كلية عُمان للسياحة
Oman Tourism College

The **Leading Institution** in *Oman Specializing* in **TOURISM & HOSPITALITY**

STRATEGIC PLAN
2021 – 2025

Executive Summary

A Member of OMRAN Group

ABOUT US

Established in 2001, Oman Tourism College (OTC) is the leading institution in Oman specializing in tourism and hospitality. Located in the heart of the capital, Muscat, near Madinat Al Irfan, OTC offers a wide range of programs and courses aimed at developing human resources for the tourism, hospitality, events and related sectors.

As part of OMRAN's portfolio of companies, OTC's mission and vision are in line with the Oman Tourism Strategy 2040 and the objectives and pillars of Oman Vision 2040, with the clear objective of OTC playing its part in providing a well-trained and qualified workforce for the Sultanate in the tourism, hospitality and events sectors.

Students of OTC can enjoy an international learning environment while strengthening the Sultanate's tourism industry with an enthusiastic and forward-looking workforce. Staff from 16 different nationalities, moderate study fees, part-time and full-time study options or language modules in French or German are just some of the assets of OTC. A range of professional development and vocational courses which can be tailored to meet the particular needs of clients are also included in OTC's portfolio. All undergraduate programs are quality approved by *Technological University Dublin (TU Dublin).*

INTRODUCTION

From 2013-2017, the College has been involved in significant changes both operationally and in its portfolio development, the latter witnessing a very important collaborative partnership with the Technological University, Dublin (TU Dublin), Ireland. This significant development enabled OTC students to study Bachelor's (BSc) level for the first time. In October 2017, the College was granted Awarding Powers by the Ministry of Higher Education (now the Ministry of Higher Education, Research and Innovation) that permits it to award its own Diploma and Bachelor degrees. The Strategic Plan (2017-2020) concluded in 2020. The Board of Directors decided in March 2020 to focus on developing a new Strategic Plan (2021-2025) that provides clear goals and objectives to guide the College in all its activities.

Definitions & Abbreviations

Vision: What OTC hopes to achieve

Mission: OTC's core purpose

Values: Important principles upheld by the College

Strategic Goals: Focus areas with associated outcomes that are intended to be achieved by the completion of the period of the strategy

Objectives: Specific measurable outputs that OTC strives to achieve in order to satisfy its organizational (strategic) goals

OUR VISION & MISSION

Our Vision

To be Oman's leading provider of tourism-related education supporting sustainable growth of the country's tourism sector.

Our Mission

To develop students' knowledge, skills, and aptitude through stimulating learning experiences and exposure to research and scholarly activity, in partnership with industry and education providers, to benefit the local community and be successful professionals in a rapidly changing global society.

In order to continue to fulfill its mission and achieve its vision, OTC realizes that an institutional culture that supports continuous learning and moving in the direction of continuously enhancing the quality of the student experience is vital. The success of this approach rests on the fundamental precept that all staff members are expected to take ownership of the quality of what they do.

OUR VALUES

Academic & Professional Standards — *A commitment to contribute to high quality student-centered education*

Creativity — *Recognition of the value of innovation in all aspects of the educational process*

Continuous Improvement — *A commitment to an ongoing process of self-reflection in order to continually improve the quality of outcomes at an organizational and individual level*

Cooperation & Teamwork — *Willingness to work actively with others and to welcome cultural diversity*

Commitment to Stakeholders — *Engagement with stakeholders including the society for long term development*

All members of the College community will conduct themselves with integrity, honesty, and respect for others, and in an honorable way

MARKET ENVIRONMENT & BACKGROUND

Tourism brings clear benefits to the Omani economy in terms of employment, tourism revenues, and raising the Sultanate's international profile. There is renewed focus on strengthening the tourism industry, and its related sectors as part of the initiative to diversify the economy. Oman is witnessing a number of large and prestigious tourism and hospitality projects being undertaken to develop the country's tourism offerings. Oman's Tourism Strategy, 2040, anticipates that tourism will provide over 500,000 jobs in Oman by 2040. This will see tourism providing employment opportunities across the breadth of the country and community. Despite the current negative impact of the COVID-19 pandemic to the tourism sector, the sector remains among the top five priority areas of the government in the newly approved 10th five-year development plan 2020-2025.

A key priority for the College is continuing to focus on increasing the range and the quality of vocational courses it offers to support economic growth. The impact of COVID-19, and downsizing of major employers in the tourism sector, is pushing the College to further enhance the knowledge and skills of OTC graduates in order to cope with new skills demands in the changing market environment.

