



A collage of images showing various activities at the National Museum of the United Arab Emirates. The top left shows two men in traditional white thobes and ghutras. The top right shows a group of people in traditional attire sitting on the ground. The middle left shows a man in a blue shirt and yellow headband working with plants. The middle right shows a group of people in white robes standing in a line. The bottom left shows three glass flasks on a table. The bottom right shows a boat on water with people on board.



# **College of Agricultural and Marine Sciences Strategic Plan**

**2010-2014**







Picture of His Majesty





## Introduction

Sustainable utilization of the Sultanate's renewable agricultural and marine resources for food production and the processing of food are of utmost concern to the College of Agricultural & Marine Sciences (CAMS). CAMS is responsible for developing human resources to meet challenges in producing, processing, and trading food and related commodities in Oman.

Since its establishment in 1986, College of Agricultural & Marine Sciences has evolved rapidly to meet continuously changing expectations and challenges of the Omani society. The outcome of this evolution is evident in our degree programs. They impart generic skills enabling our graduates to be multi skilled, and therefore, ideal candidates for small and medium enterprises in the private sector in Oman. In addition, basic knowledge and skills required for lifelong learning are provided to our graduates.

College of Agricultural & Marine Sciences degree programs are of applied bio-sciences in nature, although degrees in Natural Resource Economics, Water Technology and Agricultural Engineering deal with socio economic and technological aspects. Cross-cutting issues addressed by all departments include conservation of natural living organisms in the terrestrial and marine environments and sustainable management of natural resources.

Three of our departments, namely, Crop Sciences, Animal & Veterinary Sciences and Marine Sciences & Fisheries address sustainable food production through an understanding of the ecological and biological processes involved. The Department of Food Science and Human Nutrition explores means by which value can be added to food through processing, and how food habits of Omanis could be changed to enhance wellbeing. The Departments of Natural Resource economics and the Soils, Water and Agricultural Engineering deal with sustainable management of renewable resources such as the land and water. The Natural Resource Economics Department also deals with food security in Oman through food trade and agri-business.

## **Vision**

Our vision is to be among the top applied biosciences colleges in the Middle East region recognized internationally for exceling in agricultural and marine science education and research, while contributing substantially to national and regional development.

## **Mission**

Develop human resources to meet challenges in producing food while conserving the natural environment and biodiversity, processing food to add value, and trading food to ensure food security in Oman.

Find solutions to issues of strategic importance through basic and applied research and disseminate knowledge to the Omani and International communities which will result in continuous improvements to the quality of life.

Coordinate career guidance for students at CAMS, provide continuous education for professionals in CAMS and the wider community, and consult private and public sector agencies to facilitate progress of a knowledge-based society.





# Administration and Finance

## Strategic Objective

SQU's administrative and financial procedures are implemented skillfully to facilitate and support CAMS in achieving its vision.

### Strengths

1. Experienced and committed administrative staff administering human and financial resources in a transparent manner
2. Securing funding to meet operational needs from SQU Administration when necessary
3. Increasing external revenues through research grants and consultancies

### Weaknesses

1. Inadequate visibility of College activities and achievements
2. Lack of opportunity to manage finances at Departmental level
3. Inadequate office space for administrative staff and records
4. Some faculty and staff are unfamiliar with administrative and financial processes
5. Inadequate funding to meet operational and maintenance needs

### Opportunities

1. External funding for research and consultancies to resource a College Consulting budget.
2. Training opportunities at SQU underutilized

### Threats

1. Lack of delegation from SQU Administration to College
2. Increase in student numbers without proportional increase in funds from SQU
3. Inadequate training budget
4. Occasional delays in procurement

## Strategic Policies

1. Apply financial and administrative procedures making them more responsive to new challenges and opportunities.
2. Allocate a budget that meets the needs of various academic units of the College as it continues to grow and expand
3. Propose new procedures to SQU Administration, when existing procedures are ineffective.
4. Improve visibility of our achievements and activities





