



***Strategy***

MCBS21 **MCBS Strategy 2021**

Achievement: 0.22%

***Perspective***

A **Students Academic Excellence**

Achievement Per Weight: 1.11%

Achievement: 1.11%

***Goal***

A1 **Academic programs & graduates**

Achievement Per Weight: 0.96%

Achievement: 6.00%

***KPI***

A11 **Align academic programs to be responsive to national (Vision 2040) and regional human capital needs**

Achievement Per Weight: 6.00%

Achievement: 75.00%

***Sub KPI***

A11225 **Programs revision incorporating national (Vision 2040) and regional human capital needs**

Achievement Per Weight: 75.00%

Achievement: 75.000%

|  |  |  |  |
| --- | --- | --- | --- |
| Frequency | Achievement | Actual | Target |
| 2022 | 75% | 15 | 20 |

A127 **Offer new programs aligning the latest trends in the global market, and reviewing the current programs**

Achievement: 0%

***Sub KPI***

A127216 **offer new programs aligned with latest trends in global markets**

Achievement: 0%

A126 **Provide greater access to education for the local community through the expansion of arabic programs**

Achievement: 0%

***Sub KPI***

A126217 **New arabic academic programs**

Achievement: 0%

A122 **Maintain a proactive approach in designing academic programs to suit relevant industry requirements and 21st century skills**

Achievement: 0%

***Sub KPI***

A122218 **Integrate industry requirements and 21st century skills in all new programs**

Achievement: 0%

A118 **Increase marketing and recruitment of low enrollment programs**

Achievement: 0%

***Sub KPI***

A118219 **Marketing activities**

Achievement: 0%

A118220 **Increase in new student intake of low enrolled program**

Achievement: 0%

A115 **Further enhance and promote Industry relevant / bilingual / vocational / applied programs**

Achievement: 0%

***Sub KPI***

A115221 **Programs revision incorporating industry needs**

Achievement: 0%

A115222 **Promotion activities**

Achievement: 0%

A115223 **Offer new vocational programs**

Achievement: 0%

A115224 **Offer new arabic programs**

Achievement: 0%

A129 **Promote and build a portfolio of certification programs in association with leading certification bodies**

Achievement: 0%

***Sub KPI***

A129214 **Certification bodies related to each program**

Achievement: 0%

A129215 **New certification programs**

Achievement: 0%

A7 **MCBS Reputation and Achievement**

Achievement: 0%

***KPI***

A733 **Provide efficient and effective marketing promotions of the college programs and services**

Achievement: 0%

***Sub KPI***

A733134 **Promotional activities**

Achievement: 0%

A714 **Ensure our promotion  takes on consideration of MCBS location advantage**

Achievement: 0%

***Sub KPI***

A7000K1 **Number of conducted marketing campaigns based on MCBS location**

Achievement: 0%

A7000K2 **Number of external community activities within the campus**

Achievement: 0%

A725 **Market and raise awareness of MCBS internationally recognized programs**

Achievement: 0%

***Sub KPI***

A725141 **Awareness of internationally recognized programs**

Achievement: 0%

A725142 **Awareness of internationally recognized programs**

Achievement: 0%

A731 **Promote and position MCBS as a leading regional Business College**

Achievement: 0%

***Sub KPI***

A731138 **Affiliation with respected educational institutions**

Achievement: 0%

A731139 **Certified programs**

Achievement: 0%

A731140 **MOUs with big companies**

Achievement: 0%

A732 **Promote success of MCBS ESL program**

Achievement: 0%

***Sub KPI***

A732135 **Satisfaction survey**

Achievement: 0%

A732136 **Admit, new and transferred students**

Achievement: 0%

A732137 **Measure students' performance**

Achievement: 0%

A6 **Access to Higher Education**

Achievement: 0%

***KPI***

A616 **Identify and attract international, private and industry sponsored students**

Achievement: 0%

***Sub KPI***

A616160 **Market plan with strategy for attracting international students**

Achievement: 0%

A616161 **Implementation of the plan**

Achievement: 0%

A616162 **international, private and industry sponsored students intake**

Achievement: 0%

A618 **Increase marketing and recruitment of low enrollment programs**

Achievement: 0%

***Sub KPI***

A618158 **Marketing activities**

Achievement: 0%

A618159 **Increase in new intake to low enrolled program**

Achievement: 0%

A619 **Increase MCBS's market share regionally and globally, including operating abroad**

Achievement: 0%

***Sub KPI***

A619155 **Association/cooperation wth international universities**

Achievement: 0%

A619156 **New academic programs**

Achievement: 0%

A619157 **New campuses**

Achievement: 0%

A62 **Continuously enhance and simplify Admission Process**

Achievement: 0%

***Sub KPI***

A62152 **Workflow optimization of admission related processes**

Achievement: 0%

A62153 **Automating admission related processes**

Achievement: 0%

A62154 **Studentsâ€™ online registration for the Arabic Master Programs**

Achievement: 0%

A620 **Increase recruitment and retention of GFP students**

Achievement: 0%

***Sub KPI***

A620150 **Marketing activities**

Achievement: 0%

A620151 **Reduced GFP student attrition**

Achievement: 0%

A626 **Provide greater access to education for the local community through the expansion of arabic programs**

Achievement: 0%

***Sub KPI***

A626149 **New arabic academic programs**

Achievement: 0%

A627 **Offer new programs aligning the latest trends in the global market, and reviewing the current programs**

