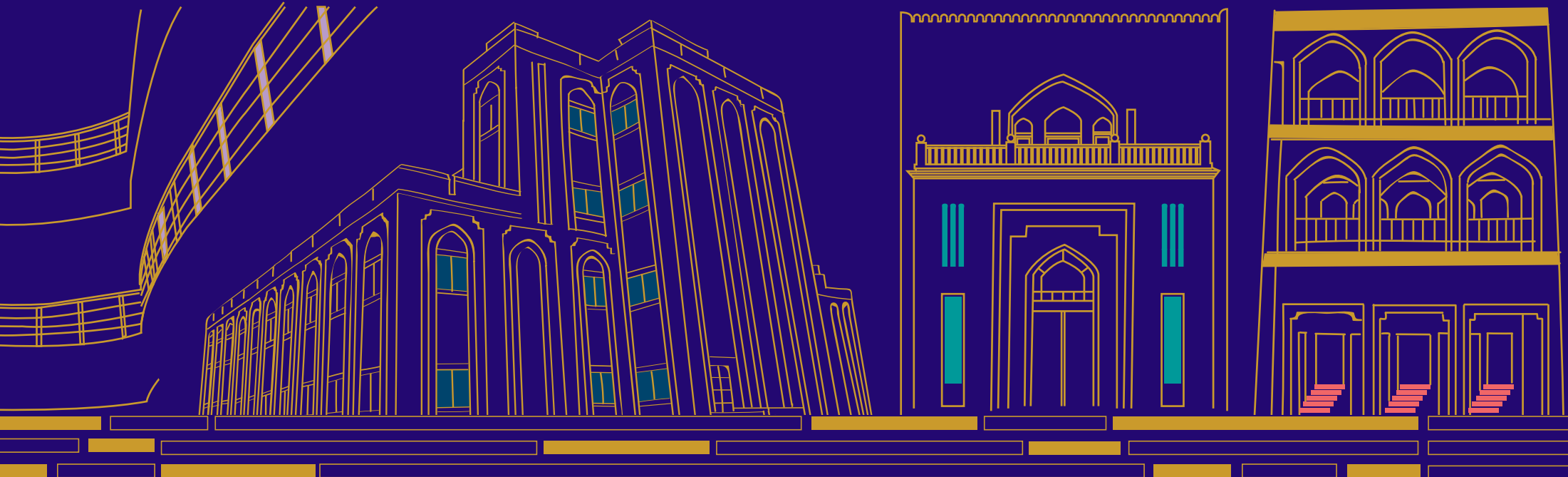




الجامعة الوطنية
National University
Science & Technology العلوم والتكنولوجيا



STRATEGIC PLAN 2019-24

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STRATEGIC PLAN 2019-24

Developed by:
The National University Strategic Planning Project Committee

FOREWORD

This is the Strategic Plan of the National University of Science and Technology, Oman. It directs us for the period 2019-2024. This plan ensures that our underpinning Mission and Vision are delivered. It is the way in which our commitment to high quality education and purposeful research is made real.

This plan aligns the work of the University with the national 2040 strategic plan. It provides a sustainable and scalable financial basis and above all, defines a framework within which our students and staff can teach, learn and generate new knowledge.

The best plans are concise so that everyone can understand them. They are comprehensive so that every

aspect of our activities is clearly specified. They are achievable in that our resources are sufficient for, and our intentions can be aligned with, the markets we wish to serve. I believe we have produced a plan that meets these 3 tests and I am confident it will serve us well over the coming 5 years.

This plan is very much the product of the staff of the university and its stakeholders. I express my personal thanks and gratitude to all involved.

Professor Simon Jones
Vice Chancellor

VISION, MISSION & VALUES

Mission: Transform students into global citizens with a quest for knowledge and its application, for the betterment of society



Vision : To be an internationally recognised University renowned for its excellence in education and research, driven by social values

Values



Personal Values

- Individual Identity
- Dignity
- Integrity

Institutional Values

- Translation of Knowledge into Entrepreneurial Endeavour
- Commitment to Honesty and Ethics
- Gender Equality

