



إستراتيجية الجامعة
UNIVERSITY STRATEGY



University Strategy

Guide

The Second Implementation Plan 2021-2025



Content





Developing the future vision (Oman 2040) with mastery and high precision in light of broad societal consensus and with the participation of all segments of society. The vision should be relevant to the socio-economic context and objectively foresee the future, to be recognized as a guide and key reference for planning activities in the next two decades.



**Royal address of His Majesty
Sultan Qaboos bin Said bin Taimur
May his soul rest in eternal peace**



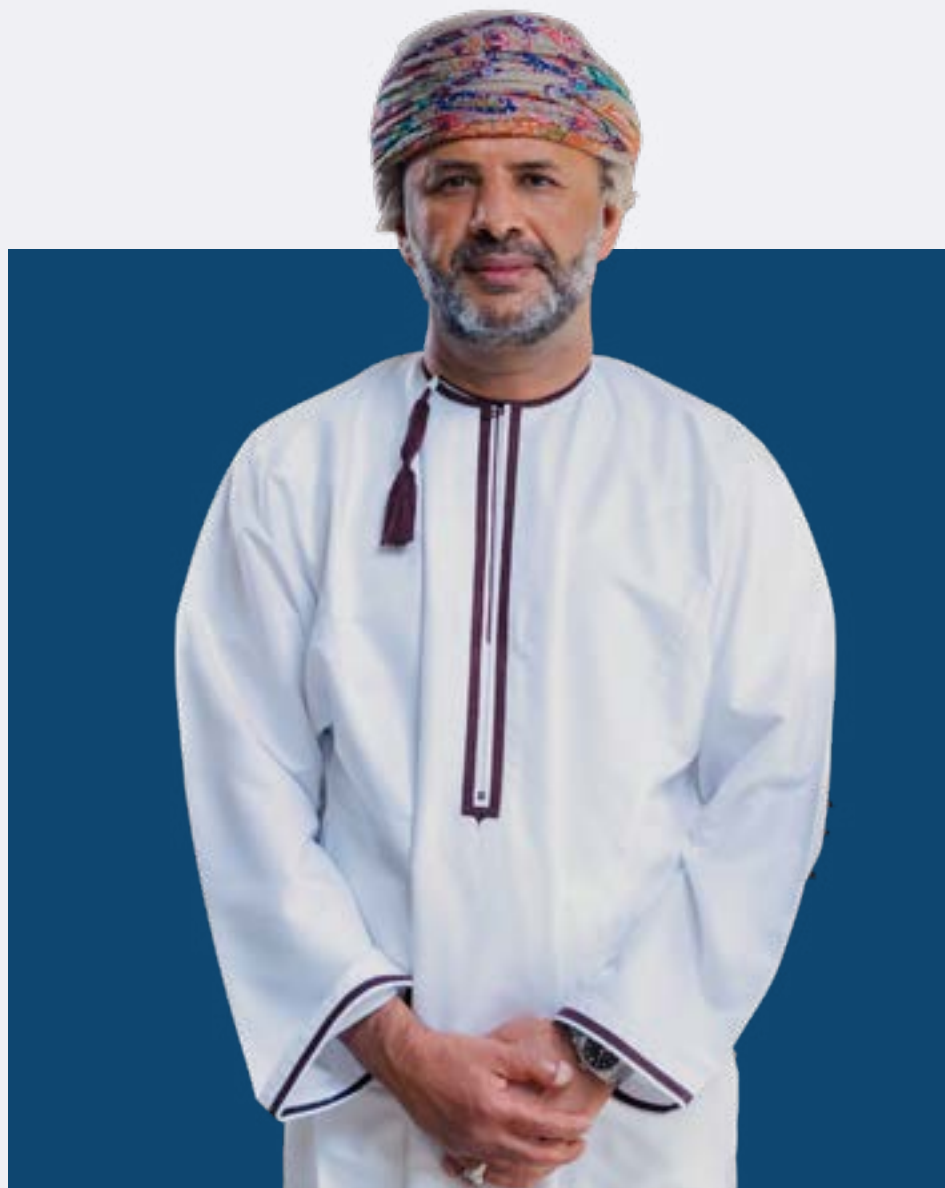


Oman Vision 2040 is the Sultanate's gateway to overcome challenges, keep pace with regional and global changes, generate and seize opportunities to foster economic competitiveness and social well-being, stimulate growth, and build confidence in all economic, social and developmental relations nationwide.



**Address of His Majesty
Sultan Haitham bin Tarik
May Allah protect him**





The university - with the praise and success of God - is continuing with what it was established for, and with what it has developed in terms of strategic plans and short- and long-term visions, keeping the national goals in mind, keeping pace with developments in science and knowledge throughout the world. Thus, it expresses its vision to have pioneering roles in the fields of higher education, research, and community service, and to preserve the following values: excellence, loyalty, integrity, credibility, equality, commitment, and Collegiality”

In this context, I am pleased to extend my thanks and appreciation to everyone who contributed and participated in preparing the second Executive plan of the strategic plan for Sultan Qaboos University 2021 - 2025.



