

Ministry of Manpower
Directorate General of Technological Education
Nizwa College of Technology



College Strategic Plan

2009 – 2012

Last updated: 14 June 2010

Introduction

This document is a summary of the Strategic Plan 2009 – 2012 of Nizwa College of Technology, 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 Intranet for internal stakeholders.

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 existing 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 (QAFU) 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.

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.

Mission

Our mission is to achieve and sustain a strong reputation for excellence in teaching and 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.

Core Values

Professionalism - personal commitment to contribute through hard work to 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 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

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, analyse 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.

Governance, Management and Administration

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

Sub-Goal	Strategies	Indicators	Measures	Targets
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.	1.a.1. Ensure that the staff are aware of the college organizational structure and their responsibilities. <i>By whom: Academic Departments- HoD and HoS</i>	Survey response	Percentage of teachers who are aware of both	90% of surveyed respondents are aware of both **Survey to be done by end of first semester every academic year
	1.a.2. Make all documented plans, regulations, policies, guidelines and manuals available through different means. <i>By whom: ETC</i>	Staff satisfaction with accessibility of documents	Mean of staff response to questions like, "Overall, how satisfied are you that the academic staff manual can be accessed on the college intranet?"	At least 3.5 on a 1 to 5 scale where 5 is the best
	1.a.3. Assess staff performance for fulfillment of their job responsibilities. <i>By whom: HoD and HoS- Academic Departments</i>	Staff appraisals and evaluations	Results of appraisal/evaluation	100% of staff appraised and evaluated every academic year
	1.a.4. Ensure that staff follow the code of professional conduct and that students follow college rules and regulations. <i>By whom: HR Department / Student Affairs Dept.</i>	Disciplinary actions taken	Number of disciplinary actions	Less than five and fifteen disciplinary actions related to behavior/ conduct of staff and students respectively per semester

Sub-Goal	Strategies	Indicators	Measures	Targets
1.b. To ensure transparent financial management.	1.b.1. Adopt a participative approach to budget allocation in a way that involves all the departments/centers of the college in the process. <i>By whom: AD Finance, HoC-ELC, and HoDs-Academic Departments, AD-SA, ETC</i>	Satisfaction with the budget allocation process of those involved in it	Mean of staff response to questions like, "How satisfied are you with the budget allocation process?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Survey to be done once a year
	1.b.2. Implement transparent procurement process. <i>By Whom: AD Finance and Finance Department</i>	Satisfaction with the procurement process of those involved in it	Mean of staff response to questions like, "Overall, how satisfied are you with the procurement process?"	At least 3.5 on a 1 to 5 scale where 5 is the best **survey to be done once a year
	1.b.3. Ensure proper allocation of funds based on budget priorities as decided by the College Council. <i>By whom: AD Finance, AD Student Affairs, HoC-ELC, HoC-ETC and HoDs-Academic Departments</i>	Records of attainment of set priorities	Percentage of set priorities for budget that are attained	At least 70% of set priorities for budget are attained every year
1.c. To improve quality of management and ensure that decisions are made collectively at different levels.	1.c.1. Establish an effective e-governing/e-management system with proper infrastructure that supports an easier, smoother, faster and more transparent decision making process. <i>By whom: AD Administration and ETC</i>	e-governance/e-management system in place and is effective	Number of e-governance/e-management programs in operation Number of complaints received for system parts (programs) in place	At least 60% of core e-governance/e-management systems programs operational at the end of 2011-2012 Less than 10% complaints received
	1.c.2. Encourage collective/group decision-making at various	Occasions when group decisions were made	Number of occasions when group decisions were made	At least one occasion per semester

