

# *INAYA MEDICAL COLLEGE (IMC)*

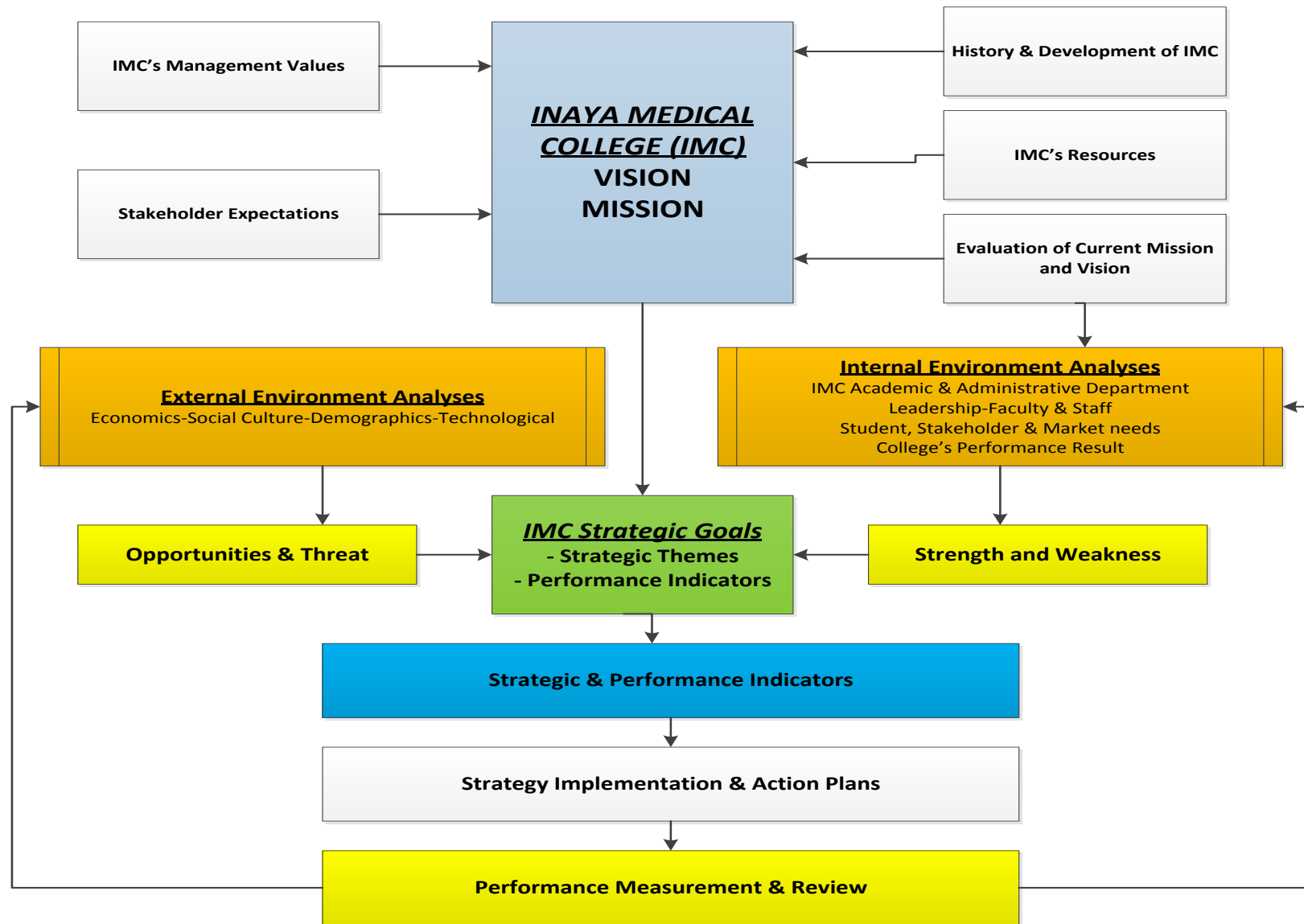
## *Strategic Quality Plan 2017-2022*

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## **Vision**

IMC aspires to be nationally recognized as a leader in applied medical and health care education and research.

## **Mission:**

The mission statement of Inaya Medical College is to provide leadership and excellence in teaching, clinical care, and service, to develop student's intellectual, moral, civic, and creative capacities, through high quality competent wide range applied medical and health care programs, qualified and globally competitive faculty, state – of – the art infrastructure, fruitful engagements, enriched sharing and learning environment rich in cultural and caring diversity, and outreach services to the public through health education, patient care, community activities, and applications of research.

