



**Dow Dental College (DDC)**  
**DOW UNIVERSITY OF HEALTH SCIENCES**

**STRATEGIC PLAN**  
**(2024 - 2027)**

**Pioneering Excellence | Inspiring Innovation**



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



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# PRINCIPAL'S MESSAGE



Dow Dental College represents a significant new entrant in the realm of dental education, setting its sights high with ambitions to rank among the premier institutions in the region. This college distinguishes itself with a faculty of exceptional qualifications and experience, further complemented by its infrastructure, which aligns with international standards. The recently constructed college building epitomizes modernity and sophistication, offering cutting-edge facilities for both teaching and research. Uniquely, it stands as the sole dental institute in the nation to be equipped with an Advanced Research Laboratory. This lab will facilitate the faculty and students at Dow Dental College in carrying out their research activities from within the campus. The establishment of a dedicated pediatric dentistry department, expansion of the diagnostic arena with CBCT facility, and the commencement of FCPS training in clinical departments are all steps that have been taken to help Dow Dental College improve the standard of patient care. Looking towards the future, the prospects for Dow Dental College appear extraordinarily promising. The goals identified in this document will lead us to work systematically in the coming three years to improve the standard of care for our patients as well as enhance the learning experience for our students. Our focus will remain on faculty development, the upgradation of our OPDs, research output, and PMDC accreditation of our BDS program. We believe that the college is firmly poised to evolve into a regional hub of academic brilliance, pioneering oral health research and delivering exemplary patient care.

**Prof. Dr. Naresh Kumar**

# EXECUTIVE SUMMARY

Our aim is to elevate our institution to the status of the top dental school in the region, with the ambitious target of securing a place among the world's top 50 dental schools, as ranked by the QS World University Rankings. We understand that realizing such a lofty aspiration is a challenging endeavor. To guide our journey towards this dream, we have developed this strategic plan, which will lead us towards accomplishing our goals that are delineated as follows:

## 1. Improving the standard of patient care in dental OPD.

- Implementing quality standards for enhancing patient care in dental OPDs as per the standards set by regulatory bodies (PMDC, SHC).

## 2. Faculty development.

- Create criteria and protocols for the involvement of all faculty members in regular training programs.
- Improve productivity and avoid faculty burnout by adopting hybrid teaching methodologies (adherence to sustainable development goals).
- Ensure regular appraisals and incentives for extraordinary performances to motivate faculty and reduce turnover.

## 3. Consistent policy for hiring and promotions.

- Adherence to HEC and PMDC policies regarding contractual hiring should be ensured.
- A satisfactory level of hiring should be ensured to allow the smooth working of departments and maintain a good faculty-to-student ratio.
- Ensure timely promotions of faculty.

## 4. Increase research output.

- Faculty to be facilitated in availing funding for research projects.
- Creating collaborative projects with other institutes within DUHS.

## 5. Ensuring accreditation by regulatory bodies.

- Ensuring accreditation of the BDS program by PMDC-HEC.

# ABOUT THE COLLEGE

Established in 2012, Dow Dental College (DDC) embarked on its journey with a commitment to excel in the field of dental sciences. The foundation of the original college building was laid with a ceremony led by Prof. Sharif Chaudhry, the then-Principal of Dow Medical College, on November 7th, 2012. Marking the beginning of its clinical services, the Outpatient Department (OPD) of DDC started functioning in the same year. The enrollment of the inaugural batch of 50 students was carried out following the college's accreditation by the PMDC.

In a remarkable phase of evolution, November 2018 witnessed the unveiling of a new, purpose-built facility for the college. This significant upgrade, financed through a combination of funds from the Higher Education Commission (HEC) and local grants, was aimed at elevating the standards of dental education and training in Karachi. The newly established facility of Dow Dental College is a testament to modern architectural design and functionality, featuring a seven-story building equipped with advanced facilities for both educational and research purposes. The creation of this state-of-the-art infrastructure was made possible by a substantial grant from the Higher Education Commission of Pakistan.

The inauguration of this new building on April 23rd, 2018, was a momentous event, graced by the presence of Dr. Ahsan Iqbal, the Federal Minister for Interior, Planning, Development and Reform at the time. The completion of this project within its scheduled timeframe reflects the commitment and efficiency that went into its planning and execution, furthering the college's goal of achieving professional excellence in dental sciences.

## Accomplishments in the Last Five Years

### Teaching

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

### Clinical

- Sindh Healthcare Commission Accreditation.
- PMDC Accreditation for BDS Program (In-Progress).

### Research

- Establishment of a fully equipped Research Lab with cell culture, microbiology, and SEM-EDX microscopy facilities.

# INTRODUCTION & OVERVIEW

Founded in 2012, Dow Dental College (DDC) is committed to excellence in dental education and clinical services. After its establishment, the college began its clinical services with the Outpatient Department (OPD) and enrolled its first batch of 50 students following PMDC accreditation.

In 2018, DDC moved to a new, purpose-built seven-story facility, funded by the Higher Education Commission (HEC) and local grants. This state-of-the-art building further strengthened the commitment of the college to advancing dental education and research.