Sub-Goal	Strategies	Indicators	Measures	Targets
	<p>levels in the college within the College Bylaws and civil service rules.</p> <p><i>By whom: Academic Depts.</i></p>			
	<p>1.c.3. Develop transparent management systems and a participative environment where staff can freely contribute ideas.</p> <p><i>By whom: Academic Depts.</i></p>	Staff satisfaction on management systems	Mean response to questions like "How satisfied are you with the management system in the college?"	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p> <p>**Survey to be done once a year</p>
1.d. To improve the channels of communication within the college.	<p>1.d.1. Ensure that the channels of communication within the college are appropriate and effective.</p> <p><i>By whom: ETC</i></p>	Staff awareness of what is happening in the college	Percentage of staff aware of what is happening in the college	<p>At least 85% of staff are aware of what is happening in the college</p> <p>**Survey to be done every semester</p>
	<p>1.d.2. Ensure that there are enough opportunities for formal and informal meetings of staff at different levels.</p> <p><i>By whom: College Dean</i></p>	Meetings of staff	Number of meetings	At least 2 meetings per month
1.e. To put in place a proper policy management system.	<p>1.e.1. Draw up and annually revise risk management plan 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>	Risk management plan	Number of risks identified and addressed	At least 75% of risks identified and addressed by end of academic year 2009-2010

Sub-Goal	Strategies	Indicators	Measures	Targets
	1.e.2. Conduct needs analysis periodically. <i>By whom: Asst. Deans, HoCs and HoDs</i>	Requirements reports and recommendations	Number of needs identified in the report	At least 80% of needs identified are taken action every academic year
	1.e.3. Develop, monitor and review policies and procedures regularly. <i>By whom: Asst. Deans, HoCs and HoDs</i>	Reviews conducted	Number of reviews conducted	1 – 2 reviews every academic year
	1.e.4. Train staff on policy management system. <i>By whom: Admin Dept.</i>	PMS training programs	Number of programs Number of staff attending	At least one training programme per semester; 75% of staff attend at least 1 program every academic year

Quality of Teaching and Learning

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

Sub-Goal	Strategies	Indicators	Measures	Targets
2.a. To raise the standard of teaching in the college.	2.a.1. Establish a well-defined selection and recruitment policy. <i>By whom: AD Academics HR Dept., HoDs-Academic Depts.</i>	Performance evaluation results of new staff	Average performance level for new lecturers	An average of at least 3.5 points in the evaluation on a 5-point scale **Performance evaluation to be completed after the staff probation period
	2.a.2. Develop academic and support staff based on staff appraisal results.	Staff development plan	Number of activities (trainings, workshops, seminars) in the plan Number of staff	At least 80% of Staff Development Plan carried out every academic year

Sub-Goal	Strategies	Indicators	Measures	Targets
	<i>By whom: Survey team, Staff Development Committee & Academic Departments</i>		trained/participated	At least 25% of staff participated in at least one staff development activity per academic year
	2.a.3. Put in place a system of feedback from all stakeholders on teaching and learning. <i>By whom: AD Academics and Academic Departments</i>	Feedback on teaching and learning	Number of feedback and action taken No. of suggestions given/improvements	No (zero) unresolved legal/formal complaints Measures to deal with complaints initiated within one working day
	2.a.4. Create an environment that promotes openness and encourages sharing among staff and students. <i>By whom: Staff Development Committee, Survey team, QAFU and Academic Departments</i>	Staff and student satisfaction with the teaching-learning environment	Positive feedback on the teaching-learning environment	At least 50% of staff and students provide positive feedback every semester
	2.a.5. Improve course materials, course delivery and assessment methods on a regular basis. <i>By whom: Academic Staff</i>	Updated course materials, delivery and assessment methods	Number of courses updated	100% of courses reviewed annually
2.b. To ensure the use of best practices and latest technologies in teaching and learning to meet the market needs.	2.b.1. Encourage sharing of best practices to improve teaching effectiveness. <i>By whom: AD Academics and ETC</i>	Satisfaction with the events for sharing of best practices	Positive feedback	An average of at least 3.5 points on a 5-point scale where 5 is the best **Feedback to be collected annually
	2.b.2. Develop a culture of benchmarking with other similar institutions in the	Benchmarking agreements	Number of MoUs signed for benchmarking	At least one MoU per academic year

Sub-Goal	Strategies	Indicators	Measures	Targets
	region. <i>By whom: College Dean, AD Academics and QAFU, HoCs and HoDs-Depts. & Centers</i>			
	2.b.3. 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	Percentage of violations recorded and actions taken	Action taken on 100% of all proven violations
	2.b.4. 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 response to questions like “Overall, how satisfied are you with the technological support like internet access at the college?”	More than 3.5 on a 1 to 5 scale where 5 is the best **Survey to be done annually
2.c. To provide relevant skills to students through training.	2.c.1. Enhance On-the-Job Training opportunities and Enhancement Practical Training facilities in line with market needs to improve the training for college students. <i>By whom: OJT Department</i>	Suitability of OJT placements and EPT facilities Industry satisfaction with training facilities and quality of OJT and EPT	Percentage of students placed in OJT according to their specialization Positive feedback	80% of students are placed during OJT in their own area of specialization every semester More than 3.5 on a 1 to 5 scale where 5 is the best
	2.c.2. 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 than two visits each academic year from every department

