



Higher College of Technology

STRATEGIC PLAN

September 2013 - August 2018

Vision:

We will be a leading technological institution, providing high quality teaching and learning to prepare and empower the Omani professionals of the future so that they can contribute to national socio-economic development.

Mission:

To deliver high quality student-centered education that produces competitive graduates who enter the labor market with confidence, strong technological and personal skills, and are prepared for a life of contribution and success.

Principles/Values:**We value:**

Professionalism: Hard work, commitment, accountability and transparency.

Integrity: Honesty and fairness.

Flexibility: A willingness to learn, develop new skills, and take on new responsibilities.

Teamwork and tolerance: Transparency, diversity, acceptance, openness to constructive criticism and ethical behaviour.

Creativity and innovation: Imagination and originality.

Communication: Commitment to the effective exchange of information.

Graduate Attributes:

Graduates of the Colleges of Technology:

Attribute 1: Are well disciplined and committed to hard work and a high standard of productivity.

Attribute 2: Are able to apply the knowledge and skills to a diverse and competitive work environment.

Attribute 3: Are able to think critically, analyze and solve problems.

Attribute 4: Have a high degree of competence in using information and communication technology.

Attribute 5: Are professionally competent and up-to-date in their field of specialization in a changing global environment.

Attribute 6: Can gather and process knowledge from a variety of sources, and communicate effectively in written and spoken English.

Attribute 7: Can effectively demonstrate and apply good interpersonal skills in team work and leadership roles.

Attribute 8: Are committed to self development through lifelong learning.

Attribute 9: Are socially responsible citizens aware of contemporary issues in contributing to national development.

Attribute 10: Are able to demonstrate and apply their entrepreneurial skills.

Goals:

1. We will provide excellent governance and administration with transparency and adherence to ethical principles
2. We will offer students high quality teaching, learning and training opportunities through continuous market analysis and curriculum review process and using recent technology
3. We will offer quality programs that promote entrepreneurial skills and respond to the changing market needs and developments in technology
4. We will ensure that graduates develop into responsible citizens by enriching their values and attributes to positively affect the socio economic development
5. We will develop staff by offering opportunities for professional and personal development, rewarding hard work and innovative thinking
6. We will encourage opportunities for applied research and consultancy
7. We will foster mutually beneficial constructive partnerships with various public and private sector organizations, professional bodies and local and international communities that benefit the community at large
8. We will provide facilities and learning resources that are effectively utilized and well managed to ensure efficient student and staff services

List of Acronyms:

- The following is a table 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
CC	College Council (= College Academic Board + Representatives from Industry)
ELC	English Language Center
ETC	Educational Technology Center
HSS	Health, Safety and Security
HEI	Higher Education Institution
HoC	Head of Centre
HoD	Head of Department
HR	Human Resources
ICT	Information and Communication Technology
OJT	On-Job Training
OP	Operational Plan
PMC	Policy Management Committee
PRM	Public Relations and Marketing
QA	Quality Assurance
QAM	Quality Assurance Manual
QAU	Quality Assurance Unit
RMO	Risk Management Officer
Stakeholders	Students/Staff/Community/Industry/Alumni

Goal 1: We will provide excellent governance and administration with transparency and adherence to ethical principles

Sub-Goals	Strategies	Key Performance Indicators			
		Indicator	Measure	Target	Timeframe & Responsibility
1.1 To achieve efficient operation of the management of the College and its units	1.1.1 Develop and implement a mechanism for evaluating the effectiveness of the governance and management system of the College	1.1.a Comprehensive evaluation of the performance of the management of assistant deans' offices, departments, and centers.	Staff and students' evaluation of the effective performance of the management of academic departments and ELC Staff evaluation of the effective performance of the management of assistant deans' offices and ETC	≥ 3.5 on a 5-point scale	Annually-ADAA, ADAF, ADSA , HoCs, HoDs Academic Departments, HoQAU
		1.1.b Annual audit reports of the performance of the CC	Frequency of meetings	At least once a month	Annually-Dean
			Percentage of decisions fully implemented	At least 80%	Annually-Dean
		1.1.c Self-Evaluation of CC by CC members, including members from the industry	Satisfaction level	≥ 3.5 on a 5-point scale	Annually-Dean, CC Members, CC Secretary

