



كلية البيان  
BAYAN COLLEGE

PNW

# Strategic Plan

Academic Year 2021-2022 to 2025-2026



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## About Bayan College

### Vison

**To be recognized as a leader in higher education in Oman and the region in the provision of excellence in teaching and learning and quality research.**

### Mission

**To provide quality education resulting in highly qualified graduates that are leaders in their field, dedicated to serving their communities and contributing to the national sustainable development.**

## Core Values

- 01 Excellence in teaching and learning:** We strive for excellence in all our academic pursuits resulting in graduates that will be leaders in their professions
- 02 Integrity:** We are committed to demonstrate the highest social and ethical values and standards of professional and scholarly ethics.
- 03 Creativity and innovation:** We are committed to create dynamic and innovative solutions in all aspects of our work for a better future.
- 04 Collaboration, empowerment and social responsibility :** We believe in the power of working together, providing motivation and opportunities to achieve results and adhere to corporate social responsibility in all our actions to ourselves, our stakeholders and the community at large.



- 05 **Diversity, inclusion and cultural authenticity:** We value all aspects of diversity and foster cultural, racial, gender and religious tolerance to ensure a vibrant learning community.
- 06 **Environmental responsibility:** We respect our environment and are committed to continuous environmental improvements and incorporate sustainability in all processes involved in our operations
- 07 **Identity:** We hold institutional pride and belonging to the organization and the country at large

## Discipline – Specific attributes

Gain sound knowledge in their discipline.



## Graduate Attributes

- 01 Exhibit capacity in writing skills
- 02 Demonstrate critical thinking skills
- 03 Show problem solving skills
- 04 Master communication skills
- 05 Develop the ability to work in team
- 06 Comply with ethical and social values
- 07 Value inclusive culture and sensitivity

## Strategic Goal 1

**Provide Effective and efficient Planning and Management.**

- Objective 1.1** — | **Lead the College in the interests of students, Omani society and other stakeholders.**
- Objective 1.2** — | **Expand academic MOUs, accreditation and community engagement activities.**
- Objective 1.3** — | **Achieve financial stability.**
- Objective 1.4** — | **Ensure risks are managed effectively.**
- Objective 1.5** — | **Provide a healthy and safe environment for all stakeholders.**
- Objective 1.6** — | **Implement quality assurance measures to ensure the ongoing quality of programs and services.**
- Objective 1.7** — | **Ensure institutional growth.**

## Objective 1.1

**Lead the College in the interests of students, Omani society and other stakeholders.**

### Strategy 1.1.1:

**Ensure all leadership positions have clearly defined roles and responsibilities.**

### Strategy 1.1.2:

**Ensure effective governance systems are in place and are aligned with the vision, mission and values.**

### Strategy 1.1.3:

**Have in place key performance indicators for all departments and individuals aligned to the Strategic and Operational Plans.**

### Strategy 1.1.4:

**Ensure effective human resource management systems are implemented.**

### Strategy 1.1.5:

**Develop, deploy and review the required policies and procedures.**

### Strategy 1.1.6:

**Ensure the needs of students are represented on decision making bodies.**

### Strategy 1.1.7:

**Strengthen relations with industry and community to prepare graduates to make contributions to the economy and society.**

## Objective 1.2

Expand academic MOUs, accreditation and community engagement activities.

**Strategy**  
1.2.1

Expand academic MOUs, accreditation and community engagement activities

Expand academic national and international MOUs

**Strategy**  
1.2.2

**Strategy**  
1.2.3

Expand accreditation for the College and its academic programs

Engage with local communities, Industry and other HEIs

**Strategy**  
1.2.4

**Strategy**  
1.2.5

Engage with professional bodies

## Objective 1.3

**Achieve financial stability.**

**Strategy 1.3.1:**

**Attract international students.**

**Strategy 1.3.2:**

**Provide online short programs to professional organizations.**

**Strategy 1.3.3:**

**Promote Bayan College Executive Training Center to attract professionals.**

**Strategy 1.3.4:**

**Manage financial resources for long term sustainability.**

**Strategy 1.3.5:**

**Effective & efficient use of infrastructure & utilization of resources.**

**Strategy 1.3.6:**

**Increase revenue diversification to reduce reliance on a single funding source.**

## Objective 1.4

Ensure risks are managed effectively.

