



الكلية العالمية للهندسة والتكنولوجيا
GLOBAL COLLEGE OF ENGINEERING AND TECHNOLOGY

Institutional Strategic Plan 2021-2026



Motto:
'International Standards with Local Vision'

In partnership with the University of the West of England - Bristol



GLOBAL COLLEGE OF ENGINEERING AND TECHNOLOGY (GCET)

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Introduction

The Global College of Engineering and Technology (GCET) is a licensed private higher education college located in Muscat, in the Sultanate of Oman. The College was founded in 2014 and commenced operations with the first intake of students in September 2014. The College is regulated by the Ministry of Higher Education, Research, and Innovation (MoHERI) in the Sultanate of Oman. The College has a strong and longstanding franchise partnership with the University of the West of England (UWE), Bristol, in the United Kingdom, for all undergraduate and postgraduate degree programmes and awards. The University of the West of England (UWE) is currently the College's one awarding body. The College teaches and assesses exclusively in the medium of English.

1.1 GCET Vision

The vision of the College is to be recognised nationally and internationally, as the leading private Higher Education College of choice for engineering and technology in the Sultanate of Oman and the wider MENA region.

1.2 GCET Mission

The mission of the College is to provide locally accredited, and internationally recognized, higher education of quality, delivered through excellent teaching, learning, research, innovation, and community engagement, that equips graduates with the knowledge, skills, and competencies, to enable them to have fulfilling careers both locally and internationally.

1.3 GCET Strategic Link to the Oman Vision 2040

In implementing its vision and mission the College aims to be recognized, nationally and internationally, for providing high quality learning and teaching opportunities, undertaking research and consultancy and community engagement; governed by high internationally recognized academic standards and strongly linked to the national priorities of the Oman Vision 2040 that was developed to support the needs of the Sultanate of Oman. The College's intention and direction is to evolve into an institution with licensed 'University' title status by 2030.

1.4 GCET Aims and Objectives

- 1.4.1 To provide high quality learning, teaching, research, innovation, and community engagement, opportunities aligned to the strategic Vision 2040 of the Sultanate of Oman.
- 1.4.2 To produce graduates with the knowledge, critical thinking skills, and graduate attributes, that enable them to have fulfilling careers either locally or internationally.
- 1.4.3 To undertake research, knowledge transfer, and consultancy, that addresses the needs and aims of the Oman Vision 2040 and the wider MENA region.
- 1.4.4 To align to national and international quality assurance standards and benchmarks; and continuously improve, and enhance, the College's policies, procedures, and practices.
- 1.4.5 To recruit highly qualified, knowledgeable, and professional, academic, and administrative staff from the Sultanate of Oman, and globally, to deliver excellence in recruitment, admissions, learning, teaching, research, student support, community, and alumni engagement.
- 1.4.6 To evolve into an institution with 'University' title status with its own degree awarding powers sitting alongside a wide range of franchised partners from around the World.

1.5 GCET Core Values

- 1.5.1 **Quality and Standards** - commitment to maintaining locally and internationally benchmarked award standards and quality through internal and external quality assurance review and audit.
- 1.5.2 **Professionalism** – working to high-standards of service delivery for students, staff, industry, government agencies, and other stakeholders.
- 1.5.3 **Integrity** – being honest, honourable, and reliable, in all dealings with students, staff, industry, government agencies, and other stakeholders.
- 1.5.4 **Dignity** - treating each other with respect with a commitment to fairness in all College practices, policies, procedures, and relationships.

- 1.5.5 **Teamwork** – working together in a synergetic, collegial, and interdisciplinary manner, to collectively solve problems and enhance provision to students, staff, industry, government agencies, and other stakeholders.
- 1.5.6 **Creativity** – encouraging and supporting innovation, imagination, ingenuity, resourcefulness, and vision, to solve problems and enhance provision.
- 1.5.7 **Openness/Respect** – being receptive to ideas, sharing knowledge, and communicating openly and respectfully with each other, and all stakeholders.
- 1.5.8 **Fairness/Equality** – being committed to the principle of fairness and equality of opportunity for all staff and students.
- 1.5.9 **Sustainability** – practicing sustainable development (financially, socially, and environmentally) for the benefit of the sultanate of Oman and the wider World.