Sub-Goal	Strategies	Indicators	Measures	Targets
2.d. To nurture a college environment that enhances teaching and learning.	2.d.1. 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 response to questions like, “Overall, how satisfied are you with “moodle”?”	Use of “moodle” for at least 70% of courses offered in NCT by the end of 2011-2012 At least 3.5 points on a 1 to 5 scale where 5 is the best
	2.d.2. 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 At least 50% of students use the SAC, library and free-access labs every semester
	2.d.3. Ensure learning resources meet program requirements. <i>By whom: ETC and Academic Departments</i>	Staff and Student satisfaction with teaching and learning resources	Mean of staff and student response to questions like, “Overall, how useful do you feel the teaching/learning resources and the library is to your teaching/studies?”	More than 3.5 on a 1 to 5 scale where 5 is the best **Survey to be done every academic year

Program Development

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

Sub-Goal	Strategies	Indicators	Measures	Targets
3.a. To analyze market needs.	3.a.1. Conduct market surveys, field visits, workshops/conferences with employers. <i>By Whom: Marketing Unit</i>	Surveys, seminar/ workshops and field visits	Number of surveys Number of workshops conducted for each specialization	One survey every two years for each specialization; one seminar/ workshop per academic year

Sub-Goal	Strategies	Indicators	Measures	Targets
			Number of field visits	one field visit per department per academic year
	3.a.2. Establish an Industry Advisory Board. <i>By Whom: College Council</i>	Industry Advisory Board in place	Number of meetings and actions of the IAB	At least 90% of decisions/actions fully carried out every academic year
3.b. To review the curriculum periodically based on market needs and design relevant programs or new specializations.	3.b.1. Review curriculum based on survey results. <i>By whom: Marketing Unit</i>	Review activities related to curriculum	Number of review activities	Review is to be done once every three years starting 2010-2011
	3.b.2. Improve courses periodically. <i>By whom: Academic Depts.</i>	Stakeholder feedback on the courses	Positive feedback	At least 3.5 on a 1 to 5 scale where 5 is the best **Feedback to be collected every academic year
	3.b.3. Match courses with market needs. <i>By whom: OJT Department and Job Placement Unit</i>	Acceptance of the courses by employers as meeting market needs	Positive feedback	At least 3.5 on a 1 to 5 scale where 5 is the best **Feedback to be collected every academic year
3.c. To provide learning resources with the latest technology.	3.c.1. Establish committees to specify technology requirements for the programs to meet the market needs. <i>By Whom: Academic Depts.</i>	Advisory committees for technology requirements	Number of recommendations made by the committees	At least 50% of recommendations are acted upon by 2011-2012
	3.c.2. Provide training programs for staff in the new technologies to be used in teaching to meet the market needs. <i>By Whom: ETC</i>	Staff satisfaction with the training	Average staff response to questions like, "How satisfied are you with the training given on the new technology in the new specialization?" on a 1 to 5 Likert scale	At least 3.5 on a 1 to 5 scale where 5 is the best **Training programs to be conducted throughout the year based on needs/requests

