



Higher College of Technology
Department of Applied Sciences

OPERATIONAL PLAN

2013 - 2014

Higher College of Technology
Department of Applied Sciences (AY Sept 2013 – August 2014)

- 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
ADs	Assistant Deans
B.Tech.	Bachelor of Technology
CC	College Council (= College Academic Board + Representatives from Industry)
ELC	English Language Center
ETC	Educational Technologies Center
HD	Higher Diploma
HEI	Higher Education Institution
HoD	Head of Department
HoC	Head of Centre
HSEC	Health, Safety 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
PEOs	Program Educational Outcomes
POs	Program Objectives
PRMC	Public Relations and Marketing Committee
QAM	Quality Assurance Manual
QAC	Quality Assurance Committee
QMS	Quality Management System
SOPs	Standard Operating Procedures
SP	Strategic Plan
ToR	Terms of Reference
stakeholders	Students, Staff, Community and industry

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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
1.1 To achieve efficient operation of the management of the College	1.1.a	Comprehensive evaluation of the performance of CC, depts. and centres	Stakeholder satisfaction with the effective performance of the CC, depts. and centres.	≥ 4 satisfaction rating on a 5-point scale	every year – Dean, CC, HoDs, HoCs and QAC	
	1.1.b	Availability, awareness of, and compliance with the communication policy	Stakeholder satisfaction with the availability and awareness Compliance with the policy	≥ 4 on a 5-point scale 100% Compliance		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
1.1.1 Develop and implement a mechanism for evaluating the effectiveness of the governance and management system of the College			1. Design and develop an in-house evaluation tool that will be used to evaluate the effectiveness of governance and management system of the DAS Council (QA Coordinator and DAS Council) 2. Critique, finalize and approve the evaluation tool (QA Coordinator and DAS Council) 3. Administer the evaluation tool to at least 70% of the staff and 50% of randomly sampled students of the different year-levels (QA Coordinator, Staff Activity Coordinator, Student Activity Coordinator)			1. 2.

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	<p>and, HoD and HoS Office Coordinator)</p> <p>4. Collate, analyze the result of the evaluation and submit a summative report to the DAS Council and to legally-mandated and interested parties. (QA Coordinator, Staff Activity Coordinator, Student Activity Coordinator and HoD / HoS Office Coordinators)</p>	
<p>1.1.2 Establish and implement clear and effective communication policy and procedures.</p>	<ol style="list-style-type: none"> 1. Review the existing practice on communication and information dissemination in the DAS. (DAS Council) 2. Design and develop a departmental policy and procedure on communication based on the template and format provided by the Policy Management System Committee. (DAS Council and QA Coordinator) 3. Deliberation and approval of the policy by the DAS Council, 4. Information dissemination of the policy by the DAS Council. 5. Implementation of the policy and monitoring of implementation (DAS Council) 	<ol style="list-style-type: none"> 1. 2.

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APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
1.2: To establish clear and sustainable planning and management systems ensuring adherence to ethical principles (transparent and informed decision making)	1.2.a.	Feedback on PMS implementation	Staff and student satisfaction with PMS	≥ 4 on a 5-point scale	Every year CC, HoDs, HoCs, Policy Management Committee (PMC),	
	1.2.b.	Contingency plan	Number of risks identified and mitigated	At least 90% mitigation of identified risks	Risk Management Officer (RMO)	
	1.2.c.	Staff satisfaction with financial management systems	Satisfaction level	≥ 3.5 on a 5-point scale	Dean,-ADAF	
	1.2.d.	Stakeholder satisfaction with the H&S arrangements in the College	Satisfaction level	≥ 3 on a 5-point scale	Health and Safety Committee (HSC)	
	1.2.e.	Existence of an annual college wise Self-Assessment Report (SAR)	Improvements identified and addressed	80% of identified improvements are addressed	QAC	

