



Strategic Plan  
2009 - 2012

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*Learn.*  
*Create.*

Nizwa College  
of Technology

# Introduction

*This document is a summary of Nizwa College of Technology's 2009– 2012 Strategic Plan, including the mission, vision, core values, graduate attributes, strategic goals, and key performance indicators (KPIs). The complete strategic plan, including action projects and operational plans can be found on the College's Intranet for internal stakeholders*

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The objective of Nizwa College of Technology is to create an organization of “strategic and quality planners” by reflecting the input of stakeholders in its quality assurance activities and decision-making. Starting in 2006, the College regularly conducted focus groups that include key personnel in charting the medium term and long term strategic directions of the college. In 2007, the College conducted a survey to clarify the content and structure of the Strategic Plan. This paved the way for the review and further verification of the direction of the strategic plan.

## Environmental Scanning

In 2008, a core team of quality assurance personnel of the college utilized various college data and information to assess the College’s external environment. They produced a formal environmental scan report, which validated the mission, vision, values and goals of the old strategic plan and was the critical first step in the development of the 2009 – 2012 Strategic Plan.

## 2009 – 2012 Strategic Plan Development Process

After the College Council approved for implementation the strategic planning process, the Quality Assurance Follow-up Unit started reviewing the existing strategic plan in an effort to come up with a better and more relevant one. The “new” strategic plan passed different stages and was evaluated at each stage by various stakeholders of the college. Survey forms and other relevant questionnaires were developed to reinforce the evaluation process at different stages. When the strategic objectives were finally completed, QAFU proceeded in the development of key performance indicators of each identified strategy. The development of KPIs followed the same meticulous process as the strategic objectives.

The strategic planning process is supplemented by the strategic planning implementation document, which details the steps by which the revised strategic plan will be implemented by the College. This document highlights the development and subsequent implementation of the departments’ operational plans, as well as the strategic projects identified as priority in the revised strategic plan.

# Our Mission

## OUR MISSION

Our mission is to achieve and sustain a strong reputation for excellence in teaching, learning. The College is dedicated to the delivery of high quality technological education and aims to produce graduates who have the professional and personal skills to enter employment with confidence, contributing effectively to the Sultanate's ongoing economic development.

# Our Vision

## OUR VISION

Nizwa College of Technology intends to become the "College of Choice" for students and for the industry by providing demonstratively high quality teaching, learning, and research that make significant contribution to ongoing national economic development.

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# Nizwa College of Technology

# Core Values

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## OUR CORE VALUES

### Professionalism

personal commitment to contribute through hardwork  
the delivery of high quality student centered technological  
education

### Integrity

honesty, fairness and openness to constructive  
criticism

### Accountability

recognition of the staff about their collective  
responsibility towards Omani Society

### Flexibility

willingness to learn, to develop new skills, and to  
take on new responsibilities

### Creativity

full recognition of the value of innovation in all  
areas of the College work

### Tolerance and Teamwork

readiness to work effectively with others,  
regardless of background, and to recognize and  
welcome cultural diversity

### Communication

commitment to the effective exchange of  
information (inside and outside the College) to  
foster goodwill and to support efficiency

# Graduate Attributes

## Graduate Attributes

The College aims to produce graduates who:

1. Are discerning and disciplined individuals acting at all times according to ethical and moral principles.
2. Are able to apply the knowledge and skills they have acquired in the work environment.
3. Are able to think critically, analyses and solve problems.
4. Have a high degree of competence in using information technology.
5. Are professionally competent and up-to-date in their field of specialization in a changing global environment.
6. Can communicate effectively in written and spoken English.
7. Demonstrate good interpersonal skills in team work and leadership roles.
8. Recognize the importance of lifelong learning and are committed to self-development.
9. Are socially responsible citizens aware of contemporary issues in contributing to national development.
10. Are able to demonstrate and apply their entrepreneurial skills.

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# Strategic Plan 2008 - 2013

## Strategic Goals

From the vision, mission, values and graduate attributes, Nizwa College of Technology has focused on these eight strategic goals.

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### Goal 1:

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

### Goal 2:

We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market needs.

### Goal 3:

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

### Goal 4:

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

### Goal 5:

We will provide excellent student services that support learning in technical education.

### Goal 6:

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

### Goal 7:

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

### Goal 8:

We will ensure that College facilities are managed well, effectively used, and developed innovatively.

# Strategic Goal 1

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

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**Sub-Goal 1.a:** To clearly set out well-defined job responsibilities for each member / committee of the organization and ensure accountability to these responsibilities according to ethical principles.

*Key Strategies:*

1. Ensure that the staff are aware of the college organizational structure and their responsibilities.
2. Make all documented plans, regulations and policies available through different means.
3. Assess staff's performance
4. Ensure that staff follow the code of professional conduct and that students follow college rules and regulations.

**Sub-Goal 1.b:** To ensure transparent financial management.

*Key Strategies:*

1. Adopt a participative approach to budget allocation in a way that involves all the departments/centers of the college in the process.
2. Implement transparent procurement process that ensures value for money, projects and services.
3. Ensure proper allocation of funds based on budget priorities as decided by the College Council.

**Sub-Goal 1.c:** To improve quality of management, and ensure that decisions are made collectively at different levels

*Key Strategies:*

1. Establish an effective e-governing/e-management system with proper infrastructure that supports an easier, smoother, faster and more transparent decision making process.
2. Encourage collective/group decision-making at various levels in the college within the College bylaws and civil service rules.
3. Develop transparent management systems and a participative environment where staff can freely contribute and share ideas.

