INSTITUTE OF BUSINESS AND HEALTH MANAGEMENT

(IBHM)

DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN
(2024 – 2027)

Pioneering Excellence | Inspiring Innovation

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To Heal | To Educate | To Discover

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TABLE OF CONTENTS

    i-   Monitoring and evaluation committee

    ii-   Strategic planning and implementation workgroup

    iii- IBHM accreditation committee

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DIRECTOR's MESSAGE

Welcome to the Institute of Business & Health Management (IBHM). At IBHM, we are moving boldly with a commitment to developing a culture of excellence, innovation, and collaboration to expand tomorrow's frontiers with our future healthcare and business leaders and entrepreneurs who can navigate the complexities of the healthcare and business industry, driving a positive change.

Our goal for the next three years is to transform IBHM into a leading institution for business and healthcare management by expanding academic offerings, fostering research innovation, and deepening our engagement with industry.

We empower our esteemed faculty with the latest instructional technology and techniques through comprehensive training programs, equipping them with the tools and knowledge necessary to engage and inspire students effectively. The aim is not just to meet curriculum goals but to exceed them, preparing the students, teachers, and staff to excel in their respective fields with confidence and competence and empowering future healthcare leaders with the business acumen to transform the industry.

We at IBHM believe that education should be more than just lectures and textbooks—it should be an immersive and transformative experience for our teachers and students. As our students embark on this journey with us, I urge them to embrace every opportunity, seize every moment, and dare to dream big. Their time at IBHM is not just about acquiring knowledge; it's about discovering their passion, honing their skills, and unleashing their full potential.

I invite you to explore our website, learn about our programs, and discover how we can help you achieve your goals. Together, let's shape the future of healthcare and business management and impact society."

With warm regards

Professor. Dr. Asima Faisal, Director IBHM
Post Doctorate (USA), PhD, MPhil, MBA & MBBS

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EXECUTIVE SUMMARY

Over the next 3 years (2024-2027), the institute will focus on achieving five key strategic goals, including expanding academic programs, enhancing research output, and strengthening industry partnerships.

The institute aims to:

1. Impart Quality Business & Healthcare Management Education with a focus on updating curricula, expanding programs, enhancing learning technology, and achieving accreditation. By 2027, we aim to secure national and international accreditation for all our programs and achieve a 30% increase in student enrollment and faculty research output.

2. Research, Innovation, and Knowledge Dissemination with a focus on increasing research output, promoting collaboration, acquiring research grants, expanding infrastructure, and disseminating findings through publications and conferences. During the coming years, we aim to establish academic collaborations with international institutions and participate in joint research projects with global impact.

3. Expand and Sustain Engagement with Local Community and Industry by formalizing partnerships, launching outreach initiatives, developing collaborative programs, and implementing consultancy services. By 2027, we aim to establish partnerships with leading healthcare and business organizations in Pakistan, leading to internships and research collaboration opportunities.

4. Recruit, Develop, and Retain the Workforce by implementing strategies for attracting talent, supporting professional growth, enhancing retention, and improving operational efficiency. Over the next three years, we aim that at least 50% of faculty members will have participated in professional development programs.

5. Develop a Culture of Transparency, Accountability, and Responsible Governance by implementing governance frameworks, establishing communication protocols, promoting ethical leadership, and fostering inclusivity. IBHM seeks to achieve financial sustainability by exploring diverse funding sources such as partnerships with industry, government grants, alumni donations, and corporate sponsorships.

Each goal is supported by specific objectives and key results with measurable targets and timelines for implementation. The institute aims to achieve greater heights by executing this plan and effectively utilizing its resources under the supervision of relevant bodies.
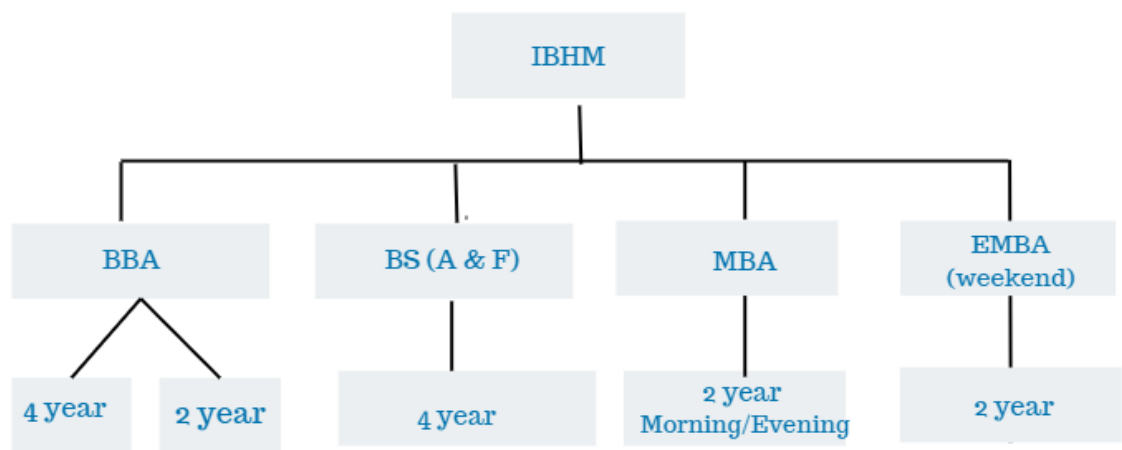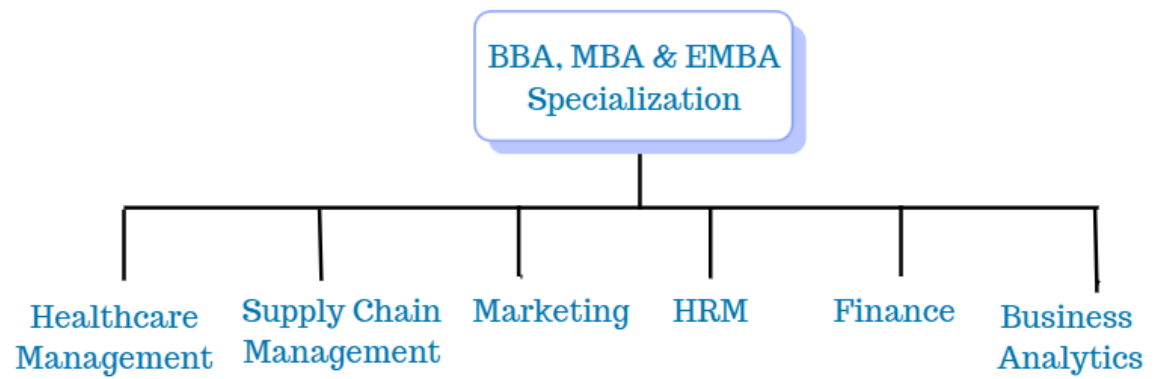
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ABOUT THE INSTITUTE

The Institute of Business and Health Management (IBHM) was established in 2007 as a constituent institute of the Dow University of Health Sciences. Previously, it was named the Institute of Health Management (IHM) with a focus on serving the healthcare industry of Pakistan by providing the best healthcare managers and leaders. Later, the scope of business was also added to provide relevant and employable graduates driven by technology and innovation that create value for the business and healthcare industry through ethical and entrepreneurial leadership. At IBHM, we are committed to providing high-quality education and conducting research across diverse disciplines that bridge the gap between business and healthcare. Our departments play a pivotal role in fulfilling our mission, each contributing unique expertise and perspectives to the interdisciplinary nature of the institute.

INTRODUCTION AND OVERVIEW

The Institute of Business and Health Management is offering BBA, MBA, and Executive MBA programs on two different campuses located in prime locations of Karachi to facilitate a large population of the community. Approximately 450 students are in IBHM in various undergraduate and graduate programs. However, more than 500 alumni are working in prestigious national and international organizations such as the World Health Organization (WHO), Sindh Government, Aga Khan University Hospital, Abbott Laboratories, PharmEvo, Meezan Bank, Soneri Bank, Bank Islami, United Bank Limited, PARCO and many more. IBHM is continuously striving to improve the learning environment through technology and innovation. In the future, the Institute is going to offer MS and PhD programs in various disciplines of business and health management.

At present, IBHM has both global and national linkages, such as AUPHA and an exclusive club of Toastmasters. IBHM also has highly qualified full-time faculty and adjunct faculty members associated with several national and international institutions.