## **Actions**

**Action:** Annual appraisal of financial and administrative staff; reward high achievers

**Person responsible:** Director of Administration

**Time frame:** Continuing

**Performance measure:** Reduction in delays in administration and finance procedures

**Action:** Continued training for staff in financial and administrative procedures

**Person responsible:** Director of Administration

**Time frame:** Continuing

**Performance measure:** Reduction in delays in administration and finance procedures

**Action:** Anticipate expenses and develop a realistic annual budget

**Person responsible:** Directors, HoDs and Dean

**Time frame:** Annually

**Performance measure:** Adequate funds to meet identified requirements

**Action:** Encourage faculty to secure externally funded projects

**Person responsible:** All faculty and researchers

**Time frame:** Continuing

**Performance measure:** Increase external funds

**Action:** Regularly update CAMS web site

**Person responsible:** ADTCS and webmaster

**Time frame:** Continuing

**Performance measure:** Increase number of "hits"

**Action:** Establish an e-newsletter

**Person responsible:** ADTCS

**Time frame:** May 2011

**Performance measure:** E-letter circulated monthly beginning May 2011


**Action:** Propose to SQU administration a mechanism to facilitate management of funds at Departmental level

**Person responsible:** Dean and Director of Administration

**Time frame:** March 2011

**Performance measure:** Proposal submitted



The background of the page is a collage of various images. At the top, there's a group of men in suits and traditional Arab attire standing together. Below them, a man in a blue shirt is looking down at a laptop. In the bottom left, a group of people in white traditional clothing are gathered. The collage is overlaid with a pattern of white dots on an orange background in the top left corner, and a blue and white geometric pattern in the bottom right corner.

**Action:** Secure funds to construct a new building

**Person responsible:** Dean and Executive Committee

**Time frame:** March 2011

**Performance measure:** Funds allocated for a new building

**Action:** Workshop for all faculty on financial and administrative procedures

**Person responsible:** Director of Administration

**Time frame:** March 2011

**Performance measure:** Workshop done

**Action:** All coordinators to attend ICDL training

**Person responsible:** Director of Administration

**Time frame:** December 2011

**Performance measure:** All attended ICDL training

**Action:** Request for additional training budget for staff

**Person responsible:** Dean

**Time frame:** March 2011

**Performance measure:** Increase in staff training budget

**Action:** Seek training support from private companies

**Person responsible:** Superintendents

**Time frame:** Continuing

**Performance measure:** Increase in staff training

**Action:** Authorization to College for purchases when appropriate

**Person responsible:** Dean

**Time frame:** Ongoing

**Performance measure:** Reduce procurement period for obtaining supplies

# Teaching and Learning

## Strategic Objective

Enhance students' academic performance and professionalism by inspiring excellence and assuring quality education responsive to national, regional and international developments

### Strengths

1. Experienced and internationally recognized faculty
2. Qualified and experienced technical staff
3. Well-equipped teaching labs, dairy plant, teaching vessel, and experiment station.
4. Internationally bench-marked degree programs periodically assessed internally and externally
5. Strong linkages with public and private sector in Oman to facilitate on-the-job training for students
6. Degree programs containing substantial generic skills improvement opportunities
7. Availability of electronic library and databases

### Weaknesses

1. Inadequate office and lab spaces for PG students
2. Inadequate funding for internships
3. Teaching labs used in excess of their capacities
4. E-Learning facilities inadequately utilized
5. Graduate student supervision inadequately recognized by SQU Administration
6. Low student uptake of advising opportunities
7. Absence of truly independent and external control of thesis quality.
8. Possible drift in thesis evaluation (grade inflation, quality decrease)
9. Poor English skills of graduate students (particularly in terms of writing skills: additional strains on faculty)
10. Higher percentage of students under probation
11. None of the degree programs are accredited
12. External assessment of M.Sc./Ph.D programs incomplete

### Opportunities

1. Establish link with HM Chair in Desert Agriculture at the Arabian Gulf University in Bahrain, and HM Chair in Quantitative Water Management at Technical University, Utrecht, Netherlands
2. Organize 'Student Symposiums'



3. Hands-on training to graduating PG students in thesis writing
4. Encourage PG students to do a semester of courses at other Universities and facilitate transfer of credits.
5. Intensive PG courses during semester breaks.