**Sub-Goal 1.d:** To improve the channels of communication within the college.

*Key Strategies:*

1. Ensure that the channels of communication within the college are appropriate and effective.
2. Ensure that there are enough opportunities for regular and informal meetings of staff at different levels.

**Sub-Goal 1.e:** To put in place a proper policy management system.

*Key Strategy:*

1. Draw up and annually revise risk management strategy following the procedures drawn by the Ministry of Manpower and the Ministry of Finance.
2. Conduct needs analysis periodically.
3. Develop, monitor and review policies and procedures regularly.
4. Train staff on policy management system.

# Strategic Goal 2

We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market needs.

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**Sub-Goal 2.a:** To raise the standard of teaching in the college.

*Key Strategies:*

1. Establish a well-defined selection policy.
2. Develop staff based on staff appraisal results and evaluation.
3. Put in place a system of feedback from all stakeholders on teaching and learning.
4. Create an environment that promotes openness, encourages sharing and open avenues for cooperation and problem solving among staff and students.
5. Improve course materials, course delivery and assessment methods on a regular basis.

**Sub-goal 2.b:** To ensure use of best practices and latest technologies in teaching and learning to meet the market needs.

*Key Strategies:*

1. Encourage sharing of best practices to improve teaching effectiveness.
2. Develop a culture of benchmarking with other similar institutions in the region.
3. Ensure that staff and students follow general rules on intellectual property rights and academic integrity.
4. Ensure that state-of-the-art teaching facilities and technologies are available.

**Sub-Goal 2.c:** To provide relevant skills to students through training.

*Key Strategies:*

1. Enhance On-the-Job Training opportunities and Enhancement Practical Training facilities in line with market needs to improve the training for college students.
2. Arrange student visits to different organizations according to their specialization.

**Sub-Goal 2.d:** To nurture a college environment that enhances teaching and learning.

*Key Strategies:*

1. Promote an e-learning environment among staff and students.
2. Develop a self-learning culture as well as learning communities among students.
3. Ensure learning resources meet students' needs.

# Strategic Goal 3

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

**Sub-Goal 3.a:** To analyze market needs.

*Key Strategies:*

1. Conduct market surveys, field visits, workshops/conferences with employers.
2. Establish an Industry Advisory Board.

**Sub-Goal 3.b:** To review the curriculum based on market needs and design relevant programs or new specializations.

*Key Strategy:*

1. Improve course periodically.
2. Match courses with market needs.
3. Review curriculum based on survey results.

**Sub-Goal 3.c:** To provide learning resources with the latest technology.

*Key Strategies:*

1. Establish committees to specify technology requirements for the programs to meet the market needs.
2. Provide training programs for staff in the new technologies to be used in teaching to meet the market needs.

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# Strategic Goal 4

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

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**Sub-Goal 4.a:** : To establish communication channels between the college and the local community / industry.

*Key Strategies:*

1. Establish a Marketing Unit with the Placement Center to strengthen the link between graduates and the job market.
2. Establish and maintain effective relationships with print and broadcast media.
3. Create an NCT-Community Service scheme by involving interested, service-minded student volunteers and staff to serve the local community.
4. Establish staff exchange programs with the private sector to share expertise for mutual development.
5. Establish effective relationships with parents.
6. Strengthen link with industry through talks, events, lectures, open days, etc.

**Sub-Goal 4.b:** To provide high quality programs and services according to industry and community needs.

*Key Strategies:*

1. Identify industry and community needs.
2. Encourage more community-based final year/graduation projects.
3. Develop and provide tailor-made programs and consultancy services for the private sector.

**Sub-Goal 4.c:** To acquire financial and other support from industry and community.

*Key Strategy:*

1. Explore opportunities for fund-raising.
2. Improve opportunities for industry sponsorship of college activities.

# Strategic Goal 5

We will provide excellent student services that support learning in technical education.

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**Sub-Goal 5.a:** To obtain feedback on student services.

*Key Strategy:*

1. To obtain feedback by providing opportunities for students to raise issues on matters such as facilities (e.g. free access labs) and services rendered by Student Affairs which include dealing with grievances.
2. Improve student services based on feedback obtained.

**Sub-Goal 5.b:** To involve students in cultural, social, and other college activities.

*Key Strategy:*

1. Promote student activity clubs.
2. Conduct an annual academic and cultural week.
3. Conduct intra-college competitions.

**Sub-Goal 5.c:** To ensure the availability of the latest technologies in laboratories, library, and other facilities.

*Key Strategy:*

1. Upgrade resources.
2. Ensure that resources are appropriate and effective in the teaching requirements.

**Sub-Goal 5.d:** To provide the necessary facilities for student services.

*Key Strategy:*

1. Ensure that the counseling centre is capable of addressing students' social and academic problems.
2. Ensure that space in facilities for student services is adequate for the needs of students.

**Sub-Goal 5.e:** To monitor and improve student services.

*Key Strategy:*

1. Disseminate or inform student services to students.
2. Conduct an annual review of student services procedures taking into account students ideas and feedback.

# Strategic Goal 6

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

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**Sub-Goal 6.a:** To ensure that graduate outcomes are met.

*Key Strategies:*

1. Ensure that the course curricula are inline with the graduate attributes.
2. Develop ways and measures to check whether graduate attributes are in line with market needs.
3. Review and evaluate employer feedback on the quality of graduates.

**Sub-Goal 6.b:** To ensure that the delivery of courses is more practice-oriented.

*Key Strategy:*

1. For each program, identify the areas where delivery through practicals is feasible.
2. Prepare delivery plans accordingly.

