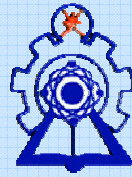


HIGHER COLLEGE OF TECHNOLOGY



STRATEGIC PLAN



2009 –2012

HIGHER COLLEGE OF TECHNOLOGY



STRATEGIC PLAN

October 2009 – January 2012

Part 2: KEY PERFORMANCE INDICATORS

Goals¹:

1. We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market needs
(Domain: Student Learning by Coursework Programs)
2. We will provide excellent governance, administration, and transparency and act at all times according to strong ethical principles
(Domain: Governance and Management)
3. We will develop staff; offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking
(Domain: Staff and Staff Support Services)
4. We will keep up with modern developments in technology through analysis of market needs in curriculum review processes
(Domain: Student Learning by Coursework Programs)
5. We will foster an open and fruitful relationship with public and private sector organizations and with the community at large
(Domain: Industry and Community Engagement)
6. We will provide society with graduates who are equipped with appropriate technological knowledge and personal/professional skills according to international standards *(Domain: Student Learning by Coursework Programs)*
7. We will provide excellent student services that support learning in technological education
(Domains: Academic Support Services and Students and Student Support Services)
8. We will ensure that College facilities are well managed and effectively used and developed innovatively
(Domain: General Support Services and Facilities)

¹ The goals are ordered as they appear in the list of common goals shared by the Colleges of Technology. These goals are referred to in the following pages using these numbers and not by order of appearance.

- A timeframe not explicitly stated maps to “Ongoing for the timeframe of the Strategic Plan”
- The following is a list of acronyms and abbreviations used in this document

ADAA	Assistant Dean for Academic Affairs
ADAF	Assistant Dean for Administrative and Financial Affairs
ADSA	Assistant Dean for Student Affairs
ADs	Assistant Deans
B.Tech.	Bachelor’s of Technology
CB	College Board
CC	College Council (= College Academic Board + Representatives from Industry)
HD	Higher Diploma
HEI	Higher Education Institution
HoD	Head of Department
HoU	Head of Unit
HSSEC	Health, Safety, Security and Environment Committee
ICT	Information and Communication Technology
MBO	Management By Objectives
MIS	Management Information System
MoM	Ministry of Manpower
OJT	On-Job Training
OP	Operational Plan
PRMC	Public Relations and Marketing Committee
QAEC	Quality Assurance Executive Committee
QAM	Quality Assurance Manual
QASC	Quality Assurance Steering Committee
QMS	Quality Management System
SOP	Standard Operating Procedure
SP	Strategic Plan
Unit	Center or Academic/administrative department or section, or a division

Domain: Governance and Management

Goal 2: We will provide excellent governance, administration, and transparency and act at all times according to strong ethical principles

Objective 2.a To achieve efficient operation of the CB

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
2.a.i Ensure that the CB meets regularly	Frequency of CB Meetings	Number of meetings annually	CB Meeting once every month	Dean
2.a.ii Identify three committed individuals from the private sector to activate the CC	Three reputed persons from private sector are identified and inducted for the CC	<ul style="list-style-type: none"> ▪ Regular attendance by these 3 members at the CC meetings ▪ No. of recommendations from private sector members 	<ul style="list-style-type: none"> ▪ CC meetings held quarterly with the attendance of these members starting 2011 ▪ 90% of recommendations from the private sector members, approved by the CB, are implemented within the agreed time frame 	<ul style="list-style-type: none"> ▪ Dean ▪ CB
2.a.iii Monitor and evaluate the performance of the CB	Evaluation of the CB performance 360°	<ul style="list-style-type: none"> ▪ Number of recommendations repeated in QAD audit reports on governance and management ▪ CB self-assessment report 	<ul style="list-style-type: none"> ▪ Annual decrease in number of recommendations repeated from 2010 to 2012 ▪ A CB self-assessment report published annually in May 	<ul style="list-style-type: none"> ▪ CB ▪ Dean
2.a.iv Strengthen the systems for planning and management to protect against the risk of efficiency loss when there is a change in the management chain	Availability of related policies and handover procedures	Review of QAM content related to policies and procedures on planning, management, and handover process	Approved and published in QAM by April 2010	ADAF and QAEC

Goal 2: We will provide excellent governance, administration, and transparency and act at all times according to strong ethical principles

Objective 2.b: To attain an efficient and effective QMS by 2012

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
2.b.i Establish a College System for Strategic and Operational Planning	Establishment of a framework for Strategic and Operational Planning	Framework document	Framework document published in March 2010	QASC
2.b.ii Establish frameworks to govern College major activities	Establishment of frameworks within the domains of the SP	Number of frameworks established	Three major frameworks approved by 2012	CB and QASC
2.b.iii Establish policies and procedures covering all aspects of College work	Availability and accessibility of policies and procedures	<ul style="list-style-type: none"> ▪ Existence of a revised Quality Assurance Manual ▪ Completed feedback questionnaires from users 	<ul style="list-style-type: none"> ▪ A comprehensive revised version of the QAM published in electronic and hard format by April 2010 ▪ ≥ 3 on a 5-point scale by ≥ 70% of the sample (annually) 	<ul style="list-style-type: none"> ▪ QASC and QAEC ▪ QAEC
2.b.iv Clearly set out roles and responsibilities	Roles and responsibilities clearly set out	Awareness of roles and responsibilities among staff through surveys and audits	<ul style="list-style-type: none"> ▪ Avg. awareness response ≥ 3 on a 5-point scale by ≥ 80% of the sample (annually) ▪ Annual decrease in number of recommendations on awareness of roles and responsibilities in internal audit reports from 2010-2012 	<ul style="list-style-type: none"> ▪ ADAF and HoUs ▪ ADAF, HoUs, and QAEC
2.b.v Ensure information is documented and disseminated properly	Availability and accessibility of key documents and public interest plans for stakeholders	Internal audit findings and observations	Bylaws, QAM, SP, and self-assessment reports available for stakeholders on the intranet by June 2010 and updated as needed	QAEC, ETC, and HoDs (Academic Depts.)
2.b.vi Incorporate ADRI into quality management and activities	Self-assessment exercises and reports	<ul style="list-style-type: none"> ▪ Number of recommendations made in internal audits ▪ QAD feedback based on self-assessment reports & audits 	<ul style="list-style-type: none"> ▪ Annual decrease in number of relevant recommendation from 2009-2012 ▪ Affirmation of implementation of ADRI 	<ul style="list-style-type: none"> ▪ HoUs and QAEC ▪ QASC and QAEC
2.b.vii Work towards establishing a MIS	Steps taken towards the establishment of an MIS	Report on progress on the status of MIS	Recommendations/action plan ready by 2011	Dean
2.b.viii Require an annual self-assessment report from units covering all areas of College activity	Submission of Self Assessment Reports to the Dean's office	Feedback on report content from the QAEC	80% of recommendations for improvement are included in the OP for the next academic year	Dean, ADs, HoDs, QAEC

Goal 2: We will provide excellent governance, administration, and transparency and act at all times according to strong ethical principles
Objective 2.c: To improve financial planning and effectiveness

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
2.c.i Communicate and implement transparent financial planning procedures	<ul style="list-style-type: none"> ▪ Availability of transparent financial planning procedures ▪ Proper implementation of the financial planning procedures 	<ul style="list-style-type: none"> ▪ Awareness of staff in administrative role are about the financial planning procedures ▪ Inclusion of financial planning procedures in the QAM ▪ Feedback from internal and external financial audits 	<ul style="list-style-type: none"> ▪ All staff in administrative roles are aware about the financial planning procedures ▪ Financial planning procedures are published in the QAM in April 2010 ▪ Annual reduction in number of recommendations in audit reports 	<ul style="list-style-type: none"> ▪ ADAFA and QAEC ▪ QAEC ▪ ADAFA and QAEC
2.c.ii Study income generating schemes and their applicability as appropriate	Conduct of a feasibility study on income generating schemes	<ul style="list-style-type: none"> ▪ Feasibility study reports on income generating schemes ▪ Recommendations from the study on income generating schemes 	<ul style="list-style-type: none"> ▪ A feasibility study report is presented before the CB By September 2011 ▪ Recommendations from the study on income generating schemes are considered for following strategic and OPs 	<ul style="list-style-type: none"> ▪ CB ▪ CB
2.c.iii Plan and prepare a budget of funds received from MoM as per the College priorities	Financial planning and budgeting of funds received from MoM based on the College priorities	Availability of a financial plan and budget of funds received from MoM based on the College priorities	Annual budget and developmental plan submitted to the DG Office	Dean

Domain: Governance and Management

Goal 2: We will provide excellent governance, administration, and transparency and act at all times according to strong ethical principles

Objective 2.d: To improve health, safety, security, and environment in the College campus