Social Values

- Community Wellbeing
- Sustainable Development
- Social Responsibility

KEY ASPECTS

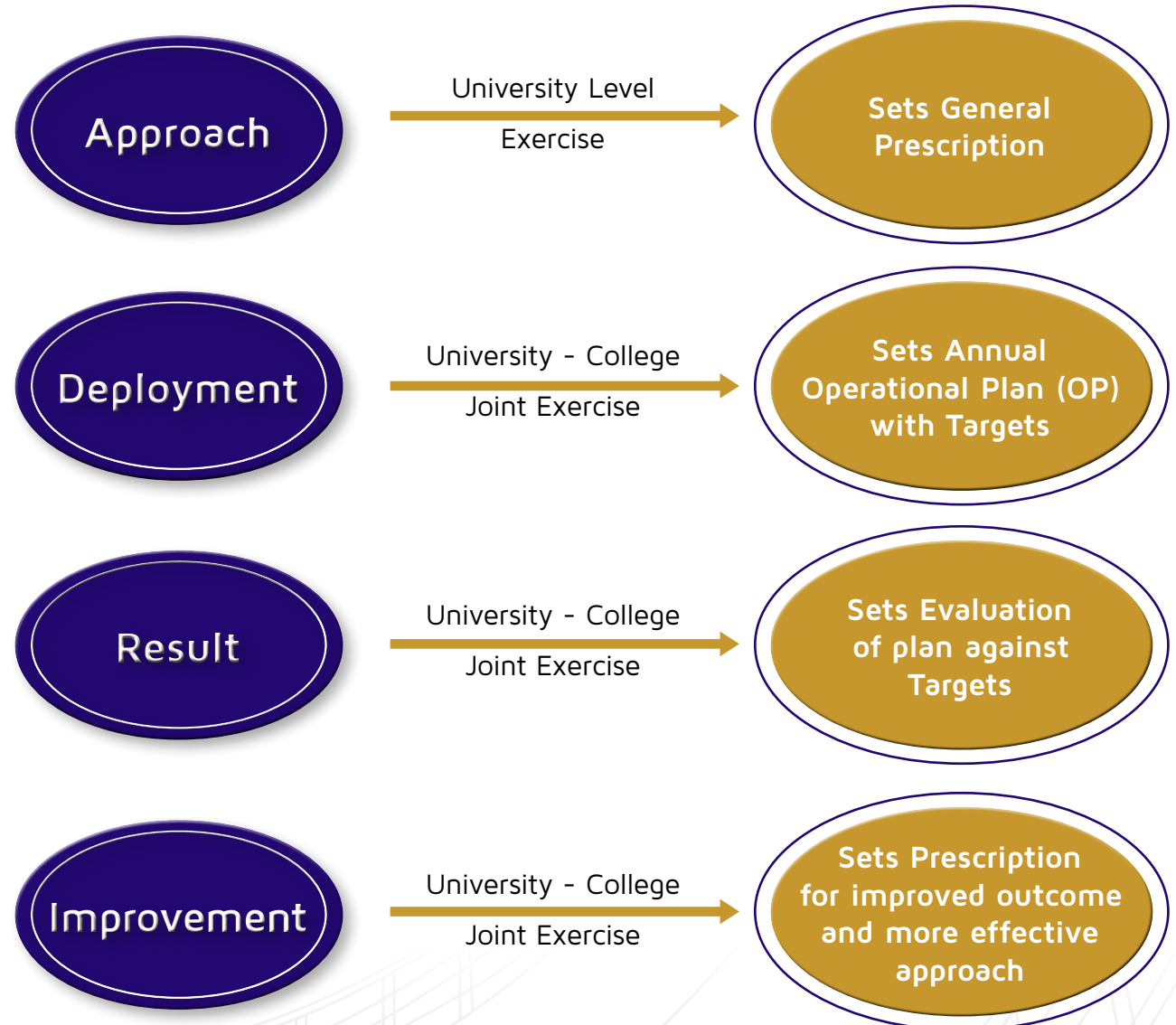
We developed a plan for achieving our vision and mission, and all units are expected to conform to it. The following model has been deployed.

a. Framework

Our plan has 4 Strategic Destinations. Destinations define our intentions for each of the major activities within the university during the period 2019-24. As expected, they cover the educational aspects, the research and innovation role, the way in which we engage with the community and how we ensure our alignment with national priorities. Lastly, our 4th destination addresses how the university governs its activities as an autonomous entity.

Each of these 4 destinations are divided into distinct goals which represent substantive aspects of our mission in ways which can be measured and assessed against our past standing and the standing of similar institutions.

The destinations and the goals are in turn realized by a number of strategic objectives each of which have a performance indicator (PI) to be assessed against.



b. Implementation

A member of the University Executive Team has responsibility for each Destination and works with assigned goal leads.

There are 19 goals in this plan. Each goal typically comprises a small number of strategic objectives. Goal Leads work closely with strategic objective owners to ensure that goals are met.

There are 82 strategic objectives defined in the strategic plan. Each strategic objective owner has responsibility for the timely and to-budget delivery of their strategic objective.

The delivery of a strategic objective is measured through meeting a performance indicator (PI). At the end of this document, the PI's for each of the 82 strategic objectives over the next 5 years are defined. Collectively, they represent a systematic, sustained and comprehensive set of metrics by which the success of our strategic plan can be determined.

Strategic objective owners and goal leaders report promptly on any concerns relating to

their responsibilities. Every 3 months, there is a meeting of the University Executive Team and Deans to review progress. At these meetings, decisions are made to ensure that timely progress is maintained. The Vice-Chancellor will report at each meeting of the Board of Trustees and the University Executive Board on progress. The Strategic plan will be updated annually for approval by the BoT in September of each year.

c. Operational Plan

Following BoT approval of the Strategic Plan, the Destination, Goal and Strategic Objective Leaders work cooperatively to design the annual operational plan. In the operational plan we define projects and activities to deliver the performance indicators of the approved strategic plan. All projects and activities have an owner, with measurable outcomes and defined timeline. The operational plan is approved by the University Council. The operational plan is updated annually.

d. Review and Reporting

As part of the mechanism by which we communicate progress on our plan and as

an aid for monitoring progress, we have a traffic light system for each one of the goals.