Achievement: 0%

***Sub KPI***

A627147 **offer new programs aligned with latest trends in global markets**

Achievement: 0%

A627148 **Programs revision aligned with latest trends in global markets**

Achievement: 0%

A634 **Qualify MCBS to become a University**

Achievement: 0%

***Sub KPI***

A634144 **Prepare the plan towards becoming the university**

Achievement: 0%

A634145 **Implementing the plan**

Achievement: 0%

A634146 **Univerisity Status**

Achievement: 0%

A636 **Sustain student population growth**

Achievement: 0%

***Sub KPI***

A636143 **Increase in new intake**

Achievement: 0%

A5 **Extracurriculum Involvement**

Achievement: 0%

***KPI***

A511 **Encourage and support students and faculty innovations and achievements to be nationally and regionally recognized**

Achievement: 0%

***Sub KPI***

A511168 **Promotion student participation in National Competions and Events**

Achievement: 0%

A511169 **Encourage Extracurricular and Club Activites**

Achievement: 0%

A511170 **Publish/Share success stories**

Achievement: 0%

A517 **Increase and encourage professional and extra curricula activities**

Achievement: 0%

***Sub KPI***

A517166 **Increase and Encourage Extracurricular activities**

Achievement: 0%

A517167 **Increase and Encourage student membership to Professional Society**

Achievement: 0%

A521 **Introduce new and improve existing students recreational facilities and encourage utilization**

Achievement: 0%

***Sub KPI***

A521163 **Survey and benchmark existing student recreational facilities and their utilization**

Achievement: 0%

A521164 **Develp and implent a plan to increase acrecreational fcess to acilities**

Achievement: 0%

A521165 **Promote and Improve the utilization and access of available and new facilities**

Achievement: 0%

A528 **Promote an Integrated and a comprehensive consultancy and industry support services to the community using staff and student expertise**

Achievement: 0%

***Sub KPI***

A58 **Effectively engage the public & private sector and the community at large**

Achievement: 0%

***Sub KPI***

A59 **Provide and promote students to undertake temporary work as student's part time**

Achievement: 0%

***Sub KPI***

A4 **Innovation in Teaching, Relevance and Quality**

Achievement Per Weight: 0.15%

Achievement: 1.33%

***KPI***

A45 **Continuously improve quality of delivery of online courses**

Achievement: 0%

***Sub KPI***

A45171 **Workshops and offering short term courses online teaching techniques and tools**

Achievement: 0%

A45172 **Faculty training and development on the use of IT enabled technology**

Achievement: 0%

A45173 **online classes monitoring**

Achievement: 0%

A45174 **Online Classes Evaluation**

Achievement: 0%

A45175 **Regular Students Feedback Survey**

Achievement: 0%

A423 **Maintain and implement effective Quality Management Framework**

Achievement: 0%

***Sub KPI***

A423178 **Crreate an arichiving system to hold accreditation related documents are made accesible for auditing purposes**

Achievement: 0%

A423179 **Review and revising policies, quality assurance document**

Achievement: 0%

A418 **Increase marketing and recruitment of low enrollment programs**

Achievement: 0%

***Sub KPI***

A418180 **Developing marketing strategy**

Achievement: 0%

A418181 **Enhance marketing techniques and use new trends**

Achievement: 0%

A410 **Encourage and support innovation and adoption of new educational initiatives and technologies**

Achievement Per Weight: 1.33%

Achievement: 6.67%

***Sub KPI***

A410182 **Offer weekend intensive courses**

Achievement Per Weight: 6.67%

Achievement: 20.000%

|  |  |  |  |
| --- | --- | --- | --- |
| Frequency | Achievement | Actual | Target |
| 2022 | 20% | 3 | 15 |

A410183 **Offer full digital courses**

Achievement: 0%

A410184 **Adopt blended learning.**

Achievement: 0%

A429 **Promote and build a portfolio of certification programs in association with leading certification bodies**

Achievement: 0%

***Sub KPI***

A429176 **Identify Potential programs offered by certification bodies.**

Achievement: 0%

A429177 **Recommend potential certification programs from leading certification bodies to be offered**

Achievement: 0%

A3 **Learning resources and student support services**

Achievement: 0%

***KPI***

A335 **Strengthen the preparedness for effective response to crises, strategic and operational risks**

Achievement: 0%

***Sub KPI***

A337 **Continuously improve and widen the scope of peer-to-peer tutoring**

Achievement: 0%

***Sub KPI***

A337185 **Peer tutoring policy**

Achievement: 0%

A337186 **Students receiving peer tutoring support**

Achievement: 0%

A337187 **Student Satisfaction with peer tutoring**

Achievement: 0%

A338 **Continuously improve utilization of the existing technology**

Achievement: 0%

***Sub KPI***

A33801 **Percentage of faculty using identified technology**

Achievement: 0%

A33802 **Number of processes automated**

Achievement: 0%

A339 **Continuously ensure and improve effective academic advising**

Achievement: 0%

***Sub KPI***

A339K1 **Student Satisfaction with advising**

Achievement: 0%

A339K2 **Improved student progression**

Achievement: 0%

A339K3 **Reduced student attrition**

Achievement: 0%

A2 **Academic Standards & International Recognition**

Achievement: 0%

***KPI***

A26 **Continuously Improve students' linguistic skills**

Achievement: 0%

***Sub KPI***

A26188 **Revise course curriculum and assessment**

Achievement: 0%

A26189 **Organizing activites to enhance learning in language skills**

Achievement: 0%

A26190 **Revise acacdemic programs to incorporate new courses focusing on students' linguistic skills**

Achievement: 0%

A26191 **Organize extra curricula activities focusing on improving students' linguistic skills**

