

NCT 3rd Strategic Plan 2013 – 2018

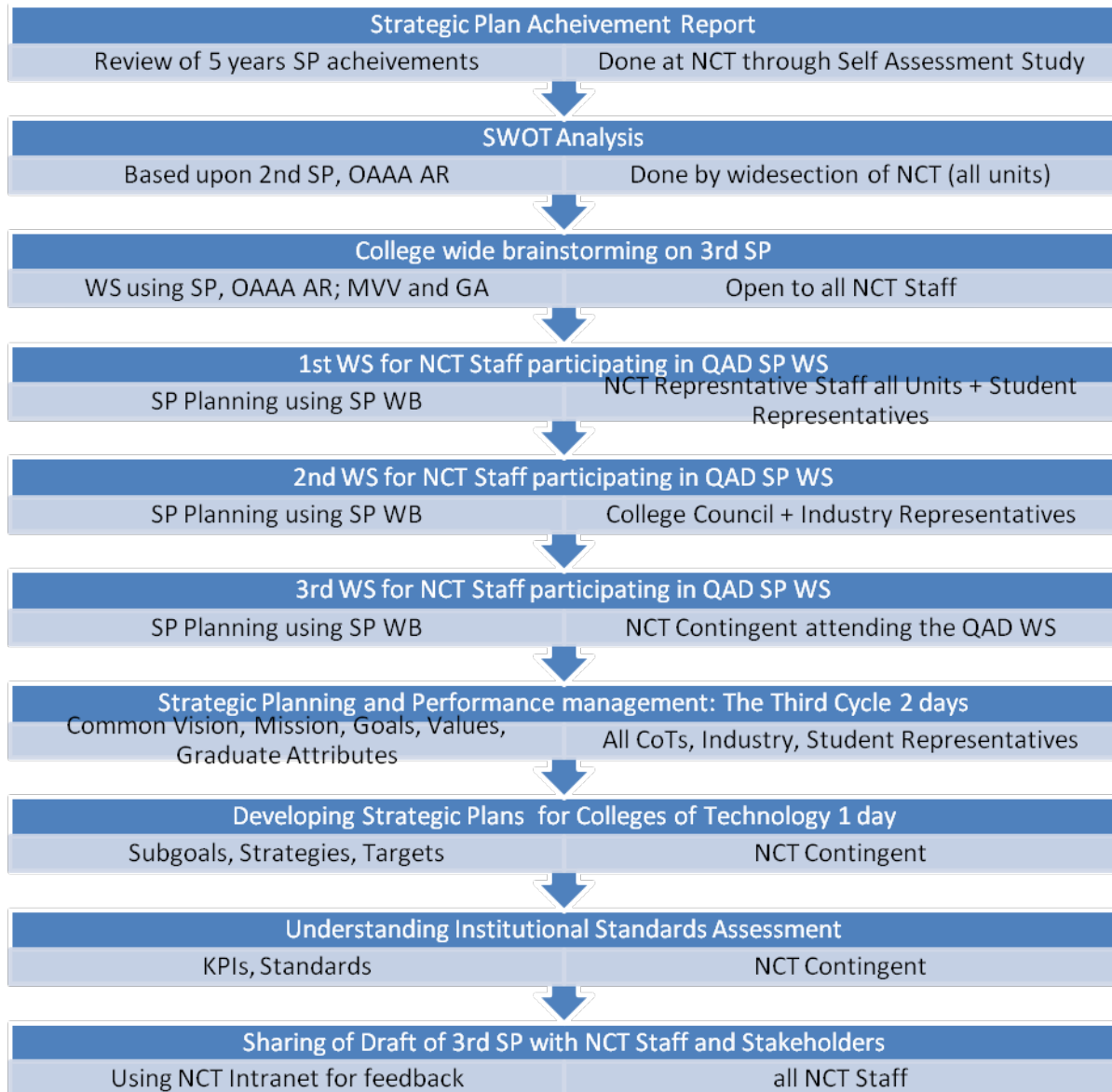
Nizwa College of Technology
July 2013

Introduction

The Third Strategic Plan of NCT (2013 – 2018), is the third Strategic Plan of Colleges of Technology in Sultanate of Oman. This plan is the latest in a series of SPs guiding the CoTs since 2006¹. The SP was developed following a thorough and exhaustive process. The ADRI cycle format was followed in its development.