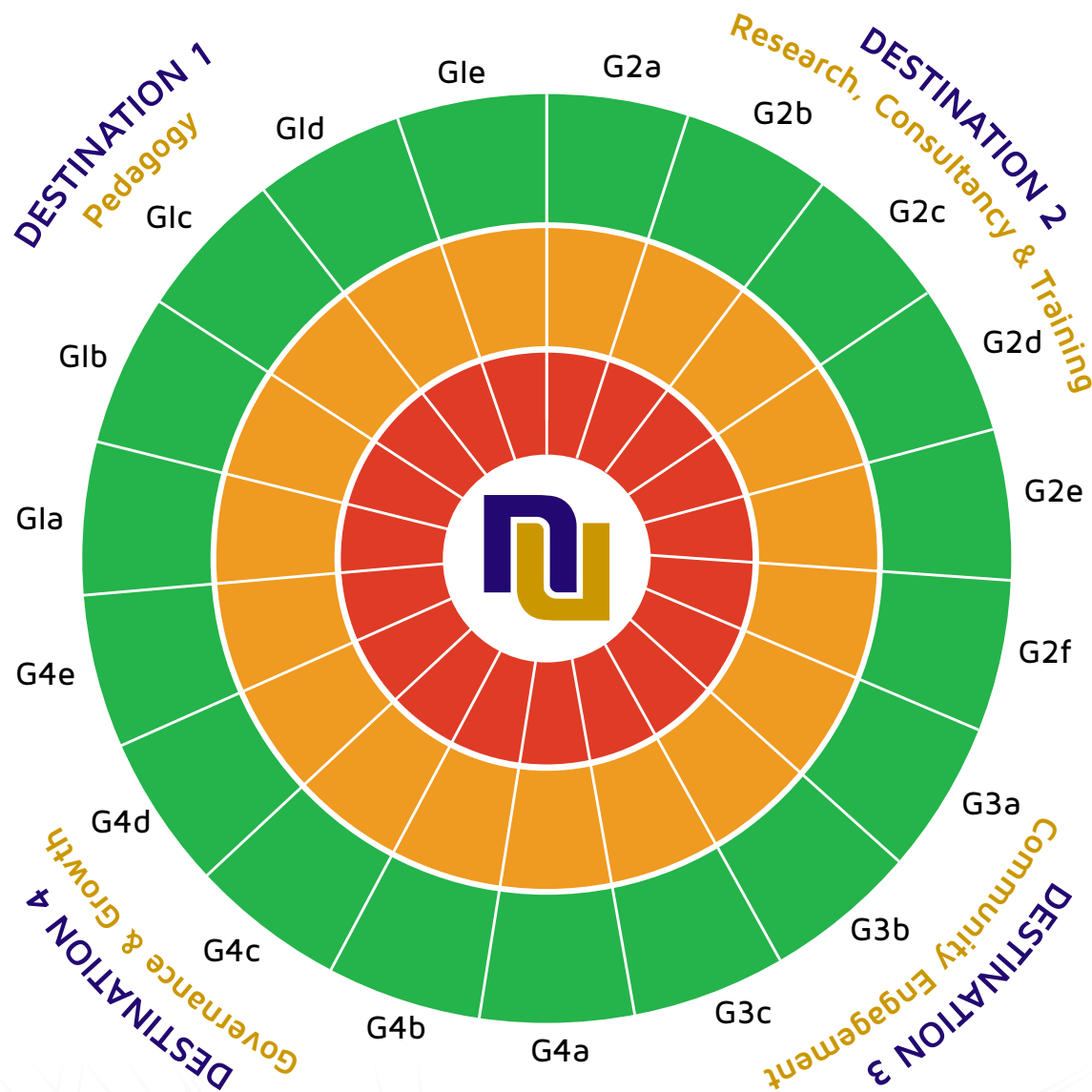
A **Green light** means that all the strategic objectives for that goal are being fully met and on-time.

An **Amber light** indicates that most of the strategic objectives for that goal are being met or that some time slippage has occurred.

A **Red light** indicates the majority of the strategic objectives for that goal are not met and/or substantive time slippage has occurred or is envisaged. We use a graphical description as shown below to visually convey our performance.

e. Overarching Theme and Focus

The National University intends to be
Bigger: We will increase local and international student numbers from 4200 to 6800 by 2024.
Bolder: we will refresh our educational offers within existing colleges and by adding new colleges. We will focus on providing



entrepreneurial education that equips our students to be wealth producers.

Better: our academic programs will offer outstanding educational advantage and be recognised internationally. Our research will deliver solutions that address the social and economic needs of the Sultanate of Oman. To attract good students, we believe that the National University should distinguish itself on the following criteria.

Quality of instruction: It includes the classroom experience, curriculum, library, and IT as well as modern facilities for students.

Direct career advantage: Students who graduate from the National University should be the preferred choice of employers. This requires programs designed in cooperation with employers, attention to English language skills, life-long learners, workplace skills and discipline such as timekeeping, project management skills, team working and inter-cultural sensitivities.

Responsible Citizens: We will develop responsible young men and women with good ethical behaviors and attitudes, Patriotic, forward-looking graduates who are committed to contributing to their families and to building the nation.

Relevance to the nation: Our graduates should have knowledge and skills aligned with the social and economic growth targets of Oman. We aim to develop a can-do, problem-solving mindset among our staff and students, working with industry to train people who can solve challenging issues through the application of new ideas and new technology. Over the longer-term this will be an increasingly important part of our revenue and a distinctive part of our identity.

The National University is a new private institution and it needs a carefully considered research and innovation strategy informed by the national research strategy of The Research Council. We intend to undertake purposeful research with the following characteristics:

Firstly, it needs to be aligned with the economic and social needs of the nation. **Secondly**, it needs to be done in cooperation with our partner institutions as they have the knowledge and facilities that will allow us to progress much further and faster. **Thirdly**, Omanis must be involved in all stages of the work.

