SCHOOL OF PUBLIC HEALTH

DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN

(2024 - 2027)

Pioneering Excellence | Inspiring Innovation

To Heal | To Educate | To Discover

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PRINCIPAL'S MESSAGE

It is a matter of immense pleasure for me to present you the Strategic Plan for 2024- 2027 for the School of Public Health (SPH) – Dow University of Health Sciences (DUHS).

Over a decade ago in 2013, SPH opened its doors to postgraduate students to pursue their higher education in Public Health Sciences. Only 33 applicants applied for admission into three postgraduate programs. Today, SPH has a total enrolment of more than 250 students in both undergraduate and postgraduate programs. This 2024-2027 Strategic Plan for the University, as well as the SPH, comes at an important stage in the lifespan of DUHS. The plan is aspirational in that it sets short-term goals and vision for the SPH to become an institution of choice for future public health students, health professionals, faculty, and staff from Pakistan and the region. The plan has ambitious goals in terms of improving the quality of our existing undergraduate and postgraduate programs, conducting high-quality research, and strengthening collaborations with academia, community, and industry linkages to improve public health locally, regionally, and globally.

As we started working on the Strategic Plan for SPH, my priority was to engage the entire SPH faculty, staff, and students to discuss what opportunities and challenges lie ahead of us and envision what comes next for SPH. I am delighted that the faculty, staff, and students had a voice and exchanged ideas in the process of developing this draft document of the SPH strategic plan. I am very grateful to all faculty members, students, and staff for their help and tangible contribution to defining the strategic goals and vision for the future of SPH.

As we move into the next few years, I am looking forward to working with all the team members of SPH and DUHS to make the vision of SPH a reality and hope that we will not settle anything short of fully achieving the goals of SPH's strategic plan 2024-2027.

EXECUTIVE SUMMARY

This strategic plan for the period 2024-2027 for the SPH is a product of the strategic planning exercise at the DUHS. This strategic plan is developed to steer the SPH to achieve the next level of excellence in public health education, research, and service.

This plan was drafted and developed using the participatory approach and getting inputs from faculty and staff. The contributions from all these stakeholders were vital, particularly in the critical analysis of strengths, weaknesses, opportunities, and threats – which was undertaken as a group exercise.

With the vision of becoming a leading public health education and service institution, the SPH team is determined to build further on its existing accomplishments while being aware of threats and inadequacies. In line with the vision and mission of the DUHS, four strategic areas have been identified for the development of SPH. The four overarching areas of this strategic plan are: (1) Improving the quality of the academic programs in line with national and international standards, (2) Promotion of research and development initiatives at the institutional level, (3) Capacity development of public health expertise in Pakistan and (4) Establishing linkages between, academia, community, and industry for improving public health globally.

The key strategic goals within this strategic plan include:

- Developing strategies and policies to improve the quality of student intake
- Promote the undergraduate and postgraduate programs of SPH, making them more accessible to students at the local, national, regional and levels.

- Strengthen the curriculum to provide quality education at undergraduate and postgraduate levels
- Improve the quality of the department's research and use this as a key modality to project the school's reputation in the region.
- Increase in the number of peer-reviewed publications
- Develop and focus on interdisciplinary/ multisectoral/ interdepartmental research
- Introduce short courses/ certificate & diploma programs in various disciplines of public health
- Build strong community linkages for public health initiatives and network with local, national, regional, and international institutions, Industry and organizations for innovation, cooperation, and exchange of knowledge with public-private stakeholders.
- Develop SPH alumni community directory

A comprehensive system of monitoring and evaluation will be employed to achieve these goals and ensure effective implementation of the 2024-2027 strategic plan.

VISION 2024-2027

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

Achieving vision 2024 - 2027 will mean

- **Advancement of Academic Programs on national and regional level**
- **Institutional Projection with Research and Development**
- **Capacity development of Public Health expertise in Pakistan**
- **Strong Academia, Community & industry linkages for public health Globally**

TO ACHIEVE THESE OUTCOMES SCHOOL OF PUBLIC HEALTH WILL

- Develop strategies and policies to improve the quality of the student induction process
- Promote and improve the accessibility of the academic programs offered at the SPH to potential students at the national and international levels.
- Strengthen the curriculum to provide quality education at undergraduate and postgraduate levels
- Complement theory with practical/-field-based knowledge
- Provide a conducive environment for transformational learning
- To upgrade the SPH teaching and learning resources
- Promote translational research at SPH.
- Improve dissemination of research published by the SPH faculty and students.
- Encourage interdisciplinary/ multisectoral/ interdepartmental research culture at the SPH
- Promote publication of student-initiated research projects particularly community-based studies
- Positioning SPH as an economically viable institute
- Provision of public health service opportunities to our graduate and post graduate students
- Equip students with skills and competencies in various domains of public health
- On-job training opportunities for faculty members to improve public health programs and
- Introduce short courses/ certificate & diploma programs in various public health disciplines
- Build strong community linkages for public health initiatives and networking with local, national, regional and international institutions, industry and organizations for innovation, cooperation and knowledge exchange with public and private stakeholders.
- Develop SPH structured alumni community
- Increase student/faculty participation on Innovation platform

ABOUT THE INSTITUTE

BRIEF HISTORY OF THE SCHOOL OF PUBLIC HEALTH

Public health is concerned with disease prevention, health promotion, and the improvement of the health of populations and communities. Pakistan has one of the highest infant and child mortality rates in the world, resulting from preventable communicable diseases and malnutrition. A high maternal mortality ratio and high fertility rate with low contraceptive use result in an increase in preventable deaths. Diseases of lifestyle such as ischemic heart disease, obesity, hypertension, diabetes mellitus, cancers, mental illnesses, and drug abuse are yet another challenge that needs to be addressed. These health issues impose a heavy economic burden on individuals, societies, and health systems within Pakistan. Considering the emergence of preventable health problems, it is imperative to provide quality education to aspiring candidates so that they can impart cost-effective interventions in a low-middle-income country (LMIC) such as Pakistan.

