

DRAFT UTAS Strategic Plan

2026 - 2030

#We Draw it Together





Message from the Vice Chancellor

The University of Technology and Applied Sciences (UTAS) firmly believes that a strategic plan is not merely a document—it is a collective vision shaped by the voices, insights, and aspirations of our entire university community. Guided by our motto, "We draw it together," the UTAS 2026–2030 Strategic Plan has been developed through a collaborative and inclusive process involving our students, faculty, staff, academic and academic support and administrative leaders, alumni, and external partners.

This draft reflects months of engagement, analysis, benchmarking, and critical reflection. It outlines an ambitious yet grounded roadmap that positions UTAS as a forward-thinking, nationally aligned, and globally relevant institution. Informed by Oman Vision 2040, the Sustainable Development Goals, national accreditation frameworks, and global trends in higher education, the draft plan represents our shared commitment to academic excellence, societal impact, innovation, and inclusive growth across all UTAS branches and colleges.

Your collaboration as our partners is the cornerstone of this journey. Your suggestions and insights are essential to refining and strengthening this draft to ensure it truly represents our collective priorities and potential. Through your constructive collaboration and valuable contributions, we will shape—together—a strategic plan that not only reflects who we are—but also who we aspire to become.

Dr. Said Hamed Al Rubai
Vice Chancellor
University of Technology and Applied Sciences

As Oman's largest higher education institution, the University of Technology and Applied Sciences integrates education, research, and innovation to advance knowledge, support national priorities, and contribute to global dialogue. This draft presents the Strategic Plan 2026–2030, providing a structured framework to guide the university's direction in the coming years.

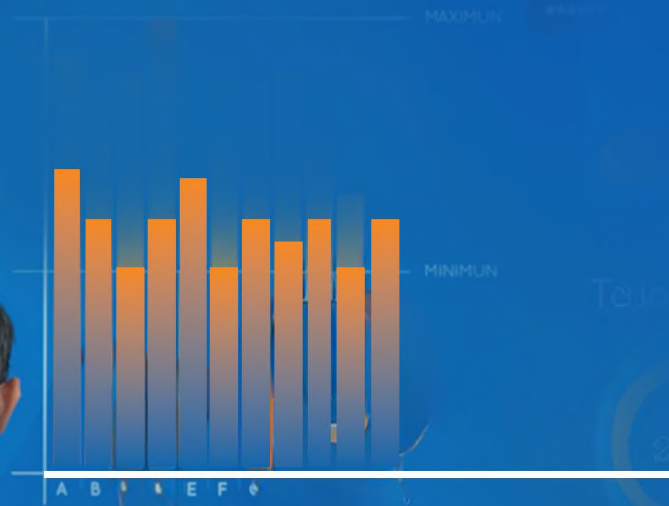
Our vision is to be a globally recognized leader in technology and applied sciences, driving innovation and shaping a sustainable, knowledge-based future. Our mission is to empower future-ready graduates through inclusive education, impactful research, and strong industry and community partnerships. These aspirations are anchored by our values—Integrity, Excellence, Collaboration, Diversity and Inclusion, Loyalty and Identity, and Adaptability—and align with Oman Vision 2040, the Sustainable Development Goals, and national accreditation frameworks.

As we translate this vision into action, our strategy is structured around six interrelated domains. These domains serve as the pillars of our plan, ensuring that every initiative we undertake is purposefully aligned with our mission and values.

Strategic Domains and Goals

- **Governance & Management** focuses on strengthening institutional credibility through robust governance, comprehensive planning and risk management, sustainable financial practices, capable human resources, and a strong institutional identity and communications framework.
- **Quality Education** is dedicated to enhancing academic programs through audits, reviews, and accreditations, while also introducing new undergraduate, postgraduate, and professional offerings. It prioritizes high-quality teaching and learning, faculty development, student advising, and the recruitment and retention of outstanding educators.
- **Research & Innovation** aims to build strong ecosystems for research, innovation, and entrepreneurship, accelerate the commercialization of knowledge and management of intellectual property, and expand consultancy services that contribute directly to industry, community, and the economy.
- **Digitization & Technology** commits UTAS to digital leadership by advancing artificial intelligence, cybersecurity, data privacy, and digital transformation. It also strengthens ICT infrastructure and enhances systems development through process re-engineering, automation, user-friendly design, accessibility, and seamless integration.
- **Student Experience** emphasizes holistic support for students, offering leadership opportunities, a vibrant campus life, well-being and equity initiatives, high-quality facilities, and career services. It also cultivates pride and a sense of belonging by embedding national identity, traditions, and alumni legacy into the student journey.
- **Societal Partnerships** ensures UTAS maximizes its societal impact through community service programs and consultation-based research, while promoting excellence in partnerships with local industries, international collaborators, and alumni networks to expand opportunities and visibility.