Creating new businesses out of research and out of student projects is an important element of modern universities. This generation recognizes and celebrates entrepreneurs and so should we. New businesses require facilities, advice, funding, and markets. Some of these things we can provide ourselves some may be best done by others. Whatever the internal/external balance we need to do this to remain relevant. We will develop an Entrepreneurship Strategy and Implementation Plan. Our students should have access to a business incubator, prototyping workshops, legal and financial advice. Our goals should be for our students not just to take good jobs but to be leaders as well.



الجامعة الوطنية
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STRATEGIC PLANNING PROJECT COMMITTEE

Chair : Prof. Simon Jones

Presidium : Dr. Salim Al Aرامي
Prof. M. P. Nair
Mr. Nizamuddin Ahmed

Members : Dr. Saleh Al Khusaibi
Dr. Ahmed Al Bulushi
Dr. Yaseen Al Lawatia
Prof. Mohammed Al Shafae
Dr. Susamma Chacko
Dr. Mansoor Ali
Dr. John. C. Muthusami

Project Lead : P. M. Mubarak Pasha





SOURCES

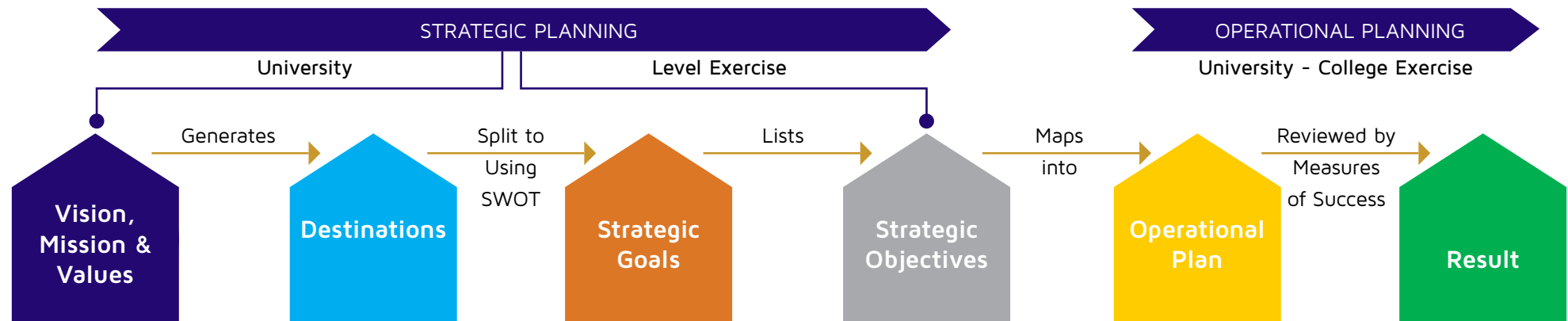
The Strategic Plan for the years 2024-2019 has drawn on the following documents that can be found via the following URL:

1. The National Strategy for Education 2040
2. National University: Delivering the Vision 2019-2020
3. NU Strategic Vision – Bigger, Bolder, Better
4. Environmental Scan Report on the National University Systems and Operations
5. National Qualification Frame Work
6. Philosophy of Education
7. Oman Vision 2040 – Preliminary Draft
8. Health Vision 2050
9. A Brief Review of the ongoing Strategic Plan of College of Medicine
10. A Brief Review of the ongoing Strategic Plan of College of Engineering



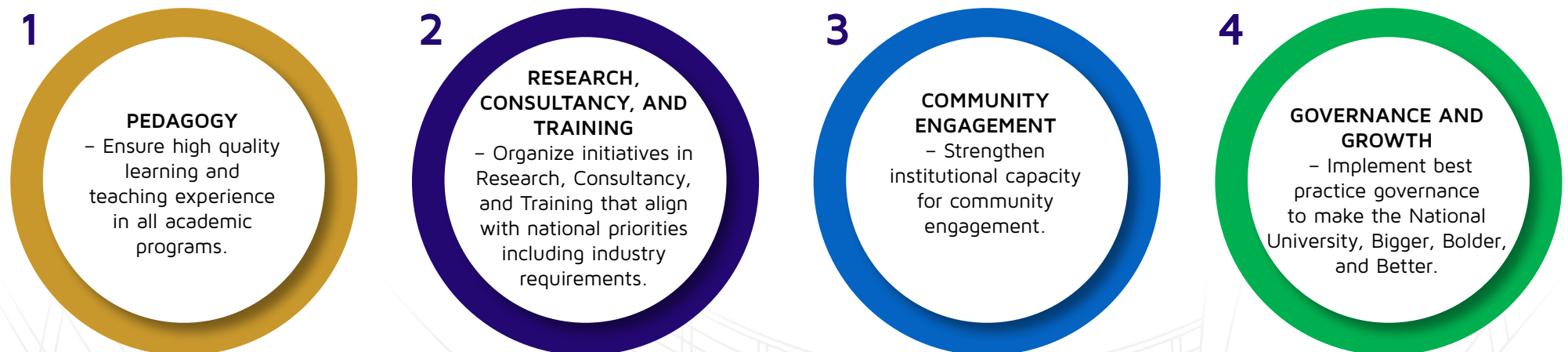
PROCESS DEPLOYED FOR DEVELOPMENT, IMPLEMENTATION, AND MONITORING

The National University deploys the following process in the development of the Strategic Plan



STRATEGIC DESTINATIONS

Strategic Destinations are considered to be the terminal points of the planning process and define the following sectors of our academic systems, their operation and maintenance.