### **Threats**

1. Poor perception of 'Agriculture' among new students joining SQU
2. Time-tabling inconvenient to conduct field trips
3. Insufficient PG scholarships

### **Strategic Policies**

1. Continuously revise and update courses and degree plans and benchmark them against international standards
2. Continuously liaise with private and public sector and improve employability of CAMS graduates
3. Incorporate hands-on training and field trips to enhance practical skills of graduates
4. Attract and retain experienced and highly qualified faculty
5. Attract good post graduate students
6. Continuously provide opportunities for students to improve their language, communication, interpersonal and team skills



## **Actions**

**Action:** Construct new building

**Person responsible:** Administration and Dean

**Time Frame:** 5 years

**Performance measure:** Extra building space

**Action:** Expand some of the labs and rationalize space so that departmental labs are next to each other

**Person responsible:** Space Committee

**Time Frame:** 3 years

**Performance measure:** Reallocation of some lab space

**Action:** All courses to be offered on-line (Moodle)

**Person responsible:** ADUS

**Time Frame:** 1 year

**Performance measure:** Insert an extra question in the evaluation sheet about e-learning

**Action:** Active postgraduate supervisors should receive some incentives, such as a reduced load

**Person responsible:** Dean and ADUS

**Time Frame:** 3 years

**Performance measure:** Satisfaction of faculty

**Action:** Review the English program. Demand good lab reports. 4000 level courses should have essay questions. 4000 level courses should allocate marks for English proficiency in writing reports and term papers. Students taking 4000 level courses should be asked to write a term paper and make a presentation

**Person responsible:** ADUS and faculties

**Time frame:** 1 year

**Performance measure:** improved English communication skills

**Action:** Effectively utilize the advising week. Encourage students to visit their advisors.

**Person responsible:** ADUS and faculties

**Time frame:** 1 year

**Performance measure:** faculties and student satisfaction



**Action:** Raise quality of graduate students. Increase awareness through students' society. Increase activities directed towards public awareness.

**Person responsible:** All

**Time frame:** Ongoing

**Performance measure:** Acknowledgment and appreciation from society; improved enrolment of students

**Action:** Field trips during the spring break. Adopt a new timetabling system to allow field trips

**Person responsible:** Timetabling Department

**Time Frame:** Ongoing

**Performance measure:** More field trips

**Action:** Sponsorship of M.Sc. and Ph.D programs.

**Person responsible:** ADPSR

**Time frame:** Ongoing

**Performance measure:** More scholarships available for graduate students

**Action:** Offer at least 2 courses per semester for all graduate students registered in a graduate program at CAMS

**Person Responsible:** ADPSR, HOD

**Time Frame:** On going

**Performance measure:** Number of courses offered per semester

**Action:** Create a series of "afternoon" seminars- design workshops to deal with specific aspects of thesis writing and research

**Person Responsible:** Departments, ADPSR

**Time Frame:** Spring 2011

**Performance measure:** Number of specific workshops offered/ number of attendees

**Action:** Generate scholarships through the Agriculture and Fisheries Research Fund.

**Person Responsible:** ADPSR

**Time Frame:** Spring 2011

**Performance measure:** Number of scholarships from AFF

**Action:** Provide space for graduate students either through existing space reallocation or new construction

**Person Responsible:** Administration, Building Space Committee

**Time Frame:** On going

**Performance measure:** Space made available

**Action:** Facilitate the creation of online material for graduate courses. Encourage faculty to use this system.

**Person Responsible:** ADPSR, HOD

**Time Frame:** Spring 2011

**Performance measure:** Number of online courses offered

**Action:** Generate a College policy to recognize graduate supervision as part of the FTE.

**Person Responsible:** Dean, Dean of Research, ADPSR

**Time Frame:** Spring 2011

**Performance measure:** New policy for FTE and graduate supervision

**Action:** Generate private sector scholarships

**Person Responsible:** ADPSR, Faculty

**Time Frame:** Spring 2011

**Performance Measure:** Number of scholarships from private sector

**Action:** Create a series of seminars/workshops to assist graduate students to transform their research into published papers.