Community / Industry Engagement

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

Sub-Goal	Strategies	Indicators	Measures	Targets
4.a. To establish communication channels between the college and the local community / industry.	4.a.1. Establish a Marketing Unit with the Placement Center to strengthen the link between graduates and the job market. <i>By whom: College Council and Marketing Unit (for placement)</i>	Activities of the Marketing Unit Placements made through Placement Centre	Number of activities Percentage of graduates placed through Placement Centre	Ten activities per year starting 2010-2011 Establishment of centre by October 2011; 10% placement at the end of the 2009-2010 academic year; 15% placement by the end of the 2010-2011 academic year; 17% placement by the end of the 2011-2012 academic year
	4.a.2. Establish and maintain effective relationships with print and broadcast media. <i>By whom: Marketing Unit</i>	Articles and reports in print media and television and radio broadcasts of college events	Number of articles and reports in print media and television and radio broadcasts of college events	100% media coverage for major college events every academic year
	4.a.3. Create an NCT-Community Service scheme by involving interested, service-minded student volunteers and staff to serve the local community. <i>By whom: College Administration</i>	NCT-Community Service activities and projects NCT-Community Service members	Number of activities and projects Percent increase in membership	Five activities by NCT Community Service (NCT-CS) by end of academic year 2011-2012 5% increase in NCT-Community Service membership every academic year
	4.a.4. Establish staff exchange programs with the private sector to share expertise for mutual development. <i>By whom: College Administration</i>	Staff exchange programs	Number of exchange programs	One exchange program from either side every academic year starting from academic year 2011-2012

Sub-Goal	Strategies	Indicators	Measures	Targets
	4.a.5. Establish effective relationships with parents. <i>By whom: College Administration, AD Academics, HoDs-Academic Depts.</i>	Open meetings with parents Outcome of these meetings	Number of open meetings Number of positive outcomes	One open meeting per year At least 50% of suggestions are acted upon
	4.a.6. Strengthen links with industry through talks, events, lectures, open days, etc. <i>By whom: OJT Dept., Academic Departments</i>	Records of events	Number of events conducted	Open Days – 1 per year; Industrial Visits – 3 per semester per department; Talks/Lectures – 2 per year per department
4.b. To provide high quality programs and services according to industry and community needs.	4.b.1. Identify industry and community needs. <i>By whom: OJT Dept., Academic Departments</i>	Survey on industry needs; survey on community needs	Number of needs identified	At least 50% of identified needs are taken action/met every year
	4.b.2. Encourage more community-based final year/graduation projects. <i>By whom: Academic Depts.</i>	Community-based final year/graduation projects	Number of community-based final year/graduation projects	Increasing number of community-based final year/graduation projects every year
	4.b.3. Develop and provide tailor-made programs and consultancy services for the private sector. <i>By whom: AD Academics, HoDs – Academic Depts.</i>	Consultancy services and programs developed and provided	Number of consultancy services and programs provided	At least ten consultancy services/tailor-made programs by the end of academic year 2011-2012
4.c. To acquire financial and other support from industry and	4.c.1. Explore opportunities for fund-raising. <i>By whom: College Administration</i>	Activities for fund-raising, MoAs	Number of fund-raising activities; number of MoAs signed	One fund-raising activity and MoA per year

Sub-Goal	Strategies	Indicators	Measures	Targets
community.	4.c.2. Improve opportunities for industry sponsorship of college activities. <i>By whom: College Dean</i>	Records of industry sponsorships	Number of sponsorships	At least three company-sponsored activities by the end of AY 2011-2012; 200,000 OMR received as donation by 2012

Student Services

Goal 5: We will provide excellent student services that support learning in technological education.

Sub-Goal	Strategies	Indicators	Measures	Targets
5.a. To inform students about student services.	5.a.1. Disseminate or inform student services to students. <i>By whom: Student Affairs Dept.</i>	Student satisfaction with dissemination of information regarding student services	Mean of student response to questions like, "How satisfied are you with the way the Student Affairs Office is informing you of their services?"	At least 3.5 on 1 to 5 scale where 5 is the best **Survey to be done every semester
	5.a.2. Conduct an annual review of student services procedures taking into account students ideas and feedback. <i>By whom: Student Affairs Department</i>	Involvement of student and staff in reviewing student services procedures	Number of changes proposed	At least 50% of changes proposed are acted upon every year
5.b. To monitor and improve student services.	5.b.1 To obtain feedback by providing opportunities for students to raise issues on matters such as facilities and services. <i>By whom: Student Affairs and Academic Departments</i> <i>When: On-going</i>	Student Council meetings to raise issues Student satisfaction with the feedback process	Number of student council meetings Positive feedback	At least 3 student council meetings every academic year At least 3.5 on 1 to 5 scale where 5 is the best
	5.b.2. Improve student services	Records of improvement	Number of improvements made	60% of improvement needs

