



SCHOOL OF POSTGRADUATE STUDIES (SPGS)

DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN (2024 – 2027)

Pioneering Excellence | Inspiring Innovation



To Heal | To Educate | To Discover

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

TABLE OF CONTENTS

Principal's Message	5
Executive Summary	6
About the SPGS.....	7
Introduction & Overview.....	8
Institutional Organogram.....	10
Section I: Overview of the Strategic Planning Process	13
Section II: Vision, Mission, and Values	15
Section III: Aspirational Institutions.....	17
Section IV: Strategic Goals.....	19
Objectives, OKRs & KPIs.....	22
Section V: Resource Planning for Achieving Strategic Goals.....	25
Section VI: Implementation and Monitoring of Strategic Plan.....	26
Section VII: List of Appendices:	27
A: SWOT Analysis.....	28
B: TOWS Matrix.....	29

PRINCIPAL'S MESSAGE



At Dow University of Health Sciences (DUHS), the School of Postgraduate Studies (SPGS) stands as an esteemed bastion of academic excellence and intellectual pursuit. Within our revered institution, we cultivate a culture of profound intellectual curiosity and unwavering dedication to scholarly endeavors.

As we chart the course for the future, we are guided by the steadfast principles of knowledge and academic rigor. Postgraduate studies, the crucible of research, innovation, and critical inquiry, serve as the cornerstone for shaping the thought leaders and societal contributors of tomorrow.

Our scholars are driven by an unwavering commitment to excellence across every domain: research, education, collaboration, diversity, partnerships, technology, innovation, and community engagement. We are steadfast in our resolve to foster a dynamic research environment, where interdisciplinary collaborations flourish and innovation thrives. In the pursuit of excellence, whether within the halls of academia or on the path of entrepreneurship, we remain resolute in our pursuit of greatness.

Education, we recognize, is both a privilege and a solemn responsibility. As our scholars embark upon the next phase of their academic journey, they are guided by a spirit of inquiry, innovation, and inspiration.

We extend our deepest gratitude to our esteemed faculty, scholars, and researchers for their invaluable contributions and steadfast commitment to the dissemination of knowledge. It is through their unwavering dedication that the light of wisdom continues to illuminate our scholarly community and the School of Postgraduate Studies continues to ascend to new heights, leaving an indelible mark upon the tapestry of academic excellence.

Prof. Dr. Sajida Qureshi
FCPS, FRCS
Meritorious Professor

EXECUTIVE SUMMARY

School of Postgraduate Studies (SPGS) developed a detailed and comprehensive strategy plan to increase and highlight the quality, relevance, and effectiveness of all basic and clinical postgraduate programs at both campuses of Dow University Health Sciences (DUHS). The strategic plan involves the need to assess and identify industry demands, diverse, new, advanced postgraduate programs, and quality assurance through extensive review procedures. The plan also emphasized the need to foster international and national collaborations, embracing advanced technologies, student scholarship programs, feedback mechanisms, promotion policies for clinical, basic, and staff members, and increase innovation marketing strategies. The strategy development objectives are to create a strong research-oriented and globally relevant postgraduate education environment that prepares researchers and clinicians for success in the emerging professional landscape. This will sustain the level of competencies we urged to develop hoping will be comparable to one of the world-class universities of Europe/ North America. During strategy development and implementation of SPGS, we have highlighted a few weaknesses and threats to our postgraduate programs that can overshadow the opportunities and strengths of university offers to future researchers in basic and clinical fields. All program directors from various disciplines are invited to share and discuss the difficulties they are facing by using the TWOS matrix. The results of TWOS suggested we need to increase the number of students by the initiation of the scholarship programs and simultaneously we need to enhance the publicity via the marketing department. With the help of renowned industrialists, a Prof. of Practice program should be initiated that helps us develop strong academia-industry linkages. Research projects should be designed according to the requirements of the industry. Moreover, a weak promotion policy led to the loss of foreign-qualified experienced faculty members which will have a negative impact on the quality of education. Postdoctoral programs should also be started and can have our alumni who can help us in bringing the knowledge and expertise. Through the faculty development program faculty members should be sent to international universities where they should indulge themselves in learning development, identification of novel biomarkers for diseases, innovative clinical or surgical interventions, and acquiring knowledge on artificial intelligence. Nevertheless, the sustainability of the pre-eminent institution depends upon the assessment and quality assurance of the program's outcomes and goals. Therefore, our strategy also includes the process of how we can assess and maintain the high quality of education in various fields. The responsibility of SPGS is to serve as a bridge for advanced academia and research activities that provide support to students and faculty in their quest for knowledge and contribute to the overall academic excellence of the university.

ABOUT THE SCHOOL OF POSTGRADUATE STUDIES

As part of its Strategic Plan “A Bridge to Excellence 2019 -2030”, Dow University of Health Sciences, focused emphasis was placed to enhancing the research capacity in the University, which would play a critical role in promoting a culture of innovation and discovery with the generation of new knowledge that would be valuable for the community. Vital to the success of this vision was to have robust postgraduate programs of the highest quality, both in terms of education and training. Lessons learned from successful postgraduate programs in more developed countries (such as the United States, Australia, Singapore, etc.) have yielded the importance of having a defined infrastructure to provide the required oversight. This understanding has been further fortified by the recognition that Dow University of Health Sciences offers a wide variety of postgraduate programs in various clinical and non-clinical disciplines, which mandates a focused oversight that best suits the students and the faculty of these programs.