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DEPLOYMENT		IMPROVEMENT
Strategies	Implementation steps	
1.2.1 To achieve an effective policy management system (Properly communicate and implement the policy management system coupled with regular monitoring and periodic evaluation)	<ol style="list-style-type: none"> 1. Review the existing departmental policy management system and revise if needed and approve for information dissemination and implementation (DAS Council) 2. Information dissemination of the policy through e-mail and the DAS webpage (QA Coordinator and DAS Webpage Coordinator)) 3. Implement the policy (DAS Council) 4. Monitor and self-assess the implementation of the policy. (DAS Council and QA Coordinator) 	<ol style="list-style-type: none"> 1. 2.
1.2.3. To achieve an effective risk management system (Properly communicate and implement the risk management system coupled with regular monitoring and periodic evaluation).	<ol style="list-style-type: none"> 1. Discuss with the members of the council the Risk Management System (HoD) 2. Implement the policy when the need arises (DAS Council) 3. Evaluate the implementation of the policy (QA Coordinator) 4. Suggest / recommend improvement of the policy when and if applicable. (QA Coordinator) 	<ol style="list-style-type: none"> 1. 2.
1.2.4. To ensure a transparent and efficient financial management system (Properly communicate and implement a transparent and efficient financial management system coupled with regular monitoring and periodic evaluation.	<ol style="list-style-type: none"> 1. Require members of the DAS Budget Committee to prepare and submit annual budget and audit report which are verified by the DAS Council and published in the DAS webpage (HoD) 	<ol style="list-style-type: none"> 1. 2.
1.2.5. To ensure health, safety and security in the College Monitor and evaluate the implementation of health, safety and security policy of the College	<ol style="list-style-type: none"> 1. Require the Health and Safety Coordinator to submit its annual activity plan (DAS Council). 2. Monitor if the Health and Safety Coordinator is implementing the activity plan (DAS Council). 3. Evaluate the accomplishment/s of the Health and Safety Coordinator (QA Coordinator). 4. Submit result of evaluation to the DAS Council for actions to be taken (ff there be). (QA Coordinator) 	<ol style="list-style-type: none"> 1. 2.

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<p>1.2.6. Require an annual self-assessment report covering all areas of College activity</p>	<ol style="list-style-type: none"> 1. Present in January 2014 to the DAS Council and Department Academic Coordinators the data that need to be collected for the Self Assessment Report 2. Start the collection of data in February 2014. (DAS QA Coordinator) 3. Require all data to be submitted on or before April 8, 2014. (HoD) 4. Collate, analyze the data collected and prepare the Self Assessment Report by April 9 to 30, 2014. (QA Coordinator) 5. Submit the draft of the report for critiquing, deliberation and approval to the DAS Council. (QA Coordinator) 6. Submit the report on or before 15 May 2014. (HoD) 	<ol style="list-style-type: none"> 1. 2.
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APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
1.3 To achieve an effective human resources management system	1.3.a.	Availability, awareness of, and compliance with the Staff Affairs policy.	Stakeholder satisfaction with the availability and awareness Compliance with the policy	≥ 4 on a 5-point scale 100% Compliance	Every year – Dean, All Asst Deans, HoDs, HoCs, QAC	
	1.3.b.	Existence of a transparent staff grievance system	Number of (appeals, Complaints and issues) raised and addressed	At least 80% of raised issues are addressed		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
1.3.1. Develop and implement a College-wide Staff Affairs policy (outlining job hand-over, rotation, severance and contract termination procedures)			1. Encourage the staff to read and understand the Staff Affairs Policy that will be disseminated by the Policy Management Committee (HoD) 2. Implement the policy as the need arises (DAS Council)			
1.3.2. Develop and implement a transparent staff grievance system			1. Encourage the staff to read and understand the staff grievance system that is included in the Staff Affairs Policy (HoD) 2. Implement the system as the need arises (DAS Council)			1. 2.

