

# OPERATIONAL PLAN 2003

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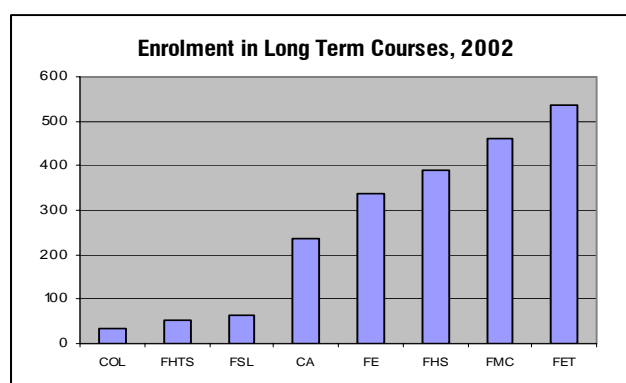
# Operational Plan 2003

## PART 1: A brief review of achievements of 2002

In 2002 the College enrolled over 6,000 students in both short and long term courses. Over 50 percent of this total enrolment was registered in short courses conducted at the Centre for Maritime Studies. The lowest number of students (33) was at the Centre for Open Learning which conducted distance education courses. The 235 students under Central Administration were those in the two Foundation Studies courses.

**Table 1: Enrolment of Students: (Total enrolment - short term and long term courses)**

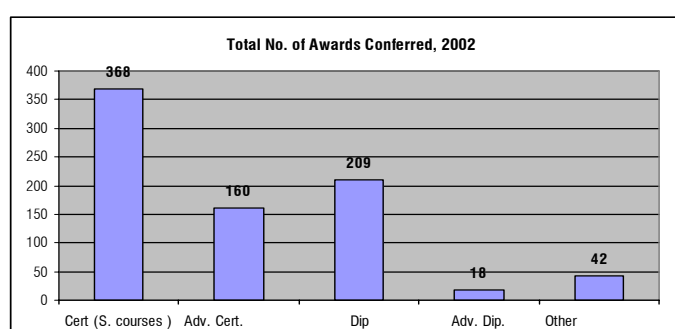
Division	Total
Centre for Maritime Studies	3,215
Centre for Open Learning	33
Faculty of Education	336
Faculty of Engineering Technology	996
Faculty of Health Sciences	390
Faculty of Hospitality and Tourism Studies	323
Faculty of Management and Computing	461
Faculty of Shari'ah and Law	65
Central Administration	235
<b>Total</b>	<b>6,054</b>



The College in 2002 conferred over 790 awards. Most of these were "Certificates" awarded for short courses excluding the Maritime Certificates. The highest award conferred was an Advanced Diploma. 18 students were awarded Advanced Diplomas from the College in 2002.

**Table 2: Total Number of Graduates**

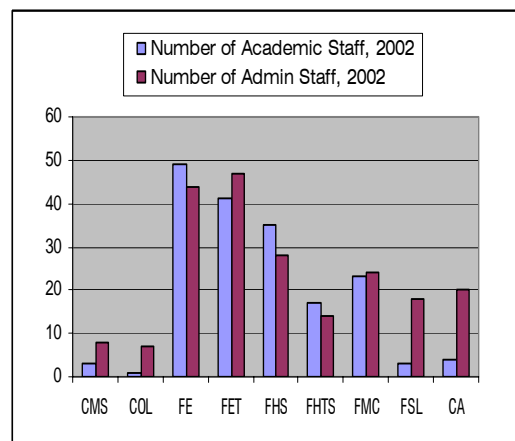
Type of Award	Total Awarded
Certificate (Short courses / Credit courses)	368
Advanced Certificate	160
Diploma	209
Advanced Diploma	18
Other	42
<b>Total</b>	<b>797</b>



At the end of 2002 the College had a total of 386 staff. Of this 46 percent (or 176) were academic staff while 54 percent (or 210) were administrative staff. The academic to administrative staff ratio was thus 1:1.9.

**Table 3: Staffing (at the end of 2002)**

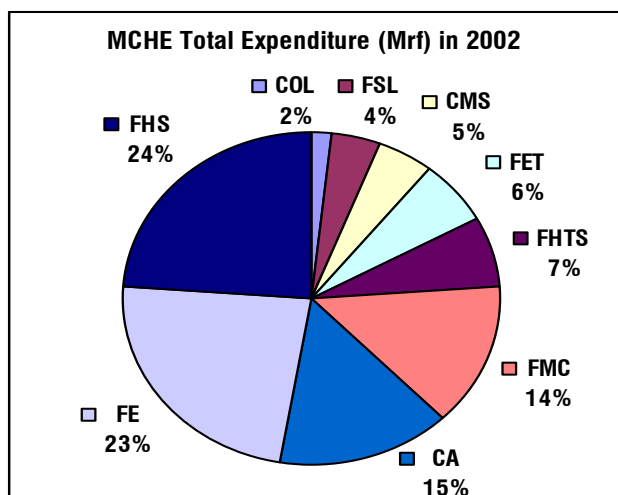
Division	Number of Academic Staff	Number of Admin Staff	Total
Centre for Maritime Studies	3	8	<b>11</b>
Centre for Open Learning	1	7	<b>8</b>
Faculty of Education	49	44	<b>93</b>
Faculty of Engineering Technology	41	47	<b>88</b>
Faculty of Health Sciences	35	28	<b>63</b>
Faculty of Hospitality and Tourism Studies	17	14	<b>31</b>
Faculty of Management and Computing	23	24	<b>47</b>
Faculty of Shari'ah and Law	3	18	<b>21</b>
Central Administration	4	20	<b>24</b>
<b>Total</b>	<b>176</b>	<b>210</b>	<b>386</b>



The College spent over Rufiyaa 35 million for all its operations including capital works in 2002. Of this total expenditure, nearly 47 percent were spent for 2 Faculties that catered directly to the human resource needs of the 2 largest social services sectors namely health and education.

**Table 4: Division-wise Total Expenditure in 2002**

Division	Total Expenditure (Mrf)
Centre for Maritime Studies	1,748,096.84
Centre for Open Learning	575,380.26
Faculty of Education	8,256,993.82
Faculty of Engineering Technology	2,207,315.99
Faculty of Health Sciences	8,425,102.60
Faculty of Hospitality and Tourism Studies	2,406,884.77
Faculty of Management and Computing	4,943,713.27
Faculty of Shari'ah and Law	1,465,908.49
Central Administration	5,317,802.73
<b>Total</b>	<b>35,347,198.77</b>



## PART 2: Operational Targets for 2003

The purpose of the Operational Plan is to establish operational targets for progressing the strategic goals of the College. More specifically it is also intended to serve the following specific purposes too.

- Setting annual operational targets, which translate *overall* strategic goals for the College.
- Providing the baseline of activities for planning and budget purposes.
- A source of information on divisional targets which is available to faculty and other divisions.
- A checklist for monitoring achievements, both internally and externally.

The College Strategic Plan 2000-2005 identifies 8 major goals for the medium term development of the College. These goals are in line with the vision, mission and values that support the foundations of the College.

MCHE vision and mission are expressed in the following terms.

### Vision

*MCHE will perform and be acknowledged as the outstanding academic institution of the nation and one of the fines in the region.*

### Mission

*Mission of MCHE is to serve people and society, to maintain increase and diffuse knowledge useful for the community by educating responsible committed citizens to participate in solving island, national, and regional problems, and to preserve and assert cultural identity.*

The strategic plan also identifies eight different goals and key strategies to achieve these goals.

MCHE Operational Plan 2003 was produced in 2-stages. Initially a mid-year review was undertaken at the divisional level with participation of the Central Administration. In this exercise achievements vis-à-vis the operational targets were reviewed. During this process constraints and issues in implementation were also identified. Based on this initial review, the divisions prepared a draft plan for 2003. The draft plans served as a basis to prepare the divisional budgets for 2003. Activities included in the draft operational plan were discussed at a sub committee of the College Finance Committee during the preparation of the College consolidated budget.

At the second stage of plan preparation all divisions were presented with opportunity to review and revise the draft Plans in early January 2003 after the release of the 2003 budget. Some divisions brought amendments in light of actual budgetary allocations for this year. This publication is the revised Operational Plan as confirmed by the divisions in January 2003

The following table provides the proposed steps in preparing future operational plans. Divisions are advised to follow the steps and timeline so as to keep up with the budget preparation process.

### PROPOSED STEPS FOR PREPARATION OF OPERATIONAL PLANS

Ref	Action	Timeframe	Responsibility
1	Review progress on implementation of previous plan(s) (i.e. achievements, slippage and lessons learned of 2002 plan and up to May 2003).	Week 1 June	Head of Division (HoD) and staff
2	Review College-wide requirements and stated in the Strategic Plan.	Week 1 June	HoD
3	Review the Guidelines for preparing Operational Plans which should contain a statement of strategic directions for the College by way of an annual update on the Strategic Plan.	Week 1 June	HoD with Staff of Rectorate
4	Prepare first draft of ongoing core activities to be undertaken in the coming year, beginning with courses and projected enrolments.	Week 2 June	HoD and Staff
5	Add proposed new initiatives. Before including a new activity there are a number of questions that need to be considered: Is the activity consistent with the SP? Does it conform to the Guidelines? Is there a policy to underpin the initiative? What impact will the activity have on resources (including staff, facilities, and the operational budget for items such basic services, materials and travel, and are there implications for other parts of the College?)	Week 2 June	HoD and Staff
6	Indicate the number of units (quantity) involved, wherever possible. Where items do not lend themselves to quantification, ensure that there will be some discernible output (e.g., for “develop guidelines for staff deployment” the performance measure could be <i>Guidelines developed and workshop held</i> ). On the other hand for an items such as Course Advisory Committees quantification should be possible (e.g., at least one meeting per semester).	Week 2 June	HoD and Staff
7	Indicate responsibility for activity and achievement of targets. It is important to list those members of staff to whom the responsibility has been assigned so that they are in a position to make an input to the draft knowing that they will be held to account at a later stage.	Week 2 June	HoD in consultation with designated staff

8	Undertake discussion on the draft OP with staff and with Rectorate or other divisions, if and as required.	Week 3 June	HoD and designated staff
9	Finalise draft for use in budget discussions and preparation – some further redrafting may be required to accord with outcome of budget negotiations.	Week 4 June (and later if required)	HoD and designated staff
10	Finalise OP following MoFT and MCHC feedback on budget allocation, if and as necessary.	January next year	HoD and designated staff

### ***Quality People***

***Goal 1: Make MCHC the preferred destination and a supportive workplace for outstanding staff and students***

#### **KEY STRATEGIES**

- Upgrade all teaching staff to at least graduate level.
- Formulate a detailed staff development plan and a time-line to achieve these goals.
- Provide high quality professional development and support services to assist staff improve their teaching skills.
- Value and develop quality people.
- Promote College programs by establishing an effective marketing and public relations effort.
- Establish transparent recruitment, transfer and promotion policies and procedures.
- Take initiatives to enhance the status of the College staff.
- Ensure a coordinated enrolment management
- Selecting students on academic merit
- Appointing a student Counsellor
- Coordinating promotional activities within the College
- Coordinating staff development activities

### ***Enhancing Teaching and Learning***

***Goal 2: To create and maintain a teaching and learning environment of the highest quality***

#### **KEY STRATEGIES**

- Give high priority to excellence in teaching in the recognition and reward system of the College.
- Provide students with world-class academic support services and infrastructure.
- Ensure independent professionally validated student appraisal of all subjects taught in the College and use student feedback to improve the quality of teaching and learning.
- Establish a strong monitoring and supervisory mechanism related to teaching.
- Identify and realize flexible modes of delivery for College Programs to ensure opportunities for a wider audience.
- Develop curricula through discussions and interaction with students, employers, other stakeholders and professionals.
- Apply innovative and effective teaching/learning strategies and establish a strong mechanism for continuous structured evaluation and feedback of learning outcomes.
- Conduct regular surveys of the major employer needs and alumni, and use data from these to guide curriculum development and create partnerships with industry and employer.
- Encourage self-learning and life-long learning as a necessary and viable form of staff development.
- Provide administrative and logistic support to lecturers and students
- Facilitating and encouraging the use of multi-media in teaching
- Evaluating teaching and learning in all Courses

### ***Improving College Finance***

***Goal 3: To provide the College with the resource base necessary to achieve its strategic goals***

#### **KEY STRATEGIES**

- Establish a cost-recovery mechanism for as many programs as desirable.
- Ensure that College funds and resources are both effectively and optimally utilized.
- Promote College activities to attract funding from non-governmental sources.
- Establish procedures to “sell” consultancy services and engage in other enterprise operations.
- Press the exchequers to recognize higher education as essential for development.
- Minimize the number of refund for courses.

