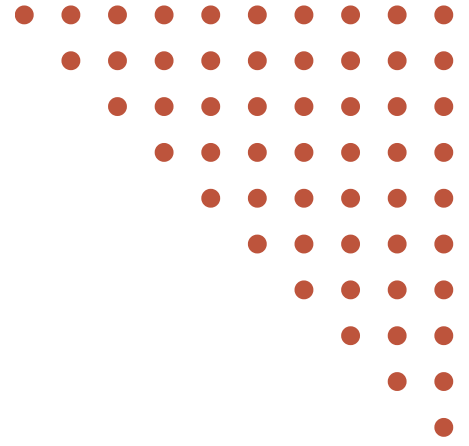




كلية الشرق الأوسط
Middle East College



Enterprising. Resilient. Impactful

STRATEGIC PLAN 2023-28

Post-Midterm Plan Pivot: 2026- 2028



CONTENTS

Vision and Values	3
Mission	4
Strategic goals	5
2026 Strategic Pivot	6
Institutional Approach	7
Outcome: Student Success	9
Offer: QEN	10
Graduate attributes	11
Functional strategies	13
• Education	14
• Research	16
• Employability	17
• Growth	19
• Finance	21
• Talent management	22
• Digital transformation	24
Organisational Structure	26
Institutional Targets (KPIs)	27

VISION

Enterprising. Resilient. Impactful.

We aspire to be recognised as an organisation that is **Enterprising, Resilient, and Impactful**. This aspiration extends beyond our strategy and structures. It is the shared ethos that guides who we are as a community and how we act. Embraced by our staff, students and graduates alike; these ethos are integrated into the fabric of our everyday choices and commitments we make.

Enterprising: We create momentum by thinking creatively, acting decisively, and embracing change to transform ideas into impact.

Resilient: Strengthened by an enterprising mindset, we empower students and the organisation to adapt confidently to change, remain effective and grow through uncertainty.

Impactful: We spearhead our commitment to purposeful action that delivers lasting value for individuals, communities, and the region—now and into the future

VALUES

- **Progressive**
- **Global**
- **Transparent**
- **Trusted**
- **Committed**

MISSION



Transforming education is central to how MEC realises its promise of student success, and vision of being an enterprising, resilient, and impactful organisation and community. This transformation begins with a re-envisioned education model enabled through the integration of knowledge, practice, and creativity. At MEC, we create environments that develop learners who do more than acquire knowledge- they apply it with purpose and confidence in real-world contexts. By intentionally fostering enterprising thinking, resilience in the face of change, and a commitment to meaningful impact, we support the development of capable, well-rounded individuals equipped to navigate complexity and contribute meaningfully to the world. This approach transforms education into a developmental journey; one that enriches the individual's wellbeing while simultaneously strengthening the collective wellbeing of the community. We recognise that sustained collective wellbeing and long-term impact are built through transformed people.

Wellbeing is a holistic perspective that recognises individuals and communities as whole systems. Interconnected by physical, mental, educational, intellectual, emotional, social, financial, and environmental factors, individuals and communities are able to realise their potential, experience meaning and satisfaction in life, maintain physical and mental health, build strong social relations and adapt resiliently to change.

Transforming education for student success and wellbeing.

STRATEGIC GOALS

- To be a leader in graduate employability in the region and beyond
- To continuously grow and diversify the revenue streams
- To enhance shareholder value for sustainable growth
- To be a resilient organisation

2026 STRATEGIC PIVOT

"If we wait, or just apply a 'quick fix' to repair the deficiencies of outdated systems, the forces of change will naturally develop their own momentum and rules."

- World Economic Forum

Our Approach: Guided by Theory of Change

The 2026 strategic pivot is underpinned by a Theory of Change (ToC) framework. ToC surfaces our core assumptions: that incremental fixes are insufficient, proactive adaptation is required, and MEC must act quickly. As the World Economic Forum argued, waiting or applying quick fixes to outdated systems will cede momentum to the very forces of disruption we seek to navigate. Our ToC ensures that every goal, every investment, and every action is causally linked to our Vision: **An Enterprising, Resilient and Impactful** organisation committed to impact that extends beyond the institution.

