of routine administrative tasks by the end of the Strategic Plan Period.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Automate 90% of routine administrative tasks by the end of the Strategic Plan Period.	KR1: Identify and document routine tasks in each administrative department. Automate at least 90% of identified tasks.	KPI 1: % of routine administrative tasks automated.	Documentation of identified tasks before and after automation.	90%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed	Task documentation, automation software tools	Yearly
	KR2: Select and implement AI-software and tools for applicable tasks.	KPI 2: % of identified tasks automated using AI or software tools.	Usage logs and automation software reports.	90%		AI software, implementation tools	Yearly
	KR2: Train at least 90% of administrative staff in using automation tools.	KPI 3: % of administrative staff trained on automation tools.	Training attendance records, usage statistics.	90%		Training modules, training resources	Yearly

Objective 2: Integrate Technology in 100% of Communication and Documentation Processes by the end of the strategic plan period.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Integrate Technology in 100% of Communication and Documentation Processes by the end of the strategic plan period.	KR1: Implement a secure document management system for cloud-based digital storage and access. Achieve 100% digital communication and documentation.	KPI 1: % of documents stored in the cloud-based digital management system.	Tracking usage and storage reports of the document management system.	100%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed	Document management system, cloud services	Half-yearly
	KR2: Transition all interdepartmental communication to a digital platform.	KPI 2: % of interdepartmental communications transitioned to a digital platform.	Monitoring communication tool usage.	100%		Digital communication tools, software platform	Half-yearly
	KR3: Achieve 95% staff adoption of digital communication tools.	KPI 3: % of staff consistently using digital communication tools.	Usage statistics from digital platforms and feedback surveys.	95%		Digital communication tools, adoption surveys	Half-yearly
Objective 3: Reduce Administrative Processing Time by 80% through Automation by the end of the strategic plan period.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Reduce Administrative Processing Time by 80% through Automation by the end of the strategic plan period.	KR1: Track and reduce processing time by 80% for automated administrative tasks. Identify and document baseline processing times for key administrative tasks.	KPI 1: % decrease in processing time for automated tasks.	Pre- and post-automation time logs.	80%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed	Time tracking tools, task logs	Half-yearly
	KR2: Implement AI-tools to streamline bottleneck processes.	KPI 2: % of bottleneck processes streamlined through AI tools.	Process efficiency reports, task completion times.	80%		AI software tools, process analysis reports	Half-yearly
	KR3: Conduct half-yearly assessments to measure time savings and process efficiency.	KPI 3: Measured improvement in task completion speed.	Assessment reports, time-saving analysis.	80%		Time analysis, efficiency reports	Half-yearly

Objective 4: Achieve a 95% User Satisfaction Rate with New Technology and Automation Tools by the end of the strategic plan period.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Achieve a 95% User Satisfaction Rate with New Technology and Automation Tools by the end of the strategic plan period.	KR1: Conduct training sessions to familiarize staff with new technology and automation tools.	KPI 1: % of staff reporting satisfaction with technology tools.	Post-training surveys, feedback forms.	95%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Khurram Iqbal, Mr. Aman Khan Solangi, Mr. Azhar Ali Bhutto, Mr. Sheeraz, Mr. Safeer Ahmed	Training materials, training platform	Half-yearly
	KR2: Set up a group discussion among staff and relevant resources.	KPI 2: % of staff completing training sessions.	Training attendance records, discussion feedback.	95%		Training resources, discussion facilitators	Half-yearly

Goal 04: Enhance training and capacity building for staff within the DUHS Registrar's Office to improve skills, knowledge, and overall operational effectiveness.

Goal Statement: Strengthen staff competencies and operational effectiveness through comprehensive training and capacity-building initiatives.