### ***Strengthening Planning and Management***

**Goal 4:** *To achieve continuous quality improvement in the academic and executive management and administration of the College*

#### **KEY STRATEGIES**

- Rationalize components and activities across Programs to develop coherent Programs and ensure that institute resources are effectively utilized to support its strategic objectives.
- Ensure that the College administration is client-focused and highly professional.
- Support devolved planning and decision making at all levels, together with overall strategic leadership and an effective accountability structure across the College.
- Provide development and training opportunities to administrative staff to assist them in their professional development and to improve organizational efficiency and effectiveness.
- Groom interested staff with aptitude for leadership positions.
- Strengthen the financial and management audit functions of the College Council.
- Continually review existing organizational and reporting framework within the College to improve efficiency.
- Keeping all course related information up to date and at finger tips

### ***Improving Facilities in Male' and Other Islands***

**Goal 5:** *To provide an aesthetic amenity with high levels of functionality to promote academic enterprise*

#### **KEY STRATEGIES**

- Ensure that infrastructural support is provided to cater to high quality teaching with particular attention to subject requirements and student needs.
- Cater to effective utilization of teaching facilities through better management.
- Ensure the provision of an appropriate physical environment suited to the teaching and learning needs of the institute.
- Establish schedules, procedures and standards for ongoing development and maintenance of physical facilities.
- Audit space needs and usage on a regular basis to encourage the most efficient use of physical facilities.
- Encourage energy management and environmental awareness throughout the College.
- Obtain land and invest on infrastructure consistent with the planned growth of the student numbers in Male' and in all atolls.
- Establish mechanism to reduce the gap between Male' and other islands.
- Equip classrooms and labs with infrastructure that enables faculty to employ innovative multi-media including information technology in their teaching

### ***Promoting Research***

**Goal 6:** *To advance College performance as the premier research institutions in the Maldives and strengthen it as a centre for research and training*

#### **KEY STRATEGIES**

- Introduce and upgrade research skills of staff through training and establishing of mentoring systems to develop and support new researchers in their research efforts.
- Value research output in the reward and recognition system of the College.
- Make provision for research through time-tabling and workload assignments.
- Develop external sources of funding to support research activities.
- Establish links with industry, government departments and overseas universities to encourage joint research.
- Establish mechanisms for publishing research.
- Include research modules in all undergraduate final-year Programs and create research-based postgraduate degrees as soon as feasible.



### ***Enhancing the Maldivian Identity of the College***

***Goal 7: To maintain and enhance the Islamic Dhivehi identity of the College***

#### **KEY STRATEGIES**

- Promote ways in which our Islamic, Dhivehi identity can be made obvious in art, symbol, sign, ceremonies and public events.
- Establish Programs to promote the College's cultural tradition among the College community.
- Recruit faculty and staff who are in support of the mission and philosophy of the College and its interaction with the Maldivian intellectual heritage.
- Promoting the use of Dhivehi language in communications including advertisements.

### ***Enhancing Internationalization***

***Goal 8: To maintain and enhance international partnership and promote internationalisation***

#### **KEY STRATEGIES**

- Review regularly faculty curricula, modes of delivery and assessment to ensure that teaching and learning is informed by international best practice.
- Use international quality benchmarking and quality assurance in all program development, delivery and assessment.
- Seek accreditation of College programs at overseas institutions.
- Promote networking, partnerships and research collaboration with reputed international universities

# CENTRAL ADMINISTRATION

## *Goal 1: Attracting and Retaining Quality People*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Develop comprehensive Staff Development Plan	End March	Plan available	Deputy Director (HR)
1.2 Conduct weekly meetings of senior staff and monthly meetings of senior staff with all other staff	Continuous	Schedule completed	Rector
1.3 Develop a faculty recruitment information package	End February	Information pack available	Deputy Director (HR)
1.4 Strengthen the capacity of work through engaging and relocating staff within the college.			
<ul style="list-style-type: none"> <li>▪ Recruit a senior level managerial staff for the management of college campuses.</li> </ul>	End February	Senior level staff recruited and work deli / gated.	Deputy Director (HR)
<ul style="list-style-type: none"> <li>▪ Technical staff who could manage Cisco Certified Network and 2 staff qualified at Network.</li> </ul>	End February	4 staff recruited and works assigned and functional.	Deputy Director (HR)
<ul style="list-style-type: none"> <li>▪ A qualified accountant for budget analysis.</li> </ul>	End February	1 staff recruited work delegated and reports produced.	Deputy Director (HR)
1.5 Co-ordinate the following scholarship activities			
<ul style="list-style-type: none"> <li>▪ 16 degree level scholarships for FE through World Bank.</li> </ul>	Continuous	16 staff leaves for training.	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> <li>▪ 12 Master level scholarships for FE</li> </ul>		12 staff leave for training	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> <li>▪ 12 degree level courses for FMC</li> </ul>		12 staff leave for training	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> <li>▪ 12 Diploma level courses for FMC</li> </ul>		Staff leave for training	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> <li>▪ AusAid scholarships.</li> </ul>		At least 4 scholarships obtained and staff leave for training	RECTOR / Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> <li>▪ Secure at least 10 first degree levels, 10 Masters level and 5 PhD level scholarships from different sources of funding for the staff of the college.</li> </ul>	End September	10 Students leave for scholarship	Rector
1.6 Conduct training course on:			
<ul style="list-style-type: none"> <li>▪ Hardware &amp; software management for staff from different Faculties /Centres.</li> </ul>	End May	At least one staff trained from each Faculty / Centre	Head of Information Technology Services (ITS)
<ul style="list-style-type: none"> <li>▪ Microsoft Certified System Engineer Course</li> </ul>	End April	At least 3 or 4 staff trained among the Faculties and Centres	
<ul style="list-style-type: none"> <li>▪ Advance Computer course in MS Word, Excel, Page Maker &amp; Corel Draw.</li> </ul>	End April	All secretaries trained and efficient in using the programs.	
<ul style="list-style-type: none"> <li>▪ Office work ethics and customer oriented workshop.</li> </ul>	End March	Staff working in the front offices trained.	
1.7 Provide promotion for staff that are eligible for it through developing mechanisms for staff appraisal and objective measurements.	Throughout the year	Eligible staff promoted	Deputy Director (HR)
1.8 Staff profiles to be balanced and upgraded in	End	Staff profile tables show	Deputy Director (HR)

terms of qualifications and experience and gender	October	marked improvement in named areas	
1.9 Set up Permanent Selection Committee for staff.	End January	Committee functioning	Rector
1.10 Develop staff induction procedures and manual.	End October	Procedures and manual published	Deputy Director (HR)
1.11 Inform staff of occupational health safety, mainly hazards of computer use	End June	Seminar held	Deputy Director (HR)
1.12 Email is made available to all staff who have access to a computer	End June	Emails in use.	Head ITS
1.13 Participation of both academic and non-academic staff in a wide range of short term in-service programmes.	End November	At least 5% of staff has undergone training.	
1.14 Setup a staff development Committee to allocate short term training opportunities more equitably	End February	Committee functioning.	Rector
1.15 Amend career framework for academic staff to facilitate recruitment and promotion	End June	New framework adopted	Deputy Director (HR)
1.16 Further develop the functionality of Personnel Section to enable important information to be provided to the management and staff in an efficient manner.	End July	HRMS functioning suitably.	Deputy Director (HR)
1.17 Further develop the functionality and usefulness of the Human Resource section of the College website.	End February	Ongoing and timely updating of information on the web pages.	Deputy Director (HR)
1.18 Develop for administrative staff, a strategy for performance review	End June	Strategy approved and published	Deputy Director (HR)
1.19 Prepare an enrolment schedule with planned intakes for 2004	Mid July	Schedule passed through Academic Board.	Vice Rector (Acad)
1.20 Re-enrolment / enrolment of students	January and June	Final lists sent to Faculties	Student Service Staff
1.21 Promoting MCHE through high quality targeted marketing:			Rectorate
<ul style="list-style-type: none"> <li>▪ Regularly update the MCHE Website</li> <li>▪ Develop a promotional documentary on the vision mission of the college.</li> <li>▪ Use of adverts in newspapers to promote courses / teaching staff and activities of the MCHE</li> <li>▪ Telecast &amp; broadcast promotional spots about MCHE</li> <li>▪ Publishing college prospectus</li> <li>▪ Establishing an effective mechanism to provide information to islands</li> </ul>	<ul style="list-style-type: none"> <li>Beginning of March</li> <li>End of November</li> <li>End of December</li> <li>June</li> <li>July</li> </ul>	<ul style="list-style-type: none"> <li>Web page developed and uploaded.</li> <li>Completion of 10 minute documentary and telecast it on TV.</li> <li>Designed adverts and publish it on newspapers once every two months.</li> <li>Develop 0.5 to 1 mins video / audio spots and broadcast / telecast them.</li> </ul>	
1.22 Expand secondary teacher education programme by sending orientation material to prospective students to increase awareness of College opportunities	End September	At least 100 students are enrolled in Secondary Education programme	Deans
1.23 Identify and prioritize for development new programmes to meet the needs of students and the nation.	End July	At least one new programme in each Faculty/Centre designed	Vice Rector (Acad) & Deans
1.24 Increase student enrolment	Mid July	At least 10% increase in gross College enrolment in long term courses	Vice Rector (Acad)

### *Goal 2: Enhancing Teaching and Learning*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Obtain summary of course evaluation at the end of each semester from Faculties	End May End October	<ul style="list-style-type: none"> <li>Data collected and used to provide feedback and review programs</li> <li>Report tabled in AB meeting</li> </ul>	Vice Rector (Acad)
2.2 Implement strategies to increase ratings on feedback forms for less than average subjects.	End December	Comparison report tabled	Vice Rector (Acad)
2.3 Provide short term professional development for 4 staff	Continuous	Professional development provided for 4 staff	Vice Rector (Acad)
2.4 Obtain approval for all credit courses from MAB	End March	MAB approvals received	Vice Rector (Acad)
2.5 Begin library computerisation	Beginning April	Software for computerisation source	Asst. Vice Rector (Admin)
2.6 Enhance student-centred teaching and learning by use of multimedia	End October	<p>At least 50% Faculty staff trained in use of multimedia through workshops</p> <p>Flyer on multimedia sent out to divisions by ITS</p> <p>Divisions encouraged to invest in multimedia</p>	Chair of the Committee on Teaching and Learning (CTL)
2.7 Enhance student support services	End June	Full-time counsellor appointed	Vice Rector (Acad)
2.8 Evaluate Foundation courses and provide feedback	End of each semester	Evaluation reports prepared & feedback given	Course Coordinator
2.9 Finalize action plan of Committee on Teaching and Learning & commence the work	End January	Action Plan ready and work commenced	Chair of CTL
2.10 Have the Deans produce an orientation guide for new faculty and institute a new faculty orientation system	End June	Guide Published	Dean
2.11 Institutionalize evening lecture programmes for faculty.	On going	Two lectures per semester held	Rector
2.12 Institutionalize available times for consulting faculty by students.	End June	Policy developed and implemented	Vice Rector (Acad)