In 2023, when the MEC Strategy 2023-2028 was framed, the world was still emerging from the COVID-19 pandemic, focused on recovery and the initial disruptions that accelerated digital learning. Now, in 2026, as we undertake the midterm review of our 2023–2028 strategic plan, we are confronted not with one, but three profound shifts that is fundamentally redefining higher education: **geopolitical conflict, AI, and global student mobility**.

The ground has shifted entirely. Strategic intent of regional engagement and growth developed in 2023 now face geopolitical vulnerability. AI has progressed from an experiment to an infrastructure reality, transforming teaching and learning, assessment, support services and student experience. And students no longer see themselves as bound to a single institution or nation—they view the world as a global campus, seeking accessible qualifications and learning experiences from wherever offers the best value and outcomes.

In this revised context, tactical updates to the strategy are not enough. Moving forward from 2026, MEC demands a complete strategic pivot: proactive geopolitical awareness, AI as embedded infrastructure, and mobility as a global marketplace rather than a local catchment. MEC shall adapt to continue its journey and thrive.

Hence the strategic approach for the organisation going forward is pinned to—

Mobility, Agility & Efficiency

INSTITUTIONAL APPROACH

Over the years, MEC has demonstrated resilience, operational maturity, and the capacity to deliver consistently, even during periods of significant uncertainty. This performance reflects a strong institutional foundation. However, stability alone is no longer sufficient. To remain competitive, credible, and future-ready, MEC must now deliberately evolve how it operates, aligning its structures, practices, and priorities with the demands of a rapidly changing regional and global higher education landscape.

Mobility. Agility. Efficiency. provides the strategic framework through which MEC advances. It defines how the institution supports student success across the academic lifecycle, ensures graduates are equipped for work and lifelong learning, and aligns institutional services to deliver sustained value. More than an operational model, MAE establishes a shared institutional direction—integrating academic quality, student experience, and organisational effectiveness into a coherent system of delivery.

Quality is the cornerstone of this approach. It underpins student confidence, stakeholder trust, and institutional reputation, and is intentionally embedded across teaching, learning, processes, and service provision. By positioning quality as a strategic driver rather than a compliance function, MEC strengthens its ability to deliver consistent outcomes, enable innovation, and differentiate itself within an increasingly competitive sector.

Looking forward, MEC is strategically positioned to operate as an agile, internationally connected, AI-enabled, and individual-centred institution. This positioning supports the mobility of students, staff, programmes, and partnerships across physical, virtual, and transnational environments, while enabling rapid and informed responses to evolving education, workforce, and technology trends.

MOBILITY . AGILITY . EFFICIENCY

Mobility: Our students, programmes, partnerships, research, activities and services must be able to move seamlessly across borders, delivery modes, and opportunities. Mobility is no longer an exception—it is becoming the norm. Mobility at MEC is defined as the ability for individuals to access learning, collaboration, and opportunity enabling movement of experience, knowledge, and partnership across geographical locations without the constraint of requiring physical relocation.

Agility: Change is no longer episodic; it is constant. Agility is our ability to adapt intelligently and purposefully to external change, so that students, staff, stakeholders, and the institution can achieve their aspirations in a dynamic environment. Agility requires MEC to anticipate needs, learn from our experience, respond quickly, and adjust ways of working so that student ambitions, staff contributions, stakeholder expectations, and institutional goals are realised without delay or unnecessary complexity—while maintaining quality, assurance, and integrity.

Efficiency: Mobility and agility can only succeed if they are delivered efficiently and at scale. Efficiency is not about doing less—it is about reducing friction, simplifying processes, accelerating proportionate decision-making, and using digital and AI-enabled systems intelligently so that resources are used where they create the greatest value without compromising quality. Continuous efficiency enables the reinvestment of time, capacity, and resources into activities that directly enhance student success, graduate outcomes, service quality, and institutional sustainability, ensuring that growth in activity and impact does not result in proportional growth in cost, bureaucracy, or workload.

OUTCOME: STUDENT SUCCESS

At MEC, everything we do is in service of one central promise — Student Success.

This promise is realised through what MEC offers every student– our value proposition (**QEN**): the **Qualification** to achieve academic and professional recognition, the **Experience** to grow as a whole person, and the **Network** to navigate and succeed in the world of work.