**Sub-Goal 6.c:** To provide effective Enhancement Practical Training (EPT) and On-the-Job-Training (OJT) for improving skills.

*Key Strategies:*

1. Develop and introduce suitable Enhancement Practical Training (EPT) modules in line with specializations.
2. Establish a simulation center for Engineering, IT and Business Departments to provide effective Enhancement Practical Training (EPT) and On-the-Job-Training (OJT).
3. Ensure OJT placements are inline with specializations.

**Sub-Goal 6.d:** To benchmark the graduate outcomes.

*Key Strategy:*

1. Benchmark graduate outcomes with national and foreign accredited institutions.

**Sub-Goal 6.e:** To establish a functional link among the college, its graduates, and the market.

*Key Strategy:*

1. Establish an active alumni association to maintain relationships with graduates.
2. Establish a system for tracking the graduates.

# Strategic Goal 7

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

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**Sub-Goal 7.a:** To establish an effective and efficient recruitment process.

*Key Strategies:*

1. Identify staff shortages promptly and accurately, and inform the Ministry of such while setting recruitment targets.
2. Recommend standardization of pay structure on par with other institutions.
3. Recruit administrative staff with proper qualifications and relevant experience.

**Sub-Goal 7.b:** To establish an appraisal system that recognizes hard work and identifies professional and personal training needs of staff.

*Key Strategies:*

1. Produce clear and explicit policies and procedures with staff appraisal procedures.
2. Create staff development opportunities based on staff appraisal.
3. Reward outstanding/distinguished performance and innovation by all staff by following procedures.

**Sub-Goal 7.c:** To provide continuing professional development programs to all staff.

*Key Strategies:*

1. Create standard induction procedures and support newly recruited staff through a full and formal induction.
2. Establish a Staff Development Committee that offers programs for the continuing personal and professional development of staff.
3. Develop leadership skills and encourage innovative thinking among staff through seminars, trainings and other team-building activities.

**Sub-Goal 7.d:** To provide a platform for synergy and team building among the staff to improve the work climate.

*Key Strategy:*

1. Ensure the existence of a healthy working environment / proper organizational climate.
2. Improve organizational climate by collecting feedback from staff.

# Strategic Goal 8

We will ensure that College facilities are managed well, effectively used, and developed innovatively.

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● **Sub-Goal 8.a:** To improve facilities periodically as per requirements.

● *Key Strategies:*

- 1. Identify requirements for facilities such as classrooms, laboratories, workshops, etc. and take necessary action to cater to the increasing number of students and staff.
- 2. Enhance the present laboratory / workshop facilities to meet the learning needs in terms of advancements in technologies.
- 3. Benchmark facilities based on national or international standards.
- 4. Construct a sports facility and offer training by professional trainers.
- 5. Identify and meet facility needs for extra curricular activities.
- 6. Increase and improve common rooms, prayer room, auditorium, clinic, library, refreshment center (canteen) and covered pathways.
- 7. Construct staff lounge with recreation facilities.
- 8. Conduct a feasibility study for establishing a college printing press to cater to the needs of the college.

● **Sub-Goal 8.b:** To put in place an asset management system.

● *Key Strategies:*

- 1. Establish a comprehensive database system of all resources and services.
- 2. Conduct regular audits of facilities.
- 3. Put in place an effective servicing (maintenance) system.
- 4. Ensure proper and efficient utilization of resources.

● **Sub-Goal 8.c:** To achieve a high level of student and staff satisfaction.

● *Key Strategies:*

- 1. Train the staff and students on the proper use of facilities and encourage them to use these regularly.
- 2. Create a comfortable working environment for staff by modernizing their offices.
- 3. Convert traditional classrooms into modern classrooms to provide an efficient e-learning environment in classrooms by upgrading or improving teaching aids.

● **Sub-Goal 8.d:** To provide a safe working environment.

● *Key Strategy:*

- 1. Establish a safe working environment according to national and international standards.
- 2. Review and improve policies on health and safety.
- 3. Improve health and safety procedures by collecting feedback.
- 4. Train staff and students on health and safety procedures.

# Strategic Measures

In light of the vision, mission, values and strategic goals, the college will measure its performance each year, based on the Key Performance Indicators(KPIs), which are found in the following pages of this document.

The College monitors and provides a detailed report on each KPI on a regular basis. Each year, the college produces an Annual Report, which also reflects on these KPIs, as well as additional KPIs the college believes are critical indicators of our performance.

The KPIs, outcomes and results can be found on the College Intranet for internal stakeholders

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# Nizwa College of Technology Key Performance Indicators (NCT KPIs)

**Goal 1** We will provide excellent governance, administration, and transparency, and act at all times according to strong ethical principles.