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
2.d.i Activate the College Health, Safety Committee (and rename it to the College Health, Safety, Security, and Environment Committee (HSSEC))	Activation of the Health, Safety, Security, and Environment Committee	<ul style="list-style-type: none"> ▪ Updated membership and terms of reference ▪ Number of meetings held ▪ Number of actions taken by the Committee 	<ul style="list-style-type: none"> ▪ Decree issued by January 2010 ▪ At least two every semester ▪ Actions taken to implement recommendations from audits 	Dean, ADs, and HSSEC
2.d.ii Improve health and safety awareness among students and staff	Staff and student awareness of health and safety policy, procedures, and measures	<ul style="list-style-type: none"> ▪ Number of health and safety accidents reported on campus ▪ Accessibility of HCT health and safety policy to all stakeholders ▪ Number of awareness sessions held on HSSE every year 	<ul style="list-style-type: none"> ▪ Annual decrease in the number of incidents from 2010 to 2012 ▪ Policy available on the website by October 2010 ▪ At least one per semester for HCT and one per dept 	<ul style="list-style-type: none"> ▪ Dean, ADAF, HoDs, and HSSEC ▪ QAEC ▪ HoDs and HSSEC
2.d.iii Improve campus security using cost effective means	<ul style="list-style-type: none"> ▪ Training in using the improved cost effective security measures ▪ Implementation of security related procedures 	<ul style="list-style-type: none"> ▪ Number of relevant training programs held ▪ Number of security related incidents on campus ▪ Internal audit findings and observations 	<ul style="list-style-type: none"> ▪ At least one per semester for each dept ▪ 0 incidents annually ▪ Full compliance reported in annual audit reports 	ADAF

Objective 2.e: To create a culture of effective communication in the College

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
2.e.i Formulate a policy governing communication in the College	Availability of a communication policy	Staff awareness of communication policy	≥ 90% of end users are aware about the College communication policy	QAEC and HoUs
2.e.ii Provide training to staff and student on effective communication	Training provided to staff and student on effective communication	Number of training activities	Annual increase from 2010 to 2012	QAEC and HoUs

Domain: Student Learning by Coursework Programs

Goal 1: We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market (needs)

Objective 1.a: To enhance student self-directed and lifelong learning

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
1.a.i Devise and conduct student-focused assessment	Use of student-centered methods in learning and assessment activities in HCT	<ul style="list-style-type: none"> ▪ Number of student-centered components such as presentations, papers or projects produced as part of course work ▪ Teacher feedback on the quality of papers or projects produced by student as part of course work 	<ul style="list-style-type: none"> ▪ Increase in the number of student-centered assessment components such as presentations, papers, or projects produced by student as part of course work from 2010 to 2012 ▪ Positive teacher feedback on the quality of work produced in student-centered activities from 2010 to 2012 	HoDs (Academic Depts.) and Head of ELC
1.a.ii Encourage the use of technology that assists student self-directed learning	<ul style="list-style-type: none"> ▪ Increase in utilization of the e-learning portal ▪ Utilization of online and electronic services/systems ▪ Increase of (proper) application of technology in teaching and learning 	<ul style="list-style-type: none"> ▪ Number of active courses on e-learning ▪ Activity statistics of the e-learning ▪ Number of courses applying technology ▪ Utilization rate of each system ▪ Average number of technology components in a course 	<ul style="list-style-type: none"> ▪ Coverage of all B.Tech and HD courses ▪ Annual improvement in utilization statistics ▪ Annual (proportional) increase in number of courses applying technology ▪ Annual improvement from 2010 to 2012 ▪ Annual (proportional) increase in number of courses using technology 	HoDs (Academic Depts.) and Head of ETC
1.a.iii Collect and critically analyze student feedback on the quality of learning experience	Student evaluation of course and learning experience	<ul style="list-style-type: none"> ▪ For HCT as a whole and by academic department, annual aggregated data of responses to the question "Overall, I was 		<ul style="list-style-type: none"> ▪ HoDs (Academic Depts.) and Head of ELC

		<p>satisfied with the quality of this course”:</p> <p>-Average response</p> <ul style="list-style-type: none"> ▪ Observations from random student exit interviews 	<p>-Average response of ≥ 3 out of 5 on a 5-point scale for 70% of the sample (all courses) annually</p> <ul style="list-style-type: none"> ▪ Annual reduction in the number of negative remarks/appeals in reports 	<ul style="list-style-type: none"> ▪ ADAA and ADSA
1.a.iv Improve teaching quality	Student evaluation of teaching	<p>For HCT as a whole and by academic department, annual aggregated data of responses to the question “Overall, how would you rate the teaching of the lecturer in this course”:</p> <p>-Average response</p> <p>- Proportion of courses receiving a rating of ≤ 2.9 on a 5-point scale</p>	<p>Average response of ≥ 3.5 out of 5 on a 5-point scale for 70% of the sample</p> <p>-Annual decrease in proportion of courses receiving a rating of ≤ 2.9</p>	HoDs (Academic Depts.) and Head of ELC
1.a.v Foster a culture of continuous learning and value for education	Pursuit of learning by graduates in forms of further studies, industrial training or certifications	Annual rates for further study or industry training or certifications by B.Tech. graduates	Increase in annual rates from 2009 to 2012	ADSA

Domain: Student Learning by Coursework Programs

Goal 1: We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market (needs)

Objective 1.b: To enhance the training programs offered to students

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
1.b.i Improve OJT/EPT	A review process to evaluate and improve OJT/EPT	<ul style="list-style-type: none"> ▪ Results of the review ▪ Improvements made to the training programs 	<ul style="list-style-type: none"> ▪ Results/action plan is published in June 2010 ▪ 90% of recommended improvements made by June 2011 	<ul style="list-style-type: none"> ▪ OJT section ▪ OJT section

Objective 1.c: To enhance employment opportunities for students through value-based education and high quality training

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
1.c.i Monitor graduate destinations	Employment rates in major sectors	Percentage of graduates employed in major sectors	Annual increase in percentage from 2010 to 2012	ADAA, ADSA, ADAF
1.c.ii Activate career counseling	Employment of HCT graduates	Percentage of graduates employed within a year of graduation	Annual increase in percentage from 2010 to 2012	ADAA, ADSA, HoDs (academic departments)
1.c.iii Include work-related skills in curriculum and assessment	Work oriented tasks assigned to student in various courses	Student evaluation of work-orientation in courses	Annual increase in number of courses with agreement responses (agree and strongly agree) by $\geq 70\%$ of the sample	ADAA, HoDs (academic departments)
1.c.iv Enhance employment opportunities gained from student training	<ul style="list-style-type: none"> ▪ Employment or recommendation of HCT students by training providers ▪ Graduate employability 	<ul style="list-style-type: none"> ▪ Number of students receiving a recommendation or an offer upon completion of training ▪ Annual employment rate of graduates 	<ul style="list-style-type: none"> ▪ Annual increase from 2010 to 2012 ▪ Improved rate each year 	<ul style="list-style-type: none"> ▪ CB and Head of OJT Dept. ▪ CB

Domain: Student Learning by Coursework Programs

Goal 4: We will keep up with modern developments in technology through analysis of market needs in curriculum review processes

Objective 4.a: To keep abreast with modern technology

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
4.a.i Subscribe to journals on technology and education	Availability of journals on technology and education for staff	Number of journals on technology and education accessible to staff	Increase by 1 annually	Dean and ETC
4.a.ii Conduct seminars/invite guest lecturers	Scheduled programs, departmental and College, of seminars/lectures on related topics	<ul style="list-style-type: none"> ▪ Number of seminars/lectures held on related topics ▪ Staff attendance ▪ Feedback statistics 	<ul style="list-style-type: none"> ▪ ≥ 6 annually ▪ > 60% of staff attend the events in total ▪ A satisfaction response of ≥ 3 on a 5-point scale by ≥ 70% of the sample 	<ul style="list-style-type: none"> ▪ CB ▪ HoDs and QAEC ▪ HoDs and QAEC

Objective 4.b: To keep up-to-date with developments in the (local) market

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
4.b.i Collaborate with the (data and stats) unit in MoM to identify market needs and trends	<ul style="list-style-type: none"> ▪ Creation of a joint committee ▪ Meetings and correspondence between HCT and (the data and stats) MoM 	<ul style="list-style-type: none"> ▪ Committee terms of reference and constitution ▪ Number of meetings and correspondence reports held between MoM and HCT to identify market needs and trends 	<ul style="list-style-type: none"> ▪ Decree issued by March 2010 ▪ At least one every year from 2010 to 2012 	<ul style="list-style-type: none"> ▪ Dean ▪ Head of OJT
4.b.ii Collaborate with the industry (surveys, invited talks, job fairs, etc.) to conduct relevant activities and studies	Collaboration between HCT and industry	<ul style="list-style-type: none"> ▪ Reports compiled from feedback from the local market ▪ Number of collaboration activities 	<ul style="list-style-type: none"> ▪ One summary report on major sectors every year from 2010 to 2012 ▪ 3 every year from 2010 to 2012 	<ul style="list-style-type: none"> ▪ OJT Committee CB
4.b.iii Seek alumni feedback on programs in relation to market needs	Alumni evaluation of programs in relation to market needs	Completed alumni feedback questionnaires	≥ 3 rating of a survey construct on 1-to-5 scale by ≥ 60% of the sample	ADAA and ADSA