			Availability of the policy	Published in QAM by November 2014	By November 2014 - PMC
	1.1.2 Establish and implement clear and effective Communication Policy and procedures.	1.1.d Availability, awareness of, and compliance with the Communication Policy	Staff and student awareness of the policy	100% of staff and students sampled in the audits are aware of the policy	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, Departmental QA Coordinators
			Compliance with the policy	100% Compliance with the recommendations related to this policy in the audit reports	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, Departmental QA Coordinators
1.2 To establish clear and sustainable planning and management systems ensuring adherence to ethical principles	1.2.1 Develop, implement, and periodically review policies that are anchored on the College bylaws and / or based on the identified needs and decisions of MoM in general and the College in particular	1.2.a Availability, awareness of, and compliance with the Policy Management System	The percentage of policies/ procedures/guidelines developed from the target number of policies/ procedures/guidelines identified by the unit/college for the duration of the academic year	100% of the policies/ procedures/guidelines required are developed	Annually- Dean, HoCs, HoDs, QAU, PMC, Departmental QA Coordinators

			Staff and student awareness of the system	100% of staff and students sampled in the audit are aware of the PMS	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, Departmental QA Coordinators
			Compliance with the system	100% Compliance with the recommendations related to the Policy Management System in the audit reports	Annually-ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, Departmental QA Coordinators
	1.2.2 To achieve an effective risk management system	1.2.b Availability of a contingency plan at the unit and college level	Availability of a contingency plan	Contingency plan developed by December 2014	By December 2014-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Risk Management Committee, College RMO, Departmental Risk Management Committees, Departmental QA

					Coordinators
			Staff awareness of the policy and plan	100% of staff sampled in the audits are aware of the policy and plan	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Risk Management Committee, College RMO, Departmental Risk Management Committees, Departmental QA Coordinators
			Compliance with the policy and plan	100% Compliance with the recommendations related to this policy and plan in the audit reports	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Risk Management Committee, College RMO, Departmental Risk Management Committees, Departmental QA Coordinators

	1.2.3 To ensure a transparent and efficient financial management system	1.2.c Compliance with the financial management system	Audit reports	100% Compliance with the recommendations related to this system in the audit reports	Annually-ADAF
	1.2.4 To ensure effective implementation of health, safety and security measures in the College	1.2.d Availability, awareness of, and implementation of the HSS policy and measures	Awareness of the HSS policy and measures	100% of staff and students sampled in the audits are aware of the HSS policy and measures	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, College HSS Committee, Departmental HSS Committees
			Implementation of the HSS policy and measures	100% Compliance with the recommendations related to the policy and measures in the audit reports	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, College HSS Committee, Departmental HSS Committees
	1.2.5 Develop and implement a College-wide Student Affairs Policy	1.2.e Availability, awareness of, and compliance with the Student Affairs policy	Availability of the policy	Published in QAM by October 2014	By October 2014-PMC
			Students' and staff awareness of the policy	100% of students and staff sampled in the audits are aware of the Student Affairs Policy	Annually-ADAA, ADSA, HoDs, HoCs, QAU, PMC

			Compliance with the policy	100% compliance with the recommendations related to this policy in the audit reports	Annually- ADAA, ADSA, HoDs, HoCs, QAU, PMC, Departmental QA Coordinators
	1.2.6 Require an annual self-assessment report covering all areas of College activity	1.2.f Existence of an annual Self-Assessment Report (SAR)	Improvements identified and addressed	≥80% of identified improvements are addressed in the subsequent OP of the Unit	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, Heads of College Committees
1.3 To achieve an effective human resources management system	1.3.1. Develop and implement a College-wide Staff Affairs Policy	1.3.a Availability, awareness of, and compliance with the Staff Affairs policy.	Availability of the policy	Published in QAM by October 2014	By October 2014- PMC
			Staff awareness of the policy	100% of the staff sampled are aware of the Staff Affairs Policy	Annually- Dean, ADAA, ADFA, ADSA, HoCs, HoDs, QAU, College Human Resources Committee, PMC, Departmental Human Resources Committee
			Compliance with the policy	100% compliance with the recommendations related to this policy in the audit reports	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College Human

					Resources Committee, PMC, Departmental Human Resources Committee
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Goal 2: We will offer all students high quality teaching, learning and training opportunities through continuous market analysis and curriculum review process and using recent technology

