

DOW UNIVERSITY OF HEALTH SCIENCES

— TO HEAL, TO TEACH, TO DISCOVER —



STRATEGIC PLAN (2019 - 2030) “A Bridge to Excellence”

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the Name of Allah,
the Beneficent, the Merciful



TO HEAL TO TEACH TO DISCOVER

LEADING TRANSFORMATION IN HEALTHCARE

VICE CHANCELLOR'S MESSAGE



Prof. Muhammad Saeed Quraishy
Vice Chancellor
Dow University of Health Sciences

Over 70 years ago, Dow Medical College was established in Karachi, Pakistan offering M.B.B.S., degree. However, in 2004, the Legislature of Sindh through an ACT established Dow University of Health Sciences with Dow Medical College, Sindh Medical College and Ojha Institute of Chest Diseases as its constituent entities. Since its inception, Dow has enjoyed indelible regional and global reputation of producing the best and the brightest physicians and health care providers. As the largest and most comprehensive health sciences system in Pakistan,

Dow University of Health Sciences serves as an archetypal for quality and excellence in education, research and delivery of clinical care for other institutions in the region. This leadership role has been sustained for decades by the intellectual impact of our faculty, staff and students, which, has manifested itself both within the region and globally.

Continuing its insatiable pursuit for distinction, Dow University of Health Sciences has developed a Strategic Plan (2019-2030) which, is a blueprint for the path that this Institution wishes to adopt in its journey towards preserving excellence in education, research, clinical care and community service. It outlines its ambitions and aspirations and challenges us to continue to put forth our best efforts. *It is truly a bridge that together we will traverse to reach the University's stated vision, mission and goals - appositely entitled - A BRIDGE TO EXCELLENCE.*

We are fully cognizant of the pivotal role that this University plays in the region and have placed utmost priority on our students ensuring that we continue to provide them with outstanding learning opportunities and the tools to succeed as valuable members of our communities. This is fortified by our eagerness to continue to adopt cutting-edge technology, develop state-of-the-art facilities and to inculcate a culture of innovation

DOW UNIVERSITY of HEALTH SCIENCES

AT A GLANCE TODAY

- 51 DEGREE & DIPLOMA PROGRAMS
- 44 COLLEGES, SCHOOLS, INSTITUTES & OTHER ENTITIES
- OVER 7400 ENROLLED STUDENTS
- OVER 920 FULL-TIME FACULTY & OVER 2600 STAFF
- TWO CAMPUSES

and discovery that informs delivery of quality patient care. These commitments are encapsulated in the Strategic Plan, which has been developed in consultation with the faculty, staff and students of this University with valuable input of key leadership of our community.

Another distinguishing feature of the Strategic Plan is the defined commitment to accountability and transparency. This would allow us to move forward in our journey and to make informed decisions about the course we have to adopt in our quest to maintain excellence.

I would like to take this opportunity to thank valuable members of the Executive Strategic Planning Workgroups and all faculty, staff, students and community stakeholders who actively participated in the development of this Plan. Without their unprecedented support and valuable guidance, accomplishing this remarkable feat would have been unattainable.

I am confident that we have the intellectual capacity, the creativity, the determination, and the discipline to focus on continuing to move Dow University of Health Sciences forward. I invite you to join my team and I as we continue to transform our aspiring vision into reality.

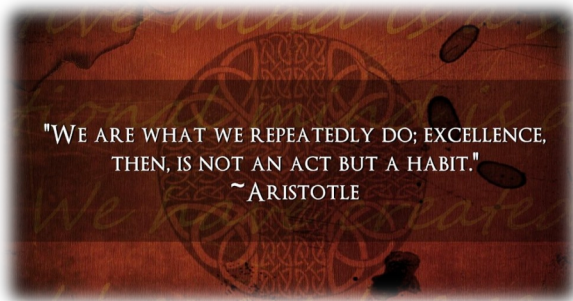
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EXECUTIVE SUMMARY

Last year, the University took an extraordinary step of engaging in a comprehensive strategic planning process. The purpose was to establish a vision that would define the trajectory of its growth for the 21st century and continue to set it apart from other academic institutions of higher education in the region. In the intervening period, the University established numerous task forces, committees, and subcommittees to evaluate, question, and propose recommendation on every aspect of its existence.

In the course of open and candid discussions, special consideration was given to



continued enhancement of the four core missions of the University: *education, research, clinical service and community outreach*. Emphasis was placed on defining objective and measurable goals that would

continue to enhance the reputation of this Institution and the value of education that is imparted to our students. The University was particularly cognizant of the fact that while its influence extends far beyond the confines of the region that it serves, its primary obligations are largely directed towards the citizens of Pakistan.

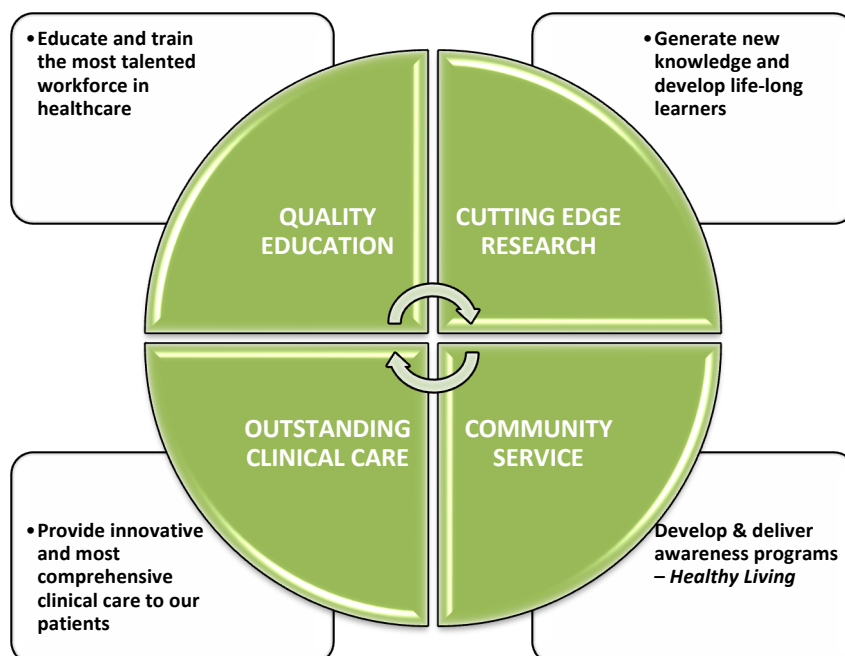
The result of this exercise is the genesis of a Strategic Plan 2019-2030 that clearly outlines our unprecedented commitment to imparting quality education and training to students in myriads of our undergraduate and postgraduate programs. This Strategic Plan is the pathway that together we will navigate to accomplish excellence in education and training that is enriched by research and scholarship that influences the delivery of outstanding clinical care to our patients; it is the University's *BRIDGE TO EXCELLENCE*.