DESTINATION 1

Pedagogy – Ensure high quality learning and teaching experience in all academic programs.



GOALS

- 1.a. Offer a curriculum and quality of instruction that satisfies both international standards, and national and regional priorities in all taught programs.
- 1.b. Ensure a learning-outcomes based, student-centered, transparent, and inclusive learning environment.
- 1.c. Ensure a competent, and enthusiastic student population.
- 1.d. Develop the National University as a great place to work with policies for career advancement and enrichment for faculty.
- 1.e. Enhance student experiences that promote personal development and good citizenship.

STRATEGIC OBJECTIVES

- 1.a. Offer a curriculum and quality of instruction that satisfies both international standards, and national and regional priorities in all taught programs.
 - 1.a(i). Involve relevant academic affiliates in developing our curricula.
 - 1.a(ii). Periodically review and validate curricula and courses, including support for the national priorities of Vision 2040.
 - 1.a(iii). Comply with accreditation requirements of national and relevant international agencies.

- 1.a(iv). Nurture professional, competitive, and innovative talents in our learners.
- 1.a(v). Offer multi-disciplinary programs with an entrepreneurial edge and relevance for the Omani context.

1.b. Ensure a learning-outcomes based, student-centered, transparent, and inclusive learning environment.

- 1.b(i). Implement a student induction program to provide information about curriculum, learning environment, strategies of assessment, rules of progression, and code of discipline on campuses.
- 1.b(ii). Define policies and procedures to obtain review and feedback on course content and delivery, and support any required corrective measures.
- 1.b(iii). Provide self-directed learning experiences for students including group discussion and group learning.
- 1.b(iv). Promote educational experiences outside the classroom.
- 1.b(v). Ensure sustenance of quality student experiences during internships and placements.

1.c. Ensure a competent, and enthusiastic student population.

- 1.c(i). Deploy a rapid and reliable admissions process to identify qualified applicants.
- 1.c(ii). Ensure the foundation year prepares students for their program of study.
- 1.c(iii). Implement procedures and strategies for

academic and personal mentoring, and encourage meritorious students with scholarships.

- 1.c(iv). Provide proactive interventions for weak learners, and financial support to needy students.
- 1.c(v). Offer dual degree programs with academic affiliates.

1.d. Develop the National University as a great place to work with policies for career advancement and enrichment for faculty.

- 1.d(i). Recruit and retain a highly qualified, experienced and motivated faculty and ensure NU is a fine place to work and progress.
- 1.d(ii). Develop policies and procedures for career advancement and incentives.
- 1.d(iii). Strengthen expertise of faculty through structured training programs.

1.e. Enhance student experiences that promote personal development and good citizenship.

- 1.e(i). Facilitate student-led organizations and encourage student-led co-curricular and extra-curricular activities.
- 1.e(ii). Ensure adequate institutional provision for quality student life including recreational facilities.
- 1.e(iii). Provide institutional support for personal development workshop/events.
- 1.e(iv). Ensure our graduates have the skills and expertise for industry through engagement with employers.

DESTINATION 2

Research, Consultancy, and Training
– Organize initiatives in Research,
Consultancy, and Training that align
with national priorities including
industry requirements.



GOALS

- 2.a. Align institutional research capabilities with national priorities including industry requirements.**
- 2.b. Facilitate a shift from knowledge consumption to knowledge production through focused and organized research.**
- 2.c. Promote faculty and student engagement in research.**
- 2.d. Encourage faculty to provide consultancy to government, industry, or other educational providers.**
- 2.e. Provide organized training that contributes to national capacity building initiatives.**
- 2.f. Develop and implement an entrepreneurship strategy through access to business incubator, prototyping workshop, legal and financial advice.**

STRATEGIC OBJECTIVES

- 2.a. Align institutional research capabilities with national priorities including industry requirements.**
 - 2.a.(i). Ensure that facilities, resources, and guidelines are in place to support our research work.
 - 2.a.(ii). Ensure our research strategy is aligned with National Vision 2040.
 - 2.a.(iii). Establish research centers of excellence.
 - 2.a.(iv). Create agreements with academic affiliates or other quality scientific institutions providers to strengthen our research.

- 2.a.(v). Create a budgetary provision for internal research grants for faculty.
- 2.b. Facilitate a shift from knowledge consumption to knowledge production through focused and organized research.**
 - 2.b.(i). Generate new knowledge by engaging in cutting-edge research.
 - 2.b.(ii). Provide institutional support for collaborative projects for research.
 - 2.b.(iii). Develop an Intellectual Property Policy.
 - 2.b.(iv). Ensure timely dissemination of research outcomes.
- 2.c. Promote faculty and student engagement in research.**
 - 2.c.(i). Ensure research skills are incorporated into the curriculum.
 - 2.c.(ii). Ensure compliance with national policies on research including ethics and bio-safety regulations.
 - 2.c.(iii). Provide time for faculty to pursue research.
 - 2.c.(iv). Promote internal programs including conferences, in-house workshop, training, and informal clubs for faculty and students who wish to undertake research.
 - 2.c.(v). Encourage faculty exchange with our academic affiliates for research.
 - 2.c.(vi). Stimulate students' interest in research with appropriate space for Research-Teaching nexus.
- 2.d. Encourage faculty to provide consultancy to government, industry, or other educational providers.**
 - 2.d.(i). Ensure that staff engagement in consultancy activities complies with official and legal