This plan embodies our commitment to education that transforms lives, research that drives progress, and partnerships that strengthen communities. We cordially invite you—our colleagues, students, alumni, and partners—to read, reflect, and share your insights. Together, we will transform this blueprint into a plan that truly shapes the future of UTAS.



To share your feedback on the strategic plan, please use the survey link





Mission, Vision, and Values

The University of Technology and Applied Sciences (UTAS) undertook a comprehensive reassessment of its Mission, Vision and Values (MVV) as a foundational step in shaping its upcoming strategic plan. This process was informed by a multi-dimensional analysis involving both internal and external inputs. Specifically, the reassessment drew on the following evidence sources:

- **Internal Analysis Team** findings on institutional performance and identity.
- **Strategic Planning Framework** review of global and national SP models.
- **PESTLE Analysis** of external political, economic, social, technological, legal, and environmental factors.
- **SWOT Analysis** evaluating internal strengths, weaknesses, opportunities, and threats.
- **Staff Survey** responses from over 150 participants.
- **Student Survey** data from more than 600 respondents.
- **Academic Council Interviews** conducted with over 15 interviews.
- **Benchmarking Analysis** of 30 globally ranked peer institutions.

Rather than a complete overhaul, the reassessment led to recalibration of the existing statements. This approach preserves UTAS's institutional identity while refining language, scope, and strategic alignment to better reflect future-readiness, national priorities (e.g., Oman Vision 2040), and global higher education trends.



Current Mission

To build competitive and innovative capabilities by providing a stimulating environment and effective engagement with community and industry and promoting excellence in learning, research, and innovation.

Proposed Mission

To empower future-ready graduates through inclusive education, impactful research, and strong industry and community partnerships to lead innovation in technology and applied sciences.

Current Vision

Leading in technological and applied sciences education to contribute to the development of a sustainable and knowledge-based society.

Proposed Vision

To be a globally recognized leader in technology and applied sciences, driving innovation and shaping a sustainable, knowledge-based future.

Our Values

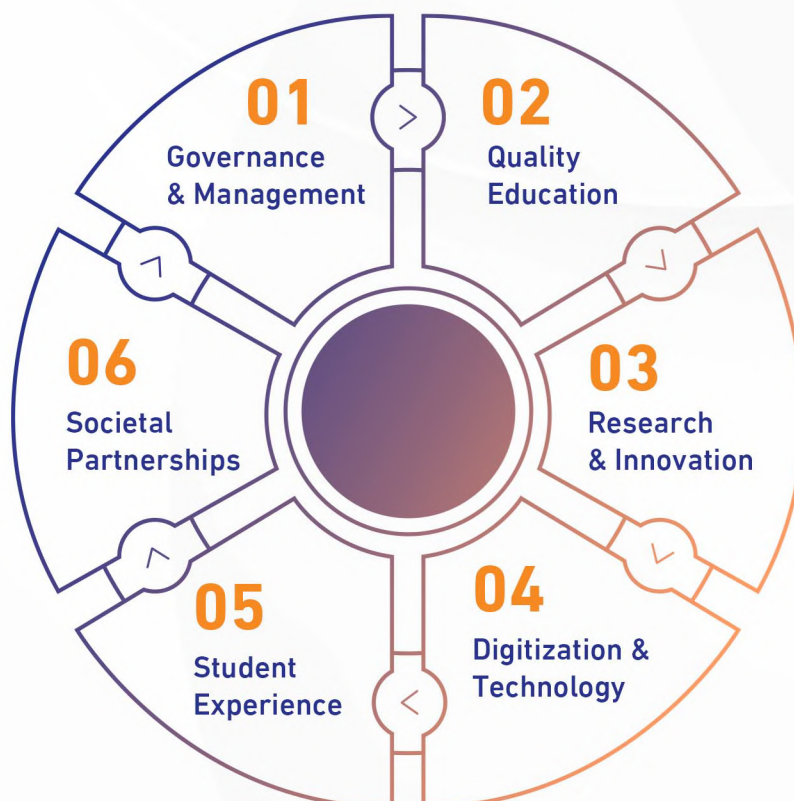
- **Integrity:** We believe in ethical principles, transparency, fairness, and accountability.
- **Excellence:** We are committed to the highest standards of quality and professionalism in our conduct and practices.
- **Collaboration:** We seek opportunities for sustainable cooperation and partnership with community and various stakeholders.
- **Loyalty and Identity:** We demonstrate respect for Omani culture and a sense of belonging to the University, community, and the country.
- **Diversity and Inclusion:** We value different cultures and experiences.
- **Adaptability:** We embrace change, respond proactively to emerging challenges, and remain flexible in how we lead, teach, and serve our communities (proposed addition)