Strategies	Indicators	Measures	Targets
<p>Make the staff aware of the college organizational structure and their responsibilities.</p> <p><i>By whom: Academic Departments- HoD and HoS</i></p>	<p>Survey response to questions about organizational structure and responsibilities</p>	<p>Percentage of teachers who are aware of both</p>	<p>90% of surveyed respondents are aware of the organizational structure</p>
<p>Make all documented plans, regulations, policies, guidelines and manuals available through different means.</p> <p><i>By whom: ETC</i></p>	<p>Staff satisfaction with accessibility of documents</p>	<p>Mean of staff responses to questions like, "Overall, how satisfied are you that the academic staff manual can be accessed on the college intranet?"</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>
<p>Assess staff's performance through standardized evaluation and appraisal process.</p> <p><i>By whom: HoD and HoS- Academic Departments</i></p>	<p>Staff appraisals and evaluations</p>	<p>Number of teachers evaluated</p>	<p>100% of staff appraised and evaluated at the end of 2009-2010 and every two years after that</p>
<p>Ensure that staff follow the code of professional conduct and that students follow college rules and regulations.</p> <p><i>By whom: HR Department / Student Affairs Dept.</i></p>	<ul style="list-style-type: none"> <li>- Record of disciplinary action</li> <li>- Staff/student satisfaction on staff and student behavior / conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Number of disciplinary actions</li> <li>- Logs and action reports on disciplinary cases and complaints</li> <li>- Mean of staff/student responses to questions like, "Does the teacher come on time?" or "Do students wear protective clothes and shoes in workshops?"</li> </ul>	<ul style="list-style-type: none"> <li>- Less than five disciplinary actions related to behavior/ conduct of staff and students per semester</li> <li>- At least 3.5 on a 1 to 5 scale where 5 is the best</li> </ul>
<p><i>*Adopt a participative approach to budget allocation in a way that involves all the departments/centers of the college in the process.</i></p> <p><i>By whom: AD Finance and HoDs -Academic Depts.</i></p> <p><i>*(to check during the workshop)</i></p>			
<p>Implement transparent procurement process that ensures value for money, projects and services.</p> <p><i>By Whom: AD Finance and Finance Department</i></p>	<p>Satisfaction with the procurement process of those involved in it</p>	<p>Mean of staff responses to questions like, "Overall, how satisfied are you with the procurement process?"</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>



**Goal 1** We will provide excellent governance, administration, and transparency, and act at all times according to strong ethical principles.

Strategies	Indicators	Measures	Targets
<p>Establish an effective e-governing system with proper infrastructure that supports an easier, smoother, faster and more transparent decision making process.</p> <p><i>By whom: AD Administration and ETC</i></p>	Satisfaction with e-governance	Mean of staff responses to questions like, "Overall, how satisfied are you with the e-governing system?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Encourage collective/group decision-making at various levels in the college within the College Bylaws and civil service rules.</p> <p><i>By whom: Academic Depts.</i></p>	Staff satisfaction with collective/group decision-making process	Mean of staff responses to questions like, "Overall, how satisfied are you with the collective/group decision-making process?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Ensure that there is a smooth transfer of communication within the college.</p> <p><i>By whom: ETC</i></p>	Staff satisfaction with the transfer of communication	Mean of staff responses to questions like, "How satisfied are you with the transfer of communication within the college?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Ensure that there are enough opportunities for regular and informal meetings of staff at different levels.</p> <p><i>By whom: College Dean</i></p>	Staff satisfaction with opportunities for meeting with other staff members	Mean of staff responses to questions like "How satisfied are you with opportunities for meeting with other staff members?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Draw up and annually revise risk management strategy following the procedures drawn by the Ministry of Manpower and the Ministry of Finance.</p> <p><i>By whom: Administration and Finance Departments</i></p>	Staff satisfaction with risk management strategy	Mean of staff responses to questions like "How satisfied are you with the risk management strategy?"	At least 3.5 on a 1 to 5 scale where 5 is the best



*Goal 2* We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market needs.

Strategies	Indicators	Measures	Targets
<p>Establish a well-defined selection policy.</p> <p><i>By whom: AD Academics HR Dept., HoDs-Academic Depts.</i></p>	<p>Performance evaluation results of new staff</p>	<p>Average performance level for the new lecturers based on survey</p>	<p>At least an average of 3.5 points in the performance index survey</p>
<p>Raise the quality of teaching through staff appraisal and evaluation</p> <p><i>By whom: Survey team, Staff Development Committee &amp; Academic Departments</i></p>	<p>Appraisal and evaluation of teaching quality.</p>	<p>Average performance on a 5 point scale</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>
<p>Put in place a system of feedback in teaching and learning and adopt a quick and effective response system.</p> <p><i>By whom: AD Academics and Academic Departments</i></p>	<p>-Student satisfaction with the teaching and learning</p> <p>-Feedback on teaching and learning and action taken</p>	<p>- Mean of student responses to questions like “Overall, how satisfied are you with the teaching method?”</p> <p>- Number of formal and informal complaints</p> <p>- Average number of days within which complaints have been dealt with</p>	<p>-At least 3.5 on a 1 to 5 scale where 5 is the best</p> <p>- No(zero) unresolved legal/formal complaints</p> <p>- Measures to deal with complaints initiated within one working day</p>
<p>Create an environment that promotes openness , encourages sharing and open avenues for cooperation and problem solving</p> <p><i>By whom: Staff Development Committee, Survey team, QAFU and Academic Departments.</i></p>	<p>Staff satisfaction with working environment</p>	<p>Mean of staff responses to questions like “Overall, how satisfied are you with your working environment?”</p>	<p>An average of at least 4 points on a 1 to 5 scale where 5 is the best</p>
<p>Improve teaching methodologies by sharing best practices through seminars, symposia, discussion forums,etc. and make staff aware of them</p> <p><i>By Whom: AD Academics and ETC</i></p>	<p>Satisfaction survey on teaching methodology activities</p>	<p>Average responses to questions like, “How satisfied are you with the seminar on best teaching and learning practices?”</p>	<p>An average of at least 3.5 points on a 5-point scale where 5 is the best</p>
<p>Identify benchmarking factors and benchmark the teaching and learning outcomes with other similar institutions in the region.</p> <p><i>By whom: College Dean, AD Academics and QAFU, HoCs and HoDs-Depts. &amp; Centers.</i></p>	<p>Benchmarked factors on teaching and learning outcomes</p>	<p>- Number of factors benchmarked.</p>	<p>Benchmark at least two factors every year</p>



*Goal 2* We will offer to all students high quality teaching, learning, and training opportunities in line with the requirements of the market needs.