Across the institution, academic, and professional services departments do not operate in isolation; they work as a unified ecosystem, enabled and connected by technology, with each function contributing to the student's academic, personal and professional journey. This collective effort is structured across three organisational layers — governance, leadership and functional — ensuring that strategic intent flows from the top and is translated into meaningful, day-to-day actions that students experience directly. Whether it is curriculum design, teaching and learning, research, academic advising, career counselling, activities, student support services, or industry engagement; every activity is deliberately aligned to MEC's value proposition:

Qualification . Experience . Networking

MEC recognises that success looks different for every student — and it is this belief that drives us to create the conditions for each individual to realise their own version of it. What unites every MEC graduate, however, is a shared foundation: the analytical thinking and creative confidence to solve problems, the resilience and adaptability to thrive in a changing world, the leadership and collaborative spirit to make a difference, and the wisdom to understand their responsibilities — to themselves, to their families, and to the society they serve. Student success is not simply an aspiration — it is the promise MEC makes to its students, partners, employers and the wider community, and it is the lens through which every decision, investment and initiative is measured.

OFFER: QEN

Qualifications

MEC is a launchpad for academic and professional success, built on an iterative curriculum that ensures the currency of its programmes and enables seamless horizontal and vertical mobility through recognised, internationally transferable credentials and qualifications. Our commitment is to provide students with an experiential learning environment that bridges the gap between classroom study and the world of work, equipping them with disciplinary knowledge and 21st century skills — the abilities, competencies and skills that employers value and that careers demand. Through this, MEC aims to develop graduates who are confident, capable and work-ready — able to contribute meaningfully from day one and to adapt, grow and lead 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 a total experiential life space to our learners, enabling them to fulfil their own versions of success. In doing so, we foster a community where students and staff flourish together — creating memorable experiences and a supportive environment that encourages personal growth and continuous all-round development. A student who passes through MEC does not simply gain a qualification; they leave with a deepened sense of self, the resilience and agility to navigate life's challenges, the empathy to understand others, and the confidence to contribute — to their families, their communities and the world beyond the classroom.

Networking

At Middle East College, equal emphasis is given to the social domain as to the cognitive, affective and psychomotor dimensions of development. We focus on creating networks that align with individual aspirations, helping students navigate the professional landscape with the tools and confidence to leverage these connections effectively. We guide students and staff to build relationships that extend beyond the classroom, empowering them to grow both personally and professionally. A student who embraces the MEC network leaves not just with contacts, but with the collaborative spirit, leadership presence and entrepreneurial mindset to open doors for themselves and others — equipped to compete in the regional and global workforce, contribute to their communities, and carry forward a lifelong connection to a community that grows with them.

GRADUATE ATTRIBUTES

- Professional Competence
- Curiosity and Life-wide Learning
- Digital Fluency
- Teamwork and Collaboration
- Enterprising
- Empathy
- Integrity
- Wellbeing and Resilience

Professional Competence: A professionally competent MEC graduate possesses the disciplinary knowledge, practical abilities and technical skills to perform effectively in their chosen field. They communicate with clarity and confidence — adapting their voice across professional contexts — and demonstrate the resilience, flexibility and agility to navigate challenge and change. Grounded in self-efficacy and motivated by a deep awareness of their own strengths and aspirations, they bring both capability and character to everything they do.

Curiosity and Lifewide Learning: A MEC graduate is a reflective and resilient individual who approaches the world with genuine curiosity and a spirit of inquiry. They recognise that learning is not confined to formal education but emerges across the multiple contexts of life —academic, professional, social and personal—and actively engage with these as interconnected opportunities for lifewide and lifelong learning. Grounded in analytical thinking and reflective practice, they integrate knowledge from diverse experiences, take ownership of their learning journeys, and continuously adapt, unlearn and relearn to remain relevant in a dynamic and evolving world.

Digital Fluency: A digitally competent MEC graduate is fluent in the technologies that define contemporary life and work. They use digital tools with confidence, integrity, and critical judgement, understand the implications of an increasingly automated world, and are equipped to work alongside — and leverage — emerging technologies including AI and data systems. Digital fluency at MEC is not simply technical literacy; it is the ability to think, create and collaborate in a digital world.