The Process

After the lapse of the 2nd SP 2009 – 2013, at the end of the AY 2012-13, a new SP was required. Therefore the ADRI Cycle was used to develop the 3rd SP. The 2nd SP achievement was assessed using the SPAR Template provided by QAD.



¹ 1st SP 2006 – 2009

² 2nd SP 2009 - 2013

The process involved in developing the 3rd SP included following steps:

Step 1: Review of the 2nd SP by NCT QAC

Step 2: Conducting a SWOT analysis workshop involving all stakeholders from all units at NCT

Step 3: Preparatory brainstorming workshop for SP, involving staff from all sections of NCT. Reviewing the Vision, Mission, Core Values, Graduate Attributes, Goals and Sub-goals of 2nd SP

Step 4: Preparation of SP WB, SPAR and 2nd SP. Workshop for all stake holders including student representatives to brainstorm, identify, modify and propose Vision, Mission and Values

Step 5: 2nd preparatory workshop, involving all stake holders including the College Council with industry representatives

Step 6: 3rd preparatory workshop, involving the NCT contingent to attend the QAD SP WS in Muscat

Step 7: QAD organized workshop; Strategic Planning and Performance Management: The Third Cycle, facilitated by Dr Josephine Palermo. All Colleges of Technology, Ministry of Manpower, Industry and Student Representatives participated. Colleges of Technology Vision, Mission, Goals, Core Values and Graduate Attributes developed

Step 8: Developing Strategic Plans for Colleges of Technology WS conducted by QAD facilitated by Dr Josephine Palermo. Subgoals, Strategies, Measures, Targets etc developed by NCT contingent

Step 9: Understanding Institutional Standards assessment WS conducted by QAD facilitated by Dr Josephine Palermo. KPIs and standards developed by NCT contingent

Step 10: Sharing of 3rd NCT SP Draft with all NCT stakeholders, including staff, industrial representatives done using internet and electronic medium for feedback and participation

Step 11: 3rd NCT SP Draft sent to QAD for vetting and approval prior to implementation from AY 2013 – 2014

Step 12: 3rd NCT SP Draft revised in light of QAD recommendations and consensus sought from the College Staff and stakeholders (ver 2 sent for review to QAD)

Step 13: 3rd NCT SP Draft (ver 2) revised in light of QAD recommendations and consensus sought from the College Staff and stakeholders (ver 3 sent for review to QAD)

Vision

We will be a leading technological institution providing high quality teaching and learning to prepare and empower the Omani professionals of the future to contribute to national socio economic development

Mission

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

Core values

We will value:

Professionalism

Hard Work, commitment, accountability and transparency

Integrity

Honesty and fairness

Flexibility

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

Teamwork and tolerance

Transparency, diversity, acceptance, openness to constructive criticism and ethical behavior

Creativity and innovation

Imagination and originality

Communication

Commitment to the effective exchange of information

Graduate Attributes

Graduates of the Colleges of Technology:

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

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

Attribute 3 Are able to think critically, analyse and solve problems

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

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

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

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

Attribute 8 Are committed to self-development through lifelong learning

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

Attribute 10 Are able to demonstrate and apply their entrepreneurial skills

Key Performance Indicators

Governance and Management:

KPI 1: Student and Staff Satisfaction with College Management

Quality of Teaching and Learning

KPI 2: Student and Staff Satisfaction with teaching, learning and training

Entrepreneurial Skills

KPI 3: Stakeholder (current graduates and alumni) satisfaction with the activities

Graduate Outcomes

KPI 4: Stakeholder satisfaction with the activities

Staff Development

KPI 5: Staff Satisfaction with staff development activities and reward system

Research

KPI 6: Research reports/papers published and consultancies undertaken

Stakeholder engagement

KPI 7a: Stakeholder satisfaction [all inclusive]

KPI 7b: Membership of professional bodies

Support Services

KPI 8: Student and Staff Satisfaction with the College resources, facilities and Support Services

Timeline: Annual Survey at the end of every Academic Year

Targets: 70% or 3.5 on a 5-point Likert Scale in each KPI

NIZWA COLLEGE OF TECHNOLOGY STRATEGIC PLAN (Sept. 2013 – Aug. 2018)