ABOUT THE UNIVERSITY



Sir Hugh Dow established Dow Medical College (DMC) in 1945. Up until 2004, it only offered M.B.B.S., degree under the tutelage of University of Karachi. However, in 2004, the Legislature of Sindh through an ACT established Dow University of Health Sciences (DUHS)

with Dow Medical College, Sindh Medical College and Ojha Institute of Chest Diseases as its constituent entities. While our history as a University is relatively short, our accomplishments are nevertheless endless. At the present time, the University has over 920 full-time faculty and over 2600 staff. Serving over 7,490 male and female students on three campuses, DUHS today is the harbinger of a new dawn of education, research and clinical care in this region and beyond. The four functional units of DUHS are as follows:



DUHS has 44 colleges/schools/institutes and other academic entities in two (2) campuses:

- DMC campus
- OJHA campus

Presently, the University has the following academic entities:

- **MEDICAL COLLEGES:**
 - Dow Medical College
 - Dow International Medical College
- **DENTAL COLLEGES:**
 - Dow Dental College
 - Dow International Dental College
 - Dr. Ishrat-ul-Ebad Khan Institute of Oral Health Sciences



DOW INTERNATIONAL MEDICAL COLLEGE, OJHA CAMPUS

- **PHARMACY COLLEGE:**
 - Dow College of Pharmacy
- **NURSING:**
 - Institute of Nursing

- **CLINICAL:**

- Dow University Hospital
 - National Institute of Diabetes & Endocrinology
 - Dow Institute of Cardiology
 - National Institute of Liver & G.I. Diseases
- Dow Institute of Radiology
- Dow Diagnostic Research & Reference Laboratory
- OJHA Institute of Chest Diseases
- Dr. Abdul Qadeer Khan Institute of Behavioral Sciences
- Institute of Physical Medicine & Rehabilitation

- **OTHERS HEALTH SCIENCES ENTITIES:**

- School of Public Health
- Dow College of Biotechnology
- Institute of Health Management
- Dow Institute of Medical Technology
- Institute of Biomedical Sciences
- Dow Institute of Health Professionals Education

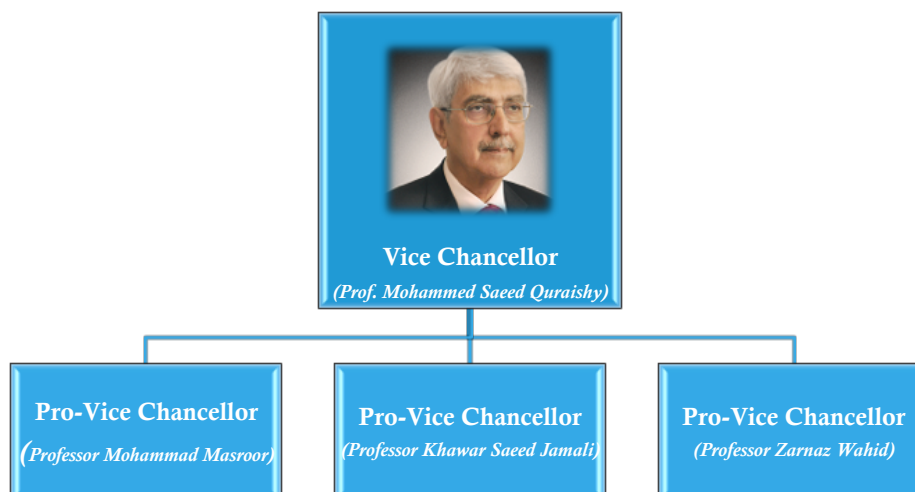
Additionally, at the present time, it has the following Deanships, which provide the leadership and oversight of critical areas in the University:

- Dean, Faculty of Clinical Sciences
- Dean, Faculty of Basic Sciences
- Dean, Faculty of Dentistry
- Dean, Faculty of Pharmaceutical Sciences

OTHER ACADEMIC & ADMINISTRATIVE ENTITIES:

- Quality Enhancement Cell
- Dow SmartLabs
 - Dow Research Institute of Biotechnology & Biomedical Sciences
- Advanced Animal Laboratory
 - Small Animals
 - Pathogen-free
 - Large Animals
- Office of the Registrar
- Directorate of Finance
- Human Serum Production Facility
- Office of Research, Innovation & Commercialization
- Dow Premium Health Water – *Riva Water*
- Directorate of Examination
- Directorate of Admissions
- Directorate of Information Technology
- Office of Procurement & Supply Chain
- Office of Strategic Development & Implementation

ORGANIZATIONAL STRUCTURE:



Developing and delivering quality education to students is at the heart of this University's mission. In this regards, the University has and will continue to seek accreditation/recognition of its colleges, schools and institutes and undergraduate and postgraduate programs from relevant national and international bodies. It currently has following accreditation/recognitions of its programs from various relevant agencies in Pakistan:

- Pakistan Medical & Dental Council
- Higher Education Commission
- College of Physician & Surgeons of Pakistan
- Pharmacy Council of Pakistan
- Pakistan Nursing Council
- Sindh Healthcare Commission
- National Business Education Accreditation Council

As a premier public institution, the University is keen to get engaged in selected areas of research and scholarship that continues to enrich our education, inform our clinical care and is of value to the community. We envision that acquisition of new knowledge will enrich the educational experience of our students, allow us to recruit and retain quality faculty and continue to improve the quality of care that we provide to our patients.

INTRODUCTION AND OVERVIEW

As it has done for the last seven (7) decades, Dow University of Health Sciences is destined to create a legacy of extraordinary achievement and academic excellence. The most critical element towards realization of this goal is the development and timely implementation of an innovative strategic plan that enables the University to take advantage of the opportunities that are presented locally and globally in the ever-expanding realm of education, research, clinical care and community service.

This dynamic and competitive environment presents both challenges and opportunities for the University. Therefore, it is extremely important that the strategic plan be developed within the cohesive framework that capitalizes on the distinctive strengths and contributions of various colleges, schools and institutes that collectively represent the intellectual core of this University.

This strategic plan is an outcome of many months of relentless work undertaken by the Executive Strategic Planning Workgroup, which, under the tutelage of Professor Muhammad Saeed Quraishy, Vice Chancellor, DUHS, has defined a grand vision for the future of this Institution. To be all-inclusive, stakeholders from all key components of the University and the community were invited to participate. This document is a product of the collective vision of this Workgroup and has been informed and influenced by the faculty, staff and students who are and always will be the major beneficiaries of this Strategic Plan.



DUHS Strategic Plan has been built around a campaign entitled: “*A BRIDGE TO EXCELLENCE*” which is illustrative of the destination that the University has chosen and the path that it will adopt to reach its defined objective. Vital to the success of this plan is its

shared-ownership by key stakeholders in the University and the community who have not only embraced this vision but will make a concerted effort to successfully implement it in a timely manner. The University is heavily reliant on their continued efforts towards the success of its stated vision and mission and acknowledges their unprecedented ongoing commitment towards the accomplishment of our goals in the articulation of which, they have played an instrumental role.

In this document, information is presented in the following format:

- Section I: Overview of the Strategic Planning Process
- Section II: Vision, Mission and Values
- Section III: Aspirational Institutions
- Section IV: Strategic Goals
- Section V: Measurable Outcomes
- Section VI: Resource Planning for Achieving Strategic Goals
- Section VII: Implementation and Monitoring of Strategic Plan
- Section VIII: List of Appendices

Given the iterative and highly participatory nature of the University's strategic planning process, it is anticipated that the framework outlined in this document will continue to be refined and updated. It is also envisioned that this document will inspire various faculties and academic and administrative units of the University to develop a complementary strategic plan that supports the accomplishment of the University's vision for excellence in undergraduate and postgraduate education, development of infrastructure for research, delivery of outstanding clinical care and community service.

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 Muhammad Saeed Quraishy, Vice Chancellor, DUHS mandate 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 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 own 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 appropriately constituted Executive Strategic Planning Workgroup. This review process ensured that all plans were conceptually and structurally sound, demonstrate high aspirations, creativity and innovative thinking, and contribute 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.

Membership of the Executive Strategic Planning Workgroup:

- | | |
|---|----------|
| • Professor Muhammad Saeed Quraishy
Vice Chancellor, DUHS | Chairman |
| • Professor Sohail Rao
Senior Advisor to the Vice Chancellor, DUHS | Member |
| • Professor Zarnaz Wahid
Pro-Vice Chancellor, DUHS
Principal, Dow International Medical College | Member |
| • Professor Kartar Dawani
Principal, Dow Medical College | Member |
| • Professor Shaheen Sharafat
Dean, Faculty of Basic Sciences
Director, Dow Diagnostic Research & Reference Laboratory | Member |
| • Professor Sumbul Shamim
Principal, Dow College of Pharmacy
Dean, Faculty of Pharmaceutical Sciences | Member |

- Professor Saba Sohail Member
Chairperson, Department of Postgraduate Studies
- Professor Shahjahan Katpar Member
Chairperson, Department of Maxillofacial Surgery
Dow Dental College
- Dr. Riaz Soomro Member
Acting Director, Institute of Health Management
- Professor Shehla Naeem Zafar Member
Director, Institute of Nursing
Faculty of Education & Arts
- Professor Sajida Qureshi Member
Head, Surgical Unit – V, Dow Medical College
Dr. Ruth K. M. Pfau Civil Hospital, Karachi

Ad-HOC Members:

- Ms. Sanam Soomro Member
Director, Quality Enhance Cell, DUHS
- Mr. Muhammad Babar Member
- Manager, Office of Strategic Development & Implementation, DUHS

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 which ultimately evaluates its effectiveness. The primary components of the University's purpose are its vision, mission and values.