To bring this objective to fruition, in October 2018, as part of the Strategic Planning process, a Postgraduate Workgroup was established by the Vice Chancellor to evaluate the existing infrastructure and to propose changes that would best serve the needs of students and faculty. This led to the establishment in 2019 of the School of Postgraduate Studies at Dow University, which was approved by the Syndicate in its 78th meeting on July 13, 2019.

INTRODUCTION AND OVERVIEW

Before the establishment of the university, postgraduate education was limited to training leading to FCPS at the Civil Hospital Karachi. The exit examination was conducted by the College of Physicians and Surgeons (CPSP). This academic activity is coordinated by a Postgraduate Committee. After the establishment of the Dow University of Health Sciences (DUHS) in December 2003, several new postgraduate programs were initiated in the basic and clinical disciplines. These included the higher research programs. During the last years, there has been an enormous expansion in the postgraduate education conducted by the University.

The School of Postgraduate Studies (SPGS) was established by the Syndicate to coordinate the postgraduate education of the University. The school was charged with the responsibility of assisting other departments in enhancing their training program to provide qualified human resources in the health sector. The DUHS postgraduate policy spells out the guidelines for faculty and students' engagement in postgraduate activities in the University. The University envisages that each student accomplishes his/her studies within the stipulated duration for the corresponding study. Specifically, the terms of the policy define the roles and duties of postgraduate students, faculty, teaching departments, and the postgraduate department in the conduct of postgraduate studies in DUHS.

To propose for approval of new postgraduate programs, training, and curriculum, the department facilitates the institutes' faculties in developing their postgraduate programs following the guidelines of the regulatory authorities i.e. Pakistan Medical & Dental Council and Higher Education Commission Pakistan. It also assists in obtaining the necessary approval of the Faculty Board, the Academic Council, the Board of Advanced Studies & Research, the Syndicate & Senate to ensure all academic programs run by the University meet HEC and PM&DC criteria/requirements.

The SPGS looks after all Master's, Diploma, Fellowship programs, and short courses in various disciplines, and also facilitates the Ph.D. program and synopsis approval of the MS/MD program. Correspond with accrediting bodies for inspection and recognition of these programs and for maintenance of this recognition. The Institute of Bio-Medical Sciences has been established for MPhil and PhD students who are interested in the key areas of Bio-Medical Sciences. The Institute has developed the mod format to allow a greater range of options within the program to meet the requirements of medically trained personnel who wish to pursue a teaching and research career in the medical and allied health sciences.

The programs offered provide a sound understanding of human health and diseases and diagnostic approaches at the molecular level, applying contemporary techniques of modern biomedicine. It provides opportunities to acquire and develop the skills synthesis, analysis, and decision-making, required for careers in the field of medical research. Thus, the students are trained subject specialists, as researchers and resource persons, and well equipped with the methodologies of modern trend teaching and research in

the basic medical sciences. The program involves both coursework and an original research component.

The institute with of name of Institute of Basic Medical Sciences was established in September 2004 through DUHS-Syndicate by adopting the Academic Council Resolution in its 1st meeting. Later on, in November 2017 the institute was granted the name from "Institute of Basic Medical Sciences" to the "Institute of Biomedical Sciences" to cater to the multiple faculty in its scope. The Institute of Biomedical Sciences has been merged with the SPGS w.e.f. 09-08-2023.

DUHS has been recognized for training MCPS and FCPS in clinical sciences for a long. However, it is also recognized to M.Phil. and Ph.D. degrees in various disciplines.