Strategic Directions, Goals and Objectives

The Second Strategic Plan of the University of Technology and Applied Sciences sets a clear pathway for the future, shaped by evidence, reflection, and aspiration. Developed through a rigorous process that drew on the successes of the first plan, the framework is firmly anchored in Oman Vision 2040 and attentive to the dynamic global landscape of higher education, research, and innovation. With the guidance of an expert in strategic planning, UTAS leadership (Academic Council members, Deputy VC for Academic Affairs and Continuous Education and Community Service office, Deans of Colleges, Deputy VC for Administrative and Financial Affairs office, Deputy VC for Electronic Services and Student Affairs office, Deputy VC for Postgraduate Studies, Research and Innovation office, Quality Assurance department, Planning and Development Department, Oman Vision 2040 office, Institutional Ejada department and UTAS Strategic Plan Review and Evaluation Committee) worked collectively to identify the most critical priorities for the years ahead, ensuring that our goals and objectives not only respond to national needs but also benchmark against leading global practices. This positions UTAS to contribute meaningfully to society while pursuing excellence across its academic, research, and engagement missions.

Strategic Domains





Strategic Domain 1: Governance and Management

Strategic Goal 1: Enhance Institutional Governance

- **Strategic Objectives 1:** Establish regulatory frameworks and institutional policies.
- **Strategic Objectives 2:** Complete institutional accreditation requirements.
- **Strategic Objectives 3:** Improve university preparedness for international rankings.

Strategic Goal 2: Enhance the effectiveness of institutional planning and risk management

- **Strategic Objectives 1:** Implement an integrated strategic and operational planning system.
- **Strategic Objectives 2:** Enhance governance and management of institutional data.
- **Strategic Objectives 3:** Implement a robust risk management system.
- **Strategic Objectives 4:** Enhance the institutional health and safety system.

Strategic Goal 3: Enhance Financial Management and Investment Efficiency

- **Strategic Objectives 1:** Develop and update regulations and policies.
- **Strategic Objectives 2:** Improve efficiency financial Expenditure.
- **Strategic Objectives 3:** Broaden funding sources and increase research financial resources.
- **Strategic Objectives 4:** Enhance infrastructure development.

Strategic Goal 4: Strengthen Human Resources System

- **Strategic Objectives 1:** Develop human resources capabilities.
- **Strategic Objectives 2:** Strengthen institutional culture and sense of belonging.

Strategic Goal 5: Develop Institutional Identity and Communications

- **Strategic Objectives 1:** Promote the University's identity and position locally and internationally.
- **Strategic Objectives 2:** Advance the institutional communication system.



Strategic Domain 2: Quality Education

Strategic Goal 1: Enhance Quality of Academic Programs

- Strategic Objectives 1: Complete GFP Quality Audit.
- Strategic Objectives 2: Obtain International Accreditations.
- Strategic Objectives 3: Complete OQF Listing Applications.
- Strategic Objectives 4: Review Undergraduate Academic Programs.
- Strategic Objectives 5: Review Postgraduate Academic Programs.
- Strategic Objectives 6: Review GFP programme.
- Strategic Objectives 7: Enhance the quality of Student Placement (OJT).
- Strategic Objectives 8: Engage Professional Bodies in academic programme activities.

Strategic Goal 2: Introduce New Programs

- Strategic Objectives 1: Introduce New Undergraduate Academic Programs.
- Strategic Objectives 2: Introduce New Postgraduate Academic Programs.
- Strategic Objectives 3: Introduce Professional Programs.

Strategic Goal 3: Enhance Teaching and Learning Quality

- Strategic Objectives 1: Monitor the implementation of academic policies, including the Pedagogical Framework, Program Development Framework, Academic Advising, Academic Integrity, and Assessment.
- Strategic Objectives 2: Provide a systematic professional development program for academics.
- Strategic Objectives 3: Strengthen the academic advising system,

Strategic Goal 4: Enhance Educational Resources

- Strategic Objectives 1: Recruit qualified academic staff.
- Strategic Objectives 2: Retain competent academic staff.
- Strategic Objectives 3: Provide efficient physical and financial resources.



Strategic Domain 3: Research & Innovation

Strategic Goal 1: Enhance the effectiveness of research, innovation, and entrepreneurship ecosystems

- Strategic Objectives 1: adopt iterative policy frameworks and regulations to ensure the effectiveness of the ecosystems.
- Strategic Objectives 2: Conduct number of research aligned with priorities.
- Strategic Objectives 3: Advance high impact interdisciplinary research.
- Strategic Objectives 4: Enhance the capacity building of researchers.
- Strategic Objectives 5: Build and develop research and innovation infrastructure.
- Strategic Objectives 6: Grow research and innovation input, output, and impact.
- Strategic Objectives 7: Enhance research partnerships with industries, communities, and academia.
- Strategic Objectives 8: Attract and retain high impact researchers and experts.
- Strategic Objectives 9: Promote the culture of entrepreneurship.