“Vision is the
art of seeing
what is invisible
to others.”
Jonathan Swift

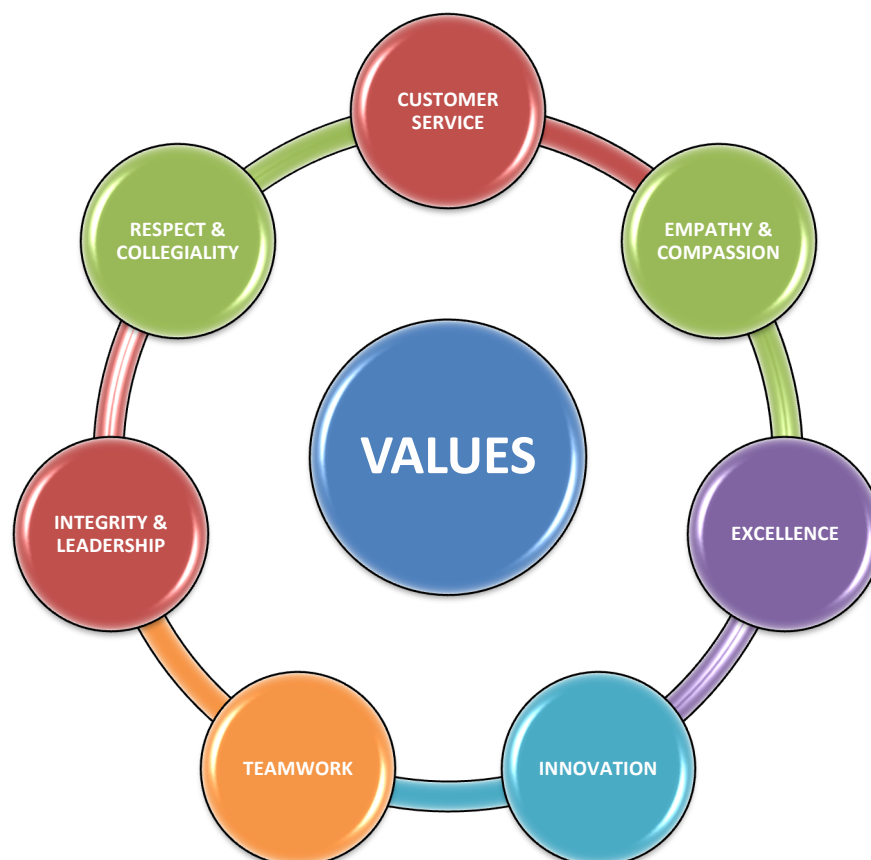
VISION

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

MISSION

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

VALUES

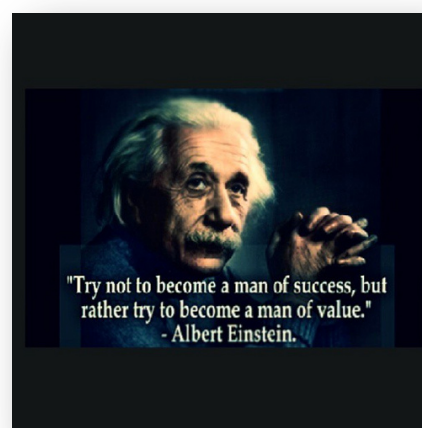


- **CUSTOMER SERVICE**

- Put patients & students first

- **EMPATHY & COMPASSION**

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



- **EXCELLENCE**

- Be the best and commit to exceptional quality and service

- **INNOVATION**

- Encourage curiosity, imagine, create and share

- **TEAMWORK**

- Engage & collaborate

- **INTEGRITY & LEADERSHIP**

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

- **RESPECT & COLLEGIALITY**

- Be kind
- Listen to understand
- Value different opinions

SECTION III: ASPIRATIONAL INSTITUTIONS

Defining aspirational institutions of higher education provides the university with an opportunity to not only benchmark its performance but also clearly articulate the path that it wishes to pursue and its ultimate destination. It endows both internal and external stakeholders with the tool to continually evaluate an institution's progress towards accomplishing its goals using objective and measurable parameters. The University initiated this process of defining our aspirational peers by first recognizing that its primary responsibility is to impart quality education and training to students and to provide outstanding clinical care to our patients. This understanding was augmented by our desire to continue to develop appropriate capacity and infrastructure for research and scholarship in selected areas of interest that would enrich the educational experience of our students, inform delivery of quality clinical care and endow the University with the intellectual asset(s) to serve the community most judiciously. We used a number of different parameters including ranking by the Higher Education Commission, Pakistan to strategically ascertain our list of aspirational peers. In this regards, the University undertook a very diligent process of identifying the following aspirational peers who share our vision, mission and values:



- The Aga Khan University, Karachi
- National University for Science & Technology, Islamabad
 - QS Ranking: 417/1000 Top Universities
- Quaid-e-Azam University, Islamabad
 - QS Ranking: 551/1000 Top Universities

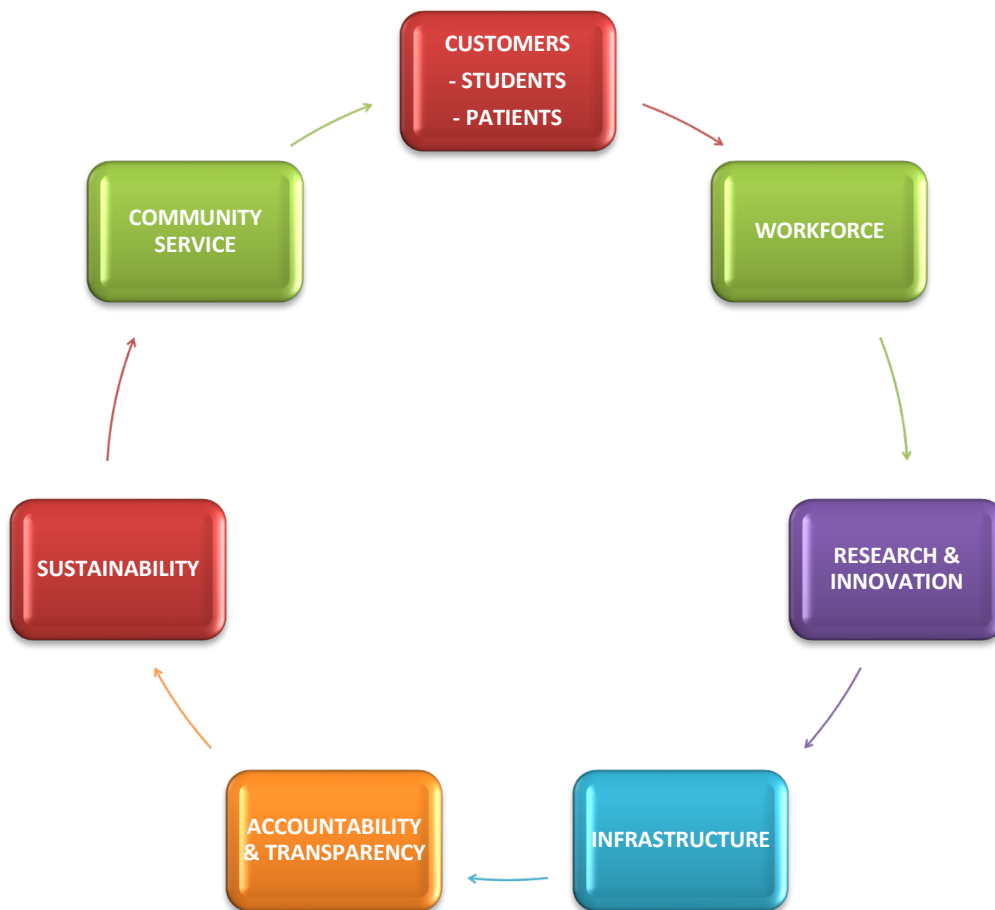
- COMSATS University, Islamabad
- King Abdulaziz University, Jeddah, Kingdom of Saudi Arabia
 - QS Ranking: 231/1000 Top Universities