The publication of this strategy coincides with particularly difficult challenges presented to the anticipated growth of the tourism and travel sector in Oman. The strategy takes into consideration and addresses both the associated risks, and the potential growth of the sector within its duration 2021-2025. The proper implementation of this strategy will contribute to the Sultanate's aim of promoting a knowledgeable and responsible workforce; the vision and mission of this strategy aligns with those of the Oman Tourism Strategy.

SP 2017-2020 SUMMARY

Following the evaluation of the strategic plan 2017-2020, the College managed to achieve most of the objectives of the Strategic Goals (SG) set in the strategy. Each SG consisted of a number of Strategic Objectives (SO). Each SO contained clear targets. The majority of the targets (100) have been achieved.

Considering that OTC has only offered degree programs in the last 7 years, additional significant transformation is required at all levels in order to advance the College into its next phase of growth. Therefore, the focus is to further enhance development of an organizational culture; encouraging staff to have more of an 'ownership' approach with greater autonomy in needing to be responsive to both internal and external changes. A strong emphasis is to enhance staff capacity, and involvement in the development of blended approaches to teaching, learning and assessment processes. Additionally, to enhance the capacity of administrative staff in decision-making processes.

STRATEGIC GOALS 2021-2025

Strategic Goal 1

Strengthen academic studies with emphasis on blended learning

| Key Objectives:

1. Improve student enrolment by 40% in 5 years.
2. Decrease student attrition rate at or less than 5%.
3. Enhance the role of the international student office.
4. Provide innovative teaching learning and assessment (TLA) practice.
5. Benchmark salient features of our TLA practices with local and HEIs.
6. Build-up ICT capability to support blended learning and modes of delivery.
7. Enhance quality of academic programs.

Strategic Goal 2

Promote vocational education and training

| Key Objectives:

1. Increase short, vocational and professional course offerings based on clients' needs.
2. Benchmark the vocational programs with international programs.
3. Enhance the quality of training and academic programs.
4. Increase opportunities for sponsorship and in-kind support.
5. Introduce niche products.
6. Enhance collaborations with educational and training partners.

STRATEGIC GOALS 2021-2025

Strategic Goal 3

Strengthen the capacity and well-being of our staff

| Key Objectives:

1. Ensure that organizational policies and procedures lead to the attraction and retention of an appropriate workforce.
2. Ensure effective staff recruitment and succession planning.
3. Raise awareness through training relating to policies, procedures, and responsibilities.
4. Ensure that staff professional development needs are identified, prioritized, and addressed.
5. Enhance individual and team productivity through the Performance Management System (well-being).

Strategic Goal 4

Enhance staff and student involvement with stakeholders

| Key Objectives:

1. Increase OTC students' extra and co-curricular activities in local and international settings.
2. Increase student exposure to industry.
3. Develop mechanisms to engage with stakeholders.
4. Obtain student and industry views at program, module, course and organizational level.
5. Increase staff exposure to industry.
6. Increase employability of our students.

STRATEGIC GOALS 2021-2025

Strategic Goal 5

Strengthen the OTC brand and marketing communications

| Key Objectives:

1. Develop and apply a '360 brand identity'.
2. Build the capacity of the Marketing Department.
3. Create and maintain digital-friendly platforms.
4. Benchmark OTC with best digital marketing practices.
5. Activate CSR strategy with the local community.
6. Actively support the perception of tourism as an industry of the future.

Strategic Goal 6

Develop our research capacity

| Key Objectives:

1. Instill and foster a culture of research among academic staff and students.
2. Further develop the research skills of academic staff and students.
3. Integrate the research - Teaching nexus into TLA.
4. Enhance research collaboration with local and international HEI partners.
5. Engage industry-led research and consultancy activities.

STRATEGIC GOALS 2021-2025

Strategic Goal 7

Develop infrastructure

| Key Objectives:

1. Maintain and upgrade a robust and reliable IT infrastructure environment.
2. Invest in 'next generation' modern student information systems.
3. Enhance the College's infrastructure to reflect student intake.
4. Develop physical facilities to enhance the student and staff experience.

Strategic Goal 8

Promote financial stability

| Key Objectives:

1. Introduce a new system of departmental budget decision making.
2. Introduce activity-based costing.
3. Improve profitability.
4. Review and adapt the College's policies and procedures to respond to environmental issues.

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