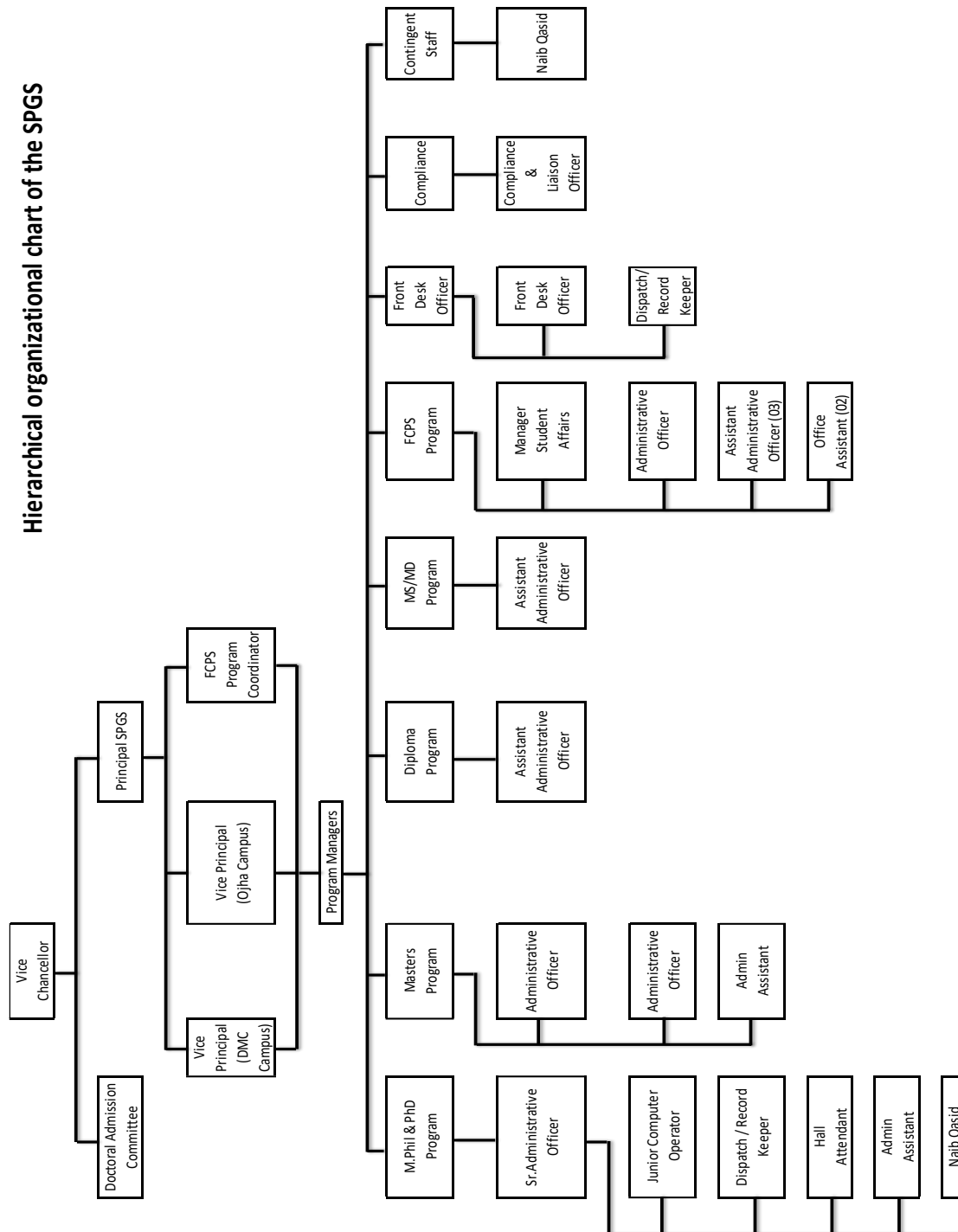
With over 51 degree and diploma programs, DUHS is a leader in the nation for the delivery of both undergraduate and graduate programs in health and allied sciences (a list of postgraduate programs is attached to this file). It offers a wide range of postgraduate programs that presently lack a cohesive infrastructure to provide the required oversight that would ensure that the quality of these postgraduate programs continues to improve. Equally important is the need to provide support services to postgraduate students, which are somewhat unique for various cohorts of students. In this regard, the university has made some strategic investments in enhancing the capacity for research and postgraduate studies. In the year 2019, the University announced the Vice Chancellor's Seed Funding Initiative - the first such endeavor in the University. Over 21 competitive grants were awarded to both faculty and postgraduate students with the explicit intent to support innovative ideas allowing them to ultimately compete successfully for extramural funding (a list of passed-out students is attached to this file).

Currently, there has been an increased requirement of Ph.D. faculty in clinical and basic sciences to cater to programs such as Gynae & Obs., Neuroscience, Medicine, Radiology, Ophthalmology, Artificial Intelligence, Anatomy, etc. However, Masters and Ph.D. programs in dental sciences have been offered. This year 2024, Ph.D. programs in Molecular Medicine, Pathology, and Medical Education have been started. The data at hand depicts that DUHS is the fastest-growing public sector institute that is serving to produce specialized human resources in every field of health sciences with utmost repute and leadership skills. Postgraduate studies also conducted international conferences on Neuroscience and Biomedical Sciences and Academia-Industry linkage programs which were very successful (the details are also attached to this file).

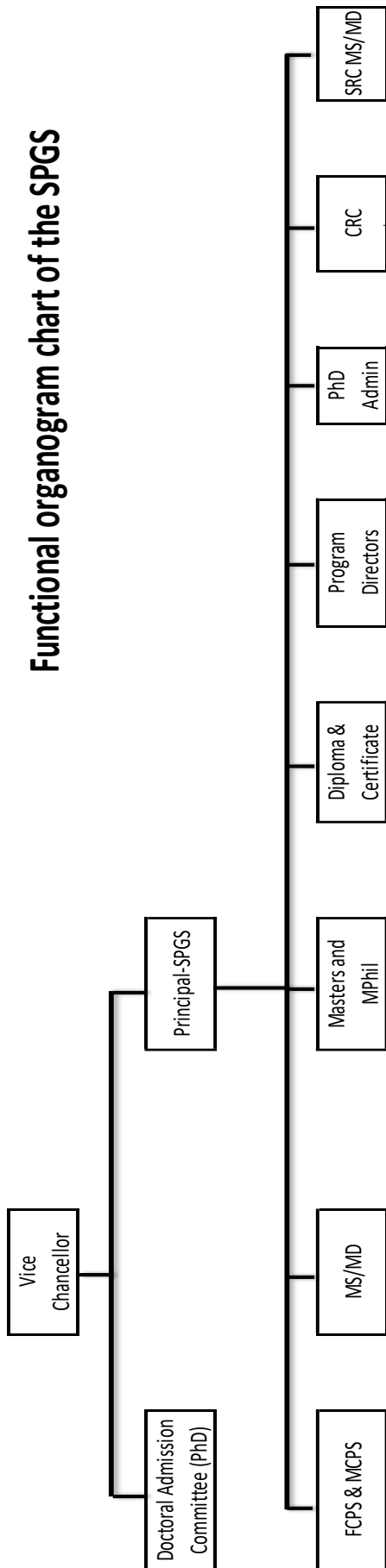
SPGS coordination with the Admission Cell and Examination Department for the postgraduate induction and examination process. SPGS maintains a comprehensive database covering all PG's attendance and stipend records. The SPGS organizes periodical evaluation of the trainees and forwards the result of the evaluation to the respective trainee Supervisor concerned departments and recommends the Syndicate and the Board of Advanced Studies modifications to the University regulations relating to postgraduate programs and courses of study (extensive details are also attached with this file).