In the last five years, DDC has made notable progress, including the establishment of the Pediatric Dentistry Department, the integration of online learning, and the development of a fully equipped research lab. The college has also received accreditation from the Sindh Healthcare Commission and is working towards PMDC accreditation for its BDS program.

## List of Departments at Dow Dental College

1. Community Dentistry
2. Science of Dental Materials.
3. Operative Dentistry
4. Oral & Maxillofacial Surgery (inc. Forensic Dentistry)
5. Oral Biology
6. Oral Diagnosis
7. Oral Pathology
8. Orthodontics
9. Periodontics Department
10. Prosthodontics
11. Pediatric Dentistry
12. General Surgery
13. Pharmacology
14. Anatomy
15. Pathology
16. Medicine
17. Biochemistry

## Student Life /Facilities at Dow Dental College

### 1. Academic Activities:

DDC students engage in lectures, practical sessions, workshops, and seminars to gain theoretical knowledge and practical skills related to dentistry. They learn about dental anatomy, oral pathology, dental materials, radiology, and various dental procedures.





## **2. Clinical Training:**

DDC students spend a significant amount of time in clinical settings, where they apply their theoretical knowledge to treat patients under the supervision of experienced faculty. This hands-on experience is crucial for developing practical skills and building confidence in performing dental procedures.

## **3. Research Opportunities:**

DDC encourages students to participate in research projects related to oral health and dentistry. This involvement helps students develop critical thinking and research skills and may contribute to advancements in the field.

## **4. Student Societies:**

Student associations or clubs provide platforms for students to interact with, share knowledge, and organize events such as dental awareness campaigns, workshops, and conferences.

Dow Dental College Students Association is also one such entity that organizes regular academic and volunteer activities for students to enhance their learning experiences at DDC.

## **5. Events and Workshops:**

DDC organizes events, workshops, and seminars featuring guest speakers and experts in the field of dentistry. These events help students stay updated on the latest trends and advancements in oral health care.

## **6. Clinical Rotations:**

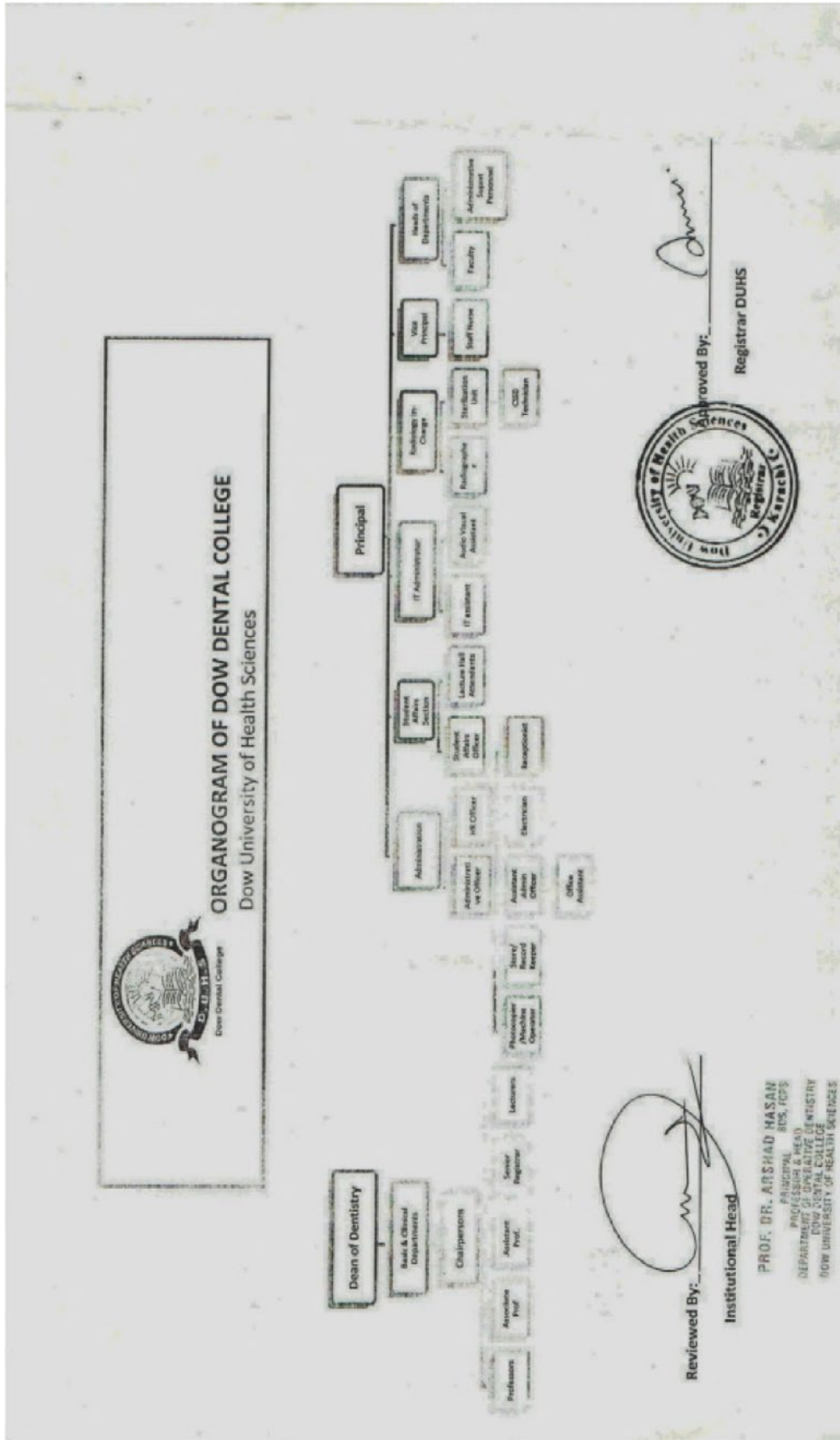
During their education, dental students have the opportunity to rotate through different departments within the dental hospital, gaining exposure to various specialties and treatments.