### *Goal 3: Improving College Finance*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Study the expenditure patterns and practices within the College with a view to achieve economies of scale, formulating unit costs, centralisation and streamlining of expenditure practices. The areas studied will include; <ul style="list-style-type: none"> <li>Frequent purchasing of consumables such as duplicating paper, markers, etc</li> <li>Stipend and pocket money</li> <li>Maintenance and repair</li> </ul>	By end of June	Matter studied and recommendations to ensure cost effectiveness, equal distribution and accountability presented to the Rector	Asst. Vice Rector (Admin)
3.2 Maintain and regularly up date stock and inventory of physical resources.	Continuous	Stock updated and all furniture & equipment purchased entered into inventory.	Asst. Vice Rector (Admin)
3.3 As many courses as possible are run on a fee	End March	Fee policy reviewed and new	Vice Rector (Acad)

	basis		fees instituted	
3.4	Prepare quarterly budget expenditure plans & reports to ensure the budgeted targets are met	Throughout the year	Reports and plans developed, implemented	Section Heads
3.5	Develop a plan to introduce fees to all courses conducted by the MCHE	End June	Plan approved by the council	Rector
3.6	Develop long term investment plan for the MCHE	End April	Reports prepared, analyzed & approved by the council	Rector
3.7	Develop policy on fees for external consultancies	End December	Policy passed through Council	VR Research Com.
3.8	Enhance faculty auditing	End December		Asst. Vice Rector (Admin)
3.9	Develop and market high-demand short courses for fees.	Throughout	Increased enrolment	Vice Rector (Acad)/Deans
3.10	Ensure that approvals are obtained to utilize fees as in FMC for all faculties	End September	Approval obtained from MOFT	Asst. Vice Rector (Admin)
3.11	Develop student financial support scheme	End August	Scheme developed and approved	Asst. Vice Rector (Admin)
3.12	Implement curriculum rationalization by reducing subject offerings across College	End December	At least 4 courses affected No. of subjects reduced. Overlaps eliminated	Vice Rector (Acad)

#### ***Goal 4: Strengthening Planning and Management***

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1	Provide training to 8 staff in the following areas: <ul style="list-style-type: none"> <li>customer relations</li> <li>financial management</li> <li>office management</li> <li>planning and management</li> </ul>	Continuous	Training completed and staff performance improved	Deputy Director (HR)
4.2	Conduct a series of workshops to develop set of planning principles in order to strengthen College-wide planning	End March	Workshops completed principles used in planning exercises	Vice Rector (Acad)
4.3	Operational Plan review and planning enhanced	End February	Reviews and new plans published	Vice Rector (Acad)
4.4	College communications improved	End March	An internal newspaper circulated among staff	Asst. Vice Rector (Admin)
4.5	Develop an internal electronic communication mechanism for effective communication at all levels.	End June	Guidelines, rules and procedures for communication established and effective communication among all staff.	Head of IT services
4.6	Publish General Annual Reports	End March	Reports available	Asst. Vice Rector (Admin)
4.7	Hold 2 Graduation ceremonies	End December	Ceremonies held	Registrar
4.8	Common library procedures implemented	Beginning July	Procedures developed and implementation commenced	Asst. Vice Rector (Admin)
4.9	Enrolment and registration procedures established	Begin May	Procedures established	Vice Rector (Acad)
4.10	Make use of a notice board providing course information within the SS section	Continuous	Students make use of board	Admissions Officer
4.11	Organise the collection of forms and attachments including photos in a systematic manner	End May	System in place.	Admissions Officer
4.12	Undertake a process to identify any areas of overlap in administrative and management	End June	Report of exercise complete.	Rector

	functions between Faculties and Central Administration.			
4.13	Develop the Organizational Chart with respect to the functions	End July	Organizational Chart adopted.	Rector
4.14	Develop a "Quality Manual" by formulating sound procedures for all management and administrative procedures.	End November	Procedures developed and quality manual compiled and approved.	Asst. Vice Rector (Admin)
4.15	Co-ordinate the following committees / functions <ul style="list-style-type: none"> <li>▪ College Council</li> <li>▪ Finance Committee</li> <li>▪ Academic Board</li> </ul>	Continuous	Timetable of meetings developed and followed.	Rector
4.16	At least one faculty review conducted in each semester	End of semester	Faculty reviews presented at Council meeting	Rector
4.17	Publish Operational Plan for 2003	End February	Report distributed to all staff.	Vice Rector (Acad)
4.18	Redesign administrative practices to be electronic based	End June		Head of IT services
4.19	Purchase an MIS	Beginning July	MIS installed and running	Asst. Vice Rector (Admin)
4.20	Publish a 5-year historical review of the College	End November	Review report published	Rector
4.21	Develop new policies for the College	End November	Twelve approved by the Council.	Rector
4.22	Review election procedures	End December	New common procedures approved.	Asst. Vice Rector (Admin)

#### *Goal 5: Improving Facilities in Male' and Other Islands*

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1	Complete construction of the Central Administration Building	End September	Building completed	Asst. Vice Rector (Admin)
5.2	Commence construction of FE Building. <ul style="list-style-type: none"> <li>▪ Co-ordinate to equip the library with international standard furniture including shelves and study carrels and other furniture</li> <li>▪ Co-ordinate the effort to computerize the library accession and borrowing and lending process.</li> </ul>	Beginning February	Commence work and 40% completed. All MCHC libraries purchase library furniture and equipment.  Library software & computers purchased and accession register, library catalogue computerized and made available.	Asst. Vice Rector (Admin)
5.3	Commence construction of new building of Faculty of Health Sciences	End December	Construction started & 33% completed	Asst. Vice Rector (Admin)
5.4	Commence the construction of College Library	End December	Construction started & 33% completed	Asst. Vice Rector (Admin)
5.5	College signage enhanced	November	New communication signs fixed	Asst. Vice Rector (Admin)
5.6	Front quadrangle grassed	December	Quadrangle is green	Asst. Vice Rector (Admin)
5.7	One room with high tech facilities is made	August	High tech one teaching room is available	Asst. Vice Rector (Admin)
5.8	Set up a proper room / set up for photography and making of ID cards	End January	Room set up & in use	Deputy Director (Finance)
5.9	Establish intranet connections between Male'	End		Head of IT services

and campuses in other islands	September		
5.10 Increase the availability of resource books / materials in College campuses in the atolls	End December	Resource Purchased	Asst. Vice Rector (Admin)
5.11 Establish & maintain student computer lab	Beginning of October	Computer lab in use	
5.12 Co-ordinate the PSIP projects proposed for 2003.	End of July	Work monitored and executed within the project period.	Asst. Vice Rector (Admin)
5.13 Develop project proposal and write to all donor agencies for funding for the second student hostel.	End of July	Plan developed, send to DER and all funding agencies and receive reply of their interest.	Rector
5.14 Move to the new building	End October	Work commenced in the new building.	Rector
5.15 Equip classrooms with basic teaching learning equipment including: <ul style="list-style-type: none"> <li>▪ An overhead projector for each classroom</li> <li>▪ Video facilities in two classrooms</li> <li>▪ Computer aided teaching learning in 2 classrooms</li> <li>▪ Multimedia presentation in one classroom.</li> </ul>	End December	Classrooms equipped. 5 OHP purchased  2 VCR and 4 TV's (32") purchased. 2 computers purchased  1 multimedia projector purchased	Asst. Vice Rector (Admin)
5.16 Internet facilities made available for all staff and students with e-mail and other services	End June	All staff & students provided with e-mail address, and internet access made available	Head of IT services
5.17 Equip academic and administrative staff with modern day facilities <ul style="list-style-type: none"> <li>▪ Purchase computers for academic staff</li> <li>▪ Purchase computers for administrative staff</li> </ul>	End July	Equipment purchased and made functional.	Deputy Director (Finance)
5.18 Equip the MCHE student lab with 35 computer terminals	End September	35 Computers purchased and installed and computer lab made functional.	Asst. Vice Rector (Admin)
5.19 Regional facilities are improved to be permanently staffed and, at least, one programme running continuously.			Rector Vice Rector (Acad) Asst. Vice Rector (Admin)
5.20 Plan for an integrated Addu Campus	End April	Plan approved	Rector
5.21 FHTS premises: retaining plan in progress	End December	Draft plan prepared	Rector / Head of Faculty
5.22 FHS premises retaining plan in progress	End December	Draft plan prepared	Rector / Head of Faculty
5.23 Develop a five year 2003 – 2008 Infrastructure Development (Master) Plan	End December	Draft plan prepared	Asst. Vice Rector (Admin)

### ***Goal 6: Promoting Research***

ACTIONS PLANNED FOR 2003		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
6.1	Develop guidelines to encourage research within the College	By end of August	Research policy and guidelines finalised	Vice Rector (Acad)
6.2	Research and consultancy policies formulated	End November	Policy available	Vice Rector (Acad)
6.3	Obtain funding to carry out research	By end of August	Availability of funds to carry out research	Asst. Vice Rector (Admin)

6.4	Establish method of evaluating research for promotion	End November	Council approved document available	Vice Rector (Acad)
6.5	Vehicle for publishing (print and web-based) instituted	End November	First issue of journal is available with contributions from Faculties	Vice Rector (Acad)
6.6	Basic research subject included in all degree programmes	End November	Subject available	Vice Rector (Acad)
6.7	System developed to score research activities	End December	Scheme in place	Deputy Director (HR)
6.8	At least one research journal in education subscribed for two years	End March	Journal available	Vice Rector (Acad)

***Goal 7: Enhancing the Maldivian Identity of the College***

ACTIONS PLANNED FOR 2003		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1	Use Maldivian in overt and covert curriculum	End November	Maldivian icons used in premises and classrooms	Asst. Vice Rector (Admin)
7.2	Enhance the position of Dhivehi in College communications	End August	College website is available in Dhivehi	Webmaster
7.3	All College policies are available in Dhivehi	End June	Policies in Dhivehi available	Rector
7.4	At least one significant subject which can be delivered through Dhivehi, changed to Dhivehi	End November	Curriculum approved	Vice Rector (Acad)
7.5	Streamline the use of Dhivehi word-processing programs used within College.	End January	programs identified & installed in all computers	Head of IT services
7.6	Promote ways in which our culture can be regularly made obvious in art, ritual, symbol and public events.	Continuous		Rector

***Goal 8: Enhancing Internationalization***

ACTIONS PLANNED FOR 2003		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1	Obtain accreditation of selected College programs from link institutions	September	Accreditation of courses obtained	Vice Rector (Acad) / Respective Head of faculty
8.2	Overseas trips made to strengthen ties with link institutions	Throughout	Visits completed	Vice Rector (Acad)
8.3	Improve collaborative links with overseas agencies and educational institutions.	End December	MOU'S signed.	Rector
8.4	At least one programme in each faculty benchmarked against international standards	End June	Programme developed	Vice Rector (Acad)
8.5	FE and FMC link institutions are established	End February	Agreement signed	Rector



