



## SPORTS SECRETARIAT

DOW UNIVERSITY OF HEALTH SCIENCES

# STRATEGIC PLAN (2024 - 2027)

Pioneering Excellence | Inspiring Innovation



**To Heal | To Educate | To Discover**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## DIRECTOR'S MESSAGE



The DUHS sports arena has been established to see no stagnant individual in any way within the sport's complex premises. It has been resolved that where physical sport is compromised, we will not stop and pick up the chess boards. Gadgets of any kind are discouraged in the complex to ensure a moving ambience. It is a gladdening sight every day to see a team in the making, a sport in the training. Being a neuropsychopharmacologist, it is the director's duty to convey to society the impact of sports on the mental health of the player and in turn the impact of mental health on physical health. The mental and physical health together shapes the quality of life of individuals enhancing performance. It is to be dearly realized that the plethora of biochemical signaled by the brain and released by the effector organs throughout the body are all regulated by the mindset the soul is trained into. Sports training creates a homeostasis of endorphins, dopamine and serotonin in different proportions subject to other factors in the surrounding. With an equal opportunity for all DUHSians at the sports complex, be prepared for serenity, happiness and peace to grow in life to heights immeasurably with confidence.

**Dr. Mehnaz Nuruddin Gitay**

## EXECUTIVE SUMMARY

Sports in Dow have existed since the inception of DUHS in 2004 or maybe before that when Dow was a medical college. With growth, the need for maturity increases further. Dow expanded in all directions and disciplines being identified as a university. The Higher Education Commission addressed this area of DUHS and built a state of art sport facility for DUHS. Over the years the complex was a source of recreation and entertainment for the students and users nearby. A scheduled sports week every year served as a festival for the students DUHS wide, when classes were suspended and students from overseas and other cities could go back home if not interested in sports. The remaining competed and from them emerged champions being appreciated and raised to a level of ultimate invincibility. This has been a forever practice at DUHS with the university not being seen at all in the national sports community, until 2021 when DUHS formally decided to align DUHS sports with the HEC sports requirements and take the challenge of being in the national competition for presence in the Sports arena of Pakistan.

It was not an easy task at all expanding the comfort boundaries across the stagnant environment of sports in the university. With the executive changes in DUHS for sports DUHS hosted All Pakistan Archery and Chess championship in no time. Further, the cricket ground was brought in national light, hosting HEC cricket Zone M as well.

There is much room for serious work to be done. The exam uniformity across DUHS as well as conformity with HEC sports schedule is something to be fixed. The facility requires expansion and overhauling for fitness gym shifting it from patient centric to student centric. The time students could schedule for their own fitness needs, the facility is engaged with IPMR patients which seems unfair and a contradiction to the means with which we lure potential stakeholders for admissions at DUHS.

## **ABOUT THE DEPARTMENT**

Being a health university, the prime goal of DUHS is to cover all aspects of health, not only medicine. We at DUHS realize to the core that education can only be imparted to healthy minds. A healthy mind will successfully comprehend and implement the approach required for ensuring a healthy society. Encompassing multiple facets of health, ranging from mental to physical aspects, DUHS aims to address it all in an organized and disciplined fashion. The training for discipline is best achieved with sports. Through sports a sense of unity and ownership for the University is also instilled, where students strive to raise the DUHS flag to newer heights. Through sports positivity prevails across DUHS amongst all faculties of education. The DUHS teams are multidisciplinary, making friends and striving together as a winning team. The DUHS slogan for sports is:

DUHS Sports: Your Sign for mental and physical wellness

## INTRODUCTION & OVERVIEW

The DUHS sports department functions to establish calmness and mental peace in the lives of the DUHS community. With this on the agenda the first initiative taken by the sports section was to conduct a faculty tournament for badminton, table tennis and chess. The DUHS sports flag was approved, and its usage was encouraged by our honorable Vice Chancellor, Prof. Dr Muhammad Saeed Quraishy in March 2022 during the opening ceremony of the faculty tournament.

The formal activities were inaugurated with a symbolic badminton match between the then Pro VC Dr. Nusrat Shah and the director sports. It was encouraging to see highly professional intellectuals patronizing sports with all their heart and effort.