Objectives & Key Results (OKRs)

Objective 1: Provide Comprehensive Training Programs for 100% of Staff by the End of the Strategic Plan Period.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Provide Comprehensive Training Programs for 100% of Staff by the End of the Strategic Plan Period.	KR1: Ensure 100% participation of all staff in the training programs. Develop training modules covering key competencies needed for staff roles.	KPI 1: Percentage of staff who completed the training programs	Attendance records for training sessions	100% staff participation	Dr. Ashar Afaq Ms. Nazia Khan Mr. Khurram Iqbal Syed Israr Hussain Mr. Aman Khan Solangi Mr. Azhar Ali Bhutto Mr. Sheeraz Mr. Safeer Ahmed HR Directorate	Training module development tools, facilitators, training venue/equipment	Within 6 months of module development
	KR2: Schedule and conduct training sessions for each module, ensuring all staff members attend.	KPI 2: Percentage of staff who attended scheduled sessions	Training session schedules and attendance sheets	100% staff attendance in all modules		Trainers, session logistics, scheduling software	
	KR3: Evaluate training effectiveness through participant feedback and assessments.	KPI 3: Average increase in assessment scores from pre- to post-training	Pre- and post-training assessments	Minimum 20% average improvement in scores		Assessment tools, analysis software	After each training cycle (quarterly)

Objective 2: Increase Staff Competency in Key Areas by 65% within one year.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase Staff Competency in Key Areas by 65% within one year.	KR1: Achieve a 65% improvement in competency scores in these areas within two years. Conduct baseline competency assessments to identify current levels.	KPI 1: Percentage increase in scores from baseline assessments	Baseline and follow-up competency assessment results	65% improvement in scores	Dr. Ashar Afaq Ms. Nazia Khan Mr. Khurram Iqbal Syed Israr Hussain Mr. Aman Khan Solangi Mr. Azhar Ali Bhutto Mr. Sheeraz Mr. Safer Ahmed HR Directorate	Competency evaluation framework, digital assessment tools	Within 2 years
	KR2: Provide targeted training programs in compliance, technology, and customer service.	KPI 2: Percentage of participants reporting improved competency	Training completion records, post-training surveys	At least 80% of participants reporting improvement		Subject-matter experts, training materials, software	Within 12 months
	KR3: Reassess competency levels after training to measure improvement.	KPI 3: Percentage of staff demonstrating retained knowledge in follow-up assessments	Follow-up assessment results after 3 months of training	70% of staff show retained competency		Assessment platform, data analytics support	3 months after training completion

Goal 05: Optimize travel and accommodation processes within the DUHS Registrar's Office to ensure efficient and cost-effective arrangements for staff and stakeholders.

Goal Statement: Streamline and standardize travel and accommodation processes to achieve 90% efficiency and 25% cost reduction while ensuring full compliance with institutional protocols.

Objectives & Keyresults (OKRs)

Objective 1: Streamline Travel Booking Processes to Achieve 90% Efficiency by the End of the Strategic Plan Period.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Streamline Travel Booking Processes to Achieve 90% Efficiency by the End of the Strategic Plan Period.	KR1: Achieve a 90% efficiency rate in travel booking processes, measured by the time taken to complete bookings.	KPI 1: % reduction in time taken to complete travel bookings.	System logs tracking booking durations.	90%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Azhar Ali Bhutto, HR Directorate	Centralized travel booking system	Half-yearly
	KR2: Implement a centralized travel management system for all travel arrangements.	KPI 2: % of bookings processed through the centralized system.	Usage reports from the travel management system.	100%		Travel management software, staff training	Half-yearly
	KR3: Reduce the average time for travel bookings by at least 50%.	KPI 3: % reduction in time from baseline measurements.	Time comparisons before and after system implementation.	50%		Benchmark data, automation tools	Half-yearly

Objective 2: Establish Accommodation Booking Protocols to Achieve 100% Compliance with Policies by the end of the strategic plan period.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish Accommodation Booking Protocols to Achieve 100% Compliance with Policies by the end of the strategic plan period.	KR1: Draft and distribute an accommodation booking protocol document to all relevant staff.	KPI 1: % of staff who received and acknowledged protocol documents.	Distribution and acknowledgment logs.	100%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Azhar Ali Bhutto	Document templates, internal communication	Half-yearly
	KR2: Conduct training sessions to educate staff on the new protocols.	KPI 2: % of staff attending training sessions.	Attendance records from training sessions.	100%		Training material, session facilitators	Half-yearly
	KR3: Monitor compliance through regular audits of accommodation bookings.	KPI 3: % of accommodation bookings made in accordance with established protocols.	Audit reports evaluating protocol compliance.	100%		Audit checklists, booking data	Half-yearly