**Person Responsible:** ADPSR, HODs

**Time Frame:** Spring 2011

**Performance measure:** Number of students attending workshop and number of papers submitted for publications by students.

**Action:** Propose to DOPS to allow students to take online courses from "reputable external universities"

**Person Responsible:** ADPSR, Performance Measure: Proposal submitted

**Action:** Have graduate students participate in teaching/communication through regular seminars/presentations/ to undergraduate students.

**Person Responsible:** ADPSR, HODs

**Performance Measure:** Number of such presentations per semester



# Research

## Strategic Objective

Carry-out research to utilize terrestrial and marine resources in a sustainable and profitable manner resulting in positive impacts for Omani society and the international academic community.

### Strengths

1. Current research addresses agricultural and fishery productivity, safety and security of food, and sustainability of agricultural and marine environments
2. Strong research culture evidenced by publications in high impact journals, external funding, requests for consultancies from public and private sector, regular seminars and workshops on wide ranging topics
3. Well trained technical staff committed to research
4. Adequate analytical equipment, Agricultural Experiment Station and Teaching and Research Vessel
5. Strong international collaboration in research

### Weaknesses

1. Room to improve publication record
2. Publications extracted from completed theses inadequate
3. Room to improve interdisciplinary research
4. Ineffective use of allocated funds from IG and HMTF
5. Some faculty over-committed to administrative and community services.
6. Lack of qualified research assistants, post-graduate students and post-doctoral fellows.
7. Impact of research outcome undocumented.

### Opportunities

1. More funding from external resources – TRC, Ministries, Qatar Fund
2. Stronger interest from Ministries to collaborate with CAMS
3. Access to research facilities at Ministries
4. Underdeveloped SQU sites – Jebal Akhdar, Musannah and Al Hail
5. Minimal collaboration with other colleges

## Threats

1. Lack of delegation to Colleges from SQU Administration to spend research funds
2. Poor public perception of Agriculture detrimental to attracting good students to CAMS
3. Difficulty in hiring expatriate researchers

## Strategic Policies

1. Adopt an integrated strategy for research in the College
2. Identify themes of research that meet the developmental goals of society and submit proposals for funding to TRC and HMTF
3. Increase admissions to doctoral programs to supply the nation with specialists and experts
4. Develop new Doctoral programs in AVS and NREC
5. Strengthen infrastructure and upgrade human resources for research
6. Develop methods of research management that respond to rapid developments in this area
7. Develop cooperation with public and private sectors within and outside the Sultanate to promote research activity

## Actions

**Action:** Liaise with Western Embassies to explore collaboration opportunities with their funding.

**Person Responsible:** Dean, ADTCS, ADPSR

**Time Frame:** On going

**Performance measure:** Increase in collaboration with developed country institutions.

**Action:** Report research outcome at a regular interval in print and electronic media.

**Person Responsible:** Dean, ADTCS, ADPSR

**Time Frame:** Ongoing

**Performance measure:** Number of articles in newspapers and interviews to Radio and TV stations.

**Action:** Define a strategy to retain/use highly skilled junior researchers in the college.

**Person Responsible:** Dean, ADPSR

**Time Frame:** Spring 2011

**Performance measure:** Number of such researchers employed



**Action:** Create a series of seminars/workshops to help graduate students transform their research into published papers.

**Person Responsible:** ADPSR, HODs

**Time Frame:** Spring 2011

**Performance measure:** Number of students attending workshops and number of papers submitted for publication by students

**Action:** Send to all faculty a regular, brief reminder of the financial status of their research project to decrease the volume of un-spent funds.