This activity marked the beginning of a nonstop series of engagements till now and forever. We established a culture of inter institutional tournaments with Dow Premier league (DPL) for cricket being the most awaited, exciting event. In 2023 we conducted the 2<sup>nd</sup> season of the league.

The novel exposure for the university students, faculty and staff across DUHS was the hosting of HEC All Pakistan Intersarsity Archery and Chess tournaments. Archers and chess players all over DUHS were hunted and brought forth for the tournament. Our students, faculty and staff enjoyed this as an experience bringing the entire country together as a sports family. 2024 showcased the hosting of All Pakistan Karate championship and then the management of the HEC national team.

DUHS also hosted a Musical night for guests from all over Pakistan making the sports gala at Karachi a memorable and exemplary one.

It has been possible under the patronage of our Vice Chancellor that DUHS receive a letter of appreciation from HEC to hold such a heartwarming deliberation in sports. All set for more in 2024, In sha Allah

### Team

The sports directorate assumingly functions with the director, deputy director, gym coordinator and focal people from all institutes across DUHS

### Sports club

All institutes across DUHS have their sports societies, the presidents of which run for elections to elect the President of the Dow Sports society. Thus, the sports activities are carried out across DUHS in an organized and transparent centralized manner. (proposed mechanism)

### Facilities

A state-of-the-Art sports indoor court designed to cater to basketball, volleyball, badminton and table tennis players is the major pride of DUHS sports department.

The well-maintained cricket ground that tickles creativity for new sports



engagements regularly is a prestigious sports asset for DUHS.

### **Scope of Work**

DUHS sports is responsible for keeping students and employees engaged mentally and physically year-round, ensuring better performance and a happy, healthy DUHS community.

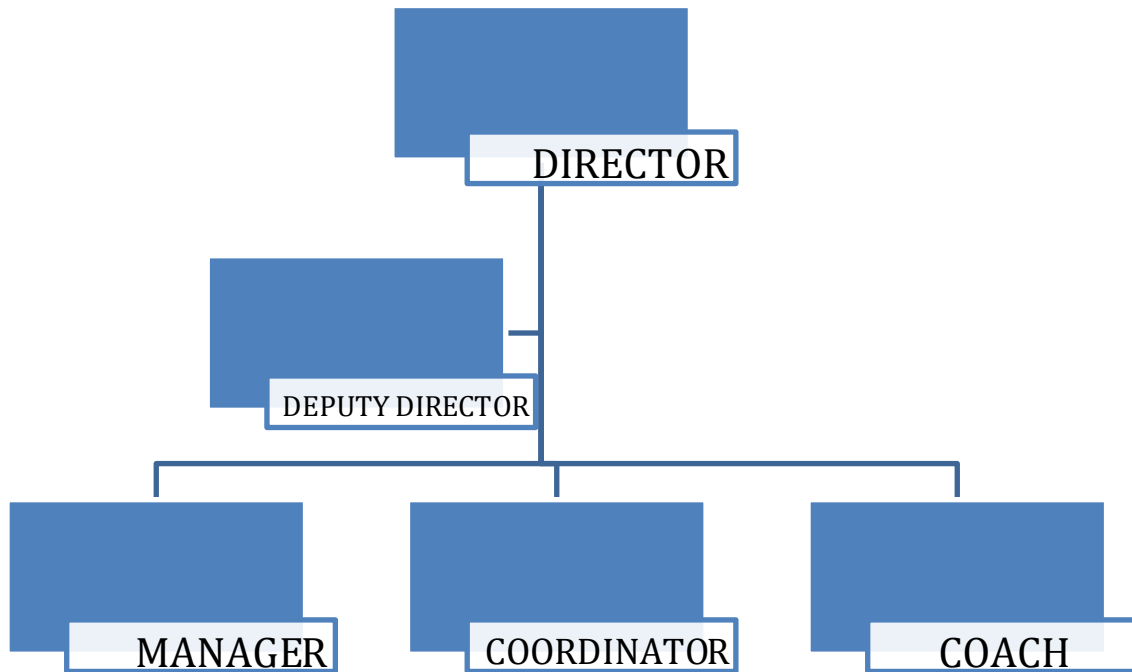
Integrating all institutes of DUHS into sports with equal opportunities to all disciplines is one major task strived for.