PROGRAMS AND SPECIALIZATIONS OFFERED

BBA, MBA & EMBA Specialization

- Healthcare Management
- Supply Chain Management
- Marketing
- HRM
- Finance
- Business Analytics

IBHM

- BBA
  - 4 year
  - 2 year
- BS (A & F)
  - 4 year
- MBA
  - 2 year Morning/Evening
- EMBA (weekend)
  - 2 year

ORGANOGRAM

Institute of Business and Health Management
Organizational Chart

- Vice Chancellor
  - Director
    - Chair Persons/HODs
      - Faculty
      - Office Assistant
    - Program Director
      - Administration
      - Accounts
      - Program Coordinators
      - Research Coordinator
      - Placement & Alumni Office

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FACULTY OF IBHM: (REGULAR)

S. No.	Name	Designation
1.	Dr. Asima Faisal.	Professor and Director, IBHM.
2.	Mr. Muhammad Rizwan.	Assistant Professor and Program Director.
3.	Dr. Abdur Rahman Aleemi	Associate Professor
4.	Dr. M. Arsalan Hashmi.	Associate Professor
5.	Dr. Sufyan Ramish	Associate Professor
6.	Dr. Faraz A.Wajidi	Associate Professor (On Leave)
7.	Dr. Riaz Soomro.	Associate Professor (On Leave)
8.	Dr. Agha Ammad Nabi	Adjunct Associate Professor
9.	Dr. Izhar Hassan	Adjunct Associate Professor (International)
10.	Mr. Ghayas Tahir.	Assistant Professor
11.	Mr. Habib- ur- Rehman.	Assistant Professor
12.	Dr. Kiran Farooq.	Assistant Professor
13.	Mr. Mirza Kashif Baig.	Assistant Professor
14.	Dr. Ume Amen.	Assistant Professor
15.	Dr. Zahra Nazim.	Assistant Professor
16.	Dr. Aftab Ali Mukhi.	Lecturer (On Study Leave)
17.	Ms. Erum Ghayas.	Lecturer
18.	Ms. Humera Asrar.	Lecturer
19.	Mr. M. Babar.	Lecturer
20.	Mr. Sardar M. Nawaz.	Lecturer
21.	Mr. Ovais Ahmed	Lecturer (On Study Leave).
22.	Ms. Wajiha Saghir.	Lecturer (On Study Leave).
23.	Ms. Yasmeen Zehra.	Lecturer

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SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The strategic planning process at the IBHM was an intensive and collaborative effort aimed at defining a clear, actionable roadmap for the future. Recognizing its role as a dynamic academic institution, IBHM embarked on this process to realign its vision, enhance its core missions, and respond to the evolving needs of business education, healthcare management, and research. The process was guided by the following five (5) elements:
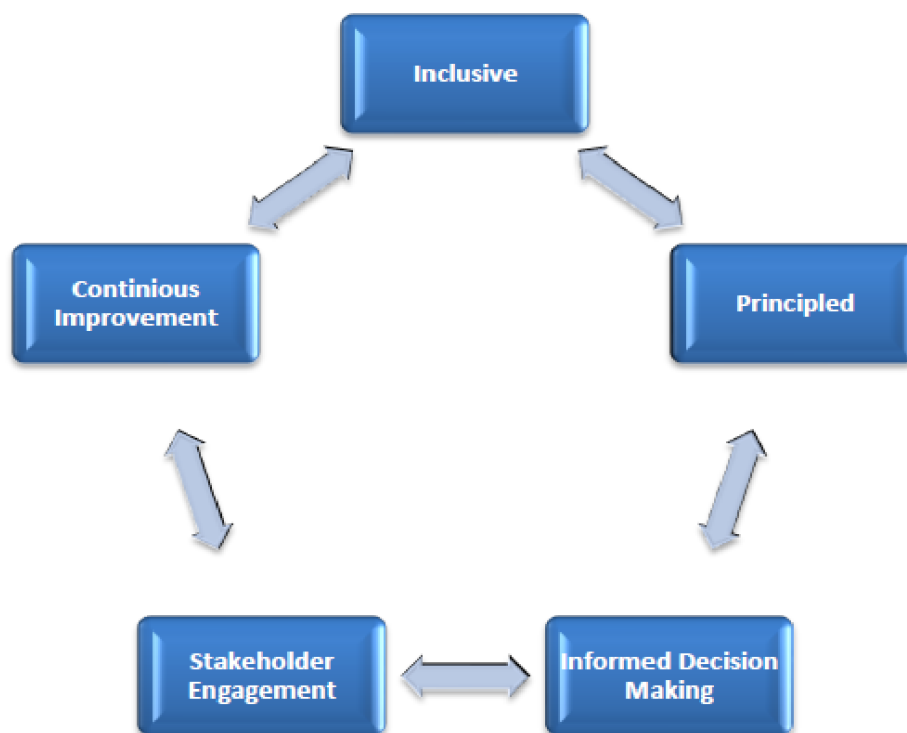
The development of the strategic plan is rooted in broader engagement. The strategic workgroup includes senior faculty and heads of the departments. The plan was crafted to be aspirational yet realistic, aiming for high standards while being grounded in achievable goals. The strategic plan is not only comprehensive but also forward-looking and is aligned with the institute's vision and mission.

Such a robust and participative nature of the strategic planning process ensures that the institute is well-equipped to navigate the complexities of academic landscapes. By building on its strength, addressing challenges proactively, and fostering a culture of excellence, IBHM is poised to achieve its strategic vision to establish its legacy of leadership in business and health management education.

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STRATEGIC WORKGROUP MEMBERS

- Dr. Asima Faisal, Professor & Director IBHM
- Dr. Abdur Rahman Aleemi, Associate Professor & HoD Research
- Dr. Muhammad Sufyan Ramish, Associate Professor and HOD Marketing & Entrepreneurship
- Dr. Arsalan Hashmi, Associate Professor & HOD Accounting, Finance and Economics
- Dr. Ume Amen, Assistant Professor & HOD Management
- Dr. Zahra Nazim, Assistant Professor & HOD Social Sciences
- Ms. Tayyaba Aamir, Alumnus IBHM

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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.
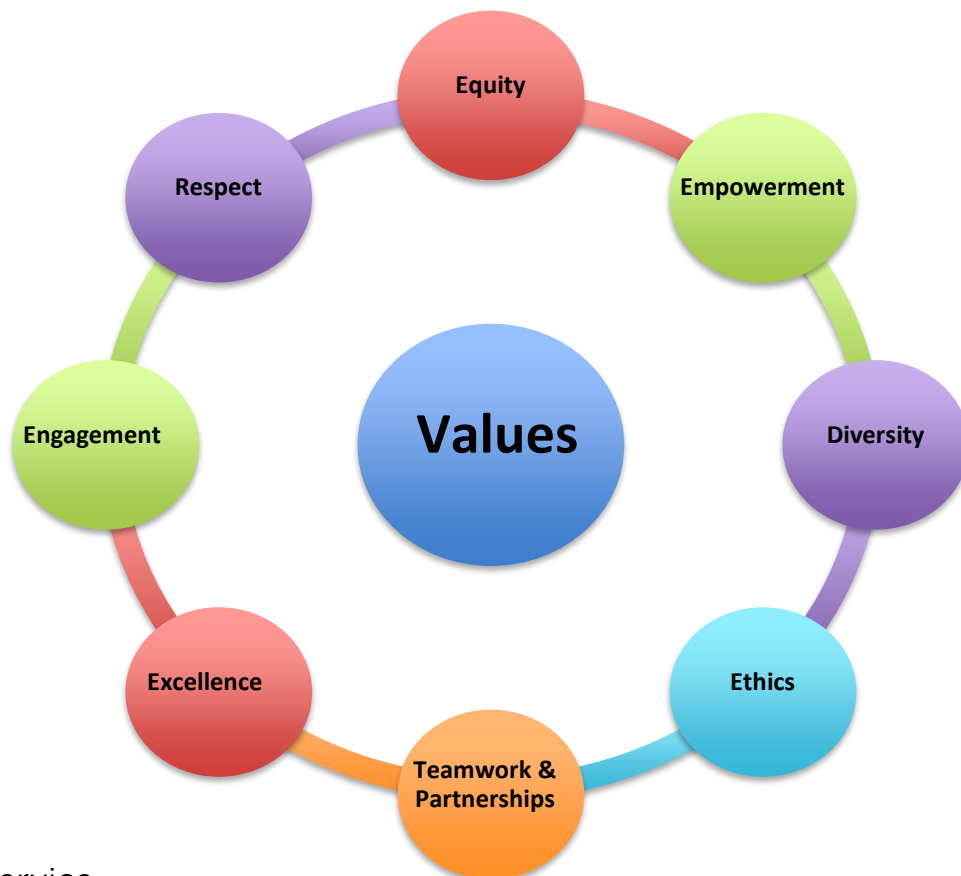
VALUES