Strategic Goal 2: Accelerate research commercialization and Intellectual Property (IP) management

- Strategic Objectives 1: Enhance the planning and management of IP commercialization.
- Strategic Objectives 2: Promote a culture for IP commercialization.
- Strategic Objectives 3: Enhance the impact of IP in the economy.
- Strategic Objectives 4: Create new digital solutions/platforms for IP commercialization and technology transfer.

Strategic Goal 3: Enhance the consultancy services impact

- Strategic Objectives 1: Establish effective planning and management systems for consultancy services.
- Strategic Objectives 2: Strengthen consultancy partnerships with local and international stakeholders.
- Strategic Objectives 3: Establish a university-wide expert platform to promote and deliver consultancy services.



Strategic Domain 4: Digitization & Technology

Strategic Goal 1: Drive AI-Powered Innovation and Intelligence

- **Strategic Objectives 1:** Integrate AI/ML into core business processes to improve efficiency and decision-making.
- **Strategic Objectives 2:** Develop and launch new AI-powered products or services.
- **Strategic Objectives 3:** Enhance data analytics capabilities through advanced AI techniques.

Strategic Goal 2: Strengthen Cybersecurity

- **Strategic Objectives 1:** Implement a comprehensive cybersecurity framework.
- **Strategic Objectives 2:** Strengthen incident response and recovery capabilities.
- **Strategic Objectives 3:** Strengthen cybersecurity defenses against evolving threats.

Strategic Goal 3: Enhance Data-Driven Capabilities and data privacy

- **Strategic Objectives 1:** Implement a comprehensive data governance framework.
- **Strategic Objectives 2:** Enhance data privacy and compliance measures.

Strategic Goal 4: Excellence in Digital Transformation

- **Strategic Objectives 1:** Develop and improve a comprehensive digital transformation roadmap for 2026-2030.
- **Strategic Objectives 2:** Assess and enhance the financial and stakeholder impact of digital transformation initiatives.
- **Strategic Objectives 3:** improve the overall digital maturity of the organization.

Strategic Goal 5: Establish a Resilient and Scalable Digital Infrastructure

- **Strategic Objectives 1:** Migrate critical systems and data to cloud-native architectures.
- **Strategic Objectives 2:** Implement edge computing solutions to enhance real-time processing and reduce latency
- **Strategic Objectives 3:** Enhance ICT Infrastructure and Resources



Strategic Goal 6: Building Student and Staff Capacity in Emerging Technologies

- **Strategic Objectives 1:** Develop and implement comprehensive training programs in emerging technologies, especially AI, for students and staff.
- **Strategic Objectives 2:** Foster a culture of continuous learning and innovation in emerging technologies.
- **Strategic Objectives 3:** Integrate emerging technologies, particularly AI, into curriculum and research initiatives.

Strategic Goal 7: Enhance Systems Development

- **Strategic Objectives 1:** Streamline business processes.
- **Strategic Objectives 2:** Automate repetitive and manual business processes.
- **Strategic Objectives 3:** Improve User Experience (UX) & Digital Accessibility.
- **Strategic Objectives 4:** Integrate university information systems with internal and external (national) platforms.

Strategic Domain 5: Holistic & Inclusive Student Experience

Strategic Goal 1: Provide Comprehensive Student Support Services

- **Strategic Objectives 1:** Empower Students Through Leadership, and Community Engagement.
- **Strategic Objectives 2:** Create a dynamic campus life.
- **Strategic Objectives 3:** Enhance student Well-being on Campus.
- **Strategic Objectives 4:** Foster Equity, Diversity, and Inclusion in the Student Community.
- **Strategic Objectives 5:** Improve the Quality and Accessibility of Student Facilities and Services.
- **Strategic Objectives 6:** Enhance Career Development and Employability Support.

Strategic Goal 2: Enhance Student Engagement in Extracurricular Activities

- **Strategic Objectives 1:** Foster an Inclusive and Diverse Extracurricular Experience.
- **Strategic Objectives 2:** Measure Impact of Extracurricular Activities (establish mechanism or a tool for measuring the impact).
- **Strategic Objectives 3:** Create Community-Embedded Experiences.



Strategic Goal 3: Cultivate Student Pride and Institutional Belonging

- **Strategic Objectives 1:** Promote National and Institutional Identity.
- **Strategic Objectives 2:** Create Traditions and Shared Experiences.
- **Strategic Objectives 3:** Promote Legacy Affiliation.