**INNOVATION STARTS
WHERE THE ZONE OF
COMFORT ENDS**

The University fully recognizes that given its meteoric expansion, it does presently have the required infrastructure and intellectual capacity to meet (and preferably exceed) the accomplishments of its aspirational peers. However, to accomplish this outcome, it needs an executable Strategic Plan and the discipline to execute the same in a timely manner. It also appreciates the fact that it will take consistent and long-term effort on the part of the University to match the international credibility that our aspirational peer institutions have acquired over the course of decades of their existence. However, this does not dampen our enthusiasm and our resolve to work towards this goal and in that process, continue to improve the quality of our programs and services.

SECTION IV: STRATEGIC GOALS

Dow University of Health Sciences aspires to gain pre-eminence in education, selected areas of research and innovation and world-class clinical care with local, regional and global impact. To accomplish these objectives and to use our available resources in the most judicious manner, we have identified the following strategic areas of emphasis for the next decade:

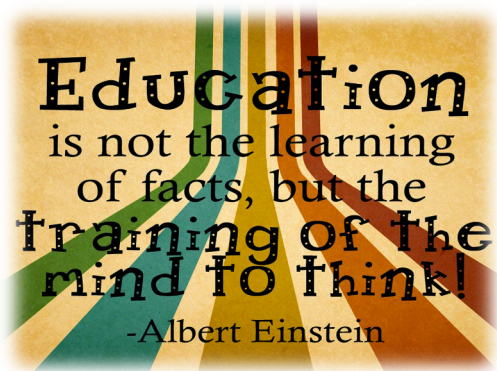


This comprehensive and expansive vision will be accomplished by the following goals:

- Goal I:** Impart quality undergraduate and postgraduate education that is student-centered, nationally and globally competitive and relevant to the delivery of 21st century healthcare
- Goal II:** Enhance capacity for research, innovation and dissemination of new knowledge in areas of strategic interest for the region
- Goal III:** Offer evidence-based patient-centered clinical care of the highest quality
- Goal IV:** Expand and sustain a mutually productive engagement with the local community
- Goal V:** Recruit, retain, educate and train quality workforce in strategic areas of need
- Goal VI:** Strategic development of innovative projects and programs that are of commercial importance and provide enduring fiscal sustainability
- Goal VII:** Develop and sustain an environment of administrative and fiscal responsibility, accountability, and transparency

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

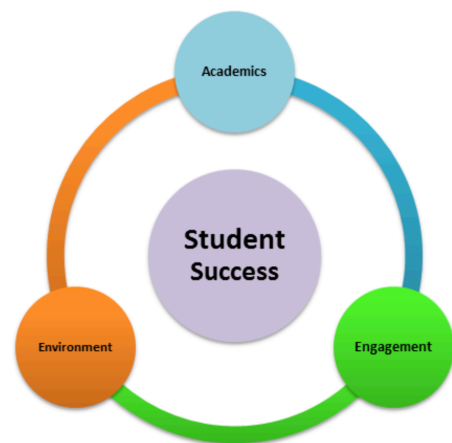
The outstanding quality and reputation of a University's academic enterprise is one of its greatest strengths. Regrettably, it is also most at risk in any institution of higher learning, which, if not managed effectively, can have irreparable and undesirable consequences for its students. DUHS is committed to continue to wield extraordinary attention to this goal and will develop and implement strategic plans at the level of individual faculties, colleges, schools, institutes, administrative, and service units that ensures that our students are provided with premier education that is relevant and impart transformative experience. To satisfy these requirements, the University will:



A: UNDERGRADUATE EDUCATION & TRAINING:

- Modify existing curriculum to impart 21st century education and training to students in various disciplines
- Implement evidence-based methodology for educating and teaching students and ensure that the faculty is adequately trained
- Provide opportunities for students in various disciplines to engage in research and scholarship and facilitate generation of new knowledge – cultivate *LIFE-LONG LEARNERS*
- Facilitate measured integration of various disciplines to enhance multidisciplinary education and training of students
- Develop testing capabilities that truly measure students core knowledge of their relevant discipline

- Gradually and systematically obtain/sustain accreditation of various academic programs from discipline-specific national and international organizations
- Create and support globally competitive, market-relevant and distinctive academic programs and faculties that address the changing needs of the region
- Provide increased access to quality higher education for selected undergraduate students who demonstrate the aptitude to succeed
- Enhance and expand the talent pool by shaping the enrollment profile of University's student body to reflect that found at our aspirational peer institutions
- Mandate delivery of instruction in English to develop and sustain a globally competitive environment
- Introduce courses on the philosophy and science of ethics and morality in all programs
- Explore and implement new and innovative alternative modes of delivery of curriculum using electronic platforms such as eCollege, Blackboard, Pod Casting, etc.;
- Create and support student exchange programs with national and international accredited universities
- Ensure that international students are exposed to and prepared for shelf exams ensuring their successful integration in their country of origin
- Recruit and retain world-class faculty who are engaged in innovative approaches to education and training that integrates interdisciplinary research and scholarship



- Benchmark performance of various academic programs against our aspirational institutions
- Continue to provide opportunities for our junior faculty to obtain postgraduate education and training in selected areas of University's interest

B: POSTGRADUATE EDUCATION & TRAINING:

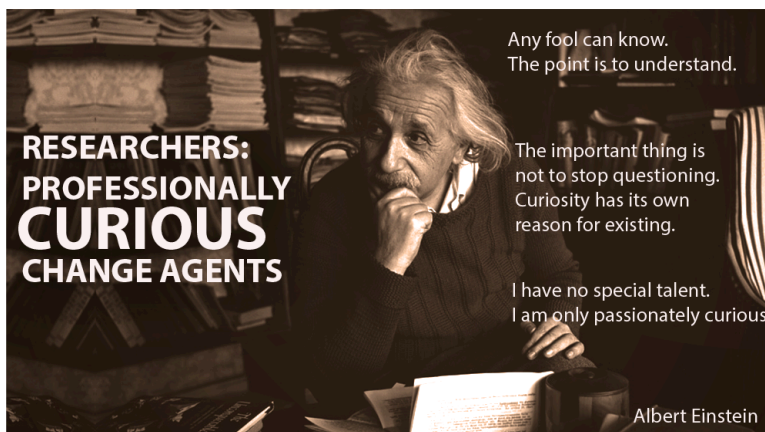
In addition to those outlined above [Section 5, Goal I (A)], specific action items related to postgraduate education and training are delineated below:

- Create optimal infrastructure for oversight of programs that meets HEC, PMDC, CPSP and international standards
- Review all existing programs and evaluate their value/relevance to University's Strategic Plan 2030
- Identify/recruit faculty with required education and training to serve as supervisors and co-supervisors
- Streamline the process for submission/approval of thesis/synopsis and for obtainment of IRB approvals for clinical studies
- Create scholarship programs to recruit and retain meritorious students – *obtainment of required score in Graduate Admission Test must be a prerequisite for admission*
- Develop competitive intramural research funding program – *VICE CHANCELLORS' SEED FUNDING INITIATIVE*
- Ensure that students complete their program within designated period of study
- Implement HEC rules and regulations regarding the number of masters and doctoral students supervised by various supervisors
- Develop national and international collaborations and encourage and support students to avail of these opportunities
- Develop joint degree programs with national and international institutions

Strategic Goal II: Enhance capacity for research, innovation and dissemination of new knowledge in areas of strategic interest for the region

The University has already identified imparting quality education and training to students as its primary objective.

