Sultanate of Oman
Ministry of Manpower
Shinas College of Technology

Strategic Plan (SP) Development and Review Process

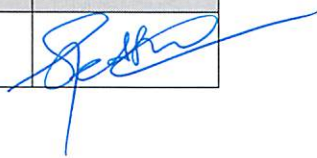| Document No.	**ShCT.Col.17.SPDRP.002**	Version Number	2
Effectivity Date	12-02-2019	Document Author(s)	ShCT-QAU
Next Review Date	12-02-2021	Document Owner	College Council
Approval Authorities	Chairman, College Council	Reviewing Authorities	ShCT-PMT
Contact Number	**26852890; qa@shct.edu.om; QAU, ShCT**		

Version Control
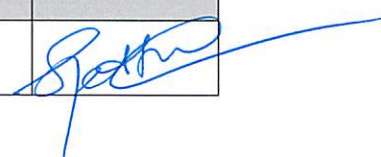
A. Feedback and amendments

Version	Author	Date (dd/mm/yyyy)	Summary of Revisions	Contributed by
0.1	Dr. Syed	10/01/17	First Draft	Based on the existing practices and procedures adopted by the college and its units
0.2	Dr. Syed	23/01/17	Institutional Objectives were changed to CoT objectives	QAU members
0.3	Dr. Syed	2/5/2017	Introduce the role of ADAA	QD MoMP during their annual audit visit
1.0			Approved	
1.1	Dr. Syed	31/5/2018	Draft	CC feedback
1.2	Dr. Syed	18/9/2018	Changes incorporated as per the CC feedback and new SP 2019-2024 review system	CC
2.0			Approved (Ref CC No 09/2018-19)	

B. Plagiarism verification

Version	Team/committee/person	Date (dd/mm/yyyy)	% of Plagiarism	Signature
Final draft	QAD	06/02/2019	5%	

C. Document proofread by:

Version	Team/committee/person	Date (dd/mm/yyyy)	Language quality (Excellent, Good, Fair)	signature
Final draft	QAD (E-Rater Technology)	06/02/2019	Good	

Approval Authorities Signature/Date:

ShCT_SPDevelopmentandReviewProcess_18Sept2018_Ver1.2

CONTENTS

ShCT_SPDevelopmentandReviewProcess_18Sept2018_Ver1.2

Acronyms

ADAA	Assistant Dean for Academic Affairs
ADAF	Assistant Dean for Academic Affairs
ADSA	Assistant Dean for Student Affairs
CC	College Council
CoTs	Colleges of Technology
ELC	English Language Center
ETC	Educational Technology Center
KPIs	Key Performance Indicators
MoM	Ministry of Manpower
OP	Operational Plan
QAC	Quality Assurance Committee
QAM	Quality Assurance Manual
QAU	Quality Assurance Unit
QD	Quality Department
ShCT	Shinas College of Technology
SP	Strategic Plan
SPAR	Strategic Plan Achievement Report

Definitions

<u>Unit</u>: It specifies a department or center under the administration and academic sections of the college

<u>KPI Achievement Report</u>: It specifies level of achievement for the key performance indicators listed in the operational/strategic plan in the form of a detailed report submitted by the academic units to the quality assurance unit by the end of every academic year.

<u>Annual Report</u>: it specifies the report submitted by each unit to the College Dean near the end of the academic year. This report details the achievement of OP, KPI achievements, accomplishments of each unit along with its committees and also challenges faced during that academic year.

<u>OP Achievement Report</u>: It specifies the details of implementation of OP reflected in the form of a report submitted to the QAD by college units near the end of the academic year.

<u>Committee Accomplishment Report</u>: It specifies the accomplishment of tasks by the committees during the academic year submitted to the unit QAC.

<u>Action Plan</u>: It specifies the plan of action developed by the committees/sections/levels based on the OP of the Unit.

<u>HR Training plan</u>: It specifies the overall training plan prepared by the HRD based on the list of the trainings identified by each unit of the college depending on their needs.

<u>Budget</u>: It specifies the estimated plan to spend the allocated amount of money for various financial bands for supporting the needs of the college during the financial year.