Achievement: 0%

A24 **Continuously improve and make aware of MCBS quality teaching**

Achievement: 0%

***Sub KPI***

A24192 **Establish teaching and learning guidelines with contemporary pedagogies and learning methodologies**

Achievement: 0%

A24193 **Adopt new and innovative methods of teaching and learning**

Achievement: 0%

A24194 **Following best acceptable practices in assessment and evaluations**

Achievement: 0%

A24195 **Adopt technological tools in teaching**

Achievement: 0%

A24196 **Offer workshops/ and best practices shared with the community**

Achievement: 0%

A24197 **teaching practices monitoring and evaluation**

Achievement: 0%

A24198 **Communicate with stakeholders on our improvements in teaching**

Achievement: 0%

A230 **Promote and ensure effectiveness of MCBS affiliates, partnership and cooperation**

Achievement: 0%

***Sub KPI***

A224 **Maintain and promote local & International Accreditation (OAAA, ASIC)**

Achievement: 0%

***Sub KPI***

A224199 **OAAA Sustainability Plans**

Achievement: 0%

A224200 **OAAA Evidence Complilations / Readiness**

Achievement: 0%

A224201 **ASIC Sustainability Plans**

Achievement: 0%

A224202 **ASIC Evidence Complilations / Readiness**

Achievement: 0%

A224203 **offer workshopson sharing experiences realted to OAAA and ASIC**

Achievement: 0%

A223 **Maintain and implement effective Quality Management Framework**

Achievement: 0%

***Sub KPI***

A223204 **review and revising academic policies, quality assurance document**

Achievement: 0%

A223205 **Constituting quality managment guidelines for teaching**

Achievement: 0%

A223206 **Processes and ADRI model**

Achievement: 0%

A223207 **internal audit**

Achievement: 0%

A223208 **QA Awareness programs**

Achievement: 0%

A27 **Continuously Improve students' linguistic skills**

Achievement: 0%

***Sub KPI***

A213 **Ensure and maintain quality diverse faculty providing MCBS students global citizenship perspective**

Achievement: 0%

***Sub KPI***

A213209 **Recruit international faculty from countries are not represented at MCBS**

Achievement: 0%

A213210 **Recruit part Time for online treaching**

Achievement: 0%

A212 **Acquire international institutional accreditations, programs accreditation and develop associations with leading professional bodies relevant to the programs**

Achievement: 0%

***Sub KPI***

A212211 **Academic program allignment with institutional and program accreditations**

Achievement: 0%

A212212 **Academic program allignment with professional bodies**

Achievement: 0%

A212213 **identify new international institution for accrediting programs**

Achievement: 0%

B **Institution (Modern College of Business and Science)**

Achievement: 0.00%

***Goal***

B7 **Campus Facilities and Resources**

Achievement: 0%

***KPI***

B766 **introduce new and improve existing students recreational facilities and encourage utilization**

Achievement: 0%

***Sub KPI***

B76695 **Quality Managemetn Training Materials**

Achievement: 0%

B787 **Continuously improve campus facilities**

Achievement: 0%

***Sub KPI***

B78794 **Quality Management Guidelines**

Achievement: 0%

B788 **Maintain efficient, effective and up-to-date educational resources**

Achievement: 0%

***Sub KPI***

B78893 **Quality management training/workshops deliverly**

Achievement: 0%

B6 **MCBS Core Values**

Achievement: 0%

***KPI***

B651 **Encourage and empower college committees to be productive**

Achievement: 0%

***Sub KPI***

B65197 **Staff Involvment in Commitees**

Achievement: 0%

B658 **Ensure effective faculty and staff Professional Development and career progression**

Achievement: 0%

***Sub KPI***

B65896 **Develop MCBS Careeer Management Guidlines**

Achievement: 0%

B679 **Promote the college to international students and ensure availability of appropriate support**

Achievement: 0%

***Sub KPI***

B679K1 **International marketing campaigns**

Achievement: 0%

B650 **Empower employees and ensure functional Organization Structure**

Achievement: 0%

***Sub KPI***

B65098 **Updated Org. structure**

Achievement: 0%

B640 **Continuously enhance internal/external communications and information exchanges**

Achievement: 0%

***Sub KPI***

B5 **Stakeholder Engagement and Market Reach**

Achievement: 0%

***KPI***

B585 **Promote MCBS student scholarships**

Achievement: 0%

***Sub KPI***

B58599 **MCBS scholarships**

Achievement: 0%

B541 **Continuously improve and make aware of MCBS quality teaching**

Achievement: 0%

***Sub KPI***

B541112 **Promote and Recognize Quality of Teaching Good Practices**

Achievement: 0%

B549 **Effectively engage the public & private sector and the community at large**

Achievement: 0%

***Sub KPI***

B549110 **Participation in events**

Achievement: 0%

B549111 **community service-related training**

Achievement: 0%

B551 **Encourage and empower college committees to be productive**

Achievement: 0%

***Sub KPI***

B551109 **minuted meeting of committeee (one per semester)**

Achievement: 0%

B552 **Encourage and promote provisions of temporary work as student's part time jobs**

Achievement: 0%

***Sub KPI***

B555 **Enhance and regularly review marketing processes and capacity**

Achievement: 0%

***Sub KPI***

B555K1 **Conduct marketing outreach surveys**

Achievement: 0%

B557 **Ensure continuous updating of MCBS branding and corporate identity**

Achievement: 0%

***Sub KPI***

B557K1 **Net Promoter Score (NPS)**

Achievement: 0%

B559 **Ensure our promotion campaigns take into consideration MCBS location advantage**