Strategic Domain 6: Effective Societal Partnerships Impact

Strategic Goal 1: Maximize the Societal and Institutional Impact of Partnerships

- **Strategic Objectives 1:** build in & out capacities through community service and continuous education programmes.
- **Strategic Objectives 2:** Expand research and consultation on institutional and community development.

Strategic Goal 2: Promote Excellence in Local and International Partnerships

- **Strategic Objectives 1:** Strengthen the governance and management of partnerships.
- **Strategic Objectives 2:** Enhance local and international partnerships in alignment with societal priorities.
- **Strategic Objectives 3:** Strengthen partnership with alumni.

Strategic Planning Process

University of Technology and Applied Sciences Strategic Plan (2026–2030)

The strategic planning process for the University of Technology and Applied Sciences (UTAS) is methodically organized into six key phases, each with distinct objectives and activities.





Phase 1 Pre-Planning and Capacity Building (February – March 2025)

A Strategic Planning Task Force was established in accordance with an administrative decree issued on February 3, 2025. Led by Dr. Sara Al-Bahlani, this committee includes 17 core members:

Member	Position
Dr. Anwar Al-Sheyadi	Director of Planning & Development
Mr. Waleed Al-Azri	Head of Institutional Ejada Department
Ms. Shayah Al-Mamary	Head of Oman Vision 2040 Office
Dr. Aziza Alqamashoui	Dean of Postgraduate Studies
Dr. Jinan Aal-Eisa	Senior Lecturer Communication and Media Department
Dr. Muna Al-Fanah	Head of the Department of Statistics
Dr. Sharifa Al-Adawi	Head of the English Language and Literature Department
Dr. Badar Al-Shabibi	Deputy Assistant Vice-Chancellor for Postgraduate Studies, Scientific Research, and Innovation
Dr. Karima Al-Balushi	Lecturer at Applied Science Department
Ms. Khoula Al-Kaabi	Lecturer in Engineering Department
Dr. Abdullah Al-Azri	Deputy of the Assistant Vice-Chancellor for Academic Affairs
Ms. Balqees Al-Yamani	Quality Assurance Officer
Dr. Muna Muqaibal	Head of PSC Center
Dr. Badriya Al-Farsi	Deputy Assistant Vice-Chancellor for Postgraduate Studies, Scientific Research, and Innovation
Dr. Amna Al-Abri	Assistant Dean of Creative Industries College
Dr. Faisal Al-Balushi	Lecturer in PSC & QA Officer
Mr. Salah Al-Balushi	Lecturer in Business Studies Department

Initially, fourteen sub-teams were formed and then consolidated into nine specialized groups:

- Literature, Structure, Framework, and Model Development Team
- External Documents Analysis Team (PESTEL)
- Internal Documents Analysis Team
- SWOT and TOWS Team
- Stakeholder Engagement Team
- Analysis and Report Consolidation Team
- Interviews Team
- Branding and Marketing Team
- Risk Management Team

Other teams were formulated as needed.

Key activities in this phase included:

- Conduct orientation sessions and kick-off meetings.
- Develop a timeline and work plan
- Conduct capacity-building workshops and expert consultations.
- Gather preliminary data

Phase 2 Institutional Analysis Phase (Assessment & Review- March – May 2025)

- Conduct situational Analysis: Review and Analyze Institutional Reports & Documents
- Conduct PESTEL Analysis
- Conduct SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Conduct TOWS Analysis
- Conduct stakeholder analysis, focus groups, and industry consultations
- Perform GAP Analysis (Current vs. Desired Institutional State)
- Benchmark UTAS against local and International universities
- Conduct a workshop on the results of the analysis to UTAS leaders

Phase 3 Strategic Framework Development Phase (Design & Strategy- May - June 2025)

- Review/Refine vision, mission, and core values
- Conduct expert led workshop to:
 - Identify/Refine strategic priorities and goals (e.g., Digital Transformation, Sustainability, Partnerships, Education 4.0)
 - Set Key Performance Indicators (KPIs) to measure progress
 - Align the framework with Oman Vision 2040. national education policies & Education 4.0
 - Develop a risk management and mitigation strategy

Phase 4 Approval of Planning Phase (Governance & Structure- June/ September-December 2025)

- Present the strategic plan draft to UTAS leadership, board members, and internal and external stakeholders
- Conduct Recap and feedback incorporation workshop
- Approve Strategic Plan
- Conduct workshops to design the Operation Plans
- Finalize budget and funding mechanisms
- Establish a Strategic Plan Implementation Committee
- Develop departmental action plans and accountability structures