## **7. Library and Resources:**

The college provides access to a well-equipped library with resources relevant to dental education and research.

At Dow Dental College, we believe that a well-rounded personality is important for healthcare professionals. It helps them to understand the needs of their patients better and communicate effectively with them, ensuring delivery of a better standard of care and a high rate of patient satisfaction. Therefore, we are striving to train our students to do better in all aspects of their professional lives. Our faculty mentorship program is underway, and training is being imparted to the selected faculty for this purpose. Student alumni groups are also being included to provide feedback and to help generate a system of records for tracking their professional progress over the years.

# ORGANIZATIONAL STRUCTURE



# SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Given the fact that DUHS is the largest and most comprehensive health sciences institution in Pakistan, we share an unprecedented responsibility and enormous potential to continue to shape the future of health care in this region. Accordingly, Professor Mohammed Saeed Quraishy, Vice Chancellor, DUHS, mandates that all key stakeholders in the University and the community be involved in the development of this Strategic Plan.

The Executive Strategic Planning Workgroup (see below) was therefore constituted with this mandate in sight, and the process of development of this Plan was informed and influenced not only by their active participation but also the valuable feedback that was actively sought from the faculty, staff, students, and members of this community.

The following guiding principles were used in the development of this Strategic Plan. It is anticipated that these will be incorporated within the planning process and subsequently employed by various academic and administrative units in the development of their complementary strategic plans.

It was envisioned that the Plan should:

- Be consistent with and contribute to the achievement of the mission, vision, and values of DUHS.
- Be developed in a participative and collaborative manner and shared with all key stakeholders.
- Reflect high but achievable and realistic aspirations, as well as demonstrate creativity and innovation in setting forth goals and strategic thrusts for the University.
- Be based on measurable goals and strategies and include appropriate performance metrics.
- Take into consideration available resources Strategic Plan: A Bridge to Excellence 2019 - 2030 Page 16.

Include a component on objective monitoring/evaluation.

A key component of the planning process was its genesis and review by a knowledgeable and appropriately constituted Executive Strategic Planning Workgroup. This review process ensured that all plans were conceptually and structurally sound, demonstrated high aspirations, creativity, and innovative thinking, and contributed to the accomplishment of overall university goals. Recognizing both the time constraints of the planning schedule and the diversity of issues faced by a rapidly expanding university, the overall intent of this process was to keep it as simple as possible and provide appropriate flexibility in achieving the stated goals.



The Strategic Planning Committee for Dow Dental College was formed by the following members:

- **Dr. Naresh Kumar**  
Professor and Principal  
Dow Dental College  
Role: Committee Lead
- **Dr. Arshad Hasan**  
Professor  
Operative Dentistry  
Role: Senior Advisor for Policies and Procedures and Clinical Departments.
- **Dr. Chander Kumar**  
Associate Professor  
Periodontology  
Role: Clinical Departments Associate for Monitoring and Evaluation.
- **Dr. Jaffer Zaidi**  
Assistant Professor  
Oral Biology Department  
Role: Basic Sciences and Research Projects Associate
- **Dr. Sanam Faheem**  
Senior Lecturer  
Role: Documentation and Analysis of the Strategic Plan
- **Dr. Fasiha Kazi**  
Senior Lecturer  
Role: Documentation and Analysis of the Strategic Plan

## **SECTION II: VISION, MISSION, AND VALUES**

One of the principal objectives of the strategic planning process was the articulation and communication of the fundamental purpose of the University. It is the construct within which challenges and opportunities are examined and analyzed, strategic issues framed, and strategic goals and thrusts articulated. It is also the process through which the plan is implemented and the lens that ultimately evaluates its effectiveness. The primary components of the University's purpose are its vision, mission, and 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

- o Put patients & students first

## EMPATHY & COMPASSION

- o Understand before you judge
- o Be concerned for sufferings & misfortunes of others

