COLLEGE OF SCIENCE

Sultan Qaboos University

Strategic Plan

2010-2014

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1. Introduction

The College of Science occupies a special position as one of the largest Colleges of the university shouldering the responsibilities of teaching and research in pure and applied areas of science. Creative and innovative approaches towards efficient learning and scientific developments are at the core of our mission. We endeavor to create and enrich the environment that promotes intellectual pursuits at critical thinking, excellence and the search for scientific knowledge befitting the national requirements. Faculty, staff and students, alike, cherish academic freedom with full responsibility. The number of students and staff has risen considerably over the years. In the preceding academic year a total of 465 courses were offered to more than 12000 students spread over 752 sections. The College of Science was one of the pioneering colleges in the university to initiate postgraduate study and PhD programs. Currently, more than 110 postgraduate students are enrolled in various programs. To support the growth and development with desired quality, it is imperative to plan for strategic issues and their implementation.

The strategic planning process in the College of Science began as early as in the year 2000 to elucidate the vision, mission, objectives and mechanism to enthrall academic activities, interfacial activities and administrative infrastructure. Following up, it resulted in formulating action plan for 5 years extending from 2006-2010. The college closely monitored its implementation during those years. Now the university prepared a comprehensive strategic plan for the year 2009-2013. This has led the college to reframe its strategic plan within the context of the university document.

The strategy and the action document presented here is the fruit of work by many faculty staff at the department and college levels. The departments and units of the college - Biology, Chemistry, Computer Science, Earth Science, Mathematics and Statistics, Physics, Undergraduate and postgraduate committees – underwent an extensive exercise for strategic planning and its time frame implementation. Chapter 2 of the document lays down the foundation of the plan which includes Vision and Mission statement, followed by objectives of the key areas: Teaching and Learning, Research, Community services, Academic cooperation and Performance evaluation. The details of the strategic objectives, policies and implementable actions for thrust areas are enumerated in chapter 3. Chapter 4 provides the time-frame and focal points for the implementation of strategic actions.

2 Foundation

2.1 Vision Statement:

The College of Science aspires to maintain its standing as the premier national institute and to become a renowned regional academic institution for excellence in teaching, research and community services.

2.2 Mission Statement:

The mission of the College of Science is to provide outstanding education in science, to conduct high quality research of national and international importance, and to support the scientific development of the Sultanate.

2.3 Objectives:

2.3.1 Teaching and learning

a. To provide high-quality education for undergraduate and postgraduate students who have a sound understanding of scientific methods and their applications.

b. To maintain high standards of education by continually reviewing and improving curriculum, teaching methodologies and practicals, and to ensure that the content and delivery meet the contemporary needs of students and society.

c. To develop new programs and courses that address the needs of a dynamic society.

d. To provide adequate working infrastructure in the form of laboratories, e-learning and computing resources, library facilities and working space necessary for good education, in view of large and growing student enrollments.

e. To imbue graduates with a love of learning and an ethic of life-long self development.

f. To produce graduates who are familiar with research methodology and endowed with excellent communication, analytical and critical thinking skills.

2.3.2 Research and academic cooperation:

a To carry out pure and applied research in a wide range of scientific disciplines relevant to the development of the Sultanate and the Gulf region.

b To provide opportunities and training for young Omanis to become world class researchers, competent professionals, and strong and ethical leaders for national institutions.

c To enhance and expand research capacities of the college through collaboration with local, regional and international institutions.

d To retain and enlarge the role of the college as a source of knowledge and expertise to advise the government for decision making in research, planning and development.

e To provide technical expertise to industry through consultancies.

f To encourage and promote interdisciplinary research programs.

g To expand research activities in emerging scientific fields.

2.3.3 Community Service:

a To provide expertise and the transfer of scientific knowledge to the society.

b To promote scientific awareness of ways to protect and conserve the environment.

c To offer vocational education program for the community.

d To develop extramural activities.

e To disseminate scientific developments to the public through print and electronic media.

f To support the development of advanced scientific curricula in schools and encourage scientific vocations among the young Omanis.

2.3.4 Performance evaluation

a To regularly review the "Learning outcomes" and the "Program outcomes" and implement the cycles of improvement.

b To continually improve the quality of teaching and research programs through regular feed-back from external examiners and assessors.

c To respond in a timely manner to feed-back from student evaluations.

d To utilize feed-back from alumni to improve the quality of degree programs.

e To activate and utilize the recommendations of external advisory committee for the development of new and existing degree programs.

3 Main areas of plan

3.1 Teaching and Learning:

3.1.0 Introduction:

"Teaching and learning" is at the center of the College of Science activities. Teaching is organized into 6 departments. A total of 11 degrees programs are offered leading to a Bachelor of Science degree. Innovative and relevant graduate programs are in place, and are reviewed and improved regularly to incorporate recent scientific developments, offer more choice and flexibility and incorporate improved teaching methods. Teaching and learning outcome for every course have recently been worked out to improve the delivery. Good facilities for laboratories, workshops and computer training are provided for practical learning. Use of e-learning is a growing factor in our teaching activities. Examination and performance of students are monitored carefully, and deemed to meet international standards. Provision exists for science students to choose a major in their area of choice and in an increasing range of minors. The college is in the process of establishing more minors in view of increasing demands. In addition the college provides service teaching for other colleges of the University. The number of students in undergraduate degree program has risen considerably over the years. In the preceding academic year a total of 465 courses were offered to more than 12,000 students spread over 752 sections. The college of science was a pioneer in the university in initiating postgraduate study and Ph.D. programs. The postgraduate program leading to M.Sc. degree involves both course work and research based project. The college is currently running 9 M.Sc. and 6 Ph.D. programs. As of November 2009, 117 M.Sc. and 2 Ph.D. students have graduated and most of them have gone on to successful careers in various fields. Currently, more than 110 postgraduate students are enrolled in the college.

3.1.1 Analysis - *Strengths, Weaknesses, Opportunities and Threats:*

Strengths:

1. Undergraduate and graduate programs are of international standards.
2. Undergraduates who are the best among the secondary school leavers in the country.
3. Good infrastructure of classrooms, lecture theatres, computing labs, science laboratories, equipments and information technology.
4. Implementation of quality assurance measures through self-evaluation programs, external examiners, external assessors, and departmental advisory committees.
5. Academic programs are created and developed according to national development needs.
6. Highly qualified academics from Universities across the world whose experience add great value to teaching.
7. A system of selecting the best graduates as demonstrators who get exposure to academic life and pursue higher studies.
8. A close connection between knowledge and applications, achieved through practical training and research projects in undergraduate and graduate programs.

Weaknesses:

1. Absence of teaching assistants.
2. Lack of focus in choice of electives by students.
3. Students do not keep textbooks for future reference.
4. Enrolled students are generally weak in skills of analysis, and creative and critical thinking.
5. Absence of international students in our degree programs.
6. Lack of scholarships and study grants from public and private sources.
7. Low proficiency in English among students entering the University in general.
8. Lack of adequate infrastructure in regard to the increasing number of students.

Opportunities:

1. Investing in undergraduate and graduate programs.
2. Creating new academic programs along with developing the existing programs.
3. Encouraging e-learning.
4. Introduce new and emerging technologies into the undergraduate curriculum and practical classes.
5. Taking advantage of the opportunities offered by prospective employers to take students for practical training.