- obligations.
- 2.d.(ii). Generate resources through faculty consultancy.
- 2.d.(iii). Provide appropriate recognition for faculty engaged in consultancy.
- 2.d.(iv). Showcase impressive research and consultancy work to public and industry.
- 2.e. Provide organized training that contributes to national capacity building initiatives.**
 - 2.e.(i). Design and implement the institutional policy for training of different professional groups.
 - 2.e.(ii). Create a structure, resources, and facilities for training.
 - 2.e.(iii). Partner with other reputable training providers to develop joint programs.
 - 2.e.(iv). Generate income through localized corporate training.
- 2.f. Develop and implement an entrepreneurship strategy through access to business incubator, prototyping workshop, legal and financial advice.**
 - 2.f.(i). Encourage a culture of entrepreneurship among students and faculty.
 - 2.f.(ii). Ensure staff and students have access to a business incubator.
 - 2.f.(iii). Provide institutional support for prototyping and advice on legal, ethical, and financial matters.
 - 2.f.(iv). Partner with other relevant agencies for training students and staff in entrepreneurial skills.

DESTINATION 3

Community Engagement – Strengthen institutional capacity for community engagement.



GOALS

- 3.a. Provide well-structured social outreach activities embedded into regular academic endeavors.
- 3.b. Strengthen collaboration and partnership with other higher education providers.
- 3.c. Develop a needs-based community engagement program.

STRATEGIC OBJECTIVES

- 3.a. Provide well-structured social outreach activities embedded into regular academic endeavors.
 - 3.a.(i). Ensure that the curriculum for NU programs integrates the priorities of the Sultanate of Oman.
 - 3.a.(ii). Design social outreach activities for students that align with national requirements.
 - 3.a.(iii). Develop collaborative initiatives with 3rd parties for social outreach activities to ensure a deeper participation in civic society.

3.b. Strengthen collaboration and partnership with other higher education providers.

- 3.b.(i). Strengthen scope of collaboration with academic affiliates in order to enhance our impact.
- 3.b.(ii). Develop collaborative ventures with other educational providers both inside and outside the country.
- 3.b.(iii). Encourage staff and student exchange with other educational providers.
- 3.b.(iv). Encourage faculty membership of relevant professional bodies.

3.c. Develop a needs-based community engagement program.

- 3.c.(i). Develop short-course content and programs to support requirements of healthcare, business, and industry.
- 3.c.(ii). Ensure participation of representatives of healthcare enterprise and industry in review, development and modification of our short-courses.
- 3.c.(iii). Provide add-on courses to professionals or employees of other industry to enhance their career prospects.

DESTINATION 4

Governance and Growth – Implement best practice governance to make the National University Bigger, Bolder, and Better.



GOALS

- 4.a. Develop our governance to ensure effective administration and communication.**
- 4.b. Implement resources allocation policies for sustainable growth.**
- 4.c. Establish governance policies to deliver nationally and internationally recognized academic standards.**
- 4.d. Build up a sustainable business model in compliance with necessary regulatory procedures.**
- 4.e. Develop action plan for a safe and progressive community life across the colleges, and to ensure environmental sustainability.**

STRATEGIC OBJECTIVES

- 4.a. Develop our governance to ensure effective administration and communication.**
 - 4.a.(i). Identify best practices to create a good governance model.
 - 4.a.(ii). Develop a comprehensive Quality Management System.
 - 4.a.(iii). Implement institutional framework for developing and updating of policies and procedures, and ensure its compliance across the campuses.
 - 4.a.(iv). Adhere to the standards, procedures and policies prescribed by the University

- governance and the national bodies.
- 4.a.(v). Manage effectively institutional partnerships with academic affiliates.
- 4.b. Implement resources allocation policies for sustainable growth.**
 - 4.b.(i). Provide fit for purpose facilities including teaching and learning space, laboratories, and information technology.
 - 4.b.(ii). Develop a plan for diversification of programs and enhancement of intake of students.
 - 4.b.(iii). Draw up a plan for expanding into untapped areas of higher education in the country in response to emerging needs.
 - 4.b.(iv). Augment facilities management, support services, and risk management systems and ensure its effective utilization.

- 4.c. Establish governance policies to deliver nationally and internationally recognized academic standards.**
 - 4.c.(i). Utilise benchmarked program performance indicators to measure academic standards.
 - 4.c.(ii). Support program and institutional accreditation including a dedicated administrative unit.
 - 4.c.(iii). Deploy institutional procedures for training faculty and students on form and content of international examinations for employment as well as higher learning.

- 4.d. Build up a sustainable business model in compliance with necessary regulatory procedures.**
 - 4.d.(i). Ensure compliance with the regulatory

- procedures in the country for financial management and resource mobilization.
- 4.d.(ii). Enhance revenue through addition of new regular programs, needs-based add-on courses, and online academic programs.
- 4.d.(iii). Improve the financial strength of the University through alternative sources such as grants, endowments, and investment.
- 4.d.(iv). Deploy initiatives to increase revenue through enhancing student intake.
- 4.d.(v). Ensure deployment of strategies for positioning our brand in the industry.
- 4.d.(vi). Develop and implement a suitable risk management system.

- 4.e. Develop action plan for a safe and progressive community life across the colleges, and to ensure environmental sustainability.**
 - 4.e.(i). Deploy robust safety and health maintenance systems and procedures across the campuses.
 - 4.e.(ii). Deploy procedures for induction of new recruits through structured orientation.
 - 4.e.(iii). Encourage professional development and faculty exchange.
 - 4.e.(iv). Implement institutional initiatives to foster environmental sustainability, and celebrate cultural diversity, gender harmony, and social fraternity as per the norms of the country.
 - 4.e.(v). Ensure impact of the University through initiatives for the development of the country including efforts to achieve Omanisation target.

