

The Rawalpindi Medical University

VISION 2027

RAWALPINDI
MEDICAL
UNIVERSITY
NEW TEACHING BLOCK

The 10 Years Strategic Plan



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Preface

Every great achievement begins with a foundation laid on strong beliefs, commitment, humbleness for learning & adaptability, and an enlightened vision backed by the will to succeed in the face of all the odds. Once these essential ingredients are there, the product is nothing but the success & progress. We at Rawalpindi Medical University being firm believers of this recipe of success and progress have embarked upon the journey to take the Rawalpindi Medical University to a place among the leading universities of the world.

This document “**RMU Vision 2027**”, is the depiction of our vision and plan of development spanning over the next 10 years; based on the will to achieve, progressing in an organized and systematic manner, fluid attitude to adapt for future and thus eventually making the Rawalpindi Medical University an undeniable reality which will be progressive, daring to explore new horizons and a leader in research and development as well as always ready to endeavor for enhanced patient care and healthcare delivery.

The document may be considered as the tip of the iceberg, backed by the commitment of a dedicated team of experts and workers, guided by the vision of seniors, all working and contributing to fulfill the dream of achieving the leading role of the Rawalpindi Medical University in research based healthcare delivery system.

The RMU Vision 2027 Team

Message by the Vice Chancellor



It gives me immense pleasure to present **“The RMU Vision 2027”**, a document which is just a glimpse of what lies ahead in the future of the Rawalpindi Medical University on its way to emerge as a leader in the field of Healthcare and Medical Education. This vision is not something that has evolved in a matter of days or something far-fetched, in reality, it will be justified to call it the representation of years of efforts, hard work, dedication & determination coupled with the wishes of each and every soul associated with Rawalpindi Medical University to see it at the status it has achieved now, further strengthened with the will of all the respectable faculty members and the dedicated team of professionals who are working selflessly to prepare RMU for sailing beyond the limitless oceans of the future.

You will witness in this document, that our whole vision for the future revolves around investing in scientific research as means of progress of the nation and also for university’s self-sustainability. We hail from an Islamic legacy which infused in the world the very concept of the “scientific method”; setting the stage for evidence based practice and averting the world from the age-old superstitious modus operandi. Verses like, “Do not pursue that which you have no knowledge of; your hearing, sight, and heart (intellect) will definitely be held accountable.”

(Al-Quran 17:36), imbued this rational spirit in the world. Ironically, those who sounded the beagle to break the slumber themselves fell asleep, as the world around them arose to the “Age of Enlightenment”.

Over my years at Rawalpindi Medical College, I had embarked on the path of starting research in my discipline of medicine, with an aim to involve the students, faculty and the academia in research and to make our work resonate at national and international level. Knowing that the future belongs to those who explore new grounds, the RMU aims to emerge as a research intense university in all fields of medical sciences with a culture of research and innovation by inculcating in its students and researchers, an attitude of enquiry from the very beginning.

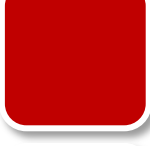
It is indeed a matter of honor for me to be blessed by the Allah Almighty, for being chosen as the founding Vice Chancellor of the Rawalpindi Medical University on its inception from Rawalpindi Medical College, which was my alma mater as well; and getting the chance of setting the sails for its journey to venture the glory. I wish all the best to the faculty members and the RMU Vision 2027 team in their dedicated efforts, with firm commitment from my side to be always in the forefront, as always before, for the development and progress of RMU as a leader in research based healthcare delivery system. May Allah always bless RMU with prosperity? Ameen.

Professor Muhammad Umar (*Sitara-i-Imtiaz*)

MBBS, MCPS, FCPS (PAK), FACP (USA), FRCP (L),
FRCP (G), ASGE-M(USA), AGAF (USA)
Vice Chancellor, Rawalpindi Medical University
Professor of Medicine Rawalpindi Medical University
Chief Gastroenterology & Hepatology Division
Clinical Coordinator of Hepatitis Prevention and Control Program,
Holy Family Hospital Rawalpindi Pakistan
Ex-Governor, American College of Gastroenterology (ACG)
Chairman Asia Hep Pakistan
Past President Pakistan Society of Gastroenterology
Past President Pakistan Society of Hepatology
President Rawalians' Research Forum

The RMU Vision 2027

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The Rawalpindi Medical University Vision 2027

Executive Summary

Punjab is the second largest province of Pakistan after Baluchistan, having an area of 205,344 km². It is also the most populated province of the country with an estimated population of 101.4 million till 2015, which is around at least half of the population of Pakistan, if not more. It is also among the most literate provinces of Pakistan, with literacy rate reaching to 61% and 40% urbanization trend, stressing the importance of having quality educational institutions available to cater to the needs of ever increasing population and the demand for quality education.

Currently, as per the PMDC, in Punjab there are around 100 public and private sector medical & dental colleges. At the same time, out of 137 universities present in the Punjab, only 3 public sector Medical Universities exist that provide affiliation to these medical colleges. Even out of the 3 public sector medical universities, the burden of managing most of the medical & dental colleges, both in public sector and private sector, falls on the University of Health Sciences, which is present in Lahore, along with the other two Medical universities, i.e. King Edward Medical University & Fatima Jinnah Medical University.

Rawalpindi Medical University was established as Rawalpindi Medical College in 1974 and is one of the most renowned medical colleges not only in the Punjab but across the country as well, actively involved in

not only the undergraduate teaching of MBBS students, but also the training and clinical teaching of M.Phil, M.S, M.D, FCPS & MCPS post-graduate trainees in various disciplines. Apart from that, the college is also providing teaching facilities to nursing and Allied Health Sciences students who are at present enrolled with the University of Health Sciences, Lahore, by virtue of its large, well-qualified & experienced faculty, and the attached hospitals for hands-on training of clinical sciences.

A total of about 7900 students have graduated from the college to date. These include 592 foreign nationals from Afghanistan, Bangladesh, Egypt, Iraq, Iran, Jordan, Kuwait, Libya, Malaysia, Nepal, Palestine, Saudi Arabia, Sri Lanka, Sudan, Syria, Yemen, Somalia, Dutch and Indian Occupied Kashmir. There are about 1400 Rawalians working in UK, USA, Australia, Canada, South Africa, Gulf and Far eastern countries.

The Students of Rawalpindi Medical College have not only been excellent academically but have also made us proud in extracurricular activities. We have a multitude of excellent athletes, debaters, poets, writers, and artists who have brought honour to the college by winning medals, colours and trophies in their respective fields.