Unifying the timelines of all institutes/ colleges of DUHS for exams and other activities to include all.

Fulfilling the corporate social responsibility on DUHS, spreading awareness of animal rights, environment, morals, values, integrity, humanity, and health (mental and physical)

## INSTITUTIONAL ORGANOGRAM

The sports directorate functions under the director and deputy director with no formal organogram or responsible, eligible, qualified personnel who can be given tasks pertaining exclusively to sports.



## **SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS**

The strategic planning process of the DUHS Sports Department is a structured and collaborative approach aimed at aligning sports activities with the broader mission of DUHS — promoting holistic health and well-being. The process begins with goal setting, based on the vision to enhance physical and mental wellness, instill discipline, and foster unity across all DUHS institutes through inclusive sports programs.

This is followed by a comprehensive situational analysis, assessing current facilities, staff capacity, student engagement levels, and participation in national and international sports. Inputs are gathered from all stakeholders, including faculty, students, coaches, and management, to ensure the plan reflects diverse Needs.

Once the objectives are clearly defined, the next phase involves resource planning, where human, financial, infrastructural, and technological needs are identified. A detailed implementation framework is then developed, assigning responsibilities, timelines, and performance indicators to ensure smooth execution.

A strong emphasis is placed on monitoring and evaluation, with periodic reviews, reporting systems, and feedback mechanisms to assess progress and make necessary adjustments. Continuous stakeholder communication and coordination ensure transparency and foster a sense of ownership.

The strategic planning process is cyclic and adaptive, ensuring that the department remains responsive to changing needs, student aspirations, and opportunities for growth at the national and international level.

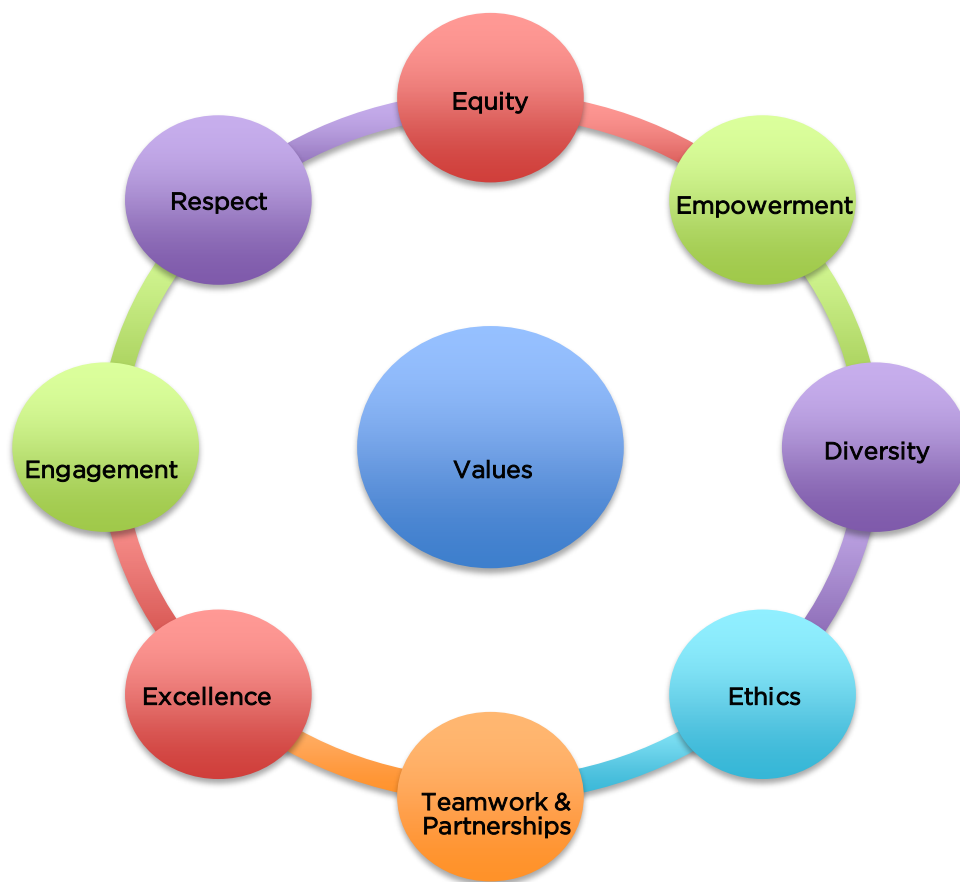
## SECTION II: VISION, MISSION & VALUES

### VISION

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

### MISSION

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



### VALUES:

- **Customer Service**
  - Put students first
- **Empathy & Compassion**
  - Understand before you judge
  - Be concerned for the sufferings and misfortunes of others