KEY PERFORMANCE INDICATORS

DESTINATION 1 – PEDAGOGY

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
1.a.(i) & 1.a.(ii)	Annual reviews of curriculum	1 per program	1 per program	1 per program	1 per program	1 per program	5 per program
1.a.(i) & 1.a.(ii)	Major revision of curriculum with involvement of academic affiliate	Once in 5 years for each program					Once in 5 years for each program
1.a.(iii)	Percentage of programs accredited by professional bodies	NIL	25% programs other than MD	50% programs other than MD	75% programs other than MD	100% programs including MD	Program accreditation for 100% programs including WFME accreditation for MD Program
1.a.(iv)	Student Experience	Annual feedback report approved by University Council					
1.a.(v)	Number of new Multidisciplinary entrepreneurial programs	1 for CoE	1 for CoE 1 for CoP	1 for CoM	1 for CoE 1 for CoP	1 for CoE	7 programs
1.b.(i)	Percentage of students attending induction program	90%	90%	95%	95%	100%	100%
1.b.(i)	Feedback of students on induction program (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5
1.b.(ii)	Feedback of students on course delivery (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model	
1.b.(ii)	Percentage of issues in the feedback effectively addressed by the college	80%	80%	85%	90%	90%	90%	
1.b.(iii) & (iv)	Feedback on self-directed learning initiatives (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5	
1.b.(v)	Percentage of courses revised through students feedback for effectiveness of hands-on training	80%	80%	85%	85%	90%	90%	
1.c.(i)	Annual report of registration	Approved by UC						
1.c.(ii)	Students feedback on the foundation program (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5	
1.c.(iii)	Feedback on academic and personal mentoring (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5	
1.c.(iii)	Percentage of students holding scholarships	2%	2%	2%	2%	2%	2%	
1.c.(iv)	Percentage of hostel residents receiving financial support for hostel accommodation	5%	5%	5%	5%	5%	5%	
1.c.(v)	Number of new dual degree programs		1 for Engineering	1 for Engineering	1 for Engineering and 1 for Pharmacy	1 for Engineering, 1 for Medicine and 1 for Pharmacy	Total 7 new programs	

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
1.d.(i) & (ii)	Retention rate of faculty	80%	80%	80%	80%	80%	80%
1.d.(iii)	Number of faculty promoted/given incentive for excellence in performance	All eligible candidates	All eligible candidates	All eligible candidates	All eligible candidates	All eligible candidates	All eligible candidates
1.e.(i) & 1.e.(iii)	Number of student-led co-curricular, social and cultural events	10	10	10	10	10	50
1.e.(ii)	Students feedback on recreational facilities (5 point scale)	>2/5	>2/5	>3/5	>3/5	>3/5	>3/5
1.e.(iv)	Employer feedback on the NU graduates (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5

DESTINATION 2 – RESEARCH, CONSULTANCY, AND TRAINING

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
2.a.(i)	Feedback of staff on the research facilities provided (5 point scale)	>2/5	>2/5	>3/5	>3/5	>3/5	>3/5
2.a.(ii)	Report on mapping between research theme and national priorities	50% Convergence	50% Convergence	75% Convergence	75% Convergence	90% Convergence	90% Convergence
2.a. (ii)	Report on mapping between research resources and national priority	University Council	University Council	University Council	University Council	University Council	5 Reports approved by University Council
2.a.(iii)	Establishment of Centre of Excellence	NIL	1	NIL	1	NIL	2
2.a.(iv)	Number of active MOUs for research	2	2	2	2	2	10
2.a.(v)	Percentage of faculty holding research grant	5%	5%	10%	10%	10%	10%
2.b.(i)	Number of research publications per research active faculty	1	1	1	2	2	2
2.b.(ii) & 2.c.(iii)	Number of collaborative projects for research	1 per college	1 per college	1 per college	1 per college	1 per college	Total 15
2.b.(iii)	Number of patents	NIL	1	1	2	2	Total 6
2.b.(iv)	Publication of NU Newsletter	Once a year	Once a year	Once a year	Once a year	Once a year	5 publications

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
2.c.(i)	Number of credits for research in curriculum of the program	>3	>3	>3	>3	>3	>3
2.c.(ii)	Report approved by the University Council on compliance with the national policies deployed for research	1	1	1	1	1	5 annual reports
2.c.(iii)	No of faculty received protected time for research	10 % of faculty	10 % of faculty	10 % of faculty	10 % of faculty	10 % of faculty	10 % of faculty
2.c.(iv)	Number of in-house events for promoting research	1 per college	1 per college	1 per college	1 per college	1 per college	Total 15
2.c.(vi)	Percentage of papers with students as co-authors	5%	10%	10%	15%	20%	20%
2.c.(v)	Number of faculty exchange programs for research	1 per college	1 per college	1 per college	1 per college	1 per college	Total 15
2.d.(i)	Number of faculty engaged in consultancy	NIL	2	2	3	3	Total 10