1. Introduction

The Shinas College of Technology (ShCT) is one of the Colleges of Technology (CoTs) which is governed and supervised by the Ministry of Manpower (MoM). The CoTs are provided with a common Strategic Plan (SP) components (Mission, Vision, Goals, Values, and Graduate Attributes (GAs)) developed through a consultative process with the involvement of stakeholders from all the seven CoTs. The ShCT is in its fourth planning cycle of 2019-2024; the earlier planning cycles were 2013-2018; 2009-2012; 2006-2008. The ShCT develops its own strategic plan based on the SP components provided by MoM. The succeeding sections of the document provide details regarding the SP components, development, review, and implementation and monitoring processes.

The ShCT needs to have a SP to make best use of its human, physical and financial resources for the best accomplishment of its Vision and Mission. A college-wide planning process ensures involvement and commitment of its staff and college management to focus in achieving the purpose for which the institution was established. With regard to accreditation a strategic plan is considered as a major part of the requirement to assess the ability of the institution in meeting its Mission.

2. Strategic Planning Process

Components of the Strategic Plan (SP)

A Strategic Plan has multiple components and are aligned and supportive to each other. The **Mission statement** is the foundation of the SP. All other components are aligned to the Mission statement. The Mission statement indicates what the institution's operations intends to achieve.

The **Vision statement, Values and CoT Objectives** are supporting components which establishes the context for the SP. The **Vision** statement provides a guidance point during the development of the SP. It defines what the institution intends to become after a time frame. The **Values** describes the manner in which the institution will conduct itself during the implementation of its plan. It explains what the institution stands for and what characteristics guide its operations. The **Objectives** defines the main purpose of establishing and support the running of the institutions.

The **Goals** of the SP are derived from the Mission statement. They specify what will be done and achieved by the end of the SP period. The Goals are further sub divided into **sub-goals** which are specific for each activity for the group of activities required for a goal. The achievement for each sub-goal is assessed through the achievement of **Key Performance Indicators (KPIs)**. The KPIs are linked to the sub-goals and indicate the level of achievement of the sub-goals. Each KPI consists of **Indicator, Measure** and the **Targets**. The indicator specifies what will be measured, the measure specifies how will it be measured and the target specifies against what set level will it be measured.

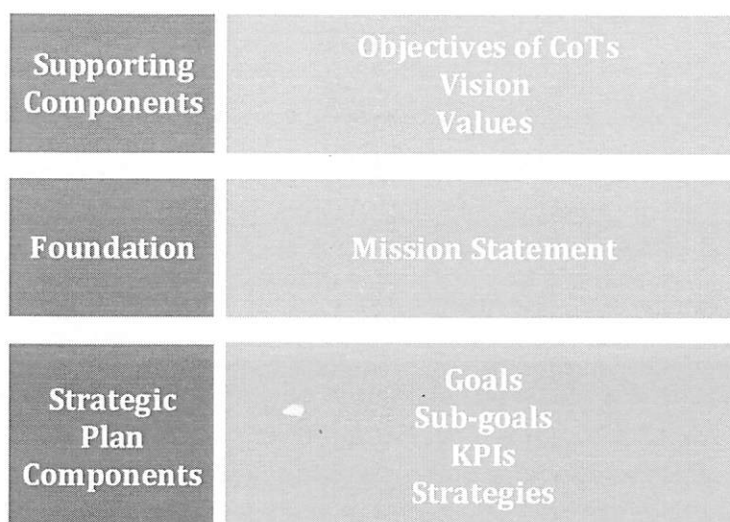Each Sub-goal is provided with multiple **strategies** to achieve them.

Supporting Components	Objectives of CoTs Vision Values
Foundation	Mission Statement
Strategic Plan Components	Goals Sub-goals KPIs Strategies

Figure 1: Components of the Strategic Plan (SP)

SP Development and Review Process
Development of new SP (Figure2)

The development of new SP is supervised by a team assigned for the purpose by MoM. The SP development involves a consultative process involving stakeholders from all the member CoTs. The consolidated SP Achievement Report (SPAR) from all the CoTs for the overall period provides an input to assess the level of achievement of the Mission (Gap Analysis). In addition, for the new SP cycle, each CoT conducts a review of its SP achievement and an environmental analysis using SWOT analysis by involving its stakeholders. The CoTs suggest revised SP elements to MoM. Based on the input received from CoTs, the SP team in MoM proposed revised SP elements to the CoTs for consultation. Based on the report received from all the CoTs, MoM conducts a major workshop by involving staff, students, MoM, and industry representatives from all the CoTs to revise the components for the next SP cycle (refer figure 2). The approved new SP components are disseminated to all the CoTs to develop their specific SP.