● Customer Service
  o Put students first

● Empathy & Compassion
  o Understand before you judge
  o Be concerned for the sufferings and misfortunes of others

● Excellence

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- o Be the best and commit to exceptional quality and service
- Innovation
  - o Encourage curiosity, imagine, create, and share
- Teamwork
  - o Engage and collaborate
- Integrity & Leadership
  - o Be a role model and influence others to achieve their best
  - o Have the courage to do the right thing
  - o Hold yourself and others accountable

- Respect & Collegiality
  - o Be kind
  - o Listen to understand
  - o Value different opinions

STATEMENT OF PURPOSE:

The Institute of Business and Health Management (IBHM) is dedicated to advancing excellence in education, research, and innovation at the intersection of business and healthcare. Our purpose is to empower future leaders and professionals with the knowledge, skills, and ethical foundation needed to address the complexities of the healthcare and business sectors.

We are committed to delivering high-quality, industry-relevant education, fostering impactful research, and building strong partnerships with healthcare organizations and businesses. By integrating business acumen with healthcare expertise, we aim to drive innovation, improve healthcare systems, and create sustainable solutions for societal challenges.

At IBHM, we cultivate a culture of integrity, inclusivity, and global collaboration, preparing our students to lead with purpose and make a meaningful impact in their communities and beyond.

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SECTION III: ASPIRATIONAL INSTITUTIONS

- Lahore University of Management Sciences, Lahore

- Institute of Business Administration, Karachi

- Institute of Business Management, Karachi

- Sukkur IBA, Sukkur

- NUST Business School, Islamabad

IBHM is committed to assessing its progress against these benchmarks. We aim to collaborate with these institutions and are committed to continuous learning and adaptation. We aim to identify opportunities for strategic partnerships and enhance our educational and research capabilities.

The aspiration to match and eventually surpass these institutions is a driving force behind IBHM's strategic initiatives. This process challenges us to not only meet national standards but also to define new ones. Through this strategic alignment, IBHM will continue evolving, striving to be a business and health management education and research leader.

To address the weaknesses, exploit the opportunities, and capitalize on our strengths, crude measures are necessary to achieve the institutional objectives. For instance, to ease the financial burden of high fees on students who may face financial constraints, IBHM aims to enhance financial assistance by 30% in the form of merit-based, need-based scholarships and sponsorship over the next three years.

Similarly, the physical infrastructure was recently improved with the introduction of a new computer lab, digital facilities at the library, and new cubicles for faculty and admin staff, among others. Besides the physical infrastructure, faculty will be further strengthened by 30 by next year. Industry-academia linkages are strongly emphasized, whereby IBHM aims to partner with 15 major industry partners for various purposes. In addition, the governance issues are significantly emphasized in Goal 5, whereby IBHM aims to achieve higher operational efficiency by 2027.

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SECTION IV: STRATEGIC GOALS

In line with the vision and mission of the IBHM and the greater vision and mission of DUHS, the institute has outlined the following five strategic thrusts along with OKRs for the three years to come.

GOAL 1:   Impart Quality Business & Healthcare Management Education

Objective 1: Update Curricula with Emerging Trends

Objective 2: Expand Academic Programs by Introducing New Graduate, Postgraduate, and Professional Courses

Objective 3: Enhance Learning with Technology

Objective 4: Foster Industry Partnerships for Internships

Objective 5: Boost Student Support and Accessibility

Objective 6: Enhance Student Development through Co-Curricular and Extracurricular Activities

Objective 7: Achieve and maintain accreditation for BBA, and MBA programs to ensure quality education and alignment with national and international standards.

GOAL 2:   Research, Innovation, and Knowledge Dissemination

Objective 1: Increase research output by securing grants and funding opportunities.

Objective 2: Promote faculty and student research collaboration to advance knowledge in strategic areas.

Objective 3: Expand research infrastructure and resources to support cutting-edge studies and innovation, including access to journals and databases.

Objective 4: Enhance faculty development programs to equip researchers with the skills to pursue high-impact studies and publications.

Objective 5: Disseminate research findings through conferences, seminars, and publications, increasing the institute's academic footprint.

Objective 6: Develop and launch a research journal titled "Journal of Business and Health Management," targeting HEC category Y within two years and category X within five years.

Objective 7: Establish a Research Cell to develop and publish quality research studies.

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GOAL 3: Expand and Sustain Engagement with Local Community and Industry

Objective 1: Formalize partnerships with key industry players to create long-term engagement opportunities for students and faculty.

Objective 2: Launch community outreach initiatives that leverage the institute's expertise to address local needs.

Objective 3: Develop collaborative programs with industry to provide education and skill development for the workforce.

Objective 4: Implement consultancy and advisory services that connect faculty expertise with industry challenges, promoting knowledge transfer.

Objective 5: Expand alumni engagement through mentorship programs, and networking events.

GOAL 4: Recruit, Develop, and Retain Workforce in Strategic Areas of Need

Objective 1: Develop a competitive recruitment strategy that attracts qualified faculty and staff in key areas of business and healthcare management.

Objective 2: Implement a faculty development plan focused on continuous learning and professional growth, including certifications and advanced degrees.

Objective 3: Enhance the employee retention program by revising compensation packages and providing clear career advancement pathways.

Objective 4: Introduce performance evaluation and reward systems that recognize and incentivize high performers, fostering a culture of excellence.

Objective 5: Improve operational efficiency by fostering a culture of excellence.

GOAL 5: Develop a Culture of Transparency, Accountability, and Responsible Governance: Establish governance practices that ensure ethical, transparent, and accountable operations.

Objective 1: Implement governance frameworks that align with best practices and regulatory requirements, enhancing institutional accountability.

Objective 2: Establish Clear Communication Protocols and Develop Comprehensive Policy Documents and SOPs to improve information flow between management, faculty, students, and stakeholders.

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Objective 3: Promote ethical leadership through training and development programs that emphasize integrity and accountability.

Objective 4: Foster a culture of inclusivity and diversity by ensuring equal opportunities and fair treatment across the institution.

Objective 5: Financial Sustainability: Explore diverse funding sources

Objective 6: Compliance with ethical standards and transparency measures

To achieve these strategic thrusts, measurable outcomes are set forth in the form of clear objectives, and key results are envisioned along with KPIs to make it a *dynamic, living, and breathing* document. Similarly, targets are set forth with the required resources to make it an executable plan that can be put into action and executed. These details are provided in the next section.