Sub-Goals	Strategies	Key Performance Indicators			
		Indicator	Measure	Target	Timeframe & Responsibility
2.1 To enhance the quality of teaching and learning	2.1.1 Promote the use of student-centered approaches in teaching, learning and training, including the use of appropriate technology	2.1.a Use of student-centered methods in teaching, learning and training activities	Percentage of lecturers receiving the required rating on the relevant scale in the In-Class Evaluation by Management instrument developed by the College	≥ 80% of lecturers should receive ≥3.5 out of 5 on the relevant scale	Annually-ADAA, HoC ELC, HoDs Academic Departments, Departmental HR Committees
			Percentage of lecturers receiving the required rating on the relevant scale in the Student Feedback on Teaching instrument developed by the College	≥ 80% of lecturers should receive ≥3.5 out of 5 on the relevant scale	Annually-ADAA, HoC ELC, HoDs Academic Departments, Departmental HR Committees
		2.1.b Utilization of the e-learning portal	Number of active courses on the e-learning portal	100% of courses uploaded on the e-learning portal	Annually-ADAA, HoCs, HoDs Academic Departments, Departmental e-Learning Coordinators

			Number of active teachers	≥95% of the teachers are actively using the e-learning portal	Annually-ADAA, HoCs, HoDs Academic Departments, Departmental E-learning Coordinators
			Number of active students	≥95% of the students are actively using the e-learning portal	Annually-ADAA, HoCs, HoDs Academic Departments, Departmental E-learning Coordinators
	2.1.2 Monitor and improve teaching quality through appropriate means (e.g., class observation, student feedback)	2.1.c Management and students' evaluation of the quality of teaching	Management Evaluation of teaching quality	≥3.5 on a 5-point scale	Annually-ADAA, HoC ELC, HoDs Academic Departments, College HR Committee, Departmental HR Committees, Departmental QA Coordinators
			Student Evaluation of teaching quality	≥3.5 on a 5-point scale	Annually-ADAA, HoC ELC, HoDs Academic Departments,

					College HR Committee, Departmental HR Committees, Departmental QA Coordinators
2.2 To periodically evaluate and improve our programs and courses	2.2.1 Seek partnership with national/ international organizations for peer review and benchmarking	2.2.a Existence of established partnerships with reputed HEIs/organizations	Number of programs benchmarked	At least 20% of programs benchmarked each year	Annually-ADAA, HoC ELC, HoDs Academic Departments
	2.2.2 Seek student and teacher feedback on programs and courses	2.2.b Student and staff evaluation of programs and courses	Student and staff evaluation of programs	≥3.5 on a 5-point scale	Annually-ADAA, HoC ELC, HoDs Academic Departments, Departmental QA Coordinators
			Student and staff evaluation of courses	≥3.5 on a 5-point scale	Annually-ADAA, HoC ELC, HoDs Academic Departments, Departmental QA Coordinators
		2.2.c Annual program and course review reports generated	Annual program and course review reports sent to Specialization	20% of the programs	Annually-ADAA, ADSA (Graduate Follow-up)

			Committees	<p>reviewed every year</p> <hr/> <p>40% of the courses reviewed every year</p>	<p>Department and OJT Department), HoC ELC, HoDs Academic Departments, Departmental Curriculum Review and Development Committees, Departmental QA Coordinators</p>
<p>2.3 To enhance the practical training offered to students</p>	<p>2.3.1 Review the practical aspects of the curricula involving experts from the industry</p>	<p>2.3.a Review reports generated</p>	<p>Training review reports sent to the Specialization Committees</p>	<p>At least one review report sent to the Specialization Committee every year</p>	<p>Annually- ADAA, ADSA (OJT Department), HoDs Academic Departments, Departmental Curriculum Review and Development Committees, Departmental OJT Coordinators, Departmental Industrial Link Committees</p>

			Availability of the review system	By October 2014	By October 2014- ADSA (College OJT Department)
	2.3.2 Review and improve the current OJT provision and its effectiveness	2.3.b Availability, awareness of, and implementation of an OJT review system	Staff awareness of the system	100% of the staff sampled in the audits are aware of the system	Annually- ADAA, ADSA (OJT Department), HoDs Academic Departments, Departmental OJT Coordinators, Departmental Industrial Link Committees
			Compliance with the system	100% compliance with the recommendations related to this system in the audit reports	Annually- ADAA, ADSA (OJT Department), HoDs Academic Departments, Departmental OJT Coordinators, Departmental Industrial Link Committees