There are three tertiary care hospitals attached to the college for clinical training namely Holy Family Hospital, Benazir Bhutto Hospital & District Headquarters Hospital with total bed strength of around 2000. The hospitals are helping to prepare professionals equipped to deliver the highest quality of health care services. Rawalpindi Medical College has produced some of the country's best medical graduates who have earned a name around the globe, not only for themselves but for their alma mater as well.



Rawalpindi Medical University



Allied Hospitals of RMU

Holy Family Hospital, Benazir Bhutto Hospital and District Headquarters Hospital along with three nursing schools are affiliated to and work under the managerial control of Rawalpindi Medical University.

The Rawalpindi Medical College, now upgraded as Rawalpindi Medical University, by the Government of Punjab, upon its establishment and recognition by the Higher Education Commission (HEC), will serve to improve the quality and standards of Health & Medical Education not only because of its available resources and faculty, but will also provide better affiliation and education opportunities to other medical & dental colleges of the region and the students alike.

Future Is “Possible”

The Rawalpindi Medical University aims to emerge with a vision to be not only a pioneer but also a trend setter and role model public sector medical university for others to follow, that is not only progressive, research oriented, imparting quality & state of the art health care & diagnostic facilities to the public but also on major part financially self-reliant in a sustainable way. Our vision for the Rawalpindi Medical University compels us to strive for the excellence and stop at nothing but the best of the best.

As a part of this effort to ***Make the impossible; “Possible”***, the whole team of RMU is working under the guidance of the worthy & visionary founding Vice Chancellor of the Rawalpindi Medical College, Prof. Dr. Muhammad Umar; who conceived the dream of making RMU stand among the top most universities of Pakistan and the world; to plan the **Strategic Framework For Development Of Rawalpindi Medical University** as an example of how to turn dreams into reality, set milestone

based goals of development of infrastructure of research based medical education and provision of health care services to the people of the Pakistan. This document is just a glimpse of that very vision called the **“RMU Vision 2027”**, showing how the team is planning to bring life to the vision which includes establishment of multiple centers of excellence in various fields of medical & allied specialties and super-specialties not presently existing under one umbrella in any of the public and private medical universities, coupled with a **750 bedded State-Of-The-Art University Hospital** to deliver to the ailing public of Pakistan, and an **International Medical College** for the expatriates to facilitate them for contributing to the development & progress of Pakistan.

Some of the envisioned centers of excellence that will be surrounding the new university hospital, to be situated at the “Rakh Dhamyal” area of Rawalpindi, where the Rawalpindi Medical University owns around 900 kanals of land, include **Institute of Emergency Medicine, Institute of Pathology, Institute of Allied Health Sciences, Institute of Gastroenterology & Liver transplant, Institute of Bone Marrow transplantation, Institute of Public Health Policy & Management** etc., each of which is being carefully planned in consultation with experts in the respective fields, to meet the requirements of the future and be a role model for other public and private sector institutes.

The Vision

The Rawalpindi Medical University aims to emerge as a leading ***Research Intensive Medical University*** in Pakistan, comparable to the top universities of the world within the next 10 years. It will be a comprehensive, residential institution, with a state of the art 700 bed University Hospital, responsive to healthcare needs of the nation, dedicated centers of excellence in relevant specialties committed to international standards of patient care and medical education. The university will fulfill its responsibility of graduating culturally enlightened, technically sound, academically competent, and research oriented productive physician-scientists who are prepared to lead, to inspire, and to serve humanity. The university commits itself and all its resources to this trust and responsibility.

The Mission

The Rawalpindi Medical University with its progressive and innovative outlook, striving to be a modern multi-disciplinary center of excellence for research and education to achieve excellence in patient care and health-equity, will continue to offer quality yet accessible higher education not only in traditional fields of medicine but also in emerging and cutting edge healthcare sciences and public health approaches, in order to meet the national needs. It will acquire and retain faculty, known for its commitment to creation, innovation, and application of knowledge and will provide **Evidence Based Healthcare Services** tailored to national needs, challenging educational and cultural environment for students selected purely on merit to acquire high professional competency, and to refine their ability to reason and to communicate freely and clearly so as to become

Strategic Goals

equipped, moderate and well groomed citizens of a diverse world.

The strategic goals of RMU are:

- i) To develop into a Centre of Excellence by establishing a state of the art Research based University for advanced & evidence based health care, research and educational facilities.
- ii) To go beyond the traditional healthcare services by inculcating the spirit of innovation, creativity and entrepreneurship, and taking public health perspectives for prevention of disease and promotion of health-equity in our nation.
- iii) To emerge as a leader in Medical Education and Research, tailored to the healthcare needs of our nation in order to promote health equity and universal health coverage.

Rawalpindi Medical College, since its inception has already emerged as a premier institution of medical education in undergraduate and post graduate medical training, recognized nationally and internationally. Upgradation of RMC to RMU presents an unprecedented opportunity to establish higher new norms in public sector in medical education, research, training and patient services by building upon these links and linkages.

Culture Of Research

The culture of research is borne in the roots of Rawalpindi Medical University, since it was Rawalpindi Medical College. The importance of research has always been emphasized at every level, may it be for our faculty, post-graduate students or the undergraduate students as the key to success in meeting the challenges of the future. The clear evidence of this vision & culture of research is present in form of numerous publications by the faculty members & students apart from RMU's very own research journal, the Rawal Medical Journal and the student research journals, that are being published regularly. The same vision has led to successful holding of two International Scientific Conferences during the last 3 years with overwhelming participation from all over the globe. Each of the scientific conferences also boasted numerous well planned workshops and scientific sessions to provide up-to-date knowledge to the participants. In order to encourage the future researchers, competitions were also held for presentation best research work for the postgraduate & undergraduate students.

Keeping the same spirit of research alive, with upgradation of RMC to RMU, the need for a state-of-the-art research lab, capable of meeting the needs of all sorts of medical research even at Doctoral level was realized

and the development work was immediately started under the guidance and with personal efforts of the Vice Chancellor, Prof. Muhammad Umar and his team, as one of the very first projects under the flag of the Rawalpindi Medical University. The research lab will also be accompanied by an animal house and residential arrangements for the post-graduate students to facilitate that the research work can be done round the clock.