**Address of H.H Sayyid
Dr. Fahad Bin Al Julanda Al Said
The Vice Chancellor**



■ Introduction

In pursuit to excel in achieving its mission, Sultan Qaboos University (SQU) has developed a long-term strategic plan 2016-2040 to realize its goals, implement its tasks and activities, monitor its achievements, identify the difficulties and challenges, and provide solutions to them. The strategic plan includes five basic aspects to achieve SQU's vision, which are: Teaching and learning for undergraduate studies, teaching and learning for postgraduate studies, research, creativity and innovation, and interaction with society. To facilitate and ensure the proper achievement of the strategic objectives of these aspects, seven enablers have been identified, as follows: Governance and managements, financial capacity, human resources, international cooperation, study environment, infrastructure and support services, and health and medical services for Sultan Qaboos University Hospital.

The implementation of the strategic plan began in 2016 through five phases with medium-term implementation plans that coincided with Oman's five-year development plans. SQU has completed the implementation of the first plan (2016-2020) evaluated what has been achieved and started preparing for the second operational plan 2021-2025. This coincided with the issuance of the directives of His Majesty Sultan Haitham bin



Tarik, may Allah protect him, on the necessity of aligning all the approved strategies and those pending approval with the directions and objectives of Oman 2040 vision, which defines the Sultanate's priorities until 2040. The priorities of teaching, learning, research, national capacities, health, citizenship and identity are directly related to the objectives of the SQU's strategy. The preparation of the operational plan 2021-2025 also coincided with SQU's institutional accreditation by the Omani Authority for Academic Accreditation and Quality Assurance of Education, which has issued a report including some observations related to SQU's strategic plan. In addition, SQU administration finds it important to gradually move to the pioneering model of universities.

The first operational plan (2016-2020) provided SQU with immense experiences, laying the foundation for a governance that helped in managing the second operational plan 2021-2025. Each unit of the university has assumed specific roles in the process of implementing the plan, in addition to monitoring committees to oversee the smooth flow of the implementation process. This governance contains many features as follows:

- Following a scientific methodology to achieve

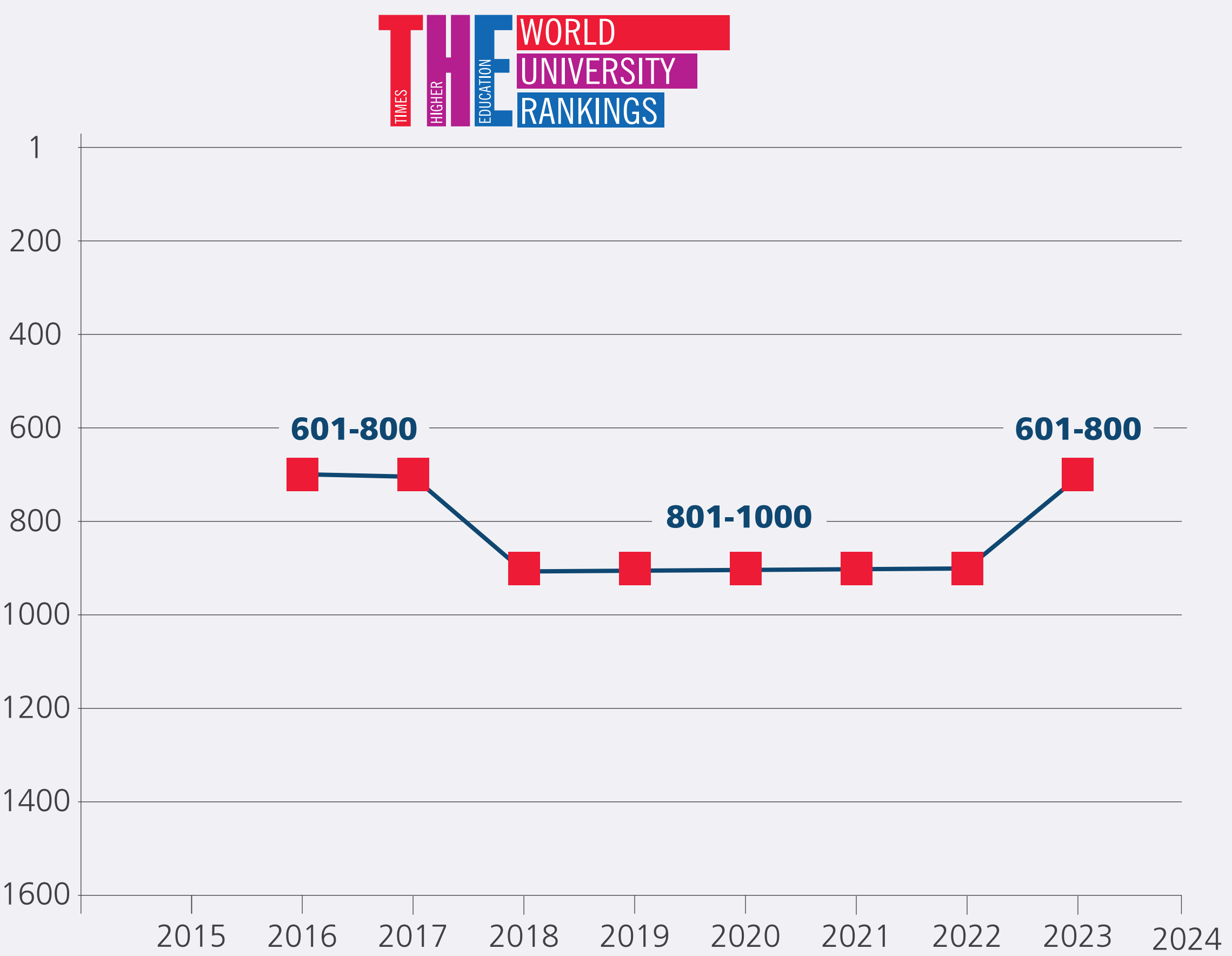
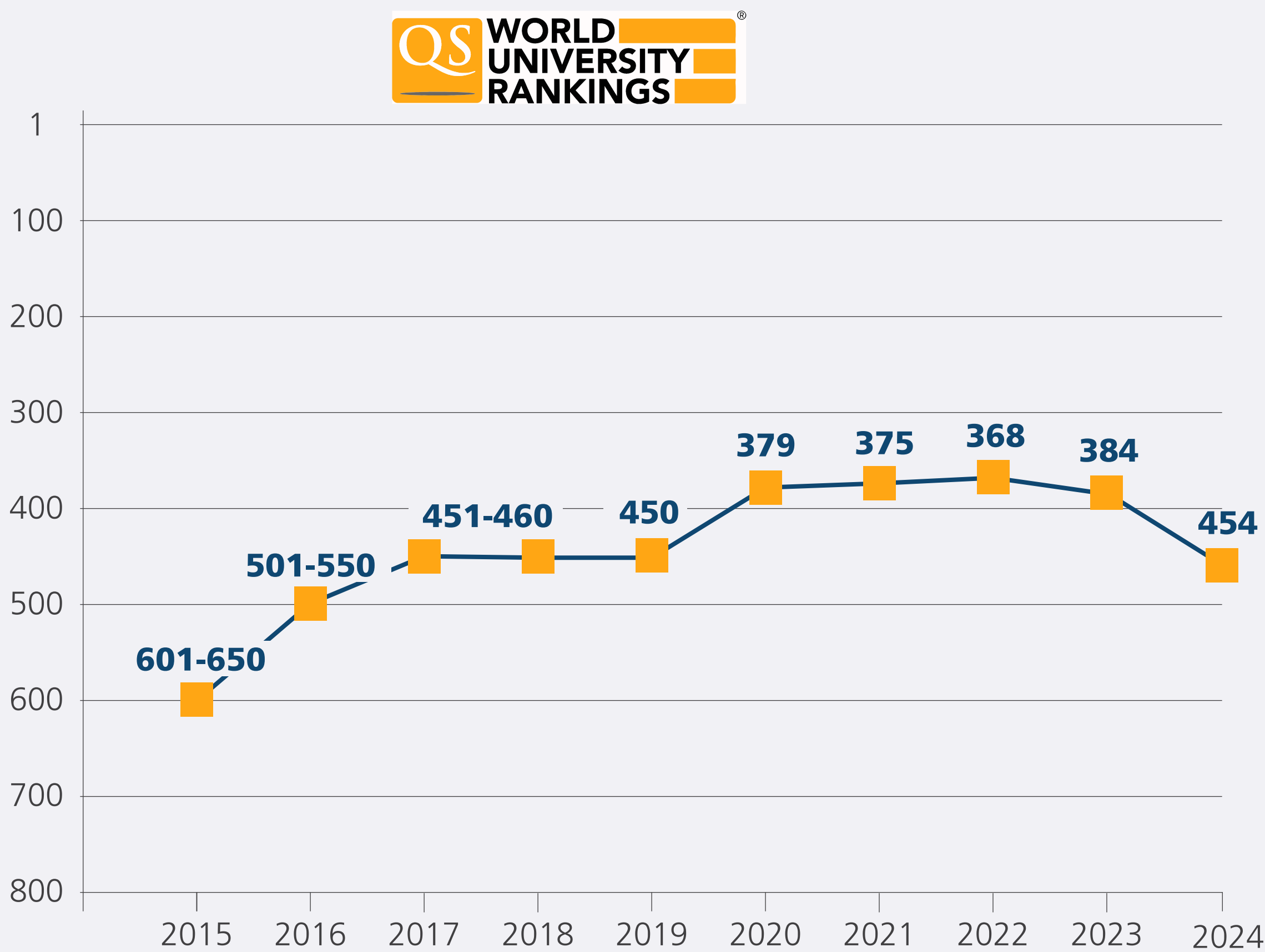


an integrated cycle of quality assurance, starting from planning, implementing, following up and evaluating the implementation results based on the target values of performance indicators, then reviewing and developing the plan and its executive mechanisms in light of the evaluation results.

