



الجامعة الوطنية
National University

للعلوم والتكنولوجيا Science & Technology



2nd NUSP 2024-2030

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1- FOREWORD

In the realm of higher education, evolution is not only a necessity but an embodiment of progress and excellence. Since its inception in 2018, the National University has epitomized this evolution, emerging as a beacon of transformative education and groundbreaking research. Today, as we stand at the juncture where the culmination of our first strategic plan beckons, we are thrilled to introduce the roadmap that will illuminate our path for the next six- year Second Strategic Plan (2024-2030).

The National University was born of a merger between Oman Medical College and Caledonian College of Engineering in 2018, heralding the creation of the College of Medicine, College of Engineering, and College of Pharmacy. From this inception emerged a trajectory of growth, driven by the first five-year strategic plan (2019-2024) - a five-year voyage that charted the course for progress and expansion. Under its aegis, we witnessed the birth of the College of Maritime and the College of Advanced Technology, propelling us towards new horizons.

Throughout this phase, we soared beyond the confines of conventional learning. Our foray into research gained momentum, fostering an intellectual environment where innovation flourished. Community engagement became a cornerstone of our identity, bridging the gap between academia and society. All these accomplishments bore testament to the dedicated efforts of our community - faculty, staff, students, and stakeholders.

Now, as we bid farewell to the first strategic plan, we step into the realm of the second strategic plan with renewed vigour and clarity. Carefully crafted after rigorous review and meticulous environmental scanning, this plan (2024-2030) represents our commitment to aligning our pursuits with national trends and growth. Embracing the quintessence of our achievements and the challenges that beckon, this plan takes flight with five destinations illuminating our path: pedagogy, research, community engagement, governance, and Sustainable Growth.

Pedagogy, the cornerstone of education, will witness transformative changes, fostering innovation in teaching methodologies and embracing evolving learning paradigms. Our research endeavours, catalysed by this plan, will delve deeper into uncharted territories, contributing to the global repository of knowledge. We renew our pledge to be an engaged and impactful member of the community, addressing societal needs and contributing to its betterment. Governance, the bedrock of our institution, will evolve to steer us towards efficiency, transparency, and excellence. Sustainable Growth, the heartbeat of our vision, will guide us towards the harmony between progress and responsibility.

We embark on this journey with heartfelt gratitude to the Steering, Project Management, Institutional Review, and Environmental Scanning Committees. Their dedication and perseverance have culminated in the creation of this plan, shaped by the insights of Students, Staff, Society, and Boards.

As we step into this transformative phase, we invite each member of our community to join hands to embrace future with unwavering enthusiasm. With the Second Strategic Plan as our compass, we navigate the seas of opportunity, driven by a shared commitment to excellence, innovation, and impact. The National University's journey continues, shaped by the past, driven by the present, and envisioned for the future. Together, we shall shape not only the destiny of our institution but also contribute to the societal transformation we aspire to create.

Ali Al-Bimani,
Vice Chancellor

2- SETTINGS FOR THE 2ND PLAN

a. Introduction

In anticipation of the forthcoming rollout of the second strategic plan (2nd NU Strategic Plan 2024-2030) at our esteemed institution, NU, a meticulous groundwork needed to be laid. This groundwork commenced with a comprehensive examination of the initial strategic plan (1st NU Strategic Plan 2019-2024). This initial step was indispensable in providing a solid foundation for the upcoming strategic endeavours. The review aimed at presenting a succinct overview of the plan's pivotal attributes, offering a glimpse into its core components and principles, while also delving into the trials encountered during the execution of its five annual operational plans, alongside noteworthy accomplishments.

This process was not merely a perfunctory exercise, but a deliberate effort to glean insights and lessons from the past to better chart the course for the future. By revisiting the prior strategic plan, the management sought to appreciate its strengths and acknowledge its weaknesses. The objective was to capitalize on successful strategies and address any shortcomings that may have impeded the plan's full realization. This introspection acted as a compass, guiding the management toward shaping a more robust and effective roadmap for NU's development in the years ahead.

As part of this reflective process, the institutional review took centre stage. This comprehensive evaluation illuminated the university's strong competencies in the domains of Medicine, Pharmacy, Engineering, Maritime, and Advanced Technology. However, it also identified a promising avenue for expansion—one that would embrace the evolving dynamics of the fourth industrial revolution and machine learning. Moreover, the review recognized the imperatives of aligning with national priorities, particularly in the realms of health and technology. This recognition laid the groundwork for a transformational shift in NU's focus, placing it at the forefront of the nation's strategic trajectory.

The expansion of NU's competencies was not undertaken haphazardly, nor was it solely driven by global trends. Rather, it stemmed from a proactive intention to position the university as a vanguard of innovation and knowledge. This strategic evolution sought to distance NU from being a passive

adopter of international trends and opportunities. Instead, it aimed to cultivate a distinct identity—one that heralds an enterprising and forward-thinking spirit.

By embracing this new direction, NU aimed to make a pivotal contribution to the country's growth and development. The alignment with the fourth industrial revolution and machine learning underscored NU's commitment to technological advancements that have the potential to redefine industries, economies, and societies. Simultaneously, the emphasis on health and technology underscored NU's dedication to addressing vital national needs, leveraging its expertise to enhance public welfare and well-being.

In essence, the preparations for the forthcoming strategic plan rollout embodied a comprehensive process of introspection, assessment, and repositioning. The management's keen examination of the initial strategic plan laid the groundwork for a more refined and purposeful roadmap. The institutional review not only recognized the existing competencies but also foresaw the avenues for expansion and reorientation. NU's trajectory, as delineated in this strategic plan, aspired to be a tapestry interwoven with global excellence and local relevance, while distinctly setting NU apart as a beacon of visionary education and innovation. This roadmap signalled NU's resolute commitment to shaping not only its destiny but also that of the nation it serves.

b. General features in brief

The National University of Science and Technology drew up its 1st strategic plan in 2019 with projections for 5 consecutive years of its growth. The plan derived inputs for furtherance of its details from the institutional vision and mission. Having realized its commitment to the institutional values, the form and the content of the 1st strategic plan were shaped in the backdrop of the national priorities and global tendencies through a structured engagement of the major stakeholders. The plan is aligned with the Oman Vision 2040 and the national strategies for education of 2040.

The plan had 4 strategic destinations, (i) Pedagogy, (ii) Research Consultancy & Training, (iii) Community Engagement, and (iv) Governance & Growth. Destinations define the intentions. In the construct, they are mutually exclusive but, in the process, they have visible convergence. Each of these 4 Destinations has a well-defined set of goals which represents different streams of pathways. Each goal typically comprises a group of strategic objectives. There are 19 goals and 82 strategic objectives for the plan. The goals and strategic objectives represent a set of metrics by which the accomplishment of the plan can be determined. The plan prescribes key performance indicators (KPI) with well-defined annual targets for the entire plan period to make NU Bigger, Bolder and Better.

The framework for the implementation of the plan has been designed through bottom-up approach keeping the NU entities the platforms for annual operational plan. Each NU entity has significant levels of immunity in proposing projects and activities as reflections of the strategic objectives. Extensive engagement of faculty, staff and students was mandated in the development of the operational plan. The proposals underwent scrutiny at the university level and the resources were allocated along with the institutional approval at the beginning of each academic year.

The operation plans were of annual prescriptions at NU so that every year in the plan period, the NU entities were at work for the development of the proposals. This enabled the deployment of a periodic review of the already implemented projects and activities in addition to the provision for continuous monitoring of the progress by the Vice Chancellor through the dashboard. In addition to this continuous monitoring, and the annual review, the NU initiated in 2022, an institutional midterm review for effectiveness of the alignment with the strategic plan. Subsequently, the recommended midterm corrections were integrated into the content of the plan. The final institutional review was done in 2023 as a preparatory enquiry for the development of the 2nd strategic plan.

c. Constraints and Challenges

The progression of independent teaching institutions towards a unified umbrella of a university structure was challenging. Though the university was born in 2018, its constituents have already carried a legacy of institutional advancement. The merging of institutions was one of the important priorities of the NU governance and the strategic plan of 2019 has encountered obvious challenges and its annual operational plans were shaped in this backdrop. It provided both constraints and opportunities. The adaptability of NU entities with their already acquired independent experience required a pruning to ensure a healthy merger amongst them. These corrections were visible in the initial years but with 2020 the picture turned out to be more sharpened. The years from 2020 to 2023 demonstrate higher level of attainments.

The breakout of covid pandemic was detrimental to human life and particularly its impact was hard in education. The pandemic protocol had restricted people's mobility, impacted the resource plan, and shrank the scope of collective action across the globe. However, with the proactive mitigation plan and strategic guidance of the government, specifically the Ministry of Higher Education, Research and Innovation, MoHERI, NU continued to implement the doable projects and activities. The gradual switch over towards blended format of education was effectively implemented in sync with the strategic plan. Furthermore, the NU plan model allowed the existence of risk appetite to foster healthy practices. During the covid pandemic, the NU governance never resorted to either cost cutting through reduction of staff or discounted salary package although the sustenance of risk was reported for a long period. The pandemic impacted on the admissions, and consequently on the receipts of funds. This constraint was overcome through additional resource allocation by the Board of Directors. In short, the 1stNU strategic plan could set the ball in motion for institutional advancement and the lessons learned from the implementation of the 1st plan will remain as instructional signage for further improvement and correction.

d. Salient Accomplishments

The maiden plan effectively has set the trajectory of the institutional growth in alignment with the national priorities. Interestingly, a good correlation of the NU plan is reported to be in place with Oman Vision 2040, Oman Health Vision 2050, OAAAQA ISA Standards, MOHERI 5-year Plans and Projects for Private HEIs and United Nations SDG 2030.

The Institutional Review Report of 2023 has demonstrated the effectiveness of the strategic objectives in ensuring appropriate deliverables in both process and outcome. The overall progression of the institution was visible on the ground as well as in public domain and media which is evident in the advancement in the QS ranking during the plan period. The NU was adjudged second in the country against all the three indicators viz Academic Reputation, Employee Reputation, and Faculty to Student ratio and significantly topped in recruitment of international students. Furthermore, NU advanced by 289 places in Webometrics World Ranking in 2023.

The NU expanded horizontally and vertically despite the constraints of the covid protocol, having realised the emerging demands of the digital world and it has gone ahead with the establishment of College of Advanced Technology (CAT). In the same period, the NU amalgamated International Maritime College Oman (IMCO), one of the stand-alone institutions for its focus on maritime training and education. In the meantime, the NU entities moved towards adding new programs, College of Medicine introduced Bachelor of Science in Medical Laboratory Sciences, and College of Pharmacy started a Post Graduate program in MSc. Clinical Pharmacy, and MSc. Health-System Pharmacy Administration in addition to the establishment of Deanship for Research and Postgraduate Studies. The focus of the plan on enhancing students' experience figured prominently in the implementation plan and the new structure of the hostel with high quality amenities in medical campus set a best practice which other NU entities are going to adopt. These are indices of NU's responses to emerging needs as well as opportunities in alignment with the strategic objectives of the 1st plan. The NU plan was holistic in the process of development and delivery. More significantly, the ownership by the major stakeholders of NU entities was ensured at all levels as it is evident in being a public document for future endeavours.

e. Institutional Competencies

National University is a private multi-campus entity, a rare feature in the Sultanate of Oman. It sets a unique framework for its governance. Its campuses are situated at a significant geographical distance from each other offering distinct streams of academic programs. Each campus is conceived to be a complete unit with autonomy in delivery of its academics although a centralized thread of governance binds them together. This unique format provides a very complex functional platform for both vision shared and shared vision facilitating the deployment of strategic business units at least at the point of delivery of its outcome.

Being a multi-faculty institution with a variety of diverse programs, the NU has to explore the consequent potential in the development and delivery of its academic programs. The fact that the NU has a composite fabric of pharmacy, medicine, engineering, maritime and digital science disciplines, and a rare competency among other private educational providers in the country provides ample opportunities to design and develop multi-disciplinary programs with strong edge of application particularly in the bio-medical technology.

The NU has a legacy of having faculty and students from diverse backgrounds across the globe. The QS ranking as noted already, has rated the NU as the topper in enrolling international students and the NU has good reasons to augment the diverse demographic background. Certainly, its diversity will generate vibrant learning

experience in sync with the requirements of global citizenship. More significantly, the NU is led by a renowned educational leader with rich expertise in the higher education governance in the country and it is obvious that it can make a difference in the institutional trajectory of growth.

f. National Indices

The higher education sector in the country has undergone tremendous changes in form and content. Oman has invested heavily in developing its educational infrastructure resulting in unprecedented growth in the number of institutions, and increased student enrolment. The new renaissance under the glorious regime of His Majesty, Sultan Haitham bin Tariq has augmented the focus on the expansion of higher education institutions and enhancement of the graduate attributes to fit appropriately into the fast-growing economic forces in the country. The Oman Vision 2040 and National Strategy for Education of 2040 have defined the strategies and targets in the sector. The demographic shifts in the recent years have predicted a growth at a steady pace over next two decades to reach approximately 6.1 million by 2030. Significantly, the youth population between the ages of 15 to 24 is projected to be around 20% of the country's population by 2030 and it is likely to increase the demand for higher education opportunities in the country. In the meanwhile, the country has been striving to create employment opportunities for its human resources although unemployment remains a challenge among both men and women. The case studies report that there is a mismatch between the skills acquired by the graduates and the skills demanded by the employer. The projections in the demographic composition and the reported gap in the demand-supply map of skill force underline the potential of expansion in higher education sector with focus on producing skilled and knowledgeable workforce to suit the requirements of changing economic indicators. The industrial strategy of 2040 and the logistics strategy of 2040 portray the possible diversifications in the industrial sector and consequent requirement of human capital in the country. Health sector occupies a pivotal position in the Oman Vision of 2040. The Health Vision of 2050 demonstrates the aspirations and the pathways of healthcare management. The rapid expansion envisioned in the health Vision 2050 throws up a wide spectrum of opportunities for health care personnel in the country.