Teamwork and Collaboration: A MEC graduate understands that meaningful work is rarely done alone. They bring a collaborative spirit and the interpersonal skills to work effectively across diverse teams, disciplines and cultures. They exercise leadership with humility, communicate with empathy, and create environments where others can contribute, grow and succeed alongside them.

GRADUATE ATTRIBUTES

- Professional Competence
- Curiosity and Life-wide Learning
- Digital Fluency
- Teamwork and Collaboration
- **Enterprising**
- **Empathy**
- **Integrity**
- **Wellbeing and Resilience**

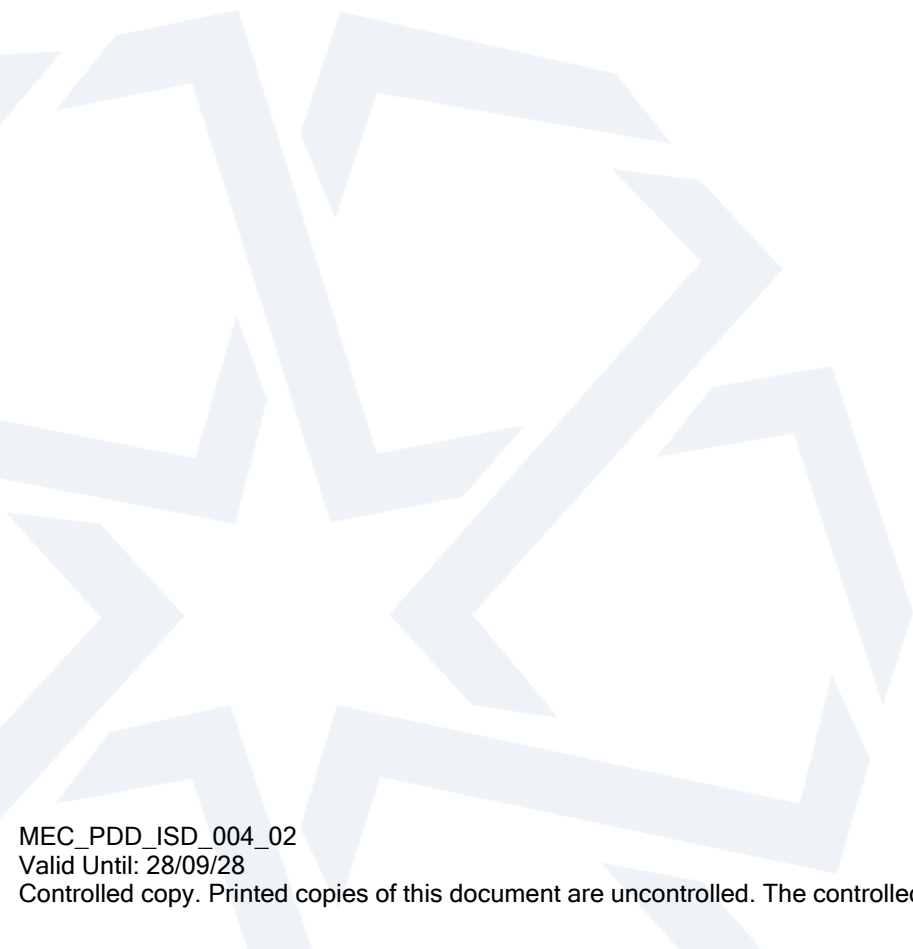
Enterprising: An enterprising MEC graduate is a creative and resourceful problem-solver who sees opportunity where others see obstacles. They apply systems thinking and creative thinking to complex challenges, manage resources with purpose and discipline, and bring an innovative mindset to everything they undertake. They are not passive participants in the economy — they are contributors, initiators and, where possible, creators of opportunity for themselves and others.

Empathy: An empathetic MEC graduate possesses the emotional intelligence and cultural competence to understand, respect and respond to the perspectives and experiences of others. Beyond the professional context, they carry a deep awareness of their responsibilities — to themselves, to their families and to the society they are part of. They understand that happiness and well-being are not individual pursuits but are shaped by the quality of our relationships and our contribution to the communities around us.

