المسار

الخطة الاستراتيجية 2018/23

STRATEGIC PLAN 2018/23

AL MASAR
**VALUES**

• **ETHICS**
  Foster the highest academic and professional standards in the spirit of open and critical thought and enquiry.

• **COMMITMENT**
  The contribution from staff, students and all stakeholders to provide excellence and enhance academic, professional and personal development.

• **MISSION**
  Engaging minds, transforming lives and serving the community.

• **VISION**
  To provide access and opportunity to build a knowledge nation.

• **INCLUSION**
  Staff and students working together for shared success in an inclusive environment that promotes and encourages a culture of respect for people and ideas.

• **CREATIVITY**
  Support intellectual freedom and creativity, and encourage staff and students to explore and innovate, and become creative, independent thinkers and entrepreneurs.
We appealed for the entire population – male and female, young and old – to be given the opportunity to join the march of knowledge without discrimination. Because the clear river of knowledge is one from which all should drink, and the channels flowing from it should carry richness, fecundity and growth to every part of Oman’s pure and noble land.

His Majesty Sultan Qaboos Bin Said - Sultan of Oman
The University will celebrate its 20th year during the period of this strategic plan and will build upon past success to support the continuing development of the Sultanate. The University has had a major impact on the lives of thousands of people since its founding in 2001 and has contributed to the remarkable development of Sohar as a major industrial city. We have worked with commitment and dedication to ensure that Oman has citizens equipped to meet the challenges of a competitive global economy.

We take pride in offering access to a wide demographic of students and undertaking research that makes a difference to society. We are committed to unlocking the full potential of students so that they can make a positive and meaningful contribution to Oman and beyond.

Engagement, Transformation and Service will be the main drivers of development over the coming 5 years. The goals and objectives presented in this plan will help to raise standards and ensure that Sohar University builds a reputation as a leading and successful institution. Providing access and opportunity to build a knowledge nation will be the focus of our efforts.

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Provide an outstanding education to allow students to fulfil their potential and make a positive contribution to society.

Discovery and learning requires dedication by students and commitment by academic staff. Interaction between students and staff is changing rapidly in this digital-age and we seek to embrace the opportunities presented by technology to support the learning process. We strive to provide a learning environment that nurtures talent and encourages success.

This will require continued investment in creative spaces conducive to innovative teaching and social learning. Higher education promotes social mobility and supports an improved quality of life for graduates and their families. We will work to ensure our graduates are confident and skilled individuals who are able to make a positive contribution to their community and society at large.
DISCOVER AND LEARN

Work with applicants from entry and support the transition to exit points
Re-design curricula to allow delivery with more propitious timing
Enhanced approach to academic advising and learning support
Enhanced external scrutiny of programs with international benchmarking
Professionally recognised degrees and programs with embedded graduate attributes to meet the needs of employers
Develop the depth and breadth of academic provision in existing areas and introduce new programs to meet national needs
Greater leadership role for Students’ Advisory Council

Provide access to students from all backgrounds with the ability to benefit from a university education
Continuity of learning
Success, progression and retention
Quality assurance and enhancement
Employability and entrepreneurship
Expand the academic offer
Student participation and leadership

Develop the depth and breadth of academic provision in existing areas and introduce new programs to meet national needs
Greater leadership role for Students’ Advisory Council

Participate in the development of curricula and programs that reflect the needs of employers
Enhance the employability and entrepreneurship skills of graduates
Implement effective advising and support services to meet the needs of students
Enhance the learning experience through the integration of digital technologies and innovative teaching methods
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Access and opportunity is offered to all students in their endeavours to succeed. In particular, support is provided to students with disabilities, such as visual impairment.

Thanks to funding from Bahwan, a dedicated Techno-Basira Lab was established to support the aspirations of partially-sighted and blind students. In addition, student peers support their colleagues by dedicating time and effort to enable them to realize their academic potential.

A success story at the 2017 Graduation Ceremony was Mohammed who proudly accepted his Bachelors in Education and Arts from the Minister of Health. Thanks to this, he is now working for a leading company in Oman.
Develop research capacity to build the foundations for promoting enterprise and knowledge transfer in support of social and economic impact.