Furthermore, opportunities in digital science driven sector from Data Scientist to Drone Operator have been reported to be high due to digital transformation as embedded in the 4th and 5th industrial revolutions. The sequential progression to knowledge economy through translation of knowledge into entrepreneurial ventures underlines the increased scope for research and entrepreneurship. The declared infrastructure projects like Sulthan Haitham City, National Rail Network project, Khazaen Economic City etc. are to be viewed in the backdrop of the transformation of human capital in the country.

The predictions of opportunities are stimulating for sustainable development of higher education institutions in the country. At the same time, the competitive scenario has also undergone significant changes. The access to new opportunities is open to all existing educational providers. It is strategic to assume that other educational providers in the country will also be keen to take advantage of the growing economic scenario by deploying appropriate pathways to tap the potential; therefore, market share may not remain the same as it was in the 1st plan period. It requires the NU to gain competitive advantage either through augmented expansion using its already developed competencies or exploring new / virgin areas or both.

g. Global Considerations

Globalization has made higher education a global entity and the concept of local variance is no longer in place in a developing country. Its construct, form and content are defined within the broad spectrum of international practices; therefore, the propensity to adapt globally recognized best practices determines the efficacy of an educational provider. A sustainable growth model requires visibility, branding, and positioning and these cannot be achieved without deploying concerted efforts to showcase the credentials of the institutions. NU has two folded pathways: adopt best practices and inculcate innovative and impactful procedures within the defined scope. To benchmark or to be benchmarked for quality indicators are the desirable destinations for an institution to survive and grow and NU has no other option in the background of its commitment to be one of the leaders in the region. It underlines the need for showcasing its credentials through the globally accepted ranking systems viz. QS, THE, SciVal, SCIMAGO, and Webometrics. The aspirations for higher enrolment of students in and outside the country have no shortcut except the visible positioning.

The post covid scenario has drastically transformed the framework of pedagogy across the globe. The blended form of education has been its construct and it is being globally integrated into the pedagogy. The learning experience is subjected to constant improvisation through benchmarked practices. The artificial intelligence and the digital sciences are expected to redefine the educational experience in the immediate future. It is not a matter of the replacement of the classroom experience but a projection of augmented experiences. No educational provider can remain aloof; therefore, it requires NU to be proactive in imbibing the possibilities and practicing its capabilities.

Peace and progress are the binary of modern social and political life. There are many challenges of discrimination, racial prejudice, religious terrorism, environmental imbalance and climate change. These challenges are not confined to a group or a system but it cuts across all habitats regardless of the country or the region. The United Nations has already come out with global sustainable development (GSD) goals as a package for implementation. It calls for focused efforts in all domains of activities and it requires that NU must ensure the sustenance of these practices in curricular, co-curricular and extra-curricular endeavours. NU is committed to take every effort to celebrate diversity of race, religion, gender and nationality. NU is keen to address challenges if any through well-defined strategic objectives and the 2nd NU-SP must reflect on it with a view to prescribe a doable plan model.

3- 2ND PLAN - ITS MAKING

a. Introduction

The 2nd Strategic Plan represents a pivotal milestone in our organization's journey towards achieving its vision, mission and objectives. Underpinning this plan are three key pillars: the initiation and constitution of committees, the delineation of pathways and processes, and the critical engagement of stakeholders culminating in the approval of the 2nd Plan. This multifaceted approach ensures a robust and inclusive strategic framework that guided our actions and decisions for the foreseeable future, harnessing the collective wisdom of our teams, stakeholders, and leadership.

b. Initiation & Constitution of Committees

The 1st strategic plan being on its last leg in the annual operation plan of 2023-24, NU has initiated the procedures for the development of the 2nd strategic plan in Feb 2023. The Vice Chancellor has notified the intention and publicized a document, Pathways and Planning Process, comprehensive guidelines for the future directives. Subsequently, different committees were empowered for defined tasks viz. the Review of the previous plan, Environmental Scanning, and Project Management of the 2nd plan in addition to a high-power team for steering the process. The Vice Chancellor took the lead for the project chairing both Steering and Project Management committees, with the wholehearted support of all NU entities and the governance. The committees have representation from all campuses and the prescription for the development of the plan underlined a holistic format of engagement of all constituent units.

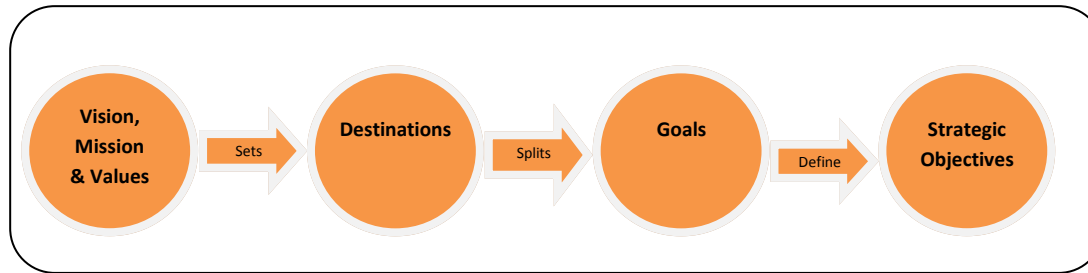
c. Pathways and Processes

The 1st strategic plan has been the proto model for the development of the 2nd plan. The learning experience in the development, implementation, and review of the 1st plan remained as a signage for its succeeding plan. Having been inspired by the effectiveness of the 1st plan, NU preferred to ensure continuum in the format of the development of the plan model. Consequently, an approved planner for all levels of engagements of the different teams was in place right from day 1 of the project. The planner conceived five improvised versions of the base document of the plan drawn up initially with the inputs of the project management team, findings of the Institutional Review Report of the 1st plan and the projections in the Environmental Scanning Report.

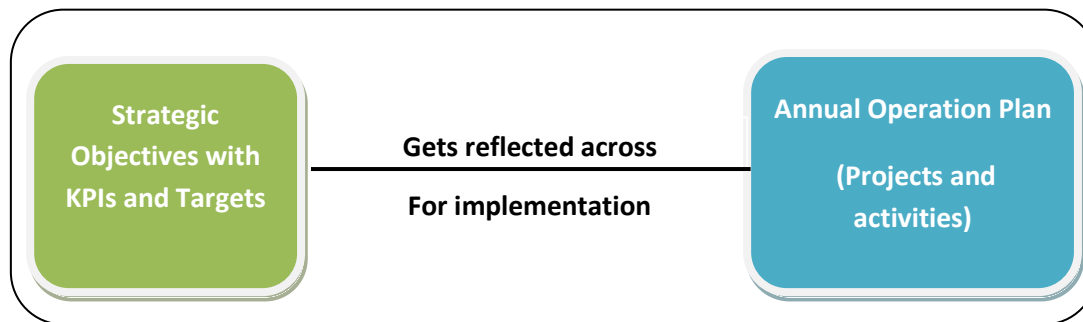
The project schedule of the 2nd plan presupposed a linear progression in its construct; therefore, its pathways, defined within the grammar of the strategies, stood connected at every level to the well-structured processes of reflection, refinement and validation. The approved planner has meticulously drawn up the incremental progression of the plan prescriptions with ample provisions for review for furtherance in the form and content.

Having reviewed the framework of the 1st plan, NU adopted 5 points. Destinations for the 2nd plan were subsequently split into goals and their finer details of strategic objectives. NU has deployed ADRI (Approach, Deployment, Result and Improvement) as a practical framework for the development of the plan. The priorities, drawn up based on the institutional vision, mission and values, constituted the approach of NU. The composite construct of

the goals and strategic objectives were the pathways for deployment. The process of the development and implementation of the plan are portrayed in the following flow diagram.



The linear progression leading to the development of the plan terminates across the NU entities for the subsequent implementation through annual operation plan. This linkage provides space for the sustenance of shared vision as every NU entity is allowed to develop its implementation plan reflecting their internal competencies and priorities. The approved planner provided a well-defined slot for the development of Key Performance Indicators (KPI) and annual Targets for implementation as shown below:



Result and Improvement are futuristic yardsticks which are technically integrated into the plan development, implementation, and review of the plan.

d. Engagement of Stakeholders & Approval of the 2nd Plan

In sync with the scheduled of the approved planner of process and pathways, NU has ensured strict adherence to the practice of engagement of the stakeholders in the development of the plan. The base document drawn up initially was reviewed at 5 levels for improvement of the content. The faculty, staff, students' council, advisory board, the university council, academic affiliate, Board of Directors and Board of Trustees were engaged during this process with a well-defined mandate for their critical review. A new and improvised version of the last document was drawn up through this process into five versions. The final version was the outcome of holistic review of the construct, form and content of version 4 of the plan model by the Board of Trustees. Eventually, the document was accorded approval by the Board of Trustees in January 2024.

4- 2ND STRATEGIC PLAN: A PROJECTION

a. Introduction

National University is dedicated to excellence in education and is guided by a clear vision, mission, values, and objectives that form the foundation of its educational philosophy. With a commitment to providing quality education, the university has established salient features that set it apart in the realm of higher learning. These features are not just ideals but are actively pursued through a meticulously planned implementation scheme. To ensure transparency and accountability, the university also places a strong emphasis on regular review and reporting mechanisms. National University embraces a culture of both continuity and change, constantly evolving to meet the dynamic needs of its students and the ever-changing landscape of education. With a well-defined expected trajectory, the institution envisions a future where it continues to excel and make its mark on the educational landscape.

b. Vision, Mission, Values & Objectives

Vision	To be an internationally recognized university renowned for its excellence in education and research, driven by social values.	
Mission	Transform students into global citizens with a quest for knowledge and its application, for the betterment of society.	
Values	Personal	<ul style="list-style-type: none"> ✓ Individual identity ✓ Honesty ✓ Integrity
	Institutional	<ul style="list-style-type: none"> ✓ Foster student satisfaction ✓ Impeccable workplace ethics

		<ul style="list-style-type: none"> ✓ Equity and fairness
	Social	<ul style="list-style-type: none"> ✓ Social responsibility ✓ Sustainable Environment ✓ Community Outreach
Objectives	Education: NU to provide high-quality education to students	<ul style="list-style-type: none"> ✓ Improving the curriculum ✓ Improving teaching methods and ✓ Supporting overall educational experience.
	Cutting Edge Research: NU to conduct meaningful research activities	<ul style="list-style-type: none"> ✓ Promoting and supporting research activities among faculty and students, ✓ Encouraging innovation, and ✓ Fostering an environment where groundbreaking discoveries can be made.
	Community Engagement: NU to engage the local community and beyond.	<ul style="list-style-type: none"> ✓ Encouraging partnerships ✓ Providing outreach professional programs ✓ Establishing initiatives that benefit the community
	Internationalization: NU to become known globally.	<ul style="list-style-type: none"> ✓ Collaborating with universities and organizations worldwide ✓ Attracting international students ✓ Participating in international research projects, and scientific publications ✓ Offering globally relevant educational programs
	Sustainability: NU to ensure long-term viability.	<ul style="list-style-type: none"> ✓ Assuring financial sustainability (effective budget management) ✓ Establishing organizational sustainability (ensuring the relevance and value) ✓ Supporting environmental sustainability (reducing carbon footprint, conservation efforts)

c. Salient Features

The 2nd NUSP is conceived to be a holistic plan with pathways for survival, sustenance and growth enabling an integrated mix of short term and long-term projections. The plan presents 29 routine strategic objectives for survival and sustenance, and the sequential progress is wedded into 81 impactable objectives although the model allows the interception as a normal convergence. The plan recognizes the autonomy of NU entities in developing campus specific endeavors without prejudice to the unified NU format. It is the best fit for the multi-campus model and framework.

Affirmative action is a remarkable feature to elicit inputs from bottom of the NU systems redefining the format of engagement into participatory contribution in the process of the development of the plan. The plan derives its reasons from well-defined prescriptions drawn up from the internal and external factors enabling a healthy mapping with the national priorities and the global standards. The Destinations are defined not as terminal points of the journey but at every point of stock taking it remains open ended providing adequate space for the institutions to redesign the pathways to the destinations. It makes the plan flexible and dynamic rather than a stereotypic steel framework.