The Rawalpindi Medical University is **envisioned to be a research-intensive university** with the core focus to develop indigenous models of research and education to inform the development of equitable (accessible, quality and cost-effective), comprehensive, integrated, locally responsive, and sustainable evidence based services. RMU will achieve this by developing and promoting public-private partnerships with academia, policy think tanks, non-government organizations and global experts.

United For Progress

The Rawalpindi Medical University holds the honor of having a vast number of Rawalians excelling in the field of medical sciences around the globe, sharing a common vision of paying-back to their alma mater and seeing it flourish and progress. The Rawalians or the alumni of the Rawalpindi Medical College wherever they are, have always stood shoulder to shoulder with the faculty and administration of Rawalpindi Medical University in providing the technical, educational & monetary contributions to RMC, now RMU. It is a part of our vision to improve and enhance this cooperation between the Rawalians around the globe to establish the identity and status of the Rawalpindi Medical University as a world-class university comparable to the best universities of the world, with the help of our alumni.

The Rawalpindi Medical University since the time it was Rawalpindi Medical College, has always served as the focal point for coordination and cooperation between its alumni settled and serving around not only in Pakistan but around the globe. Due to this affiliation and sense of bondage of the Rawalians with their alma mater even after they step into the practical lives, the Rawalpindi Medical University has a strong network of its well wishers or the alumni who are always willing to step forward in providing all sorts of technical, social, moral & financial support to payback their alma mater. The support and the donations of the alumni associations of Rawalians, including that of USA, UK, Australia etc., have not only helped in upraising the standards of technical facilities but have also contributed a lot in voluntary provision of quality education to the young Rawalians in various fields.

Student Strength

The present student strength of the university is as under:

Category	Strength
MBBS Students	1669
FCPS Trainees	401
M.Phil Trainees	12
MS/MD Trainees	50
Nursing Students	300
Allied Health Sciences Students	392
Total	2824

Faculty Strength

There are presently a total of 276 faculty members employed at RMU, having postgraduate qualifications including PhD, M.Phil, MS, MD, FCPS, MCPS or equivalent degrees, from local/ foreign universities etc.

Qualifications	Strength
MBBS or Equivalent	59
FCPS / MD / MS	192
M.Phil or Equivalent	19
Ph.D	01
Foreign Qualified	05
Total	276

Present faculty strength with reference to designations is as follows

Designation	Strength
Professors	26
Associate Professors	14
Assistant Professors	72
Senior Lecturers / Senior Demonstrators	43
Senior Registrars	102
Lecturers /Demonstrators	19
Total	276

Faculties/Programs

Presently, academic programs being offered, at RMU are as under:

S.No.	Faculty	Undergraduate Programs	Postgraduate Programs	
			CPSP	University
01	Basic Sciences & Diagnostics	MBBS	FCPS (Hematology) FCPS (Histopath.) FCPS (Physiology) FCPS & MCPS (Radiology)	M.Phil (Microbiology) MD (Radiology)
02	Community Medicine & Public Health	MBBS	FCPS & MCPS	---
03	Medicine and Allied subjects	MBBS	FCPS & MCPS (Medicine) FCPS & MCPS (Psychiatry) FCPS & MCPS (Dermatology)	MD (Medicine) MD (Gastro) M.Phil (Behavioral Sciences)
04	Surgery and Allied Subjects	MBBS	FCPS & MCPS (General Surgery) FCPS (Urology) FCPS & MCPS (Anaesthesia)	M.S. (Surgery) M.S. (Urology)
05	Gynaecology & Obstetrics	MBBS	FCPS & MCPS	M.S. (Gynae/Obs)
06	Paediatrics	MBBS	FCPS & MCPS	MD (Paeds)
07	ENT, Eye	MBBS	FCPS & MCPS (ENT) FCPS & MCPS (Ophthalmology)	M.S. (ENT) M.S. (Ophthalmology)
08	Orthopaedics & Trauma (Orthopaedics, Neurosurgery, Trauma)	MBBS	FCPS (Ortho) FCPS (Neurosurgery)	M.S. (Ortho)
09	Allied Health Sciences	DPT B.Sc. Hons. (MLT) B.Sc. (MIT) B.Sc. (Orthotics) B.Sc. (Optometry)	---	---
10	Nursing	B.Sc. (Nursing) Diploma in Nursing Diploma Midwifery	---	---

Student Strength

The student strength of the university as envisioned in 2022 is as under:

Category	Strength
MBBS students	1669
International Medical College Students	100
BDS students	100
FCPS trainees	401
M.Phil trainees	80
MS/MD trainees	400
Ph.D	20
D. Pharm students	100
Nursing Students	500
Allied Health Sciences Students	800
Total	4120

Faculty Strength

The faculty strength as envisioned in 2022 is as follows:

Qualifications	Strength
MBBS or Equivalent	40
FCPS / MD / MS	270
M.Phil or Equivalent	90
Ph.D	50
Foreign Qualified	25
Total	495

Faculty strength with reference to designations in 2022 is anticipated as follows

Designation	Strength
Professors	50
Associate Professors	70
Assistant Professors	120
Senior Lecturers / Senior Demonstrators	80
Senior Registrars	160
Lecturers /Demonstrators	15
Total	495

Faculties/Programs

Academic programs planned to be offered at RMU by 2022 are as under:

S.No.	Faculty	Undergraduate Programs	Postgraduate Programs	
			CPSP	University
01	Basic Sciences & Diagnostics	MBBS	FCPS (Hematology)	Ph.D (Microbiology)
			FCPS (Histopath.)	MD (Hematology)
			FCPS (Physiology)	M.Phil (Microbiology)
			FCPS & MCPS (Radiology)	M.Phil (Hematology)
				M.Phil (Histopathology)
				M.Phil (Chemical Pathology)
				M.Phil (Anatomy)
				M.Phil (Physiology)
				M.Phil (Biochemistry)
				D. Pharm & M.Phil (Pharmacology)
02	Community	MBBS	FCPS & MCPS (Community Med.)	MD (Radiology)
				M.S. / M. Phil (Ultrasound / Clinical radiology / Medical Physics)
				M.Phil (Community Med.)