<p>2.4 To collect and analyze data about students' performance to assess and improve the planning, provision and quality of teaching-learning and students academic support services</p>	<p>2.4.1 To collect and analyze data about students' progression, retention and on-time graduation to assess and improve the planning, provision and quality of teaching-learning and student academic support services.</p>	<p>2.4.a Students' progression</p>	<p>The percentage of students who progress to a higher level from the students who complete a level</p>	<p>≥70%</p>	<p>Annually-ADAA, ADSA, HoC ELC, HoDs Academic Departments, College Registrar, Departmental Registrars</p>
		<p>2.4.b Students' retention</p>	<p>The percentage of students who return to continue their studies in the college every year</p>	<p>≥ 90%</p>	<p>Annually-ADAA, ADSA, HoC ELC, HoDs Academic Departments, College Registrar, Departmental Registrars</p>
		<p>2.4.c On-time graduation</p>	<p>The percentage of students who graduate from the college after completing their programs within the stipulated program duration</p>	<p>≥ 70%</p>	<p>Annually-ADAA, ADSA, HoC ELC, HoDs Academic Departments, College Registrar, Departmental Registrars</p>

Goal 3: We will offer quality programs that promote entrepreneurial skills and respond to the changing market needs and developments in technology.

Sub-Goals	Strategies	Key Performance Indicators			
		Indicator	Measure	Target	Timeframe & Responsibility
3.1 To promote entrepreneurial culture among students	3.1.1 Raise students' awareness of, and interest in acquiring entrepreneurial skills	3.1.a The availability, awareness of, and implementation of a College support system for student entrepreneurs	Availability of the support system	By October 2014	By October 2014- HoD Business Department
			Staff and students' awareness of the system	100% of the staff and students sampled in the audits are aware of the system	Annually- HoD Business Department
			Implementation of Student Entrepreneur Support System as evident from the audit reports	100% compliance with the recommendations related to this system in the audit reports	Annually- HoD Business Department
			Number of HCT students benefiting from the services of the Student Entrepreneur Support System	≥5% of the students	Annually- HoD Business Department
			Student beneficiaries' satisfaction with the Student Entrepreneur Support System	≥ 3.5 on a 5-point scale	Annually- HoD Business Department
	3.1.2 Involve external Companies/entrepreneurs	3.1.b Involvement of external companies/	Number of activities involving	At least 2 events/activities	Annually- ADAA, HoC

	in entrepreneurial activities/training	entrepreneurs in College activities for promoting entrepreneurship	companies / entrepreneurs from the private sector in promoting entrepreneurial culture	conducted involving distinguished companies / entrepreneurs per department	ELC, HoD Business Department, HoDs Academic Departments, Business Center
	3.1.3 Ensure effective functioning of the Business Center	3.1.c HCT students becoming entrepreneurs through college support system	Number of HCT students becoming entrepreneurs	At least 7 entrepreneurs a year	Annually- HoD Business Department
3.2 To continuously analyze the market needs, trends and developments in technology for program and course improvement	3.2.1 Develop and implement a system to collect and analyze data from employers and graduates on the quality and relevance of programs and courses	3.2.a Availability, awareness of, and implementation of the system	Availability of the system	System published in QAM by November 2014	By November 2014- ADAA, ADSA (Graduate Follow-Up Department & OJT Department), PMC
			Staff awareness of the system	100% of staff sampled in the audits are aware of the system	Annually- ADAA, HoDs Academic Departments, QAU, Departmental Curriculum Review & Development Committees, Departmental QA Coordinators

			Compliance with the system	100% compliance with the recommendations related to this system in the audit reports	Annually-ADAA, ADSA (Graduate Follow-Up Department & OJT Department), HoDs Academic Departments, QAU, Departmental Curriculum Review & Development Committees, Departmental QA Coordinators
			Graduate evaluation of programs	≥ 3.5 on a 5-point scale	Annually-ADAA, ADSA (Graduate Follow-Up Department & OJT Department), HoDs Academic Departments, Departmental Curriculum Review & Development Committees,