The University is committed to the increased development of research and knowledge transfer during the coming five years that meets international standards. We believe that higher education and the student experience is enhanced by delivery in an environment where academic staff are engaged with research, innovation and knowledge transfer. Creation of new knowledge allows us to shape our future, and provides opportunities for wealth generation and enhancement of the quality of life.

The University will seek to increase the volume and quality of research and knowledge transfer undertaken, and will promote student engagement in active research projects. This will help build our reputation, and support growth and recruitment of high quality academic staff.

CREATE AND INNOVATE

نقوم بتطوير القدرات البحثية في الجامعة من أجل بناء أسس صحيحة لريادة الأعمال وعمليات نقل المعرفة وذلك سعياً لزيادة العائد من الاقتصاد. بالإضافة إلى تطوير المبادئ.

عليه، فإن الجامعة ستلتزم بتطوير البحث العلمي وزيادة عمليات نقل المعرفة خلال السنوات الخمس المقبلة، وذلك وفق المعايير الدولية. وتعتبر أن إثراء التعليم العالي والحرية الطلابية يتم من خلال توفير بيئة ينخرط فيها الأكاديميون في البحث والابتكار ونقل المعرفة. إن إيجاد المعرفة يسمح لنا بتشكيل المستقبل وتوفير الفرص لجيل الشباب الواعد. بالإضافة إلى تحسين جودة الحياة التي سيضمنها الجرحى.

وتسعى الجامعة إلى زيادة خبرة وموععة البحث ونقل المعرفة، بعدد إشارات أفضل، بفاعلية أكبر في المشاريع البحثية المختلفة. وتعتقد ويعتقد بأن مثل هذه الجهود والأعمال ستسهم تحسين سمعة جامعة صحار، بالإضافة إلى زيادة نمو الجامعة، والمساهمة في استقطاب أفضل الكوادر الأكاديمية.
ENgage

- Develop in areas of existing research strength
- Increase research capacity and capability
- Gain Doctoral Degree awarding powers
- Integrate support for enterprise, innovation and knowledge transfer
- Embed research-informed teaching

TRANSFORM

- Build inter-disciplinary research teams with critical mass in four thematic areas
- Enhance the contribution of existing staff and recruit new staff to support thematic areas
- Develop a Doctoral Training Centre to support a vibrant postgraduate community
- Implement the Intaj Suhar initiative to provide a gateway for business engagement
- Provide students with the opportunity to participate in research projects and promote enquiry-based learning
Oman's vision is to generate more energy from renewable sources. A research team at the University has focused efforts on improving the efficiency of wind turbine renewable energy systems funded by The Research Council in Oman. The team has successfully developed solutions to allow remote sensing of wind turbine blades throughout their working life enabling smart and on-line evaluation of their functionality.

These solutions allow efficient utilization of wind turbine technology in remote and environmentally challenging areas of Oman which minimizes operating costs while maximizing energy production. Research with impact supports a long-term sustainable future.

registrations of doctoral students
increased output in peer reviewed journals
number of students participating in active research
Build strategic alliances with national, regional and international communities to support innovation in educational, social, cultural and economic development.

We believe that working in partnerships makes us stronger and helps build equitable communities that work for a common purpose. Universities are important drivers of change and provide a valuable meeting place for people across civic society. The University is an anchor institution in the region and we understand our corporate and social responsibility to work in partnership with a range of agencies to develop a fully integrated university-city.

The international reach of the University will support an enhanced role in the growth of North Al Batinah. We will also encourage staff and students to be involved with locally based organisations to embed public benefit into the life of the University.
ENGAGE

- Open the campus to the community through public lectures, educational, cultural and sports events, and arts on campus to position the institution as a publicly-engaged University
- Build national, regional and global partnerships for mutual benefit
- Work closely with alumni for advocacy and consultation
- Develop relationships to support student engagement and professional development
- Contribute to the economic development of Oman through innovation

CONNECT AND COLLABORATE

- bied a coherent annual calendar of events and integrate activity across all areas of the University
- Lead initiatives to develop partnerships in North Al Batinah, GCC and other international trading cities (UK, India, Malaysia and Australia)
- Support alumni to become leaders of their own community and extend the role of the Alumni Committee
- Use professional networks to help position Sohar and Oman as a place to build profile with ready and able graduates
- Deliver innovative support for small and medium size enterprises and for new business start-ups

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Collaboration with Grace Ltd (USA) has established world-class laboratories on campus through investment of $3 million. We have worked closely with colleagues at Orpic to identify areas to enhance In-Country Value by establishing Grace Ltd. in Sohar. The facility will provide services for testing refinery catalysts for all GCC countries and beyond. This approach to industrial-academic cooperation is unique in the region and has provided opportunities for learning, research and knowledge transfer.