Achievement: 0%

***Sub KPI***

B559K1 **Location-based-marketing**

Achievement: 0%

B580 **Provide efficient and effective marketing promotions of the college programs and services**

Achievement: 0%

***Sub KPI***

B562 **Identify and attract international, private and industry sponsored students**

Achievement: 0%

***Sub KPI***

B562107 **international sts recruited**

Achievement: 0%

B563 **Increase marketing and recruitment of low enrollment programs**

Achievement: 0%

***Sub KPI***

B563106 **Increase in admission of low enrollment programs**

Achievement: 0%

B564 **Increase MCBS's market share regionally and globally, including operating abroad**

Achievement: 0%

***Sub KPI***

B564105 **local HEI share (percentage)**

Achievement: 0%

B565 **Increase recruitment and retention of GFP students**

Achievement: 0%

***Sub KPI***

B565102 **Students Satisfaction**

Achievement: 0%

B565103 **Students Satisfaction rate**

Achievement: 0%

B565104 **GFP alumni satifaction**

Achievement: 0%

B569 **Maintain and promote local & International Accreditation (OAAA, ASIC)**

Achievement: 0%

***Sub KPI***

B571 **Market and raise awareness of MCBS internationally recognized programs**

Achievement: 0%

***Sub KPI***

B561 **Identify and assist students with accommodation needs**

Achievement: 0%

***Sub KPI***

B561108 **Hostel Visits**

Achievement: 0%

B574 **Offer professional development programs based on market needs**

Achievement: 0%

***Sub KPI***

B581 **Share MCBS long term experience with other institutions**

Achievement: 0%

***Sub KPI***

B581101 **sharing events**

Achievement: 0%

B583 **Sustain student population growth**

Achievement: 0%

***Sub KPI***

B583100 **student growth**

Achievement: 0%

B579 **Promote the college to international students and ensure availability of appropriate support**

Achievement: 0%

***Sub KPI***

B579K1 **International marketing campaigns**

Achievement: 0%

B4 **Institutional growth and Sustainability: Uni status; accreditation; ranking and International Recognition**

Achievement: 0%

***KPI***

B486 **Benchmark Academic Support Resources**

Achievement: 0%

***Sub KPI***

B483 **Sustain student population growth**

Achievement: 0%

***Sub KPI***

B483K1 **Marketing campaigns**

Achievement: 0%

B482 **Strengthen the preparedness for effective response to crises, strategic and operational risks**

Achievement: 0%

***Sub KPI***

B438 **Attract more external funding**

Achievement: 0%

***Sub KPI***

B448 **Develop capabilities to train ESL instructors nationwide (TESOL)**

Achievement: 0%

***Sub KPI***

B453 **Encourage and support innovation and adoption of new educational initiatives and technologies**

Achievement: 0%

***Sub KPI***

B454 **Encourage and support students and faculty towards innovation and achievements to be nationally and regionally recognized**

Achievement: 0%

***Sub KPI***

B456 **Acquire international institutional accreditations, programs accreditation and develop associations with leading professional bodies relevant to the programs**

Achievement: 0%

***Sub KPI***

B481 **Share MCBS long term experience with other institutions**

Achievement: 0%

***Sub KPI***

B458 **Ensure effective faculty and staff Professional Development and career progression**

Achievement: 0%

***Sub KPI***

B460 **Formulate competitive edge over international academic institutions**

Achievement: 0%

***Sub KPI***

B465 **Increase recruitment and retention of GFP students**

Achievement: 0%

***Sub KPI***

B467 **Maintain a proactive approach in designing programs to suit relevant industry requirements and 21st century skills**

Achievement: 0%

***Sub KPI***

B469 **Maintain and promote local & International Accreditation (OAAA, ASIC)**

Achievement: 0%

***Sub KPI***

B472 **Provide greater access to education for the local community through the expansion of arabic programs**

Achievement: 0%

***Sub KPI***

B473 **Offer new programs aligning the latest trends in the global market, and reviewing the current programs**

Achievement: 0%

***Sub KPI***

B476 **Promote and position MCBS as a leading regional Business College**

Achievement: 0%

***Sub KPI***

B477 **Promote MCBS ESL success and share best practices**

Achievement: 0%

***Sub KPI***

B3 **Institutional Processes and Operational Efficiency**

Achievement: 0%

***KPI***

B344 **Continuously improve planning and budgeting process**

Achievement: 0%

***Sub KPI***

B341 **Continuously improve and make aware of MCBS quality teaching**

Achievement: 0%

***Sub KPI***

B341119 **Review and Update Teaching & Learning Framework**

Achievement: 0%

B342 **Continuously enhance and simplify Admission Process**

Achievement: 0%

***Sub KPI***

B346 **Continuously improve staff and faculty performance appraisal system**

Achievement: 0%

***Sub KPI***

B346116 **Reporting appraisal reports**

Achievement: 0%

B345 **Continuously improve quality of delivery of online courses**

Achievement: 0%

***Sub KPI***

B345117 **Develop process for improving the Quality of online Delivery**

Achievement: 0%

B345118 **Improve quality of teaching**

Achievement: 0%

B357 **Ensure continuous updating of MCBS branding and corporate identity**

Achievement: 0%

***Sub KPI***

B357K1 **Net Promoter Score (NPS)**

Achievement: 0%

B368 **Maintain and implement effective Quality Management Framework**

Achievement: 0%

***Sub KPI***

B368113 **Quality Managemetn Training Materials**

Achievement: 0%

B368114 **Quality Management Guidelines**

Achievement: 0%

B368115 **Quality management training/workshops deliverly**

Achievement: 0%

B382 **Strengthen the preparedness for effective response to crises, strategic and operational risks**