1.6 The Institution's Strategic Areas - Goals and Priorities

Goal 1: QUALITY ASSURANCE

Ensuring Local and International Quality Assurance and Accreditation.

Goal 2: STUDENT RECRUITMENT

Ensuring Institutional growth through increased student recruitment and admissions.

Goal 3: LEARNING, TEACHING AND STUDENT ENGAGEMENT

Ensuring delivery of a world-class teaching, learning and student engagement experience.

Goal 4: RESEARCH AND INNOVATION

Enhancing Research and Innovation opportunities and activities.

Goal 5: HUMAN RESOURCES

Empowering and engaging staff to deliver excellence in all services and activities.

Goal 6: COMMUNITY AND BUSINESS ENGAGEMENT

Enhancing the College's relationship with government, industry, and the community.

Goal 7: FINANCIAL SUSTAINABILITY

Developing the financial position of the College to deliver institutional stability and sustainability.

STRATEGIC GOALS AND PRIORITIES

Goal 1: QUALITY ASSURANCE

Ensuring Local and International Quality Assurance and Accreditation.

Objectives:

- 1.1 To achieve full accreditation through the QAAA/QAE in the Sultanate of Oman.
- 1.2 Ensure that the College is fully aligned with the requirements and expectations of the Ministry of Higher Education, Research, and Innovation (MoHERI) in the Sultanate of Oman.
- 1.3 Overseeing and managing the maintenance of local and international standards and enhancing quality assurance infrastructure for the College's programs of study.
- 1.4 Develop further recognition and affiliation by local and international colleges and universities, and professional and statutory bodies.
- 1.5 Benchmarking to local and international quality and standards through partnerships with local and international higher education institutions.
- 1.6 Expand partnerships with international higher education institutions to acquire wider knowledge and practice to support the needs of the Oman Vision 2040.

Measures of success:

1. Achieve Full Accreditation by the OAAA/QAE.
2. Ensure and maintain alignment with the requirements and expectations of the Ministry of Higher Education, Research, and Innovation (MoHERI) in the Sultanate of Oman.
3. Ensure successful outcome in University of West of England 5-Year Partnership Review in 2021.
4. Expand the number of local and international partnerships, and formal collaborations, to develop and support the academic areas of the College.





5. Extend the academic portfolio with professional body association and develop further professional programmes and training for industry, business and Government.

Goal 2: STUDENT RECRUITMENT

Ensuring Institutional growth through increased student recruitment and admissions.

Objectives:

- 2.1 Ensuring year-on-year student recruitment and admissions to grow the College and ensure financial stability for investment in students, staff, and resources.
- 2.2 Ensuring expansion of the portfolio of programs with the University of the West of England (UWE) and other potential franchise partners.
- 2.3 Ensure diversification of the College license to enable recruitment of students across a range of new programs areas and disciplines.
- 2.4 Ensuring the facilities and infrastructure are modernized and developed to foster a vibrant learning environment to attract and support new students.

Measures of Success (KPIs):

1. Meet annual (semester 1 and semester 2) home and international student recruitment and admissions targets over the 5-year period of this strategy [KPI: Meet and/or succeed agreed student recruitment targets over the life of this strategic plan].
2. Ensure that a budget is allocated and utilized for year-on-year reinvestment in the College infrastructure and resources to attract and support students [KPI: Ensure an average of 20% re-investment in the College infrastructure and resources over the life of this strategic plan].
3. Increasing overall Student and Staff satisfaction rates in surveys and questionnaires to an average of 80% satisfaction across all areas of the College [KPI: Minimum average annual survey and questionnaire satisfaction rates of 80%].
4. Increasing the number of international students in the College [KPI: Ensuring a target of 10% international students over the life of this strategic plan].
5. Ensure at least two new programs are developed, and approved, each academic year to add to the College's academic portfolio [KPI: Target of at least 2 new programs developed each academic year within Ministry guidelines on number of programs that can be developed].

Goal 3: LEARNING, TEACHING AND STUDENT ENGAGEMENT

Ensuring delivery of an excellent teaching, learning and student engagement experience

Objectives:

- 3.1 Ensuring delivery of a high-quality teaching, learning, and student engagement, experience to enrich the lives of students with subject specific knowledge, critical thinking and transferrable skills, and benchmarked graduate attributes.
- 3.2 Ensuring provision of an effective student support environment, that engages and empowers students to reach their full potential and to support all staff to deliver a quality- driven educational experience.
- 3.3 Ensuring graduate attributes and graduate outcomes are of internationally recognized and locally verified standard to prepare graduates for satisfying and rewarding careers.
- 3.4 Ensuring entrepreneurship and innovation are built into the curriculum, and associated assessments, to effectively prepare graduates for professional careers.
- 3.5 Raising student awareness of the value of education, citizenship, Government positive trends, and volunteering.