**Person Responsible:** ADPSR

**Time Frame:** Ongoing

**Performance measure:** Decrease the amount of un-spent research funds.

**Action:** Develop a strategy to encourage all faculty to attend international conferences and present their research internationally

**Person Responsible:** ADPSR + Research Committee

**Time Frame:** Ongoing

**Performance measure:** Percentage of faculty attending and presenting at international conferences.

**Action:** Update CVs of all faculty and their research papers on CAMS web site.

**Person Responsible:** ADPSR + Webmaster + Web Committee

**Time Frame:** Spring 2011

**Performance measure:** Number of hits on faculty pages and paper downloads.

**Action:** Develop a series of keywords to be used on research application forms to identify the main research strategy

**Person Responsible:** ADPSR + Executive Committee

**Time Frame:** Spring 2011

**Performance measure:** List of Keywords

**Action:** Create an Industry-Research liaison unit to facilitate the creation of industry-based research in CAMS

**Person Responsible:** ADPSR, ADTCS

**Time Frame:** Spring 2011

**Performance measure:** List of international institutions for CAMS

**Action:** Encourage access to ministry research facilities through research funding and collaborations

**Person Responsible:** ADPSR, HODs

**Time Frame:** Ongoing

**Performance measure:** Number of projects taking advantages of these facilities.





# Community Service

## Strategic Objective

To disseminate knowledge and strengthen relations between the College and the community

### Strengths

1. Regular farmers' days, fishermen days, workshops, seminars, international conferences and training programs
2. Close links with Ministries of Agriculture and Fisheries Wealth, Environment & Climate Affairs, Health, Regional Municipalities & Water Resources, Commerce & Industry and Diwan of Royal Court & Royal Court Affairs and the private sector.
3. Facilities to host workshops, training programs and seminars
4. Extension publication Al Hassad Magazine
5. Regular features in print-media in English
6. Participation in national events and exhibitions
7. Workshops for potential employers

### Weaknesses

1. CAMS website has room for improvement
2. Limited publications in Arabic addressing native and traditional aspects of nature and society
3. Minimum exposure in Arabic print media
4. No formal Alumni activities

### Opportunities

1. Journalists and reporters continuously seek columns for English and Arabic print media
2. Liaison with SQU's Center for Community Services
3. Links with Industrial Innovation Center to promote research outcome
4. Collaboration with international academic community with assistance from Embassies

### Threats

1. Poor public perception of agriculture and fisheries

## Strategic Policies

1. To adopt a systematic approach in disseminating knowledge and organizing continuing education, training programs and other social activities
2. To highlight, through the media, the College's role in community service and development
3. To enhance communication channels with alumni
4. To promote the College by increasing its visibility and enhancing its public image.





## Actions

**Action:** Improve CAMS website by adding regular content including research summaries, news, scientific articles, and College activities.