Considering the significance of an effective public health system in Pakistan, the Dow University of Health Sciences approved the establishment of a "School of Public Health" in its 38th meeting of the Syndicate held in June 2010. The school was inaugurated on the 15th of July 2012, with the initiation of the academic activities in March 2013. The researchers, academics, and graduates at the SPH play a vital role in shaping the future of healthcare in Pakistan. The SPH's academic activity involves not only the basic public health disciplines of biostatistics and epidemiology, but also includes social sciences, health policy and management, and nutritional sciences. Today, with an expansion in our academic opportunities, we have over 300 students enrolled with the SPH, who are taught by leading public health academics and practitioners.

SPH is situated on the second floor of the Nursing building. The whole building is over 10 years old and built in the modern style of architecture. The SPH floor is decorated with a wall frame of scholars' quotations and pictures of famous scientists. It has four demonstration rooms, one Lecture/auditorium hall, one library, and one digital library (for the Institute of Nursing and SPH students). There are two faculty rooms and one room for administrative purposes.

The SPH emphasizes national recognition and excellence in education, research, and public health by preparing professionals to assume leadership roles regionally and globally. The school is committed to contributing to a healthier future for the people of Pakistan by addressing complex public health issues through the integration of programs and developing partnerships with national, regional, and international organizations to positively impact the well-being of our people.

To address the challenges of the healthcare landscape of our community, our research encompasses a broad range of public health issues, including adolescent health, violence prevention, obesity, substance abuse, maternal and child health, communicable and non-communicable diseases with participatory research, and community engagement. The institute has been successful in producing several research publications concerning global and public health issues in peer-reviewed journals in the last 2-3 years. Moreover, the institute has been successful in receiving Higher Education Commission (HEC) research grants on many projects last year including HRI grants and the World Health Organization (WHO) Research and Training in Tropical Diseases (TDR) grant projects, besides the various research projects that are under review for funding.

INTRODUCTION & OVERVIEW

SPH currently facilitates different degree programs at the undergraduate and postgraduate levels. These degree programs are as follows:

- Bachelor of Science in Nutrition (BS-Nutrition)
- Bachelor of Science in Public Health (BS-Public Health)
- Master in Public Health – MPH (Public Health)
- Master of Science in Biostatistics and Epidemiology (MSBE)
- PhD in Public Health
- Supports courses of other DUHS Institutes' Undergraduate Programs (DPT, BSMT, BSN (Generic), MBBS) as well as postgraduate programs (MPhil (Basic Sciences), MDS (Dental Sciences), MSc (Nursing), MSAPT.

CURRENT FACULTY/STAFF/STUDENT NUMBERS

- **CURRENT DEPARTMENT FACULTY:**

Designation	Total Number
o Professors	02
o Associate Professors	03
o Assistant Professors	06
o Senior Lecturers	03
o Lecturers	11
o Total Faculty	25

- **ADMINISTRATION STAFF:**

Designation	Total Number
o Administrative Officer	01
o Assistant Administrator Officer	03
o Senior Clerk	01
o Total administrative staff	05

- **OFFICE STAFF:**

Designation	Total Number
o Naib Qasid	02
o Total Office staff	02

- **NO. OF CURRENTLY ENROLLED STUDENT (BS NUTRITION):**

Batch	No. of students enrolled
o Batch 5	35
o Batch 6	50
o Batch 7	35
o Batch 8	35
o Total No. of students	155

- **NO. OF CURRENTLY ENROLLED STUDENT (BS PUBLIC HEALTH):**

Batch	No. of students enrolled
o Batch 1	29

- **NO. OF GRADUATED AND CURRENTLY ENROLLED STUDENTS (MASTER'S DEGREE PROGRAMS):**

Degree Programs	Currently Enrolled Students
o Master in Public Health (MPH)	25
o Master's in Biostatistics and Epidemiology (MSBE)	24

Facilities at the School of Public Health:

Currently, the School of Public Health is offering the following facilities:

- Digital Library
- Departmental Library
- Food Analysis Laboratory
- Nutrition Assessment Laboratory
- Sports and Extracurricular Activities: The School of Public Health highly encourages students to take part in sports and extracurricular activities. Students have been participating in various extracurricular activities that take place within and outside the university including DUHS- DICE, Research Day, University Sports Day, Intercollegiate/ Inter-university Tournaments, Declamation/ Debates.

SECTION I: OVERVIEW OF THE STRATEGIC

PLANNING PROCESS

In line with the University's strategic planning, the principal of the School of Public Health, Prof. Kashif Shafique, initiated the development of the institutional strategic planning process by constituting a workgroup at SPH. The Workgroup was led by Prof. Kashif Shafique, including the directors of programs at the SPH, who played a pivotal role in shaping the plan and getting feedback from faculty, staff, students, and the community before finalizing the strategic plan draft. The genesis and review of the planning process, involving a knowledgeable and appropriately constituted workgroup ensured that all plans were conceptually and structurally sound, and demonstrated high aspirations, creativity, and innovative thinking, contributing to the overarching goals of the School of Public Health. Acknowledging time constraints and the diverse challenges faced by a rapidly expanding institution, the overall intent of the process was to maintain simplicity and provide flexibility in achieving the stated goals.

The following guiding principles were employed while developing the Strategic Plan for the School of Public Health:

- Overall consistency and alignment with the University's and SPH's mission, vision, values, and objectives.
- Participative and collaborative efforts, ensuring the engagement of all key stakeholders.
- Reflection of high yet achievable and realistic aspirations, highlighting creativity and innovation in defining goals and strategic directions.
- Foundation on measurable goals and strategies, incorporating appropriate performance metrics.
- Consider available resources in the planning process.
- Inclusion of an objective monitoring and evaluation component.

