



Ministry of Manpower

AL MUSANNA COLLEGE OF TECHNOLOGY
Strategic Plan 2016 –2017

Goal 1: We will provide excellent Governance and Administration with transparency and adherence to ethical principles

Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
1.1 To maintain effective communication channels for information exchange	1.1.1 Disseminate Information to external and internal stakeholders on time through appropriate channels	1.1.a Information dissemination	Stakeholder satisfaction	A mean rating of 4 on a likert scale of 1-5	Annually College Academic Board (CAB) (Criterion 9.3)	
	1.1.2 Communicate College Council decisions	1.1.b Minutes of meeting	Decisions Communicated	100% of College Council decisions are communicated		
1.2 To implement a comprehensive Policy Management System (PMS)	1.2.1 Develop, implement and review policies in accordance with the policy management system	1.2. a PMS implemented	Stakeholder satisfaction	A mean rating of 4 on a likert scale of 1-5	Annually Dean, Asst. Deans, HoDs, HoCs, Policy Management Committee (PMC) (Criterion 1.9)	
		1.2.b Assess effectiveness of PMS	Reviewed policies	All policies requiring revision are reviewed		



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1.3 To ensure transparency and adherence to ethical principles in making informed decisions.	1.3.1 Implement a comprehensive code of ethics	1.3. a Adherence to Ethical standards	Percentage of adherence	100% adherence to the ethical standards	Annually Dean, All Asst. Deans HoDs, HoCs	
	1.3.2 Ensure that the CAB and Cs and Ds make informed decisions					
1.4 To maintain effective financial management.	1.4.1 Secure the allotted capital budget based on the college requirements	1.4.a Projects proposed by the college	Projects approved by MOMP	80% of projects are met every 5 years	Annually Dean, All Asst. Deans HoDs, HoCs (Criterion1.7)	
	1.4.2 Secure and utilize the operational budget based on the college priorities and requirements	1.4.b Resource requirements of the college	Percentage of requirements met	80% of requirements are met.		
		1.4.c Stakeholder satisfaction with budget allocation	Satisfaction Level	A mean rating of 3.5 on a Likert scale of 1-5		



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1.5 To ensure availability and sufficiency of qualified staff	1.5.1 To develop and implement a process of evaluation of recruitment and selection of academic and non academic staff.	1.5.a Recruitment policy	Adherence to the policy	90% of recruited staff and technicians meet the set criteria	Annually Dean, All Asst. Deans HoDs, HoCs (Criteria 8.1 and 8.3)	
	1.5.2 Monitor staff performance regularly and identify training areas	1.5.b Number of recruited staff against projection	Staff sufficiency	95% of projected staff are recruited		
	1.5.3 Develop and implement a system for succession planning.	1.5.c Staff satisfaction with performance appraisal (fairness and transparency)	Satisfaction level	A mean rating of 3.5 in 1-5 likert scale		



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1.6 To ensure that a comprehensive Risk Management system (RMS) is implemented.	1.6.1 Adhere to Risk Management policy and procedures	1.6.a Risks identified	Number of risks identified and resolved.	100% of identified risks are addressed and 80% are resolved.	ADAF Risk Management Committee-RMC (Criterion 1.8)	
		1.6.b Staff training on Risk Management	Number of training provided to given	At least 2 training per AY		
		1.6.c Risk awareness	Percentage of staff aware of RMS	All staff are aware of RMS		
1.7 To ensure Health and Safety of internal stakeholders and visitors	1.7.1 Monitor health and safety measures	1.7.a Stakeholder satisfaction	Satisfaction level	A mean rating of 3.5 on 1-5 Likert scale	Annually College Council Health & Safety Committee- HSC (criterion 1.12)	



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1.8 To ensure that entities and activities are evaluated for continuous improvement.	1.8.1 Audit Cs and Ds.	1.8.a Audit report	Number of recommendations for improvement	90 % of Recommendations are met	Annually ADAA, QA (Criterion 1.10)	
	1.8.2 To prepare college Self-assessment report	1.8.b College Self-assessment report.	Number of weaknesses identified for improvement	At least 75% of the identified weaknesses are addressed		