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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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
2.1 To enhance the quality of teaching and learning	2.1.a.	Use of student-centered methods in teaching, learning and training activities.	Stakeholder satisfaction with the student-centred approaches	≥ 4 on a 5 point scale	Every year - ADAA, HoDs &HoCs	
	2.1.b.	utilization of the e-learning portal	Number of active courses on e-learning portal	100% of courses uploaded in the e-learning portal		
	2.1.c.	Stakeholder satisfaction with teaching	Satisfaction level	Average rating of 3.5 on a 5-point scale	QAC	
	2.1.d.	Existence of established partnerships	Number of programs benchmarked	At least 80% of programs benchmarked [20% of programs		

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				benchmarked - Each year]		
	2.1.e.	Stakeholder satisfaction with programs and courses	Satisfaction level	Average rating of 3.5 on a 5-point scale		
	2.1.f.	Curriculum review reports sent to Specialization Committees	Changes approved by the Specialization Committees	100% of approved changes are implemented		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
2.1.1 Promote the use of student-centered approaches in teaching, learning and training, including the use of appropriate technology.			<ol style="list-style-type: none"> 1. Request the staff activity coordinator to invite a competent facilitator / speaker of student-centered approaches and the use of educational technology like CAI (Computer Aided Instruction) in teaching and skills training of students. (HoD) 2. Require all staff and heads of section to attend the training that will be conducted. (HoD, Staff Activity Coordinator) 3. Pilot the approaches and the use of educational technology in two courses of each academic section or unit of DAS. (Selected Lecturers) 4. Conduct a comparative analysis of student-centered approaches with the common teaching practices or approaches used in DAS. (DAS Council) 5. Submit feedback to the ADAA and decide whether student-centered approaches be implemented in all courses of the department. (DAS Council) 			<ol style="list-style-type: none"> 1. 2.

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<p>2.1.2 Monitor and improve teaching quality through appropriate means (e.g., class observation, student feedback)</p>	<ol style="list-style-type: none"> 1. Require the academic section and unit heads to prepare the timetable of their classroom observation and staff appraisal by using the prescribed format designed for the department. (HoD) 2. Conduct the classroom observations and staff appraisal as scheduled. (Heads of Section and Unit) 3. Tally, collate and analyze the data collected. (Section / Unit Office Coordinator) 4. Submit the results and analysis to the QA coordinator so that they will be included in the Self Assessment Report. (Heads of Sections / Unit) 5. Discuss the result of the classroom observation and appraisal with the concerned staff. 6. Submit the list of training / professional development activity that need to be conducted (based on the result of classroom observation and staff appraisal), to the staff activity coordinator for the planning, scheduling and conduct of the needed training/s. (Heads of Sections / Unit) 	<ol style="list-style-type: none"> 1. 2.
<p>2.1.3 Seek partnership with national/ international organizations for peer review and benchmarking.</p>	<ol style="list-style-type: none"> 1. Identify national and international organization that can partner with DAS in the peer review of assessments and for benchmarking. (DAS Council) 2. Initiate the possibility of establishing a memorandum of agreement (MoA) or memorandums of understanding (MoU) with the identified organization.(DAS Council). 3. Check the possibility of roundtable discussion and exchange of ideas on best practices with the identified organization/s. (DAS Council) 	<ol style="list-style-type: none"> 1. 2.
<p>2.1.4 Seek stakeholder (student, teacher, alumni and industry) feedback on programs and courses</p>	<ol style="list-style-type: none"> 1. Conduct course and program evaluation by staff, students, alumni and industry, based on the DAS evaluation plan for 2013 – 2018 (Course and Program Coordinators, QA Coordinator) 	<ol style="list-style-type: none"> 1. 2.