Phase 5 Execution/Implementation Phase (Action & Delivery January 2026)

- Implement key academic, research, sustainability, and digital transformation initiatives
- Launch projects for new programs and industry collaborations
- Provide faculty and staff training to support strategic priorities
- Monitor progress through quarterly and annual performance reviews

Phase 6 Monitoring, Evaluation & Continuous Improvement Phase (Impact & Sustainability) January-onward

- Monitoring, Evaluation & Continuous Improvement Phase (Impact & Sustainability)
- Establish a real-time monitoring system for tracking KPIs
- Conduct biannual progress reviews and stakeholder feedback sessions
- Adjust strategic initiatives based on emerging trends, challenges, and feedback
- Publish annual reports on progress, impact, and areas for improvement
- Plan for the next strategic cycle (post-2030)





UTAS MVV Alignment Heatmap Matrix with Values

Table 1: UTAS MVV Alignment Heatmap Matrix with Values

Notes: Scale: 0 = No Alignment | 4 = High Alignment. Values column includes numeric score + relevant UTAS values. Heatmap uses gradient 0 (white) 4 (red). Alignment is judged on the contribution strength to Vision, Mission, and Values.

Domain → SG → SO	Vision	Mission	Values
Domain 1: Governance & Management			
SG1: Governance – SO1 (Policies)	3	3	3 – Integrity, Excellence
SO2 (Accreditation)	4	3	4 – Excellence, Integrity
SO3 (Rankings)	4	3	3 – Excellence
SG2: Planning & Risk – SO1 (Planning)	3	3	3 – Integrity, Adaptability
SO2 (Data Governance)	3	3	3 – Integrity
SO3 (Risk System)	3	3	3 – Integrity, Adaptability
SO4 (Health & Safety)	3	3	3 – Integrity
SG3: Financial Management – SO1 (Regulations)	3	3	3 – Integrity
SO2 (Efficiency)	3	3	3 – Excellence
SO3 (Revenue)	3	3	3 – Excellence, Adaptability
SO4 (Infrastructure)	3	3	3 – Excellence
SG4: Human Resources – SO1 (Capabilities)	3	3	3 – Excellence
SO2 (Culture/Retention)	3	3	3 – Loyalty & Identity
SG5: Identity & Comms – SO1 (Identity)	4	3	4 – Loyalty & Identity, Excellence
SO2 (Communication)	3	3	3 – Collaboration, Integrity
Domain 2: Quality Education			
SG1: Enhance Quality of Academic Programs – SO1 (GFP Audit)	2	3	3 – Integrity, Excellence
SO2 (International Accreditations)	4	3	4 – Excellence, Integrity, Collaboration
SO3 (OQF Listing)	3	3	3 – Excellence, Integrity
SO4 (Review UG Programs)	3	4	4 – Excellence, Collaboration
SO5 (Review PG Programs)	3	4	4 – Excellence, Collaboration
SO6 (Review GFP)	2	3	3 – Integrity, Excellence
SO7 (Student Placement/OJT)	2	4	3 – Loyalty & Identity, Adaptability
SO8 (Professional Bodies Engagement)	3	3	4 – Collaboration, Excellence
SG2: Introduce New Programs – SO1 (UG)	4	4	4 – Innovation, Adaptability, Excellence
SO2 (PG)	4	4	4 – Innovation, Excellence
SO3 (Professional)	4	4	4 – Excellence, Collaboration
SG3: Enhance Teaching & Learning Quality – SO1 (Policy Compliance)	3	3	3 – Integrity, Excellence
SO2 (Faculty PD)	2	4	3 – Excellence, Adaptability
SO3 (Advising System)	2	4	3 – Integrity, Excellence
SG4: Enhance Educational Resources – SO1 (Recruitment)	3	3	3 – Excellence
SO2 (Retention)	3	3	3 – Loyalty & Identity, Excellence
SO3 (Resources)	3	4	3 – Excellence, Loyalty & Identity