The plan is a complete package of pathways, performance, and attainments. The goals and objectives together throw up the possible permutations of pathways; the indicators provide the measures of performance; the assigned targets set the attainments. This linkage is perpetuated as an inbuilt feature of the plan model for sustenance of self-directed and uninterrupted review and corrections by each of the NU entities. Furthermore, the timeline of 6 years adopted for the 2nd plan flags the intention of NU to stay connected with the declared cap of the national vision document denoting an alignment in form.

d. Implementation Scheme

The Vice Chancellor is the owner of the plan, and the Directorate of Quality, which is under the VC, its custodian. The NU regulations empower the Directorate to facilitate the implementation, review and correction. The 2nd NUSP requires that each NU entity develops an annual operation plan reflecting on the strategic Goals, Objectives and Indicators. The approved operating manual of NU for the development and implementation of the operation plan defines the details of the project management of the operational plan. Bottom-up approach is the recognized flow of developing the operation plan so that all on the ground have access to the design and implementation. The Dean / Directors of SoF and other units are the focal points as well as accountable for the development of operational plan in response to the notification from the Vice Chancellor. The annual operation plan will be scrutinized at the headquarters through an open defense by the Dean / Directors, and is subsequently integrated into the institutional annual budget. Subsequently, the BoD / BoT accord approval. The approved annual plan is to be implemented over the respective academic year and the Dean / Director is empowered to draw up a calendar of implementation.

e. Review & Report

The university follows a prudent procedure for review and report of the implementation of the annual operation plan. The operation plans being of annual prescriptions at NU, so that every year in the plan period, a review takes place by the same team who developed the details. To facilitate effective monitoring and evaluation, NU has adopted a robust dashboard review process, providing real-time visibility into key performance indicators and performance metrics. Additionally, the annual meetings for

the approval of the operation plan for the succeeding year also prescribe a review and monitoring. This 3-tier review process draws up feedback on the effectiveness of the implementation which will subsequently be reported to the University Council, BoD and BoT. The plan will undergo a mid-term review after three years for a further improvisation if needed. The format of review has both evaluation and correction, and therefore, deviation from the declared intentions will be minimal.

f. Continuum & Change

The 2nd NUSP has a binary of continuum and change. There is a perceptible continuity between the 1st and the 2nd models to the extent that both the models have the same grammar for the development of the details although there is a paradigm shift in the priorities. As a recent university with a short history of 5 years, the NU realizes the advantages in deploying a linear growth of progression. The proud legacy of the constituent institutions viz. Oman Medical College and Caledonian Engineering College were embedded in the credentials of NU. This baseline of the inheritance has empowered the NU governance to chalk out a vibrant and doable plan prescription in the backdrop of multi-campus framework. The success stories and lessons of difficulties in the implementation in the 1st plan set the premises for the development of the 2nd plan and there are good reasons for ensuring a thread of continuity in the design.

However, the continuity does not refrain from reflecting on the requirements of the changing national and global scenario. The progressive projections in the new renaissance regime of Sultanate coupled with the post pandemic developments and the 4th industrial revolution have thrown up a set of vibrant challenges for the higher education in the country and the NU is committed to be in the forefront in addressing these through innovation. It provided reasons for a change in the construct, form and content of the NU. The multi-campus format is redefined in the plan prescription with a view to fostering a symbiotic existence of NU entities. The plan becomes holistic, and the pathways are made diverse. The current practice of keeping the operation plan distinct and separate from the institutional plan is abandoned in favor of integration of both facilitating the sustenance of a holistic plan. Having realized the necessity for a sustainable future of the institution as well as the world around the NU dedicated a destination for sustainable growth. It is a conceptual progression from local to global backdrop in sync with the institutional mission. It defines a change as well as a shift from the 1st plan.

g. Expected Trajectory

NU's commitment towards sustainable growth requires the deployment of well-defined strategies enabling short-term and long-term accomplishments. The 1st NUSP headed it and the 2nd is meant to augment its pace. The goals and strategic objectives of the 2nd NUSP have declared intentions to ensure horizontal and vertical expansion

in the domain of higher education in the country. The multi-campus network of NU is to be further expanded with new institutions, new programs, and new modes of engagements. The expansion in size is not meant to be a redundant creation of already existing competitor causing an excessive pressure in the market share. Rather, it aims at exploring virgin areas with tremendous potential in knowledge creation and transfer for contributing to the nation building process and assuming leadership of change and innovation. It also implies that the existing NU entities need to grow with new additions of programs in the same way that the expansion in size of NU is being conceptualized. Food technology, natural resources, renewable energy, manufacturing, smart campus and online distance learning, structured skilling and up-skilling etc. are the possible avenues for the NU penetration.

Along the side, the diversification of the current engagements across the NU entities is targeted based on the reported capabilities in healthcare management, pharmaceutical industry, and artificial intelligence in addition to the possible augmentation of market share in the domain of training of the employed human capital. Quality is a culture to be fashioned the way it is intended. The 2nd NUSP focuses on delivering a high-quality pedagogy through benchmarked learning, teaching, and living experiences. It requires nurturing quality practices and ensuring compliance across the domains. The plan is expected to facilitate paradigm shift in the NU experiences with an extensive deployment of state-of-the-art technologies in the delivery of all its outcomes. This preposition has an obvious corollary in setting a higher target for Research and Consultancy through effective knowledge transfer and knowledge translation.

Furthermore, the 2nd NUSP is designed to increase the propensity of the NU to engage in meaningful dialogue with national and global priorities. The integration of the institutional priorities to the national and global concerns is well conceived in Destination 5 of the 2nd NUSP, sustainable growth. The employability of the NU graduates in the backdrop of national requirements assumes pivotal position in the plan along with its focus for nurturing a pathway of creating entrepreneurs. The bondage between the community and the public is drawn up on a new format of providing access of ordinary public to higher education through online and distance mode of delivery. Escalation in branding and positioning is expected and the NU hopes to move up significantly in the global ranking portal. The above trajectory of growth underlines the sustenance of enhanced flow of internal and external resources through diverse sources for which the 2nd NUSP has well-defined future directives. In short, the 2nd NUSP is set to expand in size of the NU systems, enhance in quality systems and engage on national and global priorities. The perceptible outcome of the second plan is expected to exhibit linear growth with arithmetic additions in its structure, form, and content, facilitating NU's progression as a leader among HEIs in the country. As is visible, the University has moved from **Bigger, Bolder and Better** (BBB) of the 1st Plan to sustainable **Expansion, Enhancement, Engagement** (EEE) for the 2nd Plan. Indeed, the University's transformative journey is unmistakable, transitioning from a paradigm encapsulated by the principles of "Bigger, Bolder, and Better" during the first plan to a new era characterized by the principles of "Sustainable Expansion, Enhancement, Engagement" in the second plan. This evolution underscores the

institution's unwavering commitment to progress, sustainability, and broader community engagement. Through this strategic shift, the University demonstrates its dedication to not merely growing in size, but also fostering sustainable growth, enhancing the quality of education, and actively engaging with its stakeholders, thereby elevating its role as a leading institution of higher learning.

5- 2nd NU STRATEGIC PLAN 2024-2030

DEFINITIONS OF DESTINATIONS	D1	PEDAGOGY	Strengthen institutional endeavours to enhance the quality of teaching, learning and assessment experiences across the NU programs.
	D2	RESEARCH	Enhance institutional visibility and branding through intensive engagement for innovation, and knowledge production, its transfer and translation.
	D3	COMMUNITY ENGAGEMENT	Improve institutional endeavours for community linkages through extensive, intensive and impactful engagements of all stakeholders.
	D4	GOVERNANCE	Build up responsive, progressive, prudent and proactive leadership, management and administration for institutional progression.
	D5	SUSTAINABLE GROWTH	Expand in institutional size, enhance in quality system, and engage on national and global priorities.

D1 – PEDAGOGY

Introduction

Pedagogy marks the commencement of a transformative educational odyssey, one that is poised to reshape the very foundations of teaching and learning within Oman's academic sphere. Over the next six years, this visionary strategic plan sets forth an ambitious agenda, underpinned by five strategic goals and twenty-four strategic objectives that encapsulate the institution's commitment to excellence in pedagogy. These goals range from a comprehensive revision of the curriculum to the introduction of innovative faculty and programs, all geared towards serving the unique needs of Oman. Additionally, the plan focuses on enhancing the visibility of outreach initiatives and prioritizes the professional development of the members of faculty to optimize their teaching and research contributions. With a steadfast dedication to nurturing a dynamic and inclusive learning environment, Destination-1(D-1) aspires to not only elevate educational standards but also to empower the educators and learners who shape Oman's future.

D1 – PEDAGOGY: Strengthen institutional endeavors to enhance the quality of teaching, learning and assessment experiences across the NU programs.

GOAL-1: Benchmark Curriculum against the Global/National Standards.

Strategic Objective D1:1.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Establish excellent relations with Academic affiliates and Academic Collaborators for their continuous engagement in curriculum development, quality assurance, research and international networking.	D-1: 1.a.i	i	Review and improve the provisions of collaboration with academic affiliates and other collaborators.	Review & Implement			Review & implement		Review & implement	Dean/Director	DVCP
	D-1: 1.a.ii	ii	Percentage increase in number of areas of effective engagements (Areas: curriculum development, research, faculty exchange, students exchange, quality assurance and community engagement)	50%/year			75%/year				
	D-1: 1.a.iii	iii	Number of active collaborations (per college/SoFS)	2/year			3/year				
	D-1: 1.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	Dean/Director & DQA	

Strategic Objective D1:1.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Develop curriculum of programs in alignment with the Oman Vision 2040.	D-1: 1.b.i	i	Conduct and improve mapping between curriculum of all programs and the Oman Vision 2040.	Review & implement			Review & implement		Review & implement	Dean/Director & DQA	DVCP
	D-1: 1.b.ii	ii	Percentage of alignment	100%/year							
	D-1: 1.b.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:1.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Implement periodic review of curriculum against the national and global quality benchmarks.	D-1: 1.c.i	i	Draw up list and measures of approved benchmarks of HEIs in or outside the country.	Review & improve			Review & implement		Review & implement	Dean/Director & DQA	DVCP
	D-1: 1.c.ii	ii	Percentage of programs externally benchmarked	50%/year		75%/year		100%/year			
	D-1: 1.c.iii	iii	Conduct GAP analysis for corrective measures	Review & implement			Review & implement		Review & implement		
	D-1: 1.c.iv	iv	Percentage decrease in the GAP of benchmarked programs	40%	30%	30%	20%	10%	0%		
	D-1: 1.c.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:1.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Draw up, implement and strengthen institutional graduate attributes and program specific outcomes, and ensure inculcation of values to transform students into global citizens.	D-1: 1.d.i	i	Review and improve graduate attributes and PSO.	Review & implement			Review & implement		Review & implement	Dean/Director & DQA	DVCP
	D-1: 1.d.ii	i	Percentage of alignment in mapping between curriculum and graduate attributes and PSO	60%/year		70%	80%	100%/year			
	D-1: 1.d.iii	iii	Employers' satisfaction on graduate attributes	>3	>3	>3	>3	>4	>4	Dean/Director & DQA	
	D-1: 1.d.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:1.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Ensure quality and standards	D-1: 1.e.i	i	Number of institutional accreditation certifications	1/year						VC	VC

of programs and institution through regular compliance with relevant national and international accreditation standards.	D-1: 1.e.ii	ii	Percentage of programs to be accredited	50% of the programs			50% of the remaining programs			DVCP
	D-1: 1.e.iii	iii	Number of programs listed in OQF	-	-	100%	-	-	-	
	D-1: 1.e.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA&DVCP

GOAL-2: Implement and strengthen the state-of-the-art teaching strategies through integrated technologies, tools and platforms, individualized instruction, hybrid and blended formats of delivery across the campuses.

Strategic Objective D1:2.a	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Integrate cutting-edge technology in instructional design in line with the global practices.	D-1: 2.a.i	i	Review and improve the strategies for integration of technologies in instructional design.	Review & implement			Review & improve		Review & improve	Dean/Director & DQA	DVCP
	D-1: 2.a.ii	ii	Faculty and students' satisfaction	>3	>3	>3	>3	>4	>4		
	D-1: 2.a.iii	iii	Percentage increase in resource allocation for integration	10%/year						Dean/Director & DQA	
	D-1: 2.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:2.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Develop and review institutional manual of teaching strategies in line with evolving teaching methodologies and ensure their effective deployment.	D-1: 2.b.i	i	Review and improve institutional manual of teaching strategy.	Review & implement			Review & improve		Review & improve	Dean/Director & DQA	DVCP
	D-1: 2.b.ii	ii	Percentage of satisfactory peer evaluation report for faculty on teaching methodology	75%	75%	85%	85%	95%	100%	Dean/Director	
	D-1: 2.b.iii	iii	Feedback of faculty and students' satisfaction on teaching methodologies	>3	>3	>3	>3	>4	>4	Dean/Director & DQA	

	D-1: 2.b.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓			
Strategic Objective D1:2.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029	2030			
Design, implement and strengthen academic advising and mentoring to foster a proactive teaching environment.	D-1: 2.c.i	i	Review and improve academic advising and its framework.	Review & implement			Review & improve		Review & improve		Dean/Director & DQA	DVCP
	D-1: 2.c.ii	ii	Percentage increase in frequency of faculty engagement on academic advising	50%/year			75%/year					
	D-1: 2.c.iii	iii	Feedback of students' satisfaction	>3	>3	>3	>3	>4	>4			
	D-1: 2.c.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓			
Strategic Objective D1:2.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029	2030			
Diversify institutional capacity through deployment of hybrid and blended mode of education.	D-1: 2.d.i	i	Review and improve hybrid learning strategies deployed.	Review & implement			Review & improve		Review & improve		DVCP	VC
	D-1: 2.d.ii	ii	Number of trainings organized on hybrid format	1/college/year								
	D-1: 2.d.iii	iii	Percentage increase in resource allocation for hybrid mode	10%/year								
	D-1: 2.d.iv	iv	Feedback of faculty and students' satisfaction	>3	>3	>3	>3	>4	>4			
	D-1: 2.d.v	v	Initiatives for Distance Education			Correspondence with MOHERI		Plan for Distance Education			Dean/Director & DQA	DVCP
	D-1: 2.d.vi	vi	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓			
Strategic Objective D1:2.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029	2030			
Implement continuous evaluation of teaching quality and ensure supportive measures.	D-1: 2.e.i	i	Review and improve evaluation methods of teaching quality.	Review & implement			Review & improve		Review & improve		Dean/Director	DVCP

	D-1: 2.e.ii	ii	Percentage increase in number of faculty with satisfactory evaluation on teaching quality	20%/year						Dean/Director & DQA	
	D-1: 2.e.iii	iii	Feedback of faculty satisfaction on quality teaching environment	>3	>3	>3	>3	>4	>4		
	D-1: 2.e.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		

GOAL-3: Ensure sustenance of learner-centered and value-based learning experience with global perspective.

