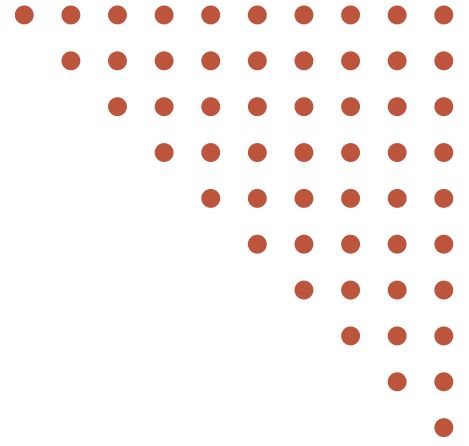




كلية الشرق الأوسط
Middle East College



Transforming education for the world of work

STRATEGIC PLAN 2023-28



VISION

Enterprising. Resilient. Impactful.

VALUES

- Progressive
- Global
- Transparent
- Trusted
- Committed



CONTENTS

Vision and Values

Mission

Strategic goals

Strategic approaches

Value proposition

Learner attributes

Functional strategies

- Education
- Research
- Employability
- Growth
- Finance
- Talent management
- Digital transformation

Organisational Structure

MISSION

A hand wearing a textured, brown sleeve reaches upwards, holding a large, glowing white geometric star. The star is composed of multiple interlocking triangles, creating a complex, crystalline shape. The background is a warm, orange-hued sunset or sunrise sky, with the sun's glow visible behind the star. The overall image conveys a sense of aspiration, innovation, and reaching for a higher goal.

Transforming education for the
world of work.

STRATEGIC GOALS

- To be the leader in graduate employability in the GCC region
- To continuously grow and diversify the revenue base
- To ensure the sustained growth of shareholder value
- To be a resilient organisation

STRATEGIC APPROACHES

- Leader in graduate employability, entrepreneurship and mobility
- Preferred partner for regional industry engagement
- Fostering lifelong alumni success
- Continuous growth of business and shareholder value with foresight and data-led decision-making
- Transformation to an entrepreneurial mindset organisation
- Productive strategic partnerships



VALUE PROPOSITION

The Middle East College value proposition captures what sets us apart and makes us unique. Our focus is on supporting students and staff through three pivotal principles: Qualifications, Experience, and Networking.

Qualifications

Middle East College is a launchpad for academic success with iterative curriculum and structure to ensure currency of programmes and seamless horizontal and vertical mobility with recognised qualifications. Our commitment is to provide students with an experiential learning environment that bridges the gap between classroom training and world of work, thereby making them employable. Our efforts are to equip students with the 21st century skills, grooming them to enter the world of work and enabling them to excel in a rapidly evolving global landscape.

Experience

Middle East College goes beyond traditional education; it cultivates social competence, nurtures personal aspirations, and promotes lifelong learning. We offer total experiential life space to our learners enabling them to fulfil their aspirations. Thereby fostering a community where students and staff can flourish, creating memorable experiences and a supportive environment that encourages personal growth and continuous all-round development.

Networking

At Middle East College, equal emphasis is given to social domain as to cognitive, affective, and psychomotor domain. We focus on creating networks that align with individual aspirations and helping the students to navigate the professional landscape with tools to leverage these connections effectively. We guide students and staff to build relationships that extend beyond the classroom, empowering them grow both personally and professionally.

Alignment with strategy and goals

QEN aligns with our strategic focus on employability and growth, directly contributing to our goal of being the GCC region's graduate employability leader. It embodies our enterprising mindset, adaptability, resilience, and drive to make an impact in the World of Work.

LEARNER ATTRIBUTES

- Professional competence
 - Domain knowledge and research skills
 - Learner autonomy and learning agility
 - Digital competence
 - Leadership and teamwork
- Integrity
- Effective communication
- Intercultural competence
- Social responsibility
- Entrepreneurial mindset

FUNCTIONAL STRATEGIES



EDUCATION

MISSION

To create an innovative educational ecosystem that nurtures and empowers graduates, providing them with the knowledge, skills, and mindset required to excel in the dynamic world of work.

Goal 1

Develop domain knowledge, professional competence, employability skills and social consciousness in our graduates through current and relevant academic programmes.

- By maintaining a diverse portfolio of programmes that are interdisciplinary, industry-relevant, and with a focus on sustainability.
- By achieving international professional body accreditation of all programmes offered.
- By establishing active partnerships with GCC industry leaders in academic programme management and graduate skill development.
- By maintaining high levels of student satisfaction with academic programmes.

Goal 2

Develop an innovative industry/academia framework that fosters academic excellence and facilitates student success.