Sub-Goal	Strategies	Indicators	Measures	Targets
	based on feedback obtained. <i>By whom: Student Affairs and Academic Departments</i>			based on feedback are satisfied at the end of every academic year
5.c. To involve students in cultural, social, and other college activities.	5.c.1 Promote student activity clubs. <i>By whom: Academic Depts./ and Student Affairs (college-level activities to be done by Student Affairs)</i>	Objectives of the club are set and published Membership in activity clubs Activities of the clubs	Student awareness of the objectives Percentage of students who are members of activity clubs Number of activities	At least 75% of students are aware of the clubs and their objectives 10% membership at the end of academic year 2009-2010 At least 1 activity per semester
	5.c.2 Conduct an annual academic and cultural week. <i>By whom: Academic Depts./ and Student Affairs (college-level activities to be done by Student Affairs)</i>	Records of academic and cultural events during the week	Number of events	At least one academic and cultural week and ten other activities every academic year
	5.c.3. Conduct intra-college competitions. <i>By whom: Academic Depts./ and Student Affairs (college-level activities to be done by Student Affairs)</i>	Records of competitions	Number of competitions	One competition per academic year
5.d. To ensure the availability of the latest technologies in laboratories, library, and other facilities.	5.d.1. Upgrade the resources. <i>By whom: ETC</i>	Staff and student satisfaction with the resources	Positive feedback	At least 3.5 on 1 to 5 scale where 5 is the best **Feedback to be collected once every academic year
	5.d.2. Ensure that resources are appropriate and effective in	Staff and student satisfaction with the appropriateness of	Positive feedback	At least 3.5 on 1 to 5 scale where 5 is the best

Sub-Goal	Strategies	Indicators	Measures	Targets
	meeting the teaching requirements. <i>By whom: ETC and Academic Departments</i>	resources for teaching		**Feedback to be collected every semester
5.e. To provide the necessary facilities for student services.	5.e.1. Ensure that the counseling centre is capable of addressing students' social and academic problems. <i>By whom: Student Affairs Dept.</i>	Student satisfaction with the services provided by the counseling centre	Mean of student response to questions like, "Overall, how happy are you with the student counseling centre?"	At least 3.5 on 1 to 5 scale where 5 is the best **Survey to be done every semester
	5.e.2. Ensure that space in facilities for student services is adequate for needs of students. <i>By whom: Administration Dept., Student Affairs</i>	User satisfaction with the space used for student services	Positive feedback	At least 3.5 on 1 to 5 scale where 5 is the best **Feedback to be collected every academic year

Graduates

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

Sub-Goal	Strategies	Indicators	Measures	Targets
6.a. To ensure that graduate attributes are met.	6.a.1. Ensure that different program offerings of the college are inline with the graduate attributes. <i>By whom: Academic Depts.</i>	Mapping of programs structure with graduate attributes	Number of program structure that meets the graduate attributes	100% of programs structure match the graduate attributes by end of academic year 2009-2010

Sub-Goal	Strategies	Indicators	Measures	Targets
	6.a.2. Develop ways and measures to check whether program objectives and outcomes are in line with market needs. <i>By whom: Academic Departments and NCT Survey Team</i>	Mapping of program objectives and outcomes with the market needs	Number of programs that meet the market needs	100% of programs meet the market needs by end of academic year 2009-2010
	6.a.3. Review and evaluate employer feedback on the quality of graduates. <i>By whom: Academic Depts. and NCT Survey Team</i>	Employer evaluation on quality of graduates	Positive feedback	At least 3.5 on 1 to 5 scale where 5 is the best **Evaluation done every two years
6.b. To ensure that the delivery of courses is more practice-oriented.	6.b.1. For each program, identify the areas where delivery through practicals is feasible. <i>By whom: Academic Depts.</i>	Practical contact hours in each program	Percentage of total practical contact hours in each program	Meet the requirements of practical and theoretical course contact hours as prescribed by the Ministry at various levels for each program by 2009-2010
	6.b.2. Prepare delivery plans accordingly. <i>By whom: Academic Depts.</i>	Approved delivery plans	Percentage of practicals in the delivery plans	100% of delivery plans should be inline with the minimum requirements every academic year
6.c. To provide effective Enhancement Practical Training (EPT) and On-the-Job-Training (OJT) for improving the skills of students.	6.c.1. Develop and introduce suitable Enhancement Practical Training (EPT) modules in line with specializations. <i>By whom: ETC, Academic Departments</i>	EPT Modules	Number of new EPT modules developed per specialization	At least one new EPT module per department per year
	6.c.2. Establish a simulation centre for Engineering, IT and Business Departments to	Training supervisor satisfaction with trainee performance	Average supervisor response to questions like, "How satisfied are you with the level of skills	At least 3.5 on a 1 to 5 Likert-type scale where 5 is the best