	Medicine & Public Health			MSPH M.Sc. Nutrition M.Sc. Environmental Health MPH (occupational health / industrial hygiene) M.Phil & DMJ (Forensic Medicine)
03	Medicine and Allied subjects	MBBS	FCPS & MCPS (Medicine) FCPS & MCPS (Psychiatry) FCPS & MCPS (Dermatology) FCPS (Cardiology)	MD (Medicine) MD (Gastro) MD (Pulmonology) MD (Psychiatry) 2 Yrs. Fellowship / MSc / Post. Grad diploma / Diploma (Global Mental Health) M.Phil (Behavioral Sciences) MD (Dermatology) MD, Dip Card (Cardiology) Diploma in Pulmonary Medicine (DPM)
04	Surgery and Allied Subjects	MBBS	FCPS & MCPS (General Surgery) FCPS (Urology) FCPS (Urogynecology) FCPS & MCPS (Anaesthesia) FCPS (Plastic Surgery) FCPS (Paediatric Surgery)	M.S. (General Surgery) M.S. (Urology) M.S. & DA (Anaesthesia) M.S. (Pain Management) M.S. (Plastic Surgery) M.S. (Paediatric Surgery)
05	Gynaecology & Obstetrics	MBBS	FCPS & MCPS	M.S. (Gynae/Obs)
06	Paediatrics	MBBS	FCPS & MCPS	MD & DCH
07	ENT, Eye	MBBS	FCPS & MCPS (ENT)	M.S. (ENT)

			FCPS & MCPS (Ophthalmology)	M.Phil & DLO (ENT) M.S. (Ophthalmology) DOMS (Ophthalmology)
08	Orthopaedics & Trauma (Orthopaedics, Neurosurgery, Trauma)	MBBS	FCPS (Ortho) FCPS (Neurosurgery)	M.S. (Ortho) M.S. (Neurosurgery)
09	Allied Health Sciences	DPT B.Sc. Hons. (MLT) B.Sc. (MIT) B.Sc. (Orthotics) B.Sc. (Optometry)		M.Phil (Medical Lab Sciences including Microbiology / Molecular Biology / Virology / immunology / immuno-hematology / hematology / Chemical Pathology / Histopathology etc.) M.Phil (Optometry / Orthoptics)
10	Nursing	B.Sc. (Nursing) Diploma in Nursing Diploma in Midwifery		M.Sc. (ICU, CCU, OT, etc.)

Note: New programs are mentioned in *Red*.

Student Strength

The anticipated student strength of the university by year 2027 is as under:

Category	Strength
MBBS students	1669
International Medical College Students	500
BDS students	500
FCPS trainees	400
M.Phil trainees	220
MS/MD trainees	400
Ph.D	150
D. Pharm students	500
Nursing Students	450
Allied Health Sciences Students	1000
Total	5789

Faculty Strength

The anticipated faculty strength by year 2027 is as follows:

Qualifications	Strength
MBBS or Equivalent	30
FCPS / MD / MS	375
M.Phil or Equivalent	165
Ph.D	100
Foreign Qualified	40
Total	710

Faculty strength with reference to designations in 2027 is anticipated as follows

Designation	Strength
Professors	70
Associate Professors	140
Assistant Professors	190
Senior Lecturers / Senior Demonstrators	100
Senior Registrars	200
Lecturers /Demonstrators	10
Total	710

Faculties/Programs

By year 2027, following academic programs will be offered at RMU:

S.No.	Faculty	Undergraduate Programs	Postgraduate Programs	
			CPSP	University
01	Basic Sciences & Diagnostics	MBBS	FCPS (Hematology)	Ph.D, M.Phil & MD (Microbiology)
			FCPS (Histopath.)	Ph.D, M.Phil, MD (Hematology)
			FCPS (Physiology)	Ph.D, M.Phil, MD (Histopathology)
			FCPS & MCPS (Radiology)	Ph.D, M.Phil, MD (Chemical Pathology)
			FCPS (Chemical Pathology)	Ph.D & M.Phil (Anatomy)
			FCPS & MCPS (Pharmacology)	Ph.D & M.Phil (Physiology)
				Ph.D & M.Phil (Biochemistry)
				Ph.D, M.Phil & D. Pharm(Pharmacology)
				MD (Radiology)
				M.S. / M. Phil Leading to Ph.D (Ultrasound / Clinical radiology / Medical Physics / Nuclear Medicine / Molecular Imaging / Post Mortem Radiology)

02	Community Medicine & Public Health	MBBS	FCPS & MCPS (Community Medicine)	Ph.D, M.Phil & MSPH M.Sc. Nutrition M.Sc. Environmental Health MPH (occupational health / industrial hygiene) M.Phil & DMJ (Forensic Medicine)
03	Medicine and Allied subjects	MBBS	FCPS & MCPS (Medicine) FCPS & MCPS (Psychiatry) FCPS & MCPS (Dermatology) FCPS (Cardiology)	MD(Medicine) MD (Gastro) MD (Psychiatry) Ph.D / 2 Yrs. Fellowship / MSc / Post. Grad diploma / Diploma (Global Mental Health) Ph.D & M.Phil (Behavioral Sciences) MD (Dermatology) MD, Dip Card (Cardiology) MD & Diploma in Pulmonary Medicine (DPM)
04	Surgery and Allied Subjects	MBBS	FCPS & MCPS (General Surgery) FCPS (Urology) FCPS (Urogynecology) Post MS/FCPS Fellowships in Urolithiasis / Endourology / Renal Transplantation / Uro-Oncology / Pediatric Urology / Reconstructive Urology / Female Urology FCPS & MCPS (Anaesthesia)	M.S. (General Surgery) Ph.D, & M.S. (Urology) M.S. (Urogynecology) Post MS/FCPS Fellowships in Urolithiasis / Endourology / Renal Transplantation / Uro-Oncology / Pediatric Urology / Reconstructive Urology / Female Urology M.S. & DA (Anaesthesia)