01

Update the Risk Register annually

02

Conduct environmental scan to ensure all risks are addressed

## Objective 1.5

Provide a healthy and safe environment for all stakeholders

Strategy  
1.5.1

Ensure Oman's legal requirements in relevant activities are met.

Ensure all staff and students are aware of health and safety policy and procedures.

Strategy  
1.5.2

Strategy  
1.5.3

Safety drills are routinely practiced

Conduct a review of Health and Safety Services.

Strategy  
1.5.4

## Objective 1.6

**Implement quality assurance measures to ensure the ongoing quality of programs and services.**

**Strategy  
1.6.1**

**Align the departmental operational plans to the College Strategic Plan.**

**Strategy  
1.6.2**

**Conduct annual surveys.**

**Strategy  
1.6.3**

**Ensure effective system for developing, reviewing & implementing policies & procedures.**

**Strategy  
1.6.4**

**Review the activities of all College entities to ensure effectiveness and productivity.**

**Strategy  
1.6.5**

**Continue to review all academic programs for currency and appropriateness for market needs.**

**Strategy  
1.6.6**

**Conduct external benchmarking of a range of activities.**

## Objective 1.7

**Ensure institutional growth.**

**Increase revenue diversification to reduce reliance on a single funding source.**

01

**Increase students recruitment by diversifying recruitment strategies**

02

**Promote Bayan brand and increase the satisfaction of stakeholders with the learning/teaching resources and facilities.**

03

**Increase revenue diversification to reduce reliance on a single funding source.**

04

**Increase revenue diversification to reduce reliance on a single funding source.**

05

## Strategic Goal 2

### Provide Effective Teaching and Learning

- Objective 2.1** — Embed the College graduate attributes in all programs and reflect graduate and employer needs and expectations.
- Objective 2.2** — Diversify teaching methods.
- Objective 2.3** — Develop, deploy and Review quality curriculum of all programs on the basis of short and long duration.
- Objective 2.4** — Ensure the highest quality teaching is provided to students.
- Objective 2.5** — Maintain the highest levels of academic integrity.
- Objective 2.6** — Strive to maintain high rates of student retention, progression & completion.

## Objective 2.1

**Embed the College graduate attributes in all programs and reflect graduate and employer needs and expectations.**

**Strategy  
2.1.1**

Provide an engaging environment where curricular and extra-curricular opportunities help students to develop the College graduate attributes, competency and employability skills.

**Strategy  
2.1.2**

Ensure employers and the alumni are surveyed on the College Graduate Attributes.

**Strategy  
2.1.3**

Assess Graduate Attributes in all programs and review their effectiveness.

**Strategy  
2.1.4**

Enhance the level of graduate employability.

## Objective 2.4

**Ensure the highest quality teaching is provided to students.**

**01** Recruit and retain qualified and experienced academicians including PhD holders in academic departments

**02** Evaluate Teaching effectiveness through a range of mechanisms.

**03** Provide Faculty members with targeted professional development opportunities focused on different teaching pedagogies.

## Objective 2.5

**Maintain the highest levels of academic integrity**

**01** Provide Faculty members with targeted professional development opportunities focused on different teaching pedagogies.

**02** Provide Faculty members with targeted professional development opportunities focused on different teaching pedagogies.

**03** Provide Faculty members with targeted professional development opportunities focused on different teaching pedagogies.

## Objective 2.6

**Strive to maintain high rates of student retention, progression & completion.**

### **Strategy 2.6.1:**

Establish clear targets for student retention, progression and completions in all programs.

### **Strategy 2.6.2:**

Ensure aggregate data for all programs on student retention, progression and course completions are maintained.

### **Strategy 2.6.3:**

Ensure retention, progression and completion reports are analysed and used to inform strategies for improvement.

## Objective 2.2

Diversify teaching methods.

**Strategy 2.2.1:**

Embed the use of technology-based educational methods.

**Strategy 2.2.2:**

Embed 21st century leaning skills in all academic programs.

## Objective 2.3

Develop, deploy and Review quality curriculum of all programs on the basis of short and long duration.

Review programs in timely manner.