- Forming a main committee from the university's senior management, a supervisory committee, and committees of units executing projects of the operational plan and defining the tasks of each of them.
- Appointing a manager for each project to be as a focal point between the project owner and the implementers and to supervise the implementation.
- Defining the roles and tasks that shall be undertaken by the Planning and Statistics Department, the of Oman Vision 2040 Implementation Follow-up Office and the Quality Assurance Office in the process of following up the implementation of the plan and managing the platform for collecting, analyzing and displaying the operational plan data.



■ University's Ranking





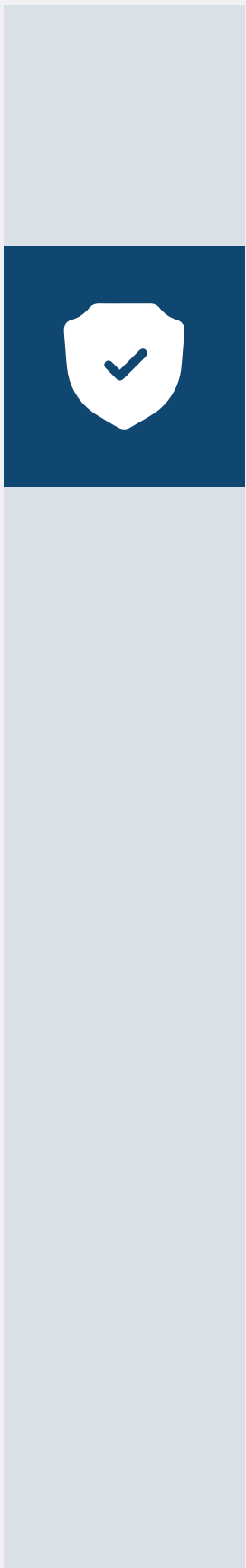
University's Vision

SQU's vision is to continue its national leading role in higher education and community service and to be internationally recognized for innovative research, quality of its graduates, and strategic partnerships.



University's Mission

To excel in teaching and learning, research and innovation, and community service by promoting the principles of scientific analysis and creative thinking in a collegial and stimulating environment and to participate in the production, development and dissemination of knowledge and interact with national and international communities.



University's Values



Excellence



Loyalty



Integrity



Credibility



Equality



Commitment



Collegiality



■ Strategic References

In order to work on the pillars of the strategy, several references were used that are compatible with the diversity and nature of the participating groups, which are:



University Strategy and Priorities of
the University Presidency



National Education Strategy



Oman Academic Accreditation
Authority (OAAAQA) Standards



Results of the analysis of the Omani
and local environment and engines



Oman Vision 2040 Guidelines
and Tenth Five-Year Plan



■ The strategic plan of the university is in line with the strategic direction of the country through



Linking the university's strategy with Oman Vision 2040.



port the economic diversification efforts.



Financial sustainability and spending efficiency.



Contribute to the promotion of employment opportunities and human development.



Raising the university's reputation locally and internationally.



■ Strategic Themes



Outcome's Quality



Research and Innovation



Building Partnerships



Financial Sustainability



Governance and Institutional Performance



University Strategy

The Second Implementation Plan 2021-2025

Strategic Projects for the **Outcome's Quality** Theme



Linking the Projects of the Outcome's Quality Theme

Linking to the priorities of Oman's Vision 2040

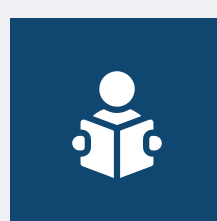


Priority of teaching, learning, research and national capacities



Priority of health

Linking to the fields and enablers of the university's long-term strategic plan 2040.



The field of teaching and learning for the undergraduate level



The field of teaching and learning for the postgraduate level



Enabler of health and medical services for Sultan Qaboos University Hospital



Main Objectives of the Outcome's Quality Theme



Promoting the application of active learning methods



Promoting the cognitive and practical skills related to future technologies requirements.



Linking academic programs with job market requirements.



Developing methods of medical education and health care through virtual clinics.



Promoting and expanding medical training programs for postgraduate level.



Project of Education Based on Active Learning and Educational Outcomes

The project aims to promote the application of active learning methods through; developing an integrated framework for the application, measurement and development of active learning in a manner that ensures its sustainability and comprehensiveness and in harmony with the different disciplines. Promoting a culture of active learning and demonstrating its benefits among students and professors. Furthermore, intensifying professional development programs for faculty members to enhance their skills in the use of active learning and methods of assessment and activating partnerships with the public and private sectors and with international institutions to implement active learning.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services



Project of Reviewing the Academic Programs to Meet the Requirements of Future Technologies

This project aims to review the academic programs of Sultan Qaboos University in order to enhance cognitive and practical skills related to the requirements of future technologies. The project will work to enhance cooperation and coordination among the departments and colleges related to future technologies. Enhancing research projects for graduate and undergraduate students related to future technology and its applications. Providing special care to outstanding students in academic programs that meet the requirements of future technologies and enhancing the efficiency of faculty members and technicians in the field of technology and its usesg.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services