Measures of success:

1. Improved student satisfaction rates through graduate surveys and student feedback questionnaires [KPI: Minimum average annual Student Satisfaction rates of 80%].
2. Improved employer satisfaction rates through employer and alumni feedback questionnaires [KPI: Minimum average annual Employer and Alumni Satisfaction rates of 80%].
3. Increased sponsorship, investment, endowments, and donations, from business and industry [KPI: Ensure a minimum annual income of 5% of total income derived from business and industry over the life of this strategic plan].

4. Increase the take-up rates for in-house Masters' programs from undergraduate students in the College [KPI: 25% take-up across all programs of study at undergraduate level over the life of this strategic plan].
5. Improved graduate and alumni destination results and career outcomes [KPI: Minimum average annual graduate and alumni satisfaction rates of 80% over the life of this strategic plan].
6. Ensure that all academic staff are professionally trained and developed to become effective academic practitioners [KPI: All new staff to register and complete a Professional Certificate in Academic Practice/CertHE].

Goal 4: RESEARCH AND INNOVATION

Enhancing Research and Innovation opportunities and activities.

Objectives:

- 4.1 Enhancing the research and innovation infrastructure and resourcing through effective allocation of resources to enable a broader engagement by staff and students in research and scholarship.
- 4.2 Ensuring and developing the research environment, capacity, and capability through effective administrative, financial, and executive support for research and innovation activities.
- 4.3 Encouraging and evidencing further Research Informed Teaching (RIT) throughout the curriculum and assessment strategy.
- 4.4 Addressing community needs and industry challenges, transform students into entrepreneurs by supporting creativity and innovation through incubation center.
- 4.5 Supporting research that is aligned with the Sultanate of Oman Research and Innovation Strategy and the Strategic Vision 2040.
- 4.6 Ensuring full participation with the Ministry of Higher Education, Research, and Innovation (MoHERI) Research Council (TRC) to submit and deliver funded research and innovation projects.
- 4.7 Encouraging Research Collaboration and consultancy with other higher education institutions and research bodies, both locally and internationally, as well as business and industry research collaboration.
- 4.8 Increasing research and innovation output from all academic staff to support the aims and objectives of the Sultanate of Oman Strategic Vision 2040.

Measures of success (these should be read in conjunction with the College's Institutional Strategic Plan for Research and Innovation 2021-2026):

1. Establishing the research and innovation infrastructure and environment of the College through effective and focused allocation of resources and development and publication of a research and innovation policy and strategy [KPI: Creation of a Research and Innovation Committee (RIC) and appointment of a Director of Research and Innovation by September 2021 to develop the research and innovation policy and strategy by September 2021].

2. Increasing research and innovation output through broader engagement by staff in conferences, journal publications, and other scholarly activity [KPI: PhD holders should produce on average two Scopus indexed papers or one WoS Q1 paper each academic year over the life of this strategic plan/Master's degree holders should published one conference indexed paper or one Scopus indexed paper over the life of this strategic plan].
3. Developing academic staff capacity, and capability, to generate research and innovation through funding and support for conferences, seminars, workshops, and other related activities [KPI: Average of 80% of academic staff being active in research, innovation, and scholarship over the life of this strategic plan].
4. Encouraging and supporting students to transform their innovative ideas into startups [KPI: Average of 10% of student's graduation projects in ICT should be submitted to Upgrade initiative (<https://upgrade.om/about/>) over the life of this strategic plan].
5. Developing Academic Department research and innovation through business, industry and Government funding and support [KPI: Each Academic Department should submit a minimum of one proposal for Block Funding Program annual call and one proposal for an international grant; and annually submit a minimum one proposal for any related opened Industry Challenges Through Ejaad over the life of this strategic plan].
6. Increasing research and innovation funding and support from the MoHERI Research Funding Council (TRC) [KPI: Sustainable external annual research funding from the TRC of 5000 OMR over the life of this strategic plan].