Incorporate employers, professionals and alumni inputs into the curriculum.

01

02

03

Involve the affiliate of the awarding program in the review of the curriculum.

## Strategic Goal 3

**Be recognized for our research activities that are aligned with the national strategy**

**Objective 3.1** — Improve the College's research performance.

**Objective 3.2** — Embed a culture of ethical conduct of research.

**Objective 3.3** — Support the implementation of a strong research-teaching nexus.

## Objective 3.1

**Improve the College's research performance.**

Ensure that facilities, resources, and guideline are in place to support research work.

Provide institutional support for collaborative projects for research.

Provide time for faculty to pursue research.

01

02

03

04

05

06

Secure appropriate funding to support research growth.

Ensure research active staff report their research output to the Research & Innovation Office annually.

Promote professional development for research.

## Objective 3.2

Embed a culture of ethical conduct of research.

01

Ensure staff and students are provided with appropriate training in preparing their applications for ethics committee approval.

02

Ensure intellectual property policy is honored.

## Objective 3.3

Support the implementation of a strong research-teaching nexus.

Encourage staff to actively integrate their own research findings into the curricula

01

Support students undertaking Graduation Research projects

02

## Strategic Goal 4

### Provide excellence in student support services

- Objective 4.1** — Ensure students benefit from teaching and learning resources.
- Objective 4.2** — Ensure students enhance their learning experience through student support services.
- Objective 4.3** — Build student hostels on campus and improve social and recreational facilities.

## Objective 4.1

**Ensure students benefit from teaching and learning resources.**

Strategy  
4.1.1:

Ensure the library has physical and electronic resources to meet the requirements of programs and research activities.

Strategy  
4.1.2:

Ensure IT support is adequate and up-to-date.

Strategy  
4.1.3:

Ensure the Studio is prepared for modern media courses.

## Objective 4.2

Ensure students enhance their learning experience through student support services.

Strategy  
4.2.1

Ensure students positively benefit from counselling and guidance services.

Strategy  
4.2.2

Provide students' career guidance & employability services.

Strategy  
4.2.3

Ensure student affairs functions support and benefit the learners with relevant opportunities.

Strategy  
4.2.4

Ensure academic advising process and mechanism is carried out effectively.

Strategy  
4.2.5

Provide students writing support services to enhance their learning.

## Objective 4.3

**Build student hostels on campus and improve social and recreational facilities.**

### **Strategy 4.3.1:**

Construct modern hostel facilities on campus that is managed by the College.

### **Strategy 4.3.2:**

Establish landscaping around the College.

### **Strategy 4.3.3:**

Provide separate recreational facilities for female and male students.

## Strategic Goal 5

**Make Bayan College the employer of choice among higher education institutions in Oman**

**Objective 5.1**

**Recruit qualified and experienced staff who are experts in their field.**

**Objective 5.2**

**Provide appropriate professional development opportunities for all its faculty and staff.**

**Objective 5.3**

**Create a positive organisational environment in order to attract and retain good quality staff.**

**Objective 5.4**

**Increase the number of Omani employees in all academic and administrative departments.**

## Objective 5.1

**Recruit qualified and experienced staff who are experts in their field.**

- 01** Ensure staff profile is appropriate for the size of the College and to meet the requirements of the academic, administrative and student support service requirements

## Objective 5.2

**Provide appropriate professional development opportunities for all its faculty and staff.**

- 01** Provide access to ongoing professional development opportunities designed to enhance staff teaching and research skills
- 02** Ensure non-academic staff are provided with professional development opportunities to support them in their roles

## Objective 5.3

**Create a positive organisational environment in order to attract and retain good quality staff.**

Strategy  
5.3.1:

Ensure structured opportunities are provided for staff to provide feedback.

Strategy  
5.3.2:

Ensure staff are recognized for their efforts.

Strategy  
5.3.3:

Establish opportunities for staff to socialize.

## Objective 5.4

**Increase the number of Omani employees in all academic and administrative departments.**

Plan targets for the Omanisation of faculty and staff.

Provide professional development programs designed to address the needs of new Omani faculty and staff.

01

02

03

Attract and retain Omani Faculty and staff with appropriate qualifications in accordance with MoHERI and MoL requirements and the national goals.