# CENTRE FOR MARITIME STUDIES

## *Goal 1: Attracting and Retaining Quality People*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1. Promotion of courses through: 1.1. Youth Challenge	End April	Participated and a stall developed and promotional material distributed.	Head of Centre (HC)
1.2. Visit 9 Secondary Schools to meet students of Gr. 10 / AL (Majeediyya, Dharumavantha, EPSS, MES, Ahamadhiyya, Henvairu school, Galholhu & Mafannu Madharusaa)	Between Feb. & End of August.	Visit the schools and promotional material distributed	Course Co-coordinators
1.3. Visit Centre for Higher Secondary Education	End March	Visit the schools and promotional material distributed	Course Co-coordinators
1.4. Visit to Seenu Atoll	Beginning of March	Meet grade 10 /A L students of schools and interested public members	Head of Centre
1.5. Visit to Haa-Dhaalu Atoll	Beginning of May	Meet grade 10 students of schools and interested public members.	Head of Centre
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2. Promoting Faculty through media:			
2.1. Use of adverts in newspapers to promote courses of the Centre.	End of December	Designed adverts and publish it on newspapers once every two months.	HOC
<hr/>			
3. Opportunities for academic staff development			
3.1. Secure 1 scholarship for MTC academic staff.	End of August	2 staff leaves to under take Degree program in Nautical Science / Marine Engineering.	Rector
3.2 All full time academic staff undergoes 4 basic courses in Maritime studies.	July 2002	Teaching assistants achieve certificate of completion	

**Goal 2: Enhance Teaching and Learning**

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2. Produce & print course related materials:			
2.1 Translate and print materials developed based on the 4 basic courses in the area of Maritime studies.	End of March	4 course booklets developed translated and printed. Distributed in courses.	HC / Acad Staff
2.2 Develop and print course materials for the following courses conducted by the centre a) LPGTF b) ALGTS c) RFPNW d) RFPEW e) ACMO f) ACME g) ARPA h) CN	End of July	Course books printed and distributed in courses.	HC / Coordinators
2.3 Updating and upgrade library materials and services			
a) Acquire books related for the courses conducted	End of July	200 books purchased and made available in the library.	HC / Coordinators
b) Acquire IMO references required For The courses conducted.	End of March	IMO references received from IMO	HC / Coordinators
c) Acquire CD's and videos for the courses conducted	End of October	Purchase at least 10 videos from Videotel	
2.4 Develop new Course to be offered at the Centre			
a) Maritime English Course	End of August	Scheduled maritime English course conducted.	HC / Coordinators
b) Develop and conduct 2 short term courses on GPS and coastal navigation targeted for Fisherman and people who are engaged in local transport.	End of October	Courses developed and at least 2 courses conducted	HC / Coordinators
c) Purchase and conduct STCW 95 courses	End of August		HC / Coordinators

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2.5 Conduct the following existing courses in the area of maritime studies

2.5.1	Basic courses	Beginning of Each Month	Conducted courses once every month.	HC / Coordinators
a)	EFA			
b)	PSSR			
c)	PST			
d)	EFF			
2.5.2	Advance courses	Every two months	Conducted courses once every two months.	HC / Coordinators
e)	AFF			
f)	PSCRB			
g)	MFA			
h)	MC			
2.5.3	Petroleum Courses	Once every two months	Conduct courses once every two months	HC / Coordinators
i)	OTF			
j)	AOTS			
k)	LPGTF			
l)	ALGTS			
2.5.4	Support Level Courses	Once every three months	Conducted courses once every three months	HC / Coordinators
m)	RFPNW			
n)	RFPEW			
2.5.5	Operational Level Courses	1 year	Conducted course	HC / Coordinators
I				
o)	ACMO	Once every four months	Conducted courses once every two months.	HC / Coordinators
II				
a)	GMDSS	Once every four months	Conducted courses once every four months	HC / Coordinators
b)	ARPA			
Other Courses				
2.5.5.1	CN	Once every two months	Conducted courses once every two months	

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### *Goal 3: Improving College Finance*

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
3.1	Continuation of fee-paying courses with key emphasis on diversifying courses to capture the potential markets.	Throughout the year	Diversified courses conducted	HC / Coordinators
3.2	Prepare quarterly budget expenditure plans and reports to ensure the budgeted targets are met.	Throughout the year	Reports prepared, analyzed, and budget spend accordingly.	HC / HOB
3.3	Explore the potential donors of maritime equipment and goods relevant and related to maritime training.	Throughout the year	Receive materials and equipment which could be utilized in the teaching learning process.	HC / Coordinators / Acad Staff

### *Goal 4: Strengthening Management*

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1	Conducting a series of staff development programme for academic and administrative staff as indicated in Goal 1.	End of March	Workshops conducted.	Rector / Deputy Director
4.2	Schedule and hold regular meetings of the following committees	As recommended in College Council Resolution	Meetings held twice every semester	HC
4.2.1	Faculty Advisory Committee			
4.2.2	Management Committee			
4.2.3	General Staff Meetings as identified in the academic calendar.	End of November	Meetings held once a week	HC
4.3	Develop a "Quality Manual" by formulating sound procedures for all management and administrative procedures.	End of February	Procedures developed and quality manual compiled and approved.	Senior Tutor
4.4	Develop an internal electronic communication mechanism for effective communication at all levels.	End of July	Guidelines, rules and procedures for communication established and effective communication among all staff.	S.Admin Officer
4.4.1	Develop mechanism, guidelines, process and procedures for proper communication			

### Goal 5: Improving Facilities

ACTIONS PLANNED FOR 2003		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1	Develop and equip the Engineering workshop.	End of July	Suitable working environment with adequate equipment developed.	HC / CA & AD
5.2	Construct and equip a wheel house on the top floor for navigational operations.	End of November	Construction completed and place equipped.	HC / CA/Coordinators
5.3	Equip classrooms with basic teaching learning equipment including:	End of February	Classrooms equipped.	HC / HOB
	a) One overhead projector for all classroom		1 OHP purchased	HOB
	b) Video facilities in one classrooms		1 VCR and 1 TV (29") purchased.	HOB
5.4	Internet facilities made available for all staff and students.	End of February		Asst. Vice Rector (Admin) HOB
5.5	Internet facilities established in the library by providing 2 terminals to access internet.	End of January	2 terminals set for students and staff to access to internet.	HC / HOB / Librarian
5.6	Develop and equip the library with international standard furniture including shelves and study carrels for 20 students.	End of March	Library equipped with specified furniture and seating provided for 20 students.	HC / HOB / Librarian
	a) 2 steel shelves with three bay shelving			
	b) 1 study carrels			
	c) 2 working tables for 12 students			
	d) 1 library counter			
5.7	Computerize the library accession and borrowing and lending process.	End of May	Library catalogue computerized and made available.	HC / HOB
	a) Computerize the borrowing and lending process			
5.8	Equip academic and administrative staff with modern day facilities	End of February	Equipment purchased and made functional.	HC
	a) Purchase 1 computer for academic staff			
	b) Purchase 2 computers for administrative staff.			
	c) Equip academic and administrative staff with modern day facilities			
5.9	Purchase equipment and materials required for		Equipment purchased and	HC

	courses conducted at CMS	End of	made functional
a)	Equip Navigational Lab/Working to run the course of ACMO	February	
b)	Equip Engineering Workshop/Lab to run the ACME Course		

***Goal 6: Promoting Research***

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
	Initiate research work.	End of November	At least one article published in the MCHE journal	HC/Coordinators/Acad Staff

***Goal 7: Enhancing the Maldivian Identity of the College***

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1	Develop written as well as artistic materials to depict the development of sea-faring and transportation in the Maldives.	End of September		HC

***Goal 8: Enhancing Internationalisation***

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1	Improve collaborative links with overseas agencies and educational institutions.			
	a) Participate in the General meeting of AMETIAP.	End of year	Participate in meeting.	Deputy Director
	b) Seek opportunities for some full time and part time staff to participate in international workshops / seminars.	End of December	10% of lecturers participate in international seminars / workshops.	Deputy Director / CA

*HOD- Head of the CMS*

*HOB- Head of the Budget Section*

# CENTRE FOR OPEN LEARNING

## *Goal 1: Attracting and Retaining Quality People*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Taking additional academic staff for tutorial support, course development (Two Staff)	End of June 2003	Staff roll increased	Head
1.2 Create opportunities for staff development through workshops and visits to regional/other institutes	End of Sept. 2003	At least 50% staff trained	Head
1.3 Student enrolment increased by 25%	End of July 2003	Student roll increased	Assistant Lecturer

## *Goal 2: Enhancing Teaching and Learning*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Begin the Advanced Certificate in Primary Teaching (ACPT) program	Jan 2003	Course begun	Assistant lecturer (AL)
2.2 Developing a course outline for the Advanced Certificate in Management (ACM)	End of July 2003	Outline Completed	Assistant lecturer (AL)
2.3 Development of the material for ACM	End of Sept 2003	Materials developed	Assistant lecturer (AL)
2.4 Printing of ACM Materials	Nov-Dec 2003	Materials printed	AL / AO
2.5 Strengthen and extend tutorial as well as administrative support for students	Ongoing	Distribute guidelines to tutors, coordinators and admin staff regarding student support services	Head
2.6 Implement an evaluation system and a feedback mechanism to enhance quality of the courses.	Ongoing	Evaluation results published	AL
2.7 Conduct GCSE Courses	Ongoing	Students enrolled	AL
2.8 Introduce Degree Level Courses in Collaboration with IGNOU	End of June 2003	Students enrolled	Head
2.9 Facilitate exams of foreign distance courses	End of July 2003	Exams conducted	AL / Head
2.10 Conduct a workshop on distance education	End of Sept 2003	Workshop report published	Consultant / Head

## *Goal 3: Improving College Finance*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Secure funding from both home and abroad for specific course (e.g. Management) and for staff development	End of June 2003	Funds available	Head
3.2 All courses will operate on a cost recovery structure based on a recovery period equal to the length of the program	Ongoing	Cost recovered	Head
3.3 Utilize funding already secured on relevant and effective materials and equipment	End of Dec 2003	Funds available	Admin Officer/Budget

#### ***Goal 4: Strengthening Management***

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1 Skills training for all administrative staff	End of Dec 2003	50% staff trained	Head
4.2 Training in Library management	End of May 2003	1 staff trained	Head
4.2.3 Evaluating regional coordinators/ tutors by monitoring visits and students' feedback	Ongoing	Seven visits made	Head/AL

#### ***Goal 5: Improving Facilities in Male and Other Islands***

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
5.1 Visit the regional centres and through discussions with students and coordinators assess the quality of teaching and facilities with regard to subject requirements and student needs	End of Dec 2003	Seven visits made.	AL/Head
5.2 Provide a separate working area with computer and internet access to COL students in Male'	Ongoing	Resources available	Head
5.3 Develop a small Library within COL	Ongoing	Resources available	AO/Head
5.4 Equip one classrooms with furniture / equipment, etc	End of Jan 2003	Resources available	Head / AO

#### ***Goal 6: Promoting Research***

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
6.1 Research on the performance of Distance Learners in Maldives	October 2003	Report available	AL

#### ***Goal 7: Enhancing the Maldivian Identity of the College***

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
7.1 Design ACM course in Dhivehi with content related to Maldivian culture and beliefs	Ongoing	Course available	AL/Head

#### ***Goal 8: Enhancing Internationalization***

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
8.1 Develop courses in association with, or feedback from recognised DE institutions abroad	End of 2003	At least one course developed	Head
8.2 Establish and develop links with DE institutions and organization in seminars, workshops and attachments and through membership in such organizations	June 2003	Link established	Head