- By establishing a teaching/research/industry nexus that facilitates experiential learning for students.
- By integrating technology to enhance the teaching and learning experience and provide opportunities for lifelong learning.
- By ensuring student success through early academic interventions.
- By offering a high quality teaching and learning experience for students.

EDUCATION

Goal 3

Champion an entrepreneurial mindset and instil employability skills in graduates.

- By providing students with entrepreneurship and innovation awareness, support and opportunities.
- By promoting live projects with regional industries.
- By actively engaging in United Nations Academic Impact (UNAI) initiative.
- By offering students professional development opportunities to enhance employability skills.
- By establishing active partnerships with regional professional associations/bodies.

RESEARCH

MISSION

To drive transformative practices, enrich knowledge, foster innovation, and empower individuals through impactful research and entrepreneurial endeavours.

Goal 1

Foster a culture of engagement in impactful research.

- By fostering global collaborations and attaining national and international recognition in the GCC region for research performance.
- By continuously developing research programmes to enhance intellectual capabilities.
- By enhancing the overall research output from the organisation through scholarly publications

Goal 2

Transform research scholars into prospective innovators who actively collaborate with regional industries.

- By developing research commercialisation frameworks and centres to support innovation.
- By fostering/establishing active partnerships with GCC industries in providing opportunities for innovation.
- By promoting a deep understanding of Intellectual Property Rights (IPR), implementing best practices and maintaining high standards through collaboration with industry partners.
- By collaborating on publications with potential for commercialisation.

RESEARCH

Goal 3

To cultivate an entrepreneurial mindset and cultivate the skills and capabilities necessary for improved employability.

- By establishing an incubation centre and by selecting the final year projects and developing industry-linked live projects.
- By hosting national hackathons and participating in other external national/international competitions.
- By forging strategic partnerships with industry stakeholders.



EMPLOYABILITY

MISSION

To be a regional leader in graduate employability, entrepreneurship, and mobility by equipping students with the skills, knowledge, and experiences needed for successful careers.

GOAL 1

Leader in graduate employability, entrepreneurship and mobility.

- By ensuring the majority of our graduates find fulfilling employment.
- By fostering an innovative and entrepreneurial spirit by offering innovation and startup programmes, and competitions.
- By encouraging diverse and global experiences to enrich our students' education.

GOAL 2

Preferred partner for regional industry engagement.

- By developing and nurturing strong relationships with key industry players in the region.
- By conducting thorough research to understand the specific needs and challenges faced by industries in the region and engaging in collaborative projects and initiatives to offer solutions.

GOAL 3

Fostering lifelong alumni success.

- By providing opportunities for alumni to continue their education through professional development courses, workshops, and certifications.
- By organising networking events, both virtual and in-person, where alumni can connect with each other, share experiences, and explore potential collaborations or career opportunities.
- By establishing alumni groups based on industry, location, or shared interests.

GROWTH

MISSION

To achieve sustained growth and enhance shareholder value, we continuously expand our reach, diversify and strengthen our revenue base, foster an entrepreneurial mindset, and cultivate productive strategic partnerships.

GOAL 1

Revenue growth and diversification.

- By developing marketing campaigns, collaborating with partners, expanding programme offerings, and aligning strategies with market needs to boost national student intakes and secure a larger share of GCC region students.
- By growing campus and facilities rentals, offering fantastic experiences for clients and event organisers.
- By expanding revenue streams from short courses, training programmes, and consultancies by targeting our networks and building through market expansion and strategic partnerships.

GOAL 2

Geographic expansion.

- By fostering strong relationships in GCC to reaffirm our commitment to delivering quality education and driving positive change in the region and support the local talent development.
- By increasing international student numbers through targeted marketing campaigns and partnerships with international educational agencies.
- By facilitating cultural exchange programmes that allow students to interact with peers from different countries and cultures.

GROWTH

GOAL 3

Maximising student retention.

- By prioritising our rejoiner students' needs through engaging in regular feedback sessions and using student-focused messaging, we will maximise our efforts in retaining students who have withdrawn from study,
- By working with Student Experience and Student Success teams to understand the issues and concerns of current students and address them effectively.
- By working with the Activities Department to create a sense of community through events and activities to drive student loyalty.



FINANCE

MISSION

To be a thriving and financially stable organisation meeting expectation of all stakeholders through secure long-term financial sustainability of the organisation and enhancing shareholder value.

GOAL 1

To ensure financial sustainability through planning and cost optimisation.