OBJECTIVES , OKRs and KPIs

Strategic Goal 1: Impart Quality Business & Healthcare Management Education							
Goal Statement: Provide a student-centered education that aligns with contemporary business and healthcare management needs.							
OKR (Objectives and Key Results)							
Objective 1: Update Curricula with Emerging Trends							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop and update curricula to integrate emerging trends in business and healthcare management, ensuring relevance to industry demands.	KR 1.1: Update the existing curriculum of the BBA program to include at least three emerging trends in business and healthcare management by the end of the next academic year.	KPI 1.1: The number of courses updated with emerging trends.	Conduct curriculum reviews to assess the integration of emerging trends.	At least 5 courses (from each stream) updated by the next academic year.	PD, HoDs, CRC	Honorarium for external reviewers 25000 @ 5000	Summer-25
	KR 1.2: Update the existing curriculum of the MBA program to include at least three emerging trends in business and healthcare management by the end of the next academic year.	KPI 1.2: Number of courses updated with emerging trends.	Conduct curriculum reviews to assess the integration of emerging trends.	At least 5 courses (from each stream) updated by the next academic year.	PD, HoDs, CRC	Honorarium for external reviewers 25000 @ 5000	Most of the courses and the Elective stream updated till now
	KR 1.3: Introduce one new course each in business and healthcare management that addresses current industry needs by the start of the next academic year.	KPI 1.3: Number of new courses introduced.	Track the development and approval of new courses.	One new course, each in business and healthcare management.	PD, HoDs, CRC	Honorarium for external reviewers 20,000 @ 5000	Summer-25

Objective 2: Expand Academic Programs by Introducing New Graduate, Postgraduate, and Professional Courses							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Expand academic offerings by introducing new graduate programs (MS, PhD), executive education, and certificate programs that leverage the healthcare brand of DUHS.	KR 2.1: Launch three new certificate programs, one executive education course, and two graduate/postgraduate programs (MS, MPhil, or PhD) focused on healthcare management within 18 months.	KPI 2.1: Number of new programs launched (certificate, executive, graduate, and postgraduate)	Track the development and launch timelines for all new programs (certificate, executive, graduate, and postgraduate)	Three new certificate programs and one executive education course within 18 months.	CTED	As per CTED Budget	Fall-25
	KR 2.2: Develop and introduce at least two specialized tracks within the MS, and PhD programs focusing on high-demand areas in Business and healthcare management within 24 months. One undergrad (BS Healthcare Management and Leadership Program within 18 months.	KPI 2.2: Number of specialized tracks introduced within MS, MPhil, and PhD programs.	Review the development and introduction of specialized tracks in MS, MPhil, and PhD programs.	Develop and introduce two specialized tracks within MS, MPhil, and PhD programs within 24 months.	PD, HoDs	At least 2. PhD Faculty Required	Fall-25 (MS-Management Sciences) BS Healthcare Management and Leadership
Objective 3: Enhance Learning with Technology							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Enhance student learning experiences by incorporating technology-enabled learning, including smart classrooms and AI-based tools.	KR 3.1: Establish at least one Smart Classroom equipped with smart technology and AI-based learning tools by the end of the next academic year.	KPI 3.1: 15 % of classrooms are equipped with smart technology.	Audit classrooms for technological upgrades.	One Smart Classroom establishment	PD, IT Committee	2.5 million	Summer-26

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
	KR 3.2: Train 100% of faculty on utilizing new technology to enhance teaching by the end of the academic year.	KPI 3.2: Percentage of faculty trained on updated technology about academics.	Track completion of faculty training programs.	100% faculty training by the end of the academic year.	PD, IT Committee	Rs. 250,000/-	Fall-25

Objective 4: Foster Industry Partnerships for Internships

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Foster partnerships with industry to provide students with internships and real-world project opportunities.	KR 4.1: Establish partnerships with at least five new industry organizations to offer internships within the next academic year.	KPI 4.1: 6 MoUs with Academic institutions. 20 MoUs with the corporate sector	Track the number of partnership agreements signed.	Five new partnerships within one academic year.	Internships, Placements, and Linkages Committee	Rs. 100,000/-	Fall-25
	KR 4.2: Achieve a 20% placement rate of students in real-world projects.	KPI 4.2: Placement rate of students in Capstone Projects.	Monitor Capstone records.	20% annual Capstone acquisition rate.	IRDC	1 x Capstone Coordinator	Fall-25

Objective 5: Boost Student Support and Accessibility

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve student support systems by offering financial aid, scholarships, and mentorship programs to make education more accessible.	KR 5.1: Achieve a 30% increase in the number of students receiving financial aid or scholarships annually.	KPI 5.1: 30 % Percentage increase in students receiving aid.	Monitor the number of students receiving financial aid.	30% increase in students receiving aid annually.	Internship, Placement, and Linkages committee	Merit Scholarship Pool 7-10 % of the fee as per NBEAC	Fall-25
	KR 5.2: Implement a comprehensive mentorship program with 80% student participation within the next academic year.	KPI 5.2: Implementation of Students advisement and progression policy.	Assess the mentee's progress each semester.	80% of students participate in mentorship within one year.	Batch Counsellors	Approx 100,000/-	Fall-24 (continuing process in 2025 onwards)

Objective 6: Enhance Student Development through Co-Curricular and Extracurricular Activities

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Foster holistic student development by integrating co-curricular and extracurricular activities that enhance leadership, teamwork, and practical skills in business and healthcare management.	KR 6.1: Organize at least five co-curricular activities (e.g., workshops, seminars, industry visits) and five extracurricular events (e.g., sports, cultural programs, business competitions) each semester.	KPI 6.1: Number of co-curricular and extracurricular activities organized per semester.	Track the number and type of activities organized each semester.	Organize five co-curricular and five extra-curricular activities each semester.	Patrons of Students' Societies, TM secretary	As per the Societies' Budgets and activities calendar	Every Semester
	KR 6.2: Achieve a 50% student participation rate in both co-curricular and extracurricular activities within the first year.	KPI 6.2: Student participation rate in organized activities.	Monitor attendance and participation rates for each activity.	Achieve a 50% student participation rate in both co-curricular and extracurricular activities within the first year.	Patrons of Students' Societies	As Societies' Budgets and activities schedule	Every Semester

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
O 7.1: Secure accreditation for the BBA, and MBA programs from a recognized national accreditation body within 2 years.	KR 7.1: Complete and submit self-assessment and prepare required documentation for each program within the next 12 months.	KPI 7.1: Completion of required documentation and registration with NBEAC	Track the completion and submission of accreditation applications and related documents.	100% of BBA and MBA programs are accredited within 2 years.	Accreditation Committee	Rs. 30,000/- for Mentor Visit. Registration 1,000,000/- PRT Visit= 1,000,000/-	Fall-25
O 7.2: Attain international accreditation for at least one program within one year.	KR 7.2: Achieve international accreditation within one year.	KPI 7.2: Number of programs with international accreditation	Monitor the results of internal audits and the implementation of corrective actions.	At least two programs are accredited within 1 year.	Accreditation Committee	$ 600/-	Every Year
O 7.3: Establish academic collaborations and joint research projects	KR 7.3.1: Establish academic collaboration with international institutions	KPI 7.3.1: Number of academic collaborations with international institutions	Track the number of academic collaborations with international institutions	5 international academic collaborations	Director IBHM	NA	Summer-27
	KR 7.3.2: Participate in joint research projects with a global impact	KPI 7.3.1: Number of joint research projects with global impact	Monitor the number of joint research projects with a global impact	At least 5 joint research projects with a global impact	Faculty	NA	Summer-27

Strategic Goal 2: Research, Innovation, and Knowledge Dissemination

Goal Statement: Build a robust research culture focused on innovation and knowledge dissemination.

OKR (Objectives and Key Results)

Objective 1: Increase research output by securing grants and funding opportunities.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Secure at least 3 research grants within the next two years.	KR 1.1: Submit 10 research grant proposals to relevant funding bodies within one year.	KPI 1.1: Number of grant proposals submitted.	Track the number of grant proposals submitted and accepted.	3 research grants were secured in two years.	All Faculty	NA	Summer - 26

Objective 2: Promote faculty and student research collaboration to advance knowledge in strategic areas.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Facilitate at least 10 joint faculty-student research projects annually.	KR 2.1: Publish 5 co-authored research papers in reputable journals annually.	KPI 2.1: Number of published co-authored papers.	Monitor of Co-authored papers	5 co-authored papers are published annually.	All Faculty	NA	Summer-25
	KR 2.2: Host 2 research workshops each semester.	KPI 2.2: Number of research workshops conducted.	Track the number of workshops conducted	2 workshops per semester.	IRDC	Rs. 50,000/- Each Semester	Every Semester

Objective 3: Expand research infrastructure and resources to support cutting-edge studies and innovation, including access to journals and databases.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Upgrade research infrastructure and expand access to at least 5 new academic journals and databases within the next year.	KR 3.1: Increase the budget for research infrastructure by 25% within the next 12 months.	KPI 3.1: Budget allocated for research infrastructure.	Track budget changes and infrastructure improvements	25% budget increase.	IRDC and Library	Additional Rs. 750,000/-	Fall-25
	KR 3.2: Acquire 3 new research tools and software to support advanced studies.	KPI 3.2: Number of new research tools and software acquired.	Monitor the number of tools, software, and journal subscriptions.	3 new tools/ software acquisition.	IRDC	Rs. 500,000/-	Fall-25
	KR 3.3: Improve access to international journals by subscribing to additional databases.	KPI 3.3: Number of new journal and database subscriptions.	Monitor the number of journal subscriptions and databases	At least 1 additional database subscriptions	IRDC and Library	2500,000/-	Fall-26

