INTRODUCTION:

Strategic planning is an activity for the management of any organization to set out its fundamental directions and decisions that outline and guide it and its stakeholders.

A Strategic Plan (SP) is a document used to convey the goals of the organizations, the steps needed to achieve those objectives and all the other critical elements established during the planning process within the organization.

Ibra College of Technology has been developing and implementing SP from 2006

- The First SP was drafted in the Academic Year (AY) 2006 – 2008, which had 10 areas
- The Second SP was from AY 2009 – 2012, which had 9 areas. This SP was extended until AY 2012 – 2013.
- The Third SP was implemented in AY 2013 – 2014. It was used for a period of 5 years until AY 2017-2018. It was extended for another AY 2018-2019. It had 8 areas.
- The Fourth SP was drafted in AY 2019 – 2020 for the forthcoming 5 years ending in the AY 2023 – 2024. This SP developed on the Balanced Scorecard technique. It has 3 Goals and 8 Objectives

Motto: “Where technology is invented”
1. To anchor our identity of technological education within an effective and efficient institutional system.

2. To foster an environment that promotes applied research, innovation and consultancy in various fields of technology.

3. To continuously develop institutional relationships in all relevant spheres with all stakeholders.

Integrity
To demonstrate ethical practices in all transactions, interactions and processes.

Professionalism
To apply agreed rules and regulations, following set policies including codes of conduct and standard operating procedures and working diligently to attain set outcomes.

Pursuit of Knowledge & Excellence
To establish life-long learning excellence in technological knowledge acquisition, application and innovation.

Participation and partnership
To enhance participation and participation relations within and beyond Colleges of Technology.
### Ibra College of Technology

**STRATEGIC PLAN 2019 -2024**

**Goal 1: To anchor our identity of technological education within an efficient and effective institutional system**

<table>
<thead>
<tr>
<th>Objective 1.1</th>
<th>Ensure effective operation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1.1</strong></td>
<td><strong>Ensure effective operation</strong></td>
</tr>
<tr>
<td><strong>Indicator</strong></td>
<td><strong>Key Performance Indicators (KPIs)</strong></td>
</tr>
</tbody>
</table>
| 1.1.a Achievement of plans | Percentage of achievement | 90% items of plans are implemented | Semester-wise | • Dean  
• Asst. Deans  
• HODs, HOCs, HOS, Heads of Committees  
• Funding |
| 1.1.b Tasks completed as per minutes of meetings | Percentage of tasks completed | 80% of tasks are completed | Semester-wise | • Dean  
• Asst. Deans  
• HODs, HOCs, HOS, Heads of Committees |

**Strategy 1.1.1** Develop department/center/committee plans.
**Strategy 1.1.2** Implement, monitor and review of plans.
**Strategy 1.1.3** Ensure the college council/department/center councils/committees meet regularly.
**Strategy 1.1.4** Involve students in decision-making process.
**Strategy 1.1.5** Communicate relevant information with stakeholders
**Strategy 1.1.6** Benchmark with other HEIs.
**Strategy 1.1.7** Ensure media coverage for college activities.
**Strategy 1.1.8** Engage with social media.
**Strategy 1.1.9** Implement, monitor and review the Risk Management System.
**Strategy 1.1.10** Develop, disseminate, monitor, and review policies and procedures.
**Strategy 1.1.11** Monitor HSE on campus
**Strategy 1.1.12** Conduct awareness programs on HSE/PMS and RMS
**Strategy 1.1.13** Conserve the environment through reduce, recycle and reuse.
**Strategy 1.1.14** Address students concerns and grievances
**Strategy 1.1.15** Conduct regular meetings with students.
**Strategy 1.1.16** Ensure staff and students adherence to college code of conduct
**Strategy 1.1.17** Monitor and review college entities and activities.
**Strategy 1.1.18** Evaluate the effectiveness college operations
**Strategy 1.1.19** Take actions based on the satisfaction surveys from the stakeholders.
**Goal 1: To anchor our identity of technological education within an efficient and effective institutional system**

**Objective 1.2**
Provide high quality education

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.a number of staff to student</td>
<td>Ratio of staff to student</td>
<td>1 Staff to 20 students</td>
<td>Semester wise</td>
</tr>
<tr>
<td>1.2.b Graduation rate</td>
<td>Percentage of student completing the program on time</td>
<td>70% of students complete the program on time</td>
<td>Semester wise</td>
</tr>
</tbody>
</table>