The College develops its own SP based on the Mission, Vision, Values and Goals. For developing the components of the SP, College conducts meetings, and discussion sessions attended by representatives from all its units. The SP is approved internally and disseminated to all the College units.

New SP Development Process

```
                                    ┌─────────┐
                                    │  Start  │
                                    └─────────┘
                                         │
                                         ▼
                          ┌──────────────────────────┐        ┌──────────────────────────┐
                          │      Review of SP         │        │ KPI Achievement Report of│
                          └──────────────────────────┘        │      the Unit OPs         │
                                         │                     └──────────────────────────┘
┌──────────────────────────┐            │                                  │
│ Stakeholder Feedback on   │            │                                  ▼
│      SP achievement       │──┐         ▼                     ┌──────────────────────────┐
└──────────────────────────┘  │  ┌──────────────────────┐     │      Year-wise SP         │
                              │  │ Strategic Plan        │◄────│   achievement Data        │
                              └─►│ Achievement Report    │     └──────────────────────────┘
                              ┌─►│                       │◄─┐
                              │  └──────────────────────┘  │  ┌──────────────────────────┐
                              │          │                 └──│      Gap Analysis         │
                              │     Decide on the revised     └──────────────────────────┘
┌──────────────────────────┐ │     Elements of SP
│      SWOT Analysis        │─┘          │                    ┌──────────────────────────┐
└──────────────────────────┘            │                 ┌──│   Annual Report of Units  │
┌──────────────────────────┐            ▼                 │  └──────────────────────────┘
│ Suggestion on Revision of │  ┌──────────────────────┐   │  ┌──────────────────────────┐
│      SP Elements          │─►│  Proposed Elements    │   └──│ College Level Committees' │
└──────────────────────────┘  │     of New SP         │      │  Accomplishment Reports   │
                              └──────────────────────┘      └──────────────────────────┘
                                         │
                                         ▼
                          ┌──────────────────────────┐
                          │ Workshop to Develop the   │
                          │         New SP            │
                          └──────────────────────────┘
```
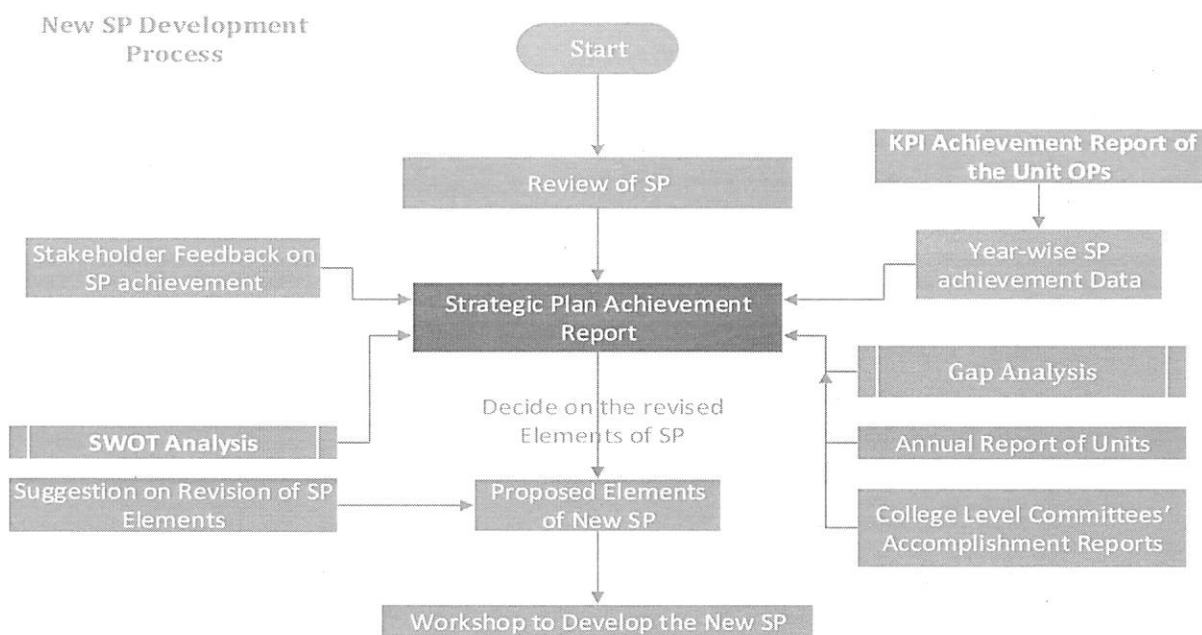
Figure 2: New SP Development Process (MoMP, SP team presentation, SP Workshop Oct 2018)