Objective 4: Enhance faculty development programs to equip researchers with the skills to pursue high-impact studies and publications.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement comprehensive faculty development programs focusing on high-impact research skills within one year.	KR 4.1: Conduct 6 faculty development workshops on advanced research methodologies and publishing each year.	KPI 4.1: Number of workshops conducted.	Track workshop attendance and feedback.	6 workshops per year.	IRDC	Rs. 600,000/-	Each year
	KR 4.2: Achieve a 20% increase in the number of faculty publications in indexed journals annually.	KPI 4.2: Percentage increase in faculty publications.	Monitor publication output of faculty.	20% increase in publications annually.	IRDC	As per ORIC policy	Each year

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Organize 3 academic conferences, seminars, and webinars annually to disseminate research findings and enhance the institute's academic footprint.	KR 5.1: Organize 3 conferences or seminars and webinars	KPI 5.1: Number of conferences and seminars organized.	Track the number and quality of conferences, seminars, and Webinars.	3 conferences/ seminars annually.	IRDC	Rs. 2000,000/-	Every Year
	KR 5.2: Collaborate with at least 3 national/international universities or research institutions for joint conferences.	KPI 5.2: Number of collaborations.	Track the number of joint collaborative activities	3 joint collaborative national/international events	IRDC	Shall be decided	Every Year

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish and advance the "Journal of Business and Health Management" to achieve HEC category Y within two years and category X within five years, enhancing its impact and reputation in the field.	KR 6.1: Complete the development and launch of the journal within the next 12 months.	KPI 6.1: Journal development and launch timeline.	Monitor project milestones for journal development.	Launch journal within 12 months.	IRDC	NA	Spring-26
	KR 6.2: Achieve HEC category Y status within two years and X status within five years.	KPI 6.2: Achievement of HEC category Y and X status.	Track HEC categorization progress.	Achieving category Y in two years, and category X in five years.	IRDC	NA	Ongoing Process

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Create and operationalize a Research Cell to manage the institute's research	KR 7.1: Develop and operationalize the Research Cell within 12 months, with a fully functioning	KPI 7.1: Establishing of the cell	Monitor the development, and review, of the development for the cell	Fully operational within 12 months.	IRDC	Research Associate/Assistant	Summer-25

projects, enhance visibility	team and infrastructure.						
	KR 7.2: Publish at least 10 case studies authored by faculty within five years of operation.	KPI 7.2: Number of case studies developed by the faculty.	Review several faculty-authored case studies.	10 case studies were published within the five years.	IRDC	Rs. 500,000/- per year	Fall-26

Strategic Goal 3: Expand and Sustain Engagement with Local Community and Industry
OKR (Objective and Key Results)

Objective 1: Formalize partnerships with key industry players to create long-term engagement opportunities for students and faculty.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish formal partnerships with key industry players to create sustained engagement opportunities.	KR 1.1: Establish formal partnerships with at least 10 major industry players in healthcare, business, and academia within the next 24 months.	KPI 1.1: Number of formalized partnerships.	Partnership agreements and MoUs signed.	Five formalized partnerships within 12 months.	Internships, placements, and linkages committee	NA	Summer-26
	KR 1.2: Develop internship programs and collaborative research projects with these partners, engaging 10% of the student body within the first year.	KPI 1.2: Percentage of students involved in internships and projects.	Student participation records in internships and projects.	10% student engagement in industry projects within one year.	Internships, placements, and linkages committee	NA	Fall-25
	KR 1.3: Secure at least two joint funding initiatives or grants with industry partners within 24 months.	KPI 1.3: Amount of funding secured through joint initiatives.	Financial records of joint funding initiatives.	Two joint funding initiatives were secured within 24 months.	Internships, placements, and linkages committee	NA	Fall-26

Objective 2: Launch community outreach initiatives that leverage the institute's expertise to address local needs.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Initiate community outreach programs that utilize the institute's expertise to effectively address and meet local needs.	KR 2.1: Implement three community outreach programs within the next year.	KPI 2.1: Number of outreach programs launched.	Program reports and evaluations.	Three outreach programs within one year.	Internship, Placement, and Linkages Committee and Students' societies	Rs. 100,000/-	Summer-25
	KR 2.2: Involve at least 30% of students and faculty in these	KPI 2.2: Percentage of students	Participation records of students and faculty.	30% participation from students and faculty.	Internship, Placement, and Linkages		Summer-25

| | | | | | Committee and Students' societies | | |

outreach initiatives.	and faculty involved.				Committee and Students' societies		

Objective 3: Develop collaborative programs with industry to provide education and skill development for the workforce.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Create and implement collaborative programs with industry partners to offer education and skill development for the workforce.	KR 3.1: Design and launch three diploma/certification/training programs in collaboration with industry partners within 12 months.	KPI 3.1: Number of programs launched.	Program launch documentation.	Three programs within 12 months.	C-TED	C-TED coordinator	Fall-25
	KR 3.2: Enroll at least 150 industry professionals in these programs within the first year.	KPI 3.2: Enrolment numbers.	Enrolment data.	150 enrollees within the first year.	C-TED	As per CTED Budget	Fall-25
	KR 3.3: Achieve a 90% satisfaction rate from participants through post-program evaluations.	KPI 3.3: Participant satisfaction ratings.	Post-program evaluation surveys.	90% participant satisfaction.	C-TED	C-TED coordinator	Fall-25

Objective 4: Implement consultancy and advisory services that connect faculty expertise with industry challenges, promoting knowledge transfer.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Establish consultancy and advisory services to align faculty expertise with industry challenges, facilitating effective knowledge transfer and practical solutions.	KR 4.1: Launch a consultancy service within 18 months, securing at least three consultancy projects within the first year.	KPI 4.1: Number of consultancy projects secured.	Project contracts and agreements.	Three consultancy projects within the first year.	HoDs and C-TED	100,000/-	Summer-26
	KR 4.2: Engage 20% of faculty in consultancy and advisory roles within 2 years.	KPI 4.2: Percentage of faculty involved in consultancy.	Faculty participation records.	20% faculty engagement.	HoDs and C-TED	NA	Summer-26

Objective 5: Expand alumni engagement through mentorship programs and networking events.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Enhance alumni engagement by developing mentorship programs and organizing	KR 5.1: Launch a comprehensive alumni mentorship program within 12 months, enrolling 20	KPI 5.1: Number of alumni mentors enrolled.	Enrolment records for the mentorship program.	20 alumni mentors enrolled within six months.	Internship, placement, and linkages committee	Rs. 5000/- per person honorarium	Summer-25

networking events.	alumni as mentors.						
	KR 5.2: Organize at least one alumni networking event annually, with at least 100 participants.	KPI 5.2: Attendance at alumni networking events.	Event attendance data.	At least one event with 100 participants each.	Internship, placement, and linkages committee	Rs. 750,000/-	Each year

Strategic Goal 4: Recruit, Develop, and Retain Workforce in Strategic Areas of Need							
Goal Statement: Build a talented workforce aligned with the institute's strategic priorities.							
OKR (Objectives and Key Results)							
Objective 1: Develop a competitive recruitment strategy that attracts qualified faculty and staff in key areas of business and healthcare management.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Attract qualified applicants for faculty and staff positions.	KR 1.1: Initiate targeted recruitment campaigns for potential candidates in areas of need.	KPI 1.1: Percentage of open positions filled with qualified candidates.	Monitor recruitment campaign analytics and candidate conversion rates.	At least +6 Faculty required (2 PhD+4 Lecturers) planned to be filled with top candidates within 12 months.	Director IBHM, HR DUHS	As per HR, DUHS budget	Summer-25
Objective 2: Implement a faculty development plan focused on continuous learning and professional growth, including certifications and advanced degrees.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Increase faculty participation in professional development programs by 30% within the next 24 months.	KR 2.1: Provide funding and support for 50% of faculty members to pursue certifications or advanced degrees.	KPI 2.1: Percentage of faculty participating in development programs.	Track faculty enrolment and completion rates for professional development programs.	30% increase in faculty participation in development programs within 18 months.	HR, PD, Director IBHM	As per the HR Budget	Every Year
	KR 2.2: Ensure that 30% of faculty members complete at least one professional development program annually.	KPI 2.2: Number of faculty development programs conducted.	Track the number of faculty participation in development initiatives	30% Faculty participation	PD, Director IBHM	2500,000/-	Every Year
	KR 2.3: Explore international fellowship opportunities for at least 1 faculty member	KPI 2.3: Number of faculty members availing of international fellowship	Track the number of faculty members with international fellowships	At least 1 Faculty member	PD, Director IBHM	As per HR policy	Fall-25