- **Excellence**
  - Be the best and commit to exceptional quality and service
- **Innovation**
  - Encourage curiosity, imagine, create, and share
- **Teamwork**
  - Engage and collaborate
- **Integrity & Leadership**
  - Be a role model and influence others to achieve their best
  - Have the courage to do the right thing
  - Hold yourself and others accountable
- **Respect & Collegiality**
  - Be kind
  - Listen to understand
  - Value different opinions

## **STATEMENT OF PURPOSE**

The DUHS Sports Department is dedicated to fostering mental peace, physical well-being, and community engagement through inclusive, year-round sports and recreational activities. By integrating students, faculty, and staff across all DUHS institutes, the department promotes a culture of unity, healthy competition, and holistic development. Under visionary leadership and with state-of-the-art facilities, DUHS Sports champions excellence, integrity, and social responsibility—nurturing not only athletes, but well-rounded individuals who contribute positively to society.

### SECTION III: ASPIRATIONAL INSTITUTIONS

- University of Lahore
- The University of Punjab
- The University of Central Punjab

## SECTION IV: STRATEGIC GOALS

### Goal I: Self-awareness

**Objective 1:** Organizing championships/tournaments DUHS-wide, creating opportunities for students to interact, allowing faculty and staff to connect with students emotionally.

**Objective 2:** Arranging a community service drive for social engagement and service.

### Goal II: Integrity and Grit

**Objective 1:** Time management, punctuality, and alertness towards academics, profession, life, and recreation

## OBJECTIVES, OKRs & KPIs

Goal 01: Self-awareness							
Goal Statement: Networking of DUHS students and staff with counterparts across the country from different disciplines is educating DUHS practically about behaviors, engagements, and our standing in society.							
Objectives & Key results (OKRs)							
Objective 1: Networking							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Organizing championships/tournaments DUHS wide, creating opportunities for students to interact, allowing faculty and staff to connect with students emotionally	KR 1.1: Formation of teams for both genders	KPI 1.1: DUHS now enjoys ever-ready teams for 7 sports, males and females	Lists and records with the sports directorate extracted from the Intra DUHS championships and Dow Premier League	A competitive team for every sport	Dr. Mehnaz	Manager/ Coach/ Instructor	coaches for three months for each sport, specifically badminton and table tennis
Objective 2: Social Service							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Arranging community service drives for social engagement and service	KR 1.2: Unity, Harmony, and networking among students across DUHS for service and empathy for life	KPI 1.2: Tracking the calendar for commemorating days and organizing days to mark DUHS support for the cause	not to miss any day that the nation is united for	-	Dr. Mehnaz	Manager	Permanent



Goal 02: Integrity and Grit

Goal statement: Being keenly aware that the students and staff of DUHS are a reflection of the organizational culture of DUHS, it is of utmost significance that the administrative affairs of the department be stringently controlled by not giving a picture of a local disorganized public area ending up in chaos and lawlessness.

Objectives & Key results (OKRs)

Objective 1: Discipline

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Time management, punctuality, and alertness towards academics, profession, life, and recreation	KR 2.1: Mentally healthy and motivated students	KPI 2.1: Improved class attendance, grades, and concepts	Schedules/ timetable/ policies	fair chance for both genders to practice/learn and perform in the arena independently	Dr. Mehnaz	Manager	Permanent

## SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

To achieve its strategic goals, the DUHS Sports Department requires a well-planned allocation of human, physical, financial, and technological resources. The department is structured around key personnel, including a Director of Sports, Sports Manager, Deputy Director, gym coordinator, qualified coaches, coordinators, focal persons from all institutes, and support staff. Regular training sessions and workshops will be conducted to enhance their capacity in sports management, coaching techniques, and student engagement.