To further enhance this strategic goal; to enrich the learning experience of our students; and to recruit and retain highly qualified faculty and staff, the University will continue to



emphasize the importance of research and innovation in selected and strategic areas of interest. It is University's aspiration to lead generation and dissemination of new knowledge in the region and to serve as an inspiration and role model for other public and private institutions of higher education in Pakistan.

To accomplish this goal and to continue to enhance interdisciplinary research and scholarship the University and its individual academic units will:

- Identify "SIGNATURE" areas of excellence in research and provide adequate support for the development of these programs
- Create optimal infrastructure to minimize redundancies, encourage collaboration and facilitate research, innovation and commercialization across disciplines
- Reconstitute IRB and its processes to meet the standards outlined by the Association for the Accreditation of Human Research Protection Programs (AAHRPP)

- Establish a single Scientific Committee for both Master and Doctoral programs with representation from all major disciplines. Ideally, the Chairperson of this Committee should be a doctoral-prepared senior faculty
- Develop an administrative infrastructure that facilitates the conduct of basic, translational and clinical research in the University
- Minimize assignment of talented faculty to undertake administrative responsibilities
- Identify and recruit foreign educated and trained faculty in targeted areas of research
- Create and support faculty exchange program with national and international universities
- Encourage interdisciplinary research through competitive intramural funding of outstanding research proposals – *VICE CHANCELLORS’ SEED FUNDING INITIATIVE*
- Encourage obtainment of competitive and collaborative extramural grants and contracts from national and international funding agencies
- Encourage and support faculty and students to attend and present at national, regional and international meetings
- Establish mutually productive affiliations with national and international pharmaceutical and device manufacturers to initiate translational and clinical research
- Develop and deliver educational programs/workshops to enhance the knowledge and skills of faculty, staff and students involved in research and scholarship
- Establish state-of-the art electronic and print library facilities with access to latest scientific journals and publications
- Facilitate the establishment of “endowed” chairs in the areas of Signature research programs

- Continue to improve the quality and impact factor of the Journal of DUHS
- Continue to further develop Smart Labs as core research facilities both for DUHS faculty and students as well as for external partners and collaborators
- Encourage public-private partnership to establish DUHS Research Park
- Continue to enhance Advanced Animal Laboratories and Animal Care Facilities

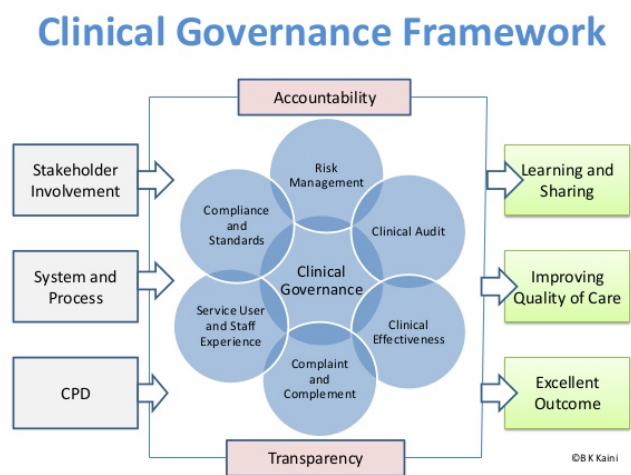
Strategic Goal III: Offer evidence-based patient-centered clinical care of the highest quality

As the largest healthcare system in the country, active participating in the creation of healthy sustainable communities is one of the foremost strategic goals of the University. While developing strengths in all disciplines of health care, it is the University’s primary objective to be recognized nationally and internationally for unparalleled excellence in relevant “niche” areas, which offers world-class clinical care with outstanding research and educational opportunities. To continue to service this strategic goal, achieve clinical effectiveness and to meet the healthcare needs of our communities, the clinical units engaged in this process and the University will:

Clinical effectiveness is ensuring the right care is provided to the right patient who is informed and involved in their care at the right time by the right clinician with the right skills in the right way.

and internationally for unparalleled excellence in relevant “niche” areas, which offers world-class clinical care with outstanding research and educational opportunities. To continue to service this strategic goal, achieve clinical effectiveness and to meet the healthcare needs of our communities, the clinical units engaged in this process and the University will:

- Ascribe to the six (6) pillars of clinical governance
- Create an integrated interdisciplinary tertiary care health system – Dow University Health System
- Continue to improve the quality and access to clinical care provided by various facilities/service lines
- Minimize human error by developing and implementing Standard Operating Procedures that meets international guidelines



CPD: CLINICAL PROFESSIONAL DEVELOPMENT

Standard Operating Procedures that meets international guidelines

- Support and align with Pakistan’s National Health Vision 2025 (http://www.nationalplanningcycles.org/sites/default/files/planning_cycle_repository/pakistan/national_health_vision_2016-25_30-08-2016.pdf)
- Recruit, retain and encourage advanced education and training of qualified clinical faculty and staff
- Support the development and timely start-up of state-of-the-art Trauma Center
- Implement HCAHPS (Hospital Consumer Assessment of Healthcare Providers & Systems) across all facilities/service lines offering clinical care
- Develop clinical affiliation with national and international Joint Commission accredited health care facilities to embrace best practices and to provide evidence-based patient-centered clinical care
- Successfully obtain national and international accreditation of various facilities and service lines
- Create new and improve existing postgraduate training programs in various clinical disciplines
- Upgrade existing and develop new facilities for optimal delivery of clinical care
- Ensure that the University continues to provide low-cost clinical care to the poor and the underserved population
- Establish a department of Population Health – *be a leader in improving the health of the community that the University serves*
- Identify and minimize social determinants of health that have an overall negative impact
- Create an Office of Quality and Safety to serve the entire health system
- Improve financial outlook for individual facilities as well as the integrated health system
- Transition the culture from volume-based to value-based clinical services
- Develop real-time performance metrics for various clinical services and review them in Weekly/Monthly Operating Rounds

Strategic Goal IV: Expand and sustain a mutually productive engagement with the local community

DUHS is committed to the welfare of the communities that it serves. The University takes this strategic goal very seriously and has a critically important public mission to help address societal needs through education, research and scholarship, and service. In this regards, the University and its various academic, clinical and administrative units will:

- Establish a unified Institutional structure to facilitate and promote community engagement
- Encourage and reward faculty, staff, and student's to volunteer their services in the community
- Develop continuing education programs to address identified and emerging educational and technological needs of the community
- Participate in projects related to the economic and social development of the local communities
- Participate in creating and implementing programs with local and regional agencies to ensure environmental sustainability
- Create an efficient, accessible and sustainable healthcare program that is specifically tailored to address existing and emerging community needs
- Participate in improving the quality of education in elementary, middle and secondary levels – *improving the prospect and the pipeline of future student applicants*
- Leverage emerging opportunities for meaningful engagement with local and national communities
- Provide consultancy services in the areas of education, healthcare, management, etc., to public and private institutions

- Establish a volunteer committee of faculty, staff and students for creating a “GREEN” University City at OJHA campus

Strategic Goal V: Recruit, retain, educate and train quality workforce in strategic areas of need

The most important asset of a university is its faculty and staff who serve the vision and mission of the institution. As such, all efforts should be expended to:

- Establish a functional Office of Human Resources
- Streamline recruitment and reassignment process for faculty and staff
- Enhance education and training of selected faculty and staff – *make professional development a centerpiece of University’s workforce strategy*
- Identify, recruit and retain qualified faculty and staff in strategic areas of need
- Develop meaningful job descriptions for academic, clinical and administrative positions
- Conduct bi-annual performance evaluation with accountability and transparency
- Create an incentive plan for faculty and staff who exceed performance expectations
- To the extent possible, minimize recruitment of faculty and staff using third-party contractors
- Ensure that MERIT is the only factor used in recruitment and/or retention of quality faculty and staff
- Conduct evaluations across the board for staffing needs and knowledge, experience and suitability of the existing staff assigned to various academic, clinical and administrative units