Domain 3: Research & Innovation			
SG1: Research Ecosystems – SO1 (Policies)	3	3	3 – Integrity
SO2 (Priority Research)	3	4	3 – Excellence
SO3 (High-impact Research)	4	4	4 – Excellence, Innovation
SO4 (Capacity Building)	3	4	3 – Excellence, Adaptability
SO5 (Infrastructure)	3	4	3 – Excellence
SO6 (Research Growth)	4	4	4 – Excellence
SO7 (Partnerships)	3	4	3 – Collaboration
SO8 (Researchers)	4	4	4 – Excellence
SO9 (Entrepreneurship)	3	4	3 – Innovation, Adaptability
SG2: Research Commercialization – SO1 (IP Framework)	3	3	3 – Integrity
SO2 (Commercialization Culture)	3	3	3 – Excellence
SO3 (Economic Impact)	4	4	4 – Excellence, Adaptability
SO4 (Digital Platforms)	3	3	3 – Innovation
SG3: Consultancy – SO1 (Systems)	3	3	3 – Integrity
SO2 (Partnerships)	3	4	3 – Collaboration
SO3 (Platform)	3	3	3 – Excellence
Domain 4: Digitization & Technology			
SG1–SG6 (AI, Cybersecurity, Data, Digital Transformation, ICT, Emerging Tech)	4	4	4 – Innovation, Excellence, Adaptability
SG: Systems Development – SO1 (Processes)	3	3	3 – Excellence
SO2 (Automation)	4	3	3 – Innovation, Adaptability
SO3 (UX & Accessibility)	3	4	3 – Excellence, Diversity & Inclusion
SO4 (Integration)	3	3	3 – Integrity
Domain 5: Student Experience			
SG1: Student Support – SO1 (Leadership)	3	4	3 – Loyalty & Identity, Integrity
SO2 (Campus Life)	2	4	3 – Diversity & Inclusion
SO3 (Wellbeing)	3	4	3 – Excellence, Integrity
SO4 (EDI)	3	4	4 – Diversity & Inclusion
SO5 (Facilities)	3	3	3 – Excellence
SO6 (Career Services)	3	4	3 – Excellence, Adaptability
SG2: Engagement – SO1 (Inclusive Activities)	3	4	4 – Diversity & Inclusion, Collaboration
SO2 (Impact Measure)	3	3	3 – Integrity
SO3 (Community Embedded)	3	4	3 – Collaboration
SG3: Pride & Belonging – SO1 (National Identity)	3	4	4 – Loyalty & Identity
SO2 (Traditions)	3	3	3 – Loyalty & Identity
SO3 (Alumni Legacy)	3	3	3 – Loyalty & Identity
Domain 6: Societal Partnerships			
SG1: Maximize Societal Impact – SO1 (Community Service)	3	4	3 – Collaboration, Loyalty & Identity
SO2 (Research/Consultation)	3	4	3 – Collaboration, Excellence
SG2: Promote Partnerships – SO1 (Governance)	3	3	3 – Integrity, Collaboration
SO2 (Local/International)	4	4	4 – Collaboration, Diversity & Inclusion
SO3 (Alumni Engagement)	3	3	3 – Loyalty & Identity, Collaboration

- **Note:** Vision and Mission cells are heatmapped (0–4). Values column combines numeric score and mapped UTAS values.



Main Objectives, Strategic Plan Areas, and Alignment with Oman Vision 2040



Strategic Plan Domain	Main Indicators	Oman Vision 2040 Priorities
Governance and Management	- Percentage of Omani academics from the total academic staff - Percentage of Omani employees (technicians, trainers, administrators) - Obtaining institutional accreditation - University level according to the Oman Academic Accreditation Authority criteria - University revenue growth rate - Private investment growth rate in the university	• People and Society → Enhancing Education and Human Resources Efficiency • Governance and Institutional Performance → Institutional Efficiency and Effective Governance • Economy and Development → Diversifying Income Sources and Investing in Education • Governance and Institutional Performance → Financial Sustainability and Efficient Spending
Quality Education	- Percentage of accredited academic programs - Evaluation of programs according to labor market requirements - Labor market satisfaction with graduates - Academics enrolled in future skills programs - Field training and professional practice - Obtaining institutional accreditation - University level according to accreditation standards	• People and Society → High-Quality Education • Economy and Development → Aligning Education with Labor Market and Economic Needs
	- Completion of the QS Index submission document by 2030 - University ranked among top 500 globally	• People and Society → Globally Competitive Education • Economy and Development → Competitive University Position in the Global Economy • Governance and Institutional Performance → Strategic Alignment with National Directions
Research and Innovation	- Growth rate in published scientific research in peer-reviewed journals - Percentage of innovations converted into startups and products - Growth in number of patent applications - Private sector contribution to R&D expenditure	• Economy and Development → Knowledge Economy Based on Research and Innovation • People and Society → Supportive Environment for R&D
	- Number of student-led startups - Percentage of innovations converted into startups and products	• Economy and Development → Entrepreneurship and Job Creation • People and Society → Empowering Youth in Innovation and Productivity
Digital Transformation & Technology	- Percentage of courses ready for online delivery - Percentage of digitized services - Satisfaction rate of students and academics with e-learning services	• Economy and Development → Digital Transformation and Advanced Technologies • Governance and Institutional Performance → Digital Government Services and Operational Efficiency
Student Experience	- Student satisfaction with e-learning services - Average number of field training hours - Number of student-led startups	• People and Society → Empowered, Creative Students • Economy and Development → Enhancing Graduate Readiness for the Labor Market