Integrity: A MEC graduate of integrity is guided by a clear and consistent ethical compass. They act with honesty and transparency, take responsibility for their decisions, and hold themselves accountable to the values of fairness, respect and social responsibility. In a world of increasing complexity and competing interests, integrity is the foundation upon which trust — in the workplace, in relationships and in society — is built and sustained.

Wellbeing and Resilience: A resilient MEC graduate does not simply cope with adversity — they grow through it. They cultivate the physical, emotional and psychological well-being needed to sustain performance and find meaning across all dimensions of life. Flexible and agile in the face of uncertainty, they draw on self-awareness and inner strength to adapt, recover and move forward — understanding that caring for oneself is not a luxury but a prerequisite for contributing fully to work, family and society.

FUNCTIONAL STRATEGIES



EDUCATION

OBJECTIVE

To create an innovative educational ecosystem that nurtures and empowers graduates, providing them with the knowledge, skills, and mindset required to be resilient, enterprising and impactful for individual and collective wellbeing.

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 aligned to national priorities.
- By achieving international professional body accreditation of all programmes offered to ensure quality, reputation, and global recognition.
- By establishing active partnerships with regional and international organisations (industries, HEIs) in academic programme management, and graduate skill development.
- By facilitating international mobility through academic programmes and other forms of academic engagement.
- 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.
- By integrating technology to enhance the teaching, learning experiences and lifelong learning opportunities.
- By building AI literacy (general and discipline-specific).
- By offering a high-quality teaching and learning experience through industry-integrated curricula and real-world engagement
- By ensuring student success through early academic interventions.

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 and other industry immersion opportunities with regional industries and beyond for real-world experience.
- By establishing active partnerships with regional and international professional associations/bodies.
- By offering students professional development opportunities to enhance employability skills and graduate attributes.

RESEARCH

OBJECTIVE

To drive transformative practices, enrich knowledge, foster innovation, and empower individuals through impactful applied research that creates intellectual property rights and supports entrepreneurial endeavours.

Goal 1

Foster a culture of engagement in impactful research.

- By fostering global collaborations and achieving national and international recognition in the GCC region and beyond for research impact and excellence.
- By continuously developing research and innovation programmes to enhance intellectual capacity and creativity.
- By enhancing the overall impactful research output from the organisation through high-quality scholarly publications

Goal 2

Transform research scholars into prospective innovators

- By developing and strengthening research and innovation frameworks and centres to support commercialization pathways, technology transfer, and the creation of spin-offs and start-ups.
- By fostering and sustaining strategic partnerships with industry and external stakeholders to create opportunities for applied research, innovation, and consultancy-driven outcomes.
- By promoting awareness and implementation of Intellectual Property Rights (IPR), adopting best practices, and fostering industry collaboration to ensure effective protection, utilization, and commercialisation of research outputs.
- By collaborating with publishers and partners to incentivize and support high-quality research publications with commercialisation and real-world application potential, thereby enhancing research visibility and impact.

RESEARCH

Goal 3

To cultivate research skills and scholarly mindset and impact among students and faculty for improved agility, mobility and student success.

- By integrating research skills, critical thinking, and entrepreneurial mind with innovation capabilities into the curriculum and co-curricular activities to build strong scholarly competencies among students and staff.
- By enhancing scholarly engagement through hosting national scholarly events and by actively participating in similar regional and international scholarly platforms to strengthen research culture and global visibility.
- By strengthening faculty research capacity through training, mentorship, and support that promote high-impact research, creativity, innovation, and knowledge transfer.
- By developing strategic partnerships with industry and international HEIs to support consultancy, collaborative research, entrepreneurial activities and experiential learning opportunities that strengthen institutional research profile and research network.



EMPLOYABILITY

OBJECTIVE

To be a leader in graduate employability, entrepreneurship, innovation, and mobility in Oman and beyond by equipping students with the skills, knowledge, and experiences needed for successful careers and future-ready impact through mobility, agility, innovation, and efficiency.

GOAL 1

Leader in graduate employability, entrepreneurship, innovation, and mobility in Oman and beyond.