Strategic Objective D1:3.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Develop, implement and strengthen outcome based, interactive, participatory, inclusive and research centric learning environment to enhance holistic capabilities of learners.	D-1: 3.a.i	i	Review and improve provisions for interactive, participatory, inclusive, research centric and extracurricular learning for all programs.	Review & implement			Review & improve		Review & improve	Dean/Director & DQA	DVCP
	D-1: 3.a.ii	ii	Feedback on students' satisfaction on these provisions	>3	>3	>3	>3	>4	>4		DVCP
	D-1: 3.a.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		DVCP
Strategic Objective D1:3.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Establish student friendly pathways while ensuring entry and exit standards are appropriate, transparent, consistent, and fair.	D-1: 3.b.i	i	Review and improve the list of benchmarked standards for entry.	Review & implement			Review & improve		Review & improve	DVCP & DQA	VC
	D-1: 3.b.ii	ii	Degree of compliance with the prescription and practice	100%/year							
	D-1: 3.b.iii	iii	Feedback of students' satisfaction	>3	>3	>3	>3	>4	>4		

	D-1: 3.b.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:3.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring &Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Provide adequate facilities and procedures for self-directed, and peer-learning, and, encourage innovative engagement for learning.	D-1: 3.c.i	i	Review and improve provisions for self-directed and peer learning.	Review & Implement			Review & improve		Review & improve	Deans/Director	DVCP
	D-1: 3.c.ii	ii	Percentage increase in number of students engaged for peer tutoring / teaching assistance	10%/year			15%/year			Dean/Director &DQA	
	D-1: 3.c.iii	iii	Feedback of students' satisfaction	>3	>3	>3	>3	>4	>4		
	D-1: 3.c.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:3.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring &Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Ensure adequate facilities for a quality student living experience, including provisions for accommodation, student placement, leadership development, citizenship, and the international student office.	D-1: 3.d.i	i	Review and implement provisions for students' accommodation	Review & implement			Review & improve		Review & improve	Dean/Director &DQA	DVCP
	D-1: 3.d.ii	ii	Number of career fair organized (NU wide)	1/year			2/year			Dean/Director &Student Affairs Office	
	D-1: 3.d.iii	iii	Percentage increase in number of students placed through career fair	10%/year		20%/year		25%/year			
	D-1: 3.d.iv	iv	Percentage increase in number of events organized by students' council and students' society	15%/campus/year							
	D-1: 3.d.v	v	International students' celebration (NU wide)	1	1	1	2	2	2		
	D-1: 3.d.vi	vi	Feedback of students' satisfaction	>3	>3	>3	>3	>4	>4	Dean/Director &DQA	
	D-1: 3.d.vii	vii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:3.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring &Reporting
	No	Description		2025	2026	2027	2028	2029	2030		

Implement prudent, innovative and benchmarked strategies of assessment in alignment with curriculum and uphold academic integrity.	D-1: 3.e.i	i	Review and improve assessment strategies and practices.	Review & implement			Review & improve		Review & improve	Dean/Director	DVCP
	D-1: 3.e.ii	ii	Review external examiners report.	Implement corrections	Review & improve every year				Dean/Director		
	D-1: 3.e.iii	iii	Degree of alignment in mapping between benchmarked strategies and NU practices in assessment	100%/year				DQA	VC		
	D-1: 3.e.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓		✓	DQA
	D-1: 3.e.v	v	% of academic misconduct cases reported	<5%	<5%	<5%	<5%	<5%	<5%	Dean/Director	DVCP
Strategic Objective D1:3.f	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Ensure sustenance of quality student experiences through multiple avenues of internship, training, and placement.	D-1: 3.f.i	i	Percentage increase in students: facilities ratio for internship, training and placement	10%/year			20%/year			Dean	DVCP
	D-1: 3.f.ii	ii	Feedback of students' satisfaction on internship, training, and placement	>3	>3	>3	>3	>4	>4	Dean & DQA	
	D-1: 3.f.iii	iii	Feedback of employers of internship, training, and placement on the performance of students engaged	>3	>3	>3	>3	>4	>4		
	D-1: 3.f.iv	iv	Percentage increase in amount of resource allocation	10%/year						DVCAFA	VC
	D-1: 3.f.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	Dean & DQA	DVCP

GOAL-4: Provide adequate learning resources in alignment with evolving curricula and teaching methods.

Strategic Objective D1:4.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Deploy the state-of-the-art facility in information technology to ensure access to the latest learning experiences.	D-1: 4.a.i	i	Review and improve strategies for state-of-the-art facilities in IT.	Review & implement			Revie & improve		Review & improve	DILT	DVCP
	D-1: 4.a.ii	ii	Percentage increase in resource allocation for IT facilities	10%/campus/year							
	D-1: 4.a.iii	iii	Feedback of students' satisfaction on IT facilities	>3	>3	>3	>3	>4	>4	Dean/Director & DQA	
	D-1: 4.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:4.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Strengthen planning and management of academic support services with adequate financial resources.	D-1: 4.b.i	i	Review and improve management system of academic support services.	Review & Implement			Review & improve		Review & improve	Dean/Director & DVCAFA	VC
	D-1: 4.b.ii	ii	Percentage increase in resource allocation	10%/campus/year							
	D-1: 4.b.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:4.c	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Diversify and strengthen library and learning resources, and educational technology.	D-1: 4.c.i	i	Review and improve laboratory facilities and simulated learning centers.	Review & implement			Review & improve		Review & improve	Dean/Director & DVCAFA	VC
	D-1: 4.c.ii	ii	Percentage increase in number of titled added	5%/campus/year			10%/campus/year				
	D-1: 4.c.iii	iii	Percentage increase in resource allocation	10%/year							
	D-1: 4.c.iv	iv	Feedback of user satisfaction	>3	>3	>3	>3	>4	>4	Dean/Director & DQA	DVCP
	D-1: 4.c.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		

GOAL-5: Raise NU as a preferred destination through institutional priorities for professional development and career advancement of faculty and staff.

Strategic Objective D1:5.a	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
	No	Description	2025	2026	2027	2028	2029			2030	
Develop and deploy a quality manual for standards, and mode of recruitment including engagement of job portals for diverse and competent faculty.	D-1: 5.a.i	i	Review and improve framework for recruitment.	Review & Implement			Review & implement		Review & implement	HR	DVCAFA
	D-1: 5.a.ii	ii	Percentage increase in ratio of candidate selected to applied	10%/year		20%	30%/year		40%	HR	
	D-1: 5.a.iii	iii	Percentage increase in number of diverse groups of faculties	10%/year					DVCP	VC	
	D-1: 5.a.iv	iv	Percentage increase in the PhD holders among faculties	10%/year					Dean	DVCP	
	D-1: 5.a.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		DQA & HR
Strategic Objective D1:5.b	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
No	Description	2025	2026	2027	2028	2029	2030				
Implement competitive compensation and incentives for faculty and staff to ensure comparable retention rate.	D-1: 5.b.i	i	Compare and improve compensation package of faculty.	Review & Implement			Review & implement		Review & implement	DVCAFA	VC
	D-1: 5.b.ii	ii	Annual retention rate	80/year		90/year			DVCAFA		
	D-1: 5.b.iii	iii	Percentage in number of references to unattractive compensation package in the exit report	30%/year		10%/year			DVCAFA		
	D-1: 5.b.iv	iv	Feedback on faculty satisfaction survey on work environment	>3	>3	>3	>3	>4	>4	Dean/Director DQA & DVCAFA	
	D-1: 5.b.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:5.c	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
No	Description	2025	2026	2027	2028	2029	2030				

Deploy professional development plan to assess professional needs and provide tailored solutions.	D-1: 5.c.i	i	Review and improve professional development plan and practices.	Review & Implement		Review & implement		Review & implement		Dean/Director &DQA	DVC
	D-1: 5.c.ii	ii	percentage increase in matching between need analysis and college wise professional development schemes	10%/year			20%/year			Dean/Director	
	D-1: 5.c.iii	iii	Percentage increase in need based and tailored programs (campus wise)	25%/year			30%/year				
	D-1: 5.c.iv	iv	Percentage increase in resource allocation for need based and tailored program	10%/year							
	D-1: 5.c.v	v	Feedback of faculty satisfaction	>3	>3	>3	>3	>4	>4	Dean/Director &DQA	
	D-1: 5.c.vi	vi	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:5.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring &Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Develop an annual calendar of events for professional development including training, workshop and conferences.	D-1: 5.d.i	i	Draw up annual calendar of events.	Review & improve						Dean/Director	DVC
	D-1: 5.d.ii	ii	Number of PD events held NU wide	2	2	2	2	2	2		
	D-1: 5.d.iii	iii	Percentage increase in number of participants	10%/year			15%/year				
	D-1: 5.d.iv	iv	Percentage increase in resource allocation	10%/year							
	D-1: 5.d.v	v	Feedback of faculty satisfaction	>3	>3	>3	>3	>4	>4	DQA	VC
	D-1: 5.d.vi	vi	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D1:5.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring &Reporting
	No	Description		2025	2026	2027	2028	2029	2030		

Implement procedures for performance planning, and self-appraisal assessment for award of incentives, and adequate pathways for career advancement.	D-1: 5.e.i	i	Review and improve policies and practices for performance planning, self-appraisal assessment for award of incentives, and career advancement.	Review & implement		Review & implement		Review & implement		DVCP	VC
	D-1: 5.e.ii	ii	Percentage increase in number of beneficiaries awarded incentives	25%/year		40%/year				HR	
	D-1: 5.e.iii	iii	Percentage increase in number of beneficiaries considered for career advancement	20%/year							
	D-1: 5.e.iv	iv	Feedback of faculty satisfaction	>3	>3	>3	>3	>4	>4	Dean/Director & DQA	DVCP
	D-1: 5.e.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		

D2 – RESEARCH

Introduction

Research embarks on a transformative journey, poised to shape the future of academic excellence and innovation within Oman's educational landscape. This strategic blueprint, charting the course for the next six years, is dedicated to elevating the institution's research endeavors to unprecedented heights. Comprising four visionary goals and twenty strategic objectives, this plan, encompasses the strengthening of the research portfolio, a commitment to fostering multi and interdisciplinary research engagements with both international and local researchers specifically with fellow universities and industries in Oman, and enhancing the visibility of outreach initiatives. With unwavering dedication to advancing knowledge and catalyzing progress, Destination 2 is designed not only to enrich the institution's research landscape but also to cement its position as a pivotal driver of positive change in Oman.

D2 – RESEARCH: Enhance institutional visibility and branding through intensive engagement for innovation, and knowledge production, its transfer and translation.

GOAL-1: Nourish a conducive, regulated, and inspiring environment for knowledge production, and maintain its sustenance through progressive enhancement.