Members of the SPH Strategic Planning Workgroup:

Professor Kashif Shafique Principal, School of Public Health	**Chairman**
Prof. Dr. M. Zafar Iqbal Hydrie Professor of Public Health, SPH	**Member**
Dr. Waqas Ahmed Farooqui Associate Professor of Biostatistics, SPH	**Member**
Dr. Sumaira Nasim Assistant Professor of Nutritional Sciences, SPH	**Member**
Dr. Maria Atif Program Director, BSPH, Assistant Professor of Public Health, SPH	**Member**
Ms. Nida Jawed Program Director, BS Nutrition, Senior Lecturer of Nutritional Sciences, SPH	**Member**

SECTION II: VISION, MISSION,
AND VALUES

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

VISION

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

MISSION

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

VALUES

CUSTOMER SERVICE
- Put patients & students first

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

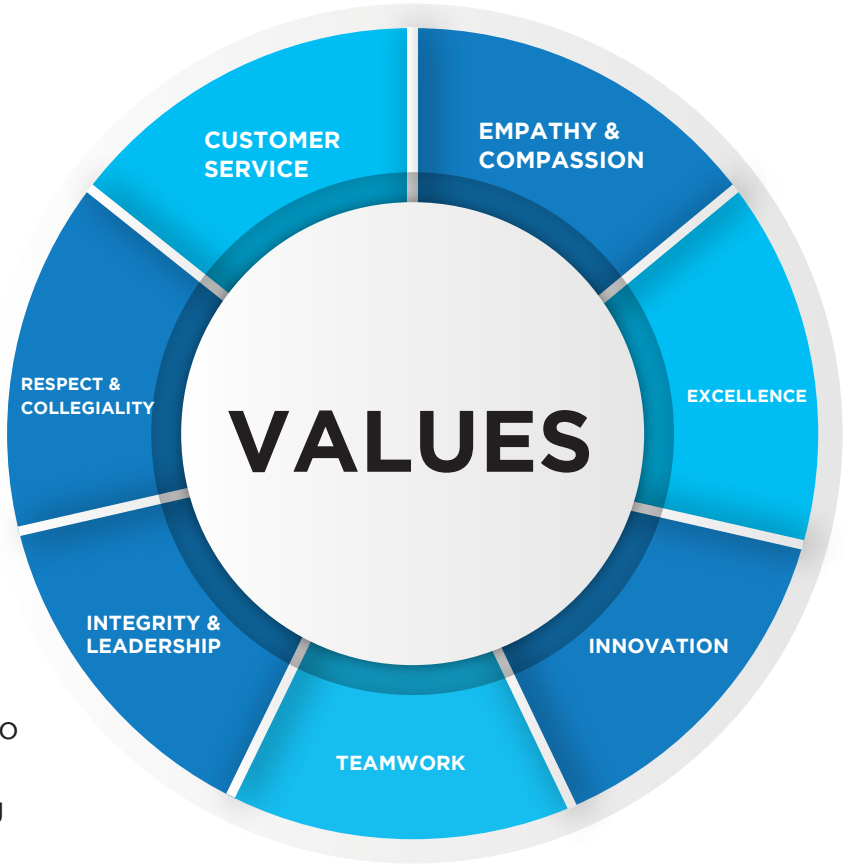
EXCELLENCE
- Be the best and commit to exceptional quality and service

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



STATEMENT OF PURPOSE:

To conduct academic programs and carry out high-impact ethically sound research using state-of-the-art and innovative strategies, empowering public health professionals to excel in academia, public health program implementation, and public health research. The school is also committed to collaborate with both public and private organizations that can positively influence the health and well-being of the communities living across Pakistan.

SECTION III: ASPIRATIONAL INSTITUTIONS

As a benchmark and aspiration, we have chosen two institutes.

- Saw Swee Hock School of Public Health, National University of Singapore.
- Indian Institute of Public Health Gandhinagar, India

Saw Swee Hock School of Public Health, National University of Singapore
The institutional slogan is "Turning Discovery into Healthier Communities". The main reason for choosing Saw Swee Hock School of Public Health, National University of Singapore was in line with what we aspire to do at SPH. Two main reasons for choosing Swee Hock School of Public Health are as follows:

Regional Context:
In terms of regional context, Singapore, being the number one developed country of the continent, is a role model for all other Asian nations in all aspects, specifically education. Despite the population size differences between Pakistan and Singapore, we see this institute as an aspirational entity whose policies and strategies can be followed and replicated in the Pakistani context.

Institutional Age:
SPH and Saw Swee Hock were established almost at the same time (2013 and 2011 respectively) while the growth and advancement of the Saw Swee Hock Institute during this period is exceptional and can be set as a benchmark.

Indian Institute of Public Health Gandhinagar (IIPHG), India

IIPHG aims to strengthen the overall health system in India through education, training, research, and advocacy/policy initiatives. The aim and goal of the DUHS SPH also focus on strengthening public health in Pakistan through the same parameters. This is the main reason for selecting IIPHG as our second aspirational institute. The following are other reasons for selecting IIPHG as a benchmark:

- The institute is situated in a LMIC such as India, which is similar to Pakistan. Being a neighbour, the country and population dynamics of India are also like Pakistan. Public health issues and problems are also relatable to each other and can be sorted through similar means and actions.

- The institute was inaugurated in the year 2008 and is a relatively new institute such as our institute and is paving the way for success and development.

- IIPHG is a pioneer institute in the field of public health in India. The School of Public Health is also considered to be the first public health institute in the province of Sindh, Pakistan.

- IIPHG also has a rich research portfolio with more than 300 research papers published till now. The School of Public Health also focuses on research both basic and applied as a means to improve the public health situation in Pakistan.

SECTION IV: STRATEGIC GOALS

Goal 1: Enhance Academic Excellence and Program Accessibility

Objective 1: Improve the Quality of Student Induction Process
Objective 2: Expand Program Accessibility and Reach
Objective 3: Strengthen Curriculum and Educational Resources

Goal 2: Foster Research Innovation and Knowledge Dissemination

Objective 1: Promote Translational Research
Objective 2: Enhance Research Dissemination
Objective 3: Encourage Interdisciplinary Research Collaboration

Goal 3: Develop Public Health Expertise and Workforce Capacity

Objective 1: Provide Comprehensive Public Health Education
Objective 2: Enhance Faculty Development and Training
Objective 3: Strengthen Public Health Training Opportunities

Goal 4: Strengthen Community Linkages and Global Partnerships

Objective 1: Develop Strong Community Engagement Programs
Objective 2: Build Global Academic and Research Partnerships
Objective 3: Enhance Alumni Engagement and Networking

Goal 5: Ensure Institutional Sustainability and Growth

Objective 1: Develop and Implement Income-Generating Programs
Objective 2: Strengthen Operational Efficiency and Resource Management
Objective 3: Enhance Institutional Planning and Strategic Development

OBJECTIVES, OKRs & KPIs

Based on the items identified above the following goals/objectives were prioritised:

Strategic Goal 1: Enhance Academic Excellence and Program Accessibility						
Goal Statement: Advance the academic programs at SPH to national and regional prominence by improving educational quality, increasing program accessibility, and aligning curricula with global standards.						
OKR (Objective and Key Results)						
Objective 1: Improve the Quality of Student Induction Process						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Develop strategies and policies to ensure a streamlined, fair, and effective student induction process that attracts top talent.	KR1.1: Revise admission criteria to align with the top 5 regional public health institutions by the end of Q2 of 2025	Percentage of admission criteria updated.	Review and approval records from the Board of Studies and Academic Council.	100% criteria alignment by Q4 2025.	Program Director and Principal SPH	Allocation of appropriate faculty and IT resources for data analytics of benchmarking parameters e.g. GPA, test scores, etc.
	KR 1.2: Achieve a 7% increase in the average entry scores of incoming students per year by Q4 2025.	Average student entry score	Entry score data from admission records.	07% increase in average entry scores Q4 2025.	Principals SPGS and SPH, DUHS marketing department	Evidence-based marketing strategies to attract high-calibre students
	KR 1.3: Reduce the student dropout rate during the induction process by 15% within the next two academic years (Q4 2026).	Dropout rate during induction	Student retention reports.	15% reduction in dropout rate Q4 2026.	DUHS marketing department and Principal SPH	Financial and technical resources are required for the dissemination of information on programs. Additional support and counselling services to potential candidates
Objective 2: Expand Program Accessibility and Reach						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Promote and improve the accessibility of SPH's academic programs to potential students at both national and international levels.	KR 2.1: Launch 1 new postgraduate online program and 1 weekend postgraduate program by 2026.	Number of new programs launched	Program launch reports and academic schedules.	2 new programs launched by Q3 2026.	School of Postgraduate Studies	Additional faculty is required for the new programs along with the technological infrastructure required for the online programs
	KR2.3: Increase enrolment in online programs by 20% following the first year of launch (Q2 2027).	Enrolment rate in online programs	Enrolment data from academic records.	20% increase in enrolment.	DUHS marketing department	Financial and human resources required for targeted marketing campaigns(attracting students who are employed)

	KR 2.4: Achieve a 30% increase in applications(all SPH programs) by 2025	Application rate from underrepresented regions	Application records and geographic analysis.	30% increase in applications by Q3 2025.	Dr. Abdur Rasheed and the DUHS marketing department	Additional funds are required for the expansion of marketing campaigns to underserved regions
Objective 3: Strengthen Curriculum and Educational Resources						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Update and strengthen the curriculum to provide a high-quality education that blends theoretical knowledge with practical experience.	KR 3.1: Update 100% of curricula for all programs to meet or exceed national and international standards by Q3 2025, and establish an AI-driven Public Health Research Lab to incorporate digital modernization in curricula by 2027	Curriculum update completion rate Establishment of AI-driven lab	Curriculum review records. Planning and development records of AI lab	100% curriculum alignment by Q3 2025 and AI-driven lab establishment by 2027	Program Directors and Principal SPH	Human, physical, and technological resources required to align curricula to national and international standards
	KR3.2: Increase student satisfaction with the curriculum by 70% as measured by end-of-semester surveys (Q4 2025)	Student satisfaction scores	End-of-semester student surveys.	70% increase in satisfaction	Program Directors	Mentors and counsellors are required for student support
	KR 3.3: By Q3 2025, integrate global health challenges like climate change and pandemic preparedness in the curricula and Introduce 1 new hands-on module in key public health areas	Number of new learning modules introduced	Module development and implementation reports.	1 new module introduced by Q4 2026.	Faculty designated by the Principal SPH.	Trained faculty and technological resources required for the hands-on learning module implementation

Strategic Goal 2: Foster Research Innovation and Knowledge Dissemination						
Goal Statement: Position SPH as a leader in public health research and innovation by enhancing research capabilities, promoting interdisciplinary collaboration, and improving the dissemination of knowledge.						
OKR (Objective and Key Results)						
Objective 1: Promote Translational Research						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Encourage research that translates scientific findings into practical public health solutions and policies.	KR1.1: Secure at least 2 major research grants for translational research within the next year (Q4 2025)	Number of research grants secured	Grant application and approval records	2 major research grants by Q4 2025.	Ms. Sukaina Shabbir	Print and electronic media access to relevant grant applications. Designated time for faculty to apply for research grants. Assistance from the finance, audit, and procurement departments of DUHS
	KR 1.2: Publish 15 peer-reviewed articles on translational research annually.	Number of publications	Publication data from faculty reports.	15 peer-reviewed articles per year till 2026.	Faculty at the SPH	Designated faculty time to conduct research and publish articles. Access of faculty to research resources. Financial assistance to get articles published in impact factor journals.
	KR 1.3: Establish partnerships with 3 healthcare organizations to implement research findings by next year.	Number of partnerships established	Partnership agreements and collaboration reports.	3 partnerships were established by Q3 2025.	Dr. Omair Adil	Time and travel costs required for collaborative meetings
Objective 2: Enhance Research Dissemination						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Improve the visibility and impact of research conducted at SPH by enhancing dissemination strategies.	KR 2.1: Launch a bi-annual research newsletter	Frequency of newsletter publication	Newsletter distribution records.	Bi-annual newsletter launched by Q4 2025.	Dr. Sumaira Nasim	Human and financial resources required to develop a newsletter
	KR2.2: Increase the research citation index by 10% over the next year.	Research citation index	Citation analysis from research databases.	10% increase in citation index by Q4 2025	Prof. Zafar Hydrie	Marketing strategies required for dissemination of published research
	KR 2.3: Increase the number of research presentations at international conferences by 30%	Number of international conference presentations	Presentation records and conference participation data.	30% increase in presentations by Q4 2027.	Director ORIC	Financial resources required for attending international conferences
Objective 3: Encourage Interdisciplinary Research Collaboration						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Foster a research culture that emphasizes interdisciplinary collaboration within	KR 3.1: Initiate 6 interdisciplinary research projects with other departments by the end of Q2 2026.	Number of interdisciplinary projects initiated	Project initiation records.	6 new projects.	Faculty at the SPH, guided by the Principal SPH.	Designated time, digital resources, and finances to initiate interdisciplinary research

SPH and with external partners.	KR3.2: Increase faculty participation in interdisciplinary research by 30% (Q2 2026).	Faculty participation rate in interdisciplinary research	Faculty participation surveys.	30% increase in participation.	Faculty and Principal SPH	Designated time for faculty to be engaged in multidisciplinary projects
	KR 3.3: Secure joint funding for at least 2 interdisciplinary projects within the next 3 academic years.	Number of joint funding applications approved	Funding approval records.	2 projects funded by Q3 2027.	Faculty – AP and above	Technical support, designated time, and digital access to online resources required for securing funding grants

Strategic Goal 3: Develop Public Health Expertise and Workforce Capacity

Goal Statement: Equip students and faculty with the necessary skills and competencies to meet the public health challenges of the 21st century, thereby strengthening the public health workforce in Pakistan.