Threats:

1. Competition for good students from recently established universities.

2. Increasing class sizes reducing effectiveness of teaching.
3. Recruiting and retaining quality faculty members in the light of competition with regional universities and institutes.

3.1.2 Strategic Objective:

To provide excellence in teaching relevant to the needs of Oman by producing high quality graduates.

Strategic Policies:

3.1 A To ensure high quality undergraduate degree programs for effective learning.

Actions:

3.1 A1 Review the basic knowledge and skills required for the students and design courses which help them to take up challenges in their career.

3.1 A2 Regularly assess the academic programs using international standards and create new ones to satisfy the national development needs.

3.1 A3 Introduce new techniques into laboratory courses that will enhance the technical competence of students.

3.1 A4 Provide training for faculty in teaching skills with varied teaching and learning resources.

3.1A5 Upgrade and maintain all equipments necessary for supporting the teaching process.

3.1A6 Encourage adoption of e-learning in teaching activities.

3.1A7 Create an awareness among students not to misuse the information obtained through internet.

3.1A8 Review the evaluation system, namely, home work assignments, quizzes, report writing and examinations in every course to satisfy the learning and program outcomes.

3.1A9 Review topics taught in basic courses and decide which ones can be neglected without much harm for the rest of the degree program.

3.1A10 Encourage students to take part in oral presentations and group discussions in advanced courses to develop their communication and analytical skills.

3.1 B To enhance and expand postgraduate program.

Actions:

3.1 B1 Assess Masters programs on a regular basis both internally and externally.

3.1 B2 Attract students for Masters and Ph.D programs from Sultanate and abroad through scholarships and grants.

3.1 B3 Develop faculty supervision skills through workshops and mentoring.

3.1 B4 Reduce the teaching load of faculty involved in supervision of

postgraduate students

3.1.B5 Increase number of postgraduate teaching assistantships with more competitive stipends.

3.1B6 Attract outstanding fresh graduates from the Sultanate for post graduate studies.

3.1B7 Develop interdisciplinary postgraduate courses.

3.1 C To attract and retain quality faculty and staff.

Actions:

3.1C1 Review the regulations for recruiting academic staff and frequently assess their effectiveness in attracting and retaining distinguished academics.

3.1C2 Recognize and reward faculty who excel in teaching.

3.1C3 Review and update the job descriptions for technical and administrative staff.

3.1C4 Nominate technical and administrative members for college and university awards.

3.1C5 Reduce teaching load by employing teaching assistants.

3.1 D To improve the teaching and advising skills of staff.

Actions:

3.1D1 Encourage adoption of e-learning technologies to complement traditional modes of teaching.

3.1D2 Organize workshops to enhance the academic advising skills of the faculty.

3.1D3 Introduce advisor's approval for online registration of students.

3.1D4 Make periodic meetings of advisors and advisees mandatory before final registration.

3.1 E Introduce Academic Staff Development Programs

Actions:

3.1E1 Organize staff development workshops for the exchange of views among staff from various Departments/Colleges/Universities and share their experience to improve the overall teaching skill.

3.1E2 Introduce exchange programmes between SQU and reputed international universities.

3.1 F To improve the teaching resources in the college.

Actions:

3.1F1 Establish and maintain a help centre for all basic courses.

3.1F2 Provide more computing labs for introducing e-learning in most of the

courses.

3.1F3 Provide more laboratories for lab oriented courses in view of increasing class size.

3.1F4 Build more office space for faculty and postgraduate students with a common room for college of science staff for interaction.

3.1 G Ensure students and staff can work in a safe and healthy environment.

Actions:

3.1G1 Audit all workspaces to ensure they comply with current safety regulations.

3.1G2 Review all laboratory classes to ensure that all potential risks are adequately controlled and safety measures are in place.

3.1G3 Familiarize all staff and students with laboratory safety standards.

3.1G4 Review and update policies on the storage and disposal of hazardous materials.

3.2 Research and academic cooperation :

3.2.0 Introduction

The College of Science is making a concerted effort to strengthen its ongoing research programs in addition to expanding to multidisciplinary areas in basic and applied sciences. It is currently running 9 MSc and 6 PhD programs. As of November 2009, the College has graduated 117 MSc and 2 PhD students and many of them have successful career in various fields. Currently, more than 110 postgraduate students are enrolled in various programs. Major goals of the College research plan include increasing rates of publication in international peer-reviewed journals, developing local, regional and international collaborations, and holding scientific conferences particularly in those areas of national interest. Each Department articulates its own research vision (within the overall vision of the College), and focuses on areas within its own specializations with national relevance along with international appeal and importance. The Departments formulate their long term research strategic objectives. Research groups are expected to promote their research as they provide an environment for systematic dissemination of the acquired knowledge to the society via meaningful collaborations with industries. They are encouraged to attract funding, both from internal and external sources and make best use of the available human and natural resources.

3.2.1 Analysis - *Strengths, Weaknesses, Opportunities and Threats:*

Strengths

1 The diversity and excellence of faculty research**.**
2 Availability of experimental and computational research facilities.
3 Funding opportunities through internal research grants, His Majesty's research grants, the research council (TRC) grants, and local industries.
4 The subscription and availability of on-line research journals, books and publications.
5 Cooperation between the College of Science and other local, regional and international institutions.
6 Holding regional and international workshops and conferences.
7 Presence of central conference budget to enable faculty staff to participate in international conferences.
8 Presence of Master and PhD programs**.**

Weaknesses:

1. Lack of full time researchers and research assistants.
2. Limited number of postgraduate and PhD scholarships and lack of infrastructure.
3. Lack of appropriate trained technical support in specialized fields of research.
4. Heavy teaching loads for academic staff.
5. Inadequacy of procuring items for research needs.
6. Lack of efficient mechanical and electronic workshops and well trained – experienced technicians.

Opportunities:

1. Utilize the demand for postgraduate programs in general and Ph.D. programs in particular.
2. Establish the College as the leading center of excellence for scientific research in different disciplines.
3. Utilize cooperation with public and private sector institutions to enhance the research activities.
4. Attract more grants from the research Council (trc) and other potential organizations.

Threats:

1. Competition from other Institutes/Universities/Industries for best students.
2. Top students going abroad due to more recognition of overseas programs by local industries and government organizations
3. Increasing teaching and administrative loads resulting in decreased time for research.
4. Job market for post-graduate students are limited.

3.2.2 Strategic Objective

To promote outstanding research quality and establish collaborations with other academic institutions for the advancement of knowledge and education in the country.

Strategic Policies:

3.2A: To enhance the scholarly output:

Actions-

3.2A1: Encourage academic staff to form research teams.
3.2A2: Reward the best performing researcher and research team.
3.2A3: Develop guidelines for compensating the loads for postgraduate teaching and research work.
3.2A4: Appoint research assistants and postdoctoral fellow.
3.2A5: Encourage young Omanis returning after Ph D for active role in research.
3.2A6: Provide infrastructure and facilities to support high quality research
3.2A7: Explore the possibility of floating academic positions(s) dedicated to research.
3.2A8: Encourage staff to apply for internal and external grants
3.2A9: Train and involve the technical staff in research activities.
3.2A10: Support academic staff for writing textbooks and research monograms
3.2A11: Encourage the formation of research foci around specific topics in view of available natural resources and equipment.
3.2A12: Enhance research publications in peer –reviewed journals.