7. Increasing number of research collaborations, conferences, workshops and scholarly forums hosted by the College to establish and publicize the College's position in research and innovation in the Sultanate of Oman [KPI: Signing four MoUs with academia and industry every two years, hosting one biennial international conference, annual staff and student and research and innovation conference, and conducting 8 workshops annually over the life of this strategic plan].
8. Increased activity and evidence of Research Informed Teaching (RIT) [e.g. through teaching delivery, leaning opportunities, and assessments] and student engagement with research and innovation in the College [KPI: 30% of assessments incorporating RIT over the life of the degree award, with 20% postgraduate students developing published Scopus indexed research from their dissertations, and 10% of undergraduate graduation projects in each academic year should participate in symposiums and student conferences over the life of this strategic plan].

Goal 5: HUMAN RESOURCES

Empowering and engaging staff to deliver excellence in all services and activities.

Objectives:

- 5.1 Ensuring the efficient and effective recruitment, and retention, of qualified staff in alignment with the College's vision, mission, and values.
- 5.2 Strengthen staff support, staff development, and staff communication, to encourage a collegiate working environment.
- 5.3 Support all staff with technology and systems to improve learning, teaching, research, and student support.
- 5.4 Ensure regulations regarding Omanization are followed and implemented to fully develop and support the human resources and capital of the College in line with all Ministry of Manpower requirements and expectations in the Sultanate of Oman.

Measures of success:

1. Increased staff satisfaction and retention rates through performance appraisal feedback, staff surveys, and questionnaires [KPI: Minimum average annual Staff Satisfaction rates of 80%; and retention rate of 85% over the life of this strategic plan].
2. Ensure that efficient and effective staff development activities and opportunities are provided to all staff on an annual basis [KPI: Staff to undertake and have recorded 3 staff development activities per year over the life of this strategic plan].
3. Ensuring the staff performance appraisal process (PAP) is updated and aligned to the Institutional Strategic Plan 2021-2026 and enables appraisees to discuss and agree staff development needs [KPI: Establish a new and aligned PAP by September 2021].
4. Increasing individual staff engagement with higher academic programs, professional body qualifications, and postgraduate certificates in professional academic practice (PCAP)/Certificate in Higher Education (CertHE) [KPI: Full registration with PCAP/CertHE for all new academic staff; and all administrative staff expected to have association with relevant professional bodies for their area].
5. Ensuring HR Department adherence to all MoHERI and MoM requirements and expectations to employ, support, and develop, all staff in the College [KPI: Update and periodically review the HR Manual to ensure it is aligned to MoHERI and MoM requirements and expectations over the life of this strategic plan].

Goal 6: COMMUNITY AND BUSINESS ENGAGEMENT

Enhancing the College's relationship with government, industry, and the community.

Objectives:

- 6.1 Developing long term strategic partnerships with government, industry and the community that continually informs the programs and activities of the College.
- 6.2 Strengthening engagement with alumni to foster long-lasting relationships and interaction with the College.
- 6.3 Engaging with the business, industry, the community, and Government to serve and add value to society as a whole and promote citizenship.
- 6.4 Developing consultancy and training services for business, industry, alumni, and Government to support and add value to the community within the Sultanate of Oman.
- 6.5 Ensuring knowledge is transferred between business, industry, the community, and Government, through formal and informal collaborations, partnerships, and forums.

Measures of success:

1. Increase the number of partnerships with business, industry, the community, and Government [KPI: Develop on average 2 formal collaborations/MoUs and/or partnerships with business, industry, or Government, each year, leading to mutual support and/or knowledge transfer over the life of this strategic plan].
2. Increased business, industry and community sponsorship and support for the College [KPI: 5% of total income for the College to be provided by business, industry, and the community, through investment and other sponsorship over the life of this strategic plan].
3. Increased recognition, reputation, and brand awareness, of the College in the Sultanate of Oman and the MENA region [KPI: To be ranked within the top 3 HE providers in the Sultanate of Oman].
4. Focused student and staff knowledge transfer (KT) activities and projects with business, industry, and the community to promote continuing professional development (CPD) and training [KPI: 20% of activities each year being formally CPD accredited, certificated, or recognized over the life of this strategic plan].
5. Increasing consultancy and training activity and services for business, industry, alumni, and Government to support and add value to the community within the Sultanate of Oman [KPI: Deliver by College staff 6 training and consultancy activities on average each year over the life of this strategic plan].
6. Increase Alumni engagement across a broader range of activities [KPI: 80% Alumni registration rate with GCET/UWE and 10% average annual funding from Alumni sponsorship, donations, gifts, and/or other forms of contributions over the life of this strategic plan].
7. Establish forums for business, industry, Government and Alumni to discuss good practice and exchange ideas benefiting the curriculum and student experience [KPI: Establish Academic Department External Advisory Boards to sit each academic year over the life of this strategic plan].