INSTITUTIONAL ORGANOGRAM

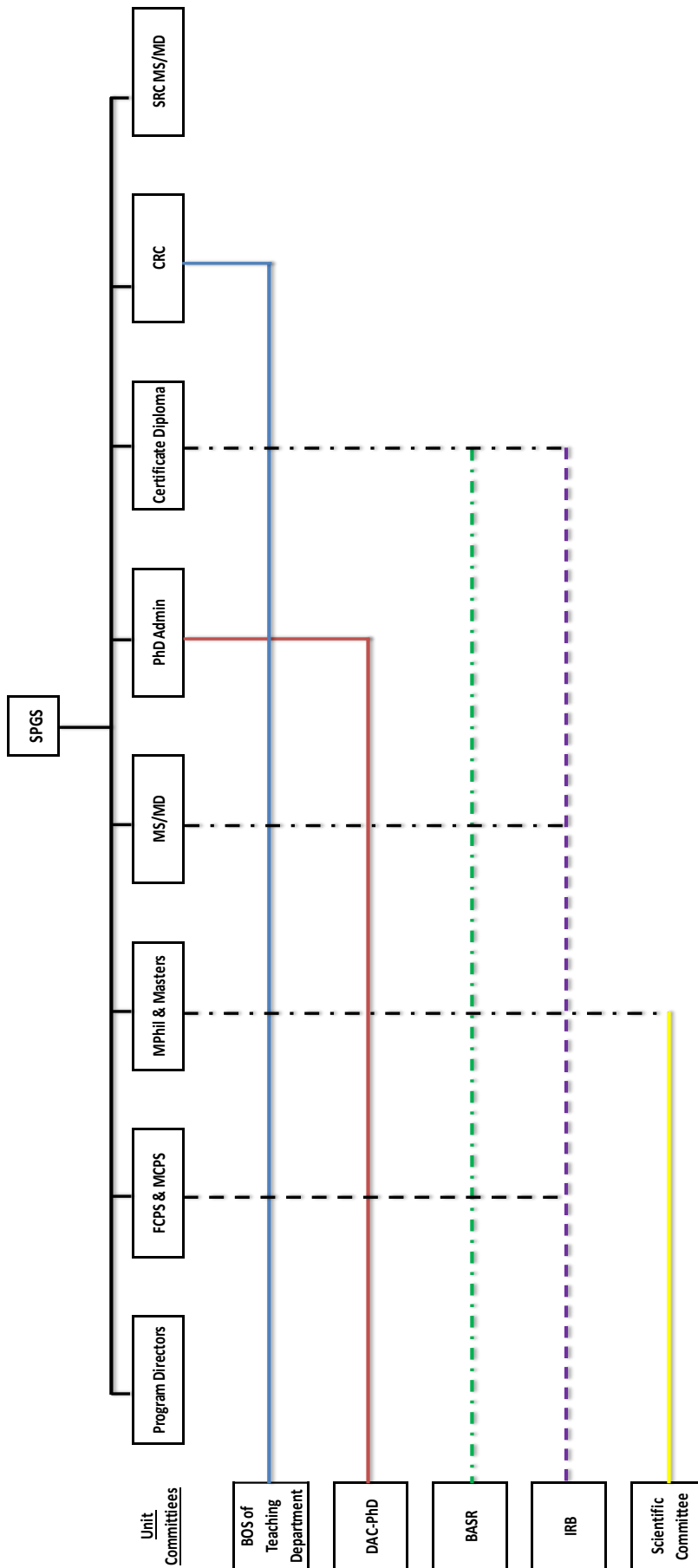
Hierarchical organizational chart of the SPGS



Functional organogram chart of the SPGS



Organizational Matrix Chart



SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

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 Mohammad 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 (given below) is therefore re-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, and staff, students, and members of this community.

The following guiding principles were used in the development of this Strategic Plan and it is anticipated that this will be incorporated within the planning process that will be 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 DUHS's mission, vision, and values
- 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
- Include a component on objective monitoring/evaluation

A key component of the planning process was its genesis and review by a knowledgeable and appropriate: 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 simple as possible and provide appropriate flexibility in achieving the stated goals.