Sub-Goal	Strategies	Indicators	Measures	Targets
	<p>provide effective EPT and OJT.</p> <p><i>By whom: College Council and Academic Departments</i></p>	<p>Student satisfaction with EPT and OJT training</p>	<p>acquired by trainees in the simulation centre?"</p> <p>Average student response to questions like, "How useful do you feel this training is?"</p>	<p>At least 3.5 on a 1 to 5 Likert-type scale where 5 is the best</p> <p>**Simulation Centre to be established by end of 2010-2011</p>
	<p>6.c.3. Ensure that OJT placements are inline with specializations.</p> <p><i>By whom: OJT Department and Academic Departments</i></p>	<p>Supervisors and OJT Trainees satisfaction with OJT placement</p>	<p>Mean of response to questions like, "How satisfied are you with the OJT placement?"</p>	<p>At least 3.5 on a 1 to 5 Likert-type scale where 5 is the best</p> <p>**Survey through random samples to be done yearly</p>
6.d. To benchmark the graduate attributes.	<p>6.d.1. Benchmark graduate attributes with national and foreign accredited institutions.</p> <p><i>By whom: College Council and Academic Departments</i></p>	<p>Benchmarked factors</p> <p>Benchmarking agreements</p>	<p>Number of benchmarked factors</p> <p>Number of MoUs signed for benchmarking</p>	<p>At least 75% of the factors are benchmarked by end of 2010-2011</p> <p>MoU with at least one institution at the end of academic year, beginning in 2009-2010</p>
6.e. To establish a functional link among the college, its graduates, and the market.	<p>6.e.1. Establish an active alumni association to maintain relationships with graduates.</p> <p><i>By whom: Student Affairs Department</i></p>	<p>Alumni association</p> <p>Alumni Association activities</p>	<p>Number of Alumni Association members</p> <p>Number of Alumni Association activities</p>	<p>Have at least 20% of previous NCT graduates (2002-2003 - 2008/9) registered in the Alumni Association by the end of academic year 2011-2012</p> <p>From academic year 2009/10 onwards, have at least 80% of NCT graduates registered in the Alumni Association</p> <p>Two Alumni Association activities per academic year</p>

Sub-Goal	Strategies	Indicators	Measures	Targets
	6.e.2. Establish a system for tracking the graduates. <i>By whom: Student Affairs and Graduate Follow-up</i>	Graduate tracer system	Percentage of graduates with complete and updated information in the college database; data analysis of the graduate tracer study	20% of graduates before AY 2008-2009 should be in the system at the end of AY 2009-2010 80% of graduates after AY 2009-2010 should be in the system at the end of AY 2009-2010

Staff

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.

Sub-Goal	Strategies	Indicators	Measures	Targets
7.a. To establish an effective and efficient recruitment process.	7.a.1. Identify staff shortages promptly and accurately, and inform the Ministry while setting recruitment targets. <i>By whom: Departments/ Centers</i>	Report sent to the Ministry	No. of staff to be recruited	100% of needed staff recruited at the start of every academic year
	7.a.2. Recommend standardization of 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 the parties concerned in the Ministry	Approval of the Dean's recommendation by the Ministry	Standardized pay structure at the end of academic year 2011-2012
	7.a.3. Recruit administrative staff with proper qualifications and relevant experience. <i>By whom: HR and Academic</i>	Qualifications of staff based on set criteria	Number of staff meeting the criteria	At least 85% of staff meeting the criteria **Recruitment to be done whenever there is need (e.g.