Project of Enhancing Skills of university students for the Labor Market

This project aims to link the outcomes of Sultan Qaboos University with the needs of the labor market through, Encouraging SQU's faculties and units to join hands and coordinate with each other in their programs and efforts intended to enhance students' skills. Finding a methodology or scheme to include, apply and evaluate the skills required for the labor market in the specialized programs and courses and the university-college requirements based on the future skills included in the Omani national framework document for future skills. Moreover, finding various methods and incentives to encourage students to participate in extra-curricular activities in order to enhance their acquisition of the skills required for the labor market. In the field of capacity building, the project will raise the efficiency of faculty members to enhance students' labor market-related skills.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services

Project of Virtual Clinics

This project aims to develop methods of medical education and health care through virtual clinics. It seeks to enhance students' acquisition of basic clinical skills through virtual clinics. Establishing organized partnerships with healthcare institutions and private sector companies across the Sultanate. Providing the human competencies necessary to adopt the virtual clinics. In addition, the project focuses on capacity building and Training medical cadres and students on the use of the electronic system for virtual clinics in the process of teaching and learning and finding ways to assess learning through virtual clinics.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services



Project of Establishment of Medical Fellowship Programs at SQUH

This project aims to enhance and expand the medical training programs for the postgraduate students, in order to bring the hospital to a position of being the leading center locally and regionally in the field of specialized medical training at the postgraduate level. As the project seeks to expand the infrastructure needed for medical training and its requirements. Organizing the time of those managing the fellowship programs according to an approved methodology. Moreover, increasing training opportunities in fellowship programs.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services

University Strategy

The Second Implementation Plan 2021-2025

Strategic Projects for Research and Innovation Theme



Linking the projects of Research and Innovation Theme



Linking to the priorities of Oman's Vision 2040



Priority of education, learning,
research and national capabilities.

**Linking to the fields and enablers of the
university's long-term strategic plan 2040**



The field of Research



The field of Creativity and Innovation



Main Objectives of Research and Innovation Theme



Motivating research energies and establishing the culture of research.



Improving an effective innovation system that transform knowledge into a value for economic and social development.



Promoting entrepreneurship and its skills in various teaching, research and administrative activities of the university.



Project of Applied, Interdisciplinary and Multidisciplinary Research

This project aims to create applied research projects managed by multi-specialized research teams from all university units. The results of these research projects should be applicable and useful in overcoming the challenges of different sectors. As it adds cognitive and material value to these sectors. In addition, this research should be focused, relevant, and its results are measurable. It is also possible and consistent with the university's strategic pillars and priorities, and meets the requirements of the priority economic and social sectors in the Sultanate.

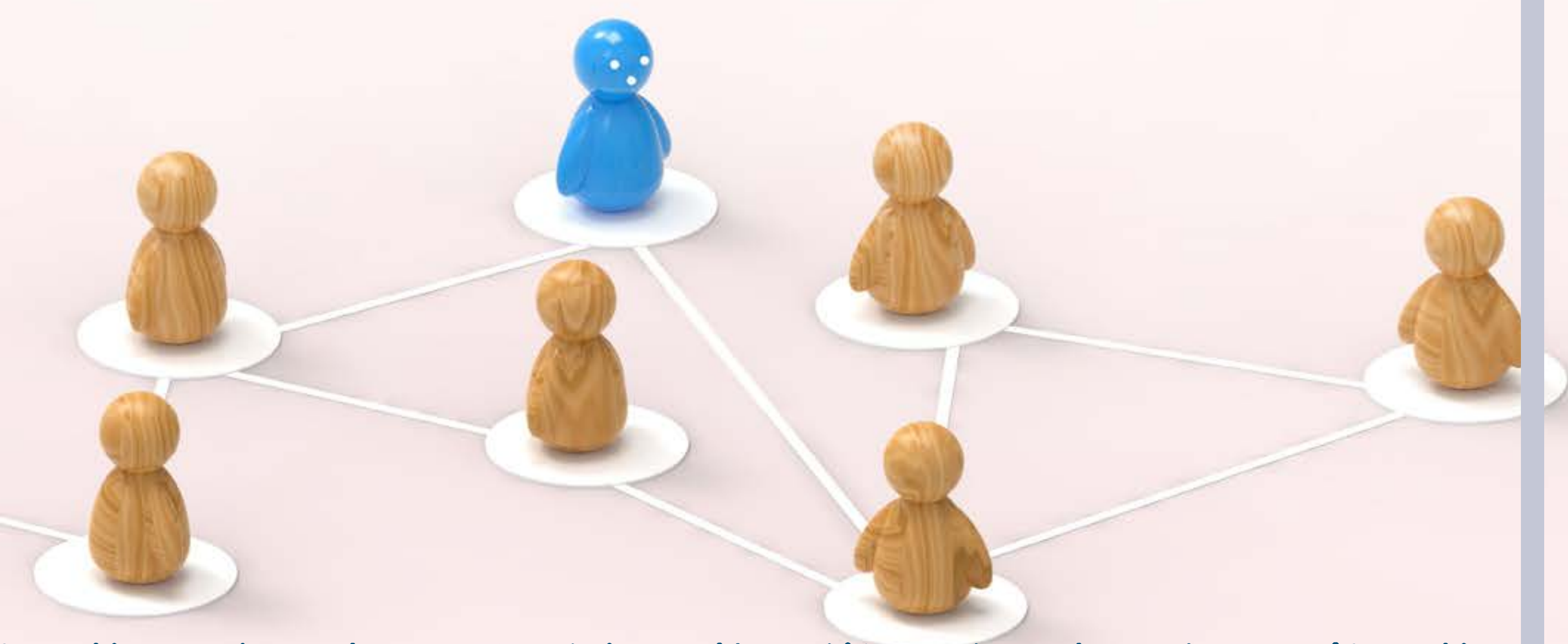
- Project's owner: Deputy Vice-Chancellor for Postgraduate Studies & Research