Strategic Goal VI: Strategic development of innovative projects and programs that are of commercial importance and provide enduring fiscal sustainability

Development and maintenance of teaching, training and clinical care facilities and infrastructure is a daunting financial task for any institution of higher education. This fact gets compounded in research-intensive institutions that have to perennially “invest” in this mission to ensure its long-term viability and productivity. For an Institution such as DUHS, which has relatively low tuition and provides low-cost clinical care, financially sustaining its core mission is critical. It is therefore important that the University strategically engages in projects and/or programs that have positive financial return on investments to ensure its sustainability and continued growth in the academic world. To facilitate the timely accomplishment of this strategic goal, the University is committed to:

- Continue to develop Advanced Animal Facilities/Laboratory to serve the needs of investigators in the University as well as regional and national research institutions
- Continue to expand SmartLabs® and use them as an incubator for generation of new patents and intellectual property that is of commercial value
- Create partnerships and collaborations with regional and national research institutions, pharmaceutical industry, device manufacturers and other such commercial entities for use of resources at DUHS on a fee-for-service basis
- Develop a DUHS Research Park as a public-private partnership
- Create an Office of Consultancy and offer its services to public and private institutions in Pakistan in the areas of education, research, clinical care, healthcare management, public health, etc.

- Continue to evaluate market-specific needs in healthcare and develop projects/programs to meet those needs such as Human Serum Production Facility, etc.

Strategic Goal VII: Develop and sustain an environment of administrative and fiscal responsibility, accountability, and transparency

As a rapidly growing Institution, DUHS is committed to developing a sustainable and accountable academic, administrative and fiscal infrastructure that adequately services



its vision and mission. It is extremely important to realize that the Universities serve not only as a beacon of knowledge but also as a “role” model for the community by creating efficiencies in administrative, fiscal, human resources and other ancillary services. In this regard, the University is committed to:

- Develop a culture of service and accountability with defined outcomes and consequences
- Streamline the administrative processes to adequately service the needs of its faculty, staff, and students
- Ensure that administrative, financial and service units are staffed by knowledgeable, competent, and experienced individuals
- Establish a Center for Staff Development that provides on a regular basis, training on issues such as:
 - Customer Service
 - Career Development
 - Professionalism
 - Conflict of Interest
 - Nepotism
 - Interpersonal Skills, etc.

- Establish an Orientation Program for all newly recruited faculty and staff which provides them with information about the Institution, its various academic, clinical and administrative units and the desired level of performance
- Develop an efficient and effective processes and infrastructure within various service units:
 - Human Resources
 - Finance and Accounting
 - Capital Development
 - Facilities
 - Procurement & Supply Chain
 - Information Technology
 - Student Admissions
 - Examination, etc.
- Create a University and an individual unit-level budget that recognizes and supports the timely accomplishment of strategic goals;
- In addition to an internal auditor, retain the services of an independent external auditor to ensure that the Institutional resources are spend on defined areas of priority with minimal waste and inappropriate use
- Develop and/or implement an innovative, effective and user-friendly electronic platform for the timely and “Point of Service” delivery of administrative and financial services
- Establish DUHS Office of Development & Public Affairs that assists in philanthropy, alumni affairs, timely update of DUHS website, media engagement, etc.
- Establish DUHS Office of Strategic Planning, Implementation and Assessment

- Improve marketing efforts and continue to enhance “BRAND” awareness by engaging an experienced entity in the private sector with experience and expertise in this area
- Redesign DUHS website to meet industry standards and is informative and user-friendly
- Adopt tools for Business Intelligence to manage complex administrative and financial needs and to generate predictive models

SECTION V: MEASURABLE OUTCOMES

The success of this Strategic Plan and our collective efforts to implement it in a timely manner would require a very high level of discipline, accountability and transparency. It also mandates display of an equally high level of professionalism and commitment from the leadership as well as the rank and file faculty, staff and students of DUHS to accomplish these goals. By 2030 and with the successful implementation of this Strategic Plan, DUHS will realize the following accomplishments:

**IF YOU CANNOT
MEASURE IT...YOU
CANNOT MANAGE IT**

- Among top five (5) institution of higher education in Pakistan as measured by the criteria set forth by the Pakistan Higher Education Commission
- Top health science university in Pakistan as measured by the criteria set forth by the Pakistan Higher Education Commission
- Among the top 500 university in Quacquarelli Symonds (QS) World University Rankings
- Over 1000 manuscripts/year in international high impact journals
- Over PKR 70 million/year in extramural funding
- Over 90% student satisfaction
- Over 90% employee satisfaction
- Over 20/year of sustainable and engaging community outreach projects
- Among the top 400 World's Most Sustainable University – *UI Green Metric World University Rankings*
- Exceed the metrics of the Pakistan's National Health Vision 2025

Key Performance Indicators will be developed to monitor these measurable outcomes and will be shared with the University community on a regular basis.

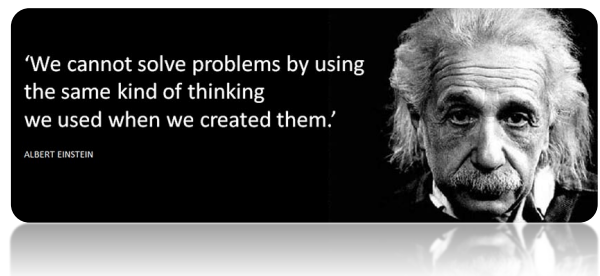
SECTION VI: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

It is evident that the universities that have a vision for excellence and have the necessary resources (human, financial, physical, and technological) to reach their goals are the ones that will succeed in the future. It is therefore clear that the University will need to maximize the effective and efficient use of its current resources as well as to continue to identify new sources and partnerships if it is to be among the best in the nation.

The resources needed to execute the University's strategic plan will have to be very carefully earmarked for projects that are deemed a priority for the obtainment of our strategic goals. In other words, this strategic plan will guide, influence and inform the allocation of funds to projects that support the vision, mission and values of the University.

In this regard, the University will:

- Establish priorities for expenditures that are informed and guided by the University's Strategic Plan
- Make the most efficient use of current resources by:
 - Streamlining functions and creating a synergistic organization
 - Cost containment and reduction
 - Productivity improvement
 - On-going reallocation and redeployment
- Enhance extramurally funded research activity,
- Create alternative sources of funding through venture capital investments in collaborative projects, philanthropy, donations, etc.,
- Employ state-of-the-art accounting (Generally Accepted Accounting Principles; GAAP) principles



SECTION VII: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

A strategic plan is only as good as its implementation and execution. Unfortunately, many plans fail on this account. As a result, the University will be extraordinarily vigilant and transparent in monitoring the implementation efforts set forth in the plans, reporting results, and taking corrective actions as necessary to ensure success. An



important part of this effort will be the development by various colleges, schools, institutes, clinical facilities and administrative and non-administrative units of relevant, meaningful indicators of

progress toward the accomplishment of goals articulated in the University's Strategic Plan. It is understood by necessity that these indicators will be evaluated periodically in the course of execution of the Strategic Plan.

Reports to the Vice Chancellor, University Senate and Syndicate and other stakeholders utilizing indicators and/or metrics of progress will be made on a regular and on-going basis. These reports will also influence and guide the execution of the Plan and timely accomplishment of the milestones. To conduct this process in a fair and transparent manner, the University has established an independent Office of Strategic Planning, Implementation and Assessment, which reports directly to the Vice Chancellor, DUHS. This newly established office would be adequately staffed by highly experienced individuals to undertake this very important and vital role in the University.