Sub-Goal	Strategies	Indicators	Measures	Targets
	<i>Departments</i>			every academic year)
7.b. To provide continuing personal and professional development programs to all staff.	7.b.1. Create standard induction procedures and support newly-recruited staff through a full and formal induction. <i>By Whom: Staff Development Committee</i>	Staff satisfaction with induction procedures	Average staff response to questions like, "How satisfied are you with staff induction procedures?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Survey to be done whenever new staff are inducted (e.g. every semester or every year)
	7.b.2. Establish a Staff Development Committee that offers programs for the continuing personal and professional development of staff. <i>By Whom: Staff Development Committee</i>	Staff Development Committee	Number of programs offered by the SDC	At least 2 programs offered every academic year **Staff Development Committee to be established before end of 2009-2010
	7.b.3. Develop leadership skills and encourage innovative thinking among staff through seminars, trainings and other team-building activities. <i>By Whom: Staff Development Committee</i>	Leadership skills and innovative thinking training and other activities	Number of seminars, trainings, etc.	College staff should attend two related activities per academic year
7.c. To establish an appraisal system that recognizes hard work and identifies professional and personal training needs of staff.	7.c.1. Produce clear and explicit policies and procedures for staff appraisal. <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 ** Staff appraisal to be done every academic year
	7.c.2. Create staff development opportunities based on staff appraisal.	Staff satisfaction with development opportunities	Average staff response to questions like, "How satisfied are you with staff development	At least 3.5 on a 1 to 5 scale where 5 is the best

Sub-Goal	Strategies	Indicators	Measures	Targets
	<i>By whom: Staff Development Committee Academic Departments / ETC</i>		opportunities?"	**Survey to be done every academic year
	7.c.3. Reward outstanding/distinguished performance and innovation by all staff by following set procedures. <i>By whom: Staff Development Committee</i>	Reward system in place	Positive feedback with the reward system	At least 3.5 on a 1 to 5 scale where 5 is the best **Reward system established by end of 2010-2011
7.d. To provide a platform for synergy and team building among the staff to improve the work climate.	7.d.1. Ensure the existence of a healthy working environment. <i>By whom: Staff Development Committee/ Administration Department/ ETC</i>	Staff satisfaction with team-building and synergy activities	Average staff response to questions like, "How satisfied are you with synergy activities?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Survey to be done every academic year
	7.d.2. Improve organizational climate by collecting feedback from staff. <i>By whom: Staff Development Committee and NCT Survey Team</i>	Staff satisfaction with the organizational climate	Number of suggestions for improving the organizational climate	At least 60% of suggestions are acted upon **Collection of feedback to be done throughout the year

Facilities

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

Sub-Goals	Strategies	Indicators	Measures	Targets
8.a. To improve facilities periodically as per requirements.	8.a.1. Identify requirements for facilities such as classrooms, laboratories, workshops, etc.	Requirements of facilities identified	Number of requirements met	At least 75% of requirements are met every academic year

Sub-Goals	Strategies	Indicators	Measures	Targets
	<p>and take necessary action to cater to the increasing number of students and staff.</p> <p><i>By whom: College Dean, AD Administration Academic Departments, and Centers</i></p>			
	<p>8.a.2. Enhance the present laboratory / workshop facilities to meet the learning needs in terms of advancements in technologies.</p> <p><i>By whom: College Dean, AD Administration Academic Departments, and Centers</i></p>	Labs/workshops equipped with new technologies	Number of labs/workshops equipped with new technologies	At least 50% of labs/workshops equipped with new technologies by end of 2010-2011
	<p>8.a.3. Benchmark facilities based on national and international standards.</p> <p><i>By whom: College Administration</i></p>	Benchmarked factors on facilities	Number of benchmarked facilities	Benchmark computer labs, engineering workshops, by the end of academic year 2011-2012
	<p>8.a.4. Construct a sports facility and offer training by professional trainers.</p> <p><i>By whom: College Administration, Student Affairs</i></p>	Training programs and sports activities	<p>Number of training programs</p> <p>Number of sports activities</p>	<p>At least 1 training program by end of 2011-2012</p> <p>Football, basketball and other indoor and outdoor sports activities available by 2010-2011</p>
	<p>8.a.5. Identify and meet facility needs for extracurricular activities.</p> <p><i>By whom: College Administration and Student Affairs Department</i></p>	Staff and student satisfaction with facilities for extracurricular activities	Average staff and student response to questions like, "Overall, how satisfied are you with facilities for extracurricular activities?"	<p>At least 3.5 on a 1 to 5 scale where 5 is the best</p> <p>**Identification of needs to be done every academic year</p>