3.2 B: To develop and strengthen collaborations with local and international research institutions.

Actions-

3.2B1: Forge research links with leading institutions in the relevant areas of interest.
3.2B: Promote productive and fruitful research visits of staff and postgraduate students.
3.2B3: Invite research consultants.
3.2B4: Encourage international collaborations.
3.2B5: Organize joint workshops with other institutions of common interest.
3.2B6: Promote joint research projects with leading research institutions.

3.2C: To expand and strengthen the research infrastructure:

Actions-

3.2C1: Develop guidelines and identify current and future needs for research space for faculty members, technical staff and project students.
3.2C2: Prepare priority list of capital equipment to be ordered within

the next 4-5 years.

3.2C3: Devise an efficient mechanism to maintain existing research equipment in working condition

3.2C4: Train talented young Omanis overseas to operate and manage highly specialized and expensive research equipment.

3.2C5: Forge agreements with foreign experts to service specialized instruments on a regular basis.

3.2D: To seek funds from different national and international funding bodies

Actions:

3.2D1: Organize workshops to familiarize staff members about the available funding opportunities.

3.2D2: Create a webpage for listing funding organizations and their links

3.2D3: Encourage staff to apply for funds for strategic projects through HM grants.

3.2D4 Approach and attract funds through public and private organizations.

3.2D5: Seek funds through The Research Council (TRC), Oman.

3.2D6: Encourage staff to seek regional funding on projects of common interests.

3.2D7: Explore and contact international organizations and institutions for funding research projects.

3.2E: To increase the enrolment in doctoral programs to enhance research and supply the nation with experts

Actions:

3.2E1: Prepare brochures highlighting research opportunities.

3.2E2: Use electronic and print media to advertise the research activities of the college.

3.2E3: Develop strategy to provide sufficient doctoral grants for Omani and international students

3.2E4: Advertise doctoral programs and scholarships nationally and internationally

3.2E5: Establish joint supervision of PhD students with researchers in leading international institutions to develop skills and access to advanced instruments in well-equipped research laboratories abroad.

3.3 Human resources and training

3.3.0 Introduction

Faculty and staff of the highest caliber and professional stature are the foundation stone for academic excellence. Hiring, retaining, training and other professional issues are key factors for their creative and innovative performance. The College of Science endeavors to maintain a diverse workforce and a good blend of senior, middle and young highly qualified staff , and provide them opportunities to maximize their educational and research output. Along with high academic achievers, cultural diversity of academics with different backgrounds contributes positively in teaching and research environment. Emphasis is laid upon enhancing the pace of Omanisation. The college encourages continual development of academic and supporting staff by access to the technical and personnel development programs.

3.3.1 Analysis: *Strength, Weakness, Opportunities and Threats*

Strengths:

1. Highly qualified faculty.
2. Academic and cultural diversity of staff.
3. The Omanization plan.
4. Support for young Omani scientists and cooperative environment.
5. A good system to select and support demonstrators.

Weaknesses:

1. Increasing teaching and administrative loads.
2. Lack of "Teaching assistants" and "Research Assistants".
3. Limited opportunities for promotion of academic staff.
4. Inadequate financial allocations for training.
5. No financial support for sabbatical leave to expatriate staff.

Opportunities:

1. Taking advantage of the international academic cooperation and memoranda of understanding (MOU) for the development of human resources.
2. Academic exchange programs within GCC countries and elsewhere.
3. Information and support from "Staff Development Programs" and "Assistant Dean of Training and Community Services".
4. Using local and international programs to increase the technical competence of staff.

Threats:

1. Decreasing competitiveness of salaries relative to costs in the Sultanate.
2. Increased competition for hiring and retaining outstanding employees from regional, local and international institutions.
3. Lack of transparency in implementing the outcome of University appraisal system.

3.3.2 Strategic Objective:

To maximize the potential of all staff and enhance the quality of working environment.

Strategic Policies

3.3 A Hire highly qualified and diversified faculty.

Actions:

3.3A1 Broaden and use the multiple channels to advertise the academic vacancies including newspapers, websites, and specialized bulletin boards.
3.3A2 Review the process of appointments.
3.3A3 Propose salary and start-up packages comparable to those offered by peer institutions.
3.3A4 Introduce effectively the appointments of "*teaching assistants*" and "*research assistants*".
3.3A5 Recognize and reward faculty excellence in research, teaching, and service.

3.3B Omanisation of faculty staff.

Actions:

3.3B1 Promote the Omanisation of academic positions.
3.3B2 Attract most talented young Omanies as demonstrators.
3.3B3 Create a framework and support demonstrators to pursue higher degrees in required specialization.
3.3B4 Encourage returning Omani staff to engage in research by reducing initial teaching and administrative loads.
3.3B5 Involve and encourage Omanis to lead research groups.

3.3 C Retain quality faculty members.

Actions:

3.3C1 Provide appropriate office and working space.
3.3C2 Identify and respond promptly to faculty problems/complaints.
3.3C3 Provide atmosphere of collegiality and cooperative environment.
3.3C4 Support for young Omani scientists to settle in teaching and research.
3.3C5 Encourage and support faculty members to meet the promotion requirements.
3.3C6 Financial support for sabbatical leave to expatriate staff.
3.3C7 Introduce the exchange of faculty members between research centers and academic institutions.

3.3 D Enhance the working space for technical staff:

Actions:

3.3D1 Develop clear work policies and achievement benchmarks for technical staff.

3.3D2 Encourage in-house training in specialized areas of research.
3.3D3 Continue upgrading of their skills through appropriate chosen training program.
3.3D4 Involve technicians actively in setting up research laboratories.
3.3D5 Provide training programs for safety awareness in teaching and research laboratories.
3.3D6 Reward superior staff performance.

3.4 Community Services

3.4.0 Introduction

Besides teaching and research, the college is committed to perform the service to the community as part of its academic activities. Research findings suggest that a strong correlation exists between academic service and academic success. There is a good possibility that staff and students excel in their performance by getting involved in community service. Some of our focal points of participation are: natural habitat, science and society ; protection and preservation of our environment; interaction with primary and secondary schools; organizing training programs and workshops as and when required by society and other similar activities. The facilities from the "University Centre for Community Service and Continuing Education" and "Assistant Deanship for Training and Community Service" will be utilized to develop the bridges of cooperation with the society.

3.4.1 Analysis - Strength, *Weakness, Opportunities and Threats*

Strengths

1. Involvement of faculty in public lectures and training in technical matters.
2. Working visits of staff and students to industries.
3. Linkage with alumni in all sectors of the economy.
4. Participation in student open day activities.
5. University Center for Community Services and Continuing Education.
6. Existence of an advisory board having members from public and private sectors.
7. Internet and websites to advertise the community programs.
8. Effective participation in the country's educational, cultural, social, scientific and economic activities.
9. Assistant Deanship for Training and Community Service.
10. Increasing public awareness of environmental issues through public lectures, radio and television appearances.