- By ensuring the majority of our graduates find fulfilling employment and are equipped with the agility to adapt to changing World of Work needs.
- By fostering an innovative and entrepreneurial spirit by offering innovation and startup incubation programmes, and hackathons\competitions that enable students to develop creative solutions, entrepreneurial mindsets, and practical problem-solving capabilities.
- By encouraging diverse and global experiences to enrich our students' education and enhance their mobility across sectors, disciplines, and international opportunities.
- By embedding innovation, agility, and efficiency into employability initiatives to ensure students are prepared for emerging careers and new ways of working.

GOAL 2

Preferred partner for regional industry engagement in Oman and beyond.

- By developing and nurturing strong enterprising relationships with key industry players in Oman and beyond.
- By conducting thorough research to understand the specific needs and challenges faced by industries in Oman and beyond, and engaging in collaborative projects and initiatives to offer solutions that are innovative, agile, impactful, and efficiently implemented.
- By promoting industry-linked innovation projects, applied research, and real-world challenges that connect students, staff, and partners to practical solutions.

EMPLOYABILITY

GOAL 3

Fostering lifelong alumni success in Oman and beyond.

- By providing opportunities for alumni to continue their education through professional development courses, workshops, and certifications that strengthen career agility, innovation capabilities, and lifelong mobility.
- 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 within Oman and beyond.
- By establishing alumni groups based on industry, location, or shared interests to support stronger alumni mobility, faster knowledge exchange, innovation collaboration, and efficient professional networking.

GROWTH

OBJECTIVE

To achieve sustained growth and enhance shareholder value, we continuously expand our reach, diversify and strengthen our revenue base, foster an entrepreneurial mindset, cultivate productive strategic partnerships, and embed sustainability at the foundation of our operations to ensure long-term resilience and positive societal impact.

GOAL 1

Revenue growth and diversification.

- By developing targeted marketing campaigns, forming strategic partnerships, expanding programme portfolios, and aligning academic models with evolving market demands to strengthen national enrolments and secure sustainable international growth.
- By implementing rental partnership for real estate models, optimising campus facilities, to expand revenue streams, thus enhancing shareholder value and strengthening institutional resilience and financial sustainability.
- By embedding an entrepreneurial mindset through the expansion of consultancy, innovation, and strategic partnerships to support startups and entrepreneurial ventures, that enhance student success, employability, and institutional leadership.

GOAL 2

Geographic expansion.

- By fostering strong relationships in GCC and beyond to reaffirm our commitment to delivering quality education and driving positive change in the region and support the local talent development.
- By admitting a broader student profile through international recruitment beyond Oman and the GCC, embedding mobility pathways that enable students to commence studies locally and continue abroad, reinforcing institutional presence and global student success.
- By expanding international admissions via targeted campaigns with global agencies in South Asia, MENA, ERCA, building sustainable partnerships that open new avenues for growth.
- By facilitating cultural, educational and employability exchange programmes that allow students to interact with peers from different countries and cultures, reinforcing global engagement and institutional impact.

GROWTH

GOAL 3

Maximising student retention.

- By advancing continuity through targeted rejoiner campaigns that encourage students to return and complete their studies, reinforcing MEC's long term commitment to sustainable growth and resilience.
- By collaborating with Student Success team to deliver structured programmes through mentorship, advising, tutoring, workshops, and counselling thus embedding support as a cornerstone of retention and achievement.
- By partnering with student chapters and clubs to foster belonging, loyalty, and engagement through events and initiatives, positioning community involvement as a driver of retention.

GOAL 4

Brand Representation and International Recognition

- By establishing a consistent and compelling brand identity that reflects MEC's strengths in employability, entrepreneurship, and mobility.
- By showcasing MEC's value proposition (Qualification, Experience, Networking) through campaigns and alumni success stories.
- By enhancing visibility for branding in global education forums, rankings, and partnerships to reinforce MEC's credibility.
- By leveraging social media, digital platforms, and thought leadership to amplify MEC's voice, promote events, and highlight student perspectives, strengthening international recognition and regional trust.

FINANCE

OBJECTIVE

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

OBJECTIVE

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

OBJECTIVE

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.