Objective 3: Enhance the employee retention program by revising compensation packages and providing clear career advancement pathways.							
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**	**Timeline**
Reduce faculty and staff turnover by 30% within the next two years.	KR 3.1: Conduct a comprehensive review and revision of compensation packages within 12 months.	KPI 3.1: Employee turnover rate.	Track turnover rates and analyze exit interview data.	30% reduction in turnover within two years.	HR, Director IBHM	As per the HR Budget	Spring-26
	KR 3.2: Develop and communicate clear career advancement pathways for all roles within a year.	KPI 3.2: Percentage of employees reporting satisfaction with compensation and career pathways.	Conduct employee satisfaction surveys focused on compensation and career advancement.	85% of employees are satisfied with career pathways and compensation.	HR, Director IBHM	NA	Fall-25
	KR 3.3: Implement retention-focused initiatives such as career development programs within 12 months.	KPI 3.3: Participation in retention-focused programs.	Track participation rate in retention-focused program	50% of employees are satisfied with their career prospects	HR, Director IBHM	NA	Summer-25

Objective 4: Introduce performance evaluation and reward systems that recognize and incentivize high performers, fostering a culture of excellence.							
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**	**Timeline**
Implement a comprehensive performance evaluation and reward system across all departments within 12 months.	KR 4.1: Design and pilot a performance evaluation framework that aligns with strategic goals within 12 months.	KPI 4.1: Percentage of employees evaluated using the new system.	Monitor participation rates in the evaluation system.	100% employee participation in the evaluation system within one year.	HR, PD, Director IBHM	NA	Every Year
	KR 4.2: Achieve 100% employee participation in the new evaluation system within 12 months.	KPI 4.2: Number of reward and recognition programs introduced.	Track the implementation and outcomes of reward programs.	The reward program was launched within 12 months.	HR, PD, Director IBHM	NA	Every Year
	KR 4.3: Introduce at least three reward and recognition programs for high performers within 12 months.	KPI 4.3: Employee satisfaction with the evaluation and reward process.	Employee satisfaction survey with the evaluation and reward process	90% Employee satisfaction with the evaluation and reward process	HR, PD, Director IBHM	As per budget	Every Year

	Objective 5: Improve operational efficiency by fostering a culture of excellence.						
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve operational efficiency by 40% within the next 24 months.	KR 5.1: Conduct a workforce analysis to identify gaps and optimize staff deployment within 6 months.	KPI 5.1: Operational efficiency improvement (measured by time savings, output, etc.).	Measure time saved and output improvements through operational metrics.	40% improvement in operational efficiency within 24 months.	PD, Director IBHM, Administrator	NA	Spring-25
	KR 5.2: Achieve a 30% reduction in operational bottlenecks within 18 months.	KPI 5.2: Employee productivity rates (SMART Goals)	Time saved and output improvements	30% improvement in operational efficiency	PD, Director IBHM, Administrator	NA	Summer-26

Strategic Goal 5: Develop a Culture of Transparency, Accountability, and Responsible Governance

Goal Statement: Establish governance practices that ensure ethical, transparent, and accountable operations.

OKR (Objectives and Key Results)

Objective 1: Implement governance frameworks that align with best practices and regulatory requirements, enhancing institutional accountability.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Aligning 70% of governance practices with the industry's best practices and regulatory standards within 12 months.	KR 1.1: Complete a gap analysis of current governance practices within 6 months.	KPI 1.1: Percentage of governance practices aligned with best practices.	Monitor progress through regular compliance audits and governance reviews.	70% alignment with best practices and regulatory standards within 12 months.	HR, PD, Director IBHM	NA	Spring-25
	KR 1.2: Develop and implement a revised governance framework within 12 months.	KPI 1.2: Compliance rate with regulatory standards.	Track the implementation timeline and the number of governance practices updated.	Full compliance with regulatory requirements within one year.	HR, PD, Director IBHM	NA	Summer-25
	KR 1.3: Achieve full compliance with all relevant regulatory requirements within 24 months.	KPI 1.3: Time taken to implement the revised governance framework.	Assess compliance status	100% compliance with regulatory requirements	HR, PD, Director IBHM	as indicated in Goal 1	Summer-26

Objective 2: Establish Clear Communication Protocols and Develop Comprehensive Policy Documents and SOPs to improve information flow between management, faculty, students, and stakeholders.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improve information flow and organizational transparency by developing and implementing standardized communication protocols, policy documents, and SOPs that ensure consistency and clarity across all departments	KR 2.1: Develop and roll out standardized communication protocols, policy documents, and SOPs across all departments within 12 months.	KPI 2.1: Communication protocol and SOP adoption rate.	Track the development, adoption, and usage metrics for communication protocols, policy documents, and SOPs.	100% development and implementation of communication protocols, policy documents, and SOPs within 12 months.	PD, Director IBHM	NA	Summer-25
	KR 2.2: Implement a centralized communication platform (e.g., intranet or portal) that includes access to all policy documents and SOPs within 12 months.	KPI 2.2: Usage rate of the centralized communication platform.	Monitor the usage of the centralized communication platform.	50% improvement in communication efficiency and accessibility of policy documents within 9 months.	PD, Director IBHM	NA	Summer-25
	KR 2.3: Achieve a 75% satisfaction rate among faculty, students, and stakeholders regarding communication transparency, effectiveness, and accessibility of policy documents within 24 months.	KPI 2.3: Surveys for Stakeholder satisfaction with communication effectiveness and accessibility of policy documents.	Conduct surveys to assess stakeholder satisfaction with communication processes and the availability of policy documents.	75% satisfaction rate with communication transparency, effectiveness, and access to policy documents and SOPs.	PD, Director IBHM	NA	Fall-26

Objective 3: Promote ethical leadership through training and development programs that emphasize integrity and accountability.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Ensure 100% leadership and management undergo ethical leadership training within 12 months.	KR 3.1: Develop and launch an ethical leadership training program within 12 months.	KPI 3.1: Participation rate in ethical leadership training programs.	Track participation in training programs.	100% participation in ethical leadership training within 12 months.	Director IBHM	NA	Summer-25
	KR 3.2: Achieve full participation from all leadership and management within 24 months.	KPI 3.2: Integration of ethical principles in performance evaluations.	Monitor the application of ethical principles in performance evaluations.	Integration of ethical principles into evaluations within 9 months.	Director IBHM, C-TED	NA	Summer-26
	KR 3.3: Integrate ethical leadership principles into the	KPI 3.3: Improvement in leadership accountability and integrity metrics.	Monitor accountability and integrity metrics	Integration of integrity metrics	Director IBHM	NA	Summer-27

	performance evaluation of all leaders within 36 months.						