Strategy 1.2.1 Provide competent teaching and support staff Lecturers and Technicians.
Strategy 1.2.2 Adopt appropriate and prevalent approaches in teaching, learning and assessment.
Strategy 1.2.3 Adopt technologies in teaching and learning
Strategy 1.2.4 Incorporate research skills in teaching
Strategy 1.2.5 Implement integrity in all academic endeavors
Strategy 1.2.6 Provide appropriate and effective training placements for students.
Strategy 1.2.7 Monitor and evaluate the effectiveness of registration, advising and counselling systems.
Strategy 1.2.8 Identify students at risk and provide remedial support
Strategy 1.2.9 Monitor and assess students attainment of GA’s.
Strategy 1.2.10 Ensure that laboratories and workshops are appropriately equipped and adequately provided to meet the academic requirement.
Strategy 1.2.11 Ensure that the libraries/Self-Access Center SAC (resources are aligned with the academic requirement.
Strategy 1.2.12 Involve students in the planning of students support services and facilities.
Strategy 1.2.13 Conduct awareness on academic support system for staff and students
Strategy 1.2.14 Conduct extra-curricular activities
Strategy 1.2.15 Ensure on-time graduation
Strategy 1.2.16 Review and update the curriculum based on feedback from different stakeholders
Strategy 1.2.17 Evaluate the effectiveness of in teaching, learning, and the assessment methods
Strategy 1.2.18 Evaluate the Utilization of learning and teaching resources
Strategy 1.2.19 Collect feedback from external stakeholders on the quality of graduate
### Goal 1: To anchor our identity of technological education within an efficient and effective institutional system

#### Objective 1.3
Ensure effective financial planning

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measure</th>
<th>Target</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.a Funding of prioritized operational activities</td>
<td>Percentage of funded operational activities</td>
<td>90% of the approved operational activities are funded based on priority</td>
<td>Financial Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.b Utilization of the given fund to the college</td>
<td>Percentage of utilization</td>
<td>100% for operational budgets received</td>
<td>Monthly</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Strategy 1.3.1** Allocate annual budget based on operational plans for departments requirements.

**Strategy 1.3.2** Provide financial budget for upgrading and replacement of facilities/resources

**Strategy 1.3.3** Monitor the financial budget

### Goal 1: To anchor our identity of technological education within an efficient and effective institutional system

#### Objective 1.4
Ensure effective Human Resources Management

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measure</th>
<th>Target</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4.a Staff development programs</td>
<td>Number of training house</td>
<td>At least 10hrs for staff</td>
<td>Semester wise</td>
<td>Dean</td>
<td>Funding</td>
</tr>
<tr>
<td>1.4.b High performer retention</td>
<td>Retention rate</td>
<td>90% retention of desirable staff with performance of Min of 3.5 on 5 point Likert scale in staff appraisal</td>
<td>Semester wise</td>
<td>Assistant Deans</td>
<td>Facilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>HoDs/HoCs</td>
<td>Resource person</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>HR</td>
<td></td>
</tr>
</tbody>
</table>

**Strategy 1.4.1** Identify low performing staff and recruit competent once.

**Strategy 1.4.2** Implement the staff appraisal system

**Strategy 1.4.3** Identify training opportunities

**Strategy 1.4.4** Link performance appraisal results to staff development program
Strategy 1.4.5 Maintain a positive organizational climate
Strategy 1.4.6 Address staffs’ formal grievances
Strategy 1.4.7 Reward outstanding performance
Strategy 1.4.8 Maintain an effective staff induction and exit interview system.

Goal 1: To anchor our identity of technological education within an efficient and effective institutional system

<table>
<thead>
<tr>
<th>Objective 1.5</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide support services &amp; facilities</td>
<td>Indicator</td>
<td>Measure</td>
<td>Target</td>
</tr>
<tr>
<td>1.5.b Utilization of facilities and/or resources</td>
<td>Utilization rate</td>
<td>80% of the facilities and resources are utilized</td>
<td>Semester wise</td>
</tr>
</tbody>
</table>

Strategy 1.5.1 Inspect support services and facilities
Strategy 1.5.2 Upgrade facilities and replace resources as required
Strategy 1.5.3 Monitor the utilization of the general support facilities and services
Strategy 1.5.4 Provide recreational facilities for staff and students.

Goal 2: To foster an environment that promotes applied research, innovation and consultancy in various fields of technology.