## **Values:**

IMC value the individual self-esteem and welfare of those with whom we teach, study, work and serve. The core values that guide IMC conduct, performance and decisions and that form the foundation of its relationships are:

- Learning- actively encourage life-long learning for our students and ourselves.
- Leadership – reflected in courage, honor, professionalism, transparency, and vision.
- Excellence – to be distinguished, enthusiasm, passion and achieve the highest standards in effectiveness, efficiency with constant focus upon the needs of our students.
- Integrity – to be honest, accountable, fairness, reliable, and ethical.
- Creativity – encourage innovation, creativity, personal development and the use of critical thinking skills in all our activities.
- Compassion – to treat each other with caring, kindness, empathy, and social responsibility.
- Dedication –to maintain commitment to IMC mission.
- Collegiality – reflected in collaboration, partnership, sense of community, and teamwork. We practice collegiality and interdisciplinary collaboration both within IMC and with our external stakeholders.

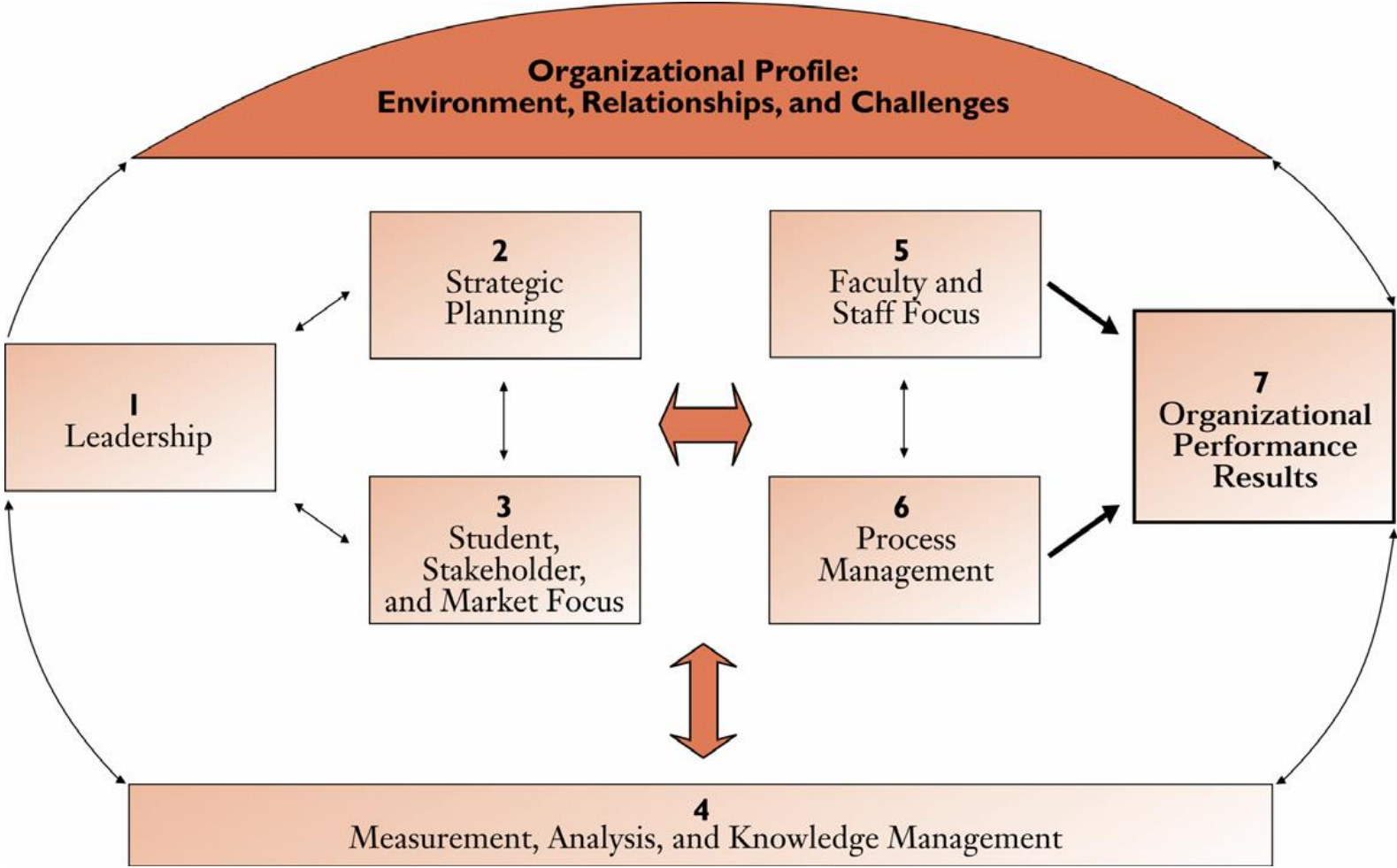
### **The Main Features of INAYA MEDICAL COLLEGE (IMC) Strategic Quality Plan**

1. It is based on a sound theoretical framework incorporating commonly accepted strategic planning framework, Balanced Scorecard framework, **Baldrige Education Criteria for Performance Excellence**, NCAAA Accreditation and Quality Assurance standards.
2. It will be the first “Strategic Quality Plan” for Inaya Medical college.
3. It will help in the accreditation of accreditation bodies like NCAAA.
4. It will guide IMC to achieve its mission and vision.