## EXCELLENCE

- o Be the best and commit to exceptional quality and service

## INNOVATION

- o Encourage curiosity, imagine, create and share

## TEAMWORK

- o Engage & collaborate

## INTEGRITY & LEADERSHIP

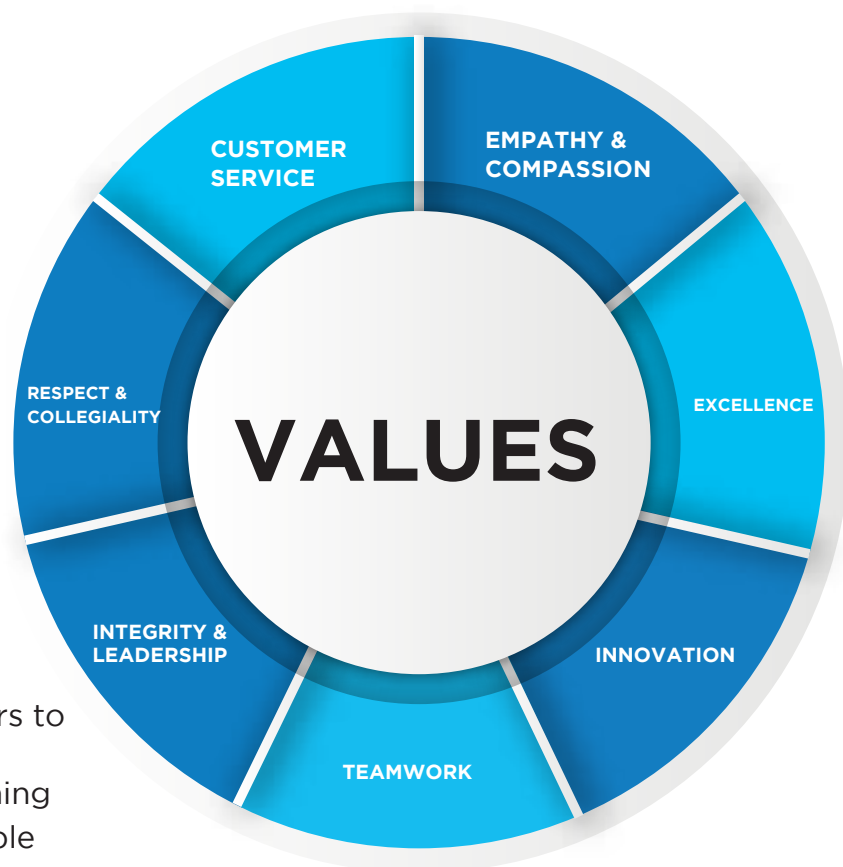
- o Be a role model and influence others to achieve their best
- o Have the courage to do the right thing
- o Hold yourself and others accountable


## RESPECT & COLLEGIALLY

- o Be kind
- o Listen to understand
- o Value different opinions

## STATEMENT OF PURPOSE

"Dow Dental College is committed to being a global leader in dental education, research, and patient care. We aim to provide quality dental education grounded in contemporary, standard practices, along with a strong focus on research, innovation, and patient care standards. Our mission emphasizes professional excellence, ethical practices, and the nurturing of skilled healthcare professionals in a supportive academic environment. Collaborating with national and international institutes, we strive to set new benchmarks in dental healthcare and education."





We wish to cultivate proficient medical professionals through quality education, character development, and discipline. We aim to produce graduates with robust practical, communication, and problem-solving skills dedicated to serving the community. Additionally, we strive to foster self-learners who are well-equipped with strong research skills.

Dow Dental College is unwavering in its pursuit of enhancing both its clinical services and the quality of education it provides to its students. This ongoing dedication is evident in the strategic acquisition of advanced equipment and the focus on faculty development projects, all of which are in harmony with the broader mission of the University to achieve excellence in dental education, training, and patient care.

The approach of the college is multifaceted and includes:

1. Integrating ethical and evidence-based practices in all aspects of patient care, teaching, and research ensures that the highest ethical standards are maintained in every facet of the institution's functioning.
2. Strive to reach the pinnacle of academic excellence, patient care, and institutional management by adopting and implementing standardized procedures, which are essential for maintaining quality and consistency in services.
3. Offering a 4 to 5-year undergraduate program that is developed to meet international standards, ensuring that students receive an education that is not only comprehensive but also globally competitive.
4. Commit to the production of competent healthcare providers who are well-equipped with the necessary skills and knowledge to excel in the ever-evolving field of dental sciences.
5. Fostering an environment conducive to teaching, learning, and research is critical for the academic and professional growth of both students and faculty.
6. Prioritizing faculty development through initiatives such as continuing education, self-reflection, and accountability, which are vital for maintaining a high standard of teaching and staying abreast of the latest developments in dental science.
7. The college is aiming to establish itself as a paragon of excellence, benchmarked against the highest international standards in dental education and practice.
8. Promoting research and innovation through collaborations with national and international institutes, thereby contributing to the global body of knowledge in dental sciences and enhancing the college's reputation as a center of academic and research excellence.

Each of these initiatives is a step towards realizing the vision of Dow Dental College to be a leader in the field of dental sciences, characterized by its commitment to excellence in all domains.