Domain: Student Learning by Coursework Programs

Goal 4: We will keep up with modern developments in technology through analysis of market needs in curriculum review processes

Objective 4.c: To establish Curriculum Review Framework (i.e., policies and procedures) in collaboration with MoM

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
4.c.i Establish a curriculum review/development structure and mechanism in HCT	Established curriculum development structure and mechanism	<ul style="list-style-type: none"> ▪ Existence of Relevant policies and procedures ▪ Feedback from stakeholder on the framework ▪ Number of improvement actions taken based on implementing the framework 	<ul style="list-style-type: none"> ▪ Published in QAM by June 2010 ▪ > 3 on 5-point scale by 70% of the sample size as rating of the framework ▪ > 80% of recommended improvements actions are taken by 2012 	<ul style="list-style-type: none"> ▪ ADAA ▪ QAEC ▪ CB
4.c.i.1 Collect student and teacher (and alumni) feedback on courses and programs	Student and teacher (and alumni) evaluation of course and program	Completed feedback questionnaires	≥ 3 rating of a survey construct on 5-point scale by ≥ 60% of the sample	ADAA, HoDs (Academic Depts.), ETC, and QAEC
4.c.i.2 Establish a system of external examination/reviews	Established system of external examination/reviews	<ul style="list-style-type: none"> ▪ Number of external examinations/reviews ▪ Number of course components/reports involving external reviews 	<ul style="list-style-type: none"> ▪ Annual increase from 2011 to 2012 ▪ Annual increase from 2010 to 2012 	Dean and QAEC
4.c.i.3 Seek partnerships for peer review and benchmarking	Established partnership	<ul style="list-style-type: none"> ▪ Number of agreements for partnerships for peer review and benchmarking ▪ Number of domains for data exchange and peer review 	<ul style="list-style-type: none"> ▪ One agreement with Colleges of Technology by 2011 and one agreement with another HEI by 2012 ▪ Domains 2, 4 and 5 by 2012 	<ul style="list-style-type: none"> ▪ Dean ▪ CB
4.c.i. 4 Increase and facilitate the direct involvement of the professions and industry in program and course development	Active involvement of the professions and industry in program and course development	<ul style="list-style-type: none"> ▪ Number of programs and courses involving professions and industry in the program review and development 	Increase from 2010 to 2012	HoDs (academic departments)
4.c.ii Plan for program accreditation by reputed professional accreditation bodies in liaison with MoM	Accreditation plan		Plan to cover at least two specializations published by 2011	Dean, ADAA, and HoDs (Academic Depts.)

Implementation Steps

Domain: Student Learning by Coursework Programs

Goal 6: We will provide society with graduates who are equipped with appropriate technological knowledge and personal/professional skills according to international standards

Objective 6.a: To ensure that students graduate with the desired attributes

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
6.a.i Conduct comparative study of attributes against similar programs	A College study on graduate attributes, Program Educational Objectives (PEOs) and Program Outcomes (POs)	<ul style="list-style-type: none"> ▪ Number of staff involved in the study ▪ Study report 	<ul style="list-style-type: none"> ▪ At least two from each academic department ▪ Results of the study published in May 2010 	<ul style="list-style-type: none"> ▪ HoDs (Academic Depts.) ▪ ADAA
6.a.ii Ensure national standards/requirements (Oman Qualification Framework) are met through curricula and pedagogical practices	<ul style="list-style-type: none"> ▪ Review reports of PEOs and POs against national requirements ▪ Implementation of recommendations made in internal audits of pedagogical processes 		<ul style="list-style-type: none"> ▪ National requirements in PEOs and POs met in HCT programs by 2012 ▪ 90% of recommendations are implemented 	HoDs (Academic Depts.) and QAEC
6.a.iii Link graduate attributes with teaching, learning, and assessment practices	Existence of a process for mapping graduate attributes to educational objectives	<ul style="list-style-type: none"> ▪ Inclusion of the process in the QAM ▪ Compliance with the mapping process 	<ul style="list-style-type: none"> ▪ The mapping process is published in the QAM by May 2010 ▪ Process is applied in courses (design and implementation) starting 2011 	<ul style="list-style-type: none"> ▪ QAEC ▪ HoDs (Academic Depts.) and QAEC
6.a.iv Employ specialized skill tests for graduating students	Student performance on such tests	Annual average score	Annual increase in average score from 2010 to 2012	ADAA
6.a.v Seek industry (trainers/employers) feedback on graduate attributes	Industry evaluation of graduate attributes	Responses collected from completed feedback questionnaires on satisfaction with graduate attributes by industry	≥ 3 on a 5-point scale for 70% of the sample for satisfaction with graduate attributes where the study conducted is by	ADAA and ADSA

Domain: Student Learning by Coursework Programs

Goal 6: We will provide society with graduates who are equipped with appropriate technological knowledge and personal/professional skills according to international standards

Objective 6.b: To provide students with opportunities for personal development and acquisition of personal skills

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
6.b.i Design and run a personality development and soft skills program for students	Established personality development program	<ul style="list-style-type: none"> ▪ Program action plan ▪ Implementation of the action plan 	<ul style="list-style-type: none"> ▪ Ready by March 2010 ▪ 80% of activities in the plan take place on time 	ADSA
6.b.ii Conduct co-curricular activities managed and run by students	<ul style="list-style-type: none"> ▪ Frequency of events and co-curricular activities managed and run by students ▪ Satisfaction with events and extra-curricular activities managed and run by students ▪ Budget allocated to student activities 	<ul style="list-style-type: none"> ▪ Number of events and extra-curricular activities managed and run by students ▪ Feedback on events and extra-curricular activities managed and run by students ▪ Amount allocated to student activities 	<ul style="list-style-type: none"> ▪ Annual increase from 2009 to 2012 ▪ ≥ 3 out of 5 on a 5-point scale for 70% of the sample for satisfaction with events and extra-curricular activities managed and run by students ▪ Annual increase in proportion allocation to student activities from 2010 to 2012 	<ul style="list-style-type: none"> ▪ ADSA ▪ ADSA ▪ ADAF
6.b.iii Recognize student leadership potential	Identification and involvement of student leaders	<ul style="list-style-type: none"> ▪ Number of students elected for leadership roles ▪ Number of students awarded for active involvement 	<ul style="list-style-type: none"> ▪ Student representatives from each department by 2010 ▪ Annual increase from 2010 to 2012 	HoDs and ADSA

Domain: Industry and Community Engagement

Goal 5: We will foster an open and fruitful relationship with public and private sector organizations and with the community at large

Objective 5.a: To establish industry and community engagement planning and management system for the College

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
5.a.i Establish a Public Relations and Marketing Committee (PRMC)	Public Relations and Marketing Committee Established	Committee constitution and terms of reference	Published by January 2010	Dean
5.a.ii Draft a College marketing strategy approved by CB	Existence of a College marketing strategy to the CB	CB approval of the marketing strategy	Published by March 2010	Public Relations and Marketing Committee
5.a.iii Schedule a program for College representatives to visit schools and companies to talk about the College	Program of visits agreed between HCT and external community organizations	Program 2-year action plan	Published by March 2010	Public Relations and Marketing Committee
5.a.iv Schedule a program for College in-house events and outreach activities	Established program for College in-house events and outreach activities	Program 2-year action plan	Published and communicated to MoM by March 2010	ADs

Objective 5.b: Maintain conducive and fruitful relationships with industry and employers