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model	
2.e.(i)	Number of training assignments for third parties	2	2	2	5	5	17	
2.e.(iii)	No. of joint training programs	1	1	1	2	2	7	
2.e.(iv)	Amount received for training	Audit Report approved by University Council						
2.f.(i)	Percentage of students enrolled in the entrepreneurial club	1%	2%	3%	4%	5%	5%	
2.f.(ii)	Setup an Operational Business Incubator			In place				
2.f.(iii)	Workshop on legal, ethical, and financial aspects of entrepreneurial initiatives	1	1	1	1	1	5	
2.f.(iv)	Number of training sessions on entrepreneurial skills	2	2	3	3	3	13	

DESTINATION 3 – COMMUNITY ENGAGEMENT

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
3.a.(i)	Provision for community engagement in the curriculum	50%	All programs	All programs	All programs	All programs	All programs
3.a.(ii)	Number of collaborative projects with other social organizations for community engagement	1 per college	1 per college	1 per college	1 per college	1 per college	15
3.a.(iii)	Number of social outreach activities per college	2 events	2 events	2 events	2 events	2 events	40 events
3.a.(iii)	Number of active MOUs for networking among social organizations in the country	1 per college	1 per college	1 per college	1 per college	1 per college	20
3.b.(i)	Number of collaborative events with academic affiliates for institutional engagement	1	1	1	1	1	5
3.b.(ii)	Number of collaborative events with other educational providers	1	1	2	2	3	9
3.b.(iii)	Staff and Student Exchange	Annual Report approved by University Council					
3.b.(iv)	Percentage of Faculty actively involved in professional bodies	10%	10%	15%	15%	20%	20%
3.c.(ii)	Number of short-term courses organized for other segments of the society	1	2	2	2	3	Total 10
3.c.(iii)	Number of add-on courses/online courses as continuing education	NIL	NIL	1	2	3	6

DESTINATION 4 – GOVERNANCE AND GROWTH

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
4.a.(i)	Students, faculty, and staff feedback on governance (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5
4.a.(ii)	Quality Management System		In place	In place	In place	In place	In place
4.a.(iii)	Annual Report approved by University Council						
4.a.(iv)	Internal Compliance Report	100%	100%	100%	100%	100%	100%
4.a.(v)	Review Report approved by the University Council						
4.b.(i)	Feedback on facilities (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5
4.b.(ii)	New programs to be offered	2	2	3	3	3	Total 12 programs
4.b.(ii) & 4.d.iv	Cumulative increase in student intake	4620 (10%)	5085(10%)	5595(10%)	6155(10%)	6770(10%)	6770
4.b.(iii)	Number of new entities to be established	Graduate College		2 nd college	3 rd college		<ul style="list-style-type: none"> • Graduate College • 2nd college • 3rd college

STRATEGIC PLAN-2019-24

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model
4.b.(iv)	Feedback on effectiveness of facility management system (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5
4.c.(i)	Compliance with Benchmark indicators	Annual report approved by University Council					
4.c.(ii)	QS Ranking	NIL	NIL	Included in ranking	Included in ranking	Included in ranking	Included in ranking
4.c.(ii)	Accreditation unit/result	Creation of a dedicated administrative unit					
4.c.(iii)	It is outcome based and the KPIs are specific to the projects and activities (Implied KPIs)						
4.c.(iii)	Progression to Graduate Studies	10% of graduates	10% of graduates	10% of graduates	12% of graduates	15% of graduates	More than 15%
4.d.(i)	Internal and External Compliance Report	100%	100%	100%	100%	100%	100%
4.d.(ii)	Percentage increase of revenue through new programs						
4.d.(ii)	Percentage increase of revenue through add-on courses and online courses	1%	2%	2%	5%	5%	5%
4.d.(iii)	Percentage of revenue received through non-conventional sources	5% increase every year	5% increase every year	5% increase every year	5% increase every year	5% increase every year	Approx. 30% increase
4.d.(v)	Performance of the NU brand	Annual Report approved by University Council					
4.d.(vi)	Annual review report on Risk Management System	Accepted by University Council	Accepted by University Council	Accepted by University Council	Accepted by University Council	Accepted by University Council	5 reports accepted by University Council

Strategic Objectives	Indicators	Target 2019-20 1 st year	Target 2020-21 2 nd year	Target 2021-22 3 rd year	Target 2022-23 4 th year	Target 2023-24 5 th year	Targeted outcome of the NU Plan Model	
4.e.(i)	Number of incidents reported in the risk assessment system	< 10	<10	<10	<5	<5	<5	
4.e.(ii)	Effectiveness of induction program	Annual feedback report approved by University Council						
4.e.(iii)	Percentage of operational expenditure for professional development	1%	1%	2%	2%	3%	3%	
4.e.(iii)	Number of faculty and staff considered for promotion	All potential and eligible applicants in substantive vacancies	All potential and eligible applicants in substantive vacancies	All potential and eligible applicants in substantive vacancies	All potential and eligible applicants in substantive vacancies	All potential and eligible applicants in substantive vacancies	All potential and eligible applicants in substantive vacancies	
4.e.(iii)	Percentage of Faculty received institutional support for professional development and career advancement.	>20%	>25%	> 30%	>35%	>40%	>40%	
4.e.(iv)	Feedback on the NU community life (5 point scale)	>3/5	>3/5	>3/5	>3/5	>3/5	>3/5	
4.e.(v)	Omanisation target	80% - staff 10% - faculty	80% - staff 10% - faculty	85% - staff 15% -faculty	85% - staff 15% - faculty	90% - staff 20% - faculty	90% - staff 20% - faculty	



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IGNITING MINDS; EXPANDING HORIZONS