OKR (Objective and Key Results)

Objective 1: Provide Comprehensive Public Health Education

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement
Equip students with a well-rounded education in public health that prepares them for leadership roles.	KR1.1: Introduce 4 new certificate programs in critical public health areas	Number of new certificate programs introduced	Program launch reports and academic records.	4 new programs by Q2 of 2026.	Principal SPH	Faculty, space, and marketing strategies required to introduce certificate programs
	KR 1.2: Increase the number of graduates working in public health roles by 20%	Graduate employment rate in public health roles	Graduate employment surveys.	20% increase in employment by Q4 of 2026.	Principal SPH	Time and travel required for collaborative meetings with potential employers
	KR 1.3: Establish mentorship programs for 50% of students.	Student mentorship program participation rate	Mentorship program participation records.	50% student participation by Q4 2025.	Prof. Zafar Hydrie	Training of faculty members and alumni to provide mentorship

Objective 2: Enhance Faculty Development and Training

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement
Provide continuous professional development opportunities for faculty to ensure they remain at the forefront of public health education and practice.	KR 2.1: Offer 6 faculty development workshops on emerging public health topics	Number of workshops conducted	Workshop attendance records.	6 workshops conducted (Q4 2025)	Dr. Omair Adil	Trainer, space, and digital resources to conduct training
	KR2.2: 40% increase in faculty satisfaction with professional development opportunities	Faculty satisfaction scores	Faculty feedback surveys.	40% increase in satisfaction by Q4 2026.	QEC	Faculty mentorship programs and faculty exchange programs
	KR 2.3: Achieve a 30% increase in faculty-led research publications within the next 2 years.	Number of faculty-led research publications	Publication data from faculty reports.	30% increase in publications by Q3 2026.	Principal SPH	Designated time and financial resources to conduct the research

Objective 3: Strengthen Public Health Training Opportunities						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Enhance training opportunities for students through internships, job placements, and on-the-job training programs.	KR 3.1: Establish partnerships with 12 public health organizations to provide internships and job	Number of partnerships established	Partnership agreements and internship placement records.	12 partnerships by Q3 of 2026.	Program Directors	Time and travel required for collaborative meetings with public health organizations
	KR3.2: 60% increase in the number of students participating in internships	Student participation rate in internships	Internship participation records...	60% increase in participation by Q4 of 2027.	Program Directors	Student support and counselling sessions
	KR 3.3: Develop 2 new internship programs tailored to emerging public health challenges	A number of new internship programs developed.	Program development and implementation reports.	02 new programs by Q4 of 2025.	Program Directors	Faculty and technological resources required for the development of internship programs

Strategic Goal 4: Strengthen Community Linkages and Global Partnerships						
Goal Statement: Build and maintain strong community linkages and global partnerships to enhance public health outcomes through collaboration, innovation, and knowledge exchange.						
OKR (Objective and Key Results)						
Objective 1: Develop Strong Community Engagement Programs						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Establish meaningful community engagement programs that address local public health challenges and promote active involvement from students and faculty.	KR1.1: Conduct 6 community health awareness programs annually.	Number of community programs conducted	Event records and attendance data.	6 programs annually.	Dr. Maria Atif	Time, material, and travel required to conduct awareness sessions
	KR 1.2: Establish a community health advisory board by Q4 2025 and develop a digital platform for the community to have it operational by Q4 2026.	Establishment and functioning of the advisory board	Meeting minutes and advisory board reports.	The advisory board operational by Q4 of 2025 and the digital platform operational by 2026	Dr. Maria Atif	Time, material resources, and space are required to conduct advisory board meetings and IT support
	KR 1.3: Increase student participation in community programs by 30%	Student participation rate in community programs	Participation records and student feedback surveys.	30% increase in participation by Q4 of 2025.	Program Directors	Travel and supervision required for students' engagement with communities
Objective 2: Build Global Academic and Research Partnerships						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Expand SPH's global footprint by developing academic and research	KR 2.1: Sign 4 new MOUs with international universities by the end of Q4 2026.	Number of MOUs signed	MOU records and partnership reports.	4 new MOUs.	Director ORIC	Digital and communication resources required

partnerships with leading international institutions.	KR2.2: Increase student and faculty participation in international exchange programs by 35% by 2027	Participation rate in international exchange programs	Exchange program participation data.	35% increase in participation.	Program Directors	Financial resources required for the exchange program
	KR 2.3: Organize 2 international symposiums on public health challenges within the next two years.	Several international symposiums were organized.	Symposium records and participant feedback.	2 symposiums organized by Q3 2026	Principal SPH	Financial, technological, and material resources required
Objective 3: Enhance Alumni Engagement and Networking						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Foster a strong and active alumni network that contributes to the growth and development of SPH and its students.	KR 3.1: Organize 1 alumni event annually to promote engagement and networking.	Number of alumni events held	Event attendance records and feedback surveys.	1 event annually.	Program Directors	Financial and material resources required for annual networking meetings
	KR3.2: Launch and maintain an online alumni portal with 50% usage	Engagement metrics from the alumni portal	Portal usage statistics and user feedback.	50% alumni usage within 1 year of launch.	Program Directors	Digital resources required
	KR 3.3: Increase alumni donations by 20% by Q4 2025.	Amount of alumni donations	Donation records and financial reports.	20% increase in donations.	Program Directors	Marketing strategies and digital resources required