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
5.b.i Seek and incorporate industry and employers feedback on HCT programs, trainees, and graduates according to a clear schedule every year	Industry and employers evaluation of HCT programs, trainees, and graduates	<ul style="list-style-type: none"> ▪ Completed feedback questionnaires ▪ Implementation of recommendations approved by the CB 	<ul style="list-style-type: none"> ▪ One survey every academic year from 2010 to 2012 ▪ 90% of approved recommendations are implemented by 2012 	<ul style="list-style-type: none"> ▪ CB and PRMC ▪ Dean
5.b.ii Conduct an annual Open Day with a career fair held at HCT	Active participation of potential employers in an annual Career Fair held at HCT	<ul style="list-style-type: none"> ▪ Number of participating organizations ▪ Financial sponsorship of the event 	<ul style="list-style-type: none"> ▪ Annual increase to include companies from all major sectors ▪ Event (fully) funded by participating companies 	<ul style="list-style-type: none"> ▪ Dean ▪ ADAF
5.b.iii Invite guest speakers from industry to participate in College events and regular seminar series	<ul style="list-style-type: none"> ▪ Frequency of events involving representatives from industry ▪ Degree of participation from industry representatives in these events 	<ul style="list-style-type: none"> ▪ Number of events involving representatives from industry ▪ Number/position of guest speakers from industry participating in regular seminars/College events 	<ul style="list-style-type: none"> ▪ At least two major events annually ▪ Annual improvement from 2010 to 2012 	<ul style="list-style-type: none"> ▪ CB ▪ ADAF

Domain: Industry and Community Engagement

Goal 5: We will foster an open and fruitful relationship with public and private sector organizations and with the community at large

Objective 5.c: To establish relationships with professional bodies

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
5.c.i Create awareness about professional bodies among staff and students	Staff and student awareness about professional bodies	<ul style="list-style-type: none"> ▪ Awareness statistics collected from completed questionnaires on awareness of professional bodies ▪ Number of such awareness events 	<ul style="list-style-type: none"> ▪ 80% of staff and student aware about national and international professional bodies in their specialization by June 2010 ▪ Annual increase from 2009 to 2012 	HoDs (Academic Depts.) and PRMC
5.c.ii Encourage membership in professional bodies where appropriate	Staff and student membership in professional bodies	<ul style="list-style-type: none"> ▪ Number of staff and student members in professional bodies ▪ Number of staff and students in boards of national professional bodies 	<ul style="list-style-type: none"> ▪ Increase in number of staff and student members in professional bodies from 2009 to 2012 ▪ Increase in number of staff and student members in boards of national professional bodies from 2009 to 2012 	HoDs

Domain: Industry and Community Engagement

Goal 5: We will foster an open and fruitful relationship with public and private sector organizations and with the community at large

Objective 5.d: To establish effective relationships with other education providers

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
5.d.i Seek agreements with similar institutions on the exchange of data relevant to performance indicators	Availability and coverage of data exchange agreements	<ul style="list-style-type: none"> ▪ Number of agreements with similar institutions ▪ Number of agreements for benchmarking ▪ Number of domains covered 	<ul style="list-style-type: none"> ▪ At least one agreement by 2011 ▪ One agreement with SQU by 2012 ▪ Domains 2 covered by at least one agreement by 2011 	QASC
5.d.ii Encourage the participation of HCT and sharing of experience in educational conferences	Participation of HCT in education-related events and conferences	Number of such events in which HCT participates	Increase from 2009 to 2012	Dean
5.d.iii Foster relationships with reputed HEIs in the Sultanate with a schedule of regular meeting and exchange of best practices	Collaboration between HCT and other HEIs in the Sultanate	<ul style="list-style-type: none"> ▪ Number of meetings held with members from HCT and other national HEIs ▪ Number of events organized and conducted jointly 	<ul style="list-style-type: none"> ▪ Increase from 2009 to 2012 ▪ Increase from 2009 to 2012 	Dean
5.d.iv Encourage student societies in HCT to affiliate with peer societies in other HEIs	Collaboration between HCT student societies and student societies from other HEIs	Number of event jointly organized by conducted with involvement of HCT and other HEIs students	Increase (proportional to number of students) from 2009 to 2012	ADSA

Objective 5.e: To establish and maintain relationships with alumni

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
5.e.i Create an alumni database and alumni body that provides network groups for new graduates	Existence of a College central alumni database	Number of records in the database	Records of 70% of HCT graduates (since 2005) in the database by 2011 (a fully electronic database by 2012)	ADSA and Head of ETC
5.e.ii Publish a College-level newsletter featuring HCT events, staff, students, and alumni	Existence of regularly issued HCT newsletter	Number of regular issues	Newsletter issued in December and May every year starting 2010	Dean, ADs, and HoUs
5.e.iii Dedicate a section in HCT website for alumni	Availability of a an alumni section on HCT website	Alumni and alumni news featured in the alumni section of HCT website	Webpage published in March 2010 featuring alumni news	ADSA and Head of ETC

Domain: Industry and Community Engagement

Goal 5: We will foster an open and fruitful relationship with public and private sector organizations and with the community at large

Objective 5.f: To engage with local and regional communities

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
5.f.i Establish and maintain effective relationships with print and broadcast media	Media coverage of HCT events		Coverage of major event (e.g., Open Day) in addition to increase from 2010 to 2012	PRMC
5.f.ii Organize an annual Open Day for parents	Parents satisfaction with the event	Satisfaction of parents rates collected from completed feedback surveys on the event	≥ 3 on a 5-point scale for 70% of the sample	ADSA
5.f.iii Engage with external community organizations (including schools and prospective students) through an annual College Open Day	Participation of external community organizations in HCT Open Day	<ul style="list-style-type: none"> ▪ Number of external community organizations participating in the event ▪ Satisfaction of external community organizations rates collected from completed feedback surveys on the event 	<ul style="list-style-type: none"> ▪ Annual increase from 2010 to 2012 ▪ ≥ 3 on a 5-point scale for 70% of the sample 	CB
5.f.iv Encourage staff and students involvement in community services	Staff and student efforts in community service	Number of community service projects involving staff/students from HCT	≥ one every year from 2010 to 2012	PRMC and ADSA
5.f.v Recognize staff & students community service exemplars as part of the College award system	Recognition of efforts in by staff and students in community service	Number of staff members and students recognized for exemplary efforts in community service	One staff member and one student every year from 2010 to 2012	Dean

Domain: Academic Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.a: To upgrade the College educational resources services

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.a.i Improve staffing to extend and improve the quality of library services	<ul style="list-style-type: none"> ▪ User satisfaction with the library working hours ▪ User satisfaction with service by library staff 	<ul style="list-style-type: none"> ▪ User satisfaction with hours (statistics from completed feedback questionnaires) ▪ User satisfaction with services (from completed questionnaires) 	<ul style="list-style-type: none"> ▪ ≥ 3 on a 5-point scale for 70% of the sample annually ▪ ≥ 3 on a 5-point scale for 70% of the sample annually 	Head of ETC
7.a.ii Improve the library capacity to accommodate the increasing number of learners	Increased library capacity	Increase in number of students the library can accommodate	Proportional increase by 2012	Head of ETC
7.a.iii Improve the library computerized system	Users evaluation of the library computerized system	User satisfaction with system (from completed feedback questionnaires)	≥ 3 on a 5-point scale for 70% of the sample annually	Head of ETC
7.a.iv Improve the quality and quantity of educational and reference materials in the library	<ul style="list-style-type: none"> ▪ Amount of new educational and reference materials available in the library ▪ User evaluation of the quality of educational materials in the library 	<ul style="list-style-type: none"> ▪ Number of new titles/items added ▪ User satisfaction with quality of materials (from completed feedback questionnaire) 	<ul style="list-style-type: none"> ▪ Annual increase from 2010 to 2012 ▪ ≥ 3 on a 5-point scale for 70% of the sample annually 	HoDs (Academic Depts.) and Head of ETC
7.a.v Subscribe to electronic databases	Subscription to electronic databases (DB)	Number of library items available from subscription to electronic DBs	Increase in number of library items from subscription to electronic databases from 2009 to 2012	Dean, and Head of ETC
7.a.vi seek partnership with other HEIs libraries and publishers to get access to a wide range of educational and learning materials	partnership with other educational institution libraries	Number of library items available from partnership with other educational institutions	Increase in number of library items from partnership with other educational institutions from 2009 to 2012	Dean, and Head of ETC
7.a.viii Require academic units to submit requests for learning resources as an annual standardized procedure	Submission of annual requests from HoDs	Number of requests received annually	One per academic department by November every year	Head of ETC and HoDs (Academic Depts.)