SECTION VIII: LIST OF APPENDICES

NO	DESCRIPTION	PAGE No.
A	UI GreenMetric World University Rankings	47
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APPENDIX A:





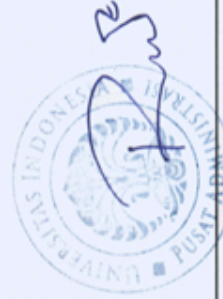
This certificate is awarded to

Dow University of Health Sciences Karachi

as The 688th World's Most Sustainable University
Jakarta, 19 Desember 2018



Prof. Dr. Ir. Muhammad Anis, M.Met
Rector Universitas Indonesia



Prof. Riri Fitri Sari, M.M., M.Sc
Chairperson of UI GreenMetric



Fact File 2018

Dow University of Health Sciences Karachi

PAKISTAN

Mission Rd, Karachi 74200, Pakistan

UNIVERSITY PROFILE

Name : Dow University of Health Sciences
Karachi

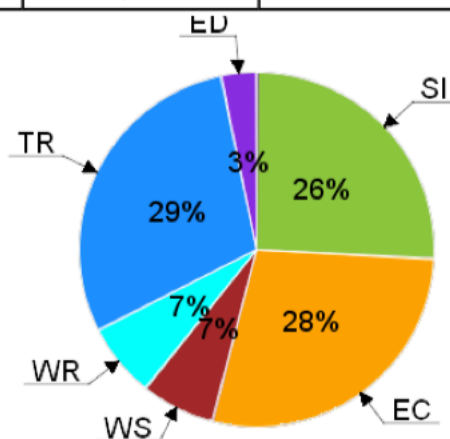
Established : 2004

Country : Pakistan



VERIFIED DATA

Category	Point	Maximum Point	Percentage
Setting and Infrastructure (SI)	575	1500	38.33 %
Energy and Climate Change (EC)	625	2100	29.76 %
Waste (WS)	150	1800	8.33 %
Water (WR)	150	1000	15.00 %
Transportation (TR)	650	1800	36.11 %
Education (ED)	75	1800	4.17 %
Total Score	2,225	10000	22.25 %

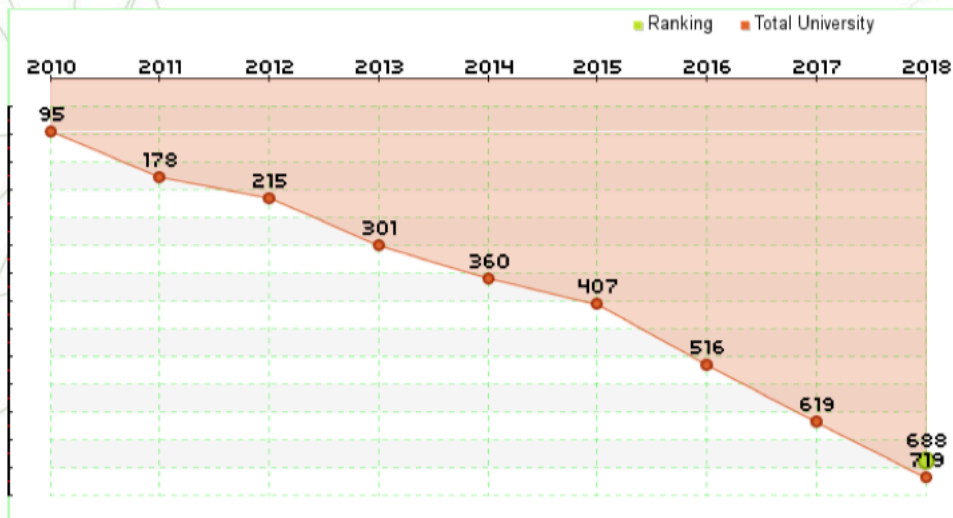


UI GreenMetric World University Rankings | Page 1 / 8

Result Summary

World Ranking 688	SI Ranking	574	EC Ranking	599	WS Ranking	692
	WR Ranking	633	TR Ranking	533	ED Ranking	712

World Rankings History

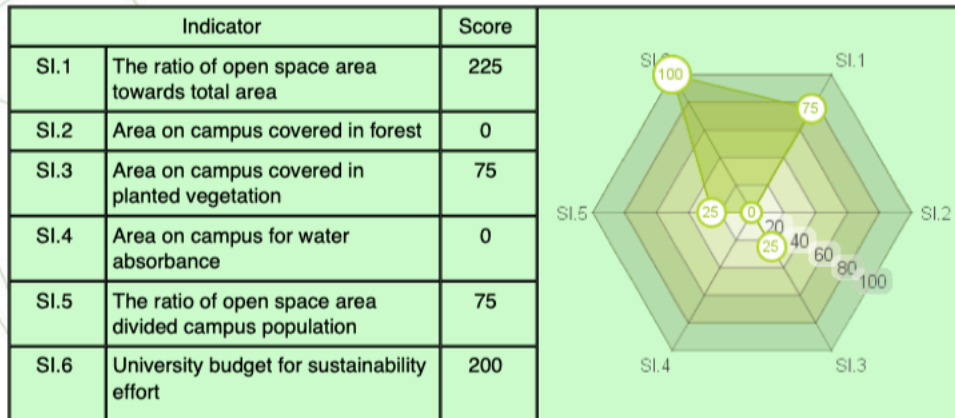


Ranking in Pakistan

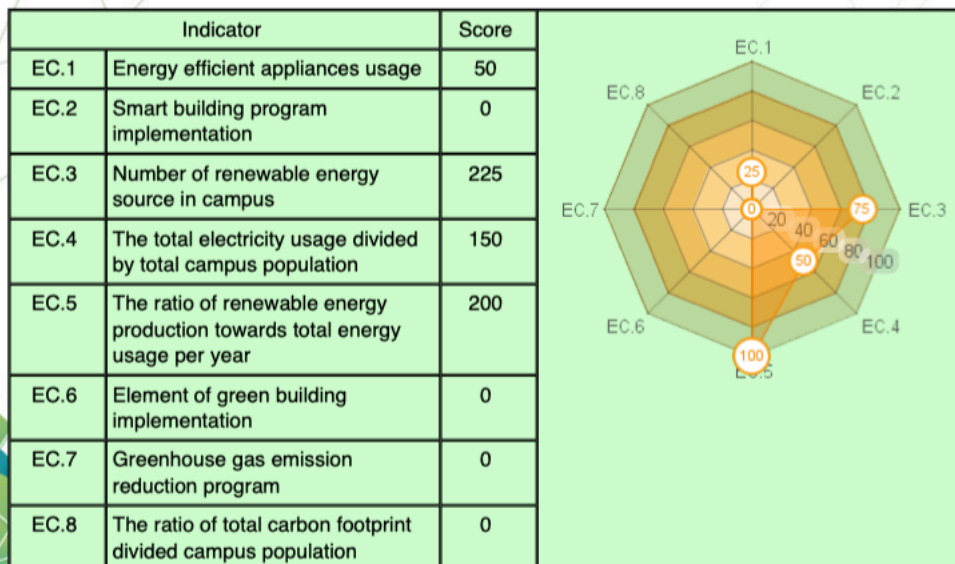
Country Ranking 25	SI Ranking	25	EC Ranking	20	WS Ranking	23
	WR Ranking	24	TR Ranking	17	ED Ranking	29

Result Detail

Setting and Infrastructure

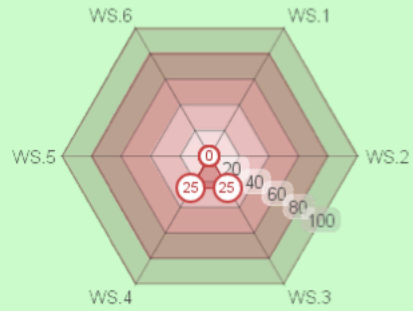


Energy and Climate Change



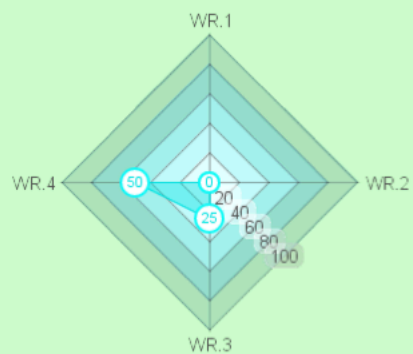
Waste

Indicator		Score
WS.1	Recycling program for university waste	0
WS.2	Program to reduce the use of paper and plastic in campus	0
WS.3	Organic waste treatment	75
WS.4	Inorganic waste treatment	75
WS.5	Toxic waste treatment	0
WS.6	Sewerage disposal	0