Achievement: 0%

***Sub KPI***

B386 **Benchmark Academic Support Resources**

Achievement: 0%

***Sub KPI***

B3000K1 **Report on benchmarked items with MCBS data**

Achievement: 0%

B3000K2 **Analysis on MCBS position within selected colleges**

Achievement: 0%

B2 **Management systems**

Achievement: 0%

***KPI***

B240 **Continuously enhance internal/external communications and information exchanges**

Achievement: 0%

***Sub KPI***

B240124 **Policy document and processes**

Achievement: 0%

B240125 **Policy document and a plan**

Achievement: 0%

B242 **Continuously improve Career support services for students**

Achievement: 0%

***Sub KPI***

B243 **Continuously improve data utilization in decision making via documentation processes, analysis and reporting of institutional data**

Achievement: 0%

***Sub KPI***

B243121 **Develop and Implement Data Portal for the College**

Achievement: 0%

B243122 **Institute a set of strategic and Operational reporting KPIs**

Achievement: 0%

B243123 **Promote and empower Data utilization in decision making**

Achievement: 0%

B244 **Continuously improve planning and budgeting process**

Achievement: 0%

***Sub KPI***

B246 **Continuously improve staff and faculty performance appraisal system**

Achievement: 0%

***Sub KPI***

B246120 **Conduct awareness session to staff and faculty**

Achievement: 0%

B247 **Contribute in the national discussions of the regulations and standards**

Achievement: 0%

***Sub KPI***

B255 **Enhance and regularly review marketing processes and capacity**

Achievement: 0%

***Sub KPI***

B255K1 **Number of surveys**

Achievement: 0%

B282 **Strengthen the preparedness for effective response to crises, strategic and operational risks**

Achievement: 0%

***Sub KPI***

B1 **Leadership and Governance**

Achievement: 0%

***KPI***

B147 **Contribute in the national discussions of the regulations and standards**

Achievement: 0%

***Sub KPI***

B147133 **Number of Meetings**

Achievement: 0%

B150 **Empower employees and ensure functional Organization Structure**

Achievement: 0%

***Sub KPI***

B150132 **Staff Involvment in Commitees**

Achievement: 0%

B170 **Maintain and support the national Omanization initiatives in the College**

Achievement: 0%

***Sub KPI***

B170131 **Omanization**

Achievement: 0%

B175 **Promote and ensure effectiveness of MCBS affiliates, partnership and cooperation**

Achievement: 0%

***Sub KPI***

B175128 **Develop Institutional Guidelines for management of Affiliations and Partnership Agreements**

Achievement: 0%

B175129 **Institute regular review and Assessment of effective implementation**

Achievement: 0%

B175130 **Promote Collaboration**

Achievement: 0%

B178 **Promote positive work environment to attract and retain productive faculty and staff**

Achievement: 0%

***Sub KPI***

B178127 **HEI HR Forum Participation**

Achievement: 0%

B184 **Continue to contribute effectively in MOHERI decisions feedback**

Achievement: 0%

***Sub KPI***

B184126 **New flow and archiving diagram**

Achievement: 0%

C **Faculty and Support Staff**

Achievement: 0.00%

***Goal***

C6 **Organizational Development**

Achievement: 0%

***KPI***

C6104 **Empower employees and ensure functional Organization Structure**

Achievement: 0%

***Sub KPI***

C610469 **Conduct an assessment on empower and issue report**

Achievement: 0%

C6110 **Ensure positive work environment to attract and retain productive staff/Faculty**

Achievement: 0%

***Sub KPI***

C611068 **Internal Satisfcation of work environment**

Achievement: 0%

C6111 **Ensure that MCBS is competitive in the Job market**

Achievement: 0%

***Sub KPI***

C611167 **HEI employer survey**

Achievement: 0%

C6112 **Develop and Implement a competitive edge strategy over international academic institutions**

Achievement: 0%

***Sub KPI***

C611266 **Benchmark and Initiate revised hiring strategy and international benchmarked rates**

Achievement: 0%

C6122 **Promote and position MCBS as a leading regional Business school**

Achievement: 0%

***Sub KPI***

C612265 **Update Recruitment material**

Achievement: 0%

C6123 **Promote MCBS affiliations and cooperation and ensure effectiveness of the partnerships**

Achievement: 0%

***Sub KPI***

C612364 **Update Recruitment material with affiliations info**

Achievement: 0%

C6124 **Strengthen the preparedness for effective response to strategic and operational risks**

Achievement: 0%

***Sub KPI***

C612463 **Availability Upto date HR risk register and risk management policy**

Achievement: 0%

C696 **Continuously improve MCBS brand and corporate identity**

Achievement: 0%

***Sub KPI***

C69662 **Employment Brand Survey satisfafaction**

Achievement: 0%

C5 **Human Resources Development**

Achievement: 0%

***KPI***

C5102 **Develop capabilities to train and certify English instructors (TESOL, CELTA)**

Achievement: 0%

***Sub KPI***

C510282 **Faculty with required certfication**

Achievement: 0%

C5108 **Ensure effective faculty and staff Professional Development and career progression**

Achievement: 0%

***Sub KPI***

C510881 **Proposal for Career Management guidline at MCBS**

Achievement: 0%

C5113 **Improve and continue to develop research capacity and output, including improved mentoring**

Achievement: 0%

***Sub KPI***

C511380 **Delivery of training program
Phd Holders with research capabilities in MCBS**