# FACULTY OF EDUCATION

## Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Send 3 new staff for undergraduate training	End of 4 <sup>th</sup> quarter	2 staff sent for training and progress monitored	Staff Development Coordinator
1.2 Send 12 new staff for postgraduate training	End of 4 <sup>th</sup> quarter	10 staff sent for training and progress monitored.	Staff Development Coordinator
1.3 Send 3 new staff for diploma level training	End of 4 <sup>th</sup> quarter	staff sent for training and progress monitored	Staff Development Coordinator
1.4 Attempt to secure funding for 2 PhD courses	End of 4 <sup>th</sup> quarter	Funding secured.	Staff Development Coordinator
1.5 Provide tuition fees for 3 staff completing Dhivehi Degree Course	End of 3 <sup>rd</sup> quarter	Funding provided.	Staff Development Coordinator
1.6 Identify and develop a plan for staff promotion in line with government and college rules and regulations.	End of 3 <sup>rd</sup> quarter	Plan developed	Management Team (MT)
1.7 Create opportunities for staff development through			Staff Development Coordinator
<ul style="list-style-type: none"> <li>▪ 2 workshops for academic staff through Link Institute Agreement.</li> </ul>	End of 4 <sup>th</sup> quarter.	Workshop completed and impact on restructuring and program development evaluated	
<ul style="list-style-type: none"> <li>▪ 3 study visits through Link Institute arrangement.</li> </ul>	End of 4 <sup>th</sup> quarter.	Study visit completed and impact of visit evaluated	
<ul style="list-style-type: none"> <li>▪ 2 overseas short term training courses.</li> </ul>	On-going	staff trained in needy areas	
<ul style="list-style-type: none"> <li>▪ 1 In-house professional development workshops / seminars based on an area identified through course evaluation.</li> </ul>	End of 4 <sup>th</sup> quarter.	Workshop completed, results seen through the improvement in the program.	
<ul style="list-style-type: none"> <li>▪ 2 In-house professional development workshops on selected subject areas, (1 on Educational Technology, and 1 on administration).</li> </ul>	End of 4 <sup>th</sup> quarter.	Number of staff trained and improved use of Educational Technology and in FE administration	
1.8 Review current staff induction program	1 <sup>st</sup> quarter	Program reviewed and strengthened	Staff Development Coordinator
1.9 Establish an effective induction program for new part-time staff	2 <sup>nd</sup> quarter	Program developed and implemented for each new part-time staff.	Staff Development Coordinator
1.10 Conduct training programs for administrative staff on customer oriented service.	3 <sup>rd</sup> quarter	Program completed, and staff performance evaluated.	Staff Development Coordinator
1.11 Conduct needs analysis for overseas short-term	2 <sup>nd</sup> quarter	Needs analysis completed,	Heads of Departments and Staff

training for 2004.		and the areas for short term training for 2004 identified	Development Coordinator
1.12 Seek funding for academic and administrative staff to attend conferences / seminars / study visits / exposure trips in regional countries.	2 <sup>nd</sup> quarter	Study visit completed and the impact on quality of work evaluated.	Heads of Departments and Staff Development Coordinator.
1.13 Conduct needs analysis to identify the long-term training requirements, from 2004 – 2007, in various subject areas.	3 <sup>rd</sup> quarter	Needs analysis completed and areas for long-term training identified.	Heads of Departments and Staff Development Coordinator
1.14 Recruit staff to meet the teaching demands of the Degree Courses.		staff recruited	Dean, Heads of Departments and Program / Course Coordinators
1.15 Identify a schedule for staff meetings.	end January	Schedule completed	MT, Heads of Departments and Program / Course Coordinators
1.16 Promotion of Faculty Courses through:	To be decided	Number of additional students enrolled.	MT and Program / Course Coordinators MT and Program / Course Coordinators
<ul style="list-style-type: none"> <li>▪ Participation in Programs such as “Youth Challenge”.</li> </ul>			
<ul style="list-style-type: none"> <li>▪ Visit at least 3 Atolls to market the Programs.</li> </ul>	3 <sup>rd</sup> quarter	Visits completed	MT & Program / Course Coordinators
<ul style="list-style-type: none"> <li>▪ Visit all (9) Secondary Schools in Male’</li> </ul>	3 <sup>rd</sup> quarter	Orientation of FE courses provided to all schools.	MT and Program / Course Coordinators
<ul style="list-style-type: none"> <li>▪ Visit Centre for Higher Secondary Education.</li> </ul>	2 <sup>nd</sup> quarter	Orientation provided and interested parties identified.	MT , Program / Course Coordinators and Publication Co-ordinator
<ul style="list-style-type: none"> <li>▪ Develop brochures for various Programs.</li> </ul>	3 <sup>rd</sup> quarter	Brochures developed for all course	Heads of Departments And Staff Development Co-ordinator
1.17 Explore and identify possibilities for staff development (short of medium term training which would be included in the budget for 2004, for academic staff.	end of 2 <sup>nd</sup> quarter		
1.18 Make necessary arrangements to begin ACT-P in 2 atolls	End of 3 <sup>rd</sup> quarter	Courses announced	Head of In-service, Prof Dev and Regional Dev

### *Goal 2: Enhancing Teaching Learning*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Develop structure and the pathways to Bachelor of Education (Primary) Course.	End of 2 <sup>nd</sup> quarter	Structure pathway developed finalised	MT , Heads of Departments and Program / Course Coordinator
2.2 Develop curriculum / subject outlines for the Bachelor of Education (Primary) Course.	End of 2 <sup>nd</sup> quarter	Curriculum / subject outlines developed and finalised	Heads of Departments and Program Coordinator
2.3 Seek accreditation for the BEd (P) from the Maldives Accreditation Board	End of 3 <sup>rd</sup> quarter	Accreditation granted	Dean, Heads of Departments and Program Coordinator
2.4 Print Diploma of Teaching Primary Subject Outlines /Modules	End of 3 <sup>rd</sup> quarter	Subject Outlines printed and distributed.	Publications Coordinator and Projects Co-ordinator
2.5 Print Diploma of Teaching (Middle School) Subject Outlines	End of 3 <sup>rd</sup> quarter	Subject Outlines printed and distributed	Publications Coordinator and Projects Co-ordinator
2.6 Produce and publish 7 books with the 3 <sup>rd</sup> ETP	End of 4 <sup>th</sup>	Books available for	Publications Coordinator and

funding	quarter	staff and students use.	Projects Co-ordinator
2.7 Buy textbooks to teach in the DipTch (P) DipTch (MS) through the 3 <sup>rd</sup> ETP.	End of 3 <sup>rd</sup> quarter	Books available for staff and Students use.	Publications Coordinator and Projects Co-ordinator
2.8 Participate in the annual book fair organised by the National Centre for Linguistics and Historical Research.	To be decided	Participate in the book fair	Publications Coordinator and Head of Finance Department.
2.9 Explore the possibilities and areas for producing educational books	End of 2 <sup>nd</sup> quarter	Possibilities explored, areas for developing books identified.	Publications Coordinator and Heads of Departments.
2.10 Identify and order 6 educational journals.	End of 1 <sup>st</sup> quarter	Journals available in the library	Publications coordinator and Heads of Departments.
2.11 Develop and implement a mechanism for staff to share teaching and/ or research experiences in formal and informal meetings.	End of 1 <sup>st</sup> quarter	Mechanism developed and opportunities provided for the staff	Dean, Staff Development Coordinator, Research Coordinator and Heads of Departments
2.12 Make necessary arrangements to train teachers to teach art at secondary level.	End of 4 <sup>th</sup> quarter	Courses developed at primary and secondary level.	MT and Program / Course Coordinators.
2.13 Provide Internet access to students.	End of 1 <sup>st</sup> quarter	Internet access provided to students	Resource Coordinator
2.14 Develop relevant curriculum related texts, books of readings, and tutorial guides.	By the end of Nov.	Texts, books of readings and tutorial guides prepared and used for teaching	Publications Coordinator and Heads of Departments
2.15 Compile and prepare resource folders of available teaching learning materials in various subject areas.	End of 4 <sup>th</sup> quarter	Availability of materials to all staff	Resource Coordinator , Assistant Resource Coordinator and Heads of Departments
2.16 Develop a mechanism to ensure teaching quality.	End of 4 <sup>th</sup> quarter	Mechanism developed and trialled out.	Dean, Program Coordinators and Heads of Departments
2.17 Liaise with college administration to upgrade 30 assistant teachers to meet entry requirements for the Diploma of Teaching (Primary) (DipTch – P) Course/ACT-P course.	End of 4 <sup>th</sup> quarter	Bridging provided for 30 assistant teachers	Program / Course Coordinators, Respective HoDs
2.18 Continue the existing Diploma Degree Programs:	On going		Program / Course Coordinators
- Continue the existing Advanced Certificate of Teaching – Primary (ACT-P) Course batch 1 in Addu Atoll.		Students enrolled in ACT-P continue and complete course	
- Enrol 35 new students for the ACT –P Course batch 2 in Addu Atoll.		35 students enrolled and begin studies	
- Enrol 35 new students for the Advanced Certificate of Teaching (Primary) (ACT – P) course batch 3 in H Dh Atoll		35 students enrolled and begin Studies.	
- Continue the Diploma of Teaching (Primary) Course batch 1		Students enrolled in DipTch – P continue and complete course.	
- Enrol 60 new students for the Diploma of Teaching (Primary) Course batch 2.		60 students enrolled and begin studies.	

- Continue the Diploma of Teaching (Middle-School) (DipTch – MS) Course batch 1		Students enrolled in DipTch – MS batch 1 Continue and complete Course.	
- Enrol 60 new students for the Diploma of Teaching (Middle School) (DipTch – MS) Course Batch 2.		60 students enrolled and begin studies.	
- Enrol 15 students for the Diploma of Higher Education (DipHE).		15 students enrolled and begin studies	
- Enrol 30 student teachers for the Diploma of Teaching (Secondary) Course.		30 students enrolled and begin studies.	
- Continue the Advanced Diploma of Teaching (Secondary) batch 2.		Students enrolled in AdipTch–S continue and complete	
- Enrol 30 students for Advanced Diploma of Teaching – Secondary course batch 3.		30 students enrolled and begin studies	
- Continue the Bachelor of Teaching (Secondary) Course batch 1.		Students enrolled in BTch – S continue and complete second year studies	
- Enrol 30 students for the Bachelor of Teaching (Secondary) Course batch 2		30 students enrolled and begin studies.	
2.19 Develop a module on child-centred teaching and learning on English Language.	End of 2 <sup>nd</sup> quarter	Published 3 English Language modules.	Heads of Departments and Program / Course Coordinator
2.20 Develop a module on child-centred teaching and learning on Mathematics.	End of 2 <sup>nd</sup> quarter	Develop draft modules	Heads of Departments and Program / Course Coordinator
2.21 Develop a module on child-centred teaching and learning on Teaching and Learning Environmental Studies.	End of 2 <sup>nd</sup> quarter	Develop module Use Modules for teaching in ACT-P course in Addu	Heads of Departments and Program / Course Coordinator
2.22 Develop modules for - Educational Studies 1 (Developmental Psychology) and - Educational Studies 2 (Educational Psychology)	End of 4 <sup>th</sup> quarter	Develop draft modules	Heads of Departments and Program / Course Coordinator
2.23 Develop a module for - Introduction to Curriculum Studies	End of 4 <sup>th</sup> quarter	Develop draft module	Heads of Departments and Program / Course Coordinator
2.24 Develop a module for Teaching and Learning of Islam.	End of 4 <sup>th</sup> quarter	Develop draft module	Heads of Departments and Program / Course coordinator
2.25 Develop a module for Language Arts (Dhivehi)	End of 4 <sup>th</sup> quarter	Develop draft module	Heads of Departments and Program / Course coordinator
2.26 Conduct course evaluation at the end of 1 <sup>st</sup> semester.	End of sem.1	Data collected and used to review programs	Dean and MT
2.27 Conduct course evaluation at the end of 2 <sup>nd</sup> semester.	End of sem.2	Data collected and used to review programs	Dean and MT