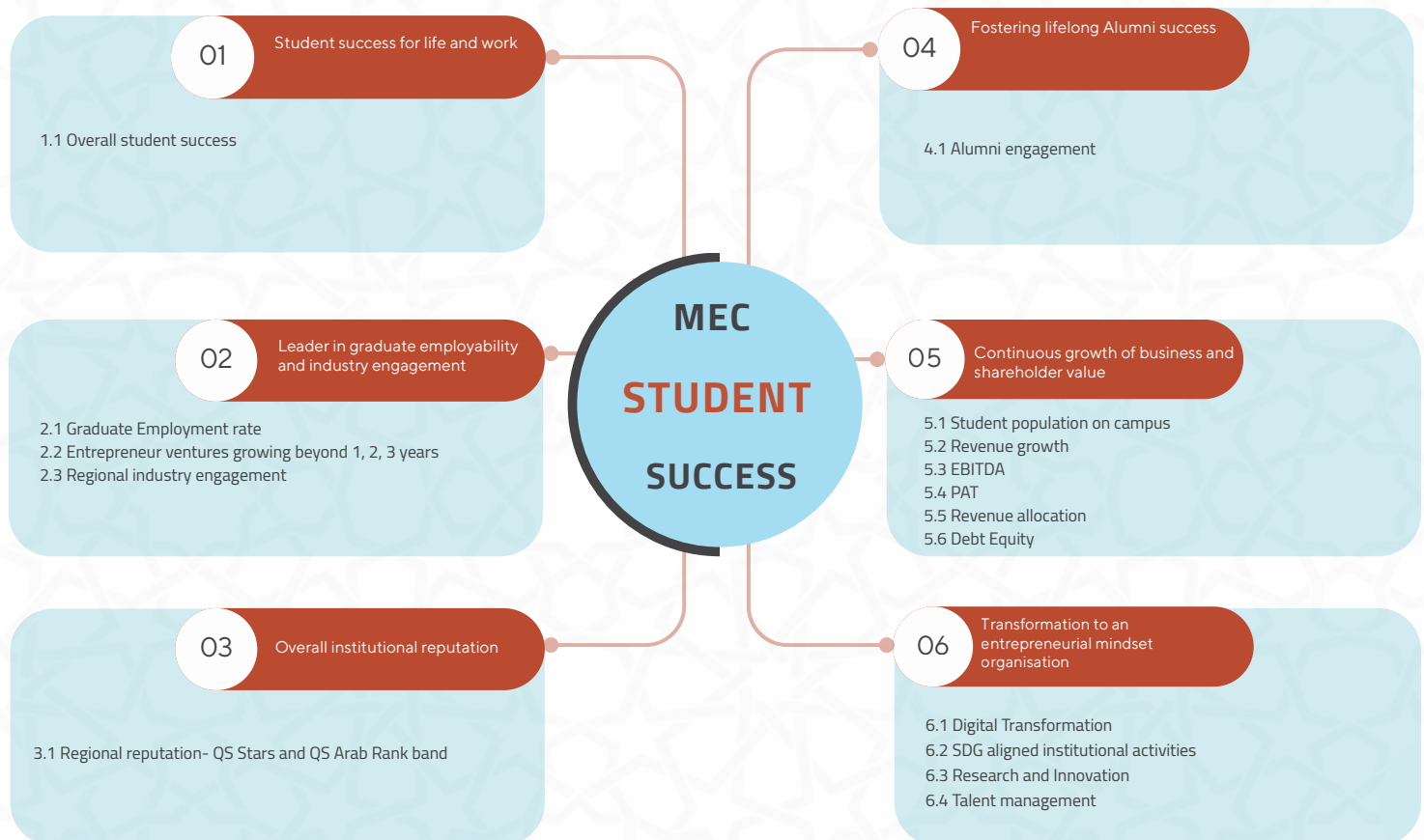
GOAL 5

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

MEC STRATEGY 2023-28

INSTITUTIONAL KEY PERFORMANCE INDICATORS (KPI)



Where strategy meets success

6 strategic approaches guiding the KPIs that drive student achievement.



References

1. Oman Vision 2040
2. National Strategy for Education 2040
3. World Economic Forum Reports
4. OECD Reports
5. WEF Theory of Change