Domain: Academic Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.b: To enhance information and learning technology services

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.b.i Increase the capacity of ICTs and its infrastructure	<ul style="list-style-type: none"> ▪ Utilization and capacity of servers and networks ▪ Utilization rates of on-line and e-services 		<ul style="list-style-type: none"> ▪ Annual proportional increase ▪ Annual proportional increase 	Head of ETC
7.b.ii Enhance the College website	<ul style="list-style-type: none"> ▪ Updating website content and appearance ▪ Users (website visitors) satisfaction with website usefulness, appearance, and user-friendliness 	<ul style="list-style-type: none"> ▪ Number of page with new content and improved appearance ▪ Completed feedback questionnaires 	<ul style="list-style-type: none"> ▪ Comprehensive website update by April 2010 ▪ ≥ 3 on a 5-point scale for 70% of the sample for each construct annually 	Head of ETC
7.b.iii Introduce more open-source or academic licensing software in the College	<ul style="list-style-type: none"> ▪ Installation of open-source/academic licensing software ▪ Extent of software installation service to educational programs 	<ul style="list-style-type: none"> ▪ Number of open-source/academic licensing software introduced to HCT ▪ Users satisfaction with introduced software ▪ Number of specializations covered 	<ul style="list-style-type: none"> ▪ Increase in the number of such software by 2011 ▪ ≥ 3 on a 5-point scale for 70% of the sample annually ▪ 80% of specializations covered by 2012 subject to availability of resources 	Head of ETC
7.b.iv Develop e-learning content (and provide flexibility in teaching and content management to allow for such development)	Existence of e-learning content	Percentage of active courses with e-content on the e-learning portal	90% of courses provided by HCT have e-learning material available by 2012	HoDs (Academic Depts.) and Head of ETC
7.b.v Improve the security/integrity of the ICT	Improved integrity of the ICT	<ul style="list-style-type: none"> ▪ Existence of policies and procedures to ensure integrity of the ICT ▪ Implementation of technical measures to improve the integrity of the ICT 	<ul style="list-style-type: none"> ▪ Policies and procedures published in the QAM in April 2010 ▪ Additional technical measures to improve integrity of the ICT in the annual OP of ETC 	Head of ETC
7.b.vi Provide and improve training for staff on the use of educational technology	Provision of quality training for staff on the use of educational technology	<ul style="list-style-type: none"> ▪ Number of training workshops held ▪ Percentage of staff trained ▪ Users satisfaction with the quality of training (from questionnaires) 	<ul style="list-style-type: none"> ▪ ≥ 1 workshop every semester ▪ 70% of staff receive the needed training by 2011 ▪ ≥ 3 on a 5-point scale for 70% of the sample 	Head of ETC, HoDs (Academic Depts.), and ADAF

Domain: Academic Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.c: To improve academic advising services provided to students

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.c.i Provide advisor training (central and departmental)	Training provided to academic advisors	Number of training sessions/programs	One program per year for the College and at least one workshop per department	ADAA and HoDs (Academic Depts.)
7.c.ii Disseminate information to students (e.g. induction, forums and electronic means, etc.)	Student evaluation of information availability	Student satisfaction with the availability of needed information-statistics from completed feedback surveys	≥ 3 on a 5-point scale for 70% of the sample annually	HoDs (Academic Depts.) and QAEC
7.c.iii Improve advising environment	Student satisfaction with the advising environment	Student satisfaction with the advising environment-statistics from completed feedback surveys	≥ 3 on a 5-point scale for 70% of the sample annually	HoDs (Academic Depts.)
7.c.iv Provide customized advising to students with special needs (learning difficulties, students under academic probation, etc.)	<ul style="list-style-type: none"> ▪ Awareness of advising rules and peculiarities in relation to student needs ▪ Provision of customized advising ▪ Student satisfaction with customized advising 	<ul style="list-style-type: none"> ▪ Completion of HCT Academic Advising Handbook ▪ Number of beneficiaries ▪ Completed feedback surveys 	<ul style="list-style-type: none"> ▪ Version 2 published in Jan 2010 ▪ Annual proportional increase from 2010 to 2012 ▪ ≥ 3 rating on a 5-point scale by 70% of the sample annually 	ADAA and ADSA
7.c.v Develop advising policy and procedures	Availability of a College policy and procedures on advising	Existence of advising policy and relevant procedures	Published in QAM by April 2010	QAEC

Domain: Academic Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.d: To improve student learning support services

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.d.i Encourage students to utilize the electronic services	Utilization of electronic services by students	<ul style="list-style-type: none"> ▪ Number of active student email account ▪ Utilization rate of the e-learning portal 	<ul style="list-style-type: none"> ▪ Annual (proportional) increase every year ▪ Annual (proportional) increase every year 	HoDs (Academic Depts.) and ETC
7.d.ii Create College-wide learning skills training programs	<ul style="list-style-type: none"> ▪ Existence of a College program on learning skills ▪ Student evaluation of the usefulness of the program 	<ul style="list-style-type: none"> ▪ Program 2-year action plan ▪ Average response on the question: "how do you rate the usefulness of this program in your studies?" 	<ul style="list-style-type: none"> ▪ Ready by Jan 2010 ▪ ≥ 3 on a 5-point scale for 70% of the sample 	ADAA and ADSA
7.d.iii Establish policies on academic support services (tutorials, office hours)	<ul style="list-style-type: none"> ▪ Established policies on academic support services ▪ User awareness about policies on academic support services 	<ul style="list-style-type: none"> ▪ Approval of the policies by the CB ▪ Evaluation of users' awareness through questionnaires 	<ul style="list-style-type: none"> ▪ Policies approved and published in QAM by April 2010, dept procedures published in dept QA sub-manual ▪ 90% of staff and students aware of such policies by Sep 2012 	ADAA and QAEC
7.d.iv Increase the availability of learning resources (physical, HR, timing)	<ul style="list-style-type: none"> ▪ Increase in physical learning resources ▪ Increase in human resources in the areas of teaching and academic support services 		<ul style="list-style-type: none"> ▪ Annual increase ▪ Annual (proportional) increase 	ADAF
7.d.v Conduct needs analysis for learning support to assist prioritization and decision making	Availability of a needs analysis report		Study report published in Feb 2010	ADAA and Head of ETC
7.d.vi Prepare learning support staff for learning support tasks	Training provided to staff working in learning support	<ul style="list-style-type: none"> ▪ Number of training sessions ▪ Percentage of staff receiving training 	<ul style="list-style-type: none"> ▪ At least one session per semester and as needed ▪ 90% of staff in learning support covered by 2011 	ADAA, HoDs (Academic Depts.) and Head of ETC
7.d.vii Seek improvement in staffing in academic/academic support services to meet the needs of the student body	student: academic and academic support staff ratio		Reduction in student: academic and academic support staff ratio from 2010 to 2012	Dean, ADAA, ADAF

Domain: Academic Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.e: To improve teaching resources

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.e.i Develop a policy for utilization and maintenance of physical resources	Existence of College policy on utilization and maintenance of physical resources	<ul style="list-style-type: none"> ▪ CB approval of the policy ▪ Staff awareness of the policy 	<ul style="list-style-type: none"> ▪ Policy published in QAM in April 2010 ▪ 80% of staff aware of the policy by Jan 2011 	ADAF, HoDs, ETC, and QAEC
7.e.ii Conduct regular training of staff on use of teaching resources	Provision of training to staff on the use of teaching resources	Percentage of staff receiving training on the use of teaching resources	90% of teaching staff receive such training/induction by Jun 2011	Head of ETC and HoDs (Academic Depts.)
7.e.iii Improve the assignment of teaching/moderation responsibility to staff based on specialization (and experience in case no specialized staff is available)	<ul style="list-style-type: none"> ▪ Establishment of a College policy on assessment and moderation ▪ Staff evaluation of relevance of responsibilities to specialization & experience 	<ul style="list-style-type: none"> ▪ Approval of the policy by the CB ▪ Staff rating of the relevance of responsibilities (collected from completed feedback surveys) 	<ul style="list-style-type: none"> ▪ Policy published in the QAM by April 2010 ▪ ≥ 3 rating on a 5-point scale by 70% of the sample annually 	HoDs (Academic Depts.), ADAA and QAEC
7.e.iv Maintain and own content for all courses provided by HCT in hard and electronic format	Availability of course content for reference	Percentage of courses with paper and electronic content filed at the College	100% of courses have a course file (with e-copy) by 2011	HoDs (academic departments) and Head of ETC
7.e.v Improve technical support services provided to teachers in terms of timeliness and effectiveness (priority for teaching)	Teachers evaluation of technical support services	Teachers rating of effectiveness and timeliness of technical support services provided to them (collected from completed feedback questionnaires)	≥ 3 on a 5-point scale for 80% of the sample annually	Head of ETC
7.e.vi Provide requested software for teaching purposes (priority for teaching) <i>subject to availability of resources</i>	<ul style="list-style-type: none"> ▪ Availability of a request procedure ▪ Provision of software requested for teaching purposes 	<ul style="list-style-type: none"> ▪ Staff awareness of the request procedure ▪ Ratio of the number of served requests to number of received requests 	<ul style="list-style-type: none"> ▪ 90% of teachers are aware of the procedure by May 2010 ▪ > 50% of filed requests are served subject to availability of resources 	Head of ETC
7.e.vii Encourage staff to use the e-learning portal	Utilization of e-learning by College staff	Utilization rate of e-learning by staff	Annual increase from 2010 to 2012	HoDs (Academic Depts.), head of ELC, head of ETC
7.e.viii Control the use of printing and materials reproduction services by establishing policies and procedures	Existence of a policy and procedures for controlling the use of printing and materials reproduction services	<ul style="list-style-type: none"> ▪ Staff awareness of the relevant policy & procedures ▪ Feedback from internal audits 	<ul style="list-style-type: none"> ▪ 90% of sample aware of the policy by Jun 2010 ▪ Full compliance by 2011 	HoDs (Academic Depts.), head of ELC, and head of ETC