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APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
2.2 To enhance the practical training offered to students	2.2.a.	Review reports	percentage of changes incorporated in the training programs	90% of changes are implemented	Every year - ADAA, HoDs Academic Departments, Head of ELC,OJT coordinators, ADSA (OJT Dept)	
	2.2.b.	Stakeholder satisfaction	Satisfaction level	Average rating of 3.5 on a 5-point scale		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
2.2.1 Involve experts from the industry in the practical aspects of the curricula			1. Pursue the plan of the Applied Sciences Specialization Committee of inviting experts from the industries as members of the committee. (DAS Council) 2. Include in the committee's term of reference, the involvement of experts from industries in the review and revision of the program curricula of DAS. (DAS Council)			

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2.2.2 Review and improve the current OJT provision and its effectiveness	<ol style="list-style-type: none">1. Require the OJT Coordinator of DAS to review the feedback of the industries and other stakeholders that were gathered in the past program evaluation conducted. (HoD, DAS OJT Coordinator)2. Prepare an action plan on how to improve the OJT program of DAS. (DAS OJT Coordinator)3. Monitor and evaluate the implementation of the action plan. (DAS, OJT Coordinator)	<ol style="list-style-type: none">1.2.
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Goal 3: We will offer quality programs that promote entrepreneurial skills and respond to the changing market needs and developments in technology.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
3.1 To promote entrepreneurial culture.	3.1.a.	HCT graduates becoming entrepreneurs through College support systems.	Number of HCT students becoming entrepreneurs	Creating 20 entrepreneurs [5 entrepreneurs each year]	Every year Dean, Asst. Deans and HoDs Academic Departments, Head of ELC	
	3.1.b.	Involvement of external companies/ entrepreneurs in College activities for promoting entrepreneurship	Number of companies from the private sector involved in promoting entrepreneurship culture	At least 5 distinguished entrepreneurs /companies are involved [At least 1 distinguished entrepreneur/company each year]		
	3.1.c.	Stakeholder (current graduates and alumni) satisfaction with the activities	Satisfaction level	At least 70%		

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DEPLOYMENT		IMPROVEMENT
Strategies	Implementation steps	
3.1.1 Raise students' awareness of and interest in acquiring entrepreneurial skills	1. Request the student activity coordinator of DAS to include in their activity plan for the academic year, a seminar on entrepreneurship in Applied Sciences.	1. 2.
3.1.2 Involve external entrepreneurs in entrepreneurial activities/training	2. Invite entrepreneurs to conduct the seminar 3. Evaluate if the seminar is effective in increasing awareness and interest of students on entrepreneurship	1. 2.
3.1.3 Enhance the cooperation with the Industry in promoting entrepreneurial culture among students.	1. Request the industries where the DAS students are having OJT to include (if possible) in the training of the students some practical entrepreneurial skills. (OJT Coordinator)	1. 2.
3.1.4. Ensure effective functioning of the Business Center	c/o Business Department	1. 2.

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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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	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.a.	Student satisfaction	Satisfaction level	≥ 3 on a 5-point scale	Every year - ADAA, HoDs (Academic Depts.), Head of ELC, ADSA	
	4.1.b	Student participation in outreach activities	%age of students who participate in the outreach activities	At least 10%		
	4.1.c.	Events and activities managed by students	Number of events and activities managed by students	At least 4 activities per year		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
4.1.1 Conduct activities/ programmes to develop students' personal values and soft skills			1. Include in student activity plan some activities that will develop the values and soft skills of DAS students. 2. Monitor and evaluate the conduct of the said activities			
4.1.2 Conduct community outreach activities by the College as a part of its social responsibility.			1. Request the coordinators of staff activity and student activity to identify one community outreach program that can be done collaboratively by the staff			1. 2.

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	and students, per semester 2. Conduct the said activity.	
4.1.3. Support activities initiated, managed and run by students	1. Require the student leaders of DAS to submit their activity plan for the academic year. (Student Activity Coordinator) 2. Endorse and support the implementation of the student activity plan. (DAS Council, Student Activity Plan)	1. 2.