## SECTION III: ASPIRATIONAL INSTITUTIONS

**Regional: Agha Khan University Hospital.**  
**International: University of Hong Kong.**

### **Rationale for Aspirational Institutes of Dow Dental College**

Aga Khan University (AKU) and the University of Hong Kong (HKU) are accredited by The Joint Commission International (JCI). They can leverage this distinction to enhance their institutional system in several meaningful ways:

#### **1. Global Benchmarking:**

The JCI accreditation positions both AKU and HKU at the forefront of international healthcare education and practice. The Gold Seal of Approval® signifies adherence to the highest standards in patient care and safety, benchmarking these institutions against the best in the world. This global recognition supports the ambition of both universities to be leaders in healthcare education and research, attracting top-tier faculty and students globally.

#### **2. Improved Risk Management:**

As the JCI accreditation emphasizes risk reduction and management, both AKU and HKU are recognized for implementing best practices in these areas. This recognition not only enhances the safety and quality of care provided by their affiliated hospitals but also instills confidence in students and faculty that they are at the cutting edge of medical safety and risk management education.

#### **3. Community Confidence and Reputation:**

Accreditation by a prestigious body like JCI strengthens the community's trust in the healthcare services provided by AKU and HKU. This heightened confidence can extend to the educational aspects of these institutions, making them more attractive to potential students, researchers, and collaborators. The high standards of care and safety can become synonymous with the quality of education and research conducted at these universities.

#### **4. International Standards and Exposure:**

The standards set by JCI are developed by international healthcare experts, allowing AKU and HKU to align their curricula and research with global best practices. This international exposure ensures that students and faculty are learning and practicing healthcare that meets universal high standards, preparing them for global healthcare challenges.





## **5. Continuous Improvement and Innovation:**

JCI accreditation is not a one-time achievement but requires continuous adherence to evolving standards. This fosters a culture of ongoing improvement and innovation at AKU and HKU, ensuring that they remain at the forefront of advancements in healthcare education and patient safety.

## **6. Reduced Variation in Practices:**

By adhering to JCI standards, both institutions can minimize variations in healthcare practices, leading to more consistent and high-quality patient care and educational outcomes. This consistency is vital in healthcare, where variability can lead to discrepancies in patient outcomes.

## **7. Competitive Advantage:**

Finally, the JCI accreditation offers a competitive edge to AKU and HKU in the international arena of medical education and healthcare. It allows these institutions to compete with top medical schools and healthcare facilities globally, attracting international students, faculty, and research funding.

In summary, the JCI accreditation of Aga Khan University and the University of Hong Kong represents more than a certification; it is a testament to their commitment to excellence in healthcare education and patient safety. This distinction supports their aspirational goals to be global healthcare leaders, fostering an environment of continual learning, improvement, and innovation.

## SECTION IV: STRATEGIC GOALS

This section outlines the strategic goals and links them with the objectives, key results, and key performance indicators. The operational definitions for each are summarized as follows:

**Goal 1: Improving the Standard of Patient Care in Dental OP**

Objective 1: Implementation of quality standards in dental OPD

Objective 2: Integration of evidence-based dental practices in dental OPD

**Goal 2: Faculty development**

Objective 1: Achieving academic excellence

Objective 2: Incorporation of new and hybrid teaching methodologies.

Objective 3: To promote equality among faculty

**Goal 3: Consistent policy for hiring and promotions**

Objective 1: Ensure maintenance of a good faculty-to-student ratio

**Goal 4: Increase research output**

Objective 1: Apply for Research Grants from Funding Agencies and Promote Intra-Mural Funding

Objective 2: Partner with other institutions in DUHS for joint research projects

**Goal 5: Accreditation by regulatory bodies**

Objective 1: PMDC Accreditation.

Table: Outline of the strategic goals, objectives, key results and key performance indicators for 2024-2027

Q1 denotes January, February and March; Q2 denotes April May and June; Q3 denotes July, August and September, Q4 denotes October, November and December

## OBJECTIVES, OKRs & KPIs

Strategic Goal 1: Improving the Standard of Patient Care in Dental OPD							
Goal Statement: Enhance patient care by implementing quality standards and integrating evidence-based practices in the Dental OPD.							
OKR (Objective and Key Results)							
Objective 1: Implementation of quality standards in dental OPD							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implementation of quality standards in dental OPD	KR1: Train 100% of dental OPD staff on quality standards (PMDC, SHC) by Q4, 2025.	KPI 1: Achieve a 95% patient satisfaction rate by Q4 2027 through implementing PMDC and SHC guidelines.	PMDC and SHC guidelines	Quality standards implemented in dental OPDs	HOD	Nil	Q4 2025 - Q4 2027
Objective 2: Integration of evidence-based dental practices in dental OPD							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Integration of evidence-based dental practices in dental OPD	KR1: Review of SOPs and related documents by Q4, annually	KPI 1: Number of updates in SOPs and related documents as per current evidence on an annual basis	SOPs and related documents	Dental OPD Protocols based on current evidence	HOD	Nil	Q4, annually