Domain: Students and Student Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.a: To improve students and student support services planning and management

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.a.i Improve the financial planning system to include student support services	Coverage of student support service in HCT financial plan	Amount of resources/funds planned and assigned to student support serviced	Annual (proportional) increase from 2009 to 2012	ADAF, and ADSA
7.a.ii Seek improvement in the SMS to provide accurate data for planning and managing student support services	Liaising with MoM through active participation in the SMS committee	<ul style="list-style-type: none"> ▪ Recommendations from HCT ▪ Number of meetings held annually 	<ul style="list-style-type: none"> ▪ 70% of recommendations go into action by 2011 ▪ At least two starting 2010 	ADSA, and ADAA
7.a.iii Utilize the student profile and relevant data in resources distribution	Distribution of resources according to needs of the student body	Statistics of resource distribution and initialization and student profile statistics	Proportional resource distribution by 2010 and onwards	ADs
7.a.iv Provide opportunities for students to become involved in student services planning and management	<ul style="list-style-type: none"> ▪ Establishment of a policy to ensure and given student involvement in student services planning and management ▪ Actual Involvement of students in decision making 	<ul style="list-style-type: none"> ▪ CB approval of a College policy on student involvement in student services planning and management ▪ Number of membership positions reserved for students in College committees and boards ▪ Number of decisions made involving students 	<ul style="list-style-type: none"> ▪ Policy approved and published in QAM by April 2010 ▪ Annual increase from 2009 to 2012 ▪ Annual increase from 2009 to 2012 	Dean, HoDs (Academic Depts.), ADSA, and QAEC

Objective 7.b: To create a growth-conducive environment for students in HCT

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.b.i Display Honors Lists in academic depts. every semester and a Dean's List every year	Recognition of achieving students by their departments and at the College level	Display of student academic achievement in academic departments and the College	An Honors List in each academic dept every semester and a Dean's List every academic year	Dean, ADAA, and HoDs (Academic Depts.)
7.b.ii Conduct large group meetings with students by the Deanship annually	Holding meetings for the students with the Dean and ADs	Number of meetings held	One meeting annually from 2010 to 2012	Dean and ADs

7.b.iii Improve the student grievance redressal system	Establishment of a College policy on student grievances	<ul style="list-style-type: none"> ▪ CB approval of the student grievances policy ▪ Number of appeals, complains raised by students 	<ul style="list-style-type: none"> ▪ Policy approved and published in QAM by April 2010 ▪ Annual reduction from 2010 to 2012 	ADSA
7.b.iv Support student societies in terms of logistics and organization	Student satisfaction with HCT support of their societies	Student rating of support provided HCT for their societies as collected from feedback questionnaires	≥ 3.5 on a 5-point scale for 70% of the sample annually	ADSA, and ADAF
7.b.v Provide adequate prayer spaces	Adequate prayer spaces provided at the College	<ul style="list-style-type: none"> ▪ Actual space dedicated to prayers ▪ Student satisfaction with prayer space provided 	<ul style="list-style-type: none"> ▪ Increase from 2009 to 2012 ▪ ≥ 3.5 on a 5-point scale for 70% of the sample annually 	
7.b.vi Seek improvement in catering and health and safety services	Student satisfaction with catering, and health and safety services	Student rating of the quality of catering, and health and safety services as collected from completed feedback questionnaires	≥ 3 on a 5-point scale for 80% of the sample annually	ADSA
7.b.vii Improve healthcare facilities	Improvement in healthcare services	<ul style="list-style-type: none"> ▪ No. of additional nurses recruited ▪ Number of working hours per day ▪ Student satisfaction with healthcare services 	<ul style="list-style-type: none"> ▪ ≥ 2 by 2011 ▪ Extended hours by 2011 ▪ ≥ 3 on a 5-point scale for 80% of the sample annually 	ADSA and ADAF
7.b.viii Provide counseling services for students	<ul style="list-style-type: none"> ▪ Availability of qualified counselors ▪ Student satisfaction with counseling services 	<ul style="list-style-type: none"> ▪ Number of counselors recruited ▪ Student rating of counseling services as collected from completed feedback questionnaires 	<ul style="list-style-type: none"> ▪ One qualified counselor recruited by 2011 ▪ ≥ 3 on a 5-point scale for 70% of the sample annually 	ADSA
7.b.ix Seek and incorporate student feedback on student satisfaction and climate	<ul style="list-style-type: none"> ▪ Student overall satisfaction with climate ▪ Student retention and progression 	<ul style="list-style-type: none"> ▪ Completed feedback questionnaires ▪ Annual student progress and retention rates 	<ul style="list-style-type: none"> ▪ ≥ 3 on a 5-point scale for 80% of the sample annually ▪ Improved annual student progress and retention rates 	ADSA

Domain: Students and Student Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.c: To promote positive student behavior

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.c.i Improve student induction and counseling services to place emphasis on the importance of well-being and values for successful College life	Existence of a comprehensive program to support student well being, values, and behavior	Program action plan	Approved and published in March 2010	ADSA
7.c.ii Incorporate and monitor values in all academic and extra-curricular activities	<ul style="list-style-type: none"> ▪ Implementation of HCT Pedagogical Framework ▪ Existence of a method to map values to specific activities 	<ul style="list-style-type: none"> ▪ Feedback solicited from stakeholders ▪ Related policies and program action plan 	<ul style="list-style-type: none"> ▪ Implementation of the core values in HCT Pedagogical Framework by 70% of the sample surveyed by May 2011 ▪ Approved by the CB and published in April 2010 	CB
7.c.iii Use intrusive advising with some students as needed	Student satisfaction with intrusive advising services	Student rating of intrusive advising services as collected from completed feedback questionnaires	≥ 3 on a 5-point scale for 70% of the sample annually	ADSA, HoDs (Academic Depts.)
7.c.iv Address observations in student behavior in College events and support programs through lectures and workshops	Emphasis given to student behavior	<ul style="list-style-type: none"> ▪ Number of related programs/ events ▪ Internal audit of the orientation program/student handbook ▪ Implementation of a “vigilance ” program 	<ul style="list-style-type: none"> ▪ Annual increase from 2010 to 2012 ▪ Student orientation program and student handbook contain a component on behavior ▪ Annual reduction in the number of misconduct cases 	ADSA, HoDs (Academic Depts.)
7.c.v Reward model student behavior	Recognition of model student behavior	Number of students recognized for model behavior	At least one in a College recognition event every year from 2010 to 2012	ADSA, HoDs (Academic Depts.)
7.c.vi Seek feedback from staff and students on student behavior and possible improvement actions	Improvement based on staff and student evaluation of student behavior	<ul style="list-style-type: none"> ▪ Satisfaction statistics collected from completed feedback questionnaires ▪ No. of recommendations implemented 	<ul style="list-style-type: none"> ▪ Annual improvement in satisfaction statistics ▪ 90% of recommendations implemented 	ADSA

Domain: Students and Student Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.d: To improve student financial services

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.d.i Play an advisory role in establishing suitable supporting policies to satisfy students' needs by provide a realistic estimate of student allowance needs to the Financial and Administrative Affairs Section at MoM	Communication of student allowance needs to MoM	Number of reports from HCT to MoM	One report before budget is allocated every year from 2010 to 2012	ADSA and ADAF
7.d.ii Seek additional financial support to students by proposing means such as controlled employment of students	Success in securing additional financial support to students	Approval of the College proposal for additional financial support by MoM	MoM approval of the proposal by 2012	Dean, ADSA, and ADAF

Objective 7.e: To improve catering and transportation services

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.e.i Monitor the quality and value of catering services	Evaluation of catering services	<ul style="list-style-type: none"> ▪ Internal audit of catering services ▪ student satisfaction with catering services as collected from completed feedback questionnaires 	<ul style="list-style-type: none"> ▪ 90% of recommendations implement by the next internal audit ▪ ≥ 3 on a 5-point scale for 70% of the sample annually 	ADAF and ADSA
7.e.ii Improve the selection criteria of catering contractors	Availability of improved criteria for the selection of catering contractors	Approval of new criteria for implementation	New criteria approved by February 2010	ADAF and ADSA
7.e.iii Seek improvement in the transportation resources to meet the demands of the large student body	Improvement in transportation services provided to students	Student feedback on transportation services	70% of the sample reports improvement in transportations services from 2009 to 2011	ADAF and ADSA
7.e.iv Seek and incorporate student feedback on catering and financial services	Student evaluation of catering and financial services	Completed feedback questionnaires	≥ 3 on a 5-point scale for 70% of the sample annually	ADAF and ADSA