Strategic Objective D-2:1.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Develop and implement a long-term research plan in alignment with the Oman Vision 2040 focusing on facility enhancement and resource mobilization for research	D-2:1.a.i	i	Long term research plan	Development			Review of the plan		Review of the plan	DGSR	DVCP
	D-2:1.a.ii	ii	Report on alignment with the National Vision 2040	Development			Review		Review		
	D-2:1.a.iii	iii	Percentage increase in budget allocated for research facilities	20/year							
	D-2:1.a.iv	iv	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:1.b	Key Performance Indicators		Targets						Responsible	Monitoring &	

	No	Description	2025	2026	2027	2028	2029	2030	Heads	Reporting		
Escalate facilities for research periodically as per the research plan and establish centers of excellence of competencies for research	D-2:1.b.i	i	Number of new research centers of excellence established	1 (COE)	1 (COP)	1 (IMCO)	1 (COM)	1 (CAT)	0	Deans/DGSR	DVCP	
	D-2:1.b.ii	ii	Campus wise Annual budget allocation to support research infrastructure.	10k	10k	15k	20k	25k	25k	Deans		
	D-2:1.b.iii	iii	Annual Review Report to the University Council		✓	✓	✓	✓	✓	Deans/DGSR		
Strategic Objective D-2:1.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030				
Strengthen collaboration with academic affiliates, industries, and other national and international institutions for engagement in Research and Innovation	D-2:1.c.i	i	Number of MOUs signed for Research.	1	2/year						DGSR	DVCP
	D-2:1.c.ii	ii	Percentage of research projects with external collaboration	40	35	35	30	25	25			
	D-2:1.c.iii	iii	Number of collaborative research projects with Academic Affiliates	1/college/year								
	D-2:1.c.iv	iv	Annual Review of effectiveness & Report to the University Council		✓	✓	✓	✓	✓			
Strategic Objective D-2:1.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030				
Encourage cutting-edge, inter-disciplinary, multi-disciplinary, research across the NU institutions	D-2:1.d.i	i	Number of multidisciplinary research projects	1/college/year			2/college/year			DGSR	DVCP	
	D-2:1.d.ii	ii	Number of cutting-edge research projects	1/college/year								
	D-2:1.d.iii	iii	Annual Review Report to the University Council		✓	✓	✓	✓	✓			
Strategic Objective D-2:1.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030				
Ensure compliance with statutory and regulatory requirements including copyright policy, intellectual property rights policy, ethics and bio-safety, and plagiarism	D-2:1.e.i	i	Number of events organized for training faculty and students on regulatory procedures for research	1/college/year						DGSR	DVCP	
	D-2:1.e.ii	ii	Annual Review Report to the University Council with degree of compliance of all regulatory frameworks for research	✓	✓	✓	✓	✓	✓			

GOAL-2: Expand and diversify pathways for greater engagement of faculty and students in Research and its dissemination

Strategic Objective D-2:2.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Strengthen institutional and individual support to facilitate administration and management of research activities	D-2:2.a.i	i	Percentage of increase in internal grant funding	10	10	10	20	20	20	Deans /DGSR	DVCP
	D-2:2.a.ii	ii	Number of research skill development programs	1/college/year							
	D-2:2.a.iii	iii	Increase in ratio of number of grantees to amount set apart for internal grant	10%/year		20%/year					
	D-2:2.a.iv	iv	Number of pre- research proposal submission initiatives	1/college/year							
	D-2:2.a.v	v	Feedback of faculty satisfaction out of 5	>3		>4				DGSR/DQA	
	D-2:2.a.vi	vi	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓	DGSR	
Strategic Objective D-2:2.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Enhance provisions for professional development for research	D-2:2.b.i	i	Number of in-house workshops & training programs for research	1/college/year			2/college/year			DGSR	DVCP
	D-2:2.b.ii	ii	Number of faculty availed/ faculty exchange/research visits	1/college/year							
	D-2:2.b.iii	iii	Percentage of applicants received assistance for research publications and attending conferences.	25%/year		30%	40%			Deans/ DGSR	
	D-2:2.b.iv	iv	Feedback of faculty satisfaction	>3			>4			DGSR/DQA	
	D-2:2.b.v	v	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓	DGSR	
Strategic Objective D-2:2.c	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Deploy transparent and merit-based policies for internal seed	D-2:2.c.i	i	Number of projects awarded internal grants	1/college/year		2/college	3/college/year			Deans/ DGSR	DVCP
	D-2:2.c.ii	ii	Number of faculty selected for protected time for research	2/year			3/year				

grants, and protected time for research for talented faculties, and link their performance with appraisal and career advancement	D-2:2.c.iii	iii	Percentage of faculty, awarded weightage above satisfactory for research in appraisal assessment and career advancement	30%			40%	45%			
	D-2:2.c.iv	iv	Feedback of faculty satisfaction	>3			>4		DGSR/DQA		
	D-2:2.c.v	v	Annual Review Report to the University Council with details on redressal of grievances in professional development strategies	✓	✓	✓	✓	✓	✓	DGSR	
Strategic Objective D-2:2.d	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Stimulate students' interest in research with appropriate space for Research-Teaching Nexus	D-2:2.d.i	i	Number of faculty mentored student research projects funded	15	17	19	21	23	25	DGSR	DVCP
	D-2:2.d.ii	ii	Number of students engaged in research and scholarly activities	25	30	35	40	40	45		
	D-2:2.d.iii	iii	Number of research related workshops or training sessions for students	1/college/year					Deans/ DGSR		
	D-2:2.d.iv	iv	Feedback of faculty satisfaction	>3			>4		DQA		
	D-2:2.d.v	v	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓	DGSR	
Strategic Objective D-2:2.e	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Ensure provisions for research in curriculum, and foster coursework by research for all programs	D-2:2.e.i	i	Percentage of courses across all programs that include research components in their curriculum	10	15	20	20	25	30	DGSR	DVCP
	D-2:2.e.ii	ii	Number of students authored joint research papers	10		15			Deans/ DGSR		
	D-2:2.e.iii	iii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓	DGSR	

GOAL-3: Elevate the institutional positioning through consultancy to government, industry, and other initiatives in the country

Strategic Objective D-2:3.a	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Encourage faculty engagement	D-2:3.a.i	i	Percentage of faculty engaged in consultancy services	3	5	10	10	20	15	Deans/ DGSR	DVCP

in consultancy services and ensure its compliance with their institutional obligations.	D-2:3.a.i	ii	Annual Review Report to the University Council with compliance with official obligations	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:3.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Develop and deploy a database of potential sources requiring consultancy, map it to competencies of faculty, and facilitate their passage for engagement on consultancy.	D-2:3.b.i	i	Develop a database in alignment with competencies of faculty	Develop	-	-	Review	-	Review	Deans/ DGSR	DVCP
	D-2:3.b.ii	ii	Number of consultancy projects initiated at each college	1	1	2	2	3	4		
	D-2:3.b.iii	iii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:3.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Prioritize consultancy in business model as a source of revenue and branding	D-2:3.c.i	i	Development of a consultancy guideline on sharing revenues	Develop			Review		Review	DGSR	DVCP
	D-2:3.c.ii	ii	Revenue generation through consultancy for NU	10k	10k	15k	15k	20k	20k		
	D-2:3.c.iii	iii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:3.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Provide appropriate recognition for faculty engagement on consultancy and link their performance with appraisal and career advancement	D-2:3.d.i	i	Percentage of faculty awarded weightage above satisfactory for consultancy in appraisal assessment.	5%		10%		15%		Deans	DVCP
	D-2:3.d.ii	ii	Percentage of faculty awarded for consultancy in career advancement	5%		7%		10%			
	D-2:3.d.iii	iii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:3.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Showcase competencies to consultancy in industry, government and other initiatives to public for the	D-2:3.e.i	i	Number of branding initiatives related to consultancy	5		6		7		Deans/ DGSR	DVCP
	D-2:3.e.ii	ii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		

NU's positioning

GOAL-4: Strengthen institutional strategies for entrepreneurship and ensure greater engagement of potential innovators in business incubators, innovation / vocation park and prototyping workshops

Strategic Objective D-2:4.a	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Sensitize students on entrepreneurship and freelancing, and engage them on campus interface with successful entrepreneurs, freelancers and innovators	D-2:4.a.i	i	Number of students participating in entrepreneurship activities	Minimum of 50/year			Minimum of 75	Minimum of 100/year		Deans	DVCP
	D-2:4.a.ii	ii	Number of interface meetings / training / workshop organized in each campus for sensitizing.	Minimum of 1/college/year			Minimum of 2/college/year				
	D-2:4.a.iii	iii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:4.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Ensure staff and students have access to business incubators, and prototyping workshops for hands-on training on entrepreneurship	D-2:4.b.i	i	Number of staff/students engaged in business incubators/workshops	10/year		15/year		20/year		Deans/ DGSR	DVCP
	D-2:4.b.ii	ii	Number of hands-on training sessions for staff and students	1/college/year		2/college/year		3/college/year			
	D-2:4.b.iii	iii	Number of organized incubation events in collaboration with other HEIs and ecosystem	1/year							
	D-2:4.b.iv	iv	Number of mentoring/consultancy sessions offered to each incubated project	Minimum of 12 sessions for each project/year							
	D-2:4.b.v	v	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D-2:4.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Establish linkage with innovation park/vocation park in localities to ensure access	D-2:4.c.i	i	Number of formal partnership established with innovation / vocational park	1	0	1	0	1	0	Deans/ DGSR	DVCP
	D-2:4.c.ii	ii	Number of student-led innovation / projects supported by innovation	0	2	2	2	2	2		

for potential innovators from student population.	D-2:4.c.iii	iii	park/industry/organization Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓			
Strategic Objective D-2:4.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029	2030			
Encourage partnership with other potential institutions for training students and faculty on entrepreneurial skills	D-2:4.d.i	i	Number of partnerships with other potential institutions for training on entrepreneurial skills	1/college/year			2/college/year			Deans	DVCP	
	D-2:4.d.ii	ii	Number of events organized in partnership	1/college/year			2/college/year					
	D-2:4.d.iii	iii	Percentage of students/faculty engaged in entrepreneurial skills training	15/year			20/year					
	D-2:4.d.iv	iv	Number of external trainings / workshops provided for incubation entrepreneurs based on specific needs	Minimum of 1 training for each entrepreneur/year								
	D-2:4.d.v	v	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓			
Strategic Objective D-2:4.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029	2030			
Facilitate project design and development by students for start-up of commercial endeavors through collaborative strategies	D-2:4.e.i	i	Number of student-led start up projects initiated	2/year		3/year		4/year			Deans/ DGSR	DVCP
	D-2:4.e.ii	ii	Annual Review Report to the University Council	✓	✓	✓	✓	✓	✓			

D3 – COMMUNITY ENGAGEMENT

Introduction

Community Engagement is a pivotal initiative that embarks on a journey of empowerment, collaboration, and transformation within the realms of higher education. It sets a strategic blueprint for the next six years, aimed at elevating the institution's community engagement endeavors to new heights. Comprising four visionary goals and nineteen strategic objectives, this plan encompasses a comprehensive review of current community engagement practices, a reinvigorated focus on integrating community engagement into professional courses, strengthening ties with industry partners, and enhancing the visibility of outreach initiatives. With an unwavering commitment to fostering positive societal impact, this destination is designed to not only enrich the educational experience but also strengthen the bonds between academia and the broader community.

D3 – COMMUNITY ENGAGEMENT: Improve institutional endeavors for community linkages through extensive, intensive, and impactful engagements of all stakeholders.

GOAL – 1: Strengthen the function, scope and strategies of the industry and community engagement for impactful endeavors

Strategic Objective D3-1.a	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Revisit current strategies of community engagement to ensure intensive alignment with the Oman Vision 2040.	D-3:1.a.i	i	Review and improve the current strategy.	Implement the indicator			Review and improve		Review and improve	Director DCET& ICE Committee	AVC
	D-3:1.a.ii	ii	Degree of alignment with the National Vision 2040	Alignment report			Review of the status and improve		Review of the status and improve	Deans and Director SoFS	
	D-3:1.a.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	

Strategic Objective D3-1.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Strengthen administrative units with adequate resources for deploying activities.	D-3:1.b.i	i	Review and improve the administrative units.	Implement the indicator			Review and improve		Review and improve	DVC(AFA)	AVC
	D-3:1.b.ii	ii	Percentage increase in annual budget allocation for community engagement	10%							
	D-3:1.b.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-1.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Expand width of stakeholders including academic affiliates through MoUs for doable and collaborative endeavors.	D-3:1.c.i	i	Inclusion of provision for community engagement in MoU	1MoUs per college/year			2MoUs per college/year			Deans /Director + IRM	AVC
	D-3:1.c.ii	ii	Number of events of community engagement through approved MoU	1 per college		2 per college		3 per college		Deans, Director, SoFS	
	D-3:1.c.iii	iii	Feedback of collaborators	>3	>3	>3	>3	>3	>4	Deans, Director, SoFS	
	D-3:1.c.iv	iv	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-1.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Ensure integration of community engagement in curriculum/ co-curricular activities in related programs.	D-3:1.d.i	i	Percentage increase in curriculum/ co-curricular activities for community engagement in related programs	5% of related programs		10% of the number of related programs		15% of the number of related programs		Deans	DVCP
	D-3:1.d.ii	ii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-1.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Encourage faculty and staff participation and link their performance with appraisal and career advancement.	D-3:1.e.i	i	Percentage of increase of faculty & staff participation	10%/ year			20%/year			Deans/ Director SOFS	DVCP
	D-3:1.e.ii	ii	Inclusion of provision for credentials of community engagement in appraisal and promotion format	Review and integrate			Review and integrate		Review and integrate	Deans & HR	
	D-3:1.e.iii	iii	Percentage of increase of faculty and staff awarded weightage for	10%/year			20%/year			Deans & HR	

			community engagement in appraisal assessment.							
D-3:1.e.iv	iv		Percentage of faculty and staff awarded weightage for community engagement in procedures for promotion.	2%/year		4%/year		8%/year		Deans/Director SOFS
D-3:1.e.v	v		Feedback of faculty and staff satisfaction	>3	>3	>3	>3	>3	>4	DQA && HR
D-3:1.e.vi	vi		Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA

GOAL – 2: Deploy multiple pathways for social outreach activities for a deeper participation in nation building

Strategic Objective D3-2.a	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Implement an annual planner with resource implications for community engagements across campuses.	D-3:2.a.i	i	Develop and implement annual planner.	Review and implement every year					Deans /SOFS Director	AVC	
	D-3:2.a.ii	ii	No of Social Outreach activities based on annual planner	2 per college/year		3 per college/year					
	D-3:2.a.iii	iii	Percentage increase in revenue allocation and utilization	10%/year					DVC(AFA)		
	D-3:2.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		DQA
Strategic Objective D3-2.b	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
No	Description		2025	2026	2027	2028	2029	2030			
Develop, and implement need-based community engagement program as per the national requirements.	D-3:2.b.i	i	Number of need-based community engagement activities undertaken	1 per College/ Campus per year					Deans/ SOFS Director	AVC	
	D-3:2.b.ii	ii	Feedback of satisfaction	>3	>3	>3	>4	>4	>4		Deans/ College ICE Committee
	D-3:2.b.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		DQA
Strategic Objective D3-2.c	Key Performance Indicators			Targets					Responsible	Monitoring &	
No	Description		2025	2026	2027	2028	2029	2030			