Strategic Goal 2: Faculty development							
Goal Statement: Promote academic excellence, innovative teaching methods, and equality among faculty.							
OKR (Objective and Key Results)							
Objective 1: Achieving academic excellence							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
achieving academic excellence	KR1: Ensure > 75% scores in faculty evaluations for each professional year annually	KPI 1: At least 20% increase in faculty perception of professional growth by Q4, 2027	QEC faculty evaluations, number of training sessions	Improving the quality of teaching in the classroom	Principal/ HOD/ QEC	Nil	Annually

	KR2: 50% increase in faculty participation in training programs by Q2, 2026			Improving the perception of professional growth		Funding for training programs	Q2, 2026
	KR3: At least 3 faculty members to be nominated for DUHS-sponsored national and international programs/training by Q4, 2027			Highly trained faculty			Q4, 2027

### Objective 2: Incorporation of new and hybrid teaching methodologies.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Incorporation of new and hybrid teaching methodologies.	KR1: At least 1 workshop for faculty on innovative teaching techniques, active learning, and student engagement by Q3 of each academic year	KPI 1: At least 50% of course material available on the Learning Management System (LMS) by Q4, 2025	LMS logs tracking course material uploads and usage by faculty and students	Fully Functional LMS	HOD/ Medical Education/ Digital Learning Center	Nil	Q4, 2025
		KPI 2: 100% faculty participation in LMS usage by Q4, 2027.		Faculty proficiency in LMS		Nil	Q4, 2027
		KPI3: Integration of problem-based learning in the pedagogy by Q3, 2025		Incorporation of current teaching methodologies		Nil	Q3, 2025

### Objective 3: To promote equality among faculty

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To promote equality among faculty	KR1: At least 70% of faculty on long-term contracts as per PMDC and HEC guidelines by Q4, 2027	KPI 1: At least 20% increase in faculty job satisfaction by Q4, 2027	PMDC and HEC guidelines.	Improving the faculty perception of egalitarianism	Principal / HR	Nil	Q4, 2027

Strategic Goal 3: Consistent policy for hiring and promotions							
Goal Statement: Maintain an optimal faculty-to-student ratio through transparent hiring and promotion policies.							
OKR (Objective and Key Results)							
Objective 1: Ensure maintenance of a good faculty-to-student ratio							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Ensure maintenance of a good faculty-to-student ratio	KR1: Processing at least 50% due faculty promotions by Q4, 2025	KPI 1: At least 20% increase in faculty retention rate by Q4, 2027	PMDC, HEC, and DUHS Policy guidelines	Streamlined faculty promotions/upgradation process	Principal/HR	DUHS funding for hiring and promotions	Q4, 2027
	KR2: Hiring the deficit faculty by Q4, 2026			Faculty requirements fulfilled as per regulatory requirements			

Strategic Goal 4: Increase research output							
Goal Statement: Boost research productivity through grants, intra-mural funding, and institutional collaborations.							
OKR (Objective and Key Results)							
Objective 1: Apply for Research Grants from Funding Agencies and Promote Intra-Mural Funding							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Apply for Research Grants from Funding Agencies and Promote Intra-Mural Funding	KR1: At least 1 faculty member to apply for an external research grant by Q4, 2027	KPI 1: 10% increase in research output by Q4, 2027	Records of research funding applications, both external and internal	External grants availed by faculty	DDC liaison with ORIC and internal funding committee	Funding for grants	Q2 2026 – Q4 2027
	KR2: Apply for at least one intra-mural funding opportunity by Q4, 2027			Intramural funds availed by faculty			
	KR3: Regular updates on funding opportunities to be disseminated through the official portal by Q2, 2026			Improving faculty awareness regarding funding opportunities		Nil	

Objective 2: Partner with other institutions in DUHS for joint research projects							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Partner with other institutions in DUHS for joint research projects	KR1: Establish at least 1 new research partnership by Q2, 2026	KPI 1: Number of partnerships established by Q4, 2027	Partnership agreements, project documentation, and publication records	Enhancing collaborative research culture	DDC liaison with other institutes.	Nil	Q2 2026 – Q4 2027

Strategic Goal 5: Accreditation by regulatory bodies							
Goal Statement: Achieve PMDC accreditation to ensure adherence to required academic and clinical standards.							
OKR (Objective and Key Results)							
Objective 1: PMDC Accreditation.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
PMDC Accreditation.	KR1: At least 95% score as per PMDC criteria by Q4, 2026	KPI 1: 100% compliance with PMDC guidelines by Q4, 2027	PMDC guidelines	Accreditation by regulatory body	Principal DDC	Funds for material, equipment, etc.	Q4, 2027

## SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

To achieve its strategic goals, Dow Dental College (DDC) will liaise with the relevant departments at DUHS to create a resource plan focusing on human, financial, technological, physical, and operational resources.

- Key human resources include faculty and staff, with dedicated personnel overseeing each strategic objective (Appendix: C).
- Financially, DDC will allocate funds through proper channels, for faculty development, research grants, and accreditation processes, while also seeking external funding.
- Technologically, efforts will be made to further incorporate the Learning Management System (LMS) in the pedagogy and upgrade the research infrastructure.
- Physical resources include modernizing clinical and research facilities, ensuring they are equipped for both teaching and patient care.
- Operationally, DDC will regularly review and update SOPs, faculty evaluations, and training materials to align with regulatory standards. Effective time management will ensure that objectives are met within set timelines, with regular progress assessments to stay on track. These resources, combined with a clear focus on faculty growth and innovation, will enable DDC to achieve its goals of academic excellence, clinical care, research output, and accreditation.

## SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC GOALS

Implementation of the Strategic Plan will be done by establishing committees to oversee the execution of the strategic goals (Appendix C). Periodic input from the committee members will lead to a review of progress as well as identification of challenges in the process.

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

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

The execution of the strategic plan will be as per the timelines indicated in the preceding section for key results and KPIs (Table 1). A summary of the timeline is presented in a Gantt chart (Table 2) as follows.



## Table 2: Gantt Chart denoting the timeline for the implementation of the Strategic Plan 2024-2027.

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

Strategic Goals	Objectives	2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. <b>Improving the standard of patient care in dental OPD.</b>	O1. Implementation of quality standards in dental OPD												
	O2. Integration of evidence-based dental practices in dental OPDs												
2. <b>Faculty development.</b>	O1. Achieving Academic Excellence												
	O2. Incorporation of new and hybrid teaching methodologies												
	O3. To promote equality among faculty												
3. <b>Consistent policy for hiring and promotions.</b>	O1. Ensure maintenance of a good faculty-to-student ratio.												
4. <b>Increase research output</b>	O1. Apply for Research Grants from Funding Agencies and Promote Intra-Mural Funding												
	O2. Partner with other institutions in DUHS for joint research projects												
5. <b>Accreditation by regulatory bodies</b>	PMDC Accreditation												

## SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX
C	Sub-Committees for The Strategic Plan



# APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Qualified and experienced faculty.</li> <li>2. Excellent infrastructure (Air-conditioned &amp; well-equipped lecture halls, tutorial rooms, and laboratories).</li> <li>3. Access to good clinical practice due to high patient turnout in OPDs.</li> <li>4. Good reputation due to the prestige value of DUHS.</li> <li>5. Postgraduate programs available (MDS/MSc/FCPS).</li> <li>6. Online learning management system (LMS).</li> <li>7. Tertiary care hospital attached (Trauma Centre, Civil Hospital).</li> <li>8. HEC-related facilities: digital library access, HEC Microsoft academic alliance, &amp; IT support.</li> <li>9. The Board of Advanced Studies is present for the implementation of changes in dental education.</li> <li>10. Access to DUHS/medical and scientific meetings, seminars, and conferences.</li> </ol>	<ol style="list-style-type: none"> <li>1. Admission challenges: difficulty in retaining high-caliber (top merit) students.</li> <li>2. Limited access to faculty development programs: CHPE limited slots, no PhD programs in dentistry. No departmental research fund exists, unlike other universities.</li> <li>3. High faculty turnover.</li> <li>4. BDS program accreditation issues.</li> <li>5. Academic exploitation owing to the inequality of workload.</li> <li>6. Lack of financial incentives to faculty members (annual appraisals and bonuses).</li> <li>7. Lack of innovations in dental education and new teaching methodologies.</li> <li>8. Static curriculum.</li> <li>9. Not promulgating egalitarianism (disparities between contractual and regular employees).</li> <li>10. Logistic issues are coupled with parking problems.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. HEC funding grants/ National or international funding opportunities.</li> <li>2. Access to modern laboratories for research.</li> <li>3. Online learning platforms (Coursera, LMS).</li> <li>4. FAIMER &amp; ASPIRE Fellowship and Fulbright US Scholarship programs.</li> <li>5. PMDC &amp; HEC curricular initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Poor faculty-to-student ratio.</li> <li>2. Mushrooming of private dental colleges in Pakistan.</li> <li>3. Limited job security and benefits (contractual faculty).</li> <li>4. No timely promotions of faculty.</li> <li>5. Faculty burnout: Working six days per week is a threat to productivity and leads to burnout.</li> <li>6. Brain drain: Skilled workers, including faculty, opting for overseas employment due to the current economic crises.</li> </ol>