			FCPS (Plastic Surgery) FCPS (Paediatric Surgery)	Ph.D & M.S. (Pain Management) M.S. (Plastic Surgery) M.S. (Paediatric Surgery)
05	Gynaecology & Obstetrics	MBBS	FCPS	M.S. (Gynae/Obs)
06	Paediatrics	MBBS	FCPS & MCPS (Paeds)	MD & DCH (Paeds) MD (Neonatology, Pediatric Nephrology, Pediatric Endocrinology, Pediatric Cardiology)
07	ENT, Eye	MBBS	FCPS & MCPS (ENT) Post M.S / FCPS Fellowship (Otology / Rhinology / Laryngology / Audiology / Speech Therapy) FCPS & MCPS (Ophthalmology) 2 Year Fellowships in Vitreoretinal Surgery / Pediatric Ophthalmology / Oculoplasty & Orbit / Cornea / Diagnostic Ophthalmology / Glaucoma	M.S. (ENT) M.Phil & DLO (ENT) Post M.S / FCPS Fellowship (Otology / Rhinology / Laryngology / Audiology / Speech Therapy) M.S. (Ophthalmology) DOMS (Ophthalmology) 2 Year Fellowships in Vitreoretinal Surgery / Pediatric Ophthalmology / Oculoplasty & Orbit / Cornea / Diagnostic Ophthalmology / Glaucoma Ph.D in Community Ophthalmology
08	Orthopaedics & Trauma (Orthopaedics, Neurosurgery, Trauma)	MBBS	FCPS (Ortho) FCPS (Neurosurgery)	M.S. (Ortho) M.S. (Neurosurgery)
09	Dentistry	BDS	---	---
10	Allied Health Sciences	DPT B.Sc. Hons. (MLT) B.Sc. (MIT) B.Sc. (Orthotics) B.Sc. (Optometry)	---	Ph.D & M.Phil (Medical Lab Sciences including Microbiology / Molecular Biology / Virology /

				immunology / immunohematology / hematology / Chemical Pathology / Histopathology etc.) M.S (Prosthetics / Spinal Orthotics / Upper Limb biomechanics) M.S. (Rehabilitation) followed by Ph.D Ph.D & M.Phil (Optomtry / Orthoptics)
11	Nursing	B.Sc. (Nursing) Diploma in Nursing Diploma in Midwifery	---	M.Sc. (ICU, CCU, OT, etc.) Ph.D (Nursing)

Note: New programs are mentioned in *Red*.

10 YEARS STRATEGIC PLAN (2017 - 2027)

To translate our Vision and Mission into reality and to take care of the relevant requirements, a goal oriented strategic plan has to be chalked out which is flexible, particularly as far as the sequencing of the projects is concerned, and will be biennially updated based on future requirements. The projects to be included in this plan will cover the categories which are aligned to the 10 years vision of RMU.



RMU Strategic Vision

INFRASTRUCTURE DEVELOPMENT

In its present form, the Rawalpindi Medical University consists of 2 campuses in Rawalpindi, one at the Tipu road and the other at the Holy Family Hospital. The Tipu road campus is being further developed to act as the hub of the research and post-graduate activities, while the Holy

Family Hospital campus constitutes the facilities related to undergraduate medical studies. A massive project of infrastructure development has already started to upgrade and enhance the existing infrastructure to meet the requirements of the university.

This includes not only the development of the University secretariat but also the revamping of the existing infrastructure. A major step in this development project is the establishment of a dedicated research lab for advanced postgraduate studies, aimed to be functional round the clock for the researchers to carry out the research work without any limitations. The research lab will have an adjacent residential facility for the researchers to enable them to conduct their research with full concentration and peace of mind.



Rawalpindi Medical University

Given below is the strategic plan indicating the estimated cost and implementation period, which will be executed on allocation of funds,

based on formal approval of PC-1s initiated for each of these projects separately:

INFRASTRUCTURE DEVELOPMENT PHASE 1 (2017-19) RAWALPINDI MEDICAL UNIVERSITY			
S. No.	Project Title	Approx. Cost in Rs. (millions)	Period
1.	*Modern lecture theater for undergraduates	90	12/17
2.	*Establishment of RMU secretariat including Examination Department, QEC, Registrar Office	20	12/17
3.	*Establishment of IT Department	30	12/17
4.	Renovation of existing undergraduate departments	50	06/18
5.	Renovation & up gradation of libraries with digital library facility	40	06/18
6.	*Establishment of modern RMU research and animal lab	350	12/18
7.	Advance skill simulator and virtual lab	300	12/18
8.	Postgraduate Hostels and Examiners guest House	50	12/18
9.	Institute of Allied Health Sciences (Initiation with further upgradation in Phase 2)	300	12/19
10.	Establishment of Dept. of Molecular Biology & Department of Virology & Immunology	300	12/19
11.	Institute of Emergency Medicine	200	12/19
Total		Rs. 1730 million (approx.)	

**Projects already approved and under implementation*

To cater the future academic & research needs of the students of RMU and to further broaden the avenues of development in the fields of health sciences, it is a part of our vision to establish a new campus of the Rawalpindi Medical University, that should be set on the modern standards to meet the challenges and requirements of the future, under the flag of

RMU Medical City Project. The site for the new campus is Rakh Dhamyal area of the Rawalpindi District, spanning to an area of around 900 Kanals.

TIME LINE OF PROJECTS

PROJECTS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Modern lecture theater for undergraduates											
Establishment of RMU secretariat including Examination Department, QEC, Registrar Office											
Establishment of IT Department											
Renovation of existing undergraduate departments											
Renovation & up gradation of libraries with digital library facility											
Establishment of modern RMU research and animal lab											
Advance skill simulator and virtual lab											
Postgraduate Hostels and Examiners guest House											
Institute of Allied health sciences											
Establishment of Dept. of Molecular Biology & Department of Virology & Immunology											
Institute of Emergency Medicine											
Establishment of New Rawalpindi Medical University Secretariat/Admin block etc. at Rawalpindi Medical City											
750 Bed University Hospital with super-specialties focusing on research based health services delivery											
Institute of Gastroenterology and Liver transplant											
Institute of Public Health Policy and Management											
Institute of Physical Rehabilitation & Sports medicine											
Institute of Pathology											
International Medical College											
Institute of Dentistry											
Institute of Pharmaceutical Sciences											
Institute of Microbiology & Infectious diseases											
Institute of Bone Marrow Transplantation											
Institute of Ophthalmology / Community ophthalmology											
Institute of Otolaryngology											
Institute of Oncology											

The new campus at the RMU Medical City is envisioned as a modern campus with an array of facilities and institutes. Apart from the new university secretariat, it will also host a new state of the art 750 bedded university hospital with super-specialties focusing in research based health care delivery model. Apart from the hospital, development of numerous institutes for enhanced health care services and research in various specialties is among the top priorities so that the university can contribute to the development of health sciences in a true sense as a leader.