### **Outlining the theoretical framework and process for IMC Strategic Quality Plan**

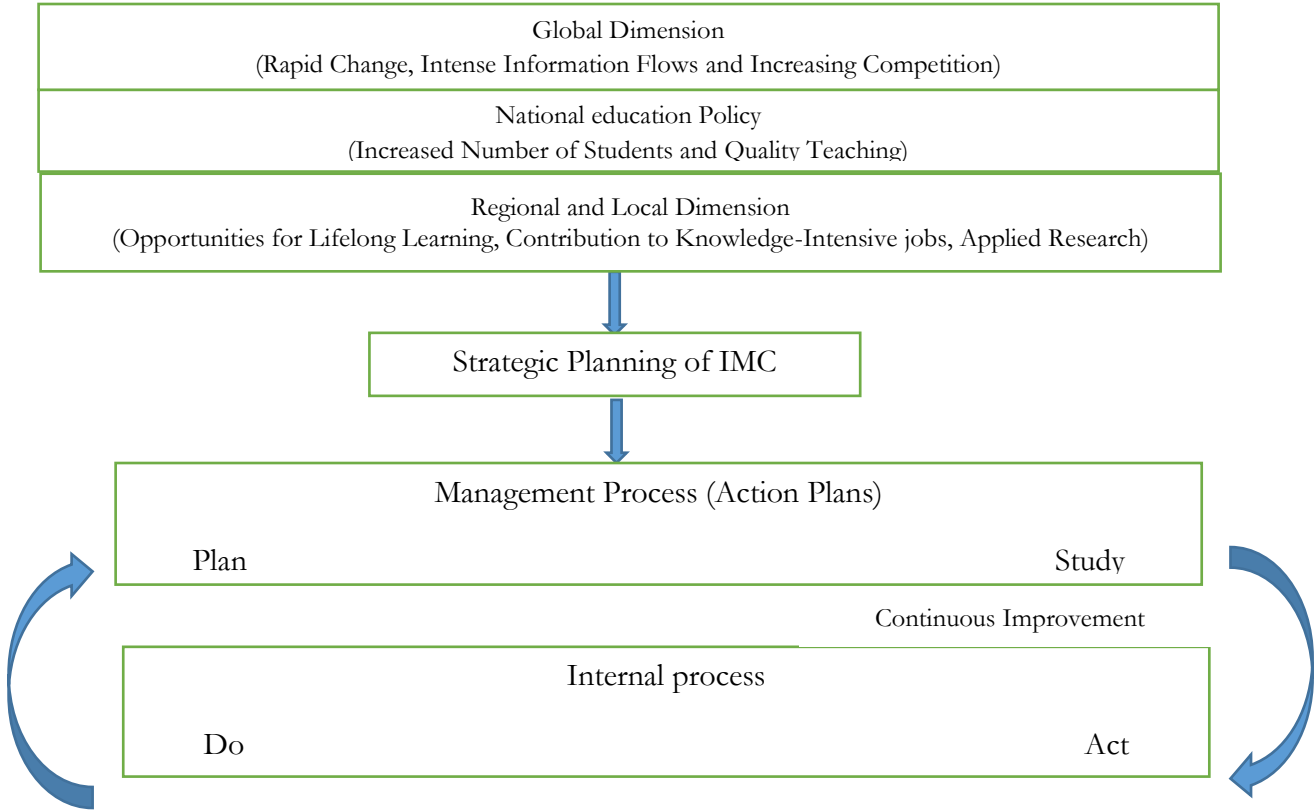
- Strategic Planning Literature including Balanced Scorecard.
- Quality Assurance Literature ISO 9001/9004: 2000 Standard (ISO2000).
- European Foundation For Quality Management (EFQM)
- Malcolm Baldrige Education Criteria for Performance Excellence.
- Management (TQM) models.
- Accreditation standards of AMC, or AOA ,ACBSP, ABET, ACS & **NCAAA**.
- Strategic plans of different educational institutions in KSA and abroad.