### *Goal 3: Improving College Finance*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
3.1 Develop a scheme to terminate stipends and introduce fees to Faculty of Education courses.	End of July	Scheme developed and finalised	Head of Department (Finance) and MT.
3.2 Continue with the fee-paying Diploma of Higher Education course.	On-going	DipHE continued	Program / Course Co-ordinator
3.3 Continue with the fee-paying ACT (P) course in Addu	On-going	ACT(P) continued	Program / Course Co-ordinator
3.4 Start the second batch of the ACT (P) course in Addu	On-going	ACT(P) continued	Program / Course Co-ordinator
3.5 Implement ACT (P) as a fee paying course in H.Dh	By end of Jan.	ACT (P) introduced	Program / Course Co-ordinator
3.6 Offer Bridging program for untrained teachers leading to ACT-P entry.	End of 1 <sup>st</sup> quarter	60 untrained teachers upgraded to ACT-P entry level.	Program / Course Co-ordinator

### *Goal 4: Strengthening Management*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1 Conduct a series of training programs for administrative staff on customer oriented service.	On-going	Programs completed and administrative staff performance improved	Staff Development Coordinator
4.2 Provide a short-term management course for academic management staff.	To be decided	Staff trained on effective management skills	Staff Development Coordinator
4.3 Develop a manual on management procedures, roles, and responsibilities.	By end of September	Quality manual completed and utilization begun	Dean and MT
4.4 Review existing communication procedures to communicate management decisions with all staff.	End of June.	Procedures established	Dean
4.5 Orientation to staff appraisal conducted by PSD and FMC.	To be decided	Staff trained	Staff Development Co-ordinator
4.6 Develop academic departments and review the organogram	End of 1 <sup>st</sup> quarter	Departments developed and organograms reviewed	Dean

### *Goal 5: Improving Facilities in Male' and Other Islands*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
5.1 Commence construction work of the new Block of the faculty.	To be decided	Construction of new block begun	Finance Head
5.2 Provide adequate working environment for all staff.	By July	Staff provided with adequate working conditions improved	Finance Head
5.3 Up-grade at least 10% of library furniture and resources.	By the end of 2 <sup>nd</sup> quarter	25% of Library furniture upgraded to international standards	Finance Head , Project Co-ordinator and Library Coordinator
5.4 Replace 15% of ergonomically unsuitable furniture.	By the end of 3 <sup>rd</sup> quarter	15% of ergonomically unsuitable furniture replaced	Admin and Finance Head

### *Goal 6: Promoting Research*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
6.1 Draw up an action plan to support and guide research work within the faculty.	End of 2 <sup>nd</sup> quarter	Plan developed	Research and Development Coordinator and Research Development Committee
6.2 Plan to establish a research library.	End of 4 <sup>th</sup> quarter	Plan developed	Research and Development Coordinator and Research Development Committee
6.3 Design at least 2 research proposals for individual or collaborative research projects.	On-going	2 research proposals for individual or collaborative research projects finalised.	Research and Development Coordinator
6.4 Carry out two research	End of 4 <sup>th</sup> quarter	Data collected, analysed and report written	Research and Development Coordinator
6.5 Explore the possibilities to attend an International Educational conference on research	End of 4 <sup>th</sup> quarter	Possibilities found	Research and Development Coordinator
6.6 Issue new edition of "Fanaaru" with research articles.	5 <sup>th</sup> October	Fanaaru published with research articles.	Publications Coordinator
6.7 Explore possibilities for financing research.	End of 2 <sup>nd</sup> quarter	Possibilities explored.	Research and Development Coordinator

### *Goal 7: Enhancing the Maldivian Identity of the College*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
7.1 Organise activities through Student Association to promote Islamic, Dhivehi identity.	On-going	Activities organised by Student Association reflect appreciation of Islamic, Dhivehi identity.	Student Association Facilitator

### *Goal 8: Enhancing Internationalization*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
8.1 Seek accreditation of FE courses from at least 2 overseas institutions.	By the end of 4 <sup>th</sup> quarter	Accreditation of FE courses confirmed from 1 overseas institutions	Dean and MT
8.2 Establish relationship and cooperation with at least 2 relevant educational institutions both inside the country and abroad.	By the end of September	Cooperation established	Dean
8.3 Establish a link with at least 1 overseas university.	1 <sup>st</sup> quarter	Link established	Dean
8.4 Have a meeting with the FAC to seek advice regarding accreditation and articulation of courses.	By the end of 1 <sup>st</sup> quarter	Advice sought	Dean

# FACULTY OF ENGINEERING TECHNOLOGY

## *Goal: 1 Attracts and Retains Quality People*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Review and revise already formulated staff development plan	Beginning February.	Under review.	Head of FET/ academic co-ordinators/ Academic review Committee
1.2 Identify training requirements of existing staff	Beginning February.	Requirements to be established	Head of FET/ academic co-ordinators / ARC
1.3 Conduct short – term training course in pedagogic skills	End September	Completion of initial training	Admin/ academic co-ordinators
1.4 Formulate a project identifying staff development needs and numbers	Beginning August	Project proposal submitted	Academic co-ordinators/ Deputy Director, RVTC
1.5 Submit a formulated staff development project to DER / MHRE & L / MPND	End August	Project proposal submitted	Academic co-ordinators/ Deputy Director, RVTC
1.6 Revise existing brochures of the courses	End July	Completion of brochures/leaflets	HOD/ Academic coordinators/Finance
1.7 Organise visits to secondary schools in Male' and selected atolls	End October	Visit minimum 10 schools including atolls	Head of FET/Academic section/ RVTC'S
1.8 Organise open house of training activities	End October	Completion of activity	Head of FET/Academic section/ RVTC'S
1.9 Advertise all courses through media services (short skills/ prospects and know how of technical skills)	Ongoing and continued	Continued	HOD/ Academic coordinators/admin
1.10 Provide short-term courses to upgrade staff knowledge and skills in technical education at regional levels	Ongoing	Continued	CA/Liason Officer – CPSC/ HO FET

## *Goal: 2 Enhance Teaching and Learning.*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Replacement of furniture for classrooms and provision of equipment, books and modern audio visual aids	January	Ongoing	Finance / Admin
2.2 Facilitate additional computers to computer lab	End February	Purchase additional 20 PC sets	Finance/Admin
2.3 Conduct a seminar for teaching staff on good record keeping and supervisory skills	August	Conduct a seminar	Academic co-ordinators/ HOD's/FMC
2.4 Design short course materials to introduce flexible learning methodologies	By December	Continued	C.D.Unit/ HOD's
2.5 Conduct seminar to review and revision of curricula/ syllabi for improved performance/standardization, articulation and accreditation	By December	Conduct a seminar	Academic co-ordinators/ HOD'S/ Post Secondary Education Project/C.D Unit
2.6 Conduct industrial survey/workshop for training needs assessment	By December 2003	Continued	HOD'S/ C.D Unit/ RVTC's
2.7 Print all the resources materials as modules so that the students could purchase them.	June 2003	Modules preparation	Admin/ HOD's
2.8 Start a BTEC HND Course in Telecommunication	January	Start the course	Head of FET/Academic co-

			ordinators
2.9 Train 936 workers through 77 mobile/short term courses in different trade disciplines at FET, RVTC's and in the Atolls	By November 2003	Preparation ongoing	Academic co-ordinators/HOD's/RVTC

**Goal: 3 Improving College Finance to Improve the College with Resource Base Necessary to achieve its**

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Develop a scheme to terminate stipends and introduce fees to FET full time courses.	End December	Scheme developed and finalized	Head of FET /Academic Co-ordinators.
3.2 Prepare quarter ling budget expenditure reports and take necessary action to prevent overspending.	End of every quarter	Budget spending kept within acceptance of change. Overall spending does not go beyond budget allocated.	Head of FET
3.3 Maintain and regularly update stock and inventory of physical assets.	Ongoing	Stock and inventory updated and all furniture, equipment purchased entered into inventory	Head of FET/Senior Admin. Officer.
3.4 Conduct 20 short courses on fee basis.	Ongoing	Successful completion	Academic co-ordinators/ HOD's
3.5 Maintain all physical resources in good working condition.	Ongoing	Continued	Academic co-ordinators/HOD's/Admin
3.6 Introduce software to maintain the inventory of Sections/Class rooms.	End June	Identify a software and purchase/ install the software	Academic co-ordinators/HOD's/RVTC/ Muawiath Shujau
3.7 Conduct a seminar/workshop to establish a mechanism to maintain records	End January	Conduct training	Head of FET/ Budget section / RVTC's /academic co-ordinators DOD's

**Goal: 4 Strengthening Management**

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
4.1 Propose CPSC in country for training Administrative staff through short term programmes.	Jan – Dec 2003 and continue	Ongoing training.	Head of FET
4.2 Maintain regular statistics of students	Ongoing	Up to date information available immediately on request	Academic co-ordinators/HOD'S
4.3 Maintain and update information on student's academic performance, as well as information related to their attitudes and disciplinary issues	Ongoing	Up to date information available immediately on request	Academic co-ordinators/HOD'S
4.4 Evaluate academic staff of FET/RVTC's monitor performance and collect feedback from students	Ongoing	Regular monitoring and collecting feedback from students from FET/RVTC's	Academic co-ordinators/D.DRVTC
4.5 Train 4 admin RVTC staff and 5 admin/academic staff FET to maintain statistics / record keeping and budget administration	Jan. – Dec. 2003	Seek the training opportunity and enroll the staff for training	Head of FET/RVTC and Finance



**Goal: 5 Improving Facilities In Male' And Other Islands.**

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
5.1 Develop a project proposal to establish Engine Repair and Maintenance Courses to advanced certificate level at RVTC S.Hithadhoo.	By Sept. 2003.	Commenced work to prepare proposal	Head of Budget Section/RVTC Section
5.2 Prepare a list of tools and equipment required to start the Electrical, Refrigeration Courses at advanced certificate level at RVTC/H.Dh Kulhudhuffushi.	End Sept. 2002	Curriculum development in process.	D.D Prog./ C.D Unit/ Refrigeration Section
5.3 Continuation of construction work of FET /Male' 3 <sup>rd</sup> floor	End Sept. 2003	Project in progress	Admin/Finance
5.4 Provide junior executive chair and tables to the academic staff from Lecturer Gr.1 and above.	End June. 2003	Some chairs and tables purchased	D.D Prog./ Finance Section
5.5 Purchase additional 7 computers to computer lab	End Jan 2003	Purchase computers	Finance Section/Academic co-ordinators
5.6 Replace all the students chairs and tables of one classroom at FET/Male'	Beginning June. 2003	Purchase and provide chairs and tables	Finance
5.7 Prepare a list of tools and equipment required to establish architectural training department at FET/Male'	Beginning. March 2003	Trade curriculum in process.	Head of FET/Academic co-ordinators
5.8 Place order for the tools and equipments	End May 2003	Purchase tools and equipment	Head of FET/Academic co-ordinators
5.9 Provide tools and equipments for Engine repair and maintenance course for RVTC/ Kulhudhuffushi	Beginning May 2003	Purchase equipments	D.D Prog./ Finance Section
5.10 Provide chairs and desks for RVTC/Kulhudhuffushi	Beginning Oct 2003	Prepare quantity required and purchase	D.D RVTC/ Finance Section
5.11 Provide locker facilities for students of RVTC/Kulhudhuffushi	Beginning July 2003	Purchase the items and supply to the centre	D.D Prog/ Finance Section
5.12 Improve water tanks and maintain it/ use in hygienic way	End June 2003	Clean and modify the collecting system	Finance Section
5.13 Provide additional library books, magazines and journals	Beginning July 2003	Identify and purchase books, magazines	D.D prog/ Finance Section/ HOD's/ Librarian
5.14 Establish telecommunication lab. and equipment	Beginning Feb 2003	B TECH approval obtained	Head of FET /D.D Prog/ Finance Section
5.15 Repair, replace and relocate the existing drinking water cooler and provide one additional water cooler.	Beginning Feb 2003	Purchase and repair	Finance Section/ Refrigeration Section
5.16 Provide additional equipment for diploma programme in Electronic Section	Beginning Oct. 2003	Purchase	Head of FET/Academic co-ordinates.
5.17 Provide one additional 24,000 BTU air-conditioner split type to Electronic Lab.	March 2003	Purchase	Finance Section/ Academic Section
5.18 Upgrade the Welding Section machinery and equipments.	September 2003	Purchase	Head of FET/D.D Finance/ Academic co-ordinates
5.19 Upgrade the existing fire system of FET to NSS fire standard	February 2003	Upgrade to the NSS standard	Head of FET/D.D Finance/ Academic co-ordinates
5.20 Renew RVTC fire systems	February 2003	Renew	Head of FET /D.D Prog./ Finance Section
5.21 Maintenance of the old building which houses the Electrical Electronics section at RVTC/Hithdhoo	September 2003	Repair the roofs and doors and windows	Head of FET /D.D Prog./ Finance Section