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
1.1. To Improve the governance and administration within the college in accordance with established ethical principles	1.1.1 Establish risk management measures according to QA cycle	KPI 1: Student and Staff Satisfaction with College Management	Satisfaction Level	70% satisfaction with the college management	Yearly ADAF Heads of all units for 1.1.5 & 1.1.6
	1.1.2 Conduct health and safety audit according to QA cycle			(3.5 on a 5-point Likert Scale)	
	1.1.3 Ensure more flexible budget disbursement in coordination with the Ministry				
	1.1.4 Automate the HR management system				
	1.1.5 Address Staff grievance on priority basis				
	1.1.6 Make collective decisions through committees and meetings				
	1.1.7 Monitor and review policies regularly				
	1.1.8 Produce annual college-wide SA report				

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
2.1. To provide high quality teaching, learning and training	2.1.1 Create an environment that facilitates quality of teaching and learning 2.1.2 Benchmark-with other institutions 2.1.3 Share good practices and assessment standards	KPI 2: Student and Staff Satisfaction with teaching, learning and training	Satisfaction Level	70% satisfaction with the teaching, learning and training	Yearly Dean ADAA HoDs & HoCs
2.2. To improve curriculum to match the market needs	2.1.2 Provide training for staff and students in the effective use of technologies for teaching and learning 2.2.1 Ensure that academic departments review curricula based on stakeholder feedback and communicate to the specialization committee				

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
3.1. To develop entrepreneurial skills.	3.1.1 Conduct co-curricular activities to enhance entrepreneurial skills 3.1.2 Ensure effective functioning of the Business Centre	KPI 3: Stakeholder (current graduates and alumni) satisfaction with the activities	Satisfaction level	70% satisfaction with the activities	Yearly All Asst Deans HoDs Academic Departments

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
4.1. To improve the students' values and personal attributes	<p>4.1.1 Conduct regular value-adding activities through courses, training and workshops</p> <p>4.1.2 Collaborate with community for professional and academic development through open days</p>	KPI 4: Stakeholder satisfaction with the activities	Satisfaction level	70% satisfaction with the activities conducted	Yearly Asst Deans, HoDs of Academic Depts. HoC ELC

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
5.1. To provide continuing personal and professional development programs to all staff.	5.1.1. Link staff performance appraisal to Staff development	KPI 5: Staff Satisfaction with staff development activities and reward system	Satisfaction level	70% satisfaction with staff development activities and reward system	Yearly Heads of Units
5.2. To establish a system of rewarding exemplary performance.	5.2.1. Set criteria (incl. staff performance) for rewarding staff				

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
6.1. To encourage applied research for the continuous improvement of the college	6.1.1 Provide training for staff to carry out applied research	KPI 6: Research reports/papers published and consultancies undertaken	Number of collaborative research and consultancy activities	At least 5 collaborative research/consultancy activities	Yearly Research Committee All Academic Units
6.2. To seek and encourage opportunities for research and consultancy whenever possible	6.2.1 Carry out collaborative research and consultancy activities				

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
7.1. To establish and maintain relationships with private and public sector organizations and communities	7.1.1 Organize events involving public, private sectors and the local community	KPI 7a: Stakeholder satisfaction [all inclusive]	Satisfaction level	70% satisfaction with community and industry based activities	Yearly Asst. Deans & Heads of Depts. & Centres
7.2 To establish linkages with local and international professional bodies and higher educational institutions	7.2.1 Establish relationships with professional bodies, other HEIs and alumni	KPI 7b: Membership of professional bodies	Number of memberships	At least membership of one professional body per department	

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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)			
		Indicator	Measure	Target	Timeframe & Responsibility
8.1. To ensure the availability of appropriate resources and their effective utilization	8.1.1 Provide appropriate resources based on prioritized needs 8.1.2 Manage the resources effectively (i.e., maintenance, upgradation/replacement, and utilization)	KPI 8: Student and Staff Satisfaction with the College resources, facilities and Support Services	Satisfaction of staff and students	70% satisfaction level	Yearly Asst. Deans All Unit Heads
8.2. To ensure efficient student and staff services	8.2.1 Provide the required services to staff and students				