



STRATEGIC PLAN 2023-2028

CONTENTS

- 03** Quotation from His Majesty Sultan Haitham bin Tariq
- 04** Shaping Sohar University's Future
- 05** Vision, Mission, Values
- 07** Sohar University in Perspective
- 09** Innovation, Industry and Knowledge Transfer
- 13** Strategic Plan Outline
- 15** Thrusts
- 28** Strategy Map

Shaping Sohar University's Future

We are pleased to present Sohar University's Strategic Plan 2023-2028. Our plan provides a clear direction of how Sohar University (SU) will continue to advance as a recognized higher education and research institution with a global presence. We will achieve this by taking full advantage of our strategic location in Sohar and focusing our efforts and investments where we can most clearly differentiate ourselves for more significant impact.

The new Strategic Plan supports Oman Vision 2040 and provides a roadmap critical to fulfilling our Mission, Vision and Values. This plan charts a strategic course focusing on Six Thrusts; Academic Excellence, Student Experience, Research and Innovation, Community and Industry, Global Profile and Institutional Effectiveness. SU will devote equal focus to improving the teaching and learning experience, connecting with the community in more impactful ways and establishing SU's global presence as a leading institution.

SU commits to grow and elevate its academic ecosystem and expand its research capacity to raise its global position. We aim to utilize new opportunities and implement continuous improvement for all activities and services.

The most important pillars for achieving our Strategic Plan are our staff, students, alumni and partners. The strategic objectives identified within the plan can only be achieved through the creativity, dedication and commitment of staff at all levels, working together and demonstrating love and passion to enlighten the future.



Mr Jamal bin Said Al Ojaili
Chancellor



Dr Hamdan bin Sulaiman Al Fazari
Vice-Chancellor



On top of our national priorities is the education sector, with all its types and levels. It will receive full attention, and it will be provided with the supporting environment which motivates research and innovation. We will also provide it with all means of empowerment, since it is the base upon which our children will be able to participate in meeting the requirements of the coming phase of development.

**The Speech of His Majesty
Sultan Haitham bin Tariq, 23rd February 2020**

OUR VALUES

OUR VISION

A distinguished Omani university, harmonizing national aspirations and global prominence through excellence and innovation.

OUR MISSION

Engaging minds, prospering lives and serving the community through outstanding education, research opportunities and partnerships.

Ethics

Foster the highest academic and professional standards in the spirit of open and critical thought, enquiry, fairness and integrity.

Inclusivity

Work together with stakeholders for shared success in an inclusive environment that promotes and encourages a culture of respect for people and ideas.

Commitment

Optimize stakeholder contributions to drive excellence and enhance academic, professional and personal growth and lifelong learning.

Innovation

Support intellectual freedom and creativity, encouraging stakeholders to explore and innovate to become independent thinkers and successful entrepreneurs.

