



**BayanCollege**

## **Strategic Plan 2016-2020**

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## **INTRODUCTION**

### **I. Bayan College Profile**

Bayan College operates under the supervision of the Ministry of Higher Education, Sultanate of Oman, and is affiliated with Purdue University - Northwest, USA. We are the first college in Oman to offer diploma/bachelor degree in Media Studies and English Studies. Bayan College, based on its belief in the role it plays in community service, offers both morning and evening academic programs to facilitate the enrolment of those who wish to work and study at the same time.

Our highly professional multi-culture faculty, affiliation with a reputed American university and advanced academic programs provide students with an excellent learning opportunity and enable them to earn skills necessary to enter the labor market.

### **II. Origins of the Strategic Plan**

This strategic plan should be seen as an important step in the ongoing improvement that has been taking place in the last few years. It arises from the need to continuously assess our performance at different levels, translated in the six main goals discussed below. The need to address certain weaknesses in the performance required a multiyear strategic planning in cooperation and consultation with Bayan's stakeholders. The Academic Council assigned the Writing Committee to draft a strategic plan that meets the main concerns of the college's mission, vision and objectives. The College Council held several meetings to discuss the plan. In addition to these discussions, the QA officer had the chance to sit individually with members of the Council to get feedback. The plan, after approval by the Council, was discussed by the Board of Trustees.

In brief, the strategic plan commits Bayan College over the next four years to serve its stakeholders in a number of ways. It should provide excellent academic performance that meets the needs of students and help them to succeed. The college has to strengthen its partnerships with different public and private organizations to promote its goals and objectives. The college should be keen to choose competent faculty and staff to meet the college's goals and objectives. Transparency and accountability should be a benchmark of the college activities. Having an appropriate plan is essential to help the college provide better teaching and learning activities. It is worthy to note that the college abides by the requirements of Oman Academic Accreditation Authority OAAA.

### **III. Vision, Mission Statement, and Core Values**

#### **Vision**

To be a key part of the higher education infrastructure in Oman and to make a major contribution to the development of human resources in the Sultanate and the region. We aim to create students who are renowned for their ability to "*think, achieve, and excel*".

#### **Mission**

- To provide an appropriate academic environment to ensure quality education.
- To prepare well-qualified and experienced graduates.

- To interact with society and offer services to it.

## **Core Values**

Bayan College will be guided by the following core values:

- a. Excellence in Teaching, Learning, and Facilities.**  
Delivering excellent teaching and learning experiences coupled with modern facilities to ensure that graduates are well prepared for the work market.
- b. Loyalty**  
Dedicated to meeting our commitments and obligations.
- c. Social Responsibility**  
Dedicated to improving the lives of others through professional and community services.
- d. Accountability and Transparency**  
BC assumes and demonstrates responsibility for its decisions and actions.
- e. Partnership**  
Work with partners for the benefit of College (students, faculty and staff) and the community.
- f. Diversity**  
Promoting an idealistic culture of racial, gender and religious acceptance

## **IV. Strategic Goals and Objectives**

- a. To offer curriculum that meet the needs of industrial and social developments in Oman and the region, and accelerate Omanization.
- b. To provide educational programs that enable students to enter the professional world equipped with the skills to compete in the labor market and the service of the community
- c. To support students in order to achieve their educational goals, plan their careers, and be leaders in their field of expertise.

## **V. Bayan College: Environmental Assessment**

Bayan College's strategic plan is designed to cover fiscal years 2016-2020, a period that culminates in the College's 15<sup>th</sup> anniversary celebration. Since its inception in 2006, Bayan College has been trying to effectively contribute in the development of higher education community by introducing graduates who are able to take part in the development of human resources in Oman and the region. This strategic plan is a framework to guide the college planning, activities and objectives over the coming five years. The plan focuses on two major areas: organizational and value strategies. The first covers basic issues like "who we are, whom we serve", and clarity of social value and purpose. The second strategy is concerned with the major role we play in the academic community in Oman and the region. In other words, it focuses on the effectiveness of our

role in the labor market. In formulating this strategic plan, we have attempted to create an ambitious, but realistic framework for planning and organizational development. This plan covers six main strategic goals that help the college achieve its mission, vision and objectives:

**a. Promote a Healthy Learning Environment**

We teach for learning. Faculty and assistants at Bayan College focus on learner-centered -- rather than teacher-centered-- instruction. Planning teaching for learning is meant to meet students' needs, attitudes, and concerns. We need to consider the experiences which students will acquire, and how to make use of those experiences.