**Person responsible:** ADTCS and Webmaster

**Time frame:** Continuing

**Performance measure:** More frequent visitors to the College website

**Action:** Make the website information fully accessible to Arabic speakers

**Person responsible:** Webmaster & The Translation Committee

**Time frame:** 6 months

**Performance measure:** The website is completely dual language (Arabic & English)

**Action:** Improve the quality of articles and format of CAMS outreach magazine (Al-Hassad)

**Person responsible:** Outreach Magazine Committee

**Time frame:** 6 months

**Performance measure:** Better distribution of the magazine

**Action:** Increase the number of CAMS articles published in Arabic

**Person responsible:** ADTCS and Outreach Committee

**Time frame:** Continuing

**Performance measure:** More articles published in the media in Arabic

**Action:** Increase the distribution of Al-Hassad Magazine and offer electronic copies on the website

**Person responsible:** ADTCS and webmaster

**Time frame:** Continuing

**Performance measure:** Wider circulation of Al-Hassad in print and online

**Action:** Encourage faculty and staff to speak to the media (TV & Radio)

**Person responsible:** ADTCS

**Time frame:** Continuing

**Performance measure:** Increased radio interviews and TV appearances of CAMS faculty and staff

**Action:** Host an Alumnus Day at SQU

**Person responsible:** Dean, ADTCS and Director of Administration

**Time frame:** 1 year

**Performance Measure:** Annual Alumnus Day

**Action:** Conduct a workshop on the role of CAMS in food security issues

**Person responsible:** Executive Committee

**Time frame:** 1 year

**Performance measure:** Improved perceived image of agriculture and fisheries

**Action:** Conduct short courses to the general public with emphasis on practical topics

**Person responsible:** ADTCS, AES Director & HoDs

**Time frame:** Continuing

**Performance measure:** Workshops completed

**Action:** Increase collaboration with MAF and Al-Batinah Farmer Association

**Person responsible:** ADTCS and Outreach Committee

**Time frame:** Continuing

**Performance measure:** More activities with MAF and Al-Batinah Farmer Association

**Action:** Update existing CAMS brochures, videos and booklets and increase their distribution

**Person responsible:** ADTCS and Outreach Committee

**Time frame:** 9 months

**Performance measure:** More exposure of CAMS to the general public



# International Academic Cooperation

## Strategic Objective

Cooperate with the International Academic Community to compliment the knowledge and skill base available at CAMS

### Strengths

1. Jointly funded research with Universities in UAE and Malaysia
2. Proposals being developed to carry-out joint research with Universities in Qatar, Brazil, Australia, Thailand, Netherlands and South Africa.
3. Joint research activities with Universities in USA, Indonesia, Germany, South Africa and Denmark
4. Joint supervision of PG students at universities in Ireland, Malaysia, UAE, South Africa, UK and Netherlands
5. Internships for students in Malaysia, Kuwait, UAE and Australia
6. Host visiting researchers from USA, Australia
7. Keynote speakers and resources persons from international universities for conferences and workshops.

### Weakness

1. Low exchange of Omani faculty with International Universities due to inadequate funding
2. Best students at CAMS unwilling to be exchange students
3. Lack of comprehensive record of CAMS's international activities in the past
4. Some faculty do not have any international activities
5. Minimal communication between OEC and CAMS
6. Poor visibility of CAMS, especially on internet.

### Opportunities

1. Calls for collaboration from international, Arab and Gulf Organizations
2. Establishing permanent links with universities where CAMS academic staff are being trained.
3. Expat faculty could establish link with their former universities
4. TRC has funds to invite international experts
5. Ministries and Diwan invite international experts who could also visit CAMS when in Muscat.

### **Threats**

1. Bureaucracy involved in using funds from projects funded by Ministries to invite expatriate collaborators
2. Lack of an International Student Office to assist visiting international students
3. Inability of international students to enroll on CAMS courses for a semester

### **Strategic Policies**

1. To establish strong relations with leading universities and create initiatives in the following areas:
  - a. Faculty and student exchange
  - b. Human resources development
  - c. Joint supervision of doctoral programs
  - d. Research cooperation
2. To enhance internationally the reputation of the College

### **Actions**

**Action:** Centralize and disseminate information on international funding opportunities.

**Person responsible:** ADPSR, Deanship of Research

**Time Frame:** Ongoing

**Performance measure:** A updated list of funding opportunities.

**Action:** Create an International Research Day to present results of research directly resulting from international collaborations.

**Person responsible:** ADPSR, Dean

**Time Frame:** Spring 2011

**Performance measure:** Number of papers presented during International Research Day.

**Action:** Encourage faculty to include PhD student visits to outside laboratories in strategic research proposals

**Person responsible:** ADPSR, All Faculty

**Time Frame:** Ongoing

**Performance measure:** Number of students going for short visits to other laboratories.



**Action:** Identify in each department at least one international institution with which collaborative research is carried out: a partner of choice to develop research collaborations.

**Person responsible:** HODs

**Time Frame:**

**Performance measure:** List of international institutions for CAMS



# Human Resources

## Strategic Objective

Continuously enhance knowledge and skills of faculty and staff in support of excellence in teaching, research and service to the community

### Strengths

1. Well qualified, diverse and internationally recognized faculty
2. Experienced administrative and technical staff
3. Funds to support conference attendance and staff training
4. Multicultural faculty and staff
5. College consulting funds to support technical staff attending conferences.