Goal 7: FINANCIAL SUSTAINABILITY

Developing the financial position of the College to deliver institutional stability and sustainability.

Objectives:

- 7.1 Increasing student recruitment and admissions rates leading to financial security and sustainability.
- 7.2 Increasing income from training and CPD activities, and courses along with expanding income sources from third stream activities (including, research funding, consultancy, knowledge transfer, and delivery of research and innovation projects with business, industry and Government).
- 7.3 Expansion of the number of programs being offered by the College through partner validation and approval by the Ministry of Higher Education, Research, and Innovation (MoHERI) for international franchises.
- 7.4 Improving College facilities and infrastructure to foster a vibrant learning, teaching, research and student support environment.

Measures of success:

1. Improved recruitment rates across all Academic Departments [KPI: Meet and/or succeed annually agreed student recruitment and admissions targets over the life of this strategic plan through expansion of the program portfolio].
2. Improved financial position and assured institutional sustainability [KPI: 20% year of year reinvestment on income in infrastructure, resources and staffing based on increased income from student fees and third-stream income opportunities over the life of this strategic plan].



3. Increased and efficient utilization of facilities and space by external stakeholders [KPI: 10% average facilities occupation by external stakeholders in any academic year leading to additional income streams over the life of this strategic plan].
4. Expanding the program portfolio by offering academic disciplines aligned to the sustainability priorities and needs of the Strategic Vision 2040 in the Sultanate of Oman [KPI: Ensure that each Academic Department has one program aligned with the sustainability agenda of the Vision 2040 over the life of this strategic plan].

Oman Vision 2040

The seven strategic goals of the College's Institutional strategic plan 2021-2026 are aligned with the drivers of the Higher Education Strategy, the National Research Strategy, and the Oman Vision 2040. The first chapter of the 2040 Vision of Oman is 'Education, Learning, Scientific Research, and National Capabilities'.

Oman Vision 2040	Alignment to GCET Vision
Inclusive Education	Admitting students from all backgrounds and cultures who are capable and qualified to undertake higher education; enabling students to enter with accredited prior learning.
Lifelong Learning	Provision of education at undergraduate, postgraduate and professional career development levels, supporting citizens and residents throughout their lives; engaging in community.
Scientific Research supporting a Knowledge Society	Providing a research environment and infrastructure that encourages research, scholarship and innovation; supporting staff and students in producing research and scholarship, that supports the needs and development areas of the Sultanate of Oman;
Competitive National Talents	Producing graduates with the necessary skills and outcomes to be work-ready; empowered with the knowledge and critical thinking skills to contribute to the development of the Sultanate of Oman and on the world stage.

Note on the development of the College Institutional Strategic Plan 2021-2026:

The development of this Institutional Strategic Plan for 2021-2026; was referenced to the Oman Strategic Vision 2040. A separate mapping document is available to show how the strategic goals/areas of the Institutional Strategic Plan 2021-2026 are mapped to the Oman Vision 2040 [Reference: '*Mapping Document – The tenth five-year development plan for Institutions of Higher Education (Oman Vision 2040) and the GCET Institutional Strategic Plan 2021-2026*'].

The Institutional Strategic Plan 2021-2026 took into consideration the views and comments of all staff in the College (via workshops and feedback correspondence); through external scrutiny by alumni, and those in business, industry, and government; and by student council feedback. Version 3 of the draft institutional strategic plan was circulated to the student council, all College staff, and to external stakeholders, and the final updated Institutional Strategic Plan 2021-2026 is the result of that input and development from September 2020 to July 2021; and further changes from August to October 2021. Version 4 in October 2021 resulted from updates and changes to the Institutional Research Strategy and guidance from MoHERI regarding research, consultancy, and innovation national strategy in the Sultanate of Oman.