Objective 3: Reduce Travel and Accommodation Costs by 25% within one year.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Reduce Travel and Accommodation Costs by 25% within one year.	KR1: Analyze travel and accommodation expenditures from the previous year to identify cost-saving opportunities.	KPI 1: % reduction in travel and accommodation costs compared to the previous year.	Financial reports comparing year-over-year costs.	25%	Dr. Ashar Afaq, Ms. Nazia Khan, Mr. Azhar Ali Bhutto	Financial reports, data analysis tools	Half-yearly
	KR2: Negotiate contracts with at least three travel and accommodation providers for reduced rates.	KPI 2: Number of successful contract negotiations resulting in cost savings.	Signed agreements and cost-benefit summaries.	3+		Provider database, negotiation team	Half-yearly
	KR3: Monitor and report on spending quarterly to track progress toward the cost reduction goal.	KPI 3: % of quarters where spending remains within the budgeted limits.	Quarterly expenditure reports.	100%		Budget tracking system, finance coordination	Quarterly

SECTION IV: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

Achieving the strategic goals set by the Registrar's Office requires careful resource planning, which encompasses both human and technological resources. The office aims to enhance the efficiency of administrative processes by integrating technology and automating 90% of routine tasks. This will reduce administrative processing times by 80%, improve accuracy, and ensure timely communications.

The plan includes the provision of comprehensive training for staff, ensuring that 100% of staff receive training by the end of the strategic plan period. In addition, resources will be allocated to streamline travel and accommodation processes, achieving 90% efficiency in travel bookings and reducing associated costs by 25%. To successfully implement these initiatives, the Registrar's Office will require investment in technology, staff training, and the development of policies and protocols to ensure smooth execution.

SECTION V: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

The implementation and monitoring of the strategic plan is driven by clear objectives and goals for each area of operation. Regular tracking of progress will be conducted to ensure 95% compliance in conducting meetings, issuing communications, and adhering to organizational standards.

Performance metrics will include monitoring the automation of administrative tasks, accuracy in communications, and the efficiency of travel arrangements. Staff capacity building will be continuously evaluated to improve operational effectiveness.

The success of the plan will be measured through quarterly assessments and annual reviews to adjust strategies where necessary. Feedback from stakeholders, such as university departments and external institutions, will be collected to ensure the Registrar's Office continues to meet its objectives efficiently and effectively, adapting to any emerging challenges or opportunities.

SECTION VI: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. As per the DUHS Act, 2004, we arrange Meetings of the Senate, the Syndicate, the Academic Council, and such other bodies as may be required by the Vice-Chancellor. 2. Issue Minutes of Meetings of the Senate and the Syndicate and such other bodies as may be required by the Vice-Chancellor. 3. After confirmation of Minutes of the Meeting, issue Memoranda / Notifications in compliance with the Decisions taken by the Authorities. 4. Arrange Convocations for Award of Degrees to pass out Students of the University as per DUHS Act, 2004. 5. Place the recommendation of the Selection Board or Selection Committee before the Competent Authority in accordance with the Appointment / Promotion Rules & Regulations of Teaching and Non-Teaching Staff. 6. Facilitate the financial aid office by providing logistic and administrative support for efficient university operations. 7. The office holds significant responsibility being the custodian of the common seal and academic records, providing stability and reliability to the university's administrative processes. 8. Proficient in conducting elections for various authorities, ensuring a fair and transparent election process. 9. Efficiently handles official correspondence on university matters as directed by the Vice Chancellor, contributing to effective communication flow and fostering transparency. 	<ol style="list-style-type: none"> 1. Delay in approval from the Government of Sindh and 2. Regulatory Authorities caused limitations in office actions and decision making. 3. Internal communication gaps between the Registrar's Office and other university departments, due to non-provision of record from other departments / institutions in timely manners. 4. Due to the enhancement of University's growth, the working staff is overburden, therefore more staff is required. 5. Due to non-compliance with the Employees' Code of Conduct, the number of complaints has increased. 6. Non-adherence of the University's Code of Conduct, increase in number of complaints against the students. 7. A broad range of responsibilities lead to workload imbalance and potential bottlenecks. 8. A high influx of visitors has overwhelmed the Office of the Registrar. 9. Non-digitization of records due to insufficient resources.

