



School of
Postgraduate Studies

ESTABLISHMENT OF SCHOOL OF POSTGRADUATE STUDIES

DOW UNIVERSITY OF HEALTH SCIENCES

**ORGANIZATIONAL STRUCTURE, ROLES, AND
RESPONSIBILITIES**

PREAMBLE:

With over 51 degree and diploma programs, Dow University of Health Sciences is a leader in the nation for delivery of both undergraduate and graduate programs in health and allied sciences. 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 the postgraduate students, which are somewhat unique for various cohorts of students.

Dow University of Health Sciences is in the process of defining its strategic direction for the next decade. In this regards, it has developed a strategic plan entitled “A Bridge To Excellence 2019 – 2030”. A major component of this strategic plan is to enhance research capacity in the University, which would play a critical role in promoting a culture of innovation and discovery with generation of new knowledge that would be valuable for the community. Vital to the success of this vision is 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 Unites 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.

In this regards, the University has made some strategic investments in enhancing the capacity in research and postgraduate studies. In Q2 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.

In October 2018, as part of the Strategic Planning process, a Postgraduate Workgroup was established by the Vice Chancellor to not only evaluate the existing infrastructure but also to propose changes that would best serve the needs of students and faculty. The PG Workgroup was also tasked with evaluating the courses offered; admission criteria of students in Masters’ and Doctoral programs; student stipends and scholarships and many similar issues.

POSTGRADUATE WORKGROUP RECOMMENDATIONS:

The Postgraduate Workgroup looked at various models in United States for organization of postgraduate studies. After numerous meetings with productive discussions and seminal deliberations, the Postgraduate Workgroup recommended the following regarding the infrastructure of postgraduate studies at Dow University of Health Sciences:

1. Establish a School of Postgraduate Studies reporting directly to the Vice Chancellor, Dow University of Health Sciences
2. Establish a University Scientific Board (USB)
3. Establish a PhD Thesis Committee that would be responsible for review and approval of all PhD synopsis and thesis submitted by students in various disciplines. The membership of the PhD Thesis Committee will be determined by the USB

DUHS SYNDICATE APPROVAL:

These recommendations were presented to and approved by the DUHS Syndicate at its 78th Meeting on July 13, 2019.

SCHOOL OF POSTGRADUATE STUDIES:

PRINCIPAL:

- Headed by a Principal who will serve as the Chief Academic Officer of the School of Postgraduate Studies. S/he will be responsible for all academic and non-academic activities of the School. The person appointed to this position will ideally have the following qualifications/experience:
 - Holds or qualifies for a regular faculty appointment as an Associate Professor or higher in the University
 - Has a terminal degree in his/her discipline
 - Has demonstrated involvement in postgraduate education and training by serving as:
 - Institute and/or Program Director, and/or
 - Mentoring Masters, PhD and/or FCPS students
 - Served on postgraduate education committees/workgroups
- Principal will report directly to the Vice Chancellor, DUHS

RESPONSIBILITIES:

- The primary responsibility of the Principal is to provide administrative and operational leadership that supports and enhances the educational excellence of the School of Postgraduate Studies
- In the execution of his/her responsibilities, the Principal will work collaboratively with the USB, Doctoral Admission Committee (DAC), Board of Academic Studies and Research (BASR), Quality Enhancement Cell (QEC), Program Directors and with Deans, Principals/Directors of other academic and non-academic entities at DUHS to continue to augment educational, research and training programs that warrants the professional success of students.
- Inherent in the position are the responsibilities for curriculum development, extracurricular activities, personnel management, development and approval of standard operating procedures and facility operations.
- Ultimately, the success of the Principal to be an effective administrative leader that ensures long-term success of their School of Postgraduate Studies will depend on his/her ability to work collaboratively in a complex environment of higher education that demands resilience, hard work, vision, mutual trust, and personal and professional attributes of the highest ethical standards.

SPECIFIC RESPONSIBILITIES:

- A single source for all correspondence related to academic and non-academic activities of the School of Postgraduate Studies with both internal and external offices, agencies, accrediting bodies, etc.
- Chair, BASR
- Manage faculty, staff, and students in an endeavor to create a safe and effective learning environment
- Involve faculty and students in key decision-making process that enhances educational, research and clinical missions
- Manage (in partnership with the Office of the Vice Chancellor) international partnerships in postgraduate studies
- Develop and effectively manage the budget
- Develop annual academic Calendar in consultation with BASR
- Grant casual leave to the staff of the School of Postgraduate Studies
- Ensure that no damages are done to any property of the University
- Effectively manage Central Stores
- Work collaboratively with USB, BASR, DAC, QEC, and with the Program Directors to facilitate the following activities:
 - Admission of the most qualified and meritorious students in the programs
 - Provide effective and timely supervision of instruction and curriculum development
 - Facilitate co-curricular programs for the faculty, staff, and students such as cultural and social programs, sports, etc.
 - Ensure successful accreditation/recognition of various teaching, research, and training programs
 - Development and timely execution of Strategic Plan that supports University vision and mission
 - Ensure that the Statutes, Regulations and Rules relating to the School and the Institutes are duly observed and followed
 - Ensure optimal teaching, research, and training in various disciplines of the Faculty
 - Facilitate recruitment of qualified faculty and staff
 - Ensure that Annual Confidential Reports of staff are regularly developed and submitted in a timely manner to the Director, Human Resources, DUHS
 - Select and recommend attendance by delegates to attend various meetings/conferences
 - Recommend concessions in student tuition as per University guidelines

- Recommend award of scholarships to outstanding and deserving students as per University guidelines
 - Process disciplinary action against the students as per relevant Statutes/Regulations/Rules
 - Create multidisciplinary opportunities for education, research and training for faculty, staff, and students
- To perform such other function as may be entrusted by the Vice-Chancellor and/or Pro-Vice-Chancellors' from time to time

UNIVERSITY SCIENTIFIC BOARD:

- Principal will work closely with the USB which will be engaged in the following activities related to the postgraduate education and training:
 - USB will provide the oversight and guidance related to policies and procedures to the leadership of the School of Postgraduate Studies
 - USB will provide oversight of the Vice Chancellors Seed Funding Initiative to facilitate faculty and postgraduate students to submit meritorious proposals
 - USB will provide guidance to ORIC in enhancing research and innovation that directly facilitate the conduct of research by postgraduate students in the University

OFFICE OF THE PRINCIPAL:

Office of the Principal will serve as the central hub for oversight and management of all academic and non-academic activities related to the School of Postgraduate Studies. It will also serve as the key liaison between USB, DAC, BASR, QEC, and other entities within and outside the University. All major functions to manage postgraduate programs will reside with the School of Postgraduate Studies with minimal duplication of activities.

The Principal, School of Postgraduate Studies, will recommend appointment of faculty to the following positions, which will require approval of the Vice Chancellor, DUHS:

- Vice Principal of Academic Affairs
- Vice Principal of Student Affairs

The following functions (among others) will reside within the School of Postgraduate Studies. The Principal will work collaboratively with other relevant academic and non-academic units in DUHS to accomplish these functions:

- PhD Thesis Committee (
- Coordination of Examination
 - In coordination with the Examination Cell
- Compliance/Accreditation
 - In coordination with QEC
- Faculty Affairs (for postgraduate teaching/training)
 - In coordination with the HR Directorate and the Office of the Registrar
- Student Affairs (including physical & mental well-being)
- Student Scholarships, Stipends and Grants
 - In coordination with the Finance Directorate and ORIC