The Baldrige Excellence Framework (Education)



# Quality Map of INAYA MEDICAL COLLEGE (IMC)

Adapted from: Integration of strategic management and quality assurance





## Strategic Goals

**Strategic Goal 1: Leadership Focus.**

**Strategic Goal 2: Strategic Planning Focus.**

**Strategic Goal 3: Faculty and Staff Focus.**

**Strategic Goal 4: Student, Stakeholder and Market Focus.**

**Strategic Goal 5: Process Management (Learning-centered process and support processes).**

**Strategic Goal 6: Performance Measurement, Analysis and Knowledge Management.**

**Strategic Goal 7: Budgetary and Financial.**



### **Strategic Goal 1: Leadership Focus.**

Strategic Objective 1.1 Develop a work culture in every level of management hierarchy that fosters excellence in performance; focus on strategic objectives, creating balancing values for students and stakeholders, innovation and continuous improvement.

Strategic Objective 1.2 Achieve college governance through active participation of stakeholders to ensure strategic relevance, public responsibility, ethical behavior and good citizenship.

### **Strategic Goal 2: Strategic Planning Focus.**

Strategic Objective 2.1 Incorporate quality assurance and performance management framework into the strategic planning process at the college and departmental levels.

### **Strategic Goal 3: Faculty and Staff Focus.**

Strategic Objective 3.1 Attract and recruit quality teaching faculty and staff to deliver learning - centered education and support growth and development.

Strategic Objective 3.2 Continue to improve faculty and staff performance, satisfaction and retention.

### **Strategic Goal 4: Student, Stakeholder and Market Focus.**

Strategic Objective 4.1 Attract and enroll quality students and trainees to prepare high performing manpower to support local and national development plans.

Strategic Objective 4.2 Continue to improve student performance and satisfaction.

Strategic Objective 4.3 Continue to enhance the quality of existing educational and training programs.

Strategic Objective 4.4 Develop and improve effective interaction between different IMC departments, other educational institutions, industries, and the community.

Strategic Objective 4.5 Increase breadth in educational and training programs relevant to the needs of students, industry and society.

Strategic Objective 4.6: Develop national and international recognition of IMC degree programs.

### **Strategic Goal 5: Process Management (Learning-centered process and support processes).**

Strategic Objective 5.1 Continuously develop the quality of the learning-centered processes.

Strategic Objective 5.2 Continuously improve the efficiency and effectiveness of support processes..

Strategic Objective 5.3 Continue to provide international standard working, learning and living environment and facilities for students, staff and faculty.

### **Strategic Goal 6: Performance Measurement, Analysis and Knowledge Management.**

Strategic Objective 6.1 Improve the efficiency and effectiveness of information management, organizational knowledge and information technology.

### **Strategic Goal 7: Budgetary and Financial.**

Strategic Objective 7.1 Enhance financial management effectiveness.

Strategic Objective 7.2 Increase and expand revenue-base for IMC growth and development.

### Strategic Goal 1: Leadership Focus.

**Strategic Objective 1.1 Develop a work culture in every level of management hierarchy that fosters excellence in performance; focus on strategic objectives, creating balancing values for students and stakeholders, innovation and continuous improvement.**

Strategies	Performance Indicators	Measures	Targets
1. Increase awareness of IMC 's stakeholder( Management staff, Faculty member and Student) of IMC's Vision, mission, , objectives, strategies and action plans.	Seminars and Workshops	No. of workshops and seminars conducted	One workshop and one seminar
2. Ensure continuous improvement through a "Plan-Do-Study-Act" methodology.	"Plan-Do-Study-Act" cycle adoption	No of performance reports developed in different organizational	Completion of periodic reports (weekly, monthly, quarterly,
3. Educating IMC faculty and staff regarding "performance excellence models" and IMC quality initiatives to achieve excellence.	Educational seminars	No. of education seminars held	Two workshops in semester
4. Ensure continuous improvement of student and stakeholder satisfaction by increasing values.	Graduate Employment Survey Student Satisfaction Survey Stakeholder satisfaction survey	Graduate Employment Rate Student Satisfaction Rate Employer satisfaction Rate	5% increment for Annual Progression At least 3.5 /5.0 likert scale
5. Foster educational innovations through annual operational plans and incentives.	Educational Innovation  Incentive Measures for Educational Innovation	No. of educational Innovation  Monetary incentives	Annual Progression  Fund Allocation

Rationale:

- In line with the IMC's mission of high quality education in healthcare and medical science.
- This supports the IMC's vision statement to be recognized as one of leader in healthcare education in KSA.