The RMU Medical City Project

Given below is the strategic plan indicating the estimated cost and implementation period, which will be executed on allocation of funds, based on formal approval of PC-1s initiated for each of these projects separately:

INFRASTRUCTURE DEVELOPMENT PHASE 2 (2020-27) RMU MEDICAL CITY PROJECT			
S. No.	Project Title	Approx. Cost in Rs. (millions)	Period
1.	Establishment of New Rawalpindi Medical University Secretariat/Admin block etc. at Rawalpindi Medical City	1000	12/20
2.	750 Bed University Hospital with super-specialties focusing on research based health services delivery	7000	12/20
3.	Institute of Gastroenterology and Liver transplant	5000	12/20
4.	Institute of Public Health Policy and Management	200	12/20
5.	Institute of Physical Rehabilitation & Sports medicine	400	12/21
6.	Institute of Pathology	900	12/22
7.	International Medical College	1500	12/22
8.	Institute of Dentistry	600	12/23
9.	Institute of Pharmaceutical Sciences	600	12/23
10.	Institute of Microbiology & Infectious diseases	300	12/24
11.	Institute of Bone Marrow Transplantation	600	12/26
12.	Institute of Ophthalmology / Community ophthalmology	650	12/27
13.	Institute of Otolaryngology	700	12/27
14.	Institute of Oncology	4000	12/27
Total		Rs.23450 million (approx.)	

Based on this strategic plan, year-wise PSDP requirement for the next 10 years is as follows:

Year	Funding (Rs. in Million)
2017-18	300
2018-19	2980
2019-20	2950
2020-21	2950
2021-22	3200
2022-23	2500
2023-24	2500
2024-25	2750
2025-26	2850
2026-27	2900

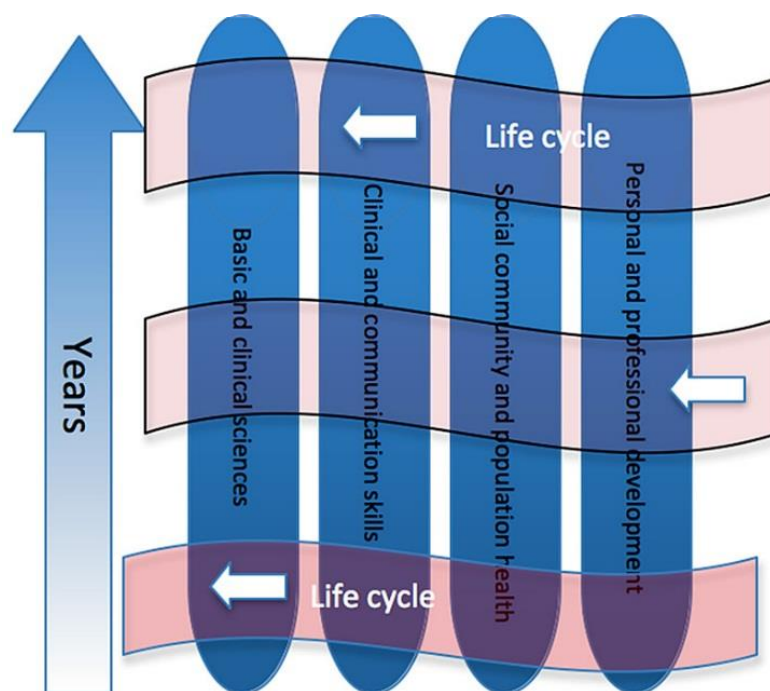
The same requirement of 10 years in blocks of 05 years each is as follows:

Head	Approx. Funding (Rs in Million)	
	First 5 Years	Second 5 Years
Civil Works	7230	5730
Equipment	5400	5500
HRD	570	670
Books/Journals etc.	100	150
Misc.	60	40
Total	13360	12090

In case of any funding support from the Donors, the above requirements will be reduced accordingly.

CURRICULUM DEVELOPMENT

Considering the need of the time, at RMU, we have embarked on the mission to revise and update the curriculum of our undergraduate as well as postgraduate programs, to enable our students and post graduate researchers to keep abreast with the latest developments and be able to further excel in their future. The whole curriculum is being carefully revised in consultation with a team comprising of experts from the field of medical education and subject specialists to ensure that the mode of teaching as well as the content is in accordance with the current practices in the modern world. As part of this project, the undergraduate curriculum of the MBBS is also being shifted from the conventional system to a much more practical integrated modular curriculum, focusing on synchronous & comprehensive professional development.



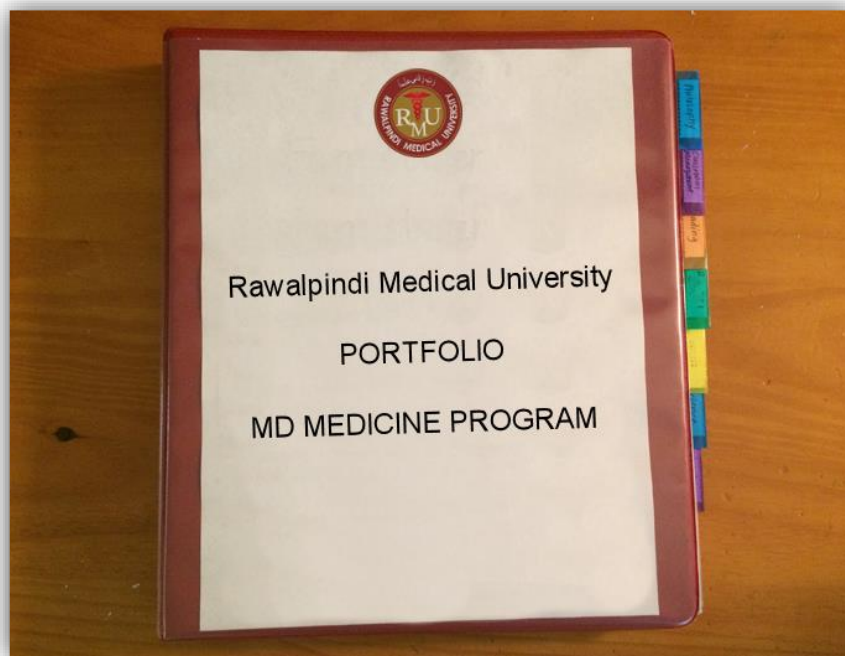
Spiral Integrated Curriculum Model

(An adaptation from the Harden's & Stampers Spiral Curriculum model*)

*Harden RM, Stamper N: What is a spiral curriculum? *Medical Teacher* 21(2):141–143, 1999.