**b. Work for Academic Excellence**

Academic excellence reflects the College community's commitment to continuous learning. This commitment is translated into on-going achievement and engagement in learning, scholarship, and service for students, faculty, and staff.

**c. Strengthen Partnershipwith Community**

We try to establish an industry oriented culture, and employment oriented learning.

**d. Achieve Financial Stability**

We maintain long term financial stability through diverse revenues and enrollment growth.

**e. Maintain Transparency and Accountability**

We are keen to meet the increased demands for institutional transparency andaccountability

**f. Maintain and Maximize the Use of Infrastructure and Resources**

Expand resources and infrastructure to meet all mission areas.

This SWOT analysis is based on the College Council discussions regardingthe environmental assessment and the strategic planning. The CollegeCouncil discussed points of strength and weakness relative to our competitors.

**VI. Bayan Strength, Weakness, Opportunities, and Challenges**

**Strengths:**

- a. Media and Literature programs
- b. Affiliation with a reputed American university
- c. Appropriate campus
- d. Social responsibility and community service
- e. Sufficient staffing at many levels

### **Weaknesses**

- a. Limited recreational facilities
- b. Absence of licensed clinic nurse
- c. Limited greenery
- d. Parking shades

### **Opportunities**

- a. Excellent job prospects for graduates
- b. Strong potential for growth in postgraduate programs
- c. Potential of increased student enrolment

### **Challenges**

- a. Competition from other HEIs
- b. Meeting external requirements of stakeholders

## **VII. Strategic Goals**

The achievement of the following strategic goals is central in fulfilling Bayan's mission, realizing its vision and honoring its values. Each goal branches out into a variety of objectives which, in turn, branch out into a number of strategies designed to achieve the objectives:

- Promote a healthy learning environment.
- Work for academic excellence
- Strengthen partnership with community
- Achieve financial stability
- Maintain transparency and accountability
- Maintain and maximize the use of infrastructure and resources

### **I. STRATEGIC GOAL # 1: PROMOTE A HEALTHY LEARNING ENVIRONMENT**

- ❖ **Objective 1.1 Encourage an element of fun in teaching and learning activities**
  - Strategy 1.1.1 Integrate curricular activities with co-curricular activities
  - Strategy 1.1.2 Encourage extra-curricular activities
- ❖ **Objective 1.2 Ensure a safe and secure campus life**
  - Strategy 1.2.1 Humanize non-academic services
  - Strategy 1.2.2 Personalize academic activities
- ❖ **Objective 1.3 Create a learner-centred teaching and learning environment**
  - Strategy 1.3.1 Ensure a stress-free classroom ambience
  - Strategy 1.3.2 Value the choice and voice of the learners
  - Strategy 1.3.3 Cater for the needs of learners in general
  - Strategy 1.3.4 Focus on slow learners in particular
  - Strategy 1.3.5 Integrate technology to facilitate students' learning

- ❖ **Objective 1.4 Provide suitable teaching and learning materials**
  - Strategy 1.4.1 Use materials which are suitable and relevant
  - Strategy 1.4.2 Avoid materials which are culturally sensitive
  - Strategy 1.4.3 Review and update learning materials every semester
  - Strategy 1.4.4 Involve students in material preparation
- ❖ **Objective 1.5 Link graduate attributes to market demand**
  - Strategy 1.5.1 Academic programs should train the learners to acquire skills in Labourmarket demands
  - Strategy 1.5.2 Curriculum should be reviewed and updated according to the dynamics of the labour market