- Every member of the organization at all levels must understand and make part of their daily work activities the value of high quality education.
- A focus on strategic objectives for achieving continuous performance improvement (an essential element in the implementation of Baldrige Education Criteria for Performance Excellence Framework)
- Student and Stakeholder focused management to achieve the IMC mission, e.g. community in an atmosphere of excellence, scholarship and professionalism to serve its society

**Objective: 1.2: Achieve college governance through active participation of stakeholders to ensure strategic relevance, public responsibility, ethical behavior and good citizenship.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Ensure active participation of stakeholders in college management bodies.	Stakeholder Participation	No. of stakeholders in different IMC committees and management bodies	Two stake holders
2. Ensure active participation of advisory committees at college and departmental levels.	Activating Advisory Committees	No. of college level and department level committees	-One Advisory Committee Meeting in each semester Food Allocation
3. Ensure active student participation in college bodies.	Activating Student Council	No. of Student Council Meeting	One meeting in a semester
4. Develop and Implement “TMC Code of Ethics”	IMC Code of Ethics Document approved from Top Management	Completion of document	Completed Document by Fall Semester 2014-15
5. Incorporate social responsibility perspectives in all academic programs and activities.	Social responsibility Perspectives in Academic Programs Social responsibility Activities	No. of topics included in courses No. of activities undertaken by faculty and students	All programs where it can be incorporated One activity per semester per each

Rationale:-

- IMC's community responsibility objectives to educate healthcare professionals and specialists and provide services to its community in an atmosphere of excellence, scholarship and professionalism to serve its society
- Aligns with the IMC mission statement of partnership by its faculty and academic partners with industry and community
- External check and balance for the effective functioning of the organization.

## Strategic Goal 2: Strategic Planning Focus

**Objective 2.1: Incorporate quality assurance and performance management framework into the strategic planning process at the college and departmental levels.**

### Strategies:

Strategies	Performance Indicators	Measures	Targets
1. Develop integrated strategic and quality assurance plans (SQAP) based on sound theoretical foundation and benchmarked with best practice.	Integration of Strategic and quality assurance plans	Formulation of plans	Completed Strategic Plan by End of Spring 2015-16
2. Develop effective structure to implement integrated strategic and quality assurance plans at the college and departmental	SQAP Unit development departmental plan	Establishment of the SQAP Unit	End of Fall Semester 2015-16

### Rationale:

- Supports the IMC mission statement to provide high quality education programs.
- Up to this date, no structured strategic plan and quality assurance procedures has been developed/implemented
- Performance management system ensures quality assurance continuous improvement leading to high quality (high can be achieve when exceeding national and international accreditation standards)
- Helps IMC's accreditation process/requirements



### Strategic Goal 3: Faculty and Staff Focus

**Objective 3.1: Attract and recruit quality teaching faculty and staff to deliver learning - centered education and support growth and development.**

Strategies	Performance Indicators	Measures	Targets
1. Review faculty qualification standards of NCAAA, AMC, <b>or</b> AOA	Review document	Completion of document	Completed document by Fall semester 2015-2016
2. Identify potential sources of professionally qualified faculty and staff as per departmental faculty requirements.	Potential source of applicant document	No. of potential sources identified	-One good manpower consultant per country -Country-specific professional applicant
3. Provide incentives matching international standards to attract	International standard Incentive Measures	Range of Incentive Measures	Identification of all possible measures
4. Reduce cycle time for recruitment at the college and departmental level.	Recruitment Cycle Time	Percentage reduction in Recruitment cycle time (Reduction Rate)	33% decrease
5. Develop promotional plan for attracting qualified faculty.	Recruitment Promotional Plan	Completed Promotional Plan	Spring Semester 2015-16
6. Establish recruitment committees in every IMC departments.	Recruitment Committees	No. of committees established	All IMC departments by end Of Fall semester 2015

Rationale for 3.1 & 3.2

- Quality education can only be delivered with qualified faculty members
- No enough evidences that IMC are able to appropriately attract faculty in certain departments in the absence of the criteria of high quality faculty members.
- Faculty development is one of the criteria for accreditation
- Achieving high quality education through continuous faculty development (see 3.2).

**Objective 3.2: Continue to improve faculty and staff performance, satisfaction and retention.**

Strategies	Performance Indicators	Measures	Targets
1. Conduct student and peer evaluation of faculty and staff performance.	Student evaluation of faculty and staff	Evaluation made	One evaluation by all student and peer every semester
2. Analyze student learning results of each faculty from Course Evaluation Survey systems	Student learning results analysis	No. of analysis undertaken	All faculty
3. Devolve and improve criteria for annual performance evaluation.	Performance Evaluation criteria	No. of new criteria	Selection of improved criteria
4. Develop continuous training plan to bridge competency gap of faculty and staff.	Development of training program	No. of trainings conducted	One training program per semester
5. Encourage teamwork for team teaching and specialized projects.	Implementation of team teaching	No. of courses and projects under team teaching	Annual Progression
6. Address faculty dissatisfaction relating to academic, personnel and professional issues as identified in SWOT analysis.	Faculty and staff satisfaction survey	Percentage increase in faculty and staff satisfaction	Annual progression
7. Analyze retention problems in Preparatory year/Foundation year and in the basic medical courses (BMCs) and take appropriate action.	Retention Program	Number of faculties retained	Annual Progression