- By developing & maintaining a robust financial plan that aligns with other strategic plans and various initiatives, monitoring financial performance against the plan, reporting deviations and ensuring timely corrective actions.
- By identifying areas of maximising revenue and optimise operational efficiency.
- By conducting regular financial performance reviews to ensure alignment with budgets and adjust financial strategies as needed.
- By maintaining optimal cash flows and application of relevant financial strategies

GOAL 2

Implementing risk management processes.

- By maintaining reserves for economic downturns and pandemics like Covid-19
- By diversifying investments and identifying potential expansion.
- By aligning with the Digital Transformation Strategy to invest in sustainable innovative financial technologies that can enhance efficiency and accuracy in financial processes.

GOAL 3

Enhance shareholder value.

- By determining most relevant financial metrics, and monitoring against them, including Gross Margin, Revenue Per Student, Liquidity Ratio, ROI, etc.
- By implementing financial metrics such as increasing profitability margins, enhancing return on investment (ROI), and optimising the capital structure to reduce financing costs.
- Placing necessary impetus on finance risk management

TALENT MANAGEMENT

MISSION

To unlock our workforce's full potential, we aim to attract, develop, and retain top talent, foster a culture of performance excellence and continuous learning, and empower diverse, engaged employees to achieve our strategic goals and drive organisational success.

GOAL 1

Attract and retain talent to build a reputation as the top higher education sector employer.

- By attracting, hiring, and retaining highly qualified and diverse talent who contribute to the organisation's success.
- By working with the Brand and Communications department to develop and promote a strong employer brand that highlights the institution's values, culture, opportunities for growth, and employee benefits.
- By implementing diverse recruitment strategies offering flexible work options, employee well-being programmes, recognition initiatives, and career development opportunities, through performance-linked retention strategies.
- By developing a compelling employee value proposition that differentiates the organisation from competitors and attracts and retains top talent.



TALENT MANAGEMENT

GOAL 2

Develop a high-performing workforce.

- By providing continuous training and development opportunities to enhance employees' skills, knowledge, and expertise in their respective roles.
- By implementing effective performance management processes and systems to set clear expectations, provide regular feedback, and recognise and reward high performance.
- By creating a collaborative and innovative work environment that encourages teamwork, creativity, and idea-sharing among employees.
- By developing or sourcing a variety of training programmes, including online courses, workshops, mentorship opportunities, and internal knowledge-sharing sessions.
- By offering training programmes tailored to individual needs, career development goals, and broader initiatives addressing identified skill gaps.
- By partnering with external providers to access specialised training and expertise if necessary.

GOAL 3

Foster employee engagement and participation.

- By encouraging a positive and engaging work culture through implementing flexible work arrangements, work-life balance initiatives, and employee well-being programmes, while also promoting open communication, recognition, and career development opportunities.
- By conducting regular employee engagement surveys, analysing the data to identify improvement areas, and developing action plans to address employee feedback and enhance overall engagement.
- By promoting a culture of recognition and appreciation through formal and informal recognition programmes, peer-to-peer acknowledgement, and opportunities for career advancement and professional development.

DIGITAL TRANSFORMATION

MISSION

To use digital technology to enrich our students' education and development journey through improved learning and enhanced support services. We will boost social activities using virtual spaces, strengthen industry connections for future job readiness, and continually update skills to remain ahead of the curve.

GOAL 1

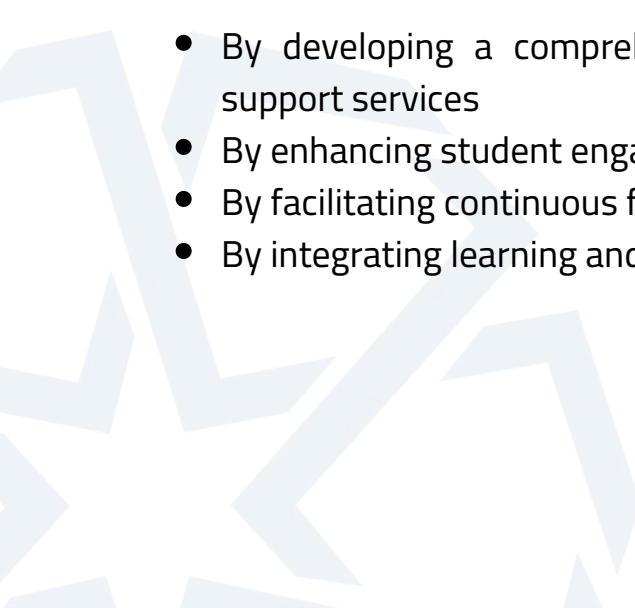
Enhance student education experience through digital teaching and learning excellence.