Water

Indicator		Score
WR.1	Water conservation program	0
WR.2	Water recycling program	0
WR.3	The use of water efficient appliances	50
WR.4	Piped water consumed	100



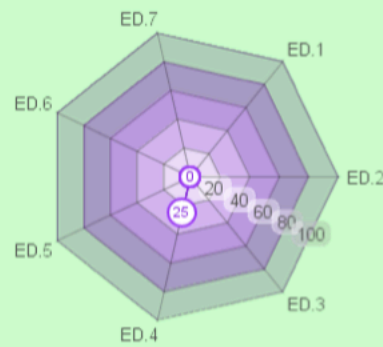
Transportation

Indicator		Score
TR.1	The ratio of total vehicles (cars and motorcycles) divided by total campus population	200
TR.2	Shuttle services	150
TR.3	Zero Emission Vehicles (ZEV) policy on campus	0
TR.4	The ratio of Zero Emission Vehicles (ZEV) divided by total campus population	0
TR.5	Ratio of parking area to total campus area	0
TR.6	Transportation program designed to limit or decrease the parking area on campus for the last 3 years	0
TR.7	Number of transportation initiatives to decrease private vehicles on campus	0
TR.8	Pedestrian policy on campus	300



Education

Indicator		Score
ED.1	The ratio of sustainability courses towards total courses/modules	0
ED.2	The ratio of sustainability research funding towards total research funding	0
ED.3	Sustainability publications	0
ED.4	Sustainability events	75
ED.5	Sustainability student organizations	0
ED.6	Sustainability websites	0
ED.7	Sustainability report	0





UI GreenMetric World University Rankings

About UI GreenMetric

UI GreenMetric World University Rankings is an annual publication of university rankings by UI GreenMetric. UI GreenMetric World University Rankings is a program from University of Indonesia that rank universities by their commitment and action towards going green and environmental sustainability. UI GreenMetric World University Rankings aims to increase awareness in universities towards sustainability.

History

In 2009 University of Indonesia hosted an International Conference on World University Rankings. The conference attended by World University rankers such as Webometrics, HEEACT, and others. In 2010, Prof. Dr. Gumilar Rusliwa Somantri as Rector of University of Indonesia at that time initiated UI GreenMetric World University Rankings and appointed Prof. Riri Fitri Sari as the chairperson. Soon a team consisting of Junaidi, Budi Hartono, Allan Lauder, and Prof. Prof. Ir. Gunawan Tjahjono formulated UIGM Questionnaire and introduced UI Ranking to the world. In 2011, it added 11 new indicators in 5 categories and Education as category in 2012. By the year 2015, a massive improvement was introduced including carbon footprint and a more systematic data collection. UIGM took Policy into Action in 2016, Global Partnership for Sustainable Future in 2017 and Universities, Impacts, and Sustainable Development Goals (SDGs) in 2018 as its annual themes. To reach and coordinate more participating universities, UI GWURN was established in 2017 with a national coordinator in each country. To date, 719 universities from 81 countries participate in the rankings.

Since its establishment in 2010, it has been increasingly recognized as the first and only universities ranking on sustainability and has been used by participating universities to benchmark and do continuous improvement in the area of sustainability. As a member of IREG, more activities and collaboration among participating universities are expected to achieve our common goal: sustainable university for sustainable future.

UI GreenMetric developed its own ranking system by studying other ranking systems such as: The Times Higher Education World University Rankings (THE) sponsored by Thompson Reuters, the QS World University Rankings, the Academic Ranking of World Universities (ARWU) published by Shanghai Jiao Tong University (SJTU), and the Webometrics Ranking of World Universities (Webometrics), published by Cybermetrics Lab, CINDOC-CSIC in Spain.

UI GreenMetric Rankings TIMELINE	
2010	UI GreenMetric published for 95 Universities
2011	UI GreenMetric added 11 new indicators within 5 categories
2012	Education became one of the categories
2015	Introducing Carbon Footprint and factfile document
2016	Focusing on university action towards sustainability
2017	UIGWURN established
2018	Focusing on SDGs and enlargement of memberships

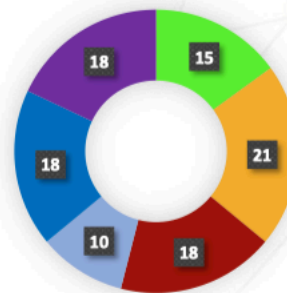
Methodology

UI GreenMetric collect data through online questionnaire. All participant answered same question for some period of time. After questionnaire close, UI GreenMetric expert member validate the answer based on evidence that participant provide.

This year's categories and weighting of points are shown as follows.

Table 1 Categories used in the ranking and their weighting

No	Category	Percentage of Total Points (%)
1	Setting and Infrastructure (SI)	15
2	Energy and Climate Change (EC)	21
3	Waste (WS)	18
4	Water (WR)	10
5	Transportation (TR)	18
6	Education (ED)	18
TOTAL		100



The specific indicators and their points awarded are shown in Table 2. Each indicator has been uniquely identified by a category code and a number (e.g. SI 5).

Table 2 Indicators and categories

No	Categories and Indicators	Points	Weighting
1	Setting and Infrastructure (SI)		15%
SI 1	The ratio of open space area towards total area	300	
SI 2	Area on campus covered in forest	200	
SI 3	Area on campus covered in planted vegetation	300	
SI 4	Area on campus for water absorbance	200	
SI 5	The ratio of open space area divided campus population	300	
SI 6	University budget for sustainability effort	200	
	Total	1500	
	Energy and Climate Change (EC)		21%
EC 1	Energy efficient appliances usage	200	
EC 2	Smart building program implementation	300	
EC 3	Number of renewable energy source in campus	300	
EC 4	The total electricity usage divided by total campus population	300	
EC 5	The ratio of renewable energy production towards total energy usage per year	200	
EC 6	Element of green building implementation	300	
EC 7	Greenhouse gas emission reduction program	200	
EC 8	The ratio of total carbon footprint divided campus population	300	
	Total	2100	
	Waste (WS)		18%
WS 1	Recycling program for university waste	300	
WS 2	Program to reduce the use of paper and plastic in campus	300	
WS 3	Organic waste treatment	300	
WS 4	Inorganic waste treatment	300	
WS 5	Toxic waste treatment	300	
WS 6	Sewerage disposal	300	
	Total	1800	
	Water (WR)		10%
WR 1	Water conservation program	300	
WR 2	Water recycling program	300	
WR 3	The use of water efficient appliances	200	
WR 4	Piped water consumed	200	
	Total	1000	
	Transportation (TR)		18%
TR 1	The ratio of total vehicles (cars and motorcycles) divided by total campus population	200	
TR 2	Shuttle services	200	
TR 3	Zero Emission Vehicles (ZEV) policy on campus	200	
TR 4	The ratio of Zero Emission Vehicles (ZEV) divided by total campus population	200	
TR 5	Ratio of parking area to total campus area	200	
TR 6	Transportation program designed to limit or decrease the parking area on campus for the last 3 years (from 2015 to 2017)	200	
TR 7	Number of transportation initiatives to decrease private vehicles on campus	300	
TR 8	Pedestrian policy on campus	300	
	Total	1800	

6	Education (ED)		18%
ED 1	The ratio of sustainability courses towards total courses/subjects	300	
ED 2	The ratio of sustainability research funding towards total research funding	300	
ED 3	Sustainability publications	300	
ED 4	Sustainability events	300	
ED 5	Sustainability student organizations	300	
ED 6	Sustainability website	200	
ED 7	Sustainability report	100	
	Total	1800	
	TOTAL	10000	

If you have questions or suggestions about this report, please contact



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