<table>
<thead>
<tr>
<th>Objective 2.1</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster a culture of entrepreneurship and innovation</td>
<td>Indicator</td>
<td>Measure</td>
<td>Target</td>
</tr>
<tr>
<td>2.1.a Entrepreneurial and innovative activities</td>
<td>Number of activities conducted</td>
<td>At least 5 activities</td>
<td>Semester-wise</td>
</tr>
</tbody>
</table>

- Entrepreneurial and Innovation Unit
- Assist. Deans
- HODs

- Venues
- Equipment
- Expertise
- Hospitality
- Transportation
- Stationery
- Funds for Intellectual Property/patent registration
- Feedback Tool
### Objective 2.1

**2.1.b Students and alumni who become entrepreneurs**

- **Number of students and alumni who become entrepreneurs**
- **At least 2 students and alumni become entrepreneurs**
- **Annually**

- **Alumni database**

- **Strategy 2.1.1** Enhance entrepreneurial skills among students
- **Strategy 2.1.2** Conduct entrepreneurial training to enhance student’s self-employment
- **Strategy 2.1.3** Encourage students’ participation in entrepreneurial competition
- **Strategy 2.1.4** Promote exchange of innovative and creative ideas with others

### Goal 2: To foster an environment that promotes applied research, innovation and consultancy in various fields of technology.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measure</th>
<th>Target</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.a Publication of research papers</td>
<td>Number of publications of research papers</td>
<td>At least 10 publications of research papers</td>
<td>Semester wise</td>
<td>CRCC, Entrepreneurship and innovation unit, Academic Departments</td>
<td>Research funds, Stationery, Analysis software, Plagiarism detection software, Laboratories equipment</td>
</tr>
<tr>
<td>2.2.b Sponsored research</td>
<td>Number of sponsored research</td>
<td>At least 5 sponsored research</td>
<td>Annually</td>
<td>CRCC, Entrepreneurship and innovation unit, Academic Departments</td>
<td>Research funds, Stationery, Analysis software, Plagiarism detection software, Laboratories equipment</td>
</tr>
</tbody>
</table>

- **Strategy 2.2.1** Conduct training on research and innovation (trainings, awareness sessions, etc)
- **Strategy 2.2.2** Integration of research in teaching and learning
- **Strategy 2.2.3** Conduct collaborative research with other HIEs, and industries.
- **Strategy 2.2.4** Organize/participate in various research and innovation competition/symposia/conferences.
- **Strategy 2.2.5** Promote staff consultancy with prospective stakeholders.
- **Strategy 2.2.6** Provide of consultancy projects
Goal 3: to continuously develop institutional relationships in all relevant spheres with all stakeholders

Objective 3.1
Maintain relationship with stakeholders

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measure</th>
<th>Target</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.a Community outreach programs</td>
<td>Number of community outreach programs conducted</td>
<td>At least 80 activities</td>
<td>Semester wise</td>
</tr>
</tbody>
</table>

Key Performance Indicators (KPIs)

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ADSA</td>
<td>• Venues</td>
</tr>
<tr>
<td>• Marketing Committee</td>
<td>• Equipment</td>
</tr>
<tr>
<td>• Industry and Community Engagement Committee</td>
<td>• Human Resources</td>
</tr>
<tr>
<td>• Venues</td>
<td>• Hospitality</td>
</tr>
<tr>
<td>• Transportation</td>
<td>• Transportation</td>
</tr>
<tr>
<td>• Stationery</td>
<td>• Stationery</td>
</tr>
</tbody>
</table>

Strategy 3.1.1 Share knowledge, experiences and resources with different stakeholders
Strategy 3.1.2 Encourage mutual activities with education providers
Strategy 3.1.3 Offer the support services/resources of the college to the community.
Strategy 3.1.4 Encourage mutual collaborative activities with industry.
Strategy 3.1.5 Establish Alumni association
Strategy 3.1.6 Maintain a relationship with alumni (gathering, trainings, etc)
Strategy 3.1.7 Involve professional bodies in college activities

Approved by:

College Council (with Internal Members)

Date: 15/09/2019

Version control

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author/s</th>
<th>Approval</th>
<th>Amendments</th>
<th>Circulated to</th>
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<td>1</td>
<td>Sep 2019</td>
<td>QAD</td>
<td>College Council</td>
<td>Version (Authorized)</td>
<td>To all Stakeholders, posted on the website &amp; QAM</td>
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