Weaknesses

1. Low balance between investment in college facilities and the demand of the community.

2. Absence of community-based workshop and symposium.
3. Lack of enthusiasm among staff to initiate more public-related events.
4. Lack of recognition of community services.
5. Lack of adequate interest among students in extracurricular activities.
6. Weak promotion of the college's potentials for community service.

Opportunities

1. Publicize and market the college's expertise in the community.
2. Utilization of industrial needs to offer consultancies.
3. Ever increasing demand for natural resources.
4. Improving environmental awareness of the community.

Threats

1. Maintaining a balance between the demand for community service and teaching, research and administrative commitments.
2. Competition from private and public institutions for extending community services.
3. To meet the growing demand for the computing-related services in the future.

3.4.2 Strategic Objective

To strengthen the links between the college and the community.

Strategic Policies

3.4 A To adopt a systematic approach to promote knowledge and to Organize continuing education, training programs and other social activities.

Actions:

3.4A1 Improve cooperation with public and private sector organizations through regular visits of staff and students.

3.4A2 Offer customized programs for the non-university community through workshops and public lectures.

3.4A3 Advertise the continuing education program on the website of all departments and the college.

3.4 B To publicize the college's role in community service.

Actions:

3.4B1 Prepare and distribute brochures highlighting the scientific contributions of the college to Oman's social development.

3.4B2 Update community service information on the college website.

3.4B3 Contribute popular scientific talks and articles to media.

3.4 C To improve communication with alumni.

Actions:

3.4C1 Maintain an up to date database of the alumni.
3.4C2 Involve alumni in advisory committees in the college.
3.4C3 Keep alumni informed of the activities of the college and invite them to attend seminars.

3.5 Student Environment:

3.5.0 Introduction:

The College aims to create an environment that will nurture and enrich the lives of its students, provide opportunities to develop their leadership skills, team work and creativity with emphasis on enhancing their talents and develop their intellectual interests. Student societies are active in organizing several activities including displays during Open Day and choice of Major week. The active staff-student liaison committee empowers them to discuss their problems and rightly air their grievances. The college motivates the students to participate in the professional extracurricular trainings offered by industries, scientific institutions both inside and outside of Oman.

3.5.1 Analysis: *Strength, Weakness, Opportunities and Threats*

Strengths:

1. Active and enthusiastic student groups.
2. Opportunities for students to get training in the government and private sectors.
3. Active staff-student liaison committees to discuss student problems.
4. Assistant Deanship for Training and Community service.
5. Weekly departmental seminars at which students are encouraged to attend.
6. Student groups organize extracurricular activities such as Science week and Open day which promote team work and leadership qualities.
7. Supportive faculty who encourage students to achieve high academic performance.
8. Reasonable access to e-learning and computing facilities.
9. Practical, communication and organizational skills are incorporated within the degree plans.
10. Easy access of students to discuss their problems with the faculty.

Weaknesses:

1. Lack of male housing complexes which leads to academic difficulties.
2. Lack of awareness among students of the importance of effective academic advising.
3. Lack of help desk for programming and tutoring.

4. Lack of a student exchange program with other universities.
5. Lack of a specific budget to support student activities including educational trips and conference participations.

6. Inadequate student resource center facilities.
7. Lack of effective communication skill among majority of students.
8. Lack of awareness in selecting major/minor.
9. Inadequate system of dealing with student's complaints.
10. Students not having opportunity to retain textbooks for future reference.
11. Large class size in lectures, tutorials and laboratories.
12. Student's inability to communicate in English which is the medium of instruction.
13. Internet is viewed by students as 'the only' source of knowledge and information.

Opportunities:

1. Development of international student exchange and training programs.
2. Formulating proper strategy for student advising in view of on-line registration.
3. Participation in national and international student activities.
4. Internships and summer jobs in local industries that develop practical skills and experience.
5. Part-time teaching jobs that increase income and develop practical skills.
6. Reasonable availability of free educational materials such as books in the internet.

Threats:

1. Large section sizes in tutorial and laboratory classes affect student's performance and the compliance to safety rules.
2. Over-involvement in extra-curricular activities may affect student's academic performance.
3. Mishandling of textbooks given to the students.
4. Facilities available in the college are not increasing proportionate to the rising enrolment.
5. Male students living in scattered places outside campus affecting their academic performance.
6. Misuse of internet and other sources.

3.5.2 Strategic Objective:

To continually improve the student environment to maximize their intellectual, social and cultural experience.

Strategic Policies:

3.5 A To strengthen the academic foundations of the students and encourage excellence.

Actions:

3.5 A1 Create and expand help centers for students involved in basic courses.
3.5 A2 Provide support to students to participate in the national and international conferences.
3.5 A3 Encourage student participation at departmental and inter-departmental seminars.
3.5 A4 Encourage students to become members of the professional societies.
3.5 A5 Reward best performing students in each cohort annually.
3.5 A6 Encourage students to develop reading habits to improve their communication skills.
3.5 A7 Run orientation program to enlighten students about the choice of major/minor.
3.5 A8 Create opportunity for students to purchase text books for future reference.
3.5 A9 Develop guidelines to prevent misuse of internet.
3.5 A10 Continue the Staff Student Liaison meetings and the "open door" policy of the departmental liaison officer.
3.5A11 Organize popular seminars for students on learning methodologies.

3.5B To improve the student advising.

Actions:

3.5 B1 Ensure that students meet with advisors regularly.
3.5 B2 Develop a system to track student progress and ensure they follow advice from advisors.
3.5 B3 Conduct workshops for students and staff on academic advising every year.
3.5 B4 Encourage students to utilize office hours of staff.
3.5 B5 Develop academic advising website.

3.5 C To create students resource center.

Actions:

3.5 C1 Create a college library with popular periodicals, reference text books and relevant studying materials.
3.5 C2 Create printing, photocopying facilities resource center.
3.5 C3 Organize the college text book unit to sell the books and other teaching materials to students and staff.

3.5 D To improve and expand use of training programs by students.

Actions:

3.5 D1 Expand training programs for students.

3.5 D2 Disseminate information on training programs to students directly and via a dedicated website.
3.5 D3 Establish cooperation with public and private sector organizations.

3.5 E Encourage student participation in extracurricular activities.

Actions:
3.5E1 Encourage students to participate in the departmental and college student societies.
3.5E2 Encourage and support student activities and participation in events inside and outside the Sultanate.
3.5E3 Encourage students to involve in competitions in their fields of interests.
3.5E4 Encourage and guide students to avail of the benefits of International academic societies.
3.5E5 Develop website for students' activities.

Chapter 4: Operation Plan and Actions

4.1 Teaching and learning

Strategic Objective: To provide excellence in teaching relevant to the needs of Oman by producing high quality graduates.