University staff and students have access to the laboratories for 25% of the time. The management and operation of the facility is entirely by Omani staff. Grace Ltd. has supported sending two undergraduate students to their facility in Germany. Working closely with business matters.
Deliver effective and efficient professional services with a commitment to enhancement and innovation to exceed user expectations.

Staff are critical to the University’s success and we will work to build capability in an environment that promotes excellence. Central to our approach will be support for Omanisation through programs for existing staff, and provision of leadership and development to prepare the academic and managerial leaders of tomorrow. The University acknowledges the contribution of all staff as our international profile ensures we prepare students to be global citizens.

We will continue to develop the campus to provide excellent facilities for education, research and community engagement. This will require robust financial planning with a long-term commitment to secure the University’s position as a leading contributor to higher education in the region.
Proactive approach to recruitment highlight the benefits of living and working in Sohar.

Linking career progression with recruitment, succession, planning and professional development.

Planning and development to support tomorrow’s leaders.

Improve the student and staff experience to enhance learning and research.

Responsive to the changing needs of students and staff through new modes of teaching, research and management.

Work with a range of agencies to support the diverse activity of a modern, progressive institution.

Attract high quality staff

Develop opportunities to create a dynamic and united workforce.

Enhanced approach to Omanisation.

Development of a high quality integrated campus.

Investment in Information Services to ensure a digitally-connected institution.

Grow and diversify income.

Increasing opportunities to create a dynamic and united workforce.

Enhanced approach to Omanisation.

Building new modes of teaching, research and management.

Work with a range of agencies to support the diverse activity of a modern, progressive institution.
Leadership development is critical to the University. Providing access to international standard training has been achieved through delivery in Sohar and overseas. Our Head of Staff Development has forged strong relationships with a number of partners to develop bespoke programs for staff. Eight Omani staff travelled to the University of York, UK in August 2017 to attend an intensive training session in Leadership and Innovation. A further ten staff will visit York in 2018.

Staff from other Omani institutions have participated in Leadership training on campus. This direct interaction with external partners has enhanced the quality of training in Sohar and will support achievement of our strategic goals, and promote Omanisation.
We call upon instructors, scholars, scientists and researchers to roll up their sleeves, make use of the intellectual climate in which they are living, set to work and produce some solid research in technology, economics, science, literature and other disciplines. We appeal to them to apply their experience and expertise to developing the budding talents of male and female students as a first step towards producing a generation of Omani scholars, scientists and researchers, who are capable of disciplined, creative work, imbued with the spirit of true scholarship, which may best be described as working for the benefit of one’s fellow men.

إننا نهيب من فوق هذا المنبر بإسالة الجامعة وعلمائها الباحثين فيها أن يشملوا عن ساعد الحد، ويستثمروا المناخ الفكري الذي يعيشون فيه لتعمل الدور المثير من أجل إعداد الباحث العلمي المتميز في مجالات التكنولوجيا والاقتصاد، والعلوم، وغيرها من المجالات الأساسية المتنوعة. وأن يقدروا خبرة الآخرين، المتربطة بالعمارة لموهبة الطالبة القائدة من طلاب الجامعة وتلاميذها، نعموا لدور جليل من العلوم والبحوث العلمية، القائدة على العمل المنظوم والمتميزين بالنوعية العلمية التي تنصف بالعطاء الدافع من أجل تحقيق الخير للجميع.

His Majesty Sultan Qaboos Bin Said - Sultan of Oman

From His Majesty’s Speech on the occasion of the Graduation of the First Batch of Sultan Qaboos University Students.