## **II. STRATEGIC GOAL # 2 WORK FOR ACADEMIC EXCELLENCE**

- ❖ **Objective 2.1 Develop programs and courses in the light of the needs of community**
  - Strategy 2.1.1 Ensure that all courses and programs are competency-based
  - Strategy 2.1.2 Introduce new degrees and programs
  - Strategy 2.1.3 Improve quality of instruction and teaching
  - Strategy 2.1.4 College management ensures delivery of high quality courses and programs
- ❖ **Objective 2.2 Recruit competent faculty and staff**
  - Strategy 2.2.1 Develop an effective and transparent plan for recruitment
  - Strategy 2.2.2 Provide more Omani faculty and staff
  - Strategy 2.2.3 Communicate with higher education providers and bodies
- ❖ **Objective 2.3 Retain competent faculty and staff**
  - Strategy 2.3.1 Improve salaries and benefits for faculty and staff
  - Strategy 2.3.2 Facilitate faculty and staff family union
  - Strategy 2.3.3 Recognize and reward outstanding faculty and staff
  - Strategy 2.3.4 Enhance a stable and secure job environment
  - Strategy 2.3.5 Facilitate communication among college administration, faculty and staff
- ❖ **Objective 2.4 Encourage a culturally inclusive climate**
  - Strategy 2.4.1 Promote culturally diverse faculty and staff
  - Strategy 2.4.2 Promote a more family-friendly campus
- ❖ **Objective 2.5 Develop research and consultancy activities**
  - Strategy 2.5.1 Encourage research in the fields related to college interests
  - Strategy 2.5.2 Ensure ethical practices are followed in research and evaluation
  - Strategy 2.5.3 Provide professional advice and consultancy to community

- Strategy 2.5.4 Promote professional development for all staff

❖ **Objective 2.6 Work for accreditation**

- Strategy 2.6.1 Acquire institutional and program accreditations

**III. STRATEGIC GOAL # 3 STRENGTHEN PARTNERSHIP WITH COMMUNITY**

❖ **Objective 3.1 Promote partnership with public and private sector organizations to achieve College goals**

- Strategy 3.1.1 Initiate partnership with academic bodies and HEIs
- Strategy 3.1.2 Develop community activities and volunteering opportunities for students

❖ **Objective 3.2 Establish communications with outside stakeholders**

- Strategy 3.2.1 Liaise with industries for on-the-job-training opportunities for students
- Strategy 3.2.2 Develop student potential to meet relevant industry and community needs
- Strategy 3.2.3 Involve industry and stakeholders in program development

❖ **Objective 3.3 Establish alliances with Higher Education providers**

- Strategy 3.3.1 Strengthen and expand affiliation alliances
- Strategy 3.3.2 Initiate staff and student exchange programs for professional development and benchmarking of programs and achievements

**IV. STRATEGIC GOAL # 4 ACHIEVE FINANCIAL STABILITY**

❖ **Objective 4.1 Develop effective financial system**

- Strategy 4.1.1 Ensure that the budget plan of all departments linked to the vision, mission and Strategic/Operational plans of the College

❖ **Objective 4.2 Explore new sources of funding**

- Strategy 4.2.1 Develop fund generating activities
- Strategy 4.2.2 Attract international students

**V. STRATEGIC GOAL # 5 MAINTAIN TRANSPARENCY AND ACCOUNTABILITY**

❖ **Objective 5.1 Spread the culture of planning and evaluation in the college**

- Strategy 5.1.1 Enhance planning and reporting in the college
- Strategy 5.1.2 Enhance continuous evaluation culture in the college
- Strategy 5.1.3 Academic and non-academic departments align their operational Plans with the Strategic Plans
- Strategy 5.1.4 Maintain open-line communication among departments, committees, administration and boards in the college

**VI. STRATEGIC GOAL # 6 MAINTAIN AND MAXIMIZE THE USE OF INFRASTRUCTURE AND RESOURCES**



❖ **Objective 6:1 Proper maintenance of existing infrastructure.**

- Strategy 6.1.1 Ensure regular cleaning and maintenance with reputed Companies
- Strategy 6.1.2 Maximize the use of available facilities and resources for students
- Strategy 6.1.3 Provide adequate academic support to facilitate students' academic achievements