Members of the Executive Strategic Planning Workgroup:

- | | |
|--|-------------|
| 1. Prof. Sajida Qureshi
Principal, SPGS | Chairperson |
| 2. Prof. Syed Danish Haseen
Vice Principal, SPGS | Member |
| 3. Prof. Sonia Siddiqui
Vice Principal, SPGS | Member |
| 4. Dr. Muhammad Obaid
Coordinator, SPGS | Member |
| 5. Mr. Muhammad Owais
Senior Administrative Officer, SPGS | Member |
| 6. Ms. Erum Riffat
Manager, SPGS | Member |
| 7. Mr. Raheel Ghousi
Data Processing Officer, SPGS | Member |
| 8. Mr. Faheem Uddin Abbasi
Administrative Officer, SPGS | Member |

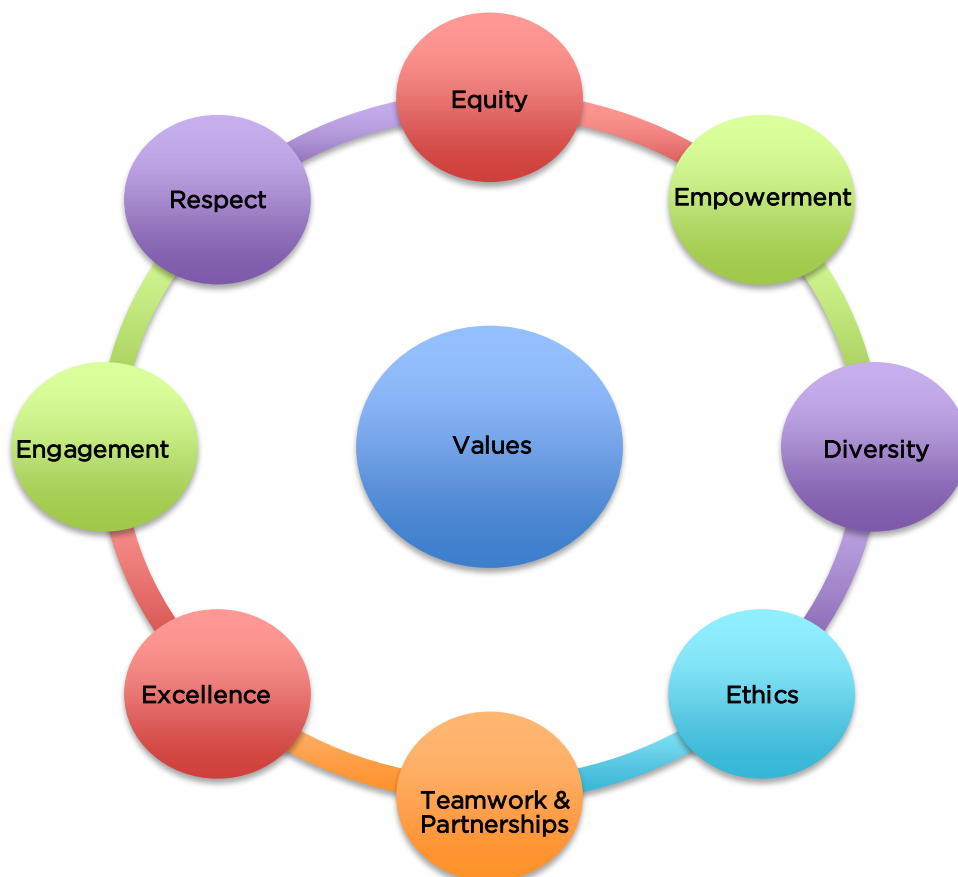
SECTION II: VISION, MISSION & VALUES

VISION

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

MISSION

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



VALUES

- **Customer Service**
 - Put 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

The School of Postgraduate Studies (SPGS) at Dow University of Health Sciences (DUHS) is committed to excellence in advanced education, research, and innovation. Ensuring high academic standards, interdisciplinary collaboration, and impactful research the SPGS department oversees and enhances postgraduate programs. The SPGS department equips future leaders to advance healthcare, academia, and biomedical sciences by fostering critical inquiry, professional development, and scholarly excellence

SECTION III: ASPIRATIONAL INSTITUTIONS

- o The Aga Khan University and Hospital (AKU)
- o Ruhr University Bochum (RUB), Germany
- o Lahore University of Health Sciences (LUMS)

The Ruhr University Bochum (German: Ruhr-Universität Bochum, RUB) my Alma Mater, is a public research university located in the southern hills of the central Ruhr area, Bochum, Germany. It was founded in 1962 as the first new public university in Germany after World War II. The Ruhr-University Bochum is one of the largest universities in Germany a part of the Deutsche Forschungsgemeinschaft, the most important German research funding organization.

The University of Bochum was one of the first universities in Germany to introduce international bachelors and master's degrees, which replaced the traditional German Diploma and Magister. Except for a few special cases, such as law, these degrees are offered by all faculties of the Ruhr-University. Currently, the university offers a total of 184 different study programs 1 all academic fields represented at the university. In the QS World University Rankings for 2024, the university was ran 375th globally and 20th nationally. Meanwhile, the Times Higher Education World University Rankings for 2024 position the university in a range between 25 1st and 300th worldwide, and between 25th and 31st in the national ranking. Similarly, the 2023 ARWU list, the university placed between 301st and 400th globally and between 20th and 24th nationally.

LUMS is an extraordinary place for learning, discovery, and transformation. They can challenge the ordinary, and special innovation. They seek out bright and curious minds with revolutionary ideas to create an empowering community of leaders and change-makers. Their transdisciplinary approach gives students the extraordinary freedom to explore different disciplines across their five schools and discover endless opportunities for success. They have impressive global rankings. They hold research criteria for inclusion in their rankings, which include the publication of 1,000 research papers in the last five years. These rankings are a testament to the University's global reputation and research output.