Domain: Students and Student Support Services

Goal 7: We will provide excellent student services that support learning in technological education

Objective 7.f: To enhance social and recreational services and facilities

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
7.f.i Seek and incorporate student feedback on social and recreational services and facilities	Review of social and recreational services and facilities for students	Student evaluation of social and recreational services collected from completed feedback questionnaires	≥ 3 on a 5-point scale for 70% of the sample annually	ADSA
7.f.ii Create social networks with common interests and group activities	Existence of social networks/groups within HCT	<ul style="list-style-type: none"> ▪ Number of groups/networks created ▪ Number of students and staff involved in the groups ▪ Number of activities 	<ul style="list-style-type: none"> ▪ Maintained number of groups (& improved outcomes) ▪ Annual increase from 2010 to 2012 ▪ Annual increase from 2010 to 2012 	ADSA
7.f.iii Conduct an annual Open Day with social activities involving students	Evaluation of the social activities in the College Open Day event	Staff and students satisfaction with the social activities in the Open Day collected from feedback questionnaires	≥ 3.5 on a 5-point scale for 70% of the sample annually	ADSA and ADAF
7.f.iv Acquire funds from the private sector to support social and recreational activities in the College	Securing funds from the private sector for social and recreational services at HCT	Amount secured for student social and recreational activities	Annually improvement (increase) as compared to baseline number in 2009	ADSA and ADAF

Domain: Staff and Staff Support Services

Goal 3: We will develop staff; offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking

Objective 3.a: To achieve systematic and effective human resources planning and management

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.a.i Establish an HR Steering Committee comprising members from top management to help improve and monitor the College HR system	HR Steering Committee established	Committee constitution and terms of reference	Decree issued by Jan 2010	Dean and ADFA
3.a.ii Address the need for sufficiently qualified personnel in the HR department	<ul style="list-style-type: none"> ▪ Recruitment of qualified staff in the HR department ▪ Training of existing staff 	<ul style="list-style-type: none"> ▪ Number of additional qualified staff recruited in the HR department ▪ Number of training sessions/ programs attended by HR staff 	<ul style="list-style-type: none"> ▪ ≥ 2 by 2011 ▪ At least one training program annually 	ADAF
3.a.iii Establish a clear recruitment calendar for HR related activities	Established calendar for HR related activities	Approval of the calendar	Calendar approved and issues by March 2010	ADAF and ADAA
3.a.iv Establish a College policy and clear procedures for severance including appeals and exit interviews	<ul style="list-style-type: none"> ▪ Existence of a College policy and procedures on severance ▪ Implementation of the College policy 	<ul style="list-style-type: none"> ▪ Approval of the policy by the CB ▪ Internal audit reports 	<ul style="list-style-type: none"> ▪ Policy approved and published in QAM by April 2010 ▪ Full compliance affirmed in the 2011 audit report 	ADAF, HoDs, and QAEC
3.a.v Retain and seek the recruitment of staff as per the College needs	Staff application and retention rates	<ul style="list-style-type: none"> ▪ Number of vacant positions not receiving application or nomination for recruitment ▪ Number of voluntary departures by staff 	<ul style="list-style-type: none"> ▪ Annual decrease in proportion of vacant positions with no applications/nominations ▪ Annual decrease 	ADAF and HoDs

Domain: Staff and Staff Support Services

Goal 3: We will develop staff; offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking

Objective 3.b: To address trends in staff profile in relation to College needs and Government policies

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.b.i Identify potential Omani faculty given the decline in their proportion	Retaining of Omani staff and job applications from Omani candidates	<ul style="list-style-type: none"> ▪ Proportion of Omani faculty ▪ Number of positions subject to recruitment process ending in appointment of a Omani ▪ Number of resignations by Omani staff 	<ul style="list-style-type: none"> ▪ Increase from 2010 to 2012 ▪ Annual increase from 2010 to 2012 ▪ Annual decrease in total departures by staff with less than 3 consecutive years of employment 	Dean, ADAF, and HoDs
3.b.ii Improve the caliber of support staff through proper evaluation and training	Proper evaluation and training of support staff	<ul style="list-style-type: none"> ▪ Number of training sessions provided to support staff ▪ Evaluation of support staff performance 	<ul style="list-style-type: none"> ▪ One upon induction and another for each year of service at HCT (and) as needed ▪ Annual improvement in average performance evaluation 	ADAF and HoDs

Objective 3.c: To implement proper selection processes for recruitment

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.c.i Improve standards for screening applications	Existence of standards for screening applications	Internal audit	Compliance with standards by all units concerned	Dean
3.c.ii Establish clear job descriptions and requirements from candidates	Job description available for each designation	Number of job descriptions available	Comprehensive job description list available by June 2010	HR Committee and HoDs

Domain: Staff and Staff Support Services

Goal 3: We will develop staff; offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking

Objective 3.d: To establish a College induction program

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.d.i Design and implement comprehensive induction program for new staff with proper emphasis to the different categories of employees	New induction program for HCT staff	<ul style="list-style-type: none"> ▪ Implementation of the approved new induction program and staff manual/handbook ▪ Staff satisfaction with the induction program ▪ Number of staff receiving induction 	<ul style="list-style-type: none"> ▪ New program launched and implemented starting April 2010 ▪ ≥ 3.5 on a 5-point scale for 70% of the sample annually ▪ 90% of staff joining after April 2010 receive induction (sample statistics drawn in 2012) 	ADAF, HR Committee, and HoDs
3.d.ii Formulate a policy for the strict compliance with the staff induction policy and procedures	Existence of a compliance policy	<ul style="list-style-type: none"> ▪ CB approval of the policy ▪ Internal audit 	<ul style="list-style-type: none"> ▪ Policy published in QAM by April 2010 ▪ Full compliance starting 2011 	QAEC and ADAF

Objective 3.e: To foster staff professional development

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.e.i Encourage staff active membership in professional bodies and their participation in professional and scholarly events	Staff membership in professional bodies	Percentage of staff with membership in professional bodies	Increase from 2010 to 2012	HoDs
3.e.ii Provide support to staff participating in professional development programs as appropriate	Existence of procedures to support staff participating in professional development programs	Number of staff receiving support to total number of requests	Proportional increase from 2010 to 2012	HoDs
3.e.iii Review staff individual plans to ensure proper professional development	Professional development planning for individual staff members	<ul style="list-style-type: none"> ▪ Percentage of staff with individual plans including professional development ▪ Number of staff involved in professional development programs 	<ul style="list-style-type: none"> ▪ Annual increase form 2010 to 2012 ▪ Annual increase from 2010 to 2012 	HoDs

Domain: Staff and Staff Support Services

Goal 3: We will develop staff; offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking

Objective 3.f: To encourage a scholarly culture in the College

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.f.i Establish a research policy that articulates the situation of research activity in the College and related regulations	<ul style="list-style-type: none"> ▪ Research policy established ▪ Awareness about the College research policy 	<ul style="list-style-type: none"> ▪ Existence of a research policy in the QAM ▪ Users feedback on the awareness of the College research policy 	<ul style="list-style-type: none"> ▪ Research policy published in QAM by April 2010 ▪ > 90% of academic staff aware about the College research policy 	<ul style="list-style-type: none"> ▪ QAEC and CB ▪ QAEC and HoDs
3.f.ii Recognize staff involved in scholarly activities (e.g., scholar of the year)	Recognition scheme for staff involved in scholarly activities established	<ul style="list-style-type: none"> ▪ Number of staff recognized for involvement in scholarly activities ▪ Availability of criteria for such recognition 	<ul style="list-style-type: none"> ▪ One staff receives the annual award in case criteria are met starting from September 2010 ▪ Criteria published by June 2010 	<ul style="list-style-type: none"> ▪ Dean ▪ QAEC
3.f.iii Create an awareness program on scholarly and research activities	Program on scholarly and research activates awareness and skills established	Program action plan	Action plan ready by April 2010	for-task team

Objective 3.g: To establish a comprehensive system for staff performance planning and review

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.g.i Improve the questionnaires used in performance evaluation to focus on the needs of the College and those of individuals within it	Use of improved questionnaires in performance evaluation	Performance evaluation records based on the new questionnaires	> 90% of performance evaluation records are based on the improved questionnaires by June 2010	HoDs, QAEC, and ETC
3.g.ii Establish performance targets for staff (MBO)	Performance targets set for staff based on College plans	Percentage of staff with performance targets set in their professional development plans	> 60% of staff with performance targets set by 2011	HoDs