Strategies and Actions:

Strategy 4.1 A	**To ensure high quality undergraduate degree programs for effective learning.**

Action 4.1A1	Review the basic knowledge and skills required for the students and design courses which help them to take up challenges in their career.
Responsibility	HODs
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the Department Board on new courses

Action 4.1A2	Regularly assess the academic programs using international standards and create new ones to satisfy the national development needs.
Responsibility	HODs
Start Date	Fall, 2010

Timeframe	Ongoing
Performance Measure	Report to the Department Board on new courses

Action 4.1A3	Introduce new techniques into laboratory courses that will enhance the technical competence of students.
Responsibility	HODs
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Updating laboratory manuals

Action 4.1A4	Provide training for faculty in teaching skills with varied teaching and learning resources.
Responsibility	Assistant Dean, Undergraduate Studies
Start Date	Fall, 2011
Timeframe	Ongoing
Performance Measure	Annual workshop and report to the College Board

Action 4.1A5	Upgrade and maintain all equipments necessary for supporting the teaching process.
Responsibility	Superintendents and HODs
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the Department Board on equipments

Action 4.1A6	Encourage adopting e-learning in teaching activities.
Responsibility	College e-learning Committee
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on e-learning activities

Action 4.1A7	Create awareness among students not to misuse the information obtained through internet.
Responsibility	College e-learning Committee
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on student awareness of internet usage

Action 4.1A8	Review the evaluation system, namely, home work assignments, quizzes, report writing and examinations in every course to satisfy the learning and program outcomes.
Responsibility	HODs
Start Date	Fall, 2010
Timeframe	Every three years
Performance Measure	Report to the Department Board on the implementation of learning and program outcomes in courses.

Action 4.1A9	Review topics taught in basic courses and decide which ones can be neglected without much harm for the rest of the degree program.
Responsibility	HODs
Start Date	Spring, 2012
Timeframe	One year
Performance Measure	Report to the Department Board on revision of Basic courses

Action 4.1A10	Encourage students to take part in oral presentation and group discussions in advanced courses to develop their communication and analytical skills.
Responsibility	HODs
Start Date	Fall, 2010
Timeframe	One year
Performance Measure	Report to the Department Board on communication and analytical skills of students in advanced courses

Strategy 4.1 B	**To enhance and expand postgraduate program.**

Action 4.1B1	Assess masters programs on a regular basis both internally and externally.
Responsibility	Assistant Dean, Post graduate studies and research
Start Date	Fall, 2011
Timeframe	One year
Performance Measure	Report to the College Board on masters program

Action 4.1B2	Attract students for Masters and Ph.D programs from Sultanate and abroad through scholarships and grants.
Responsibility	Assistant Dean, Post graduate studies and research
Start Date	Fall, 2011
Timeframe	Two years
Performance Measure	Report on enrolments to the College Board

Action 4.1B3	Develop faculty supervision skills through workshops and mentoring.
Responsibility	Assistant Dean, Post graduate studies and research
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on faculty supervision skills

Action 4.1B4	Reduce the teaching load of faculty involved in postgraduate studies supervision.
Responsibility	Dean
Start Date	Fall, 2011
Timeframe	One year
Performance Measure	Report to the College Board on reduced teaching load

Action 4.1B5	Increase number of postgraduate teaching assistantships with more competitive stipends.
Responsibility	Dean
Start Date	Fall, 2010
Timeframe	One year
Resources	Budget
Performance Measure	Report to the College Board on teaching assistantships

Action 4.1B6	Attract outstanding fresh graduates from the Sultanate for post graduate studies.
Responsibility	Assistant Dean, Postgraduate studies and research
Start Date	Fall, 2011
Timeframe	Ongoing
Resources	Scholarships
Performance Measure	Report to the College Board on the number of masters students

Action 4.1B7	Develop interdisciplinary postgraduate courses.
Responsibility	Assistant Dean, Postgraduate studies and research
Start Date	Fall, 2011
Timeframe	Ongoing
Performance Measure	Report to the College Board on interdisciplinary courses

Strategy 4.1 C	**To attract and retain quality faculty and staff.**

Action 4.1C1	Review the regulations for recruiting academic staff and frequently assess their effectiveness in attracting and retaining distinguished academics.
Responsibility	Dean
Start Date	Fall, 2011
Timeframe	One year
Performance Measure	Report to the College Board on regulations for recruiting academic staff

Action 4.1C2	Recognize and reward faculty who excel in teaching.
Responsibility	HODs and Dean
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Presentation of awards

Action 4.1C3	Review and update the job descriptions for technical and administrative staff.
Responsibility	Dean and College Administrator
Start Date	Fall, 2011
Timeframe	One year
Performance Measure	Report to the College Board on job descriptions

Action 4.1C4	Nominate technical and administrative members for college and university awards.
Responsibility	HODs, College Administrator and Dean
Start Date	Fall, 2010
Timeframe	Annually
Performance Measure	Presentation of awards

Action 4.1C5	Reduce teaching load by employing teaching assistants.
Responsibility	HODs and Dean
Start Date	Fall, 2011
Timeframe	Ongoing
Resources	Budget
Performance Measure	Report to the College Board

Strategy 4.1 D	**To improve the teaching and advising skills of staff.**

Action 4.1D1	Encourage adoption of E-learning technologies to complement traditional modes of teaching.
Responsibility	HODs and Chairman of the e-learning committee
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on e-learning activities

Action 4.1D2	Organize workshops to enhance the academic advising skills of the faculty.
Responsibility	Assistant Dean, UGS
Start Date	Fall, 2010
Timeframe	Annually
Performance Measure	Report to the College Board on academic advising

Action 4.1D3	Introduce advisor's approval for online registration of students.
Responsibility	Assistant Dean, UGS
Start Date	Fall, 2010
Timeframe	One year
Performance Measure	Report to the College Board on online registration

Action 4.1D4	Make periodic meetings of advisors and advisees mandatory before final registration
Responsibility	Assistant Dean, UGS
Start Date	Fall, 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on academic advising

Strategy 4.1 E	**Introduce Academic Staff Development Programs**

Action 4.1E1	Organize staff development workshops to exchange views among staff from various Departments/Colleges/Universities and share their experience to improve the overall teaching skill.
Responsibility	HODs and Assistant Dean, UGS
Start Date	Fall, 2011
Timeframe	Ongoing
Performance Measure	Report to the College Board on staff development

Action 4.1E2	Introduce exchange programmes between SQU and reputed international universities.
Responsibility	Dean
Start Date	Fall, 2011
Timeframe	Ongoing
Performance Measure	Annual report to the College Board

Strategy 4.1 F	**To improve the teaching resources in the college.**

Action 4.1F1	Establish and maintain a help centre for all basic courses.
Responsibility	HODs and Assistant Dean, UGS
Start Date	Spring, 2012
Timeframe	Annually
Resources	Space
Performance Measure	Report to the departmental board on help centre

Action 4.1F2	Provide more computing labs for introducing e-learning in most of the courses.
Responsibility	Chairman of the e-learning committee and Dean
Start Date	Fall, 2011
Timeframe	Two years
Resources	Budget and Space
Performance Measure	Report to the College Board on computing labs

Action 4.1F3	Provide more laboratories for lab oriented courses in view of increasing class size.
Responsibility	HODs and Dean
Start Date	Fall, 2010
Timeframe	Three years
Resources	Space
Performance Measure	Report to the College Board on laboratories

Action 4.1F4	Build more office space for faculty and post graduate students with a common room for college of science staff for interaction.
Responsibility	Dean
Start Date	Fall, 2010
Timeframe	One year
Resources	Space
Performance Measure	Report to the College Board on common room

Strategy 4.1 G	**Ensure students and staff can work in a safe and healthy environment.**

