



# **STRATEGIC PLAN 2017 – 2021**

**Leading Quality Enhancement for Omani Higher Education**

**Oman Quality Network in Higher Education (OQNHE)**



## FOREWORD

The OQNHE is a collegiate network of Higher Education Institutions in the Sultanate of Oman. The OQNHE aims to improve the quality of higher education in Oman by promoting the use of good quality assurance and enhancement practices.

Following a review of its previous Strategic Plan, OQNHE's Executive Committee has produced a new five-year Strategic Plan 2017-2021 that intends to; increase its engagement with Oman's higher education sector, improve the level of inclusivity for those wishing to contribute to the OQNHE, provide ample opportunities for the sharing of good practice within the sector, and develop stronger ties with peer networks and associations in the region.



## VISION, MISSION & VALUES

<b>Mission</b>	To act as a facilitator in enhancing quality within higher education in the Sultanate of Oman, through the sharing of; ideas, research, and good practice.	
<b>Vision</b>	To be recognized as the leading independent network for quality enhancement in higher education in the MENA region.	
<b>Values</b>	<b>Quality</b>	Maintain the standards of quality that the network seeks to promote
	<b>Transparency</b>	Commit to handling all its activities with transparency
	<b>Diversity</b>	Respect the different educational cultures within the higher education sector in Oman
	<b>Professional Ethics</b>	Ensure honesty, integrity and professionalism in all practices
	<b>Collaboration</b>	Encourage collaborative initiatives and exchange of information and data
	<b>Social responsibility</b>	Inculcate social responsibility and a sense of giving back to the society

### Themes:

**Theme 1:** Quality Culture

**Theme 2:** Capacity Building



**Theme 3:** Sustainability

**Theme 4:** External Relations

Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
<b>Theme 1 Quality Culture</b>	1.1 To develop a quality culture by supporting quality enhancement in the higher education sector	1.1.1 Promoting a collaborative culture in order to facilitate the sharing of good practice.	Produce an annual calendar of quality events at HEIs in Oman (published on OQNHE website).	Published calendar in the website No of HEIs sharing their activities in the calendar
			Support the creation of Benchmarking clubs within the local sector.	No. of benchmarking clubs established
			Encourage Omani HEIs to create International benchmarking networks	No. of Omani HEIs involved in International Benchmarking networks
			1.1.2 Involve the sector in ongoing discussions on quality issues	Create a discussion board for quality issues through the website.
		Develop an OQNHE app.	No of users who downloaded the app	
		Create a OQNHE LinkedIn page	No. of HEIs linked to the OQNHE LinkedIn page	
		Ensure quarterly publication of OQNHE news letter	No. of news letters	

<b>Theme</b>	<b>Strategic Goal</b>	<b>Objectives</b>	<b>Initiatives</b>	<b>Measures of Success</b>	
<b>Theme 2: Capacity Building</b>	2.1 To continue to build capacity through the provision of training opportunities	2.1.1 Encouraging knowledge transfer	Survey the HEIs training needs.	Training needs of HEIs are identified.	
			Organise seminars, workshops and conference.	No. of seminars, workshops and conferences held.	
			Develop a long term capacity building plan.		
	2.2 To contribute to research capacity building within the higher education sector	2.1.2 Identifying QM expertise in the sector.	Survey the HEIs quality management expertise in training needs	Identified QM expertise of HEIs, specifically QAAA's International External Reviewers	
			2.2.1 Encouraging collaborative research work with other education providers, the industry and the community	promote collaboration through Special Interest Group. (SIG)	No. of collaborative research projects List of available partners in the industry and the community
			2.2.2 Establishing a quality research depository from research publications in the sector.	Create a database accessible on the website.	No. of publications and other scientific work available in the research journal.
	2.2.3 Establishing a platform to share the scholarly work on quality management and quality enhancement	Start a journal covering the quality management and quality enhancement in higher Education	Journal in place		

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Theme	Strategic Goal	Objectives	Initiatives	Measures of Success
<b>Theme 3: Sustainability</b>	3.1 To enhance the internal development of the network	3.1.1 Raising the profile of the network	Recruit Administrative support staff to facilitate the network administration.	Admin staff appointed to support the network
			Provide an induction programme for new EC members	Satisfaction feedback
			Apply for association status and introduce individual membership	Approved status - increase in revenue receipts whether from HEIs or individual membership
			Maintain and improve the OQNHE website to serve its purpose more effectively	Website Traffic Increase in no. of members
		3.1.2 Ensuring a sustainable source of income and financial viability.	Secure funding from private organizations and obtain sponsors to support network activities.	List of funding agencies or sponsors Total amount generated from third party funding
			Offer individually based membership.	Income generated through membership funds
			Ensure membership fee collection from all institution members	% of members have paid their fees
		3.1.3 Developing and implementing mechanisms to evaluate the effectiveness of the network, including governance and its activities.	Further develop network policies and procedures	Reviewed and new policies developed.



<b>Theme</b>	<b>Strategic Goal</b>	<b>Objectives</b>	<b>Initiatives</b>	<b>Measures of Success</b>
<b>Theme 4: External Relations</b>	4.1 To establish and maintain relationships with external bodies.	4.1.1 Establish links with international networks in the higher education and industry which may support international benchmarking activities.	Obtain membership with other quality networks	Membership of regional and international quality networks
				MOU with partner organisations