Strategic Goal 5: Ensure Institutional Sustainability and Growth						
Goal Statement: Promote the long-term sustainability and growth of SPH through strategic planning, effective resource management, and the development of innovative, income-generating initiatives.						
OKR (Objective and Key Results)						
Objective 1: Develop and Implement Income-Generating Programs						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Establish programs and services that generate revenue for SPH while fulfilling its public health mission.	KR1.1: Launch 2 income-generating initiatives, such as nutrition consultation clinics and research support services.	Number of initiatives launched	Program launch reports and financial records.	2 initiatives by Q4 2026.	Principal SPH	Space, digital, and marketing resources required
	KR 1.2: Achieve a 15% increase in departmental revenue within the first year of program implementation.	Revenue generated	Financial records and service utilization data.	15% increase in revenue by Q4 2027.	Principal SPH	Funds for marketing and financial management
	KR 1.3: Develop partnerships with 5 corporate entities to sponsor SPH initiatives by Q4 2026.	Number of corporate partnerships established	Partnership agreements and sponsorship records.	5 partnerships by Q4 2026.	Faculty designated by the Principal SPH.	Time and travel required to develop corporate partnerships

Objective 2: Strengthen Operational Efficiency and Resource Management						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Enhance the operational efficiency of SPH through improved resource allocation, budget management, and process optimization.	KR2.1: Increase resource utilization efficiency by 10% as measured by key operational metrics.	Resource utilization efficiency	Operational efficiency audits and resource allocation reports.	10% efficiency improvement by Q2 2025.	Principal SPH	training and marketing support on efficient resource utilization
	KR 2.2: Implement a department-wide process optimization plan by Q2.	Process optimization plan implementation rate	Implementation records and operational metrics.	The plan implemented by Q2 2025.	Principal SPH	Faculty, time, and digital resources required
Objective 3: Enhance Institutional Planning and Strategic Development						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Resource Requirement**
Develop and implement strategic plans that align with SPH's mission and ensure its growth and sustainability.	KR 3.1: Complete a comprehensive strategic plan review and update by Q1.	Strategic plan review completion rate	Strategic plan documentation and review records.	Plan reviewed and updated by Q1 2025.	Dr. Maria Atif	Faculty designated to complete the strategic plan.
	KR3.2: Achieve 95% of strategic plan objectives within the set timeline.	Achievement rate of strategic objectives	Progress reports on strategic objectives.	95% objective achievement by Q4 2025.	Principal SPH	Designated faculty to monitor the framework
	KR 3.3: Develop a 5-year sustainability plan for SPH, including growth projections and funding strategies, by Q2 2025.	Sustainability plan development and approval	Plan documentation and approval records.	Plan developed and approved by Q2 2025.	Principal SPH and Prof. Zafar Hydrie	Time and economic and technological resources required for the development of a sustainability plan

SECTION V:
RESOURCE PLANNING FOR ACHIEVING
STRATEGIC GOALS

Strategic Goals	Resources		
	Human Resources	**Equipment**	**Space**
1. Advancement of Academic Programs on national and regional level	• Full-time student affairs coordinator needed • Four additional Public Health Experts at the Assistant Professor level with postgraduate degrees in the public health domain • Hire two Qualitative Research experts • Lab technicians for the food science lab & food processing lab	• Internet facility, multimedia, classrooms and their furniture etc. • Food processing /production lab equipment • Equipment for SMART digital/video conferencing room and IT support • Furniture for student common room/flooring, lockers, AC, water dispensers • Equipment for the Office of Student affair	• Two additional well-equipped classrooms with a sitting capacity of 30-40 students • Space for food processing lab • Video conferencing room for virtual teaching and online seminars. • Student common room • Office of Student affair
2. Institutional Projection with Research & Development	• Hire a Qualitative Research expert with expertise in Research Writing • Additional Public Health Experts at the Research Assistant Professor Level with postgraduate degrees in the Public Health domain having good publication records. • Hire Teacher assistant and research associate from the SPH student alumni • Hire a public relations officer with strong writing & communication skills • Lab technicians for the food science lab & food processing lab	• Subscription of international journals • Agreement with international journals/publishers to provide open access to manuscripts accepted in those journals. • Upgrading the existing food science & nutrition assessment lab equipment • Locked shelves, file cabinets & cupboards for confidential documents • Office related equipment & software (illustrator)	• Space for making food processing lab • Video conferencing room for virtual teaching • Space for research associates & related activities • Office space for designated SPH newsletter • State of the Art Library with fast internet access
3. Capacity development of Public Health expertise in Pakistan	• Hire faculty with expertise for needed community-related health projects & to conduct public awareness programs from the platform SPH • Hire a Qualitative Research expert	• Office-related equipment.	• Office space
4. Academia, Community & industry linkages for public health globally	• Hire staff to be coordinators between SPH and Public Offices and Industries for linkages. For this, a strong University ORIC can also play a role • Hire students for community engagement projects and liaison for community participation and international linkages. • Hire a public relations officer with strong writing & communication skills to liaison nationally, regionally, and globally	• Office-related equipment. • IT support	• Office space
5. Institutional Sustainability and growth	• Maintain students to teacher ratio • Skilled and qualified faculty and research team • Administrative and financial management team	• Upgraded research facilities and labs • Digital learning platforms • Data analytics tools for big data and epidemiological modeling	• Adequate physical infrastructure (building, classrooms, technology)