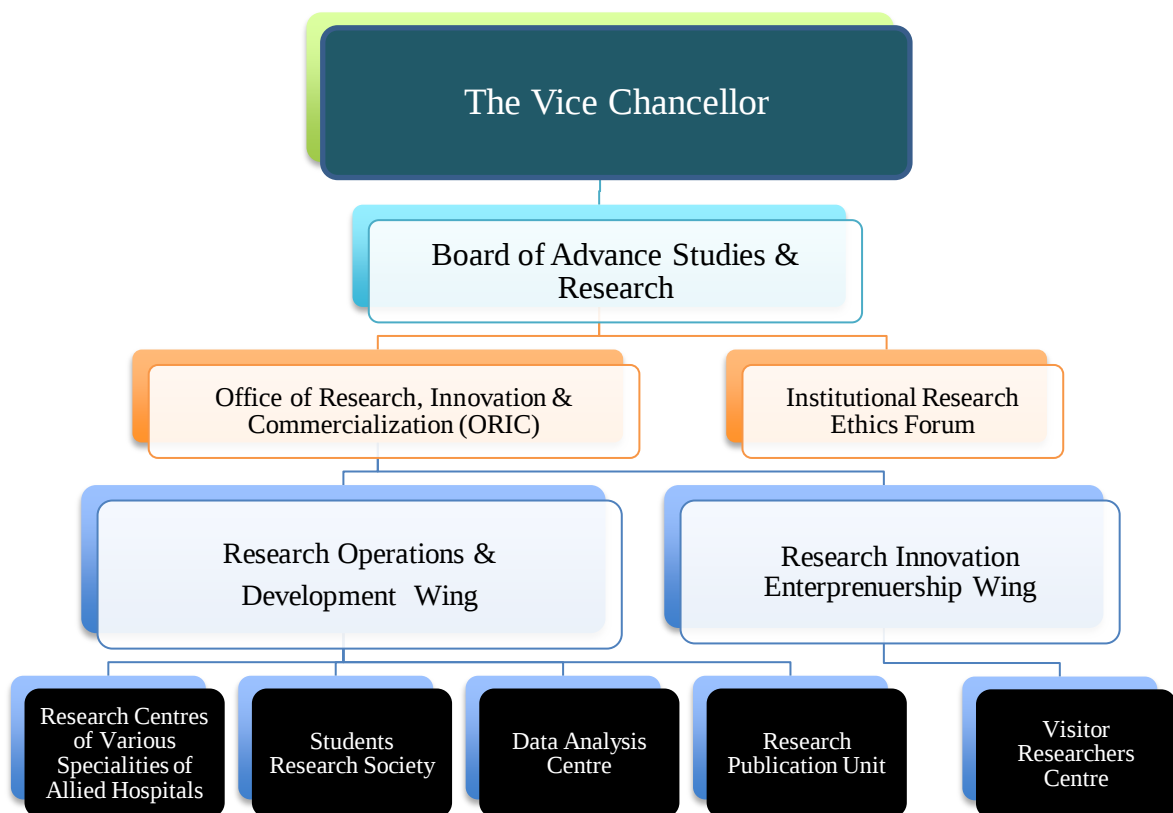
STRUCTURED PG TRAINING

Apart from the upgradation and development of curriculum, another important reform being done is the introduction of **Structured Postgraduate Training System** for all the postgraduate programs under the university including Ph.D, MS, MD, M.Phil etc. The whole tenure of training has been divided into modules and core areas of training have been demarcated for each module. The supervisors, co-supervisors and the mentors will ensure that all the candidates acquire the required level of competency for each module. This will enable in improving the quality of training as well as ensure the uniformity in training system, eliminating the disparity in training of candidates due to different supervisors. Unlike the previous in-practice training system, the candidates will also undergo constant monitoring in the form of log book & portfolio with formative assessment throughout their training period along with stringent assessment & evaluation.



RESEARCH & DEVELOPMENT

Aiming to be a research intense university, with a vision to promote true and innovative research in the field of health sciences, as well as focusing on its research activities as a mode of self-sustainability; at Rawalpindi Medical University, we are in process of developing a comprehensive framework of promoting, monitoring and evaluating research. This framework, called the “**RMU Research Model**”, defines the pattern through which any research activity in RMU will be monitored or supported to enhance the quality of research work being done at RMU, or to utilize it in the self-sustainability program of the RMU.



RMU Research Model

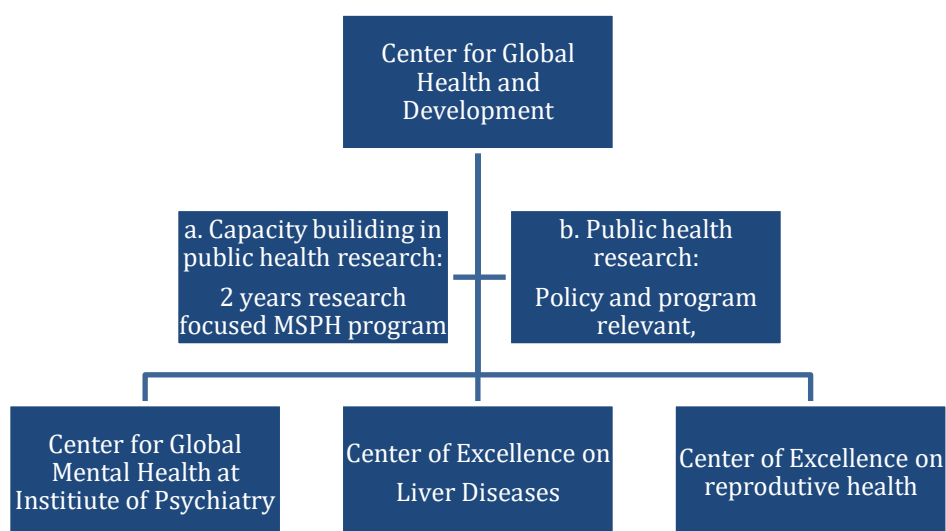
RMU Community Research Vision

A research-intensive university with the core focus to develop indigenous models of research and education to inform health service. RMU will develop and promote public-private partnerships with academia, policy think-tanks, non-government organizations and global experts to develop models of research, education and services sensitive to local needs and responsive to local realities.