## APPENDIX B:

# TOWS ANALYSIS

OPPORTUNITIES		THREATS
<ol style="list-style-type: none"> <li>1. HEC funding grants/ National or international funding opportunities.</li> <li>2. Access to modern laboratories for research.</li> <li>3. Online learning platforms (Coursera, LMS).</li> <li>4. FAIMER &amp; ASPIRE Fellowship and Fulbright US Scholarship programs.</li> <li>5. PMDC &amp; HEC curricular initiatives.</li> </ol>		<ol style="list-style-type: none"> <li>1. Poor faculty-to-student ratio.</li> <li>2. Mushrooming of private dental colleges in Pakistan.</li> <li>3. Limited job security and benefits (contractual faculty).</li> <li>4. No timely promotions of faculty.</li> <li>5. Faculty burnout: Working six days per week is a threat to productivity and leads to burnout.</li> <li>6. Brain drain: Skilled workers, including faculty, opting for overseas employment due to the current economic crises.</li> </ol>
STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. Qualified and experienced faculty.</li> <li>2. Excellent infrastructure (Air-conditioned &amp; well-equipped lecture halls, tutorial rooms, and laboratories).</li> <li>3. Access to good clinical practice due to high patient turnout in OPDs.</li> <li>4. Good reputation due to the prestige value of DUHS.</li> <li>5. Postgraduate programs available (MDS/MSc/FCPS).</li> <li>6. Online learning management system (LMS).</li> <li>7. Tertiary care hospital attached (Trauma Centre, Civil Hospital).</li> <li>8. HEC-related facilities: digital library access, HEC Microsoft academic alliance, &amp; IT support.</li> <li>9. The Board of Advanced Studies is present for the implementation of changes in dental education.</li> <li>10. Access to DUHS/medical and scientific meetings, seminars, and conferences.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase publication turnout and improve the quality of research utilizing DDC OPDs and labs with HEC funding. Link: Goal 4</li> <li>2. Revision of dental curriculum as per PMDC and HEC initiatives. Link: Goal 5</li> <li>3. Incorporate LMS as a tool for regular lectures, assignments, and assessments. Link: Goal 2</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve faculty-to-student ratio by hiring more qualified faculty. Link: Goal 3</li> <li>2. Build on the good reputation of DUHS to attract meritorious students, improve organizational structure, and invest in faculty development to compete with private dental colleges. Link: Goal 5</li> <li>3. Create a better incentive-based policy for contractual employees to aid in their retention. Link: Goal 3</li> <li>4. Timely promotions of faculty should be done. Link: Goal 2</li> <li>5. Hybrid working system adopted to reduce faculty burnout. Link: Goal 2</li> <li>6. Improvement in retention policy for skilled workers to avoid turnover and brain drain. Link: Goal 2 &amp; 3</li> </ol>

WEAKNESSES	WO	WT
<ol style="list-style-type: none"> <li>1. Admission challenges: difficulty in retaining high-caliber (top merit) students.</li> <li>2. Limited access to faculty development programs: CHPE limited slots, no PhD programs in dentistry. No departmental research fund exists, unlike other universities.</li> <li>3. High faculty turnover.</li> <li>4. BDS program accreditation issues.</li> <li>5. Academic exploitation owing to the inequality of workload.</li> <li>6. Lack of financial incentives to faculty members (annual appraisals and bonuses).</li> <li>7. Lack of innovations in dental education and new teaching methodologies.</li> <li>8. Static curriculum.</li> <li>9. Not promulgating egalitarianism (disparities between contractual and regular employees).</li> <li>10. Logistic issues are coupled with parking problems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work more on building the reputation of DDC to attract meritorious students. Link: Goal 5</li> <li>2. Indigenous programs for PhD to be initiated Link: Goal 5</li> <li>3. Increase CHPE slots for dental faculty. Link: Goal 2</li> <li>4. HEC national or international funding should be awarded regularly to departments for faculty research. Link: Goal 4</li> <li>5. Promote global partnerships for students and faculty (mutual exchange program). Link: Goal 2 &amp; Goal 5</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve faculty retention by offering better incentives and addressing job security concerns. Link: Goal 2</li> <li>2. Implement timely promotions to enhance job satisfaction and reduce turnover. Link: Goal 2</li> <li>3. Address workload inequalities to prevent faculty burnout. Link: Goal 2</li> <li>4. Develop strategies to attract and retain high-caliber students amidst increasing competition from private dental colleges. Link: to all goals</li> <li>5. Strengthen faculty development programs to bridge technology gaps and foster innovation in dental education. Link: Goal 2</li> </ol>



## APPENDIX C:

# SUB-COMMITTEES FOR THE STRATEGIC PLAN



## OFFICE OF THE PRINCIPAL Dow Dental College Dow University of Health Sciences

Baba-e-Urdu Road, Karachi.  
Phone. 021-99215754, Ext. 5333,5336,5339,5752  
E-mail. p.ddc@duhs.edu.pk

Ref. No. DUHS/DDC/2024/ 640

Date: October 10, 2024

### Notification

As per the Strategic Plan (2024-2027) of the Dow Dental College (DDC), Dow University of Health Sciences, various goals have been developed. In order to accomplish the strategic goals of DDC, the sub-committees with following composition have been constituted:

S No.	Strategic Goals	Sub-committee Members
1	To improve the standard of patient care in dental OPD	Dr. Chander Kumar Dr. Saqif Nasir Dr. Sidra Maqsood
2	To promote faculty development	Dr. Syed Jaffar Abbas Zaidi Dr. Sanam Faheem Dr. Fasiha Moin Kazi
3	To increase research output	Prof. Arshad Hassan Prof. Shazia Akbar Dr. Muhammad Taqi

The aforementioned sub-committees will present their performance report to the main strategic committee of DDC every two months.



**Prof. Dr. Naresh Kumar**  
Principal  
Dow Dental College  
Dow University of Health Sciences  
Karachi

**CC to:**  
The Pro Vice Chancellor  
The Dean Faculty of Dentistry  
The Director Strategic Development & Implementation  
The Ps to Vice Chancellor  
The Concerned Faculty Members