Action 4.1G1	Audit all workspaces to ensure they comply with current safety regulations.
Responsibility	Chairman of safety committee and Dean
Start Date	Fall, 2010
Timeframe	Annually
Performance Measure	Annual report to the College Board on safety

Action 4.1G2	Review all laboratory classes to ensure that all potential risks are adequately controlled and safety measures are in place.
Responsibility	Lab Superintendents, HODs and Dean
Start Date	Fall, 2010
Timeframe	Annually
Performance Measure	Annual report to the College Board on safety in labs

Action 4.1G3	Familiarize all staff and students with laboratory safety standards.
Responsibility	Lab Superintendents, HODs and Dean
Start Date	Fall, 2010
Timeframe	Annually
Performance Measure	Report to the Dept Board on safety in labs

Action 4.1G4	Review and update policies on the storage and disposal of hazardous materials.
Responsibility	Chairman of the safety committee and Dean
Start Date	Fall, 2010
Timeframe	Annually
Performance Measure	Report to the College Board on storage and disposal policies

4.2 Research and academic cooperation

Strategic Objective:
To promote research of an outstanding quality and establish collaborations with other academic institutions for the advancement of knowledge and education in the country

Strategies and actions:

Strategy 4.2A	**To enhance scholarly output by faculty and post-graduate students:**

Action 4.2A1	Encourage academic staff to form research teams.
Responsibility	ADPS Research and HODS
Start Date	Spring 2011
Timeframe	One year
Performance measure	Report to College Board on progress

Action 4.2A2	Reward the best performing researcher and research team
Responsibility	Dean, ADPS research
Start Date	Fall 2010
Timeframe	Annually
Performance measure	List of awardees in annual College research report

Action 4.2A3	Develop guidelines for compensating the loads for postgraduate teaching and research work.

Responsibility	HODs
Start Date	Fall 2010
Timeframe	Annually
Performance measure	Report to College board on completion of guidelines

Action 4.2A4	Appoint research assistants and postdoctoral fellows.
Responsibility	Dean ADPS research HODs
Start Date	Fall 2010
Timeframe	Review annually
Resources	Budget
Performance measure	Report to college research board on appointments in past 12 months

Action 4.2A5	Encourage young Omanis returning after Ph D to undertake an active role in research.
Responsibility	HODs
Start Date	September 2010
Timeframe	Ongoing
Performance measure	Report to Department boards on successful adoption of policy.

Action 4.2A6	Provide infrastructure and facilities to support high quality research
Responsibility	Dean, HODs
Start Date	Fall 2010
Timeframe	Ongoing
Resources	Budget
Performance measure	Report for College board on new developments

Action 4.2A7	Explore the possibility of offering academic positions(s) dedicated to research.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	12 months
Resources	Budget
Performance measure	Report to college board on outcome

Action 4.2A8	Encourage staff to apply for internal and external grants
Responsibility	ADPS Research, CRC members
Start Date	Fall 2010
Timeframe	Annually
Performance measure	List of new grants in annual research report. Analysis of trends in number and value of external grants.

Action 4.2A9	Train and involve the technical staff in research activities
Responsibility	HODs Laboratory superintendent
Start Date	Fall 2010
Timeframe	2 years
Performance measure	Annual report to department board listing technicians involved in research and as a percentage of total technical staff.

Action 4.2A10	Support academic staff for writing textbooks and research monograms.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	Ongoing
Resources	Budget
Performance measure	Annual college research report on new publications

Action 4.2A11	Encourage the formation of research foci around specific topics in view of available natural resources and equipment.
Responsibility	ADPS Research CRC committee
Start Date	Fall 2011
Timeframe	Two year
Performance measure	Report in annual college research report

Action 4.2A12	Enhance the research publications in the peer-reviewed journals**.**
Responsibility	Department research committee representative HODs
Start Date	Fall 2010
Timeframe	Ongoing
Performance measure	Inclusion in College annual research report data on average number of publications per academic staff including analysis of trends.

Strategy 4.2B	**To develop and strengthen collaborations with local and international research institutions.**

Action 4.2B1	Forge research links with leading institutions in the relevant areas of interest
Responsibility	Dean ADPS research
Start Date	Fall 2011
Timeframe	Three years
Performance measure	Annual college research report citing existing links and new ones created in past 12 months.

Action 4.2B2	Promote productive and fruitful research visits of staff and postgraduate students.
Responsibility	Dean, ADPS research, HODs
Start Date	Fall 2011
Timeframe	Annually
Resources	Budget
Performance measure	Annual college research report on number of staff who used the scheme including summaries of their achievements.

Action 4.2B3	Invite research consultants.
Responsibility	HODs
Start Date	Fall 2012
Timeframe	Annually
Resources	Budget
Performance measure	Report to department board on new appointments

Action 4.2B4	Encourage international collaborations.
Responsibility	ADPS research
Start Date	Fall 2011
Timeframe	2 years
Performance measure	Annual college research report on all international collaborations

Action 4.2B5	Organize joint workshops with other institutions of common interest.
Responsibility	Dean, ADPS research
Start Date	Fall 2012
Timeframe	2 years
Performance measure	Annual college research report new workshops and their outcomes

Action 4.2B6	Promote joint research projects with leading research institutions
Responsibility	Dean, ADPS research

Start Date	Fall 2012
Timeframe	2 years
Performance measure	Annual college research report on joint research

Strategy 4.2C	**To expand and strengthen the research infrastructure**

Action 4.2C1	Develop guidelines and identify current and future needs for research space for faculty members, technical staff and project students
Responsibility	Dean/HODs
Start Date	Spring 2011
Timeframe	One year
Performance measure	Report to college board identifying current and future requirements of the College

Action 4.2C2	Prepare priority list of capital equipment to be ordered within the next 4-5 years.
Responsibility	HODs/ Capital equipment committee
Start Date	Spring 2011
Timeframe	6 months
Performance measure	Report to Department board on list of equipment prioritized

Action 4.2C3	Devise an efficient mechanism to maintain existing research equipment in working condition
Responsibility	College Superintendent, Department Superintendents
Start Date	Fall 2011
Timeframe	Six months
Performance measure	Written policy should be presented to College & Department boards.

Action 4.2C4	Train talented young Omanis overseas to operate and manage highly specialized and expensive research equipment.
Responsibility	Dean, HODs
Start Date	Fall 2011
Timeframe	2 years
Resources	Budget
Performance measure	Report to department board on staff that have been trained.

Action 4.2C5	Forge agreements with foreign experts to service specialize

	instruments on a regular basis.
Responsibility	Dean, HODs/College Superintendent
Start Date	Fall 2012
Timeframe	1 year
Resources	Budget
Performance measure	Report to college board on agreements

Strategy 4.2D	**To seek funds from different national and international funding bodies**

Action 4.2D1	Organize workshops to familiarize staff members about the available funding opportunities.
Responsibility	ADPS Research CRC representatives
Start Date	Fall 2011
Timeframe	Bi-Annually
Performance measure	Annual college research report listing title of workshops and number of participants

Action 4.2D2	Create a webpage for listing funding organizations and their links
Responsibility	dean
Start Date	Fall 2011
Timeframe	One year
Performance measure	Report to college board on status of website and its contents

Action 4.2D3	Encourage staff to apply for funds for strategic projects through HM grants.
Responsibility	ADPS research, CRC representatives
Start Date	Fall 2011
Timeframe	Yearly
Performance measure	Annual college research report on number of applicants and their success rate. Analysis of trends on application and success rates.