Objective 4: Foster a culture of inclusivity and diversity by ensuring equal opportunities and fair treatment across the institution.							
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**	**Timeline**
Increase diversity and inclusivity in institutional processes by 30% within the next 24 months.	KR 4.1: Conduct a diversity analysis and identify areas of improvement within 12 months.	KPI 4.1: Diversity audit results and areas of improvement identified.	Monitor progress through diversity audits and policy implementat-ion reviews.	30% increase in diversity and inclusivity across the institution within 24 months.	PD, Director IBHM	NA	Summer -25
	KR 4.2: Develop and implement policies to promote inclusivity and equal opportunities within 18 months.	KPI 4.2: Implementation rate of inclusivity and equal opportunity policies.	Track participation metrics for underrepresent ed groups.	25% increase in participation of underrepresent ed groups within one year.	PD, Director IBHM	NA	Summer -26
	KR 4.3: Achieve a 25% increase in underrepresent ed groups' participation in institutional programs and leadership roles within 36 months.	KPI 4.3: Participation rate of underrepresente d groups in institutional programs.	Track participation metrics for underrepresent ed groups.	25% increase in participation of underrepresent ed groups within one year.	PD, Director IBHM	NA	Summer -27

Objective 5: Financial Sustainability: Explore diverse funding sources							
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**	**Timeline**
Explore diverse funding sources to increase non-tuition revenue by 20%	KR 5.1: Increase industry partnerships and sponsored research by 10%	KPI 5.1: Number of industry partnerships and dollar value of funded research	Number of grants/funded research	10% increase in funded research/ grants/ consultancies	IRDC	NA	Summer -27
	KR 5.2: Grow alumni donations and sponsorships received for events and student fees	KPI 5.2: Number and number of donations/spon sorships received	Track the number and amounts of alumni donations and sponsorships received	10% increase in donations and sponsorships	Alumni, Placement, and Internship department	NA	Summer -27

Objective 6: Compliance with ethical standards and transparency measures							
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**	**Timeline**
Ensure compliance with ethical standards and transparency measures	KR 6.1: Ensure 100% Compliance with ethical standards and transparency measures	KPI 6.1: Regular internal audit	Conduct annual internal audits	Internal audit every year	Audit Department of DUHS	NA	Spring-2025

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

IBHM is committed to effectively utilizing its resources, such as human, financial, and technological, to achieve its strategic objectives. To achieve this, the institute constituted a *Strategic Planning and Implementation Workgroup* along with the *Monitoring and Evaluation Committee* to supervise the effective allocation of required resources by:

- Setting spending priorities

- Optimal resource usage

- Increase and diversify research funding

- Adopt an integrated and dynamic framework to effectively communicate with relevant stakeholders for resource allocations.

In terms of human resources, 30% of new recruitment is planned by Q4 of 2025. For financial resources, enhancing executive education, exploiting sponsorship opportunities, and donations by 10% are planned over the next three years. Technologically, two smart classrooms are planned for Q3 in 2025.

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SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

The *Strategic Planning and Implementation Workgroup* (SPIW), along with the *Monitoring and Evaluation Committee,* shall be responsible for the diligent oversight and execution of the strategic plan with precision. The committee will develop relevant and meaningful indicators to track its progress towards the outlined goals and shall produce periodic reports after detailed reviews with relevant stakeholders under the auspices of OSDI and QEC.

The SPIW shall meet quarterly to review progress on the strategic goals, using KPIs to measure success. The committee head shall be responsible for reporting on the assigned objectives.

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SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	Grants and academic collaborations
B	International linkages
C	Research publications

D	Committees
	    i- Monitoring and evaluation committee
	    ii- Strategic planning and implementation workgroup
	    iii- IBHM accreditation committee

E	SWOT Analysis
F	TOWS Matrix

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APPENDIX A: GRANTS AND ACADEMIC COLLABORATIONS

- Collaborators with USAID, Manhattan Strategy Group, and Michigan State University for the Global Health Security Project

- 4 Academic Collaborations with international universities

    - 2 with King Faysal University Saudi Arabia

    - 2 with the National Social Foundation of China

- Proposal under consideration with the Maria-Helena Foundation Canada

- 2 proposals submitted for VC Seed Funding at DUHS

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APPENDIX B: INTERNATIONAL LINKAGES

INTERNATIONAL LINKAGES OF IBHM

- Registered with the Association of University Programs in Health Administration (AUPHA) which is a US based non-profit entity that works to improve the delivery of health services globally.

- IBHM is the second educational institution in Pakistan after LUMS, to have a Toastmasters Club, aimed at developing leadership skills in students.

APPENDIX C: RESEARCH PUBLICATIONS

HEC RECOGNIZED RESEARCH PUBLICATIONS 2021-2024

Legend: ■ 2024 ■ 2023 ■ 2022 ■ 2021

Category	2024	2023	2022	2021
W	7	1	1	1
X	2	3	5	4
Y	10	16	11	10
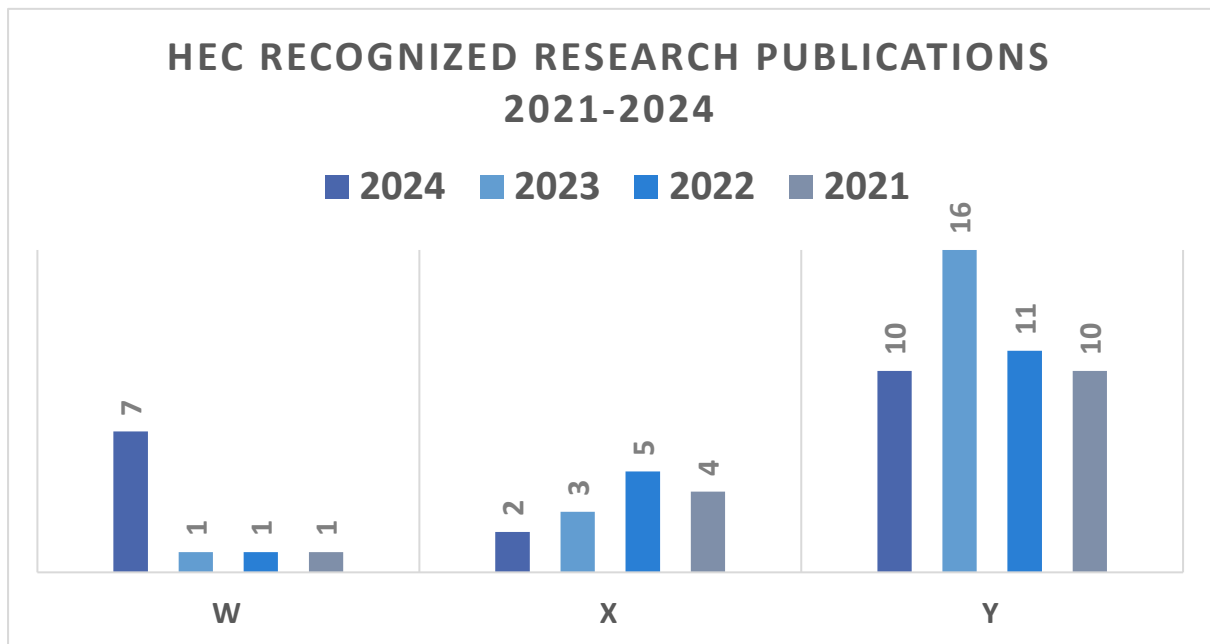
APPENDIX D: COMMITTEES

i. Monitoring and Evaluation Committee

**INSTITUTE OF BUSINESS &
HEALTH MANAGEMENT (IBHM)
DOW UNIVERSITY OF HEALTH SCIENCES**

Ref.No. DUHS/IBHM/2024/   Dated: 1st September, 2024

OFFICE ORDER IBHM, DUHS

It is hereby informed that the following committee of IBHM faculty and staff are being reconstituted with immediate effect until further orders:

MONITORING AND EVALUATION COMMITTEE FOR IBHM's STRATEGIC PLAN

Roles and Responsibilities:

The committee will review the periodic progress and implementation of the strategic plan of IBHM based on approved KPIs and OKRs preferably every 6 months.
The External Evaluator/s with relevant expertise will be approved by Director IBHM for every meeting (based on their availability).
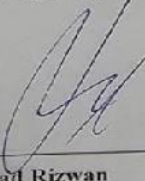
Following are the members of this committee:

    i.   Ms. Sanam Soomro (Director QEC)
    ii.   Mr. Muhammad Babar (Director SPIW DUHS/Member)
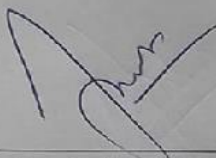   iii. External Evaluator/s (Member)

All concerned are hereby informed that the Internal Office Orders No. DUHS/IBHM/2024/ dated November 24, 2023 stand cancelled with immediate effect.

Note:

Number of meetings for this committee to be documented by year wise calendar and relevant data should be made available through minutes of meetings (MoMs) and other supporting documents on IBHM's Central Google Drive accessible to HODs, PD and Director IBHM. Minimum 2 meetings should be conducted for this committee in a year. Year wise calendar and the meeting minutes should be submitted in the Program Office, duly signed by the chairperson of the committee, Program Director and Director IBHM before beginning of the New Year.