Annual SP Review (Figure 3)

The annual review of the SP is done internally during the implementation period every year based on an internal review of the performance reflected through the Annual Reports of the Units, Committees' Accomplishment Report, KPI Achievement Reports complemented with GAP analysis discussion session. This provides input for the revision and development of sub-goals and new strategies of the SP for the current year.

The annual review reflects the effectiveness of processes and procedures put in place to achieve the sub-goals and strategies. The Gap analysis provides a good basis to understand the appropriateness of the KPI used to measure the achievement and hence suggests the review of the KPIs. The periodic feedback from external stakeholders on the quality of graduates and their attributes contributes to the performance evaluation reflecting the progress towards the realization of the MVV (refer figure 3).

Based on all the above the revised SP is developed and disseminated to all the units after the approval of the College Council (CC).

Figure 3: Annual Strategic Plan (SP) Review Process (MoMP, SP team presentation, SP Workshop Oct 2018)

Implementation of the SP

The implementation of the SP occurs in the form of implementation of various plans of the college (refer figure 4). The units in the college implement the SP in the form of implementation of Unit **Operational Plans (OPs).** The college level committee's support the implementation of SP in the form of implementation of **Committee Plans**. The finance department provides financial resources for various activities planned as per the SP and unit OP's in the form of **Budget.** The Human Resources Department supports the implementation of the SP through the implementation of the **HR Training Plan.**
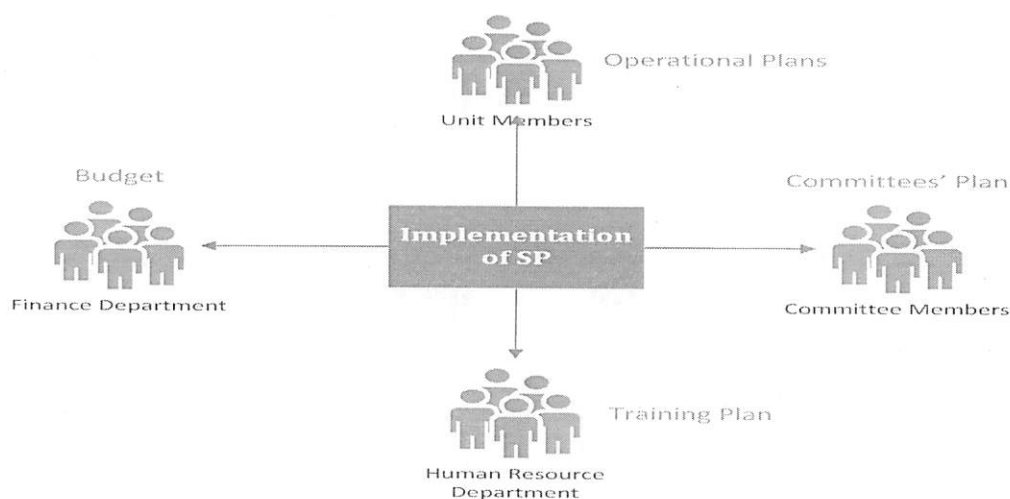