Action 4.2D4	Approach public and private organizations for relevant funding.
Responsibility	ADPS Research
Start Date	Fall 2011
Timeframe	Ongoing
Performance measure	Annual college research report on new funding from public and private sources. Analysis of trends in funding.

Action 4.2D5	Seek funds through The Research Council (TRC), Oman.
Responsibility	ADPS research/ CRC representatives
Start Date	Fall 2010

Timeframe	Annually
Performance measure	Annual college research report on number of applicants and their success rate. Analysis of trends on application and success rates.

Action 4.2D6	Encourage staff to seek regional funding on projects of common interests.
Responsibility	ADPS research/ CRC representatives
Start Date	Fall 2012
Timeframe	2 years
Performance measure	Annual college research report on implementation.

Action 4.2D7	Explore and contact international organizations and institutions for funding research projects.
Responsibility	ADPS research
Start Date	Fall 2012
Timeframe	2 year
Performance measure	Annual college research report on outcome of investigation

Strategy 4.2E	**To increase the enrolment in doctoral programs to enhance research and supply the nation with experts**

Action 4.2E1	Prepare brochures highlighting research opportunities
Responsibility	ADPS research
Start Date	Fall 2011
Timeframe	1 year
Performance measure	Production and distribution of brochures
Action 4.2E2	Use electronic and print media to advertise the research activities of the college.
Responsibility	ADPS Research
Start Date	Spring 2011
Timeframe	12 months
Performance measure	Item in annual college research report stating progress of project

Action 4.2E3	Develop strategy to provide sufficient doctoral grants for Omani and international students
Responsibility	Dean
Start Date	Fall 2011
Timeframe	One year
Performance	Presentation of strategy to college board

measure	

Action 4.2E4	Advertise doctoral programs and scholarships nationally and internationally
Responsibility	ADPS Research
Start Date	Fall 2011
Timeframe	Annually
Performance measure	Item in annual college research report stating how and where programs have been advertised
Action 4.2E5	Establish joint supervision of PhD students with researchers in leading international institutions to develop skills and access to advanced instruments in well-equipped research laboratories abroad.
Responsibility	Dean, ADPS Research
Start Date	Fall 2012
Timeframe	2 years
Performance measure	Report to college board and item in annual college research report on number of joint supervisions, newly established supervisions and analysis of trends.

4.3 Human Resources and Training

Strategic objective:	**To maximize the potential of all staff and enhance the quality of working environment**

Strategies and actions

Strategy 4.3A	**Hire highly qualified and diversified faculty.**

Action 4.3A1	Broaden and use multiple channels to advertise the academic vacancies including newspapers, websites, and specialized bulletin boards
Responsibility	HODs and Dean
Start Date	Fall 2010
Timeframe	One year
Performance Measure	Report to the College Board on new strategy

Action 4.3A2	Review the process of appointments.
Responsibility	Dean
Start Date	Spring 2011
Timeframe	One year
Performance Measure	Report to the College Board on new proposal

Action 4.3A3	Propose salary and start-up packages comparable to those offered by peer institutions.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	1 year
Performance Measure	Report to the College Board on new proposal

Action 4.3A4	Introduce effectively the appointments of "*teaching assistants*" and "*research assistants*".
Responsibility	HODs, Dean
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	List of appointed TA's and RA's to the College Board

Action 4.3A5	Recognize and reward faculty excellence in research, teaching, and service.
Responsibility	Dean
Start Date	Fall 2010
Timeframe	ongoing
Performance Measure	List of awarded academic staff to the College Board.

Strategy 4.3B	**Omanisation of faculty staff**

Action 4.3B1	Promote the Omanisation of academic positions.
Responsibility	Dean
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on new Omani academic staff

Action 4.3B2	Attract most talented young Omanies as demonstrators.
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on new appointed Omani Demonstrators

Action 4.3B3	Create a framework and support demonstrators to pursue higher degrees in required specialization
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board a list of Omani demonstrators pursuing higher degree

Action 4.3B4	Encourage returning Omani staff to engage in research by reducing initial teaching and administrative loads.
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the Department Board on Omani teaching and administrative loads and research outcomes

Action 4.3B5	Involve and encourage Omanis to lead research groups.
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the Department Board on research activities.

Strategy 4.3C	**Retain quality faculty members**

Action 4.3C1	Provide appropriate office and working space.
Responsibility	HODs and Dean
Start Date	Fall 2010
Timeframe	2 years
Resources	New building

Performance	Report to the College Board on new plans

Action 4.3C2	Identify and respond promptly to faculty problems/complaints.
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the Department on Faculty grievances

Action 4.3C3	Provide atmosphere of collegiality and cooperative environment.
Responsibility	HODs and Dean
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report on associated activities to the Department and College Board

Action 4.3C4	Support for young Omani scientists to settle in teaching and research.
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the Department Board

Action 4.3C5	Encourage and support faculty members to meet the promotion requirements.
Responsibility	HODs and Dean
Start Date	Fall 2010
Timeframe	annually
Performance Measure	Report on the number of promoted Faculty

Action 4.3C6	Financial support for sabbatical leave to expatriate staff.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	One year
Performance Measure	Report to the College Board on sabbatical system for expatriate

Action 4.3C7	Introduce the exchange of faculty members between research centers and academic institutions.
Responsibility	HODs and Dean
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on exchange Academic Staff

Strategy 4.3D	**Enhance the working space for technical staff**

Action 4.3D1	Develop clear work policies and achievement benchmarks for technical staff.
Responsibility	HOD's and superintendents
Start Date	Fall 2011
Timeframe	1 year
Performance Measure	Report to the Department Board on new policy

Action 4.3D2	Encourage in-house training in specialized areas of research.
Responsibility	HODs and superintendent
Start Date	Fall 2010
Timeframe	On-going

Performance Measure	Report to the Department on training
Action 4.3D3	Continue upgrading technician's skills through appropriate chosen training program.
Responsibility	HODs and superintendent
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the department Board on list of training programs

Action 4.3D4	Involve technicians actively in research laboratories.
Responsibility	HODs
Start Date	Fall 2010
Timeframe	On-going
Performance Measure	Report to the Department Board on Technician research activities

Action 4.3D5	Provide training programs for safety awareness in teaching and research laboratories.
Responsibility	College safety and Security Committee
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board on safety measures

Action 4.3D6	Reward superior technical staff performance.
Responsibility	HOD's
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the Department Board on awarded staff

4.4 Community service

Strategic Objective: To strengthen the links between the college and the community.