Sub-Goals	Strategies	Indicators	Measures	Targets
	8.a.6. Increase and improve common rooms, prayer room, auditorium, clinic, library, refreshment center (canteen) and covered pathways. <i>By whom: College Administration and Student Affairs Department</i>	Staff and student satisfaction	Positive feedback	At least 3.5 on a 1 to 5 scale where 5 is the best **Improvement (if needed) should start by 2010-2011
	8.a.7. Construct staff lounge with recreation facilities. <i>By whom: College Administration</i>	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 **Construction of staff lounge should be completed by 2011-2012
	8.a.8. Conduct a feasibility study for establishing a college printing press to cater to the needs of the college. <i>By whom: College Administration</i>	Completed feasibility study document	Feasibility analysis – technical, operational, management, etc. and findings	Feasibility study completed before the end of AY 2009-2010
8.b. To put in place an asset management system.	8.b.1. Establish a comprehensive database system of all resources and services. <i>By whom: ETC and College Store</i>	Resources and services database system in place	Number of resources and services included in the database	100% of resources and services entered in the database at the end of 2010-2011
	8.b.2. Conduct regular audits of facilities. <i>By whom: College Administration</i>	Facilities audited	Percentage of facilities covered through audits	100% facilities covered every year
	8.b.3. Put in place an effective servicing (maintenance) system.	User satisfaction with servicing (maintenance) system	Average user response to questions like, "How satisfied are you with maintenance of workshops?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Servicing (maintenance)

Sub-Goals	Strategies	Indicators	Measures	Targets
	<i>By whom: ETC, Appropriate Authorities</i>			system in place by 2009-2010
	8.b.4. Ensure proper and efficient utilization of resources. <i>By whom: ETC and various departments</i>	Optimal resource utilization	Resource utilization rate	At least 85% of the resources optimally utilized every academic year
8.c. To achieve a high level of student and staff satisfaction.	8.c.1. Train staff and students on the proper use of facilities and encourage them to use these regularly. <i>By whom: ETC</i>	Usage satisfaction on training provided	Average staff / student response to questions like, "How satisfied are you with the training on the proper usage of smart boards?" (Staff) or "How often do you use the student information kiosk?" (Students)	At least 3.5 on a 1 to 5 scale where 5 is the best **Training to be done throughout the academic year based on needs.
	8.c.2. Create a comfortable working environment for staff by modernizing their offices. <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 **Modernization of offices to start by 2009-2010
	8.c.3. Convert traditional classrooms into modern classrooms to provide an efficient e-learning environment in classrooms by upgrading or improving teaching aids. <i>By whom: College Administration</i>	Staff and student satisfaction with classrooms; Staff and student satisfaction with teaching aids	Average staff and student response to questions like, "How satisfied are you with your classroom?" "How satisfied are you with the teaching aids?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Conversion to modern classrooms to start by 2009-2010
8.d. To provide a safe working environment.	8.d.1. Establish a safe working environment according to national and international standards.	Satisfaction with safety	Average staff and student response to questions like, "How satisfied are you with the safety of your working environment?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Survey to be done throughout the academic year

Sub-Goals	Strategies	Indicators	Measures	Targets
	<i>By whom: Health and Safety Committee</i>			
	8.d.2. Review and improve policies on health and safety. <i>By whom: College Health and Safety Committee</i>	Updated health and safety policies	Number of decisions on policy and procedures on health and safety.	Review and update Health and Safety Document every two years starting from AY 2009-2010
	8.d.3. Improve health and safety procedures by collecting feedback. <i>By whom: College Health and Safety Committee</i>	Staff and student satisfaction with the health and safety procedures	Average response to questions like, "How satisfied are you with health and safety procedures in the college?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Feedback collection to be done throughout the academic year
	8.d.4. Train staff and students on health and safety procedures. <i>By whom: College Health and Safety Committee and ETC</i>	Staff and student satisfaction with the training given	Average response to questions like, "How satisfied are you with the training given on health and safety procedures in the college?"	At least 3.5 on a 1 to 5 scale where 5 is the best **Training to be done throughout the year based on requirements

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