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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
5.1 To offer opportunities for professional and personal development of College Staff	5.1.a.	Provision of quality training to staff	Satisfaction with the training provided	≥ 4 on a 5-point scale	Every year - Dean, All Asst. Deans, HoDs/HoCs, HoSs, QAC and Staff development coordinators	
	5.1.b	Participation of staff in external training events	Percentage of staff participating	>10% of staff participating in external training events		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
5.1.1 Provide quality in-house training to staff.			1. Conduct training needs analysis for academic year 2013 – 2014.(Staff Activity Coordinator) 2. Prepare the staff activity plan for 2013 – 2014 based on the result of training needs analysis and the lists of trainings prepared by the heads of academic sections and			
5.1.2 Link staff appraisal to staff development						2.

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5.1.3 Support staff to attend and participate in national/regional training events	unit based on the result of staff appraisal and classroom observations. (Staff Activity Coordinator) 3. Implement the staff activity plan. (Staff Activity Coordinator) 4. Monitor and evaluate the implementation of the staff activity plan (Staff Activity Coordinator, DAS Council, QA Coordinator)	1. 2.
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Goal 5: We will develop staff by offering opportunities for professional and personal development, rewarding hard work and innovative thinking

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
5.2 To implement a system for recognition and incentives	5.2.a.	Staff satisfaction with the rewards and incentives system	Satisfaction level	≥ 3 on a 5-point scale	Every year - Dean, All Asst. Deans, HoDs, HoCs and HR Committee	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
5.2. Establish a college-wide recognition and reward system for staff (<i>and students</i>)			1. Review the criteria in judging and selecting staff that will be given an award for their exemplary performance. (DAS Council) 2. Require the Student Activity Coordinator to set the criteria in identifying and selecting students with exemplary leadership performance, exemplary commitment and dedication in co-curricular activities. (DAS Council) 3. Require the Student Award Coordinator to prepare DAS Honor List have it posted in the DAS Bulletin Board and published in the webpage (DAS Council) 4. Set the schedule of the Recognition Day and award the certificate of appreciation and merit to students and staff (Student and Staff Activity Coordinators, DAS Council)			1. 2.

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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
6.1 To support applied research and consultancy by staff	6.1.a.	Joint research and consultancy projects	Number of joint research and consultancy projects	≥ 5 joint research and consultancy projects [≥1 joint research and consultancy, each year]	Every year Dean, ADAA, HoDs Academic Departments, HoC ELC	
	6.1.b.	staff participation in research oriented events	Number of staff participating	≥ 5 staff participating [≥1 staff participating each year]		
	6.1.c.	Staff satisfaction with training provided	Satisfaction level	Average rating of 3.5 on a 5-point scale		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
6.1.1 Initiate joint research and consultancy projects with various industries			1. Decide on the research agenda in each year for the next 5 years and the criteria in selecting researches that will be officially endorsed by the DAS Council			1. 2.

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	<p>to the Oman Research Council and to other institutions for funding or financial support. (DAS Council)</p> <p>2. Inform the staff and students of the research agenda and the criteria.(DAS Council)</p> <p>3. Encourage the staff and students to do research that can be jointly or collaboratively conducted by the student/s and or staff with the industry.(DAS Council)</p>	
<p>6.1.2 Support staff participation in research-oriented events, such as conferences and workshops</p>	<p>1. Endorse to the staff invitations to attend seminar, workshops, conferences that are related to research most specially if the topic is on Applied Science research. (DAS Council)</p> <p>2. Endorse the staff application for financial support and or approval in attending seminar, workshops, conferences related to research (DAS Council)</p>	<p>1. 2.</p>
<p>6.1.3. Provide training to staff to carry out applied research.</p>	<p>1. Include in the Staff and Student Activity Plans the conduct of in-house training, seminar or workshop on research.(Staff Activity Coordinator, Student Activity Coordinator)</p> <p>2. Invite competent and credible speaker/s to conduct the said training, seminar or workshop. (Staff Activity Coordinator)</p>	<p>1. 2.</p>