Project of Academic Innovation System Development

This project aims to develop an effective innovation system for the university that takes into consideration innovation in teaching and learning, innovation in research, innovation in procedures and governance, and technology transfer. This project is not limited to students only, but it is available to all members of the university, in addition to partnerships from the public and private sectors in various fields.

- Project's owner: Deputy Vice-Chancellor for Postgraduate Studies & Research.



Project of Gradual Transition to the Entrepreneurial Model Project

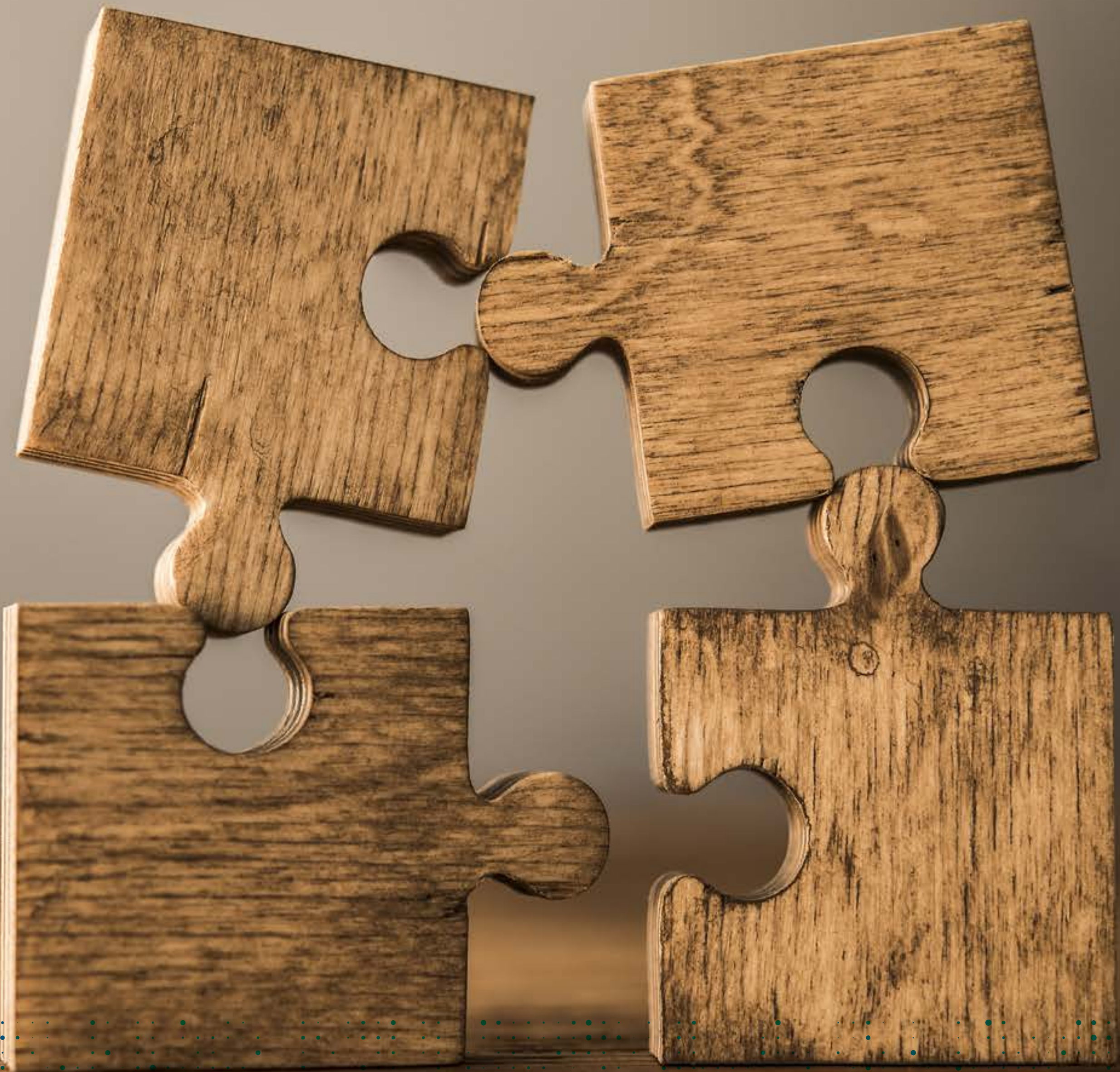
The project aims to find the main enablers for the gradual transition to the entrepreneurial university model, and to adopt the philosophy and goals of entrepreneurial mindset according to the best international practices in teaching, learning, evaluation, and extracurricular student activities in terms of reviewing study programs to support entrepreneurial mindset. Moreover, strengthen the entrepreneurship culture, and the level of belief in its values within and outside the university. The project also seeks to motivate and appreciate faculty members who make innovative contributions in enhancing creativity and innovation. Honoring external institutions that support entrepreneurial work at the university, and enhance integration and connection between the research production of faculty members and the needs of entrepreneurial labor market, as well as strengthening partnerships with the two sectors to support and finance emerging companies from research outputs and student projects.