	No	Description	2025	2026	2027	2028	2029	2030	Heads	Reporting
Engage youth and community volunteers in social outreach activities designed for direct engagement of civic society.	D-3:2.c.i	i Increase the number of events with engagement of school community	1/college/year			2/college/year			Deans Director SOFS	AVC
	D-3:2.c.ii	ii Increase the number of events with engagement of community volunteers	1/college/year			2/college/year				
	D-3:2.c.iii	iii Feedback of school community & community volunteers' satisfaction	>3	>3	>3	>4	>4	>4		
	D-3:2.c.iv	iv Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-2.d	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting
	No	Description	2025	2026	2027	2028	2029	2030		
Strengthen collaboration with industry, employers, alumni, HEIs, and NGOs for community outreach & engagement.	D-3:2.d.i	i Number of events for alumni engagement	1/college/year			2/college/year			Deans+College ICE Committee	DVCP
	D-3:2.d.ii	ii Number of events for other Higher Education providers and NGOs	2/University/year							
	D-3:2.d.iii	iii Number of events for industry and employers' engagement	1/college/year							
	D-3:2.d.iv	iv Feedback of alumni, HEI, industry, employers, and NGOs satisfaction	>3	>3	>3	>4	>4	>4		
	D-3:2.d.v	v Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-2.e	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting
	No	Description	2025	2026	2027	2028	2029	2030		
Expand scope for engagement of alumni, employers and industry in curriculum design and delivery.	D-3:2.e.i	i Number of Alumni engaged in relevant curriculum committees/ academic committees	2/college/year						Deans/ICE Committee	DVCP
	D-3:2.e.ii	ii Number of employers engaged in relevant committees/ academic committees	2/college/year							

	D-3:2.e.iii	iii	Number of industry personnel engaged in relevant committees/ academic committees	2/college/year					
	D-3:2.e.iv	iv	Number of Alumni engaged in delivery of academic instruction/Guest lectures	2/college/year					
	D-3:2.e.v	v	Number of industry personnel engaged for delivery of academic instruction/Guest lectures	2/college/year		3/college/year			
	D-3:2.e.vi	vi	Feedback on the Satisfaction of those who were engaged.	>3	>3	>3	>4		
	D-3:2.e.vii	vii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓

GOAL – 3: Ensure the community engagement visible in public for a higher leverage for institutional branding

Strategic Objective D3-3.a	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Showcase community engagement through media, social media platforms, handles, and institutional linkages.	D-3:3.a.i	i	Number of press releases/stories	2/college/year			3/college/year			Deans + Marketing (IRM)	VC
	D-3:3.a.ii	ii	Number of posts in social media handles	1 for each event/function							
	D-3:3.a.iii	iii	Percentage increase of followers in social media handles	10%	10%	10%	10%	10%	10%		
	D-3:3.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-3.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Engage civic society and community leaders in promoting social outreach	D-3:3.b.i	i	Number of events engaging civic society, community leaders, eminent personalities and public figures	1/campus/year			2 /campus/year			Deans / Director SOFS +IRM	AVC

activities.	D-3:3.b.ii	ii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-3.c	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Encourage faculty to establish live relationship with professional bodies through membership and participation in the events.	D-3:3.c.i	i	Review and expand institutional support for enhancing relationship with professional bodies.	Review & improve			Review & improve		Review & improve	Deans & DVCAFA	AVC
	D-3:3.c.ii	ii	Percentage increase of faculty and staff, to be members of professional bodies	10%/year		15%/year		20%/year			
	D-3:3.c.iii	iii	Percentage increase of faculty and staff attending conferences / events of professional bodies	5%/year			10%/year				
	D-3:3.c.iv	iv	Feedback of staff satisfaction	>3	>3	>3	>4	>4	>4		
	D-3:3.c.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-3.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Enhance institutional positioning in public (Eg: through Talk shows, Q&A sessions, self-produced YouTube channels by faculty, students and alumni on related disciplines).	D-3:3.d.i	i	Enhance Number of talk shows organized through radio / TV.	1/ Campus /year		2/ Campus /year		3/ Campus /year		Deans/Director Sofs+ IRM	VC
	D-3:3.d.ii	ii	Enhance YouTube channel and number of uploads and number of views.	10%/year			15%/year				
	D-3:3.d.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-3.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Draw up a plan of action for allocation of corporate social responsibility fund based on national priorities and ensure its fuller utilization.	D-3:3.e.i	i	Development of Blueprint/Plan for allocation of CSR funds	Review & improve every year						DVC(AFA)	AVC
	D-3:3.e.ii	ii	Percentage increase in allocation of CSR Fund in the annual budget	5%/year			10%/year				
	D-3:3.e.iii	iii	Feedback of beneficiaries satisfactions	>3	>3	>3	>4	>4	>4		
	D-3:3.e.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	

GOAL – 4: Revisit and implement a plan of action for organized training that contributes to upgrading human capital in the country

Strategic Objective D3-4.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Design and implement appropriate training programs to address skill gaps.	D-3:4.a.i	i	Updated database of industry requirements.	Review & expand			Review & expand		Review & expand	Deans & Director DCET	AVC
	D-3:4.a.ii	ii	Percentage increase in development of modules for training	5%/year			10%/year				
	D-3:4.a.iii	iii	Percentage increase in number of programs	5%/year			10%/year				
	D-3:4.a.iv	iv	Feedback of beneficiaries' satisfaction	>3	>3	>3	>4	>4	>4		
	D-3:4.a.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-4.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Strengthen structure, resources and facilities for cost effective training.	D-3:4.b.i	i	Review and improve policy for training.	review and implement			review and implement		review and implement	Deans & Director DCET	AVC
	D-3:4.b.ii	ii	Review and improve facilities for training to enhance revenue generation.	review and implement			review and implement		review and implement	Director DCET	
	D-3:4.b.iii	iii	Percentage increase in budget allocation and resources for PPS	5%/year			10%/year			Deans & Director DCET	
	D-3:4.b.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-4.c	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Collaborate with other agencies for national / international certification	D-3:4.c.i	i	Number of certification programs	2 for the university/year			3 for the university/year			Deans & Director DCET	AVC
	D-3:4.c.ii	ii	Number of beneficiaries for each	10/year			15/year				

programs.			program/short course								
	D-3:4.c.iii	iii	Feedback of trainees' satisfaction	>3	>3	>3	>4	>4	>4		
	D-3:4.c.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D3-4.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Elevate institutional visibility through implementation of tailored training for enhancement of human capital in the country.	D-3:4.d.i	i	Number of tailored training programs offered	2/year			3/year			Deans & Director DCET	AVC
	D-3:4.d.ii	ii	Minimum Number of trainees per program	10/year							
	D-3:4.d.iii	iii	Feedback of trainees' satisfaction	>3	>3	>3	>4	>4	>4		
	D-3:4.d.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	

D4 – GOVERNANCE

Introduction

Governance is a comprehensive and forward-thinking initiative that sets forth a strategic roadmap for achieving excellence in various aspects of governance within the context of National University campuses. With a strong emphasis on quality management system, compliances, human resources management, safety, risk management, and community enrichment, this Destination encapsulates a multifaceted approach to institutional sustainability. This visionary plan comprises five overarching goals that encapsulate the institution's commitment to continuous improvement and responsible governance. Moreover, it is supported by a robust framework of twenty distinct objectives, planned with indicators, targets, and designated responsible individuals for ensuring the successful realization of these ambitions. In this Destination, the goals are highlighting its transformative potential in enhancing not only the institutional landscape but also the broader communities it serves.

D4 – GOVERNANCE: Build up responsive, progressive, prudent and proactive leadership, management and administration for institutional progression

GOAL-1: Review and implement management system and controls, to catalyze institutional initiatives for advancement

Strategic Objective D4-1.a	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029		
Engage the Board of Directors (BoD), and Board of Trustees (BoT) effectively as per the Executive Regulations.	D-4:1.a.i	i	Number of meetings of BoD	Minimum 4/year					Legal Officer	Chair, BoD
	D-4:1.a.ii	ii	Number of meetings of BoT	Minimum3/year					VC	Chair, BOT
	D-4:1.a.iii	iii	Attendance of members at meetings of BOD/BOT	Minimum as per prescribed Quorum					VC	Chair
	D-4:1.a.iv	iv	Feedback of satisfaction of BoD & BoT	>3/year			>4/year		DQA	VC
	D-4:1.a.v	v	Annual Review Report to both BOD & BOT		✓	✓	✓	✓	✓	
Strategic Objective D4-1.b	Key Performance Indicators			Targets					Responsible	Monitoring &

	No	Description	2025	2026	2027	2028	2029	2030	Heads	Reporting	
Ensure that authorities and leadership comply with Executive Regulations, approved authority matrix, comprehensive operation manual, and financial management strategies.	D-4:1.b.i	i	Review and improve compliance of leadership with regulations and authority matrix.	Implement			Review		Review	VC	Chair, BOD
	D-4:1.b.ii	ii	Feedback of satisfaction of Executives and Deans/Directors	>3/year			>4/year				
	D-4:1.b.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-1.c	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Maintain institutional partnership with academic affiliates as per the terms of the agreement and review their compliance periodically.	D-4:1.c.i	i	Review and improve the engagement of academic affiliates.	Implement			Review		Review	Deans/DOF	DVCP/ DVCAFA
	D-4:1.c.ii	ii	Feedback of satisfaction of academic affiliates on the effectiveness of MoUs	>3/year			>4/year		Deans/DOF		
	D-4:1.c.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D4-1.d	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Establish and practice benchmarked procedures for development, and review of strategic and operational plan.	D-4:1.d.i	i	Review and improve of policies and practices for SP.	Implement			Review		Review	DQA	VC
	D-4:1.d.ii	ii	Review and improve of policies and practices for OP.	Implement			Review		Review		
	D-4:1.d.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓		
Strategic Objective D4-1.e	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Implement comprehensive Risk Management System across all campuses and review it periodically.	D-4:1.e.i	i	Review and improve of Risk Management System.	Implement			Review		Review	AVC	VC
	D-4:1.e.ii	ii	Percentage decrease in number of incidents (NU wide)	50%	60%	70%	80%	90%	100%		
	D-4:1.e.iii	iii	Feedback of staff satisfaction	>3/year			>4/year		DQA		

	D-4:1.e.iv	iv	Annual Review Report to University Council		✓	✓	✓	✓	✓		
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GOAL-2: Comply with laws, regulations, and standards to ensure sustenance of quality deliverables

Strategic Objective D4-2.a	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Comply with laws, regulations, and standards, prescribed by the regulatory bodies for all operations.	D-4:2.a.i	i	Review and improve the institutional compliance.	Implement			Review		Review	Legal / DQA	VC
	D-4:2.a.ii	ii	Percentage of non-compliance reported (NU wide)	10%	10%	5%	5%	0%	0%		
	D-4:2.a.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-2.b	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
No	Description		2025	2026	2027	2028	2029	2030			
Implement an effective HSE system across all NU campuses.	D-4:2.b.i	i	Review and improve HSE system.	Implement			Review		Review	AVC	AVC
	D-4:2.b.ii	ii	Percentage decrease in incidents reported (campus specific)	50%	60%	70%	80%	90%	100%		
	D-4:2.b.iii	iii	Feedback of satisfaction of faculty and staff	>3/year			>4/year				
	D-4:2.b.iv	iv	Annual report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-2.c	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
No	Description		2025	2026	2027	2028	2029	2030			
Ensure continuous engagement on the GAP analysis report for deployment of corrective measures against the accreditation framework of national / international agencies.	D-4:2.c.i	i	Develop and Review GAP analysis against accreditation standards (Institutional as well as program).	Implement			Review		Review	DVCP	DVCP
	D-4:2.c.ii	ii	Draw up and review corrective measures against the GAP analysis.	Implement			Review		Review		
	D-4:2.c.iii	iii	Percentage of compliance against the actions		80%		90%		100%		

			recommended for corrections								
	D-4:2.c.iv	iv	Annual report to University Council	✓	✓	✓	✓	✓	✓	DQA	

GOAL-3: Review and deploy strategies for an efficient HR Management System with affirmative actions for Omanization

Strategic Objective D4-3.a	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Achieve the Omanization plans/targets set by the regulatory bodies.	D-4:3.a.i	i	Review and improve strategies and targets for Omanization.	Improve			Review		Review	HRD	DVCAFA
	D-4:3.a.ii	ii	Percentage increase in attainment of Omanization	10%/year							
	D-4:3.a.iii	iii	Number of knowledge transfer programs for skill development for Omanis	3/year							
	D-4:3.a.iv	iv	Annual report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-3.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
No	Description		2025	2026	2027	2028	2029	2030			
Implement an approved staff pattern, and prudent selection procedures for HR recruitment.	D-4:3.b.i	i	Review and improve approved staff pattern and selection process for the recruitment.	Implement			Review		Review	HRD	DVCAFA
	D-4:3.b.ii	ii	Number of diverse hiring channels for all open positions	4	4	5	5	6	6		
	D-4:3.b.iii	iii	Feedback of satisfaction rate of line managers with quality of recruits	>3/year			>4/year				
	D-4:3.b.iv	iv	Feedback of satisfaction of recruits on selection procedure								
	D-4:3.b.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D4-3.c	Key Performance Indicators			Targets						Responsible	Monitoring