Facility development remains a core focus. Along with the existing indoor sports complex and cricket ground, the expansion plan includes constructing squash and lawn tennis courts. This will require dedicated budgeting for construction, equipment, and ongoing maintenance. Financial planning involves securing funds through university allocations, HEC support, sponsorships, alumni donations, and event revenues. Investment in equipment, events, training programs, and athlete support will ensure sustainable growth.

To streamline operations, the department will implement digital systems for event management, facility booking, athlete performance tracking, and student registration. Governance will be strengthened through a transparent sports society election mechanism, a strict code of conduct for coordinators, and a structured monitoring and evaluation system.

Strategic networking with national and international sports bodies, along with regular intervarsity events and CSR-focused initiatives, will support DUHS's broader mission of promoting health, unity, and discipline. This comprehensive resource planning ensures that DUHS Sports continues to thrive as a hub for physical and mental wellness, team spirit, and institutional pride.

## **SECTION VI: IMPLEMENTATION & MONITORING OF THE STRATEGIC PLAN**

Expansion of Sports Complex to include a squash and lawn tennis court

### **Coordinators (2):**

To maintain discipline in the sports complex

To take care of the cricket ground

Monitor any match taking place maintaining discipline

To implement policies and rules set by the higher management

To refrain from personal contacts with students, exchange of gifts/ parties/ edibles

To refrain from transferring administrative information to students inciting uprise

To report to the sports manager and director sports

### **Qualified Coaches (2):**

To convey rules (international and national) of various games played in the sports complex, to the students

To train the students for national and international competitions

To ensure a winning DUHS team

To report to the sports manager and director sports

### **Sports Manager (1):**

Vigilance and management of the activities and performance of the coordinators and coaches

Inspection of cleanliness/ discipline/ sports duties of the janitorial staff coordinators and coaches

Networking with institutes of DUHS

Arranging and organizing programs/ tournaments as directed by the sports director

Keeping records of the best players of DUHS to maintain a ready team of all HEC accepted sports.

Keeping a vigilant eye on announcements of competitions at national and international level and ensuring participation of DUHS.

Keeping in touch with national and international sports federations/ organizations

### **Director Sports:**

To ensure that the sports secretariat achieves all goals and objectives of Higher Education Commission

**1. To encourage, promote and develop the Games and Sports in Universities of Pakistan**

The sports manager is responsible for this objective through networking

Arranging and organizing programs/ tournaments

Keeping records of the best players of DUHS to maintain a ready team of all HEC accepted sports

Keeping a vigilant eye on announcements of competitions at national and international level and ensuring participation of DUHS.

**2. To plan and execute various Sports activities in order to provide opportunities for social contact and understanding amongst the students of the Universities of Pakistan**

Arranging and organizing programs/ tournaments

Keeping records of the best players of DUHS to maintain a ready team of all HEC accepted sports

Keeping a vigilant eye on announcements of competitions at national and international level and ensuring participation of DUHS.

Keeping in touch with national and international sports federations/ organizations

**3. To organize Inter University Sports Championships for male & female students' player and awaken the interest towards Sports.**

Keeping records of the best players of DUHS to maintain a ready team of all HEC accepted sports

Keeping a vigilant eye on announcements of competitions at national and international level and ensuring participation of DUHS.

Keeping in touch with national and international sports federations/

organizations

4. **To get affiliation with the National and International Sports Federations/Organizations** Keeping in touch with national and international sports federations/ organizations

5. **To arrange Coaching Training Camps and Courses for the benefit of Pakistan University/HEC Team/student players and Sports officials.**

The Sports Manager and the coaches are responsible for the achievement of this objective.

6. **To select Pakistan University/ HEC team for participation in National and International level matches / meets both at home and abroad.**

The Sports Manager and the coaches are responsible for the achievement of this objective.

7. **To award medals, trophies, certificates prize money and Sports scholarships etc. as per PUSB rules to the student Sports men / Sports women and Sports officials showing outstanding merit and performance.**

The sports Director is responsible for representing DUHS on all official and administrative forums

8. **To act as a bureau of information on Sports consultation amongst the Institutions of higher learning and Government Departments related to Sports.**

The sports Director is responsible for representing DUHS on all official and administrative forums

9. **To act as a representative of the Universities/Institutes of Pakistan.**

The sports director is responsible for ensuring that all objectives and goals of DUHS are met.