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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)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
2.1 To encourage the use of innovative teaching and learning methods	2.1.1 Use innovative teaching and learning methods.	2.1.a Use of technological tools	Percentage of staff and students using technological tools.	At least 80% of staff & students use technological tools	Annually ADAA, HoDs and HoCs	
		2.1.b Staff satisfaction on the availability of the latest technology	Satisfaction level	A mean rating of 3.5 on a Likert scale of 1-5		
	2.1.2 Conduct activities on current trends and technologies	2.1.c Student satisfaction on staff using the technological tools for teaching	Satisfaction level	A mean rating of 3.5 on a Likert scale of 1-5		



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Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
2.2 To ensure that programs and curricula are in line with market needs	2.2.1 Review programs and curricula according to market needs and send recommendations to Specialization Committee (SPC).	2.2.a Recommendations sent to Specialization committees	Percentage of recommendations considered and approved by SPCs	100% of approved changes are implemented	Annually ADAA, HoDs and ELC (Criterion 2.2)	
		2.2.b Feedback on programs survey	Percentage of recommendations considered	70% considered for changes A mean rating of 3.5 on a Likert scale of 1-5		
2.3 To ensure high quality of teaching,	2.3.1 Analyze student retention and progression data to address student	2.3.a Student satisfaction on teaching effectiveness	Satisfaction level	A mean rating of 3.5 on a Likert scale of 1-5	Annually, ADAA, HoDs, ELC	



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learning and training	failure and drop-out rates.				(Criteria 2.4 and 2.10)	
	2.3.2 Promote sharing of good practice	2.3.b Student retention rate	Retention rate	Increasing retention rate	Criterion 5.4 and 2.2	
	2.3.3 Benchmark and verify academic standards and assessment practices with other institutions	2.3.c Student progression rate	Progression rate	Increasing Progression rate		
			Stakeholder satisfaction	A mean rating of 3.5 on a Likert scale of 1-5		



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		Indicator	Measure	Target	Timeframe & Responsibility	
	2.3.4 Secure OJT opportunities according to specializations	2.3.d Events for sharing of good practices held				
		2.3.e Benchmarking report	Best practices identified	At least 70% of best practices are identified and adopted.		
		2.3 f Stakeholder satisfaction on OJT	Satisfaction level	A mean rating of 3.5 on a Likert scale of 1-5		



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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
3.1. To foster an entrepreneurial culture	3.1.1 Provide awareness on entrepreneurship through courses or presentations.	3.1.a Awareness sessions conducted	Satisfaction with awareness sessions conducted	A mean rating of 3.5 on a likert scale of 1-5	Annually Asst. Deans Academic departments (Criterion 2.2)	
	3.1.2 Assist student projects based on their entrepreneurship ideas	3.1.b Entrepreneurial ideas presented through projects	Projects based on entrepreneurial ideas	60 % of the projects with entrepreneurship ideas		
	3.1.3 Establish Entrepreneurship cell					



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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
4.1 To evaluate graduates' performance through industry feedback	4.1.1 Obtain feedback on GAs attainment from the industry on students and graduates	4.1.a Industry satisfaction on students and graduates	Satisfaction level	A mean rating of 3.5 on a Likert scale of 1-5	Annually ADAA, ADSA, Academic Departments, OJT Coordinator (Criteria 2.1 and 5.2)	
4.2. To promote values for students to become socially responsible citizens	4.2.1. Engage students in community outreach activities.	4.2.a Community outreach activities	Number of - community outreach activities	At least 3 activities in an academic year	Annually ADSA, Academic departments (Criterion 2.1)	
	4.2.2 Conduct activities promoting values.	4.2.2 College activities promoting values	Number of activities	Two activities per AY		