Strategies	Indicators	Measures	Targets
Ensure that staff and students follow general rules on intellectual property rights(IPR) and academic integrity.  <i>By whom: ETC and Academic Departments</i>	Instances of plagiarism encountered during random departmental spot checks	Percentage of violations among documents audited	No more than 10% of any paper plagiarized
Enhance On-the-Job Training opportunities and Enhancement Practical Training facilities to improve the training for college students.  <i>By whom: OJT Department</i>	-Suitability of OJT placements and EPT facilities  -Stakeholder satisfaction with training facilities and quality of OJT and EPT	-Percentage of students placed in OJT according to their specialization  - Mean of stakeholder responses to questions like “Overall, how suitable are the training facility and quality of your OJT and EPT?”	-80% relevancy of industries in which students are place during OJT  -More than 3.5 on a 1 to 5 scale where 5 is the best
Arrange student visits to different organizations according to their specialization  <i>By Whom: Academic Depts./ Administration Department</i>	Visits to the organizations	Number of visits	Not less that two visits a year from every department
Promote an e-learning environment among staff and students.  <i>By whom: ETC and e-Learning Working Group</i>	-Use of “moodle” in courses  -Staff and student satisfaction with “Moodle”	-Usage statistics of “moodle”  - Mean of staff and student responses to questions like, “Overall, how satisfied are you with “moode”?”	-Use of “moodle” for at least 70% of courses offered in NCT by the end of 2009-2013  - At least 3.5 points on a 1 to 5 scale where 5 is the best
Develop a self-learning culture as well as learning communities among students.  <i>By whom: Academic Depts</i>	Learning communities, usage of library and other self-learning resources.	-Number of learning communities; number of users of self-access centre , library and free-access/open-access labs	One learning community per department established by the end of academic year 2010-2011
Ensure learning resources meet students’ needs.  <i>By whom: ETC and Academic Departments</i>	Student satisfaction with learning resources	Mean of student responses to questions like, “Overall, how useful do you feel the learning resources and the library is in your studies?”	More than 3.5 on a 1 to 5 scale where 5 is the best
Ensure that state-of-the-art teaching facilities and technologies are available.  <i>By whom: Administration Department, ETC</i>	Staff and student satisfaction with teaching facilities and technologies	Mean of staff and student responses to questions like “Overall, how satisfied are you with the technological support internet access at the college?”	More than 3.5 on a 1 to 5 scale where 5 is the best



**Goal 3** We will keep up with modern developments in technology through analysis of market needs in curriculum review processes.

Strategies	Indicators	Measures	Targets
<p>Conduct market surveys, field visits, workshops/conferences with employers.</p> <p><i>By whom: Marketing Unit.</i></p>	<p>Surveys, seminar/ workshops and field visits</p>	<p>- Number of surveys</p> <p>- Number of workshops conducted for each specialization</p> <p>- Number of field visits</p>	<p>One survey every two years for each specialization; one seminar/ workshop per year and one field visit per department per year</p>
<p>Establish an Industry Advisory Board</p> <p><i>By whom: College Council</i></p>	<p>Meeting of Industry Advisory Board</p>	<p>Number of Meetings</p>	<p>Two Meetings per Year starting from 2009-2010</p>
<p>Compare courses with market needs and bring them in line</p> <p><i>By whom: Marketing Unit</i></p>	<p>Courses offered in line with market needs</p>	<p>Percentage of courses in line with market needs.</p>	<p>50% match by the end of 2009-2010 and 5% increase in every academic year until 2012-2013.</p>
<p>Improve course files periodically.</p> <p><i>By Whom: Academic Depts.</i></p>	<p>Stakeholders feedback on the relevance of courses</p>	<p>Average stakeholder's responses to questions like, "How satisfied are you with the usefulness of this course?" on a 1 to 5 likert scale</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>
<p>Establish committees to specify technology requirements for the programs to meet the market needs.</p> <p><i>By whom: Academic Depts.</i></p>	<p>Satisfaction among staff with technological requirements and their suitability for market needs</p>	<p>Average staff responses to questions like, "Does the program meet the technological needs of the market?"</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>
<p>Provide training programs for staff in the new technologies to be taught to meet the market needs.</p> <p><i>By whom: ETC</i></p>	<p>Staff satisfaction with the training</p>	<p>Average staff responses to questions like, "How satisfied are you with the training given on the new technology for the new specialization?" on a 1 to 5 Likert scale</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>



**Goal 4** We will foster an open and fruitful relationship with public and private sector organizations and with the community at large.