- By implementing an innovative Interactive Learning Platform
- By introducing gamification elements
- By developing an industry engagement platform for insights, and internship opportunities
- By developing a skills platform for skilling and upskilling

GOAL 2

Provide students with a personalised and accessible learning experience.

- By developing a comprehensive mobile app for learning, and academic support services
- By enhancing student engagement initiatives
- By facilitating continuous feedback and improvement mechanisms
- By integrating learning and analytics tools



DIGITAL TRANSFORMATION

GOAL 3

Develop a robust and secure digital infrastructure.

- By enhancing key software systems
- By adopting rigorous data loss and protection protocols
- By upgrading network capabilities
- By implementing secure cloud services

GOAL 4

Generate data-driven insights to aid informed decision making.

- By developing predictive analytics models
- By creating centralised data dashboards and reporting tools
- By implementing student success initiatives
- By enhancing staff capacity through training and development programmes on data analytics.

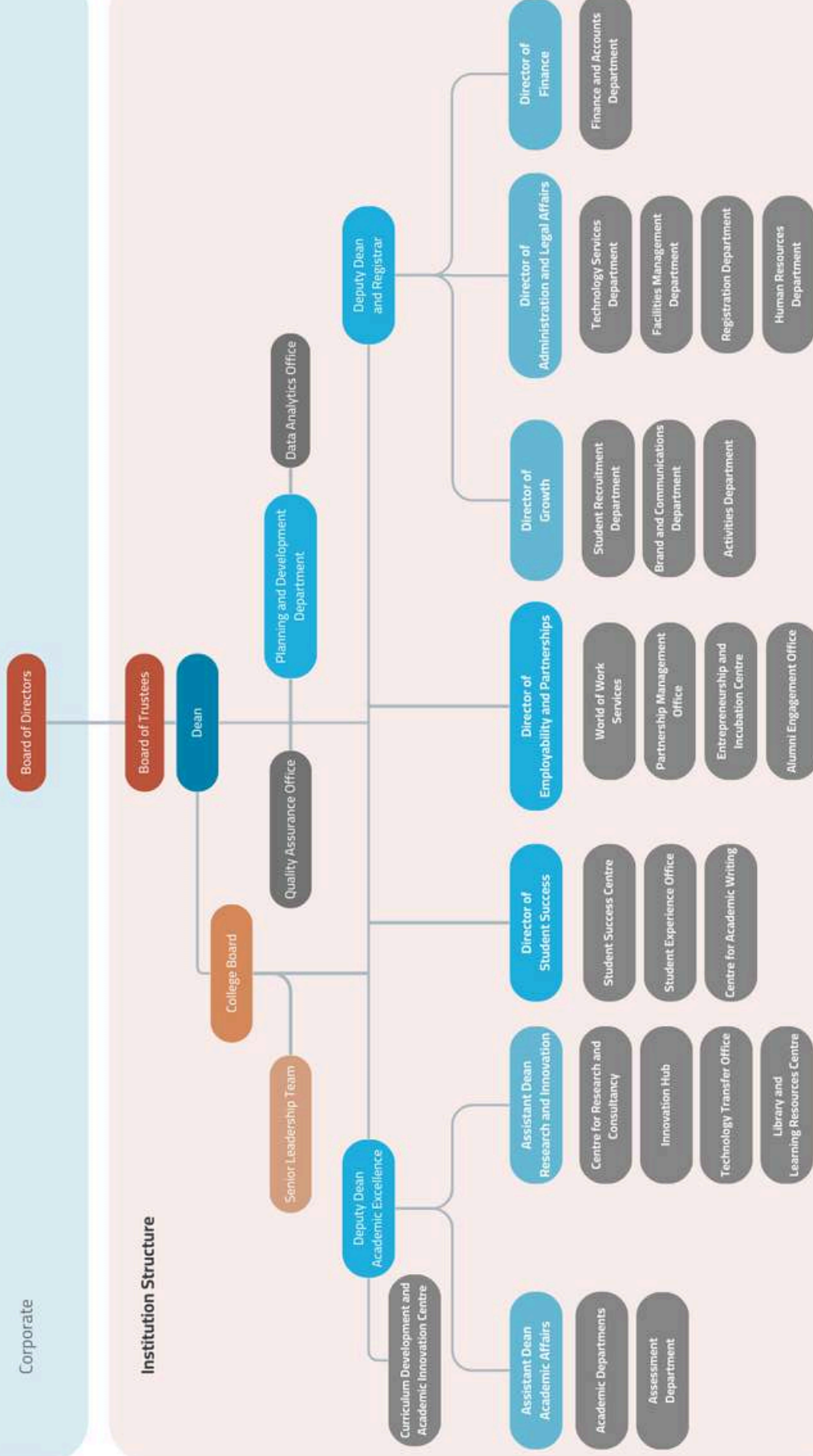
GOAL 5

Build a smart campus for an enhanced learning environment.