Sub-Teams Members Under the Supervision of Dr. Sara Al-Bahlani



Sub team Name : Literature, Structure, Framework, Model Development

Name	Position/Department
Dr. Muna Muqaibal	Head of PSC
Dr. Sharifa AlAdawi	Head of ELLD
Dr. Ali Hubais	Head of QAS
Dr. Ali Akaak	Head of CECSD

Sub team Name : Internal Analysis

Name	Position/Department
Dr. Amna Al Abri	CCI Assistant Dean - Nizwa
Ms. Khaola Al Kaabi	Faculty Member - Muscat
Ms. Rahima Al Anqoodi	QA Specialist - Nizwa
Mr. Ramon Mangampo	QA Specialist - Nizwa
Mr. Waleed Al Azri	Institutional Ejada - Head Office

Sub team Name : PESTEL

Name	Position/Department
Dr. Aziza AlQamashoui	Assistant Dean-CEBA
Dr. Anwar Alsheyadi	Director of Planning & Development UTAS - HQ
Dr. Faisal Al Balushi	Quality Assurance Officer
Dr. Muna Al Fanah	Head of Statistics and studies Section - HQ
Dr. Khalifa Alhattmi	Head of continuous education and community service department - Almusana
Dr. Younus Al Zaabi	Senior English Language lecturer - Almusana
Ms. Shayah Al Mamari	Director- Oman Vision 2040 office - HQ



Sub team Name : SWOT & TOWS

Name	Position/Department
Dr. Anwar Alsheyadi	Director of Planning & Development UTAS - HQ
Dr. Aziza AlQamashoui	Assistant Dean - CEBA
Dr. Faisal Al Balushi	Quality Assurance Officer
Dr. Muna Al Fanah	Head of Statistics and studies Section - HQ
Dr. Khalifa Alhattmi	Head of continuous education and community service department - Almusana
Dr. Younus Al Zaabi	Senior English Language lecturer - Almusana
Ms. Shayah Al Mamari	Director- Oman Vision 2040 office - HQ

Sub team Name : Stakeholders Engagement

Name	Position/Department
Dr Bader Alshabibi	DAVCPSSRI - Muscat
Dr Abdullah Alazri	DAVCAA - Ibra
Dr Badriya Al Farsi	DAVCPSSRI - Ibri
Dr. Muna Al Juma	Assistant Dean for College of Applied Sciences and Pharmacy
Dr. Saud Albusaidi	Senior Lecturer - Ibra
Dr. Danasekaran Neelakantan	Senior Lecturer - Sinas
Dr. Mayra Fulgar	Senior Lecturer - Muscat
Dr. Amado P. Singun Jr.	Senior Lecturer - Muscat
Ms. Badriya Al Muqbali	HOU, System Development and Support Muscat
Ms. Jalila Almaskari	Technician



Sub team Name : Branding & Marketing

Name	Position/Department
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Ms. Balqees Al yamani	Quality Control Specialist - Sohar
Mr. Ismail Al Riyami	Head of Communication & Media department - Nizwa
Mr. Samir Al Mahrouqi	Head of On -the-Job Training Department
Mrs. Ameera Al Saadi	Trainer assistant - Ibra
Mr. Arif AL Balushi	Head of Digital Communication
Mrs. Reem Al Harasi	Graphic Design Technician
Mrs. Alaa Al Jamei	Assistant lecturer - Nizwa

Sub team Name : Risk Management

Name	Position/Department
Dr. Badriya Al Farsi	DAVCPSSRI - Ibri

Sub team Name : Analysis and Reports Consolidation Team

Name	Position/Department
Dr. Karima Al Balushi	Senior Lecturer, HOS, and Programs Review Coordinator
Mr. Salah Al Balushi	Lecturer and QA Officer



Sub team Name : Data Analysis Team

Name	Position/Department
Dr. Mohamed Abdul Madhar	Assistant Professor - College of Economy & Business Administration
Dr. Ben Sujin	Lecturer - College of Engineering & Technology

Sub team Name : Translation Team

Name	Position/Department
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Dr. Sharifa Al Adawi	Head of English Department - Rustaq
Dr. Abdu Obaida Mohammed Ahmed	Lecturer - Sohar
Mr. Ahmed Hassan Suliman Al Mani	Lecturer - Sohar

Sub team : Coordination & Follow up

Name	Position/Department
Ms. Siham Rashid Al Kalbani	Coordinator

External Expert

Name	Position/Department
External Expert: Dr Ibarhim Al Harthi	Deputy Vice Chancellor for Academic Affairs A'Sharqiya University