- Project's owner: Deputy Vice-Chancellor for Postgraduate Studies & Research

University Strategy

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Strategic Projects for **Building Partnerships** Theme



Linking the projects of Building Partnerships Theme



Linking to the priorities of Oman's Vision 2040



Priority of education, learning, research and national capabilities



Priority of citizenship, identity, heritage and national culture

Linking to the fields and enablers of the university's long-term strategic plan 2040

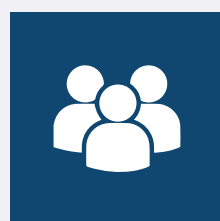


The field of education and learning for postgraduate level.



The field of research.

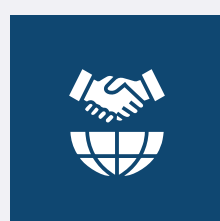




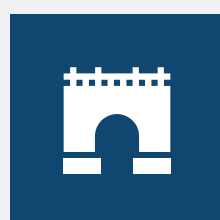
The field of interaction
with the community.



Enabler of governance
and management.



Enabler of international
cooperation.



Enabler of infrastructure
and support services.



Main Objectives of Building Partnerships Theme



Promoting cooperation and partnerships with educational institutions and national and international bodies



Promoting the culture of civic duty between the staff and the students.



Expanding in community service and continuing education programs.



The university has to be among the top 300 universities in the QS World University Rankings.



Project of Cooperation and Partnerships with Educational Institutions and National and International Authorities

This project aims to build effective partnerships with relevant authorities and local and international stakeholders to enrich the educational experience, enhance research, stimulate social and economic development, and enhance the university's reputation and image. The project seeks to activate legislative frameworks for building partnerships at the local and international levels, and to provide motivations for individuals and units to enhance the building of effective partnerships by creating a mechanism that ensures effective and integrated coordination for building partnerships, and strengthens mechanisms for evaluating the outcomes of these partnerships.

- Project's Owner: Assistant V.C. for International Cooperation



Project of Student Activities in Community Service to Promote Identity, Citizenship, Interdependence and Solidarity

This project aims to review comprehensively the students' activities related to community service, and to develop systems and frameworks organizing student activities directed to community service and means of evaluating them. The project also seeks to create a motivation system that enhances the participation of students and employees in student activities related to community service and volunteer work. Further, develop a methodology for promoting student activities to serve the community and strengthen community partnerships. As it seeks to qualify and train employees concerned with student activities to serve the community and enrich their experiences and expertise.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services



Project of Reconsidering the Programs Offered to the Community

The project aims to diverse the programs offered by the university, as monitoring the community needs related to programs, training courses, activities and community services and spread them to SQU's community. Creating integrated legislative frameworks for community service. Creating incentives for employees and students participating in community service programs. Further, the project seeks to create an integrated database to record and exchange information related to community service, and enhance the financial funding allocated to support community activities and services.

- Project's owner: Deputy Vice-Chancellor for Academic Affairs and Community Services



Project of Enhancing the University's Ranking in the International Ranking of Universities

This project aims to raise the university's ranking in the international ranking of universities by strengthening the university's academic presence in the international arena. Raise the awareness of university's employees about the international rankings of universities. Encourage quantitative and qualitative scientific publishing among researchers, and increase the presence of researchers in lists of indexed international data records, as well as increase the percentage of seats for international students, and highlight the identity and institutional brand for the university on the international arena.

- Project's Owner: Assistant V.C. for International Cooperation

University Strategy

The Second Implementation Plan 2021-2025

Strategic Projects for the Financial Sustainability Theme



Linking the Projects of Financial Sustainability Theme

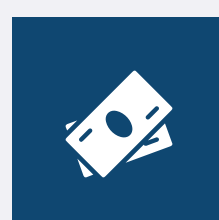


Linking to the priorities of Oman's Vision 2040



Priority of education, learning, research and national capabilities.