**Goal: 6 Promoting Research**

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
6.1 Develop a project proposal to establish a research and development section at FET/Male'	End of August 2003	Submit the proposal to Dona agencies and government budget 2003	Head of FET/ MCHE.
6.2 Invite foreign universities to conduct a joint research and development workshop for academic staff.	Beginning July 2003	Send invitation to universities	Head of FET / Academic Section/H.O.D's
6.3 Identify fields required for national development	Beginning April 2003	Identify fields	Head of FET / Academic Section/ H.O.D's
6.4 Acquire funds for national research	Beginning June 2003	Request for funds from the government / Foreign agencies	Head of FET / Academic Section/ H.O.D's

**Goal: 7 Enhancing the Maldivian Identity in the College**

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
7.1 Enhance the position of Dhivehi in FET Communications	Ongoing and continued	Circulars delivered to Maldivian academic staff	Academic co-ordinators
7.2 Integrate Maldivian art skills, methods and techniques into wooden & fiberglass boat building curriculum where technically viable	May 2003	Practical lessons and theoretical hand outs	RVTC/ C.D.Unit/ academic staff in the field of Boat building
7.3 All short term courses to be delivered to Dhivehi Medium and the relevant materials to be developed	By October 2003	Develop course materials	HOD'S, C.D.Unit

**Goal: 8 Enhancing Internationalisation**

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
8.1 Develop a project plan to affiliate the overseas universities	End of September 2003		Head of Faculty Academic HOD'S
8.2 Establish BTECH HND and register FET to conduct BTECH course in Telecommunication	February 2003		Head of Faculty Academic HOD'S
8.3 Establish relationship and corporation with at least 2 relevant technical institutions	By June 2003	Establish corporation	Head of Faculty Academic HOD'S

## FACULTY OF HEALTH SCIENCES

### *Goal 1: Attracting and retaining quality people*

**Objective 1.1:** Cultivate professional capabilities and commitment of faculty members and staff.

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1.1	Review the current staff needs, talents, and targets for recruitment and training of new staff	End of year	Revised document outlining areas and targets	Dean, Acad Head, SDC
1.1.2	Evaluate staff performance on an annual basis.	Ongoing	Staff performance evaluated and feedback provided to all/ Evaluation report with strengths, weaknesses, areas for improvement, and areas for support from FHS.	Acad. Head ,Dean
1.1.3	Hold regular meetings with staff to discuss issues related to their job.	Ongoing	Staff meeting conducted at least once a month. / Minutes of meetings held	Acad. Head
1.1.4	Further develop program delivered by UNSW to accommodate requirements of new teachers.	End August	Adopted program document	Dean, Ac. Head, curriculum committee
1.1.5	Develop modules in specialized areas of teaching to accommodate requirements of experienced teachers.	End June	Module documents	Dean, Ac. Head, curriculum committee Dean
1.1.6	Develop modules to address the educational requirements of trainers in service settings.	End September	Module documents	M Dean, Ac. Head, curriculum committee
1.1.7	Conduct training course on Certificate of Teaching/Educational Methods	2003 and ongoing	All teachers teaching at FHS have undergone training.	Acad Head, Curriculum Committee
1.1.8	Identify areas that staffs need ongoing training.	End of year	Recommendations identifying areas for ongoing training	Dean, Acad Head, SDC, AusAID
1.1.9	Encourage and support staff to undertake consultancies	2003 onwards	Consultancy reports	MCHE,Dean
1.1.10	Encourage and provide support to teachers to conduct research	Ongoing	Reports of research carried out and published	Dean, MCHE
1.1.11	Establish a journal for publishing research findings.	End July	Journals published.	MCHE
1.1.12	Encourage and provide time off for staff to get involved in community development activities that are related to their field of expertise	Ongoing	Each staff given 10 days per year if needed/ Letters of acknowledgement from community development organizations	MCHE, Dean
1.1.13	Hold seminars to share new information	Ongoing	Report of session, # staff attending sessions	Acad Head, SDC

1.1.14	Develop modular curriculum that allows for intensive teaching blocks combined with distance mode, leading to a Certificate of Clinical Supervision and Mentoring.	End July	CI C, Head C Ed, Cur Com	Curriculum Document
1.1.15	Train staff in use of key computer software and internet usage.	Throughout	Ad. Head	All Academic & Admin staff trained. # Staff trained.

**Objective 1.2:** Increase student enrolment for certificate level Primary Health Care Workers.

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.2.1	Hold Open House once a year to provide information to students from Secondary Schools	Ongoing	Report of Open House, # students attending open house	St.Af.Com
1.2.2	Conduct intensive student recruitment activities during field visits.	Ongoing	Report of recruitment activity	Fc At Af
1.2.3	Provide accommodation for students in the College Accommodation	2003 onwards	# students provided with accommodation	MCHE

**Objective 1.3:** Contribute to the design and delivery of C Ed for Health Personnel

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.3.1	Review training need analysis to ascertain requirements for training	2003 March	Report of needs analysis, identifying areas in which staff needs updating.	Head of C Ed
1.3.2	Develop course modules and learning materials accordingly	2002 onwards	Course modules and learning materials	Head C Ed, Sub C, Sub T
1.3.3	Mentoring Workshop for nurses and health care workers	March 2003	# persons trained against needs identified	Continuing Ed.Comittee
1.3.4	Training of Clinical and Field mentors for Regional Hospitals	March 2003	# persons trained against needs identified	Continuing Ed.Comittee
1.3.5	Workshop on interpersonal Communication for Lab technicians	April 2003	# persons trained against needs identified	Continuing Ed.Comittee
1.3.6	Workshop on Basic Nursing Management in Seenu Reg Hospital, Gn Hospital, Meemu Reg. Hospital, LH Atoll Hospital. Haa Dhaal Reg. Hosp, Gaaf Dhaal Hosp	Feb 2003 onwards	# persons trained against needs identified	Continuing Ed.Comittee
1.3.7	Infection Control Workshop for IGMH nurses	June 2003	# persons trained against needs identified	Continuing Ed.Comittee
1.3.8	Primary Health Care conversion course	July 2003	# persons trained against needs identified	Continuing Ed.Comittee
1.3.9	Advance certificate in Family Health		# persons trained against needs identified	Continuing Ed.Comittee
1.3.10	Ward Management seminar	Ongoing	# persons trained against needs identified	Continuing Ed.Comittee

**Goal 2: Enhancing Teaching and Learning**

**Objective 2..1: Increase relevance and appropriateness of programs offered by FHS**

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1.1 Review by FHS Advisory Committee	Ongoing	Ongoing. Review done once a year. Minutes of FAC reflect FHS progress in addressing national priorities and support of stake holders	Dean
2.1.2 Conduct focus group interviews with recent graduates concerning their preparation for practice.	Ongoing	Focus group conducted with every graduating batch Report of focus group reviewed and acted upon	YC
2.1.3 Conduct course evaluations.	Ongoing	Course evaluations conducted with every graduating group. Recommendations considered in revised course curricular.	CC
2.1.4 Provide orientation to staff concerning preparation and presentation of field report.	Ongoing (Prior to field visit)	All field staff given orientation before departure to field visit Feedback from field staff.	Dean Acad Head
2.1.5 Review training needs of the Health Sector	Ongoing	Annual consultations/ Needs reflected in programs offered by FHS.	Dean
2.1.6 Regularly consult with FHS Advisory Committee	Ongoing	Meetings held at least once a quarter. /Minutes of Advisory Committee reflect consultation.	Dean
2.1.7 Conduct tri annual review of programs in rotation	2003 September	Recommendations reflected in programs delivered. Report of review.	CCs

**Objective 2.2:** Increase access and flexibility of programs offered at FHS

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
2.2.1	Develop and finalize articulation frame work	End February	Curriculum document. Number of Students entering and exiting at different points.	Course Committee, Acad Head, Dean
2.2.2	Design curriculum into articulated modules which enable progression in academic attainment throughout working life.	End July		Cur Com, Acad Head
2.2.3	Develop standards and procedures for recognition of prior learning and approval of academic professions.	End March	Protocol document	Acad Head,Dean
2.2.4	Develop intensive learning/teaching blocks in Male', combined with external mode studies.	Ongoing	Subject outlines, curriculum documents and learning materials	Cur Com, Sub C
2.2.5	Develop learning guidelines and resources for distant education in selected areas.	End October	Learning guides and learning materials	Cur Com, Sub C, Sub T
2.2.6	Procure and provide regional training sites with learning resources.	End September	Equipment available	Budget section

**Objective 2.3:** Improve quality of educational experience

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
2.3.1	Budget provision for overseas training sites	Ongoing	Budget procured	Admin Head, Rectorate
2.3.2	Train mentors to provide supportive supervision.	Ongoing	All mentors supervising students trained/ Register of in service training & Student feedback.	CI C, Acad Head
2.3.3	Hold regular meetings with clinical instructors and staff of IGMH.	Once a semester	Minutes of meetings and input of recommendations to the clinical supervision.	. CI C, Acad Head
2.3.4	Purchase equipment and supplies needed for labs.	End June	Inventory of equipment.	Admin.section

2.3.5	Set up system for lab. Diagnostic tests for the public.	End of year	# Tests done verified by invoices made.	Head .Admin. ,Dean
2.3.6	Schedule regular review of learning activities and assignments.	Ongoing	Recommendations for improvements in learning activities and assignments. Committee meeting minutes.	LMDC, As com
2.3.7	Conduct intensive workshops for developing learning activities	Ongoing	Learning materials developed encourage skills that graduates need	Acad. Head., LMDC
2.3.8	Produce audiovisual materials according to list.	Throughout	Inventory of AVAs in library	Admin. section, Zeeny
2.3.9	Review learning objectives for clarity and revise.	Ongoing	Report of review. Minutes of meetings	Cur Com , Course Committee
2.3.10	Develop new tools for performance assessment which are appropriate to assess the learning objectives.	Ongoing	Curricular reviewed and developed	As Com Cur Com Sub C Sub T
2.3.11	Identify students with learning difficulties and conduct remedial classes for them.	Ongoing	All students with learning difficulties provided with remedial classes/ Feedback from students.	Sub T Y cs ST AF
2.3.12	Conduct additional classes on academic skills for students who are weak in those areas.	Ongoing	All weak students provided with additional classes/ Attendance sheets for additional classes	Acad. Head, CCs
2.3.13	Train selected staff on student counselling skills.	End November	At least 3 staff trained	Dean
2.3.14	Identify students having problems of a personal nature and provide supportive counselling	Ongoing	Student Profile Reports from Counsellors	Ycs ST AF
2.3.15	Teacher to be qualified for training counselling	End November	Staff Trained to conduct course.	Dean

**Objective 2.4:** Strengthen and improve learning resources and facilities required ensuring relevant and appropriate training of health personnel.