Achievement: 0%

C5116 **Maintain and support national Omanization initiatives and goals**

Achievement: 0%

***Sub KPI***

C511679 **Achieving initiative milestone**

Achievement: 0%

C5121 **Promote and ensure awareness of institutional strategic implementation, policies and procedures**

Achievement: 0%

***Sub KPI***

C512178 **Schedule for conducting training**

Achievement: 0%

C5124 **Strengthen the preparedness for effective response to strategic and operational risks**

Achievement: 0%

***Sub KPI***

C512477 **Schedule for conducting training**

Achievement: 0%

C589 **Align academic programs that are responsive to national (Vision 2040) and regional human capital needs**

Achievement: 0%

***Sub KPI***

C58976 **Schedule for conducting training on Oman Vision 2040**

Achievement: 0%

C593 **Continuously align MCBS programs with the latest trends in local and global markets and 21st century skills**

Achievement: 0%

***Sub KPI***

C59375 **Faculty with 21 Century Skills sets updated**

Achievement: 0%

C594 **Continuously ensure and improve effective academic advising**

Achievement: 0%

***Sub KPI***

C59474 **Approval of Organization Structure ( academic advising reporting confirmed )**

Achievement: 0%

C595 **Continuously improve and promote MCBS quality teaching**

Achievement: 0%

***Sub KPI***

C59573 **Initiate hiring process for faculty with teacher's training competences**

Achievement: 0%

C597 **Continuously improve quality of online courses ( Content, delivery and assessments )**

Achievement: 0%

***Sub KPI***

C59772 **Faculty with online teaching certification**

Achievement: 0%

C598 **Continuously improve staff/ faculty performance**

Achievement: 0%

***Sub KPI***

C59871 **Reporting appraisal reports**

Achievement: 0%

C598K2 **Schedule for conducting training**

Achievement: 0%

C599 **Continuously Improve students' linguistic skills**

Achievement: 0%

***Sub KPI***

C59970 **Faculty with required certfication**

Achievement: 0%

C4 **Recruitment**

Achievement: 0%

***KPI***

C495 **Continuously improve and promote MCBS quality teaching**

Achievement: 0%

***Sub KPI***

C49584 **Conducting awareness workshop for new recruites**

Achievement: 0%

C499 **Continuously Improve students' linguistic skills**

Achievement: 0%

***Sub KPI***

C49983 **New faculty minimum English language Certification**

Achievement: 0%

C489 **Align academic programs that are responsive to national (Vision 2040) and regional human capital needs**

Achievement: 0%

***Sub KPI***

C48985 **Awareness session on Oman Vision 2040 for new recruites**

Achievement: 0%

C4117 **Maintain quality diverse faculty and provide MCBS students a global citizenship perspective**

Achievement: 0%

***Sub KPI***

C411786 **consider Faculty Diversity mix when recruiting**

Achievement: 0%

C4113 **Improve and continue to develop research capacity and output, including improved mentoring**

Achievement: 0%

***Sub KPI***

C411388 **Approval of Organization Structure**

Achievement: 0%

C411389 **Faculty with Phd**

Achievement: 0%

C4102 **Develop association with leading professional bodies in the relevant fields**

Achievement: 0%

***Sub KPI***

C410292 **Readiness for acquiring HR Accreditation in recruitment**

Achievement: 0%

C41021 **Develop capabilities to train and certify English instructors (TESOL, CELTA)**

Achievement: 0%

***Sub KPI***

C4102191 **Recruited Faculty acquiring minimum English language Certification**

Achievement: 0%

C4110 **Ensure positive work environment to attract and retain productive staff/Faculty**

Achievement: 0%

***Sub KPI***

C411090 **Departmental Team building with new recruites**

Achievement: 0%

C4110K2 **Departmental Satisfaction survey**

Achievement: 0%

C4116 **Maintain and support national Omanization initiatives and goals**

Achievement: 0%

***Sub KPI***

C411687 **Omanization**

Achievement: 0%

C4116K2 **Reporting appraisal reports**

Achievement: 0%

C3 **Human Resources Management**

Achievement: 0%

***KPI***

C3110 **Ensure positive work environment to attract and retain productive staff/Faculty**

Achievement: 0%

***Sub KPI***

C3110K1 **Departmental Team building with new recruites**

Achievement: 0%

C389 **Align academic programs that are responsive to national (Vision 2040) and regional human capital needs**

Achievement: 0%

***Sub KPI***

C390 **Broaden the communication with the students and other stakeholders to create greater awareness of the college’s vision, mission, core values, programs, graduate attributes and other activities**

Achievement: 0%

***Sub KPI***

C391 **Build a strategy for fostering faculty and staff engagement and retention in MCBS**

Achievement: 0%

***Sub KPI***

C2 **Performance and Accountability Culture**

Achievement: 0%

***KPI***

C2103 **Effectively engage the public & private sector and the community at large**

Achievement: 0%

***Sub KPI***

C2110 **Ensure positive work environment to attract and retain productive staff/Faculty**

Achievement: 0%

***Sub KPI***

C2000K **Percentage of departmental Staff and faculty satisfaction**

Achievement: 0%

C2111 **Ensure that MCBS is competitive in the Job market**

Achievement: 0%

***Sub KPI***

C2113 **Improve and continue to develop research capacity and output, including improved mentoring**

Achievement: 0%

***Sub KPI***

C2120 **Promote and build a portfolio of certification programs in association with leading certificate course providers**

Achievement: 0%

***Sub KPI***

C2124 **Strengthen the preparedness for effective response to strategic and operational risks**