<ol style="list-style-type: none"> 10. Manages affiliation and disaffiliation of educational institutions, controlling the admission privileges, showcasing regulatory competence in compliance of the recommendation of the Affiliation Committee after taking approval from the Syndicate. 11. Manages travel and accommodation arrangements and expense processing for authorized personnel, demonstrating efficiency in budget management with the approval of Competent Authority. 12. Provides strategic guidance to officers in the management of programs and Institutions / Departments. 13. Provides facilities of wheelchairs / ramps to disabled students through infrastructural modification and financial supports in compliance of HEC Policy. 14. To facilitate the students, established Anti-Harassment Cell in compliance of HEC Policy on protection against sexual harassment in Higher Education Institutions. 15. Ensured smoke free environment in the University's premises by adopting HEC Policy on Drug and Tobacco Abuse in Higher Education Institutions. 	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Embrace technological advancements to streamline recordkeeping and correspondence, enhancing efficiency and accessibility. 2. Opportunities to collaborate with other university departments for better coordination, seamless functioning and building stronger relationships. 3. To review and modernize internal procedures for affiliation, admission, and other critical tasks to improve 	<ol style="list-style-type: none"> 1. Changes in regulatory frameworks may necessitate adjustments in the office operations, requiring constant vigilance and adaptability. 2. External factors affecting the affiliation and disaffiliation processes, such as changes in educational policies. 3. Rapid changes in the education sector may demand continuous adaptation of the office

<p>responsiveness and reduce administrative burden.</p> <ol style="list-style-type: none"> 4. Reviewing academic and administrative policies in the light of emerging requirements and recommending changes and, when required, drafts new policies for consideration by the appropriate committees. 5. To develop, review and approve procedures (in consultation with the team members) for providing services through Registrar's Office and ensure adherence of practice to these standards. 6. To hoist DUHS Act, Rules, Regulations and Policies relating to the students and faculty on website to ensure transparency and accountability at least 70-80% in the next year. 7. To update public information on University's website in regard to Admissions, Examination, Notices, News and Updates / Announcements. 	<p>functions to align with evolving standards and expectations.</p> <ol style="list-style-type: none"> 4. Changing government regulations or accreditation requirements could necessitate adopting established procedures and protocols. 5. Directions of regulatory authorities to implement their policies and decisions, without approval of competent forums.
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APPENDIX B: TOWS MATRIX

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Embrace technological advancements to streamline recordkeeping and correspondence, enhancing efficiency and accessibility. 2. Opportunities to collaborate with other university departments for better coordination, seamless functioning and building stronger relationships. 3. To review and modernize internal procedures for affiliation, admission, and other critical tasks to improve responsiveness and reduce administrative burden. 4. Reviewing academic and administrative policies in the light of emerging requirements and recommending changes and, when required, drafts new policies for consideration by the appropriate committees. 5. To develop, review and approve procedures (in consultation with the team members) for providing services through Registrar's Office and ensure adherence of practice to these standards. 6. To hoist DUHS Act, Rules, Regulations and Policies relating to the students and faculty on 	<ol style="list-style-type: none"> 1. Changes in regulatory frameworks may necessitate adjustments in the office operations, requiring constant vigilance and adaptability. 2. External factors affecting the affiliation and disaffiliation processes, such as changes in educational policies. 3. Rapid changes in the education sector may demand continuous adaptation of the office functions to align with evolving standards and expectations. 4. Changing government regulations or accreditation requirements could necessitate adopting established procedures and protocols. 5. Directions of regulatory authorities to implement their policies and decisions, without approval of competent forums.