				Departmental QA Coordinators
			Graduate evaluation of courses	<p>≥ 3.5 on a 5-point scale</p> <p>Annually- ADAA, ADSA (Graduate Follow-Up Department & OJT Department), HoDs Academic Departments, Departmental Curriculum Review & Development Committees, Departmental QA Coordinators</p>
			Industry evaluation of programs	<p>≥ 3.5 on a 5-point scale</p> <p>Annually- ADAA, ADSA (Graduate Follow-Up Department & OJT Department), HoDs Academic Departments, Departmental Curriculum</p>

					Review & Development Committees, Departmental QA Coordinators
			Industry evaluation of courses	≥ 3.5 on a 5-point scale	Annually-ADAA, ADSA (Graduate Follow-Up Department & OJT Department), HoDs Academic Departments, Departmental Curriculum Review & Development Committees, Departmental QA Coordinators

Goal 4: We will ensure that our graduates develop into responsible citizens by enriching their values and attributes to positively affect the socio economic development

Sub-Goals	Strategies	Key Performance Indicator			
		Indicator	Measure	Target	Timeframe & Responsibility
4.1 To provide the students with opportunities for personal development and acquisition of values and work ethics	4.1.1 Conduct activities/ programs to develop students' personal values and work ethics	4.1.a Activities/ Programs conducted to develop students' personal values and work ethics	Number of training activities/programs	At least 3 activities a year	Annually- ADAA, ADAF, ADSA, HoC ELC, HoDs Academic Departments
			Percentage of students participating in such activities/programs	≥25% of the students	Annually- ADAA, ADAF, ADSA, HoC ELC, HoDs Academic Departments
			Students' evaluation of the activities/programs	≥ 3.5 on a 5-point scale	Annually- ADSA, HoC ELC, HoDs Academic Departments
	4.1.2 Support activities initiated, managed and run by students	4.1.b Events and activities managed and run by students	Number of events and activities managed and run by students	At least 3 activities per year per department	Annually- ADSA, HoC ELC, HoDs Academic Departments
	4.1.3 Map Graduate Attributes to program objectives and course learning outcomes	4.1.c Availability of mapping of Graduate Attributes to program objectives and course learning outcomes	Percentage of programs mapped to Graduate Attributes	100% of programs mapped to Graduate Attributes	Annually- ADAA, HoC ELC, HoDs Academic Departments, Departmental Curriculum Review and Development

					Committees
			Percentage of courses mapped to Graduate Attributes	100% of courses mapped to Graduate Attributes	Annually-ADAA, HoC ELC, HoDs Academic Departments, Departmental Curriculum Review and Development Committees

Goal 5: We will develop staff by offering opportunities for professional and personal development, rewarding hard work and innovative thinking

Sub-Goals	Strategies	Key Performance Indicator			
		Indicator	Measure	Target	Timeframe & Responsibility
5.1 To offer opportunities for professional and personal development of College Staff	5.1.1 Provide quality in-house training to staff	5.1.a Provision of quality training to staff	Number of training events	At least 2 events a semester per department	Annually- ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College HR Committee, Departmental HR Committees
			Staff participation	Every staff member should participate in at least 3 training events a year	Annually- ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College HR Committee, Departmental HR Committees
			Staff satisfaction with the training provided	≥ 3.5 on a 5-point scale	Annually- ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College HR Committee, Departmental HR Committees

	5.1.2 Link staff appraisal to staff development	5.1.b Training provided to staff based on the training needs identified in the staff appraisal	Percentage of training events organized based on the training needs identified in staff appraisal	At least 80% of the training events organized are based on the training needs identified in staff appraisal	Annually- ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College HR Committee, Departmental HR Committees
	5.1.3 Support staff to attend and participate in national/regional training events	5.1.c Participation of staff in external training events	Percentage of staff participating in external training events	≥10% of staff participate in external training events	Annually- ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College HR Committee, Departmental HR Committees
5.2 To implement a system for recognition and incentives	5.2.1 Ensure fair and consistent implementation of performance related recognition and reward system for staff	5.2.a Availability of the system	Compliance with the system	100% compliance with the recommendations related to this system in the audit reports	Annually - Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, College HR Committee and Departmental HR Committees, PMC