#### Strategic Goal 4: Student, Stakeholder and Market Focus

**Objective 4.1: Attract and enroll quality students and trainees to prepare high performing manpower to support local and national development plans.**

Strategies	Performance Indicators	Measures	Targets
1. Develop and implement an integrated promotional plan to attract quality students and meet enrollment targets.	Student and trainee Promotional Plan	Completion of the promotional plan	Completed Plan by semester 303
2. Develop Enrollment plan for quality students and trainees as per departmental student growth forecast and IMC training plan.	Enrollment Plan Training Plan	Achievement of growth targets Annual trainee targets	95% of enrollment 2,500 trainees per year

Rationale:

- Getting quality students and trainees at the entry level to have quality graduates essentially to healthcare professionals and specialists that will support the Kingdom's development plan
- This improves the retention rate at the preparatory year
- Ample opportunities for IMC's graduates given the Saudi development (TENTH DEVELOPMENT PLAN).

**Objective 4.2: Continue to improve student performance and satisfaction.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Assess students' performance and continuously improve their abilities, motivation, and	Performance results analysis		100% completion of the linkage
2. Recognition of student's achievement.	Performance Recognition Awards	IMC and Dept Honor List	100% implementation by the end of the academic year
3. Improve student satisfaction relating to advising, registration process, housing, cafeteria food, relationship with administration, student schedules, and involvement in college management, and student support services as per SWOT analysis.	Student Satisfaction Survey	Improvement in student satisfaction	Annual progression
4. Develop preparatory year retention plan linked with remedial teaching.	Retention Plan	Achievement of retention targets	100% attainment of retention targets

**Rationale:**

- Continuous improvement of student performance is essential to achieve High Quality
- IMC needs to eliminate the dissatisfactions of students and trainees (refer to Baldrige Education Criteria for Performance Excellence)

**Objective 4.3: Continue to enhance the quality of existing educational programs.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Continuous alignment of existing curriculum to changing knowledge and industry skills needs, benchmarking, requirements of the accrediting bodies, and employability of students.	Curriculum development initiatives	No. of Curriculum development initiatives	One initiative per semester
2. Continue to improve program review/evaluation process by following a “Plan-Do-Study-Act” methodology.	Improvement of programs	No. of improvements in the program	Annual Progression
3. Continuous evaluation of academic and training programs	Development of Academic evaluation forms  Development of Training Evaluation forms	No. of programs evaluated	All Training Programs  At least one program in each major in a semester

**Rationale:**

- Increased interaction will lead to increased strategic partnership/alliance with the healthcare industries and community to help the growth and Ninth Development Plan of KSA (Community linkage will provide comparative advantage for the job market)
- Effective interaction lead to increased understanding of industry/occupation skill need (this will help in the development of IMC's academic curricula)

**Objective 4.4: Develop and improve effective interaction between different IMC departments, other educational institutions, industries, and the community.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Provide training courses for the community.	Community training program	No. of community programs.	Annual progression (% increase)
2. Facilitate inter-departmental committees.	Inter-departmental committees	No. of inter-department committees facilitated	Annual Progression
3. Facilitate advisory activity of management in different organizations.	Healthcare Industry Management Representation	No. of Healthcare Industry Management representation	Annual Progression
4. Conduct regular Advisory Committee meetings (from Healthcare Industry).	Healthcare Industry Advisory committee recommendations	No. of recommendations implemented	100% implementation
5. Develop partnerships and strategic alliances with other institutions and industries.	Partnership and strategic alliances	No. of partnership and strategic alliances	Annual Progression
6. Stimulate faculty and staff contribution in the community.	Faculty and staff representation in schools & community organizations	No. of faculty and staff involved in schools and community organizations	Annual Progression

**Rationale:**

- Supports the IMC mission statement of providing high quality education and enhancement that will serve its community and society in an atmosphere of excellence, scholarship and professionalism.
- Essential in establishing articulation agreement required for the accreditation process
- An important element for the student, employee and stakeholder satisfaction
- Will improve the quality of IMC graduates

- Quality accredited programs is essential to become recognized nationally, as a leader in applied medical and healthcare education and applied research.