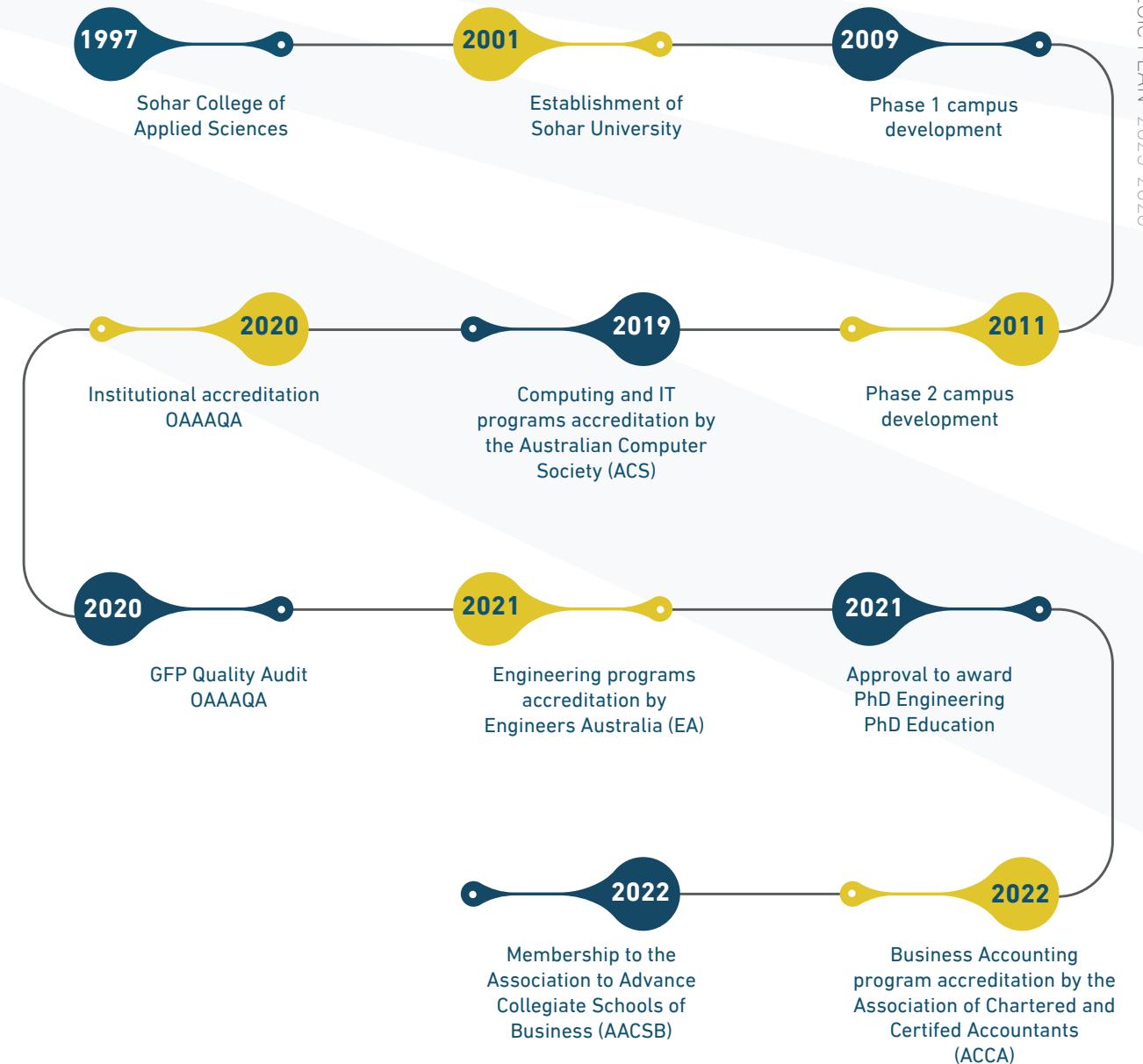
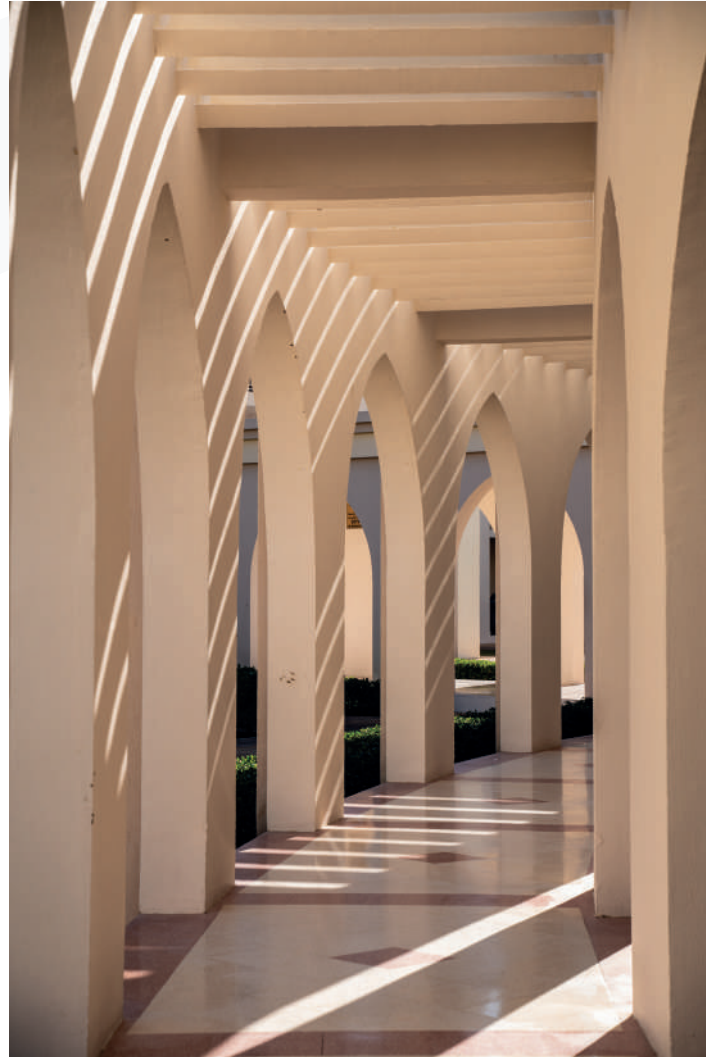
Sustainability

Integrate and balance the economic, social and environmental spheres to meet current and future needs.