Strategies	Indicators	Measures	Targets
<p>Establish a Marketing Unit with the Placement Center to strengthen the link between graduates and the job market.</p> <p><i>By whom: College Council and Marketing Unit (for placement)</i></p>	<p>-Activities of the Marketing Unit</p> <p>- Placements made through Placement Centre</p>	<p>- Number of activities</p> <p>- Percentage of graduates placed through Placement Centre</p>	<p>-Ten activities per year</p> <p>- Establishment of centre by July 2009; 10% placement at the end of the 2009-2010 academic year; 15% placement by the end of the 2011-2012 academic year; 17% placement by the end of the 2012-2113 academic year</p>
<p>Establish and maintain effective relationships with print and broadcast media.</p> <p><i>By whom: College Council</i></p>	<p>Articles and reports in print media and television and radio broadcasts of college events</p>	<p>Number of articles and reports in print media and television and radion broadcasts of college events</p>	<p>100% media coverage for major college events</p>
<p>Create an NCT-Community Service scheme by involving interested, service-minded student volunteers and staff to serve the local community..</p> <p><i>By whom: College Administration</i></p>	<p>- NCT-Community Service activities and projects</p> <p>- NCT-Community Service members</p>	<p>- Number of activities and projects</p> <p>- Number of members</p>	<p>- Five activites by NCT Community Service(NCT-CS) by end of academic year 2012-2013</p> <p>- Increase of at least five NCT-Community Service members every year.</p>
<p>Carry out a staff exchange program with the private sector on a part-time basis to share expertise for mutual development.</p> <p><i>By whom: College Administration</i></p>	<p>Staff exchanges</p>	<p>Number of exchanges and duration</p>	<p>One exchange program every academic year starting from academic year 2009-2010</p>
<p>Establish effective relationship with parents.</p> <p><i>By whom: College Administration, AD Academics, HoDs- Academic Depts</i></p>	<p>-Parent satisfaction</p> <p>-Open meetings with parents</p>	<p>- Average parent responses to questions like, " Are you satisfied with the quality of learning in the college?"</p> <p>- Number of open meetings</p>	<p>- At least 3.5 on a 1 to 5 scale where 5 is the best</p> <p>- One open meeting per year</p>
<p>Encourage more community-based final year/graduation projects</p> <p><i>By Whom: Academic Depts.</i></p>	<p>Community-based final year/ graduation projects</p>	<p>Number of community-based final year/graduation projects</p>	<p>Increasing number of community-based final year/graduation projects every year</p>
<p>Develop and provide tailor-made programs and consultancy services for the private sector.</p> <p><i>By whom: AD Academics, HoDs – Academic Depts.</i></p>	<p>Consultancy services and programs</p>	<p>Number of consultancy services and programs</p>	<p>At least ten consultancy service/tailor-made program by the end of academic year 2012-2013</p>
<p>Solicit equipment/infrastructure donations.</p> <p><i>By whom: College Dean</i></p>	<p>Equipment/Infrastructure donations</p>	<p>Value of equipment/ Infrastructure donated</p>	<p>200,000 OMR donated by 2013.</p>



*Goal 5* We will provide excellent student services that support learning in technical education.

Strategies	Indicators	Measures	Targets
<p>Provide opportunities for students to raise issues on matters such as facilities (e.g. free access labs) and services rendered by Student Affairs, which include dealing with grievances.</p> <p><i>By whom: Student Affairs and Academic Departments</i> <i>When: On-going</i></p>	<ul style="list-style-type: none"> <li>- Student Council meetings</li> <li>- Student satisfaction with facilities and services</li> </ul>	<ul style="list-style-type: none"> <li>- Number of student council meeting</li> <li>- Mean of student responses to questions like, "Overall, how happy are you with the health clinic services?"</li> </ul>	<ul style="list-style-type: none"> <li>- At least 3 student council meeting every year</li> <li>- At least 3.5 on a 1 to 5 scale where 5 is the best</li> </ul>
<p>Promote student activity clubs and conduct an annual academic and cultural week as well as intra-college competitions</p> <p><i>By whom: Academic Depts./ and Student Affairs (Department will write the target; college-level activities to be done by Student Affairs)</i></p>	<ul style="list-style-type: none"> <li>- Membership in activity clubs</li> <li>- Activities of the club</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of students who are members of activity clubs</li> <li>- Number of activities</li> </ul>	<ul style="list-style-type: none"> <li>- 10% membership at the end of academic year 2009-2010</li> <li>- At least one cultural week and ten other activities every academic year</li> </ul>
<p>Improve the e-library by securing required licensing, software and hardware requirements.</p> <p><i>By whom: ETC</i></p>	<p>Student and staff satisfaction with e-library</p>	<p>Mean of student responses to the questions like, "Overall, how satisfied are you with materials in the e-library connected to your area of specialization?"</p>	<p>At least 3.5 on 1 to 5 scale where 5 is the best</p>
<p>Create a counseling centre that is capable of addressing students' social and academic problems.</p> <p><i>By whom: Student Affairs Dept.</i></p>	<p>Student satisfaction with counseling centre</p>	<p>Mean of student responses to the questions like, "Overall, how happy are you with the student counseling centre?"</p>	<p>At least 3.5 on 1 to 5 scale where 5 is the best</p>
<p>Conduct an annual review of student services procedures taking into account students ideas and feedback.</p> <p><i>By Whom: Student Affairs Department</i></p>	<ul style="list-style-type: none"> <li>- Involvement of student and staff in reviewing student services procedures</li> <li>- Student and staff satisfaction with student services</li> </ul>	<ul style="list-style-type: none"> <li>- Number of activities undertaking every year to review the student services procedures</li> <li>- Mean of student responses to the questions like, "Overall, how satisfied are you with the student follow-up procedure?"</li> </ul>	<ul style="list-style-type: none"> <li>-At least 2 meeting to review the student services procedures per year.</li> <li>-At least 3.5 on 1 to 5 scale where 5 is the best.</li> </ul>