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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.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
7.1 To enhance engagement with the industry and the Community at large	7.1.a.	Stakeholder satisfaction	Satisfaction level	≥ 3 on a 5-point scale	Every year - Dean, CC, and PRMC	
	7.1.b.	Public Relations and Marketing Plan	Number of PRM initiatives/projects	≥ 1 PRM initiatives/projects		
	7.1.c.	Conferences organized	Number of Conferences held	≥ 1 Conference held annually		
	7.1.d.	Events conducted in collaboration with the community	Number of events organized and conducted jointly	At least one event annually		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
7.1.1 Promote a culture of community engagement among staff and students			1. Identify and conduct community engagement activities that can be collaboratively or jointly participated by DAS students and staff			1. 2.
7.1.2 Establish a plan for Public Relations and Marketing			c /o CAB			1. 2.
7.1.3 Organize Conferences inviting national/international participants			1. Prepare proposals to conduct national or international conference. (DAS Council) 2. Submit proposal to the Top Management for approval and endorsement.(DAS Council)			1. 2.

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7.1.4 Engage with local and regional communities and organizations through joint initiatives/ projects	1.Submit proposals on community outreach programs to local or regional organization for support and collaboration (DAS Council)	1. 2.
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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.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
7.2 To establish and maintain effective relationships with national/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	Every year Dean, Asst. deans and HoDs/HoCs	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
7.2.1 Encourage the participation, membership and sharing of experience with national/ international professional bodies			1 Update the list of national and international professional bodies that can be joined by the staff 2. Continue to encourage the staff to join and be official members of the said national and international professional bodies			1. 2.

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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
8.1 To ensure that College facilities and learning resources are well-managed, (i.e. properly utilized and maintained).	8.1.a.	Regular internal audits	Percentage of implemented recommendations from audit reports	90% of the recommendations are implemented	Every year – Dean, All Asst Deans, HoDs, HoCs, QAC	
	8.1.b.	Stakeholder satisfaction	Satisfaction level	≥ 3.5 on a 5-point scale		
	8.1.c.	Improvement in the Quality and capacity of library and self-access centers services, resources and facilities	User satisfaction with educational resources services and facilities	≥ 3.5 on a 5-point scale		
	8.1.d.	Partnership with other educational institution libraries	Number of partnerships with other educational institutions	≥2 partnerships at the College level with other educational institutions		
	8.1.e.	Stakeholder satisfaction with ICT resources	Satisfaction level	≥ 3.5 on a 5-point scale		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			

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8.1.1 Put in place a comprehensive asset management system.	c / oADAF	1. 2.
8.1.2 Conduct regular audits of college facilities and equipment (classrooms, workshops, lecture theatres, library, labs and machinery.	c/o ADAF	1. 2.
8.1.3 Improve the quality and capacity of library and self-access centers services, resources and facilities	c// o ETC	1. 2.
8.1.4 Seek partnership with other HEIs libraries and publishers to get access to a wide range of educational and learning materials	c/o ETC	1. 2.
8.1.5 Increase the capacity and infrastructure of ICTs, educational technology and technical support	c/o ETC	1. 2.

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APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
8.2 To improve student support services towards enriching their learning experiences	8.2.a.	Student satisfaction (incl. training programs, advising and counseling)	Satisfaction level	≥ 3.5 on a 5-point scale	Every year – Dean, Asst. Dean, HoDs (Academic Depts.) and HoCs	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
8.2.1 Provide learning skills training programs 8.2.2. Improve academic advising and counseling services provided to students .			Sustain the conduct of regular training on advising and counseling. (DAS Advising Committee)			1. 2.

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

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
8.3 To enhance the recreational facilities	8.3.a.	Staff and Student satisfaction with the recreational facilities	Satisfaction level	≥ 3.5 on a 5-point scale	Every year All Asst Deans, HoDs and HoCs	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
8.3.1 Establish recreational centers for staff and students			c/ o ADAF			1. 2.
8.3.2 Improve recreational facilities for students and staff			c/ o ADAF			1. 2.
<i>8.3.3 To improve staff work environment and retention</i>			c /o ADAF			1. 2.