### Weaknesses

1. Timing of in-house training arranged by SQU disrupts routine work
2. Occasional abuse of "on-request" contracts to technical staff.
3. Some qualified technicians are not getting overseas post-graduate training opportunities
4. Faculty and staff are often uninterested in in-house training

### Opportunities

1. Training calls from International, Regional and National institutions availability
2. CHRSD, CET, CIS and Deanships organize regular training programs for faculty and staff
3. Sabbatical opportunities available

### Threats

1. Lack of a merit based promotion system for technical staff.
2. Undefined career path for technical staff.
3. Funds available for staff training are inadequate
4. Inability to attract well qualified faculty and staff
5. Inconsistency in interpreting and implementing academic promotion regulations
6. Qualified technicians leaving for positions in Ministries and private sector



## Strategic Policies

1. Recognize and reward academic leadership
2. Recognize and reward excellence in teaching, research and community service
3. Provide training opportunities to advance career of faculty and staff based on annual appraisal

## Actions

**Action:** Recommend exceptional performance increments to deserving faculty based on annual appraisal

**Person responsible:** Dean and HoDs

**Time frame:** Continuing

**Performance measure:** Retention of faculty

**Action:** Consistent interpretation and application of promotion regulations

**Person responsible:** CAPC

**Time frame:** Continuing

**Performance measure:** Retention of faculty

**Action:** Propose a merit based promotion system for administrative and technical staff

**Person responsible:** Staff Training Committee

**Time frame:** 1 year

**Performance measure:** Proposal submitted to SQU administration

**Action:** Seek increase in staff training budget by 20%

**Person responsible:** ADTCS

**Time frame:** 3 months

**Performance measure:** A justifiable proposal submitted to SQU administration

**Action:** Request an increase in financial support for conferences attendance

**Person responsible:** Dean and ADPSR

**Time frame:** 3 months

**Performance measure:** Proposal submitted to SQU administrations

**Action:** Request CET, CIS, CHRSD to organize training only after working hours

**Person responsible:** Dean and ADTCS

**Time frame:** 3 months

**Performance measure:** Request submitted

**Action:** PI's to scrutinize requests for payment to technicians

**Person responsible:** PI and ADPSR

**Time frame:** Continuing

**Performance measure:** Reduction in "on-request" contracts to technicians.

**Action:** During annual evaluation of technicians ensure sufficient time is spent to support research

**Person responsible:** HoDs

**Time frame:** Annually

**Performance measure:** Reduction in "on-request" contracts to technicians

**Action:** Develop duty statements for technicians annually to include research project responsibilities

**Person responsible:** HoDs

**Time frame:** Annually

**Performance measure:** Reduction in "on-request" contracts to technicians





**Action:** Seek feed-back from administration when a scholarship request is not supported

**Person responsible:** Dean

**Time frame:** Continuing

**Performance measure:** Feed-back received

**Action:** Collate training schedule from CIS, CE, CHRSD and Deanships and circulate to faculty and staff at the beginning of the semester

**Person responsible:** ADTCS

**Time frame:** Each semester

**Performance measure:** More faculty and staff take advantage of in-house training

**Action:** Encourage Omani faculty to undertake sabbatical leave

**Person responsible:** HoDs

**Time frame:** Continuing

**Performance measure:** More Omani faculty undertake sabbatical leave

**Action:** Propose that new appointments should result in better remuneration

**Person responsible:** Dean

**Time frame:** 3 months

**Performance Measure:** Proposal submitted to SQU administration



# The Student Environment

## Strategic Objective

Provide an enabling environment to CAMS students to realize their full potential

### Strengths

1. Active student groups with culturally diverse and multi-disciplinary academic backgrounds contribute to CAMS and SQU activities in Oman and overseas
2. Some faculty and staff are committed to student group activities
3. Substantial financial and logistical support from Deanship of Student Affairs
4. Students are involved in research as paid or voluntary research assistants.
5. Students publish Asda Alzirah to promote their activities