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

Strategies	Indicators	Measures	Targets
Develop ways and measures to check graduate skills are in line with college goals and market needs.  <i>By whom: Academic Departments and NCT Survey Team</i>	Graduate Aptitude Test results  (should be defined clearly)	Percentage of students who pass the Skills Achievement Test	90% of students passing the Skills Achievement Test
Review and evaluate employer feedback on the quality of graduates and track students after graduation.  <i>By whom: Academic Departments and NCT Survey Team</i>	-Employer satisfaction with NCT graduates  -Match between job requirements and skills acquired in college	- Average employer response on a 1 to 5 Likert-type scale to questions like, "Overall, how satisfied are you with this graduate?" as well as questions about graduates' performance in specific areas  - Match percentage	- At least 3.5 on a 1 to 5 scale where 5 is the best  -85- 95% of graduates surveyed are suitably qualified for their jobs
For each program, Investigate course outcomes to find out the areas where practical delivery is feasible and write delivery plans accordingly  <i>By whom: Academic Depts</i>	Practical content hours in each program	Percentage of total practical content hours in each program	Achieve appropriate percentage of practical and theoretical course content prescribed by the Ministry at various levels for each program
Develop and introduce suitable Enhancement Practical Training (EPT) modules in the line with specialization.  <i>By whom: OJT Department, Academic Departments</i>	EPT Modules	Number of new modules developed per specialization	At least one new EPT module per department per year
Establish simulation centre for Engineering, IT and Business Departments to provide effective EPT.  <i>By Whom: College Council and Academic Departments</i>	- Training supervisor satisfaction with trainee performance  - Student satisfaction with EPT training  - Customer satisfaction with simulation centre	- Average supervisor response to questions like, "How satisfied are you with the level of skills acquired by trainees in the simulation centre?"  - Average student response to questions like, "How useful do you feel this training is?"  - Average customer response to questions like, "How happy are you with the services offered at the simulation centre?"	At least 3.5 on a 1 to 5 Likert-type scale where 5 is the best
Benchmark graduate outcomes with national and foreign accredited institutions  <i>By whom: College Council and Academic Departments</i>	Benchmarked factors	Number of benchmarked factors	Benchmark graduate outcomes with at least one institution at the end of academic year, beginning in 2009-2010
Establish an active alumni association to maintain relationships with graduates.  <i>By whom: Student Affairs Department</i>	- Alumni Association members  - Alumni Association activities	- Number of Alumni Association members  - Number of Alumni Association activities	- Have at least 20% of previous NCT graduates (2002-2003-2008/9) registered in the Alumni Association by the end of academic year 2012-2013 - From academic year 2009/10 onwards, have at least 80% of NCT graduates registered in the Alumni Association -Two Alumni Association activities per academic year



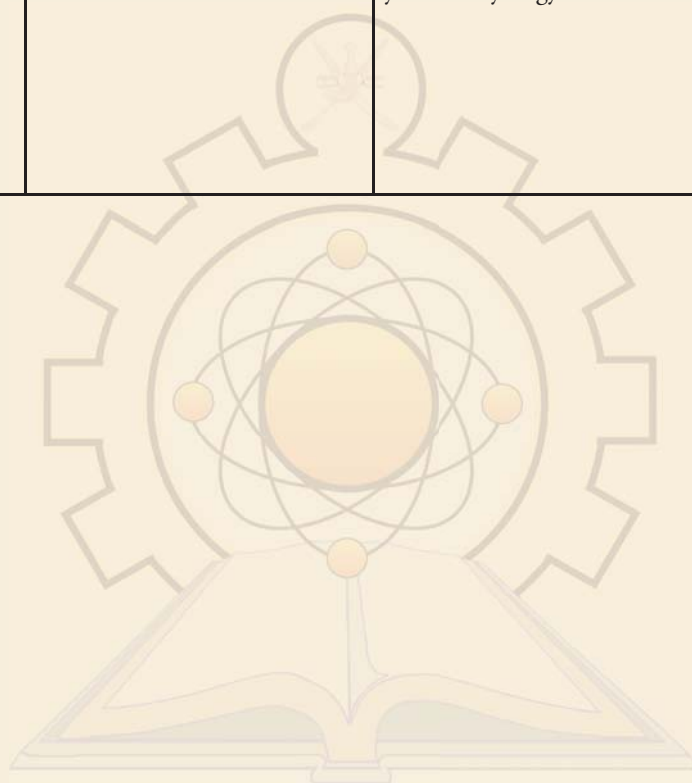
**Goal 7** We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking.

Strategies	Indicators	Measures	Targets
Identify staff shortages promptly and accurately, and inform the Ministry of such while setting recruitment targets.  <i>By whom: Departments/ Centers</i>	Load of staff	Number of overloaded and unloaded hours of staff	Average load of staff should be 32-38 hrs a week
Standardize pay structure on par with other institutions.  <i>By whom: Administration and Finance Departments (to be discussed with the Dean)</i>	Recommendation made by the Dean to concerned parties in the Ministry		Standardized on pay structure at the end of academic year 2009-2010
Recruit lecturers, instructors and technicians who have proper qualifications with relevant teaching and industrial experience.  <i>By whom: HR and Academic Departments</i>	Qualifications based on standard and experience	Number of lecturers meeting the requirements	100% of lecturers meeting the requirements
Produce clear & explicit policies & procedures with staff appraisal procedures.  <i>By whom: QAFU and Administration Department</i>	Staff satisfaction with appraisal procedure	Average staff response to questions like, "How satisfied are you with the fairness of the appraisal procedure?"	At least 3.5 on a 1 to 5 scale where 5 is the best
Create staff development opportunities based on staff appraisal.  <i>By Whom: Staff Development Committee Academic Departments / ETC</i>	Staff satisfaction with development opportunities	Average staff response to questions like, "How satisfied are you with staff development opportunities?"	At least 3.5 on a 1 to 5 scale where 5 is the best
Reward outstanding / distinguished performance and innovation by all staff by following procedures.  <i>By whom: Staff Development Committee</i>	Innovations (in the context of the college)	Number of innovations recognized and acknowledged	Increased number of innovations every year
Establish a Staff Development Committee that offers programs for the continuing professional development of staff.  <i>By whom: Staff Development Committee</i>	Staff satisfaction with activities of Staff Development Committee	Average staff response to questions like, "How satisfied are you with staff development programs?"	At least 3.5 on a 1 to 5 scale where 5 is the best



*Goal 7* We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking.