**Objective 4.5 Increase breadths in educational and training programs relevant to the needs of students, industry and society.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Develop new programs and majors per the medical and healthcare industry needs.	New programs and majors	Number of new and programs and majors	Starting Spring 2015-16
2. Increase number and types of training programs for all IMC specialization areas as per training growth requirements	New training programs	Number and types of new training programs	Starting Spring 2015-16
3. Develop Implementation plan for training program that are agreed upon with industry	Training program implementation plan	Completion of implementation plan	Starting Fall 2016-17
4. Develop alternative methods/system of delivery of existing and new programs e.g. e-learning and distance learning	Alternative methods/systems of program delivery	Number of alternative methods/systems developed	Annual progression

**Rationale:**

- Quality accredited programs is essential to recognized, nationally, as a leader in applied medical and healthcare education and applied research.
- It supports the mission statement to provides service to its community in an atmosphere of excellence, scholarship and professionalism
- To attract prospective students and employees making IMC the preferred for healthcare education and training in the country
- IMC's response to the increasing/varying demand of the market/industry
- Increased interaction will lead to increased strategic partnership/alliance with the medical and healthcare industries and community to help the growth and development plans of IMC's strategic plan 2016-2021
- Effective interaction lead to increased understanding of medical and healthcare industry/occupation skill need (this will help in the development of IMC's academic curricula)



**Objective 4.6: Develop national and international recognition of IMC degree programs.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Develop procedures for accreditation for all departments with appropriate national and international accrediting bodies/organizations.	Accreditation initiatives	Achievement of accreditation	Achievement of all accredited programs within plan period.
2. Develop articulation agreements with two year and four-year institutions (National and International).	Articulation agreement	Number of articulation and transfer agreements.	Annual Progression
3. Develop promotional plan to enhance IMC corporate image as a preferred choice institution for technology programs.	Promotional plan	Completed promotional plan	By Fall semester 2017-2018
4. Develop and reinforce strategic relationships with national and international organizations that will advance the college mission.	Strategic relationship initiatives	No. of initiatives	Annual progression

**Rationale:**

- Accredited programs are essential to be to be recognized, nationally, as a leader in applied medical and healthcare education and applied research in achieving national and international recognition
- International and National recognition leads to increased employability of graduates

## Strategic Goal 5: Process Management (Learning-centered process and support processes)

### Objective 5.1: Continuously develop the quality of the learning-centered processes.

Strategies	Performance Indicators	Measures	Target
1. Incorporate outcomes-based education and establish procedure for assessment of learning outcomes for all IMC programs.	Outcome-based education Assessment of learning outcomes procedure	Number of outcome-based education established Number of assessment procedures established	By end of Spring 2016-2017 By AY 2017-2018
2. Ensure faculty qualifications are in line with accreditation qualification standards.	Faculty qualification standard	% of faculty conforming with accreditation qualification standards	All faculty by end of Fall 2016-2017
3. Adopt teaching, learning and assessment strategies appropriate for different types of learning outcomes.	Teaching, learning and assessment strategies	Completion of teaching, learning and assessment strategies to meet learning outcomes	By end of Spring 2016 for all majors
4. Adopt lesson plans, faculty development program and evaluation methods (program, course and teaching) to improve teaching effectiveness.	Lesson plan Faculty development plan	Use of standardized forms: 1) lesson plan; 2) faculty evaluation	Start using By Spring 2016-2017
5. Ensure textbooks and reference materials meet student learning needs and provide up-to-date knowledge and information.	Appropriate textbooks and reference materials	Number of appropriate textbooks and reference materials adopted	By fall 2016
6. Provide induction and training programs for new faculty.	Induction and training programs	Completion of induction and training program manual	All faculty by end of Fall 2016-2017

7. Assess students learning results to determine the effectiveness of teaching and learning process	Student Learning Result	Number of student learning results assessed and reported	All courses every semester
8. Update instructional technology to support the learning-centered process.	Instructional technology	Number of instructional technology updated	Annual progression
9. Increase and improve co-curricular and extra-curricular activities to facilitate student learning and overall personality development	Co-curricular and extra-curricular activities	Number of co-curricular and extra-curricular activities	Annual progression
10. Improve advisory and counseling process to enhance student motivation and expectations.	Advisory and counseling process	Number of advisory and counseling process improved	Progression every semester

Rationale:

- Effective teaching, advising, coop training, industry training, co-curricular and extra-curricular activities, etc. are essential part to achieve student learning results which is an important indicator of IMC's success as a leading healthcare and medical educational institution

**Objective 5.2: Continuously improve the efficiency and effectiveness of support processes.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Reduce cycle time, improve productivity and flexibility and reduce cost of different services i.e. registration, purchasing, maintenance, internal mail, IT services, co-op placement, over-time payments.	Cycle time Productivity and flexibility Cost of services	- % reduction in cycle time for services -Number of productivity improvements -% reduction in the cost of services	30 % reduction in cycle time for services process by 2017  At least 20% reduction in support services cost by AY 2017-2018
2. Adopt appropriate plans for development and improvement of support facilities, systems, policies and procedures for support services i.e. Admin. & Finance, Industrial relations, Student Affairs, Library & Learning Resource Center to cater for the needs of the learning-centered process.	Development plan for support services	Number of support services	An approved plan by Sep 2016
3. Develop support services that are responsive to the needs and expectations of the stakeholders.	New responsive support services	Number of new responsive support services developed	Annual progression