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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)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
5.1 To provide staff professional and personal development opportunities	5.1.1 Conduct staff training and development programs based on staff appraisal results, recent trends and technologies.	5.1.a Staff satisfaction	Satisfaction level	A mean rating of 4 on a likert scale of 1-5	Every semester ADAA, ADAF, ADSA HoDs and HoCs (Criteria 8.5 and 8.6)	
		5.1.b Staff participation	Number of staff received support	At least 10 staff received support		
	5.1.2 Support staff in attending and presenting in local and international symposia and conferences	5.1.c Staff training and development programs	Number of training and development provided	All training and development programs are based a) staff needs b) appraisal		
5.2 To recognize staff for hard work and innovative thinking	5.2.1 Reward staff for hard work and innovative thinking	5.2.a Staff Satisfaction	Satisfaction level	A mean rating of 3.5 on a Likert scale of 1-5.	Annually CAB	



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Goal 6: We will encourage opportunities for Applied Research and Consultancy.

Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
6.1 To support research and consultancy in the college	6.1.1 Put in place a conceptual framework for research and consultancy activities	6.1.a Conferences and workshops conducted in the college	Conferences and workshops held	At least one per year	Annually ADAA, HoDs, HoCs, (criterion 4.1)	
	6.1.2 Support staff participation in workshops and conferences.	6.1.b Staff participation in external workshops and conferences	Number of staff supported	At least 10 staff per year		
	6.1.3 Encourage staff to conduct funded research	6.1.d Funded research projects	Number of funded research projects	At least one funded research project per year		
	6.1.4 Create links with the industry and institutions	6.1.f Linkage with the industry	Number of links with the industry	At least one linkage per AY		



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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
7.1 To maintain relationship with external stakeholders.	7.1.1 Invite industry representatives to attend college events and conduct presentations and workshops.	7.1.a Events held with industry representatives	Number of events inviting the Industry representatives	At least two events are conducted per AY	Annually ADAA, ADAF, ADSA, HoDs and HoCs (Criterion 5.2)	
	7.1.2 Seek sponsorship for college activities and events.	7.1.b Industry sponsorship	Industry sponsored activities	Sponsorships for at least two events		
	7.1.3 Host and participate in community activities	7.1.c Community events held in the college.	Number of events for the community services	At least one event in an academic year.		



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	7.1.4 Maintain relationship with the alumni	7.1.d Alumni charter	a. Number of events inviting the alumni b. Updated alumni database	a. At least two events b. Increasing number of alumni registered		
7.2 To build relationship with professional bodies	7.2.1 Establish association with professional bodies	7.2.a Institutional membership of professional	Number of professional bodies in which the college is a member	Membership of at least one professional body per department	Annually ADAA, HoDs and HoCs (Criterion 5.3)	



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

Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
8.1 To ensure that the college facilities and resources are effectively managed.	8.1.1 Upgrade all educational facilities (e.g. laboratories, workshops and classrooms)	8.1.a Satisfaction with facilities and resources	Satisfaction level	A mean rating of 4 on a likert scale of 1-5	Annually ADAA, ADAF, ADSA, HoDs and HoCs (Criterion 6.3, 9.1 and 9.4)	
	8.1.2 Equip the library and SAC in line with teaching and learning needs	8.1.c Satisfaction with educational facilities	Satisfaction level	A mean rating of 3.5 in Likert scale of 1-5		
	8.1.3 Improve student and staff services, resources and recreational facilities	8.1.b Maintenance report	a. Percentage of improvements recommended and addressed	80% of recommended improvements are addressed.		



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Sub-Goals	Strategies	Key Performance Indicators (KPIs)				Results
		Indicator	Measure	Target	Timeframe & Responsibility	
	8.1.4 Monitor and maintain the usage of facilities and resources	Facilities and resources Usage report; (classrooms, labs, net, library, auditorium, etc)	b. Efficient utilization of facilities and resources	90% of facilities and resources are utilized.		