Sohar University in Perspective

Sohar University opened in September 2001 and is proud of its status as the first private university in the Sultanate of Oman. The campus is located in the heart of Sohar, a central Omani industrial hub close to Sohar Port and Free Zone. Sohar is the second largest city in the Sultanate, with easy access to Muscat and the UAE.

The state-of-the-art campus elevates academic delivery, research and innovation to align with the strategic objectives of the University. The campus boasts a world-class Learning Resources Centre at the heart of the campus and offers many flexible learning spaces and social and recreational facilities for students. SU is also known for its impressive labs providing excellent means for research, knowledge transfer, and student engagement.



Innovation, Industry and Knowledge Transfer

Sohar University capitalizes on its proximity to the nearby industrial area by partnering with industry, often directly on campus, for mutual benefit to both the academic institution and the industrial partner. For the institution, there are opportunities for new research and innovation by identifying relevant problems, broadening the student and faculty experience, enhancing regional economic development, and increasing student economic opportunities (employment, entrepreneurship). For the industry, partnerships provide access to expertise and state-of-the-art facilities for the industry while expanding opportunities for applied research and direct access to future employees.

Intaj Suhar

Sohar University is proud of the successful collaboration and significant investment from the Ministry of Commerce, Industry and Investment Promotion (MoCIIP). Intaj Suhar is a state-of-the-art design and manufacturing facility with precision machining equipment. It also has additional space for offices, laboratories, and workshops built directly on campus.

Intaj Suhar is currently working with local industries to develop technological skills and capability in advanced manufacturing, to build infrastructure capacity in product design and prototyping. By clustering university research with industrial design and production, SU supports Oman's private sector in diversifying business, creating jobs, and attracting investment. The facility helps the university attract national and international research projects, build research capacity, support knowledge transfer, and deliver professional short courses to local industries and the larger community.



Manufacturing Incubation

In collaboration with the Public Authority for the Development of Small and Medium Enterprises (SMEs), Sohar University has established a manufacturing incubator to complement Intaj Suhar. This incubator aims to support SMEs in developing new products 'Designed and Made in Oman' and establishing production lines for these products.

Grace-Sohar University Laboratories In-Country Value (ICV)

W. R. Grace is a global leader in specialty chemicals and materials, providing innovative products, technologies and services that improve the oil and gas process for customers worldwide. W.R. Grace established its first lab at Sohar University in 2017 and has recently expanded with a scaled pilot plant to develop new Fluid Catalytic Cracking (FCC) catalysts.



OUR STRATEGIC PLAN

The strategic plan was developed through a lengthy and comprehensive exploration of institutional data, university-wide SWOT analyses, environmental scans, stakeholder feedback, benchmarking and staff engagement.

SU identified six central themes for its future, aptly named Strategic Thrusts. Each of these thrusts has been further developed to cascade into Strategic Objectives, Strategies and Initiatives that will guide the University towards its vision over the next five years.



RESEARCH AND INNOVATION

Research is a growth engine for innovation. Sohar University's research and innovation strategy positively impact society by contributing to wealth, security and the well-being of future generations in Oman. Our ambition is to become a leading private university performing impactful cross-disciplinary research whilst graduating excellent researchers. As a solution provider, we translate knowledge into value-added products and services, prioritizing industry driven-research. It is crucial to progressively combine the quadruple helix of interactions between academia, government, industry, and community to commercialize ideas.



COMMUNITY AND INDUSTRY

Sohar University commits to serving societies by leading change in response to local and global challenges. By leveraging our strengths and expertise, we strive for impact through purposeful partnerships with industry leaders. The United Nations Sustainable Development Goals(SDGs) guide us to strengthen our service and contribution to the broader community through collaborative engagement with stakeholders.



GLOBAL PROFILE

Pursuing synergetic partnerships beyond borders with academic institutions, governments, and industrial innovators builds lasting impacts both domestically and internationally. Providing staff and students with the opportunities to engage with the global community actively nourishes awareness of other nations and cultures, develops better communication skills, and strengthens resolve and responsibility with regards to advancing knowledge. Ultimately, global alliances will showcase Sohar University's strengths and distinctiveness towards a more significant international reputation.