Domain: Staff and Staff Support Services

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Objective 3.h: To employ means of recognition, promotion, and other incentives

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.h.i Create a recognition system the extends to all categories of employees within the College	Existence of a recognition and reward system (and criteria) to include achievement in various domains	<ul style="list-style-type: none"> ▪ Number of recognition events ▪ Number of staff recognized annually 	<ul style="list-style-type: none"> ▪ One major event annually to recognize staff achievement in <i>various</i> domains ▪ At least one in each category 	Dean and QAEC
3.h.ii Consider staff contributions to HCT through criteria, such as job performance, co-curricular contributions, research, and other relevant components in performance evaluation	Review of criteria used in performance evaluation	CB approval of a set of criteria for performance evaluation	Appraisal policy and new criteria published in March 2010	CB
3.h.iii Exploit the power of non-financial incentives such as recognition and appreciation	Recognition of staff with achievement/contribution	Number of staff recognized for achievement/contribution	At least two in each department every year	HoDs
3.h.iv Link appraisal with professional development	Performance evaluation based on professional development	<ul style="list-style-type: none"> ▪ Criteria for performance evaluation ▪ Number of appraisal reports including professional development 	<ul style="list-style-type: none"> ▪ Professional development included in the criteria for appraisal in the revised set of Mar 2010 ▪ Annual increase from 2010 to 2012 	HoDs

Domain: Staff and Staff Support Services

Goal 3: We will develop staff; offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking

Objective 3.i: To improve staff organizational climate and retention

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.i.i Encourage and support social events organized by staff by attendance and participation of top management	Frequency of social events organized by staff with participation of top management	<ul style="list-style-type: none"> ▪ Number of events held at the College level ▪ Staff and top management attendance 	<ul style="list-style-type: none"> ▪ Two major events every year ▪ Annual increase from 2010 to 2012 	Cultural and Social Activities Committee
3.i.ii Extend the HR-Committee to include staff support	Including staff support in the responsibilities of the College HR Committee	Revised constitution and terms of reference	Amendment issued by Jan 2010	Dean and ADAF
3.i.iii Create a culture of understanding between administrative staff and academic staff	Involvement of academic and administrative staff in a joint committee	<ul style="list-style-type: none"> ▪ Number of events held jointly between administrative and academic staff ▪ Meetings of the Academic-Administrative affairs committee 	<ul style="list-style-type: none"> ▪ Two workshops or training sessions annually ▪ At least two meetings every semester 	Dean, ADAA, ADAF, and Academic-Administrative affairs committee
3.i.iv Conduct focused surveys to gauge staff satisfaction with the work atmosphere	Staff evaluation of work atmosphere	Statistics of staff responses on their satisfaction with the work atmosphere as collected from completed feedback questionnaires	≥ 3 on a 5-point scale for 80% of the sample annually	ADAF and HR Committee

Objective 3.j: To support the implement of the Omanization policy

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
3.j.i Actively target the prospective Omani candidates in their places of study	Recruitment based on these events	Number of Omani candidates applying to join HCT upon graduation	Annual increase from 2009 to 2012	CB
3.j.ii Involve qualified Omanis from the industry as part-time lecturers, consultants, and representatives of industry in various boards and committees as appropriate	Identification of qualified Omanis to serve as part-time lecturers, consultants, or committee/board members	Number of qualified Omanis recruited as part-time lecturers and consultant or involved in HCT various committees and boards	Annual increase from 2009 to 2012	CB
3.j.iii Identify and support qualified & promising Omanis for playing active roles in HCT	Involvement of promising Omanis in active roles	Number of Omanis assigned in active roles	Annual (proportional) increase from 2009 to 2012	CB

Domain 8: General Support Services and Facilities

Goal 8: We will ensure that College facilities are well managed and effectively used and developed innovatively

Objective 8.a: To ensure that College facilities are managed well

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
8.a.i Put in place effective policies and procedures for maintenance, replacement and upgrading of facilities	<ul style="list-style-type: none"> ▪ Existence of policies and procedures for maintenance, replacement and upgrading of facilities ▪ Implementation of the policies above 	<ul style="list-style-type: none"> ▪ Review of QAM content on maintenance, replacement and upgrading of facilities in the QAM ▪ Number of recommendation in relevant audit reports 	<ul style="list-style-type: none"> ▪ policies and procedures for maintenance, replacement and upgrading of facilities published in the QAM in April 2010 ▪ Annual reduction in number of recommendations from 2010 to 2012 	ADAF, HoDs, and QAEC
8.a.ii Establish an integrated administrative system for managing all College facilities and projects	Established integrated system for managing all HCT facilities and projects	Review of system design	System established by 2012	ADAF
8.a.iii Ensure that all workshops and labs are assessed annually for adequacy of space, numbers of machinery, and need for upgrading	<ul style="list-style-type: none"> ▪ Evaluation of the workshops and labs by users ▪ Regular audits to check the condition of resources 	<ul style="list-style-type: none"> ▪ Completed feedback survey from end-users. ▪ Percentage of implemented recommendation from the audit reports 	<ul style="list-style-type: none"> ▪ ≥ 3 on a 5-point scale by 70% of the sample ▪ 90% of the recommendations are implemented annually 	ADAF and HoDs
8.a.iv Provide short training courses for heads of units on planning for providing better input for planning of the general services	Existence of a training program	<ul style="list-style-type: none"> ▪ Program action plan ▪ Participants evaluation of the quality of training as collected from completed feedback surveys from 	<ul style="list-style-type: none"> ▪ Ready by January 2009 ▪ ≥ 3 on a 5-point scale by 70% of the sample as a rating of training quality and usefulness 	QASC, QAEC, and ADFA
8.a.v Actively seek student and staff feedback on the College facilities and equipment	Student and staff evaluation of College facilities and equipment	Completed feedback questionnaires	≥ 3 on a 5-point scale by 70% of the sample on overall satisfaction with College facilities and equipment	ADAF
8.a.vi Seek to recruit additional staff to support the Administrative Affairs Section	Recruitment process activities (e.g., requests, interviews)	Number of new staff recruited	≥ 5 staff members recruited by 2012	ADAF
8.a.vii Make use of existing facilities and resources to generate revenue in kind as appropriate	Amount of self-generated revenue by utilization of College facilities		Annual Increase in self-generated revenue in kind from 2010 to 2012	ADAF

Domain 8: General Support Services and Facilities

Goal 8: We will ensure that College facilities are well-managed, effectively used, and developed innovatively

Objective 8.b: To ensure that College facilities are properly utilized/used

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
8.b.i Ensure that the College facilities, equipment and work practices comply with Omani law and with the College Health and Safety Policy	<ul style="list-style-type: none"> ▪ Availability of SOPs consistent with Omani law and with the College Health and Safety Policy ▪ Results of audits 	<ul style="list-style-type: none"> ▪ Review of related SOPs in QAM ▪ Number of corrective actions recommended in audit reports 	<ul style="list-style-type: none"> ▪ Approved procedures published in QAM by April 2010 ▪ Compliance with Omani law and with the College Health and Safety Policy by 2011 	<ul style="list-style-type: none"> ▪ QAEC ▪ ADAF, HoUs, HSSEC, and QAEC
8.b.ii Conduct regular audits of classrooms, workshops, lecture theatres and library to check the need for replacement or repair of furniture or maintenance work	<ul style="list-style-type: none"> ▪ Evaluation of the condition of workshops and labs by end users ▪ Regular audits to check the condition of resources 	<ul style="list-style-type: none"> ▪ Completed feedback survey from end-users. ▪ Number of actions taken based on the audit reports. 	<ul style="list-style-type: none"> ▪ ≥ 3 on a 5-point scale by 70% of the sample ▪ 90% of the recommendations are implemented 	<ul style="list-style-type: none"> ▪ ADAF and HoUs ▪ HoUs and QAEC
8.b.iii Ensure that technical equipment is well maintained and securely stored	Regular audits to check the condition and storage of technical equipment	Number of actions taken based on the audit reports.	≥ 90% of the recommendations are implemented annually from.	Unit technician/resource coordinator

Objective 8.c: To improve the utilization of communication services in the College

Strategies	Indicator	Measure	Target and Timeframe	Responsibility
8.c.i Create awareness among staff and students on the College communication services	Staff and student awareness of the College communication services	Completed survey on awareness of on the College communication services	80% of staff and students sampled for the awareness survey are aware of the College communication services by June 2010	ETC and QAEC
8.c.ii Utilize the modern technologies installed and available in the College	Use of electronic systems for communication	Utilization rate of electronic systems	Annual increase from 2010 to 2012 (proportional to number of users)	ETC