Achievement: 0%

***Sub KPI***

C2124K1 **Attendance of Risk Management awareness program**

Achievement: 0%

C294 **Continuously ensure and improve effective academic advising**

Achievement: 0%

***Sub KPI***

C295 **Continuously improve and promote MCBS quality teaching**

Achievement: 0%

***Sub KPI***

C298 **Continuously improve staff/ faculty performance**

Achievement: 0%

***Sub KPI***

C294K1 **Skills gaps analysis conducted as part of appraisal**

Achievement: 0%

C299 **Continuously Improve students' linguistic skills**

Achievement: 0%

***Sub KPI***

C1 **Human Resources Planing**

Achievement: 0%

***KPI***

C1116 **Maintain and support national Omanization initiatives and goals**

Achievement: 0%

***Sub KPI***

C1116K1 **Omanization**

Achievement: 0%

C1126 **Benchmark Employee benefits**

Achievement: 0%

***Sub KPI***

D **Research, Development and Consultancy**

Achievement: 0.00%

***Goal***

D6 **Sustainable Research Funding and Commercialization of innovations**

Achievement: 0%

***KPI***

D6127 **Attract more external funding for research**

Achievement: 0%

***Sub KPI***

D612742 **External Fund**

Achievement: 0%

D5 **Research Infrastructure, Capacity and Culture (to include professional development)**

Achievement: 0%

***KPI***

D5129 **Continuously improve utilization of technology in research**

Achievement: 0%

***Sub KPI***

D5129K1 **Number of implemented research labs**

Achievement: 0%

D5129K2 **Number of software/tools used**

Achievement: 0%

D5132 **Encourage and support innovation and adoption of new initiatives and technologies in research**

Achievement: 0%

***Sub KPI***

D5132K1 **new initiatives and technologies in research**

Achievement: 0%

D5134 **Improve and continue to develop research capacity and output**

Achievement: 0%

***Sub KPI***

D5134K1 **Identifying areas for pursuing research**

Achievement: 0%

D5134K2 **Submitting research proposals for institutional research.**

Achievement: 0%

D5137 **Strengthen institutional research to identify effective solutions to crisis, strategic and operational risks**

Achievement: 0%

***Sub KPI***

D5137K1 **Action and Interdisciplinary research**

Achievement: 0%

D4 **Partnership in Research & Consultancy**

Achievement: 0%

***KPI***

D4130 **Effectively engage the public & private sector and the community at large to add value through MCBS research initiatives**

Achievement: 0%

***Sub KPI***

D413046 **collaborations with public and private sector community at large**

Achievement: 0%

D4131 **Effectively utilize MCBS affiliations and partnerships to cooperate in research and consultancy projects**

Achievement: 0%

***Sub KPI***

D413144 **Research and consultancy Activities**

Achievement: 0%

D413145 **joint research**

Achievement: 0%

D4136 **Promote and position MCBS in the region for research and consultancy**

Achievement: 0%

***Sub KPI***

D413643 **Promotional activities of high ranking publications and regional consultancy**

Achievement: 0%

D3 **IP & Research Ethics**

Achievement: 0%

***KPI***

D3139 **Uphold copyright laws and Research Ethics**

Achievement: 0%

***Sub KPI***

D313947 **copyright law polices and procedures**

Achievement: 0%

D2 **Knowledge sharing and dissemination among stakeholders**

Achievement: 0%

***KPI***

D2133 **Ensure continuous updating of MCBS branding and corporate identity as a credible research institute**

Achievement: 0%

***Sub KPI***

D213350 **Inviting institutions for collaborative research**

Achievement: 0%

D213351 **Establish international conferences**

Achievement: 0%

D213352 **Establish acacdemic journals**

Achievement: 0%

D213353 **Establish institutional research forums**

Achievement: 0%

D2138 **Introduce Research Seminar**

Achievement: 0%

***Sub KPI***

D213848 **Prepare seminar plan**

Achievement: 0%

D213849 **Formulate seminar organizaing committee**

Achievement: 0%

D1 **Research and Consultancy Performance and Output**

Achievement: 0%

***KPI***

D1128 **Build research team and mentoring**

Achievement: 0%

***Sub KPI***

D112860 **Criteria standards and objectives of research team**

Achievement: 0%

D112861 **Preparing mentoring guidelines**

Achievement: 0%

D1129 **Continuously improve utilization of technology in research**

Achievement: 0%

***Sub KPI***

D112959 **Identify range of technological tools for using in research**

Achievement: 0%

D1134 **Improve and continue to develop research capacity and output**

Achievement: 0%

***Sub KPI***

D1135 **Develop a comprehensive consultancy and industry support services to the community**

Achievement: 0%

***Sub KPI***

D113554 **Propose areas institution can offer consultancy to industry support**

Achievement: 0%

D113555 **Identify industries with in the local community seeking consultancy support**

Achievement: 0%

D113556 **Consultancy and Industry support services policies development**

Achievement: 0%

E **Outreach and Engagement**

Achievement: 0.00%

***Goal***

E3 **Industrial and community relationships**

Achievement: 0%

***KPI***

E31541 **Enhance MCBS brand through acquiring international institutional accreditations, programs accreditation and develop associations with leading professional bodies relevant to the programs**

Achievement: 0%

***Sub KPI***

E31531 **Promote regular interaction with alumni and involve alumni representatives in MCBS advisory and relevant decision making bodies on community outreach activities**