The Aga Khan University Hospital is an established, reputable, international institution that is globally recognized with established working associations with other leading University Hospitals in the world. This enables the implementation of the latest protocols for treatment, medicines, surgery, diagnostic, and laboratory, with superior equipment and technology) benefiting many patients every day.

AKUH offers World Class Trusted Quality Services, demonstrated by their gold-seal accreditations from the prestigious Joint Commission International and College of American Pathologists. Multiple specialty services, all under one roof, enable their medical teams to routinely work together to deliver a multidisciplinary holistic approach and continuum for all their patients. They also have equal promotion policies for clinical and basic sciences faculty members. The Office of Research and Graduate Studies is the central

coordination entity that supports the overall vision of the University to conduct research that contributes to the global body of knowledge and advances public policy in response to the real needs of communities and people in the developing world. According to the Times Higher Education, the Aga Khan University and Hospital ranked as a university in the 601-800* position.

SECTION IV: STRATEGIC GOALS

The postgraduate department in any university plays an extremely vital part in the development and facilitating of advanced academic and research pursuits. However, the direction of work changes and depends upon the university's mission and policies nevertheless the school of postgraduate studies responsibility will remain the same in every situation such as the development of several academic programs, specific curricula, criteria of admissions, and enrollments, student support via mentorship or scholarship programs. They offer career counseling and quality assurance programs in each discipline. The most highlighted function of postgraduate studies is to offer research training in b and clinical fields therefore the recruitment of trained and highly skilled faculty members/supervisors, induction of postgraduate students, and research publications are the decisive points for a school/institute to be called as success:

The sustainability of a Pre-eminent institute depends upon the continuous implementation and improvement of all academic policies while keeping pace with society's challenges.

Goal I: Impart quality postgraduate education that is student-centered nationally and globally competitive and relevant to the delivery of 21st-century healthcare.

Objective I: To secure accreditation and recognition for all postgraduate programs by relevant regulatory bodies, ensuring the programs meet the highest standards of educational quality and compliance.

Strategy I: Principal SPGS with its team member must visit to the Ministry of National Health Services Regulation and Coordination, and P.M.D.C. and H.E.C. to resolve and expedite the matters/issues.

Objective II: To Monitor and improve the research proposal/thesis submission administrative processes are efficiently processed.

Strategy II: the program director must be active to oversee his/her candidate for research proposal submission and track it with the SPGS office. Better communication and coordination between departments to improve the administrative and approval process.

Goal II: Foster Innovation and Fiscal Sustainability through Strategic Development of Programs.

Objective I: Introducing new and diverse postgraduate programs that align with emerging healthcare trends, ensuring the school remains competitive and attracts a wide range of students.

Strategy I: According to the H.E.C. criteria university must have three Ph.D. faculty members in the relevant field Therefore, by induction of relevant faculty members or through a faculty development program, faculty members can be sent abroad to get postgraduate degrees. This will increase the diversification of postgraduate disciplines and will attract new research students. Launch new programs in with a focus on medical innovation in healthcare. Adopt the use of AI powered tools such as AI powered analytics for data management to better handle administrative processes. The aim should also be to include medical technology courses in existing programs to provide the knowledge as required by the current market needs and achieve a competitive edge.

Objective II: To increase the enrollment of postgraduate students and the number of residency seats available, thereby expanding the school's reach and impact on both basic and clinical disciplines.

Strategy I: Track enrollment numbers and trends across all programs, and Monitor the expansion of residency seats and their occupancy rates. Identify potential students by implementing a data-driven marketing strategy using predictive analytics. This will allow SPGS to reach out to a larger number of candidates who are a better fit for the program.

Goal III: Promote Administrative and Fiscal Responsibility, Accountability, and Transparency.

Objective I: To ensure that all faculty and staff appointments /promotions are conducted fairly and transparently, in compliance with HEC policies, and based on merit and performance.

Strategy I: Assign positions according to the qualifications and experience. Establish a development program for SPGS staff to enhance their skills by offering training, online workshops in their area of their expertise and also towards emerging fields such as AI in healthcare.

Objective II: To Make the Post Graduate Education System process candidate friendly.

Strategy I: Prospectus online by 2025. Admission process online portal, Student life at DUHS online portal, and Development of Online feedback portal. The centralized online platform will improve the student and resident experience making it easier to navigate the administrative processes of postgraduate education. Adopt the use of AI powered tools such as AI powered analytics for data management to better handle administrative processes. A great strategy will be to introduce an online document request system on the online portal and integrate a virtual assistant option to assist users with their concerns. This will allow for a smoother process for submission and collection of documents. The number of students, residents visiting the SPGS department shall be reduced and efficiency will be

increased by lowering wait times. The feedback collection provides SPGS the opportunity to identify the gaps and issues faced by students and residents.

Strategy II: The programs and services can further be improved using the feedback received. The SPGS gives high importance towards Corporate Social Responsibility (CSR). By investing in CSR the brand image of SPGS and DOW will be further improved. SPGS plans to reduce the use of paper, electricity and shift more towards cloud technology for the storage of data across the department.