10. **To organize and facilitate Conferences, Courses, Seminars, Workshops, Lectures and Research Work etc. in Sports.**

The sports director is responsible for ensuring that all objectives and goals of DUHS are met.

## Activities

1. Organize Intervarsity Championships
2. Participation in the National Championships and National Games
3. Participation in sports activities at international level
4. Provide financial support to outstanding sports people
5. Developments of Sports infrastructure at universities/DAI's
6. Arrange meetings and training courses

## SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix

## APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. State-of-the-Art Sports Facilities</li> <li>2. Cricket ground</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of space for normal sports activities.</li> <li>2. Struggle for control over the sports complex.</li> <li>3. Behavioral issues to get overtime, competition between the female and male staff.</li> <li>4. Using the students to gain evil means.</li> <li>5. Delayed payments causing losses of vendors.</li> <li>6. Unavailability of gym instructor.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Hosting of almost all games offered by HEC.</li> <li>2. Improving the mental health of students and faculty.</li> <li>3. Increase in university ranking.</li> <li>4. Increasing popularity of the university.</li> <li>5. Expansion of the sports arena.</li> </ol>	<ol style="list-style-type: none"> <li>1. Creating more aggressive and negative students being used by the sports complex staff and present personnel for vile agenda</li> </ol>



## APPENDIX B: TOWS MATRIX

	OPPORTUNITIES	THREATS
	<ol style="list-style-type: none"> <li>1. Hosting of almost all games offered by HEC.</li> <li>2. Improving the mental health of students and faculty.</li> <li>3. Increase in university ranking.</li> <li>4. Increasing popularity of the university.</li> <li>5. Expansion of the sports arena.</li> </ol>	<ol style="list-style-type: none"> <li>1. Creating more aggressive and negative students being used by the sports complex staff and present personnel for vile agenda</li> </ol>
STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. State-of-the-Art Sports Facilities</li> <li>2. Cricket ground</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize the state-of-the-art sports facilities and cricket ground to host HEC-recognized games and events.</li> <li>2. Promote the cricket ground and other modern facilities to boost the university's visibility and ranking.</li> <li>3. Organize sports-related mental health and wellness activities for students and faculty using available infrastructure.</li> <li>4. Develop inter-university and national-level sports tournaments to increase popularity and engagement.</li> <li>5. Use existing facilities as a foundation to propose and justify sports arena expansion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Use structured sports events and healthy competition to reduce student involvement in negative activities.</li> <li>2. Strengthen facility management with clear rules to prevent misuse by staff or students.</li> <li>3. Implement monitored access and activity tracking in the sports complex to prevent manipulation of students.</li> <li>4. Promote team-building activities that balance gender dynamics and reduce internal competition.</li> <li>5. Introduce mentorship programs using the sports facilities to guide students positively.</li> </ol>

WEAKNESSES	WO	WT
<ol style="list-style-type: none"> <li>1. Lack of space for normal sports activities.</li> <li>2. Struggle for control over the sports complex.</li> <li>3. Behavioral issues to get overtime, competition between the female and male staff.</li> <li>4. Using the students to gain evil means.</li> <li>5. Delayed payments causing losses of vendors.</li> <li>6. Unavailability of gym instructor.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruit a certified gym instructor to support physical and mental wellness initiatives.</li> <li>2. Resolve control conflicts within the sports complex to allow smoother operations and program expansions.</li> <li>3. Address lack of space by leveraging opportunities to expand the sports arena.</li> <li>4. Improve financial systems to ensure timely payments and retain vendor partnerships for hosting events.</li> <li>5. Use sports-driven university branding to attract sponsorships that can offset current facility and staff shortages.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement HR policies to manage staff behavioral issues and eliminate internal rivalries.</li> <li>2. Introduce ethics training and student protection policies to prevent misuse of students by sports staff.</li> <li>3. Create a transparent financial process to avoid delayed payments and build vendor trust.</li> <li>4. Establish a committee to handle conflicts over control and facility access to ensure smooth functioning.</li> <li>5. Monitor and evaluate staff-student interactions regularly to identify and stop harmful influences early.</li> </ol>