Figure 4: Implementation of SP through various Plans

ShCT_SPDevelopmentandReviewProcess_18Sept2018_Ver1.2

The Units develop their OPs based on the approved SP. The Unit OP's (7 OPs) adopt those goals and sub-goals of the SP for which the unit operations are directly related (refer figure 5). Similarly, College level committees develop their committee/action plans which are focused in meeting the related goals of the SP. The ADAA and College Deans monitors the OPs of the respective units and offices under them. The budget provides the necessary financial and physical resource support needed by the college and its units in carrying out the necessary task as per SP and unit OPs. The Human Resources Department supports the fulfilment of the SP by providing and arranging the training needs of the staff through the HR training plan.
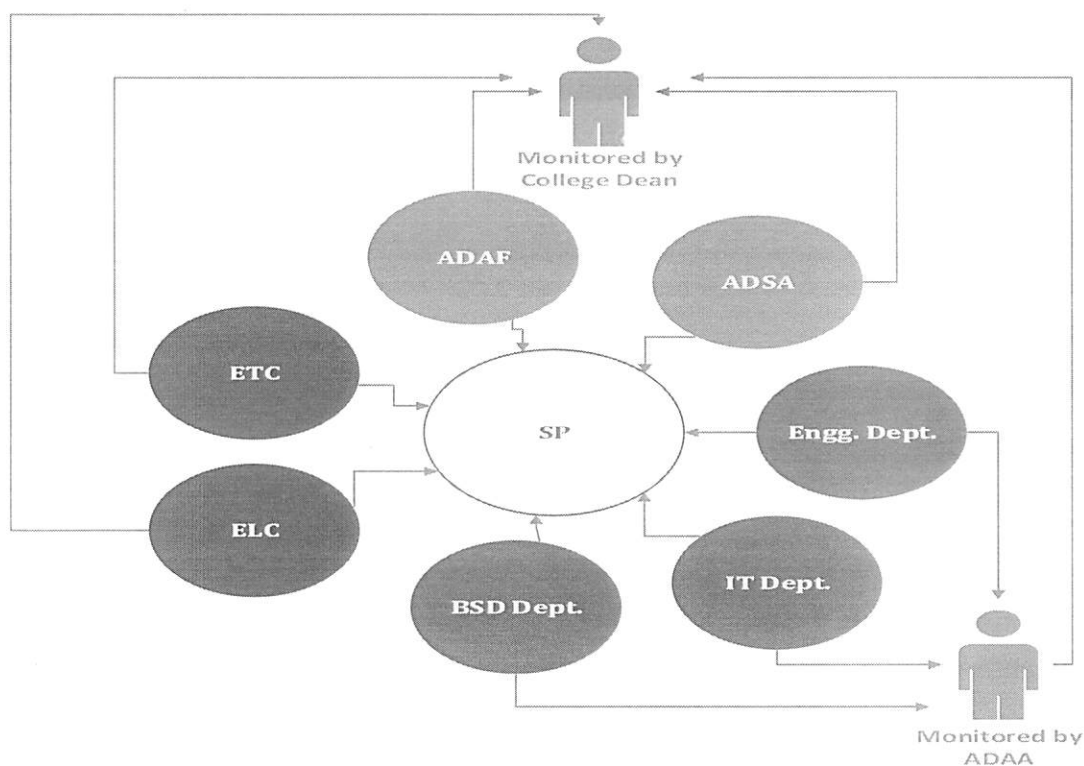

Figure 5: OPs linked to the SP

Monitoring Process of SP

The implementation of the SP is monitored by the Quality Assurance Unit (QAD) through the findings based on the OP Achievement Reports, Committee Accomplishment Reports, Annual Reports submitted by college units, Annual Self-Assessment Reports, Internal Audit Reports and QD external Audit Report.

During the academic year, feedback provided by units to the CC suggests information regarding the progress of implementation on various areas of the SP. The progress report of the committees also provide data regarding the progress of the implementation of the SP. The QAU conducts internal audits of the units based on the internal audit policy of the College. The internal audit provides an opportunity to verify the progress regarding implementation of various areas of the Operational Plan (OP) thereby understand the

ShCT_SPDevelopmentandReviewProcess_18Sept2018_Ver1.2

progress of implementation of SP. The Quality Department (QD) audit conducted during the AY provides an external view of the progress and level of achievement of all the units of the college. This reflects a collective overall view of the progress of the college with regard to the implementation of the SP. The level of staff satisfaction and other statistical data regarding the training plan of the HR indirectly suggest the involvement of staff and their contribution in the implementation of the SP. Similarly, the budget allocation and utilization of resources indicate the commitment and level of planning in support of implementation of the SP.