Goal 6: We will encourage opportunities for applied research and consultancy

Sub-Goals	Strategies	Key Performance Indicator			
		Indicator	Measure	Target	Timeframe & Responsibility
6.1 To support applied research and consultancy by staff	6.1.1 Develop and implement a College-wide Staff Research and Consultancy Policy	6.1.a Availability, awareness of, and compliance with the Staff Research and Consultancy policy	Availability of the policy	Published in QAM by December 2014	By December 2014- PMC, College Research Committee
			Staff awareness of the policy	100% of the staff sampled in the audits are aware of the policy	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Research Committee
			Compliance with the policy	100% compliance with the recommendations related to this policy in the audit reports	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Research Committee
	6.1.2 Conduct research and consultancy projects with various public and private sector institutions/organizations	6.1.b Research and consultancy projects	Number of research and consultancy projects	≥ 1 research and/or consultancy project every year	Annually- College Research Committee
	6.1.3 Support staff participation in research-oriented events, such as conferences and workshops	6.1.c staff participation in research oriented events	Number of staff participating	≥ 2 staff participating every year per department	Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs (except HoDs Fashion Design, Pharmacy & Photography), College Research Committee

	6.1.4 Provide training to staff to carry out applied research	6.1.d Number of training events and percentage of staff participating	Number of training events	At least once a year per department	Annually-ADAA, HoC ELC, HoDs Academic Departments (except HoDs Fashion Design, Pharmacy & Photography), College Research Committee
			Percentage of staff participating	At least 5% of the staff per department	Annually-ADAA, HoC ELC, HoDs Academic Departments (except HoDs Fashion Design, Pharmacy & Photography), College Research Committee
			Staff evaluation of the training provided	≥ 3.5 on a 5-point scale	Annually-ADAA, HoC ELC, HoDs Academic Departments (except HoDs Fashion Design, Pharmacy & Photography), College Research Committee, Departmental QA Coordinators

Goal 7: We will foster mutually beneficial constructive partnership with various public and private sector organizations, professional bodies, and local and international communities that benefit the community at large.

Sub-Goals	Strategies	Key Performance Indicator			
		Indicator	Measure	Target	Timeframe & Responsibility
7.1 To enhance engagement with the Community at large	7.1.1 Develop and implement a College-wide Industry and Community Engagement Policy	7.1.a Availability, awareness of, and compliance with the policy	Availability of the policy	Published in QAM by December 2014	By December 2014-ADSA (OJT Department), PMC, PRM Committee
			Staff and student awareness of the policy	100% of staff and students sampled in the audits are aware of the policy	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PRM Committee, PMC, Departmental Industrial Link Committees
			Compliance with the policy	100% compliance with the recommendations related to this policy in the audit reports	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PRM Committee, PMC, Departmental Industrial Link Committees
	7.1.2 Promote a culture of community engagement among staff and students	7.1.b Events/activities held to promote community engagement	Number of events	At least 2 events a year per department	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, PRM Committee

			Percentage of staff and students involved	At least 50% of staff and students	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, PRM Committee
	7.1.3 Establish a plan for Public Relations and Marketing	7.1.c Public Relations and Marketing Plan	Number of PRM initiatives/projects implemented	≥ 5 PRM initiatives/projects	Annually-PRM Committee
7.2 Promote staff and student engagement with national and international professional bodies and organizations	7.2.1 Encourage staff and student participation and membership in national and international professional bodies	7.2.a Staff and student membership in professional bodies	Number of staff and student memberships in professional bodies	≥ 5% staff and ≥ 2% of students are members in professional bodies	Annually-ADAA, HoCs, HoDs Academic Departments
	7.2.2 Engage with national and international professional bodies and organizations through joint initiatives/ projects	7.2.b Joint initiatives/projects carried out in collaboration with the national and international professional bodies and organizations	Number of joint initiatives/projects organized and conducted	At least one project/initiative annually per department	Annually-ADAA, ADAF, HoCs, HoDs Academic Departments

Goal 8: We will provide facilities and learning resources that are effectively utilized and well-managed to ensure efficient student and staff services.