SECTION VI:
IMPLEMENTATION AND MONITORING OF
STRATEGIC PLAN

SPH- MASTER STRATEGIC PLAN 2024 - 2027: KEY OUTCOMES						
MEASURED OUTCOMES	**RESPONSIBLE OFFICE**		**ACADEMIC YEARS ***			
	LEAD	**FACILITATION**	**2024**	**2025**	**2026**	**2027**
Advancement of Academic Program: • # of graduates • Peer evaluation by QEC • Student evaluation by QEC • Faculty Performa • Teachers' Course evaluation • BOAS meeting • Self-assessment report (SAR) of individual program • Alumni evaluation feedback • Discuss regarding New program at SPH	**SPH**	**SPH faculty Marketing**		√	√	√
Institutional Projection with Research & Development: • Total # of departmental grants/research projects. • # of faculty scientific publications/write-ups for the public etc. • # of faculty Participation/attendance and Presentation at national, regional & international seminars/symposiums/ conferences • # of travel grants of faculty • Departmental Representation as an expert at national, regional & international organizations & governmental bodies. • # of Proposal submitted by SPH faculty • # of students/faculty projects submitted at DICE and other national events	**SPH**	**SPH faculty ORIC Marketing**	√	√	√	√
Capacity development of Public Health & Nutrition expertise in Pakistan: • Number of workshops/seminars/training conducted/organized by SPH for the university health professionals. • Number of workshops/seminars/training conducted/organized by SPH for health professionals across the country • Number of public awareness programs conducted by SPH • Number of health screening campaigns organized by SPH	**SPH**	**SPH faculty**	√	√	√	√
Academia, Community & industry linkages for public health Globally: • Number of MOUs signed annually • Number of Proposals submitted by SPH faculty	**SPH**	**SPH faculty**	√	√	√	√
Institutional Sustainability and growth • Number of initiatives launched • Revenue generated • Number of corporate partnerships established • Budget analysis and financial reports. • Operational efficiency audits and resource allocation reports. • Implementation records and operational metrics. • Strategic plan documentation and review records. • Progress reports on strategic objectives.	**SPH**	**SPH Faculty QEC ORIC Dept. of Finance DUHS**	√	√	√	√

* For details on quantifiable measures of each objective please refer to SECTION IV

SECTION VII: LIST OF
APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A:
SWOT ANALYSIS

STRENGTHS (S)	WEAKNESSES (W)
1. Public sector institute offering various public health and nutrition programs (BS in PH, Nutrition, MPH, MSBE) **2.** Offers affordable undergraduate and postgraduate programs. **3.** Faculty facilitates other programs across the University. **4.** First-ever Nutrition degree awarding institute in Sindh **5.** Well-motivated, highly qualified, committed faculty members with a good number of PhDs in team **6.** Competent and efficient support staff **7.** Well-established graduate and post-graduate programs **8.** Strong links and collaborations with national and international universities and organizations **9.** Research expertise and grants available	**1.** High number of currently enrolled students and low number of graduated students in Master's degree programs. **2.** Lack of /Delay in providing well-equipped labs may result in gaps in knowledge and learning for students. **3.** Too few PhD students **4.** Lack of space and infrastructure **5.** Lack of facilities for teaching & lab staff **6.** Lack of scheduled faculty meetings **7.** Lack of policy clarification **8.** Lack of extracurricular activities **9.** No defined JD, SOP, Calendar **10.** Lack of IT support and digital equipment **11.** Lack of further training opportunities for faculty in public health for example funding to attend courses, certification, and cover fees for professional bodies' membership. **12.** Faculty capacity building and training (for example training in new techniques like the Bayesian method and new tools like Graphs utilizing PRISMA and analysis with NCSS). **13.** Protected time **14.** Lack of short courses offered by SPH **15.** Allocation of supervisors in due course of time that is semester I **16.** Accredited international exchange programs

OPPORTUNITIES (O)	THREATS (T)
1. Online expansion of academic programs **2.** Availability of technical expertise **3.** Offer additional programs: BS Statistics, Master/PhD in Nutrition, PhD in Biostatistics and Epidemiology program can be offered, and Evening/Weekend programs **4.** Potential to conduct high-quality population-based research **5.** Start short courses in clinical nutrition **6.** Run public awareness programs **7.** High demand for public health degree programs particularly postgraduate programs **8.** Offer consultancies to promote the health of pharmaceutical companies, multinational and local corporate sectors, philanthropists, NGOs, and UN organizations. For example, Employee wellness programs can be offered by SPH faculty. **9.** Research Consultancy Collaboration with the Pharma industry **10.** Increasing enrolment of students in graduate and post-graduate programs **11.** Nutrition clinic at DMC and Ojha campus where our nutrition graduates can provide diet consultation at minimum charges **12.** Utilization of social media channels Alumni success stories on social media/SPH Website **13.** Yearly SPH E-newsletter **14.** Signing MoUs with national, and international organizations, NGOs, civil societies, philanthropists for internship and financial support for the students to promote research activities.	**1.** A cost-effective BS Statistics degree program has been offered at the University of Karachi **2.** Competitive environment (similar programs with better flexible options offered by other institutions with better infrastructure and resources) **3.** There is a mushroom growth of undergraduate and postgraduate programs in nutrition and public health, thus students have more options. **4.** Lack of community linkages **5.** Faculty members have more job opportunities; thus, the attrition rate can be high. **6.** Competitors with weekend, Morning/ Afternoon programs / BS Programs

OPPORTUNITIES (O)	
15. Invite leading healthcare organizations for a talent hunt to connect final-year BS students **16.** Offer paid internships or place trainees in different programs. (BS and master's students) **17.** Develop a continuing education framework aligned to internal strengths and external needs that promotes five working days or 40 hours per week work policy. **18.** Establishment of a healthy kitchen by Nutrition/public health students, which can provide healthy snacks and meals for the DUHS Ojha campus. This will generate income for SPH. **19.** Establishment of Health, Safety, and Environment (HSE) to ensure hygiene and safety at SPH for employees and students of SPH **20.** Enforcing the existing policies on banning cigarettes, pan, and gutka (group education sessions can be conducted by Nutrition and public health students for staff at SPH, DMC, and Ojha campus) **21.** Separate common room for male and female students **22.** Health and well-being of SPH Faculty, staff & students **23.** SPH faculty leadership in advisory groups of local & international organizations, health task force. **24.** Developing collaborative partnerships with international HEIs (being a public HEI based in a lower-middle income country, we are at an edge as we may be able to provide them with data on various health and social indicators)	

APPENDIX B:
TOWS MATRIX

	OPPORTUNITIES (O)	THREATS (T)
	1. Online expansion of academic programs **2.** Availability of technical expertise **3.** Offer additional programs: BS Statistics, Masters/PhD in Nutrition, PhD in Biostatistics and Epidemiology program can be offered, and Evening/Weekend programs **4.** Potential to conduct high-quality population-based research **5.** Start short courses in clinical nutrition **6.** Run public awareness programs **7.** High demand for public health degree programs, particularly postgraduate programs **8.** Offer consultancies to promote the health of pharmaceutical companies, multinational and local corporate sectors, philanthropists, NGOs, and UN organizations. For example, Employee wellness programs can be offered by SPH faculty. **9.** Research Consultancy Collaboration with the Pharma Industry **10.** Increasing enrolment of students in graduate and post-graduate programs **11.** Nutrition clinic at DMC and Ojha campus where our nutrition graduates can provide diet consultation at minimum charges **12.** Utilization of social media channels Alumni	**1.** A cost-effective BS Statistics degree program has been offered at the University of Karachi **2.** Competitive environment (similar programs with better flexible options offered by other institutions with better infrastructure and resources) **3.** There is a mushroom growth of undergraduate and postgraduate programs in nutrition and public health. Thus, students have more options. **4.** Lack of community linkages **5.** Faculty members have more job opportunities; thus, the attrition rate can be high. **6.** Competitors with weekend, Morning/ Afternoon programs / BS Programs