4. Develop policies and procedures for continuous evaluation of support services performance.	Policies and procedures for support services evaluation	Completion of support services policies and procedures evaluation	Approved Policies and procedures by end of 2017
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Rationale:

- Continuous improvement in support services such as registration, is essential for the effective functioning of learning-centered process
- Continuous improvements are necessary to achieve student, faculty, and stakeholder satisfaction

**Objective 5.3: Continue to provide international standard working, learning and living environment and facilities for students, staff and faculty.**

**Strategies:**

Strategies	Performance Indicators	Measures	Targets
1. Provide SQAP Committee and IMC Management with plans for new facilities and contribute to the design of infrastructure and facilities master plan.	New facilities plan  Contribution to Infrastructure and facilities master plan	Completion of the new facilities plan  Number of contributions made	By 2018  Review every semester
2. Refurbishment of old facilities for improving working, teaching and living environment.	Facilities refurbishment plan	Completion of plan	By 2017-2018

**Rationale:**

- IMC's existing facilities are well recognized to be of international standards by international/national organizations such as NCAAA, AMC, or AOA
- This is an essential requirement for accreditation
- Increased satisfaction and improved performance of students, trainees, faculty and staff sets an environment that will lead to educational excellence

## Strategic Goal 6: Performance Measurement, Analysis and Knowledge Management

**Objective 6.1: Improve the efficiency and effectiveness of information management, organizational knowledge and information technology**

### Strategies:

Strategies	Performance Indicators	Measures	Targets
1. Review the efficiency and effectiveness of the existing information management system at IMC.	Information management system review	Completion of review report	By Fall 2018
2. Establish database for key comparative data and information.	Database of comparative data and information	Establishment of the database	By Spring 2018
3. Invest in IT hardware and software to make it current, reliable, secure and user-friendly.	IT hardware and software updating plan	Completion of plan	By Fall 2018
4. Develop a system for collection and transfer of organizational knowledge to students, faculty and staff.	Knowledge management system	Completion of knowledge management system	By Fall 2019
5. Establish state-of-the-art wireless network throughout the college to create an e-campus	Campus-wide wireless network system	Completion of the installation of the wireless network system	By Fall 2018

### Rationale:

- Up-to-date Information Technology is vital in incorporating performance management into strategic planning
- It helps preserve essential knowledge assets required for further growth and development plans
- It helps improve the quality of fact- based management decision making

- An operational Information Technology is essential to the establishment of knowledge-based organization



## Strategic Goal 7: Budgetary and Financial

### Objective 7.1: Enhance financial management effectiveness.

#### Strategies:

Strategies	Performance Indicators	Measures	Targets
1. Adoption of sound financial management practices (effective and efficient utilization of available resources) including yearly revenue.	Preparation of annual expenditure budget Preparation of annual revenue or income budget Budgetary forecasting	Completed Budgets	Fall 2016-2017
2. The IMC will develop and document financial management policies, practices and controls necessary to give effect to matters contained in the	Financial Management Practice Manual	Completed Financial Management Practice Manual	Fall 2015-2016
3. Maintaining appropriate and effective systems of internal control with the emphasis on relevant institutional policy and procedures, data integrity,	IMC Rules and Regulation Handbook	Completed IMC Rules and Regulation Handbook	Fall 2016-2017
4. Monitoring and Evaluating Financial Data.	Budget Analysis	Budget Analysis Report	End of Financial Year
5. All expenditures must comply with applicable IMC policy , Zakat and MOE bylaws	Budgetary Performance reports	Annual Budgetary Performance Report	End of Financial Year

#### Rationale:

- Effective financial management is essential in supporting strategic planning by prudently allocating the financial resources in order to achieve strategic goals and objectives

## Objective 7.2: Increase and expand revenue-base for IMC growth and development.

### Strategies:

Strategies	Performance Indicators	Measures	Targets
1. Develop plan for obtaining funding from other public and private organizations.	Training fund	Completion of the fund-sourcing plan	Fall 2017-2018
2. Increase promotional efforts to increase revenue from special programs and short courses as per the market needs.	Promotional plan	Completion of promotional plan	Fall 2017-2018
3. Develop strategic partnership alliances with different types of organization.	Strategic partnerships	Number of strategic partnerships established	Fall 2018-2019
4. Adoption of revised training fee structure for all training programs.	Training fee structure revision	Revised training fee structure	Fall 2019-2020

### Rationale:

- Increased revenue from industrial training programs is of strategic importance for IMC to support its growth and development
- It supports the expansion of IMC's revenue-based resources

Approval

Approved by the College Council

Approved by College BoT

Signature of the Chairman