OBJECTIVES, OKRs & KPIs

Strategic Goal 1: Impart Quality Postgraduate Education That is Student-Centered, Nationally and Globally Competitive, and Relevant to 21st-Century Healthcare							
Goal Statement: To ensure that the School of Postgraduate Studies provides a high-quality, student-centered education that meets national and global standards, while equipping graduates with the skills necessary to excel in 21st-century healthcare environments.							
OKR (Objective and Key Results)							
Objective 1: Ensure Accreditation and Recognition of All Programs							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To secure accreditation and recognition for all postgraduate programs by relevant regulatory bodies, ensuring the programs meet the highest standards of educational quality and compliance.	KR 1.1: Achieve accreditations for all existing programs by PMDC and HEC by the end of 2026 Publish all accredited programs in a gazette notification	KPI 1.1: Percentage of programs accredited by PMDC and programs published in the gazette notification	Communications for the approval of programs to the PM&DC and evidence of their responses	100% accreditation of existing programs. Gazette publication by Q2	Registrar, SPGS & program directors	Multiple visits to Islamabad Principal SPGS with the required team member(s) as per need.	2026
	KR 1.2: Establish a continuous improvement mechanism to regularly update the curriculum, ensuring it aligns with rapid technological advancements	KPI 1.2: Curriculum review after every three years.	To determine the review needs the Curriculum approval effective dates required to be checked.	CRC / BoS / Academic Council Approval	Curriculum Review Committee & Program Directors	3 Yearly Meetings	2026
Objective 2: Improve Institutional Review Board (IRB) and Scientific Committee Approval Processes							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To streamline and improve the research proposal/thesis submission administrative processes are efficiently processed.	KR 2.1: Improve the process submission duration of Proposal/Thesis till approval	KPI 2.1: Average approval time for submissions.	Track approval timelines from submission to decision.	significant improvement in proposal/thesis approval time	Scientific Committee, IRB, BASR	Collaboration	2026

Strategic Goal 2: Foster Innovation and Fiscal Sustainability Through Strategic Development of Programs							
Goal Statement: To strategically develop innovative and fiscally sustainable postgraduate programs that address emerging needs in healthcare and attract a diverse student body.							
OKR (Objective and Key Results)							
Objective 1: Expand Postgraduate Program Offerings							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Introducing new and diverse postgraduate programs that align with emerging healthcare trends, ensuring the school remains competitive and attracts a wide range of students.	KR 1.1: Launch the new postgraduate program(s) in emerging disciplines by the end of the academic year.	KPI 1.1: Emerging programs to be launched.	Curriculum development and approvals, Program review and approval.	At least three emerging programs by Q4.	Program Directors	Trained faculty and Finances	2026-2027
	KR 1.2: Significant enrollment in the new emerging program	KPI 1.2: At least 5-10 enrollment in the program	Number of admission applications	5-10 enrollment	Program Directors & SPGS	Appropriate Advertisement through print, electronic & social media, and Finances	2026-2027
	KR 1.3: Conduct market research to identify three additional disciplines for future program development by Q3.	KPI 1.3: The number of new disciplines identified for future development.	Analyze market research findings and program development plans.	Three new disciplines identified by Q3.	Marketing and SPGS	HR and Finances	2026-2027
Objective 2: Increase Postgraduate Enrollment and Residency Seats							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To increase the enrollment of postgraduate students and the number of residency seats available, thereby expanding the school's reach and impact in both basic and clinical disciplines.	KR 2.1: Increase overall postgraduate enrollment by 5% within two years.	KPI 2.1: Percentage increase in postgraduate enrollment.	Track enrollment numbers and trends across all programs.	5% increase in enrollment within two years.	Program Directors and SPGS	Finances and Approval	2027
	KR 2.2: Expand FCPS/MCPS residency seats by 5% within two years.	KPI 2.2: Percentage increase in residency seats.	Monitor the expansion of residency seats and their occupancy rates.	5% increase in residency seats.	Health Department and VC Office	Finances and Approval	2025

Strategic Goal 3: Promote Administrative and Fiscal Responsibility, Accountability, and Transparency

Goal Statement: To cultivate a culture of administrative excellence, fiscal responsibility, and transparency within the School of Postgraduate Studies, ensuring that resources are effectively managed, and stakeholders are held accountable.

OKR (Objective and Key Results)

Objective 1: Implement Fair and Transparent Promotion Policies

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To ensure that all faculty and staff appointments/promotions are conducted fairly and transparently, in compliance with HEC policies, and based on merit and performance.	KR 1.1: Appointing SPGS (School of Postgraduate Studies) staff to vacant positions and creating new roles based on a needs assessment is a vital step to improve administrative efficiency.	KPI 1.1: Determining the number of posts based on workload and job descriptions requires analyzing the tasks and responsibilities assigned to each role.	Assign positions according to the qualifications and experience	Human Resource to deal efficiently with increased workload	HR	Finances and Trained Staff	2027

Objective 2: Make the process candidate friendly

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
To Make the Post Graduate Education System process candidate friendly	KR 2.1: Develop a Prospectus for Information and promotion of postgraduate programs	KPI 2.1: Prospectus designing and dissemination	Prospectus online by 2025.	Prospectus online by 2025.	SPGS	Staff/ computers	2025
	KR 2.2: Application, Admission, Monitoring Online process	KPI 2.2: Stepwise shifting to complete paper less and online system	Admission process online portal Student life at DUHS online portal	Within two years	IT & SPGS	IT Trained staff, and Computers	2026
	KR 2.3: Establish a Student and Supervisor Feedback Portal	KPI 2.3: Collecting student feedback on teaching, facilities, supervisors, and school administration for evaluating and improving service quality.	Development of Online feedback portal	Within two years	IT, QEC & SPGS	IT & QEC Trained staff, and Computers	2026