### Weaknesses

1. Lack of space at CAMS for students to socialize and study
2. Students do not take advantage of non-grade educational opportunities
3. Lack of initiatives to improve innovation skills of students
4. Minimal opportunities for students to undertake field trips and excursions
5. Minimal communication between CAMS and SQU Units to supports students (e.g. Deanship of Student Affairs, Career Guidance)
6. Many faculty and staff do not take interest in student group activities

### Opportunities

1. Student participation in activities organized by National, Regional and International Organizations
2. Collaboration with International Student Organizations
3. Opportunity to organize 'Students' Symposia'
4. Omani Community is receptive to SQU Student activities
5. Some private sector agencies are supportive of student activities
6. Potential to organize student activities during summer and inter-semester breaks.

### Threats

1. Off campus accommodation hampers student activities
2. Limited after-hours transport for students
3. Financial regulations do not encourage student to undertake entrepreneurial activities
4. SQU funding for student activities inadequate



## Strategic Policies

1. To emphasize extracurricular activities
2. To improve student support services
3. To increase financial resources allocated for students
4. To encourage students entrepreneurship

## Actions

**Action:** Ask Administration to allow CAMS to manage student finances (i.e. activities that generate income)

**Person responsible:** Dean and Director of Administration

**Time frame:** March 2011

**Performance measure:** Increased funding for student activities



**Action:** Regulate student activity sponsorships within SQU rules and regulations

**Person responsible:** ADTCS and Director of Administration

**Time frame:** May 2011

**Performance measure:** Increased funding for student activities

**Action:** CAMS to request additional building space

**Person responsible:** Dean and Director of Administration

**Time frame:** March 2011

**Performance measure:** More space for students

**Action:** Modify existing spaces (bookstore, halls, etc.) to efficiently accommodate more student activities

**Person responsible:** Building Space Committee

**Time frame:** September 2011

**Performance measure:** More space for student activities

**Action:** Offer incentives (awards, certificates, etc.) to students regularly participating in extra-curricular activities (seminars, workshops, etc.).

**Person responsible:** ADTCS and HoDs

**Time frame:** Immediately

**Performance measure:** More students participating in non-class activities

**Action:** Include distinguished students in the organizing committee for College and departmental conferences and workshops

**Person responsible:** ADTCS, ADUGS, & HoDs

**Time frame:** Immediately

**Performance measure:** More students involved in conferences and workshops

**Action:** Conduct annual student innovation competition in agricultural and marine sciences

**Person responsible:** Dean, Asst. Deans, Superintendent and HoDs

**Time frame:** December 2011

**Performance measure:** More student innovative projects


**Action:** Organize annual (paid) student-faculty field trip during summer or winter breaks

**Person responsible:** ADTCS and CAMS Student Society supervisor

**Time frame:** September 2011

**Performance measure:** Trip done



The background of the page is a collage of various university-related images. At the top, there's a group of men in suits standing together. Below that, a man in a blue shirt is seen from the side, looking down. In the center, a group of men in white traditional Arab attire are gathered. At the bottom, a group of people are seated in what appears to be a lecture hall or a formal meeting. The collage is overlaid with a semi-transparent orange and white pattern.

**Action:** Improve communication with student-related, SQU units through the respective committees

**Person responsible:** ADTCS and Director of Administration

**Time frame:** Continuing

**Performance measure:** Better coordination regarding student activities at CAMS

**Action:** Conduct student activities during work hours

**Person responsible:** ADTCS and CAMS Student Society supervisor

**Time frame:** Immediately

**Performance measure:** More faculty and staff participating in student activities

**Action:** Seek better student transport for residing off-campus students

**Person responsible:** Dean and Director of Administration

**Time frame:** Immediately

**Performance measure:** More students participating in CAMS activities







Designed by: Idris Alhooti, CET