Strategy and actions:

Strategy 4.4 A	**To adopt a systematic approach to promote knowledge and to organize continuing education, training programs and other social activities.**

Action 4.4A1	Improve cooperation with public and private sector organizations through regular visits of staff and students.
Responsibility	Asst Dean Training and community service Dept and College level external relations committee
Start Date	Spring 2011
Timeframe	Ongoing
Performance Measure	Annual report to College Board on activities

Action 4.4A2	Offer customized programs for the non-university community through workshops and public lectures
Responsibility	Asst Dean Training and community service Dept and College level external relations committee
Start Date	Spring 2011
Timeframe	Ongoing
Performance Measure	Annual report to College Board on workshops and special public lectures

Action 4.4A3	Advertise the continuing education program on the website of all departments and the college.
Responsibility	Asst Dean Training and community service College website committee

Start Date	Fall 2010
Timeframe	1 year
Performance Measure	Report to College Board on creation of special website for extra-curricular activities

Strategy 4.4 B	**To publicize the college's role in community service.**

Action 4.4B1	Prepare and distribute brochures highlighting the scientific contributions of the college to Oman's social development
Responsibility	Asst Dean Training & HODs
Start Date	Spring 2011
Timeframe	1 year
Performance Measure	Report to College Board on outcome of brochures

Action 4.4B2	Update community service information on the college website
Responsibility	Asst Dean Training , Website Committee
Start Date	Fall 2010
Timeframe	1year
Performance Measure	Updated websites

Action 4.4B3	Contribution of popular scientific talks and articles to media
Responsibility	Dean and HODs
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Annual report to College Board on contributions.

Strategy 4.4 C	**To improve communication with alumni.**

Action 4.4C1	Maintain an up to date database of the alumni
Responsibility	External relations committee & Asst Dean Training
Start Date	Spring 2011
Timeframe	Ongoing
Performance Measure	Annual report to College Board on data base for alumni

Action 4.4C2	Involve alumni in advisory committees in the college.
Responsibility	HODs & Dean
Start Date	Fall 2010
Timeframe	1 year
Performance Measure	Representation of alumni in committees .

Action 4.4C3	Keep alumni informed of the activities of the college and invite them to attend seminars.
Responsibility	External relations committee & Asst Dean Training
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Attendance of alumni in college activities

4. 5 Student Environment

Strategic Objective: To continually improve the student environment to maximize their intellectual, social and cultural experience.

Strategies and actions:

4.5.A	**To strengthen the academic foundations of the students and encourage excellence**

4.5.A1	Create and expand help centers for students involved in basic courses.
Responsibility	Assistant Dean for UGS, HODs
Start Date	Fall 2010
Timeframe	2 years
Performance Measure	Report to Department Boards

4.5.A2	Provide support to students to participate in the national and international conferences
Responsibility	Dean
Start Date	Fall 2010
Timeframe	Annually
Resources	Budget allocation for the conferences
Performance Measure	Report to the College Board about the involvement of students

4.5.A3	Encourage student participation at departmental and inter-departmental seminars
Responsibility	HODs, advisors
Start Date	Fall2010
Timeframe	Ongoing
Performance Measure	Reports to Department Boards on students participations

4.5.A4	Encourage students to become members of professional societies.
Responsibility	HODs, advisors
Start Date	Fall2010
Timeframe	Ongoing
Performance Measure	Reports to Department Boards on students memberships.

4.5.A5	Reward best performing students in each cohort annually
Responsibility	Dean
Start Date	Fall 2010
Timeframe	Yearly
Performance Measure	Reports to the College Board on the list of students awarded

4.5.A6	Encourage students to develop reading habits to improve their communication skills.
Responsibility	All academics, HODs
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to Department Boards

4.5.A7	Run orientation program to enlighten students about the choice of major/minor.
Responsibility	Asst Deans for UGS
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to the College Board orientation week activity

4.5.A8	Create opportunity for students to purchase books for future reference
Responsibility	Dean, textbook officer
Start Date	Fall 2011
Timeframe	1 year
Performance Measure	Report to the College Board

4.5.A9	Develop guidelines to prevent misuse of internet.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	Ongoing
Performance Measure	Report to the College Board on guidelines

4.5.A10	Continue the Staff Student Liaison meetings and the "open door" policy of the departmental liaison officer.
Responsibility	HODs, Staff Student Liaison Committees
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to the Department Boards on minutes of Staff Student Liaison Committees

4.5.A11	Organize popular seminars for students on learning methodologies
Responsibility	HODs
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to the Department Boards on annual activities

4.5.B	**To improve the students advising..**

4.5. B1	Ensure that students meet with advisors regularly
Responsibility	Advisors, HODs,
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Periodic reports to Department Boards

4.5.B2	Develop a system to track student progress and ensure they follow advice from advisors
Responsibility	Assistant Dean for UGS, HODs, Advisors
Start Date	Spring 2011
Timeframe	1 year
Performance Measure	A new system for advising

4.5.B3	Conduct workshops for students and staff on academic advising
Responsibility	Assistant Dean for UGS, HODs, Advisors
Start Date	Fall 2011
Timeframe	Annually
Performance Measure	Reports to the College Board

4.5.B4	Encourage students to utilize office hours of staff.
Responsibility	HODs, Advisors, All Academics
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to Department Boards

4.5.B5	Develop academic advising website
Responsibility	Website committee, Advisors and HODs,
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Annual report to Department Boards on academic website

4.5.C	**To create students resource centers.**

4.5.C1	Create a college library with popular periodicals, reference text books, and relevant studying materials
Responsibility	Dean
Start Date	Fall 2011
Timeframe	2 years
Resources	Allocation budget and space
Performance Measure	Report to the College Board on college library

4.5.C2	Create printing, photocopying facilities centers in the college.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	2 years
Resources	Allocation budget and space
Performance Measure	Report to the College Board on college library

4.5.C3	Organize the college textbook unit to purchase books and other teaching materials for students and staff.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	2 years
Performance Measure	Report to the College Board .

4.5.D	**To improve and expand use of training programs for students.**

4.5.D1	Expand training programs for students
Responsibility	Assistant Dean for Training and Community Service
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to the College Board on the number of trainees

4.5.D2	Disseminate information on training programs to students directly and via a dedicated website.
Responsibility	Dean, Assistant Dean for Training and Community Service, Website Committee
Start Date	Spring 2011
Timeframe	One year
Performance Measure	Report to the College Board on the website

4.5.D3	Establish cooperation with public and private sector organizations.
Responsibility	Asst Dean Training, HODs
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Report to the College Board .

4.5.E	**Encourage student participation in extracurricular activities.**

4.5.E1	Encourage students to participate in the departmental and college student societies.
Responsibility	Dean, HODs
Start Date	Spring 2011
Timeframe	Ongoing
Performance Measure	Reports to the Department Boards on student participation

4.5.E2	Encourage and support for student activities and participation in events inside and outside the Sultanate.
Responsibility	Dean
Start Date	Fall 2011
Timeframe	Ongoing
Performance Measure	Report to the College Board

4.5.E 3	Encourage students to involve in competitions in their fields of interests.
Responsibility	Assistant Dean for UGS, HODs, advisors
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to the College Board on the number of students participation

4.5.E4	Encourage and guide students to avail of the benefits of International academic societies.
Responsibility	Dean, HODs
Start Date	Fall 2010
Timeframe	Ongoing
Performance Measure	Reports to the College Board on students' membership

4.5.E5	Develop website for students activities
Responsibility	Dean, Website Committee
Start Date	Spring 2011
Timeframe	Ongoing
Performance Measure	Reports to the College Board on on-line access