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

S. No.	Resource Required	Qualification	Justification	Quantity
1	Compliance and Liaison Officer	Master	To effectively manage quality assurance and ensure compliance with accreditation and regulatory bodies for postgraduate (PG) programs.	01
2	Admin Assistant	Graduate	To keep and maintain the students' records at the SPGS Ojha Campus Office.	01
3	Font Desk Officer	Graduate	It is needed for smooth coordination between employees and external people, answering and referring queries, receiving letters etc.	01
4	Dispatch/ Record Keeper	Graduate	It is needed for managing and maintaining the records and dispatching official documents in an organized and timely manner	02
5	Hall Attendant	Matric	It is required for Ojha campus for M.Phil. & PhD classes conduction/	01

SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

To ensure the successful execution of the strategic plan, a structured implementation framework will be followed, integrating all key objectives and performance indicators. The progress will be monitored by the Senior Management at SPGS keeping in mind the aligned goals and working collaboratively with other departments.

A phased approach will be adopted for the implementation process. Resource allocation, policy updates, approvals and making operational the student feedback portal for collecting feedback are a few of the areas that will be considered as the early targets in the strategic plan.

The second phase will include providing the necessary technological skills to the SPGS staff, implementing technological tools to make the postgraduate learning more interactive and updated. The final stage will include expanding partnerships, securing additional findings and adapting to emerging educational trends,

Skill building workshops and leadership training programs will be initiated to equip stakeholders with the necessary skills to drive the plan's success.

The Collection of feedback has been given priority which will be collected from the supervisors and students using the online feedback forms available on the SPGS Online portal. This will allow the SPGS department to further improve its program and services.

Annual strategic reviews, milestone evaluations and structured audits will be included as the monitoring mechanisms. To track goal achievements the committee will conduct performance assessments. Any identified gaps or inefficiencies will be addressed through adaptive management, ensuring continuous improvement.

A great emphasis is given towards innovation, growth and excellence within SPGS to position it as a leader in the postgraduate education and research by providing excellent teaching and training.

SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. Strong program offerings. 2. Good brand image of DUHS. 3. High number of MOU partnerships. 4. Merit based hiring and selection process. 5. Excellent academic learning and patient exposure.	1. Bureaucratic approvals. 2. The need for better communication between staff and PG students. 3. Staff lacking certain technological skills. 4. Low adoption of technology. 5. Budget constraints.
OPPORTUNITIES	THREATS
1. Incorporation of technology such as the use of AI in the medical field. 2. Increase the number of PG student seats in all the programs. 3. Provide online programs and learning opportunities. 4. Provide training programs to improve the skills of PG department staff. 5. Further increase the marketing and promotion of our PG programs.	1. Governments are changing their policies. 2. Competitors offering similar training and academic programs. 3. PG and faculty turnover. 4. Market saturation. 5. Current low economic growth conditions in the country.

ANNEXURE B: TOWS MATRIX

		OPPORTUNITIES (O)	THREATS (T)
		1. Incorporation of technology such as the use of AI in the medical field. 2. Increase the number of PG student seats in all the programs. 3. Provide online programs and learning opportunities. 4. Provide training programs to improve the skills of PG department staff. 5. Further increase the marketing and promotion of our PG programs.	1. Governments are changing their policies. 2. Competitors offering similar training and academic programs. 3. PG and faculty turnover. 4. Market saturation. 5. Current low economic growth conditions in the country.
STRENGTHS (S)	SO	ST	
1. Strong program offerings. 2. Good brand image of DUHS. 3. High number of MOU partnerships. 4. Merit based hiring and selection process. 5. Excellent academic learning and patient exposure.	1. Our strong program offerings along with the option for online learning will provide us with a competitive edge in the PG education sector. 2. Providing a merit-based selection and promotion process along with enriching the skills of the staff will create a motivated and skillful staff body. 3. By incorporating the use of technology towards the learning and training programs will further improve the brand image of DUHS.	1. The current low growth economic conditions in the country might hinder candidates to opt for PG programs but because of our excellent academic learning and patient exposure DUHS PG department can stay competitive. 2. The competitors in the PG education industry are offering similar programs but our high number of MOU partnerships will be an advantage for the DUHS PG department.	

WEAKNESSES (W)	WO	WT
1. Bureaucratic approvals. 2. The need for better communication between staff and PG students. 3. Staff lacking certain technological skills. 4. Low adoption of technology. 5. Budget constraints.	1. Low adoption of technology can be solved by incorporating the use of technology towards the academic and training program by using AI. 2. Provide training and courses for the staff in the SPGS department to cater to the technological skills required. 3. Planning to increase the number of PG seats in the different programs will improve the earning number for the department and lower the budget constraints.	1. Changes in government policies and bureaucratic delays in approvals affect the smooth running of operations in the SPGS department. 2. Better communication between staff and PG students, residents can play a big role towards the reduction of PG turnover. 3. Low economic growth in the country along with budget constraints can pose to be a major threat to SPGS.