RMU Community Research Model

Partnerships & Collaborations --- *The Guiding Principle of RMU Research Model.*

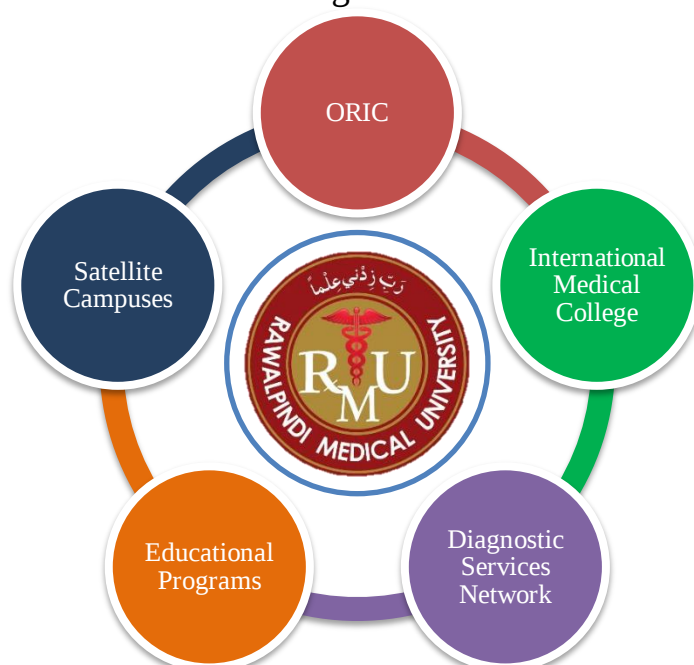
To realize the vision of Universal Health Coverage (UHC) in district Rawalpindi, RMU will collaborate with the District Health Authority (DHA)-district health department Rawalpindi, national and provincial ministries of health, international and national-public and private-health policy, implementation, academic, funding partners and RMC alumni to conduct operational, implementation, health policy and system research to inform service. This will be achieved by signing MOUs with relevant bodies over next decade.



Conceptual diagram for CGH at RMU

SELF SUSTAINABLE MODEL

The university is focusing on developing a **Self-Sustainable Model** for its financial needs to progress without full dependency on the Government's resources for funding its research needs and developing further projects and infrastructure. The strategic planning for this self-sustainable model includes the following measures:



The Self-Sustainability Model

International Medical College

A part of this model is establishment of International Medical College by end of 2022 which will cater exclusively to the needs of foreign national and Pakistani expatriates, on self-financed basis, especially the children of former Rawalians established in foreign countries. This will earn the university valuable foreign exchequer.

Diagnostic Services Network

By developing and extensive upgradation of the diagnostic facilities in the field of Pathology & Radiological Imaging, we aim to set up a diagnostic services centers network to cater to the needs of the general public by expanding the horizon of our diagnostic facilities on commercial

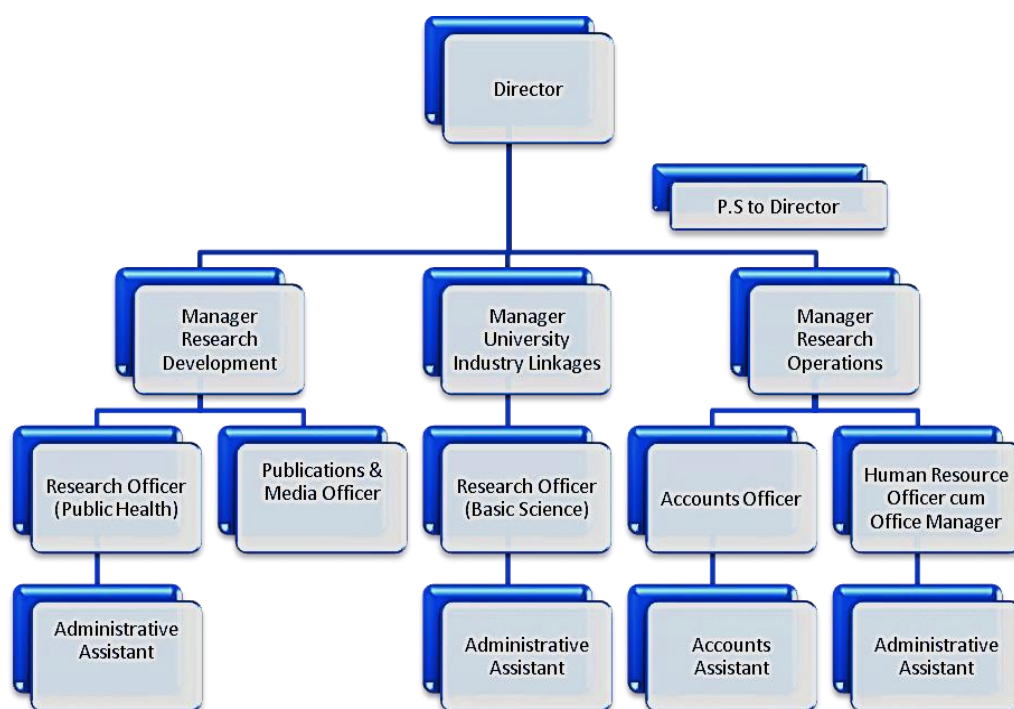
level, and not just limiting to the Allied Hospitals. Offering state of the art diagnostic facilities at competitive yet economical rates will earn valuable monetary resources for the needs of the Rawalpindi Medical University in the long run.

Educational Programs

We aim to offer various educational facilities and innovative professional development degree, diploma and certificate courses in future, not only to contribute in the development of Pakistan but at the same time for enabling us to further develop and sustain the university through the resources generated by offering capacity building courses for the Healthcare providers.

Development By Development

The Rawalpindi Medical University will establish the **Office of Research Innovation & Commercialization (ORIC)** as per the guidelines provided by the Higher Education Commission of Pakistan.



Organizational Model of ORIC

The ORIC will not only be responsible for University-wide research operations but will strive for the development and implementation of high-quality research initiatives in addition to establishment of innovation and entrepreneurship in research. ORIC will also link research and commercialization from the University with emerging and existing technology markets across Pakistan and around the world to enable the university in generation of resources for its further development and supporting research of the future.

Satellite Campuses of RMU

By establishing satellite campuses in other regions of Pakistan, we aspire to broaden the availability of quality educational & research facilities offered by the Rawalpindi Medical University to the students of other regions. While this will help to facilitate the students of other regions in gaining comfortable access to the education they desire, it will also expand the student-base of RMU aiding in sustainability & further development of the university through the revenue acquired in lieu of tuition fees.

We would like to acknowledge with gratitude our deep appreciation for the cooperation and support being extended by the Higher Education Commission (HEC) and, of course, our parent Ministry of Health, and indeed Planning & Development Division in upgrading RMU to its present status of recognition. RMU commits itself and all its resources to becoming a symbol of pride and honor for the nation promoting health equity and setting new standards of patient care, medical education, research and training in public sector.