	<p>website to ensure transparency and accountability at least 70-80% in the next year.</p> <p>7. To update public information on University's website in regard to Admissions, Examination, Notices, News and Updates / Announcements.</p>	
STRENGTHS	SO	ST
<ol style="list-style-type: none"> 1. As per the DUHS Act, 2004, we arrange Meetings of the Senate, the Syndicate, the Academic Council and such other bodies as may be required by the Vice-Chancellor. 2. Issue Minutes of Meetings of the Senate and the Syndicate and such other bodies as may be required by the Vice-Chancellor. 3. After confirmation of Minutes of the Meeting, issue Memoranda / Notifications in compliance with the Decisions taken by the Authorities. 4. Arrange Convocations for Award of Degrees to pass out Students of the University as per DUHS Act, 2004. 5. Place the recommendation of the Selection Board or Selection 	<ol style="list-style-type: none"> 1. Use existing administrative efficiency to streamline internal processes and digitize records. 2. Leverage event and committee management expertise to collaborate with other departments and enhance coordination. 3. Use website management and academic record capabilities to update and publish policies and information for transparency. 4. Harness proficiency in policy compliance to review and modernize policies and practices in line with emerging needs. 	<ol style="list-style-type: none"> 1. Capitalize on regulatory knowledge and compliance expertise to stay ahead of policy changes. 2. Maintain strong recordkeeping and decision-tracking to quickly adjust operations to evolving education sector demands. 3. Continue proactive engagement with regulatory bodies to ensure alignment with external decisions while safeguarding autonomy.

<p>Committee before the Competent Authority in accordance with the Appointment / Promotion Rules & Regulations of Teaching and Non-Teaching Staff.</p> <p>6. Facilitate financial aid office by providing logistic and administrative support for efficient university operations.</p> <p>7. The office holds significant responsibility being the custodian of the common seal and academic records, providing stability and reliability to the university's administrative processes.</p> <p>8. Proficient in conducting elections for various authorities, ensuring a fair and transparent election process.</p> <p>9. Efficiently handles official correspondence on university matters as directed by the Vice Chancellor, contributing to effective communication flow and fostering transparency.</p> <p>10. Manages affiliation and disaffiliation of</p>		
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<p>educational institutions, controlling the admission privileges, showcasing regulatory competence in compliance of the recommendation of the Affiliation Committee after taking approval from the Syndicate.</p> <p>11. Manages travel and accommodation arrangements and expense processing for authorized personnel, demonstrating efficiency in budget management with the approval of Competent Authority.</p> <p>12. Provides strategic guidance to officers in the management of programs and Institutions / Departments.</p> <p>13. Provides facilities of wheelchairs / ramps to disabled students through infrastructural modification and financial supports in compliance of HEC Policy.</p> <p>14. To facilitate the students, established Anti-Harassment Cell in compliance of HEC Policy on protection against sexual</p>		
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<p>harassment in Higher Education Institutions.</p> <p>15. Ensured smoke free environment in the University's premises by adopting HEC Policy on Drug and Tobacco Abuse in Higher Education Institutions.</p>		
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> 1. Delay in approval from the Government of Sindh and 2. Regulatory Authorities caused limitations in office actions and decision making. 3. Internal communication gaps between the Registrar's Office and other university departments, due to non-provision of record from other departments / institutions in timely manners. 4. Due to the enhancement of University's growth, the working staff is overburden, therefore more staff is required. 5. Due to non-compliance with the Employees' Code of Conduct, the number of complaints has increased. 6. Non-adherence of the University's 	<ol style="list-style-type: none"> 1. Use technological solutions to address record digitization issues and reduce visitor overload. 2. Improve communication protocols to overcome internal communication gaps and delays in record provision. 3. Enhance staff training and code of conduct enforcement through policy reviews and updates to reduce complaints and staff/student misconduct. 4. Use website transparency to build a culture of compliance and accountability within students and staff. 	<ol style="list-style-type: none"> 1. Request approval for hiring more staff to handle the increasing workload in preparation for regulatory changes. 2. Develop a crisis-response protocol for handling regulatory mandates without proper forum approval. 3. Create a cross-departmental task force to ensure quicker response to government delays and inter-departmental communication issues. 4. Strengthen internal enforcement mechanisms for compliance to mitigate misconduct and align with policy changes.

<p>Code of Conduct, increase in number of complaints against the students.</p> <p>7. A broad range of responsibilities lead to workload imbalance and potential bottlenecks.</p> <p>8. A high influx of visitors has overwhelmed the Office of the Registrar.</p> <p>9. Non-digitization of records due to insufficient resources.</p>		
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