Muhammad Rizwan
Program Director

Prof. Dr. Asima Faisal
Director IBHM

ii. Strategic Planning and Implementation Workgroup

**INSTITUTE OF BUSINESS &
HEALTH MANAGEMENT (IBHM)
DOW UNIVERSITY OF HEALTH SCIENCES**

Ref.No. DUHS/IBHM/2024/   Dated: 1st September, 2024

OFFICE ORDER IBHM, DUHS

It is hereby informed that the following committee of IBHM faculty and staff are being reconstituted with immediate effect until further orders:
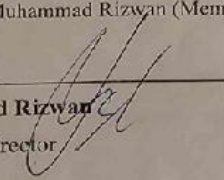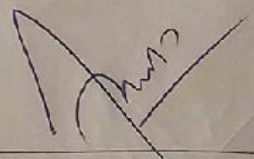
STRATEGIC PLANNING and IMPLEMENTATION WORKGROUP of IBHM (SPIW.IBHM)

Roles & Responsibilities:

a) To align the IBHM strategic plan with mission, vision of IBHM and DUHS Strategic plan.
b) To develop financial plans for materializing strategy and analyzing proposals for new degree and non-degree programs.
c) To forecast students' intake in different programs and make plans to increase the intake of students.
d) To plan faculty and staff induction according to strategic plan made for programs' delivery.
e) To assess the IBHM's operational and strategic performance on quarterly basis.
f) To align processes, resources planning, and department goals with overall strategy. (Impact Goals > SMART-Objectives > Strategic Themes > Action Plan (Tactics) > KPIs).
g) To provide support and insight into significant organizational changes (e.g. Marketing strategy, Accreditation, Budgeting)
h) To educate senior executives in making effective decisions and to build the capacity of the faculty members for effective delivery of academic programs.
i) To identify and develop faculty members for executive development programs for the healthcare and other businesses.
j) To facilitate the faculty members for research, consultation, and getting funding projects with and without other institutions of DUHS or other local or foreign institutions.
k) To monitor and analyze industry trends and market changes and simultaneously review strategic plan quarterly
l) Any other task assigned by the Director IBHM.

The workgroup can nominate any faculty member to perform any duty/ task related to the above activities.
Following are the members of the strategic workgroup:

i.   Prof. Dr. Asima Faisal (Chairperson)
ii.   Mr. Ghayas Tahir (Secretary and Coordinator SPIW IBHM)
iii. All HODs (Members)
iv.   Ms. Humera Asrar (Member)
v.   Mr. Muhammad Rizwan (Member)

Muhammad Rizwan
Program Director

Prof. Dr. Asima Faisal
Director IBHM

iii. IBHM Accreditation Committee

**INSTITUTE OF BUSINESS &
HEALTH MANAGEMENT (IBHM)
DOW UNIVERSITY OF HEALTH SCIENCES**

Ref. No. DUHS/IBHM/2024/   Dated: 1ˢᵗ September, 2024

OFFICE ORDER IBHM, DUHS

It is hereby informed that the following committee of IBHM faculty and staff are being reconstituted with immediate effect until further orders:

IBHM ACCREDITATION COMMITTEE

Roles & Responsibilities:

a) To look into internal and external records required by QEC, HEC, and NBEAC.

b) Preparing a comprehensive report highlighting the university's strengths, weaknesses, and compliance with accreditation standards ensuring a smooth and successful experience.

c) Forming committees and sub-committees to focus on specific areas, such as academic programs, faculty, or student services, for identifying areas for improvement and implementing corrective actions.

d) Creating plans to address accreditation recommendations and improve university performance and keeping faculty, staff, students, and external stakeholders informed about accreditation progress and requirements

e) To oversee implementation of the policies and SOPs of the IBHM at DUHS in letter and spirit and monitoring every semester.

f) Managing accreditation budgets and other resources and expenses related to the accreditation process and hosting accreditation team visits, ensuring a constructive experience.

g) Fostering a culture of ongoing assessment, evaluation, and improvement with accurate and up-to-date records keeping of accreditation documents, reports, and correspondence

h) To perform any other task assigned by the Director IBHM.

Following are the members of the committee:

i.   Prof Dr. Asima Faisal. (Chairperson)
ii.   Dr. Abdur Rahman Aleemi (Focal Person NBEAC)
iii. Dr. Arsalan Hashmi (Secretary)
iv.   Dr. Ume Amen (Member)
v.   Dr. Zahra Nazim (Member)
vi.   Dr. Sufyan Ramish (Member)

All concerned are hereby informed that the Internal Office Orders No. DUHS/IBHM/2024/ dated November 24, 2023 stand cancelled with immediate effect.

Note:

Number of meetings for this committee to be documented by semester wise calendar and relevant data should be made available through minutes of meetings (MoMs) and other supporting documents on IBHM Central Google Drive accessible to HODs, PD and Director IBHM. **Minimum 8 meetings should be conducted for this committee in a month.** Semester wise calendar and the meeting minutes of the previous semester should be submitted in the Program Office, duly signed by the chairperson of the committee, Program Director and Director IBHM before beginning of next semester.

Muhammad Rizwan
Program Director

Prof. Dr. Asima Faisal
Director IBHM

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APPENDIX E: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. DOW Brand 2. Sustainable public university 3. Paid Internships 4. Strategic geographic location provides growth potential.	1. High fee structure for a public university. 2. Centralized system (low autonomy) 3. Stagnant/low enrolment 4. Lack of industry-academia linkages 5. The lack of proper infrastructure. 6. A low number of collaborations may limit 7. Exposure and opportunities for students and faculty. 8. Inadequate communication channels hinder effective information flow. 9. Nascent research and consultancy by faculty 10. Weak performance evaluation and reward system. 11. Human resource constraints. 12. Lack of financial support and/or scholarships for students
OPPORTUNITIES (O)	THREATS (T)
1. Scope for new courses and programs by leveraging the healthcare brand of DUHS. 2. Launch of executive education programs, diplomas, and certificate courses particularly in healthcare. 3. Research grants and funding opportunities from provincial and federal HECs.	1. Mushroom growth of business schools in Karachi. 2. Eroding worth of the BBA Program 3. Changing Regulatory Landscape 4. Technological Disruptions 5. Economic challenges in Pakistan.

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APPENDIX F: TOWS ANALYSIS

	OPPORTUNITIES	THREATS
	1. Scope for new courses and programs by leveraging the healthcare brand of DUHS. 2. Launch of executive education programs, diplomas, and certificate courses particularly in healthcare. 3. Research grants and funding opportunities from provincial and federal HECs.	1. Mushroom growth of business schools in Karachi. 2. Eroding worth of the BBA Program 3. Changing Regulatory Landscape 4. Technological Disruptions 5. Economic challenges in Pakistan.
STRENGTHS	**SO**	**ST**
1. DOW Brand 2. Sustainable public university 3. Paid Internships 4. Strategic geographic location providing growth potential.	1. Leverage the Dow brand name to launch new programs for example BS in Health Care Management & Leadership 2. Leverage the support from top management and established brands to attract national and international academic collaborations and develop an executive education center to offer programs for revenue generation.	1. Using the strength of the public sector university to subside the declining worth of the BBA program.
WEAKNESSES	**WO**	**WT**

1. High fee structure for a public university. 2. Centralized system (low autonomy) 3.Stagnant/low enrolment 4. Lack of industry-academia linkages 5. The lack of proper infrastructure. 6. A low number of collaborations may limit 7. Exposure and opportunities for students and faculty. 8. Inadequate communication channels hinder effective information flow. 9. Nascent research and consultancy by faculty 10. Weak performance evaluation and reward system. 11. Human resource constraints. 12. Lack of financial support and/or scholarships for students	1. Low student enrollment can be increased through new degree programs. 2. The research culture of the institute can be improved by increasing research publications, consultancy projects, and grants at the National and International level.	1. Offer affordable degree programs like other public sector business schools. 2. Minimize economic hardship and increase the enrolment of students by offering need and merit-based scholarships. 3. Improve the physical and technological infrastructure of the business school to meet accreditation requirements. 4. The stagnant enrolment in the BBA program can be compensated by offering specialized BS programs in health care management and leadership, which capitalizes on Dow's industry linkages.