Linking to the fields and enablers of the university's long-term strategic plan 2040



Enabler of Financial Capacity



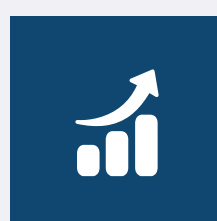
Main Objectives of the Financial Sustainability Theme



Updating the University's financial system to fulfill financial sustainability.



Linking the University's budgets with the strategic objectives of the university.



Increasing and diversifying the financial resources of the University.



Project of Financial Management System Modernization

The project aims to evaluate current financial management; In order to develop a new system that is in line with the university's financial aspirations, and achieves efficiency in managing fixed and movable assets, ease and speed of completing financial transactions, efficiency in spending and revenue management, and making financial decisions based on accurate data. It also seeks to enhance employees' knowledge of how to avoid financial risks.

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs



Project of Reconsidering the Status of University Budgets

This project aims to reconsider university budgets according to priorities, and find a framework and methodology for setting spending priorities at SQU, following up its implementation and evaluating it using modern technologies. The project also seeks in its initiatives to rationalize spending in current expenses and maximize their returns, and adopt the production budget model as an alternative to the cost budget model when developing the programs and units' budgets.

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs





Project of Increasing and Diversifying SQU's Financial Resources

The project aims to increase and diverse the university's financial resources, by taking advantage of the university's capabilities, services, and material and cognitive products with the main partners by developing the governance and management of investment at the university, and developing the competencies of employees in the field of investment to achieve efficiency in investment management at the university..

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs



University Strategy

The Second Implementation Plan 2021-2025

Strategic Projects of **Governance and Institutional Performance** Theme



Linking the Projects of Governance and Institutional Performance Theme



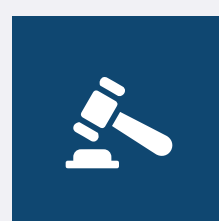
Linking to the priorities of Oman's Vision 2040



Priority of education, learning, research and national capabilities.



Priority of information and communication technology



Priority of governing the Administrative Apparatus of State, resources and projects



Linking to the fields and enablers of the university's long-term strategic plan 2040



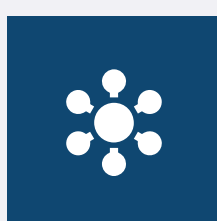
Enabler of Governance
and administration.



Enabler of Human resources



Enabler of Financial capacity.



Enabler of Infrastructure and
supportive services.



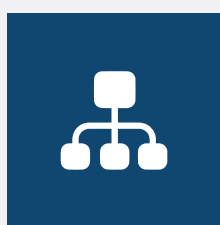
Main Objectives of Governance and Institutional Performance Theme



Enhancing employees' efficiency, effectiveness, and professional development



Enhancing quality and performance culture.



Achieving the agility in the University's organizational and administrative structure and linking them with the strategic plans.



Developing the technical infrastructure of all operational processes to cope with modern technologies and cybersecurity challenges.



Strengthening the institutional identity of the University locally and internationally.



Project of Qualifying, Training and Selecting Employees and Leaders

This project aims to establish an integrated system to achieve interdependence, comprehensiveness and integration when planning human resources and aligning them with the strategic plan to enable optimal use of competencies at SQU. Furthermore, the project will set standards and regulations to activate planning for human resources in all units and functions to ensure the continuity of SQU's services and the achievement of its objectives. It also aims to raise the efficiency of SQU's staff and leaders to ensure the continuity of its services in keeping pace with continuing changes, and maintain and retain distinguished competencies at SQU.

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs



Project of Institutional Performance and Legislation

The project is concerned of enhancing the culture of quality and performance at the institutional level through the development of the institutional performance evaluation system, and the achievement of administrative quality audit and evaluation standards.

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs



Project of Institutional Restructuring and Agility

This project aims to reconsider the structure of the university and raise the level of agility of the organizational structure to keep pace with current and future changes. One of the outputs of this project is to achieve the principle of unity of direction, and to take measures to increase the speed of communication and ease of decision-making to achieve effectiveness and institutional agility.

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs



Project of Technology Development and Digital Transformation

This project aims to contribute to the development of technology and digital transformation at the university by developing and raising the efficiency of the infrastructure (hardware and software) in line with digital transformation projects and future technologies, and by facilitating educational and research processes, operational processes, educational platforms and open digital resources. This project will boost digital transformation projects nationally.

- Project's owner: Deputy Vice-Chancellor for Administrative and Financial Affairs



Project of Promotion of the University's Corporate Identity

This project aims to promotion of the University's Corporate Identity locally and internationally. This is achieved by unifying and coordinating university's units efforts in managing the visual identity and strategic to ensure effectiveness, sustainability of outcomes, and measuring and identify the university's positioning in stakeholders' minds. The project also seeks to standardize the application of the university's institutional identity, activate it across its various units, find a methodology to measure its impact on institutional behavior, and develop marketing plans for the university locally and internationally.

- Project's Owner: Assistant V.C. for International Cooperation



To watch the university's strategy film