Achievement: 0%

***Sub KPI***

E3153119 **Engage Alumni in College Activities & Committee work**

Achievement: 0%

E3153 **Promote and position MCBS as a leading regional Business College**

Achievement: 0%

***Sub KPI***

E315320 **Promote and share stories of successful Alumni**

Achievement: 0%

E3146 **Increase and encourage professional and extra curricula activities**

Achievement: 0%

***Sub KPI***

E314622 **Increase and Encourage Extracurricular activities**

Achievement: 0%

E314623 **Increase and Encourage student membership to Professional Societies**

Achievement: 0%

E2 **Industry-related knowledge**

Achievement: 0%

***KPI***

E2140 **Effectively engage the public & private sector and the community at large**

Achievement: 0%

***Sub KPI***

E214038 **Invite public members to attend and participate on various student activites**

Achievement: 0%

E214039 **Seek sponsorship for student activities**

Achievement: 0%

E2146 **Increase and encourage professional and extra curricula activities**

Achievement: 0%

***Sub KPI***

E214634 **Increase and Encourage Extracurricular activities**

Achievement: 0%

E214635 **Increase and Encourage student membership to Professional Societies**

Achievement: 0%

E2152 **Promote and ensure effectiveness of MCBS affiliates, partnership and cooperation**

Achievement: 0%

***Sub KPI***

E215228 **Promote Student exchange**

Achievement: 0%

E215229 **Adopt good practices and student services offered in Affiliate University**

Achievement: 0%

E215230 **Adopt good Alumni practices offered in Affiliate Universities**

Achievement: 0%

E2154 **Promote regular interaction with alumni and involve alumni representatives in MCBS advisory and relevant decision making bodies on community outreach activities**

Achievement: 0%

***Sub KPI***

E215426 **Develop and promote alumni skill database**

Achievement: 0%

E21541 **Increase and encourage professional and extra curricula activities**

Achievement: 0%

***Sub KPI***

E1 **Industrial Partners and Employers**

Achievement: 0%

***KPI***

E1145 **Offer new programs aligning the latest trends in the global market, and reviewing the current programs (utilize links with the Industry)**

Achievement: 0%

***Sub KPI***

E114541 **Seek Industry Employer feedback on latest market trends (in corporation with Academic dpts)**

Achievement: 0%

E1149 **Offer professional development programs based on market needs**

Achievement: 0%

***Sub KPI***

E1150 **Promote an Integrated and a comprehensive consultancy and industry support services to the community using staff and student expertise**

Achievement: 0%

***Sub KPI***

E1154 **Promote regular interaction with alumni and involve alumni representatives in MCBS advisory and relevant decision making bodies on community outreach activities**

Achievement: 0%

***Sub KPI***

E11541 **Effectively engage the public & private sector and the community at large**

Achievement: 0%

***Sub KPI***

E11491 **Promote an Integrated and a comprehensive consultancy and industry support services to the community using staff and student expertise**

Achievement: 0%

***Sub KPI***

E4 **Alumni**

Achievement: 0%

***KPI***

E4142 **Enhance MCBS brand through acquiring international institutional accreditations, programs accreditation and develop associations with leading professional bodies relevant to the programs**

Achievement: 0%

***Sub KPI***

E414218 **Implement OAAA Alumni requirements**

Achievement: 0%

E4144 **Formulate competitive edge over international academic institutions**

Achievement: 0%

***Sub KPI***

E414416 **Implement OAAA Alumni requirements**

Achievement: 0%

E4151 **Promote and build a portfolio of certification programs in association with leading certification bodies**

Achievement: 0%

***Sub KPI***

E4152 **Promote and ensure effectiveness of MCBS affiliates, partnership and cooperation**

Achievement: 0%

***Sub KPI***

E415214 **Alumni involvement with College Activities**

Achievement: 0%

E4153 **Promote and position MCBS as a leading regional Business College**

Achievement: 0%

***Sub KPI***

E415312 **Promote and share stories of successful Alumni**

Achievement: 0%

E4154 **Promote regular interaction with alumni and involve alumni representatives in MCBS advisory and relevant decision making bodies on community outreach activities**

Achievement: 0%

***Sub KPI***

E415410 **Engage Alumni in College Activities & Committee work**

Achievement: 0%

E41541 **Enhance and regularly review marketing processes and capacity (engage community in review)**

Achievement: 0%

***Sub KPI***

E5 **Academic Institutions and Professional Societies**

Achievement: 0%

***KPI***

E5141 **Enhance and regularly review marketing processes and capacity (engage community in review)**

Achievement: 0%

***Sub KPI***

E5141K1 **Conduct marketing outreach surveys**

Achievement: 0%

E5143 **Ensure continuous updating of MCBS branding and corporate identity**

Achievement: 0%

***Sub KPI***

E5146 **Increase and encourage professional and extra curricula activities**

Achievement: 0%

***Sub KPI***

E51466 **Increase and Encourage Extracurricular activities**

Achievement: 0%

E51467 **Increase and Encourage student membership to Professional Societies**

Achievement: 0%

E5147 **Maintain and promote local & International Accreditation (OAAA, ASIC)**

Achievement: 0%

***Sub KPI***

E51474 **Implement OAAA requirements**

Achievement: 0%

E5148 **Offer new programs aligning the latest trends in the global market, and reviewing the current programs (utilize links with the Industry)**

Achievement: 0%

***Sub KPI***

E51482 **Seek Industry Employer feedback on latest market trends (in corporation with Academic dpts)**

Achievement: 0%

E5150 **Promote an Integrated and a comprehensive consultancy and industry support services to the community using staff and student expertise**

Achievement: 0%

***Sub KPI***

E51501 **Develop and promote student skill database**

Achievement: 0%