INSTITUTIONAL EFFECTIVENESS

Optimized institutional systems, collaborative and consultative approaches, and sound governance practices are the requisites to Institutional Effectiveness and Efficiency. Sohar University values its employees in a trust, growth and accountability culture. Purposeful investments, income diversification, and evaluation of improvement initiatives will ensure our ability to fulfil our mission.



ACADEMIC EXCELLENCE

Sohar University exerts limitless effort to provide quality teaching and learning towards national, regional, and international recognition. Our commitment is to promote, enhance, and sustain academic excellence through creativity and scholarship. We invest in pedagogy and staff development by integrating modern instructional methodologies into the educational environment. Our future-ready graduates who value lifelong learning will exemplify agility whilst contributing to the nation's growth.



STUDENT EXPERIENCE

Sohar University aspires to transform students into global citizens by integrating cross-cultural values. We support students' journey to embrace entrepreneurial thinking through experiential and independent learning opportunities. Our student-centred approach produces graduates with future-ready skills for meaningful involvement in dynamic and competitive landscapes.



ACADEMIC EXCELLENCE



STRATEGIC OBJECTIVES

- Strategy
- Initiatives

1 SUSTAIN QUALITY EDUCATION

● IMPLEMENT CONTINUOUS QUALITY IMPROVEMENT (CQI) IN TEACHING AND LEARNING

- Pursue national/ international academic recognition
- Promote professional body memberships
- Recruit and retain qualified diverse staff
- Adopt CQI goals and objectives

● OFFER DEMAND-DRIVEN ACADEMIC PROGRAMS

- Design programs aligned to national priorities
- Elevate stakeholder engagement in program development

2 CULTIVATE INNOVATIVE TEACHING AND LEARNING APPROACHES

● IMPLEMENT CREATIVE PEDAGOGIES

- Adopt dynamic curricula
- Ensure achievement of learning outcomes
- Embrace staff and student 21st century skills

3 MODERNIZE THE TEACHING AND LEARNING ENVIRONMENT

● INTEGRATE MODERN INSTRUCTIONAL TECHNOLOGIES

- Develop and implement a Digital Teaching and Learning strategy
- Nurture digital skills in the learning environment
- Invest in technology-assisted infrastructure

PERFORMANCE INDICATORS

Number of
program
accreditations/
recognition

Percentage of first
year student
retention

Percentage of
graduate
employability

Ratio of students
to academic staff

Percentage of
academic staff
holding PhD



STUDENT EXPERIENCE



STRATEGIC OBJECTIVES

- Strategy
- Initiatives

1 TRANSFORM STUDENTS INTO GLOBAL CITIZENS

● EMBRACE GLOBAL CITIZENSHIP INITIATIVES

- Engage students in SDG activities
- Organize global citizenship education activities

● FOSTER CROSS-CULTURAL VALUES AND TOLERANCE

- Expand recreational, cultural and student clubs
- Celebrate diversity among students

2 BUILD STUDENT RESILIENCE WITHIN A CONDUCTIVE LEARNING ENVIRONMENT

● CULTIVATE STUDENT ADAPTABILITY

- Stimulate coping skills in student learning
- Provide more channels to cater for student well-being

● ADVANCE EFFECTIVE ADVISING SERVICES

- Enhance the student academic advising system
- Strengthen career guidance for graduate employment

● INSTILL ENTREPRENEURIAL MINDSET

- Produce entrepreneurial training opportunities
- Value student entrepreneurial success

3 EMPOWER STUDENT LEADERS

● ENCOURAGE STUDENT VOICE

- Embrace student partnership in governance
- Promote SU values to students
- Enhance pathways to participation in committees

PERFORMANCE INDICATORS

Number of students involved in local, and global community activities

Percentage of service utilization

Number of student-led initiatives



STRATEGIC OBJECTIVES

● Strategy

□ Initiatives

1 EXPAND RESEARCH WITH IMPACT

- **BROADEN RESEARCH COLLABORATIONS AND FUNDING**
 - Develop and monitor a research impact performance system
 - Strengthen research output supporting national priorities
 - Expand research clusters for interdisciplinary research

2 PROMOTE INNOVATION AND RESEARCH COMMERCIALIZATION

- **SUSTAIN RESEARCH ACTIVITY ALIGNMENT TO OMAN VISION 2040**
 - Prioritize industry-driven research
 - Strengthen the current commercialization ecosystem
- **LEVERAGE INNOVATIVE KNOWLEDGE TRANSFER**
 - Develop targeted knowledge transfer schemes
 - Establish research centres
 - Increase strategic communication to showcase research excellence
- **FOSTER HIGHER TECHNOLOGY READINESS LEVEL RESEARCH**
 - Employ Technology Readiness Level (TRL) scales to guide research projects
 - Mobilize technology transfer