Sub-Goals	Strategies	Key Performance Indicator			
		Indicator	Measure	Target	Timeframe & Responsibility
8.1 To ensure that College facilities and learning resources are well-managed and properly utilized and maintained	8.1.1 Put in place a comprehensive asset management system	8.1.a Availability, awareness of, and compliance with the system	Availability of the system	System published in QAM by October 2014	By October 2014-ADAF, HoC ETC, PMC, College Physical Resources Committee
			Staff awareness of the system	100% of staff sampled in the audits are aware of the system	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Physical Resources Committee
			Compliance with the system	100% compliance with the recommendations related to this system in the audit reports	Annually-Dean, ADAA, ADAF, ADSA, HoCs, HoDs, QAU, PMC, College Physical Resources Committee
	8.1.2 To maintain optimal section size	8.1.b The average section size	The average section size for the three semesters	≤ 20 students	Annually-Dean, ADAA, ADAF, ADSA, HoC ELC, HoDs Academic Departments, College Registrar, Departmental Registrars

	8.1.3 To maintain optimal teacher to student ratio	8.1.c Teacher to student ratio	The teacher to students ratio	1:20	Annually- Dean, ADAA, ADAF, ADSA, HoC ELC, HoDs Academic Departments, College Registrar, Departmental Registrars
	8.1.4 Conduct regular audits of college facilities and equipment	8.1.d Regular internal audits	Percentage of implemented recommendations from audit reports	100% compliance with the recommendations in the audit reports	Annually- ADAF, HoCs, HoDs, College Physical Resources Committee, Departmental Physical Resources Committees
	8.1.5 Improve the capacity and quality of ICT infrastructure, educational technology & resources and technical support	8.1.e Improvements in the capacity and quality of ICT infrastructure, educational technology and resources and technical support	Student to computer ratio	≤ 10:1	Annually- ADAF, HoC ETC, College Physical Resources Committee
			Student to Technician ratio	≤ 276:1	Annually- ADAF, HoC ETC, College Physical Resources Committee
			Internet bandwidth	≥ 150 Mbps	Annually- ADAF, HoC ETC, College Physical Resources Committee
			Learning resources	≥ 5% annual increase	Annually- ADAF, HoC ETC, College Physical

					Resources Committee
	8.1.6 Seek partnership with other institutions to get access to a wide range of educational and learning materials	8.1.f Partnership with other institutions to get access to a wide range of educational and learning materials	Number of partnerships	≥2 partnerships at the College level with other organizations	Annually-HoC ETC
8.2 To improve student support services towards enriching their learning experiences	8.2.1 Provide learning skills training programs	8.2.a Student satisfaction with the learning skills training programs	Student satisfaction level	≥ 3.5 on a 5-point scale	Annually-HoC ELC
	8.2.2 Improve academic advising and counseling services provided to students	8.2.b Training events conducted for academic advisors & student counselors	Number of training events conducted for academic advisors & student counselors	At least 3 training events for academic advisors a year per academic department	Annually-ADAA, ADSA, HoC ELC, HoDs Academic Departments, College Registrar, Departmental Registrars
				At least 3 training events for student counselors a year	Annually-ADSA
	8.2.3 Establish a recreation center for students	8.2.c Availability of a fully functional recreation center for students	Availability of a recreation center for students	Center established by January 2017	By January 2017-Dean, ADAF, ADSA, College Physical Resources Committee
	8.2.4 Administer an annual student satisfaction survey and use the results to inform improvement efforts in students	8.2.d The administration of a college-wide student satisfaction survey seeking data on	The average of the overall students' satisfaction collected from various departments using	≥ 3.5 on a 5-point scale	Annually-ADSA

	services and facilities	students' satisfaction with College services and facilities	a standardized instrument		
8.3 To improve staff support services towards improving their work environment	8.3.1 Establish a recreation center for staff	8.3.a Availability of a fully functional recreation center for staff	Availability of a recreation center for staff	Center established by January 2017	By January 2017-Dean, ADAF, College Physical Resources Committee
	8.3.2 Encourage and support social events organized by staff	8.3.b Events organized with college support	Number of events organized with College support	At least 3 events a year per department	Annually-Dean, ADAF, ADSA, HoCs, HoDs
	8.3.3 Administer an annual staff satisfaction survey and use the results to inform improvement efforts in staff services and facilities	8.3.c The administration of a college-wide Staff satisfaction survey seeking data on staff satisfaction with College services and facilities	The average of the overall Staff satisfaction collected from various departments using a standardized instrument	≥ 3.5 on a 5-point scale	Annually-ADAF