Strategies	Indicators	Measures	Targets
<p>Create standard induction procedures and support newly-recruited staff through a full and formal induction.</p> <p><i>By whom: Staff Development Committee</i></p>	<p>Staff satisfaction with induction procedures</p>	<p>Average staff response to questions like, "How satisfied are you with staff induction procedures?"</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>
<p>Ensure the systematic application of team building and synergy activities in and across departments.</p> <p><i>By whom: Staff Development Committee/ Administration Department/ ETC</i></p>	<p>Staff satisfaction with team building and synergy activities</p>	<p>Average staff response to questions like, "How satisfied are you with synergy activities?"</p>	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p>



*Think. Learn. Create.*



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

Strategies	Indicators	Measures	Targets
<p>Identify requirements for facilities such as classrooms, laboratories, workshops, etc. and take the necessary action to cater to the increasing number of students.</p> <p><i>By whom: College Dean, AD Administration Academic Departments, and Centers</i></p>	Staff and student satisfaction with number of facilities	Average staff and student response to questions like, "Overall, how satisfied are you with the number of classrooms?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Enhance the present laboratory/workshop facilities to meet the needs in terms of advancements in technologies.</p> <p><i>By whom: College Dean, AD Administration Academic Departments, and Centers</i></p>	Staff satisfaction with the present laboratory/workshop facilities	Average staff response to questions like, "Overall, how satisfied are you with how up-to-date the facilities in the college are?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Benchmark facilities based on international standards.</p> <p><i>By whom: College Administration</i></p>	Benchmarked factors on facilities	Number of benchmarked facilities	Benchmark computer labs, engineering workshops, library and other learning facilities by the end of academic year 2008-2009
<p>Construct a sports facility and offer training by professional trainers.</p> <p><i>By whom: College Administration</i></p>	Training programs and sports activities	-Number of training programs -Number of sports activities	- Indoor and outdoor sports facility and training programs available 2012-2013  -Football, basketball and other indoor and outdoor sports activities available by 2012-2013.
<p>Identify and meet facility needs for extra curricular activities.</p> <p><i>By Whom: College Administration and Student Affairs Department</i></p>	Staff and student satisfaction with facilities for extra curricular activities	Average staff and student response to questions like, "Overall, how satisfied are you with facilities for extra curricular activities?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Increase/improve common rooms, mosque/prayer room, auditorium, clinic, library and refreshment center (canteen) and covered pathways</p> <p><i>By whom: College Administration and Student Affairs Department</i></p>	Staff and student satisfaction with common rooms, mosque/prayer room, auditorium, clinic, library and refreshment center (canteen)	Average staff and student response to questions like, "How satisfied are you with the mosque/prayer room?"	At least 3.5 on a 1 to 5 scale where 5 is the best
<p>Construct staff lounge with recreation facilities.</p> <p><i>By whom: College Administration</i></p>	Staff satisfaction with staff lounge	Average staff response to questions like, "How satisfied are you with the staff lounge?"	At least 3.5 on a 1 to 5 scale where 5 is the best



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

Strategies	Indicators	Measures	Targets
Establish a college printing press to cater to the needs of the college.  <i>By whom: College Administration</i>	Print jobs	Percentage of print jobs done at the college	100% of print jobs done at the college at the end of academic year 2011-2012
Establish a comprehensive database system of all resources and services.  <i>By whom: ETC and College Store</i>	User satisfaction with database system	Average user response to questions like, "How satisfied are you with the resources' database"	At least 3.5 on a 1 to 5 scale where 5 is the best
Conduct regular audits of facilities.  <i>By whom: College Administration</i>	Facilities audited	Percentage of facilities covered through audits	100% facilities covered after two years (fiscal year ending 2011)
Put in place an effective servicing (maintenance) system.  <i>By whom: ETC, Appropriate Authorities</i>	User satisfaction with servicing (maintenance) system	Average user response to questions like, "How satisfied are you with the maintenance of workshops?"	At least 3.5 on a 1 to 5 scale where 5 is the best
Train the staff and students on the proper use of facilities and encourage them to use these regularly.  <i>By Whom: ETC</i>	Usage satisfaction	Average staff / student response to questions like, "How satisfied are you with the training on the proper usage of smart boards?" or "How often do you use the student information kiosk?"	At least 3.5 on a 1 to 5 scale where 5 is the best
Convert present staff offices into modern offices to create a comfortable working environment.)  <i>By whom: College Administration</i>	Staff satisfaction with their offices	Average staff response to questions like, "How satisfied are you with your office?"	At least 3.5 on a 1 to 5 scale where 5 is the best
Convert traditional classrooms into modern classrooms to develop an efficient e-learning environment.  <i>By whom: College Administration</i>	Staff and student satisfaction with classrooms	Average staff and student response to questions like, "How satisfied are you with your classroom?"	At least 3.5 on a 1 to 5 scale where 5 is the best
Establish a safe working environment according to international standards.  <i>By whom: Health and Safety Committee</i>	-Accident reports  -Satisfaction with safety	-Number of accidents reported - Average staff and student response to questions like, "How satisfied are you with the safety of your working environment?"	-Zero accident per semester; 2 safety audits per year  -At least 3.5 on a 1 to 5 scale where 5 is the best



# College Council

## College-wide Strategic Planning and QAFU

*Think.*

*Learn.*

*Create.*



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