3 STIMULATE A SUPPORTIVE RESEARCH ECOSYSTEM

- **DEVELOP RESEARCH TALENT**
 - Apply a recognition system for research output
 - Deploy mentorship program for researchers
 - Reskill and upskill researchers
- **EMBRACE A RESEARCH BASED LEARNING ENVIRONMENT**
 - Embed SU research outputs in teaching
 - Promote students involvement in research
- **MAXIMIZE RESEARCH INFRASTRUCTURE**
 - Invest in research facilities
 - Strengthen access to global research repositories and platforms

PERFORMANCE INDICATORS

Number of commercialized products and services	Number of research publications in indexed journals	Research and knowledge transfer income	Amount of investment in research and knowledge transfer	Ratio of academic staff generating research output
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RESEARCH & INNOVATION



COMMUNITY & INDUSTRY



STRATEGIC OBJECTIVES

- Strategy
- Initiatives

1 ESTABLISH IMPACTFUL STAKEHOLDER PARTNERSHIPS

- OPTIMIZE EFFECTIVE COLLABORATION
 - Leverage SU strengths and expertise to engage with stakeholders
 - Expand business-oriented engagement
 - Capitalize on niche industry clusters

2 CHAMPION COMMUNITY ENGAGEMENT

- INCORPORATE SUSTAINABLE DEVELOPMENT GOALS (SDGs)
 - Run SDG campaigns
 - Integrate sustainability education into the curriculum
- STRENGTHEN COMMUNITY OUTREACH
 - Develop a Community Engagement (CE) profile
 - Establish a CE impact star-rating system
- EXPAND CONTINUING EDUCATION
 - Develop a suite of lifelong learning initiatives
 - Intensify stakeholder engagement

PERFORMANCE INDICATORS

Number of active national and international partnerships

Number of SDG initiatives

Number of impactful community engagement initiatives

Number of lifelong learning initiatives/ programs



GLOBAL PROFILE



STRATEGIC OBJECTIVES

- Strategy
- Initiatives

1 FORGE INTERNATIONAL STRATEGIC PARTNERSHIPS

- **BUILD AN ALLIANCE NETWORK**
 - Collaborate with other HEIs and businesses in areas of strength
 - Embed an alliance strategy with other institutions around global issues
- **INTERNATIONALIZE SOHAR UNIVERSITY COMMUNITY**
 - Drive staff and student inbound and outbound mobility
 - Establish collaborations with international peer institutions
 - Target niche markets in the region
 - Engage in international joint programs

2 RAISE GLOBAL VISIBILITY AND REPUTATION

- **ENGAGE IN INTERNATIONAL ACTIVITIES**
 - Host high-impact international conferences and public lectures
 - Participate in international conferences/events/committees
- **BOOST THE SOHAR UNIVERSITY BRAND**
 - Launch a global marketing strategy
 - Establish a pathway to achieve international rankings
 - Raise awareness and promote SU success stories

PERFORMANCE INDICATORS

Number of international events	International University Ranking	Number of international media publications
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INSTITUTIONAL EFFECTIVENESS



STRATEGIC OBJECTIVES

- Strategy
- Initiatives

1 STRENGTHEN GOVERNANCE AND INSTITUTIONAL CAPACITY

● ENHANCE INSTITUTIONAL SYSTEMS

- Develop and implement change interventions
- Integrate data-driven decision making
- Champion digital transformation

2 EMPOWER HUMAN CAPITAL

● ESTABLISH TRANSPARENT CAREER PATHWAYS

- Design a human capital framework
- Diversify continuous development opportunities

● GROW A STRONG ORGANIZATIONAL CULTURE

- Practice clear delegation of authority
- Inculcate the core values into SU ecosystem

3 ENSURE FINANCIAL SUSTAINABILITY

● ATTRACT FUTURE INCOME OPPORTUNITIES

- Materialize the income diversification strategy
- Implement "go-green" and "go-lean" practices

PERFORMANCE INDICATORS

Percentage of achievement of strategic plan objectives

Stakeholder Satisfaction Index (SSI)

Number of income-generating projects

Percentage of reduction of carbon footprint

OUR VISION

A distinguished Omani university, harmonizing national aspirations and global prominence through excellence and innovation.

OUR MISSION

Engaging minds, prospering lives and serving the community through outstanding education, research opportunities and partnerships

OUR VALUES

- Ethics
- Inclusivity
- Commitment
- Innovation
- Sustainability