	No	Description	2025	2026	2027	2028	2029	2030	Heads	& Reporting
Provide comparable compensation packages, incentives, professional development schemes, and grievance redressal mechanisms to maintain a stimulating working environment.	D-4:3.c.i	i Review, compare and improve policy of compensation package against the lead player in the industry.	Implement			Review		Review	HRD	DVCAFA
	D-4:3.c.ii	ii Number of awards and recognition programs for NU staff based on annual performance appraisals (campus specific)	2/campus/year							
	D-4:3.c.iii	iii Feedback of satisfaction of faculty and staff	>3/year			>4/year				
	D-4:3.c.iv	iv Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D4-3.d	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting
	No	Description	2025	2026	2027	2028	2029	2030		
Review and implement performance planning and self-appraisal assessment of staff for enhanced productivity.	D-4:3.d.i	i Develop reviewed mechanism for performance planning and self-appraisal of human resources.	Implement			Review		Review	HRD	DVCAFA
	D-4:3.d.ii	ii Percentage of Human Resources underwent performance planning and self-appraisal assessment (campus specific)	80%	80%	90%	90%	100%	100%		
	D-4:3.d.iii	iii Number of trainings organized on Need Analysis for Professional development Plan on completion of APA(campus specific)	5/campus/year							
	D-4:3.d.iv	iv Feedback of faculty and staff satisfaction	>3/year			>4/year				
	D-4:3.d.v	v Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	

GOAL-4: Foster safe and enriching community life across all NU campuses

Strategic Objective D4-4.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Celebrate diversity of race, language, religion, gender and nationalities, and encourage cross-culture interactions.	D-4:4.a.i	i	Percentage increase in the diverse demographic composition of international faculty and international students	10%		10%		10%		Deans/Directors/ HRD	DVCP/ DVCAFA
	D-4:4.a.ii	ii	No. of events for multi-cultural interactions and gatherings	1/campus/year							
	D-4:4.a.iii	iii	Feedback of satisfaction of international faculty and international students	>3/year			>4/year				
	D-4:4.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-4.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Ensure safe living experience for all on campuses through dedicated infrastructure facilities and services.	D-4:4.b.i	i	Review and improve the policy and practices for infrastructure facilities and services for community life.	Implement			Review		Review	AVC/DVCP	DVCAFA
	D-4:4.b.ii	ii	Percentage increase in optimum resource allocation	10%/year							
	D-4:4.b.iii	iii	Feedback of satisfaction of faculty and staff on living experience	>3/year			>4/year				
	D-4:4.b.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D4-4.c	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Provide institutional support and pathways for co-curricular activities on campuses.	D-4:4.c.i	i	Review and improve institutional policies and practices for co-curricular activities.	Implement			Review		Review	Deans/Director	DVCP
	D-4:4.c.ii	ii	No of co-curricular and	5/campus/year							

			extracurricular events organized by NU										
	D-4:4.c.iii	iii	Percentage increase in optimum resource allocation	10%/year									
	D-4:4.c.iv	iv	Feedback of students' satisfaction	>3/year				>4/year					
	D-4:4.c.v	v	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		DQA		
Strategic Objective D4-4.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting		
	No	Description		2025	2026	2027	2028	2029	2030				
Administer a structured induction / orientation program to new students, and new staff, to facilitate easy acclimatization.	D-4:4.d.i	i	Review and improve policies and procedures for induction programs of new students and new staff.	Implement			Review		Review	DVCP Deans/Director	DVCP/DVCAFA		
	D-4:4.d.ii	ii	Percentage of new students /new staff underwent official induction	90%	90%	95%	100%	100%	100%				
	D-4:4.d.iii	iii	Feedback of satisfaction of new staff and new students on induction organized.	>3/year				>4/year					
	D-4:4.d.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA			
Strategic Objective D4-4.e	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting		
	No	Description		2025	2026	2027	2028	2029	2030				
Encourage inter collegiate mix for research, social events, sports and games, and artistic performance.	D-4:4.e.i	i	Review and plan for intercollegiate events.	Implement			Review		Review	Deans/Director	DVCP		
	D-4:4.e.ii	ii	Number of events organized	1/campus/year									
	D-4:4.e.iii	iii	Percentage increase in potential participants	10%/year									
	D-4:4.e.iv	iv	Percentage increase in optimum resource allocation	5%/year									
	D-4:4.e.v	v	Feedback on the Satisfaction of those who were engaged.	>3/year				>4/year					
	D-4:4.e.vi	vi	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓	DQA			

GOAL-5: Inculcate quality culture across the systems, and strengthen procedures, and processes to provide benchmarked experiences

Strategic Objective D4-5.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Strengthen quality management system and procedures across campuses and review it periodically.	D-4:5.a.i	i	Review and improve Quality Management System and practices.	Implement			Review		Review	DQA	VC
	D-4:5.a.ii	ii	Number of awareness on QMS organized across campuses	1/campus/year							
	D-4:5.a.iii	iii	Satisfaction of faculty and staff on awareness program	>3/year			>4/year				
	D-4:5.a.iv	iv	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-5.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Review and implement communication policy and adhere to its practices.	D-4:5.b.i	i	Review and improve policies and practices of communication.	Implement			Review		Review	DQA	VC
	D-4:5.b.ii	ii	Satisfaction of students, staff, BoT and BoD on communication system	>3/year			>4/year				
	D-4:5.b.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		
Strategic Objective D4-5.c	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Administer efficient internal and external Quality Feedback and Review System.	D-4:5.c.i	i	Review and improve Feedback and Review System.	Implement			Review		Review	DQA	VC
	D-4:5.c.ii	ii	No. of internal/external reviews	1/year							
	D-4:5.c.iii	iii	Annual Review Report to University Council	✓	✓	✓	✓	✓	✓		

D5 – SUSTAINABLE GROWTH

Introduction

Sustainable Growth represents a pivotal aspect of our collective journey towards a more sustainable future, underscored by a commitment to harnessing emerging educational technologies and aligning them with national priorities. This multifaceted mission comprises five overarching goals, designed to address both challenges and opportunities on our path to progress. These goals encapsulate our steadfast commitment to fostering sustainable growth in education and society. Accompanying these goals are twenty-three meticulously crafted objectives, each bolstered by a set of quantifiable indicators and targets, all overseen by dedicated individuals who bear the responsibility for ensuring the successful realization of these ambitions. By intertwining innovation and national priorities, we endeavor to lay the foundation for a future that not only meets the demands of the present but also safeguards the prosperity of generations yet to come, marking a significant stride towards building a sustainable and equitable Oman and World at large.

D5 – SUSTAINABLE GROWTH: Expand in institutional size, Enhance in quality system, and Engage on National and Global priorities

GOAL-1: Respond to challenges and opportunities in emerging educational technologies and the National priorities

Strategic Objective D5-1.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Review and Deploy business model for the changing scenario, and ensure its alignment with the Oman Vision 2040.	D-5:1.a.i	i	Develop a reviewed business model in alignment with Oman Vision 2040	Implement			Midterm Review		Review	DVCAFA	VC
	D-5:1.a.ii	ii	Percentage increase in the Operational Surplus	5%/year			10%/year				
	D-5:1.a.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-1.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			

Diversify institutional engagements into Educational Technology, Health Care Management, Distance, and Vocation Education sectors in tune with the demand map in the country.	D-5:1.b.i	i	Number of initiatives in education technology (NU wide)	2/year					DITLL	VC	
	D-5:1.b.ii	ii	Number of initiatives on distance education mode			1/year	2/year		Deans/Director	DVCP	
	D-5:1.b.iii	iii	Number of initiatives in vocational education (NU wide)		1/year		2/year				
	D-5:1.b.iv	iv	Number of initiatives in Healthcare Management (NU wide)	1/year		2/year		3			
	D-5:1.b.v	v	Annual report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-1.c	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Add new entities such as Natural Resources, Food Technology, Paramedical, Skilling and Vocation.	D-5:1.c.i	i	No. of new entities to be added	0	0	1	0	1	0	DVCP	
	D-5:1.c.ii	ii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-1.d	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Revisit the current NU programs to enhance relevancy, enrolment, sustainability, and alignment of the national requirements and market demands.	D-5:1.d.i	i	Percentage of revisited NU programs based on market trend and requirement (NU wide)	25%/year				-	-	Deans/Director	DVCP
	D-5:1.d.ii	ii	Percentage increase in the enrolment of students through revisit (Program wise)	10%/year		20%/year					
	D-5:1.d.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-1.e	Key Performance Indicators			Targets					Responsible Heads	Monitoring & Reporting	
	No	Description		2025	2026	2027	2028	2029			2030
Add new programs at Diploma, UG, PG and PhD levels across the NU entities.	D-5:1.e.i	i	Develop and review a plan for addition of new programs.	Implement			Review		review	Deans	DVCP
	D-5:1.e.ii	ii	No. of new programs to be added to the current portfolio of NU entities during calendar year	3/year							
	D-5:1.e.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	

GOAL-2: Raise the institutional positioning through structured strategies of showcasing, networking, ranking, and benchmarking

Strategic Objective D5-2.a	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029			2030
Establish responsive endeavors to engage on the procedures for the institutional ranking of national and international agencies and showcase the outcomes through media and social media handles.	D-5:2.a.i	i No. of ranking formats / agencies engaged	4/year			5/year			AVC	VC
	D-5:2.a.ii	ii Position of NU in the QS ranking	91-100	91-100	81-90	81-90	71-80	71-80		
	D-5:2.a.iii	iii Position of NU in the National Ranking	3/year		2/year					
	D-5:2.a.iv	iv No. of awards received	2/year							
	D-5:2.a.v	v Percentage increase of views in social media handles	20%/year		30%/year		40%			
	D-5:2.a.vi	vi No. of meet with media (NU wide)	2/year			3/year				
	D-5:2.a.vii	vii Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-2.b	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030			
Develop context specific networks with international institutions, government departments, and establish linkages for collaborative events, and resources mobilization.	D-5:2.b.i	i No. of linkage established	3		5		7		Deans/Director	DVCP
	D-5:2.b.ii	ii No. of initiatives undertaken or events organized	3/year		5/year		7/year			
	D-5:2.b.iii	iii Annual report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-2.c	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030			
Evolve as a leader among the HEIs in the country through developing a pathway of innovation in programs, pedagogy, events, and strong working bondage with the	D-5:2.c.i	i No. of standout initiatives undertaken by NU in higher education	2/year			3/year			VC	VC
	D-5:2.c.ii	ii Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	

government bodies.											
Strategic Objective D5-2.d	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Adopt higher benchmarks in all domains and develop and strengthen core competencies to be benchmarked regionally / globally.	D-5:2.d.i	i	No. of domains benchmarked	5/year						DQA	VC
	D-5:2.d.ii	ii	Review and improve the format of benchmark in different sectors for deployment.	Implement			Review		Review		
	D-5:2.d.iii	iii	Review and improve core competencies for branding.	Implement			Review		Review		
	D-5:2.d.iv	iv	Number of branding and positioning initiatives	10/year							
	D-5:2.d.v	v	Annual Review Report to University Council		✓	✓	✓	✓	✓		
Strategic Objective D5-2.e	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Encourage faculty exchange, student's exchange, and participation of faculty and students in academic events in and outside the country.	D-5:2.e.i	i	Develop and review a plan for faculty exchange and students exchange programs.	Implement			Review		Review	Deans/Director	DVCP
	D-5:2.e.ii	ii	Number of faculty availed faculty exchange programs	10/year							
	D-5:2.e.iii	iii	Number of student availed student exchange program	15/year							
	D-5:2.e.iv	iv	Percentage increase of optimum resource allocation	10/year			15/year				
	D-5:2.e.v	v	Feedback of satisfaction of faculty and students availed the benefits	>3/year				>4/year			
	D-5:2.e.vi	vi	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	

GOAL-3: Ensure financial sustainability by diversifying the sources of income through tailored strategies for student recruitment, market share, grants, and investment

Strategic Objective D5-3.a	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
	No	Description	2025	2026	2027	2028	2029			2030	
Implement the reviewed marketing strategies for the recruitment of private students from GCC and other developing countries.	D-5:3.a.i	i	Develop a reviewed marketing strategy for recruitment of private students.	Implement			Review		Review	IRM	VC
	D-5:3.a.ii	ii	Percentage increase in enrollment of private students.	5/year		10/year		20			
	D-5:3.a.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-3.b	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
No	Description	2025	2026	2027	2028	2029	2030				
Explore the establishment of a teaching hospital and strengthen agreement with recognized local and regional hospitals to mitigate the risk of competition for clinical training in medical and health science education.	D-5:3.b.i	i	No. of active MoUs signed with local and regional hospitals	1/year					Deans	DVCP	
	D-5:3.b.ii	ii	Develop a feasibility report on the establishment of teaching hospital and initiate endeavors.	Implement				Initiate			
	D-5:3.b.iii	iii	Review and improve mitigation plan to meet the competitive risk.	Implement			Review				Review
	D-5:3.b.iv	iv	Annual report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-3.c	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
No	Description	2025	2026	2027	2028	2029	2030				
Explore possibilities of securing public grants from the government for initiatives in education, training, research, skilling, vocation, and entrepreneurship.	D-5:3.c.i	i	Review and expand the network for securing public grant.	Implement			Review		Review	DVCAFA	VC
	D-5:3.c.ii	ii	Percentage increase in grant receivables.	5/year		10/year		20%			
	D-5:3.c.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-3.d	Key Performance Indicators		Targets					Responsible Heads	Monitoring & Reporting		
No	Description	2025	2026	2027	2028	2029	2030				
Ensure deployment of rationalized strategies for resources allocation	D-5:3.d.i	i	Review and improve financial management strategies for resource	Implement			Review		review	DOF	DVCAFA DVCAFA

in financial management and review its effectiveness against productivity.			allocation.							
	D-5:3.d.ii	ii	Feedback on satisfaction of Deans/Director	>3/year			>4/year			
	D-5:3.d.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA

GOAL-4: Foster the up-to-date IT Ecosystem for all domains of its endeavors enabling sustenance of Smart Campuses

Strategic Objective D5-4.a	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
	No	Description	2025	2026	2027	2028	2029	2030			
Transform towards office digitalization across the NU campuses through e-governance.	D-5:4.a.i	i	Review and improve the procedures for e-governance.	Implement			Review		Review	DVC(FAA)/ DIT	VC
	D-5:4.a.ii	ii	Percentage increase in the e-office implementation	55%	65%	75%	85%	95%	100%		
	D-5:4.a.iii	iii	Percentage of paper-based files across the campuses	40%	35%	30%	20%	10%	0		
	D-5:4.a.iv	iv	Percentage increase in optimum revenue allocation for office digitalization	10%/year							
	D-5:4.a.v	v	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-4.b	Key Performance Indicators		Targets						Responsible Heads	Monitoring & Reporting	
No	Description	2025	2026	2027	2028	2029	2030				
Strengthen cyber security system to protect the IT ecosystem from external & internal threats.	D-5:4.b.i	i	Review and improve Security Risk Assessment and Risk Management Plan	Implement			Review		Review	DIT	VC
	D-5:4.b.ii	ii	Number of workshops for Security Awareness for faculty, staff and students (Campus wise)	2/year							
	D-5:4.b.iii	iii	Average Response Time to restore services (Hours)	24	12	8	6	4	2		
	D-5:4.b.iv	iv	Annual Security Report to University Council/VC	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-4.c	Key Performance Indicators		Targets						Responsible	Monitoring	

	No		Description	2025	2026	2027	2028	2029	2030	Heads	& Reporting
Implement MIS, SIS, ERP applications for total solutions.	D-5:4.c.i	i	Number of Applications/Updates installed and deployed	6/year		8	6	5	2	DIT	VC
	D-5:4.c.ii	ii	Feedback of satisfaction of end-user	>3/year			>4/year				
	D-5:4.c.iii	iii	Percentage increase in optimum resource allocation	10%/year			15%/year				
	D-5:4.c.iv	iv	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-4.d	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Upgrade NU IT infrastructure in line with the state-of-the-art technologies for the sustenance of responsive IT ecosystem.	D-5:4.d.i	i	Number of New Impactful Technologies Deployed	2/year						DIT	VC
	D-5:4.d.ii	ii	Number of Successful IT projects	5/year							
	D-5:4.d.iii	iii	Percentage increase in optimum resource allocation for hardware, software, networking and cloud infrastructure across the campuses	10%/year		15%/year		20%/year			
	D-5:4.d.iv	iv	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	

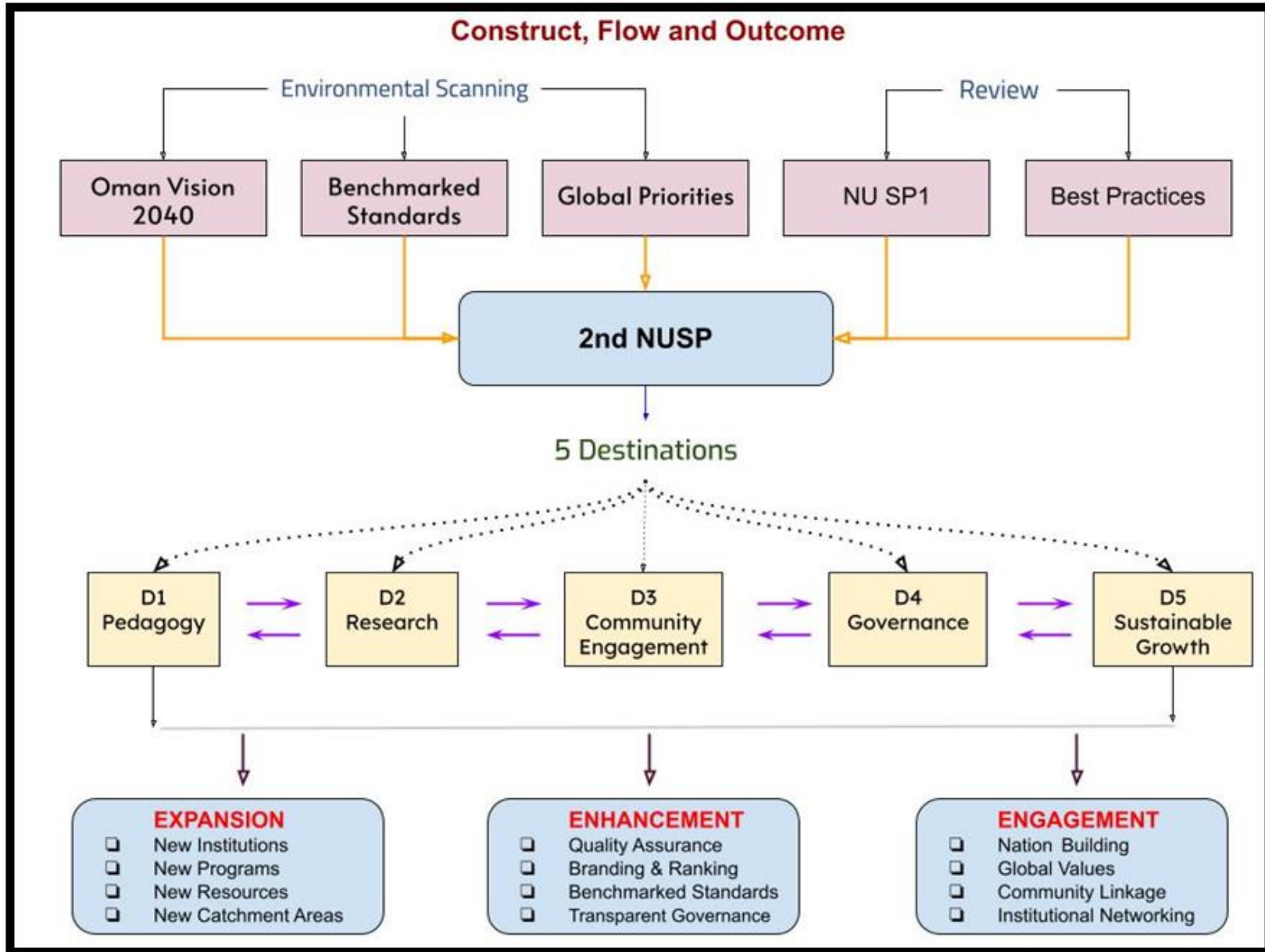
GOAL-5: Towards Building a Sustainable Future

Strategic Objective D5-5.a	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		
Prepare learners to be committed towards poverty alleviation and engage them on the practice - Charity before Luxury.	D-5:5.a.i	i	Number of extracurricular platforms for sensitizing on poverty alleviation	1 per campus per year						Deans / Directors	DVCP
	D-5:5.a.ii	ii	Number of charity events organized	2 per campus per year							
	D-5:5.a.iii	iii	Percentage increase in number of students engaged	10%/year			20%/year				
	D-5:5.a.iv	iv	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-5.b	Key Performance Indicators			Targets						Responsible Heads	Monitoring & Reporting
	No	Description		2025	2026	2027	2028	2029	2030		

Promote student / faculty initiatives to address food security issues through sensitizing public on waste food management, hygienic collection, and distribution of surplus food among vulnerable sections.	D-5:5.b.i	i	Number of extracurricular platforms for waste food management	1 per campus per year				Deans / Directors	DVCP		
	D-5:5.b.ii	ii	Number of awareness creation events organized.	2 per campus per year							
	D-5:5.b.iii	iii	Percentage increase in number of students and staff engaged.	10%/year		20/year					
	D-5:5.b.iv	iv	Annual report to University Council	✓	✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-5.c	Key Performance Indicators			Targets				Responsible Heads	Monitoring & Reporting		
	No	Description		2025	2026	2027	2028			2029	2030
Engage faculty and staff on awareness programs and introduce SDGSs related courses in curriculum.	D-5:5.c.i	i	Number of programs with modules on SDG	2/year				Deans / Directors	DVCP		
	D-5:5.c.ii	ii	Number of awareness programs organized for SDG goals	2 per campus per year							
	D-5:5.c.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-5.d	Key Performance Indicators			Targets				Responsible Heads	Monitoring & Reporting		
	No	Description		2025	2026	2027	2028			2029	2030
Implement institutional initiatives to sensitize faculty and students on environmental sustainability, gender harmony, clean water and sanitation, and reduce inequality, climate action and life on land.	D-5:5.d.i	i	Number of initiatives for SDG (campus specific)	3/year				Deans / Directors	DVCP		
	D-5:5.d.ii	ii	% of resources allocation for SDG activities from the CSR fund	15/year		20/year					
	D-5:5.d.iii	iii	Annual Review Report to University Council		✓	✓	✓	✓	✓	DQA	
Strategic Objective D5-5.e	Key Performance Indicators			Targets				Responsible Heads	Monitoring & Reporting		
	No	Description		2025	2026	2027	2028			2029	2030
Review institutional strategies for implementation of SDG periodically and implement corrective measures.	D-5:5.e.i	i	Review and improve institutional strategies to implement SDG.	Implement			Review		Review	Deans / Directors	DVCP
	D-5:5.e.ii	ii	Number of SDG activities	4/year							
	D-5:5.e.iii	iii	% of utilization of resources allotted for SDG activities	80%/year		90%/year		100%/year			
	D-5:5.e.iv	iv	Feedback of students and staff on their awareness of SDG goals	>3/year				>4/year			
	D-5:5.e.v	v	Annual Review Report to University Council		✓	✓	✓	✓	✓		

6- EXPAND, ENHANCE, ENGAGE

Having undergone iterative feedback and improvisation of the 1st NUSP, institutional review and environmental scanning, the 2nd NUSP is now at hand for rationalized translation into well-defined endeavours to ensure sustainability, progression, and proactive advancement. Its intentions, construct and linkages converge symmetrically to the destination – the task of nation building. It defines the pathways. NU realizes that the pathways ahead are challenging and rewarding as well. The plan prescriptions drawn up envisage holistic engagement of the NU ecosystem and balanced resource allocation in its implementation. It calls for a deeper involvement of the governance facilitating a conducive flow of design, implementation, review and correction of operational plan of the succeeding years. NU is committed to be ahead of times in pursuit of excellence, wherever and whenever; the 2nd NUSP cannot be otherwise. The plan projects sustainable expansion, horizontal and vertical, enhancement of quality at all levels of delivery of its endeavours, and engagement on national and global priorities. Obviously, it calls for an inclusive resolution surfacing a harmonious march towards these future directives. Let us build together.



7- WHERE WILL NU BE?

DESTINATION	INDICATOR	Targets					
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
PEDAGOGY	% of programs externally benchmarked	50		75		100	100
	No. of career fair organized (NU wide)	1	1	1	1	1	6
	No. of active collaborations with HEIs / industries	2	2	2	3	3	15
	% of Programs Accredited	50		75		100	100
	Institutional accreditation certification	OAAAQA				OAAAQA	
RESEARCH	Allocation for research infrastructure / campuses	10k/year		15k/year		25k/year	100k
	No. of MOUs signed for Research	1	2	2	2	2	11
	No. of faculty mentored student research projects	15	17	19	21	23	121
	No. of consultancy projects initiated	1	1	2	2	3	13
	No. of student-led start up projects initiated	1	1	2	2	3	13
COMMUNITY ENGAGEMENT	No. of events of community engagement	5	5	10	10	15	60
	No of social outreach activities	10	10	15	15	15	80
	No. of need-based community engagement	5	5	5	5	5	30
	No. of tailored training programs offered	2	2	2	3	3	15
	No. of events for industry employers' engagement	5	5	5	5	5	30
GOVERNANCE	% increase in attainment of Omanization	10	10	10	10	10	10/year
	% decrease in the number of incidents in the RM	50	60	70	80	90	100
	No. of awards/recognition for NU-staff based on the performance appraisals	10	10	10	10	10	60
	No. of knowledge transfer programs for skills development	3	3	3	3	3	18
	No. of trainings organized on Need Analysis for Professional development Plan	20	20	20	20	20	120
SUSTAINABLE GROWTH	Number of Colleges	5		6		7	7
	% of paper-based files across the campuses	40		30		0	0
	Position of NU in the QS ranking	101-110	81-90		71-80		71-80
	Position of NU in the National Ranking	4	3				3
	% Increase in students enrolment	10	10	10	10	10	60
Number of programs to be added	2	2	2	2	2	12	

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