- By deploying IoT devices and sensor networks
- By automating the key operations of the college
- By converting traditional classrooms to smart classrooms
- By enhancing safety and security services

Corporate

Institution Structure



EMPLOYABILITY



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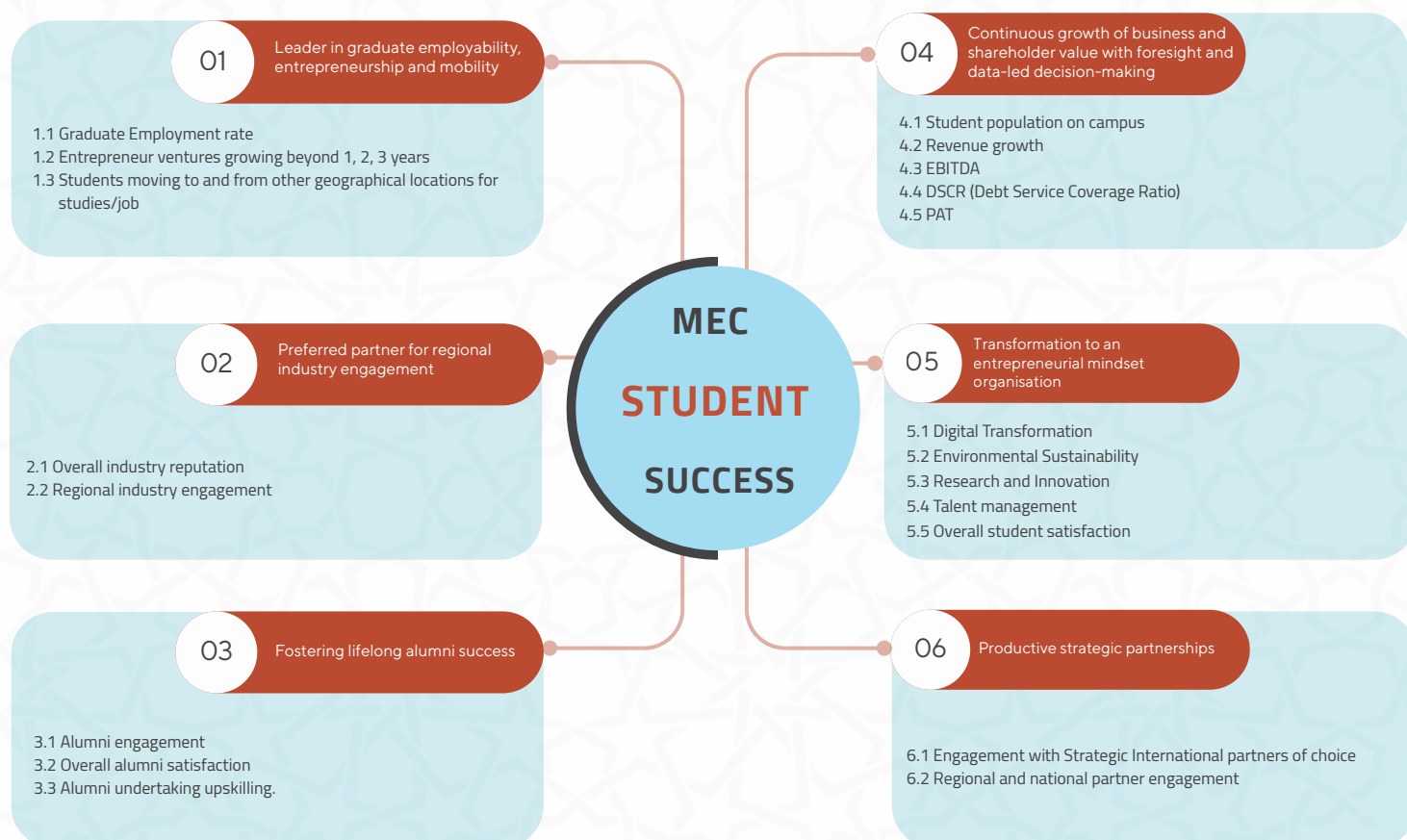
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MEC STRATEGY 2023-28

INSTITUTIONAL KEY PERFORMANCE INDICATORS (KPI)



Where strategy meets success

6 strategic approaches guiding the KPIs that drive student achievement.