	OPPORTUNITIES (O)	
	success stories on social media/SPH Website **13.** Yearly SPH E-newsletter **14.** Signing MoUs with national and international organizations, NGOs, civil societies, and philanthropists for internships and financial support for the students to promote research activities. **15.** Invite leading healthcare organizations for a talent hunt to connect final-year BS students **16.** Offer paid internships or place trainees in different programs (BS and master's students) **17.** Develop a continuing education framework aligned to internal strengths and external needs that promotes a five working day or 40 hours per week work policy. **18.** Establishment of a healthy kitchen by Nutrition/public health students, which can provide healthy snacks and meals for the DUHS Ojha campus. This will generate income for SPH. **19.** Establishment of Health, Safety and Environment (HSE) to ensure hygiene and safety at SPH for employees and students of SPH **20.** Enforcing the existing policies on banning cigarettes, pan, and gutka (group education sessions can be conducted by Nutrition and public health students for staff at SPH, DMC, and Ojha campus) **21.** Separate common room	

	Opportunities (O)	
	for male and female students **22.** Health and well-being of SPH Faculty, staff & students **23.** SPH faculty leadership in advisory groups of local & international organizations, health task force. **24.** Developing collaborative partnerships with international HEIs (being a public HEI based in a lower-middle income country, we are at an end as we may be able to provide them with data on various health and social indicators)	
STRENGTHS	**(SO)**	**(ST)**
1. Public sector institutes offering various public health and nutrition programs (BS in PH, Nutrition, MPH, MSBE) **2.** Offers affordable undergraduate and postgraduate programs. **3.** Faculty facilitates other programs across the University. **4.** First-ever Nutrition degree awarding institute in Sindh **5.** Well-motivated, highly qualified, committed faculty members with a good number of PhDs on the team **6.** Competent and efficient support staff **7.** Well-established graduate and postgraduate programs **8.** Strong links and collaborations with national and international universities and organizations **9.** Research expertise and grants available	**1.** The public sector institute in Sindh offers the first-ever Nutrition degree as well as various public health programs. **2.** We can offer online expansion of academic programs and technical expertise as faculty facilitates other programs across the University. **3.** We have a highly qualified, committed faculty that can offer additional programs as there is a high demand for public health degree programs, particularly postgraduate programs. **4.** We have grants writing expertise and research consultancies to promote the health of pharmaceutical companies, multinational and local corporate sector, philanthropists, NGOs, and UN organizations can be	**1.** Established programs available but competitive environment with better flexible options offered by other institutions with better infrastructure and resources. **2.** But we are a brand and pioneer institution. **3.** There is a growing number growth of programs in nutrition and public health thus, students have more options. Need to develop strong links and collaborations with national and international universities and organizations to create a workforce/group to identify new areas of interest **4.** Lack of policy clarification while competitors offer weekend, Morning/ Afternoon programs / BS Programs.

	done. **5.** This will establish strong links and collaborations with national and international universities and organizations. **6.** Also have the potential to conduct high-quality population-based research. This collaboration with the Pharma industry and signing MoUs with various organizations will help with internship and financial support for the students to promote research activities.	
WEAKNESSES	**(WO)**	**(WT)**
1. High number of currently enrolled students and low number of graduated students in Master's degree programs **2.** Lack of /Delay in providing well-equipped labs may result in gaps in knowledge and learning for students. **3.** Too few PhD students **4.** Lack of space and infrastructure **5.** Lack of facilities for teaching & lab staff **6.** Lack of scheduled faculty meetings **7.** Lack of policy clarification **8.** Lack of extracurricular activities **9.** No defined JD, SOP, Calendar **10.** Lack of IT support and digital equipment **11.** Lack of further training opportunities for faculty in public health, for example, funding to attend courses, certification, and cover fees for professional bodies membership. **12.** Faculty capacity building and training (for example,	**1.** Build infrastructure in providing well-equipped labs and develop a continuing education framework aligned to internal strengths and external needs for capacity building of faculty. **2.** Faculty development with protected research time. SPH faculty leadership is unable to fulfill its role in advisory groups of local &, international organizations' health task forces. Need to develop collaborative partnerships with international HEIs (being a public HEI based in an LMIC; we have the opportunity to collaborate with HICs. on various health and social indicators). Poor IT support and digital equipment, as well as a lack of further training opportunities for faculty in public health, limit our options. **3.** Nutrition clinics at DMC and Ojha campus where our nutrition graduates can	**1.** Faculty capacity building and training (for example, training in new techniques like the Bayesian method and new tools like Graphs utilizing PRISMA and analysis with NCSS) is lacking in a competitive environment (similar programs with better flexible options are offered by other institutions with better infrastructure and resources) **2.** Faculty members may seek other job opportunities; thus, the attrition rate can be high. Provide incentives/ allowances according to the annual performance appraisal. **3.** Need to develop accredited international exchange programs and develop community engagements as public sector institutes that will attract students.

training in new techniques like the Bayesian method and new tools like Graphs utilizing PRISMA and analysis with NCSS). **13.** Protected time **14.** Lack of short courses offered by SPH **15.** Allocation of supervisors in due course of time, that is, Semester I **16.** Accredited international exchange programs	provide diet consultation at minimum charges as well as utilization of social media channels with Alumni success stories as well as yearly SPH E-newsletter. Establishment of various special groups, such as a healthy kitchen concept by Nutrition/public health students, which can provide healthy snacks and meals for the DUHS Ojha campus. As well as the establishment of Health, Safety and Environment (HSE) to ensure hygiene and safety at SPH etc. **4.** We need to develop a continuing education framework aligned with our strategic plan that promotes a five-working-day policy.	

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