The feedback survey from industry and employers on the Graduate Attributes (GAs) provides a reflection of the implementation of the Mission and suggests the progress towards the accomplishment of the College Vision.

3. Operational Planning Process

Components of OP
The OP consists of multiple components like the SP. The OP adopts the Mission, Vision, Values and Graduate Attributes and those Goals that are related to the unit's operations, from the SP. The OP has **implementation steps** included under each strategy. This lists out the steps to be followed by unit teams and committees for implementing the strategies and sub-goals of the OP.

Development and Review of OP
The Units in the College develop their Operational Plans (OP) by adopting those goals of the SP which are directly related to their operations and responsibility. The development of OP begins with the analysis of the OP Achievement Report for the previous year. The previous year Annual Report also serves as an input to the overall analysis (GAP Analysis). The unit conducts an environmental analysis involving its staff to identify the suitable strategies to address the challenges and support its ambitions and aspirations with the available resources. Based on this, the Unit Quality Assurance Committee (QAC) drafts the OP with necessary revisions. This is circulated to all members and discussed though meeting sessions and a consensus is arrived and a draft of the revised OP is developed. This is forwarded to the QAU for final feedback. Based on the feedback, the OP is approved by the unit academic council and sent to CC for approval.

Monitoring Process of OP
The unit QAC is tasked with monitoring the implementation of OP based on the findings and feedback from unit committees. The progress on the implementation of the unit committees' action plans provide information on the progress of implementation of the unit OP. The unit committees provide progress report end of every semester to the unit Quality Assurance committee. The feedback of unit academic council members serves to provide feedback on the progress of implementation of OP. The unit level QA follow-up activities (internal checking) provide information on the progress of implementation of the OP. The information collectively obtained serves to provide input regarding the achievement of targets for the OPs suggesting necessary changes to the implementation steps and consequently revision of the strategies and implementation steps.

4. Planning Process Timeline

Near the end of an academic year, the revised SP is prepared and approved. The SP is communicated to units for developing their OPs during the start of the new AY. The major part of the implementation of the SP takes place in the form of unit OPs during the first and second semester of AY and minor part is continued in the third semester. The results of the implementation are studied through college-wide surveys and other reports during January to March. Based on the results, improvements are suggested during of the academic year. The results obtained also serves to provide information for the review of the SP. The components of the SP that are reviewed and revised are Sub-goals, KPIs and strategies.

5. Responsibilities

The College Council (CC): Approve the revised SP based on gap analysis and environment scanning reports. To provide with support necessary to units for the effective implementation of the SP through their OPs.

The Unit Council: Prepare and approve the OP for submission to the CC for final approval. To follow-up with the implementation of the plan and to provide necessary support for the effective implementation of the OP.

ADAF: Prepare an OP for the Administration, Finance and HR departments. Submit the OP to the CC for approval. Follow-up and support the implementation of the action plans of the three departments.

ADSA: Prepare an OP for the Admission and Registration, On-The-Job-Training, Counseling & Graduates Follow-up, and Housing, the Student Activities & Graduation Departments. Submit the OP to the CC for approval. Follow-up and support the implementation of the action plans of all the above departments.

QAD: Develop the SP by involving stakeholders and seek approval from CC. Provide feedback on OPs of the units before approval from CC. Follow-up and support with the implementation of the units OPs through the unit QA teams.

References

Hanover Research; Strategic planning and Best Practices. (2013, July). Retrieved from http://www.hanoverresearch.com/media/Strategic-Planning-in-Higher-Education-%E2%80%93-Best-Practices-and-Benchmarking.pdf.

Karen . E. Hinton; Society for College and University Planning. (2012). Retrieved from http://oira.cortland.edu/webpage/planningandassessmentresources/planningreso urces/SCPGuideonPlanning.pdf.

Luxton. A.; Strategic Planning in Higher Education. (2015). Retrieved from http://education.gc.adventist.org/.../Strategic%20Planning%20in%20Higher%20E ducation.

ShCT_SPDevelopmentandReviewProcess_18Sept2018_Ver1.2