ACTIONS PLANNED FOR 2003		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.4.1	Regularly maintain AV materials.	Ongoing	Condition of materials identified by inventory survey.	Librarians

**Goal 4: Strengthening Management**

**Objective 4.1: Improve Educational Planning at FHS**

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1.1	Provide training to resource people.	Throughout	A core group of 5 people trained in areas of curriculum development, student assessment, clinical supervision, and development of learning materials.	Dean, MCHE
4.1.2	Free teachers for part of the time to be spent on educational development activities	Ongoing	Semester schedules and List of Teaching Responsibilities, which indicate blocks of free time.	Dean, Acad. Head, Sub T

**Objective 4.2: Sustain and improve systems and processes for planning, management and evaluation of programs.**

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.2.1	Develop a plan for quality assurance of training.	End February	Plan document, which identifies strategies, indicators and targets	Dean, Acad Head
4.2.2	Prepare annual report	Ongoing	Annual Report distributed	Dean
4.2.3	Conduct graduate tracer studies and feedback results into curriculum revisions	End August	Report of study and revisions to curriculum	Head Academic Section, Dean
4.2.4	Formulate medium term plans to achieve the goals of strategic plan.	End July	Plan document	Dean, PC
4.2.5	Conduct mid term evaluations of medium term plans	End July	Report of evaluation and recommendations used to revise the plan.	Dean, PC
4.2.6	Conduct external reviews	End of 2003	Report of External Reviews	Dean, Rectorate
4.2.7	Conduct field studies to evaluate programs delivered at FHS.	End September	Report and recommendations fed back into programs	Dean, Academic Head
4.2.8	Prepare quarterly budget expenditure reports and take necessary action to prevent overspending.	Ongoing	Budget spending kept within acceptable levels of change overall spending does not go beyond budget allocated.	Head of Admin. Dean
4.2.9	Train staff in management of finances.	End March	All budget staff trained.	Head of Admin.



4.2.10	Maintain up to date information on student's academic performance, as well as information related to their attitudes and disciplinary issues.	Ongoing	Up to date information available immediately on request.	ST AF, CCs, YCs
4.2.11	Maintain regular statistics	Ongoing	Up to date information available immediately on request.	ST AF
4.2.12	Provide counseling services for students.	Ongoing	# students provided with counseling	ST AF
4.2.13	Establish a fund for providing finances for students in need.	End March	# Of students to whom finances have been made available.	Rectorate, Dean
4.2.14	Establish a loan scheme for students in need.	End March	# Of loans given out.	Rectorate, Dean
4.2.15	Conduct workshops on personal hygiene, family planning, study issues, etc as part of orientation	End January	# Students participating in activities.	ST AF
4.2.16	Finalise a policy and plan to ensure gender sensitive planning and environment within FHS.	2002	Random evaluation for gender sensitivity of planning and processes in place.	Rectorate, Dean
4.2.17	Conduct workshops on gender awareness for newly joining students, as part of the orientation package.	Ongoing	# Students participating in activities.	Dean, ST AF, MWASS
4.2.18	Use non-gendered language for all documentation produced at FHS.	Ongoing	Random evaluation of documentation for gender bias.	Dean, all staff
4.2.19	Carry out specific activities to attract males into the nursing profession.	End April	# males joining nursing	Dean, ST AF, Nursing Committee

**Goal: Enhancing Internalisation**

**Objective 8.1:** Recognition of academic attainment at FHS towards higher qualification in selected Universities abroad.

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1.1	Establish memorandums of agreement with Link Universities abroad for the Offering of conversion courses.	End July	Signed MoU	Dean, Rectorate
8.1.2	Submission of BSc nursing curriculum to MAB	End August	BSc Nursing course developed and approved by MAB	CC
8.1.3	Obtain and regularly update information on institutional trends and requirements for admission.	Ongoing	Letters and information exchanged	Dean

### ***Traditional and Complementary Medicine***

**Objective 9:** Promote the use of Traditional and Complementary Medicine

<b>ACTIONS PLANNED FOR 2003</b>		<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
9.1.1	Develop learning materials and modules on traditional medicine and complementary medicine.	End 2003	Learning materials and modules finalized.	Head Trad. Med, Acad Head
9.1.2	Hold meetings with the Traditional Medicine section of MOH to discuss changes	End July	Traditional Medicine curriculum approved by MAB and ready for implementation	Saleem, Latheef, member from MOH, external members
9.1.2.1	Develop curriculum according to MAB guidelines Develop course materials			
9.1.3	Cultivate and maintain herbal garden at FHS.	End March	Herbal garden maintained in good condition	Head Trad Med., St Com.
9.1.4	Produce books on traditional and complementary medicine and make it available to students and general public.	End November	Books ready for printing in 2003.	Head Trad. Med., Admin Head
9.1.5	Train personnel in Ayurvedhic Medicine or Complementary Medicine	End 2003	At least one person sent for training.	Dean
9.1.6	Develop Learning Materials for Course in Traditional & Complementary Medicine.	End 2003	Head Trad Med., Acad Head	Materials developed.

# FACULTY OF HOSPITALITY AND TOURISM STUDIES

## Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2003		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1	Promotion of courses:	1 <sup>st</sup> week	Participated.	Faculty Management Committee (MC)
	a) Youth Challenge	April		
	b) Visit to Secondary Schools Gr. 10	1 <sup>st</sup> week October	Completion of visit	
	c) Visit Centre for Higher Secondary Education	2 <sup>nd</sup> week August	Completion of visit	MC
	d) Work in collaboration with Ministry of Tourism with regard to the Tourism Week (Secondary School students educational visit to Resorts)	End September	Completion of visit	MC
	e) Open Day of FHTS	3 <sup>rd</sup> week April	Conducted.	MC
<hr/>				
1.2	Promoting Faculty through media:			
	a) Use of adverts in newspapers to promote Faculty.	Before commence ment of courses	Published.	HoF & MC
	b) Make use of Dhivehiraajeyge Adu to produce and broadcast a special programme promoting career prospects within Tourism industry. ( <i>Awareness building of outer atoll inhabitants With regard to benefits of tourism</i> ).	First week April	8 x 15-minute programmes broadcasted.	MC
<hr/>				
1.3	Opportunities for staff development:			
1.3.1	Upgrading staff to graduate level.	End July	1 staff leave to Australia	HoF
1.3.2	Academic Staff Development Workshops with Edexcel:			
	a) Student Assessment and Common skills	3 <sup>rd</sup> week January	Dr. Dixit's Lecture takes place.	HoF
	b) HND Curriculum Development	2 <sup>nd</sup> week July	Workshop conducted.	HoF
	c) Teaching Methodology	3 <sup>rd</sup> week November	Workshop conducted.	HoF
1.3.3	Administrative Staff Development Workshops:			
	a) Office Administration	Last week March & August	Workshop conducted.	FMC
	b) Telephone Techniques	Last week Jan. & Aug.	Workshop conducted.	FMC

c)	Fire Safety	3 <sup>rd</sup> week October	Workshop conducted.	HOD Accom. Dept. (Liaise with Center for Maritime Studies – CMS)
d)	Budgetary Administration	June	Workshop conducted.	FMC
1.3.4	Support Staff Development Workshops:			
a)	Health and Hygiene	End January.	Workshop conducted.	HOD Accom. Dept.
b)	Customer Care	Last week February	Workshop conducted.	HOD FO.
c)	Fire Safety	3 <sup>rd</sup> week October	Workshop conducted.	HOD Accom. Dept. (Liaise with CMS)

### *Goal 2: Enhance Teaching and Learning*

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1	Establishing a system for evaluation and assessment of student survey forms “First Impression” and “Last Impression” to improve the quality of teaching and learning.	End July	Evaluation system established and implemented	HOD Accom. Dept.
2.2	Establishment of a quality monitoring system:			
a)	Reviewing regularly the range, objectives, structure and modes of delivery of courses offered in all undergraduate programs to ensure that teaching and learning is informed by international best practice.	Throughout the year	Regular reviews.	MC
b)	Maintaining an effective system of appraisal of teaching quality and providing high quality professional development and support to assist academic staff to enhance the quality of their teaching.	Throughout the year	Peer Review.	Module Leaders
2.3	Developing academic timetabling and facilities usage regimes that make the most efficient possible use of the physical facilities of the Faculty.	Semester basis.	Auditing space needs and usage.	Batch coordinator
2.4	Student Support and Guidance.	Throughout the year	Regular tutorials and one-to-one sessions.	Tutors

### *Goal 3: Improving College Finance*

	ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1	Continuation of fee-paying courses with key emphasis on SIC and mobile training.	Throughout the year	Courses continued	HOD
3.2	Introduce the following new courses:	26 <sup>th</sup> January	Courses commences	HOD
-	Certificate 2 in Food and Beverage			
-	Certificate 2 in Accommodation Operations			

-	Certificate 2 in Front Office Operations			
3.3	Introducing a charge system for:			
a)	Charge fee for student lockers on a semester basis from those students requesting locker facilities.	Throughout the year.	Fee charge system established.	Academic Section (AS)
b)	Charging for internet facility to be made available from the Comp. Lab.	Throughout the year.	Fee charge system established.	AS
c)	Implement charging of students MRf -- /50 per photocopy or computer print out made from the administrative office.	Throughout the year.	Fee charge system established.	AS
3.4	Ensure the budgeted targets are met.	Throughout the year.	Budgeted targets met.	HoF & Budget Section

#### ***Goal 4: Strengthening Management***

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1	Conducting a series of staff development programme for administrative and support staff.	Before end of December	Workshops conducted.	HoF / MC & HOD
4.2	Schedule regular Faculty Management Committee and Staff Meetings in academic calendar.	Through out the year	Effective throughout the year	HoF
4.3	Closely monitor and improve the usage of memos/notices and other communication methods used among staff to communicate to students and other Faculty members.	Throughout the year	Effective usage.	MC & Academic Secretary
4.4	Ensuring that all modules and courses, regardless of their mode of delivery, offer students high quality access to educational advice and feedback from Lecturers.	Throughout the year	Transparent system implemented.	MC & HOD

#### ***Goal 5: Improving Facilities in Male' and Other Islands***

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
5.1	Detailed drawings for the construction of the new Faculty premises to be completed.	Before the last quarter of the year	Drawings completed.	V. Rector Admin, Rectorate & HoF
5.2	Renovations:			
a)	Renovate the existing roofs and drainage system to stop water leakage into classes and offices.	End December	Renovations completed.	AS
b)	Re-cement the walls to stop water leakage into classes.	End December	Renovations completed.	AS
c)	Assess the existing electrical wiring of classrooms and to renovate where necessary to stop the frequent power cut-offs.	End December	Renovations completed.	AS

5.3 Upgrading of the student facilities:			
a)	Continuation of completion of pastry kitchen work.	End February	Construction completed. AS
b)	Construction of student toilets	End June	Construction completed. AS
c)	Upgrading of the student computer lab by replacing the existing 4 PC's with 6 PCs.	End June	Purchased. AS
d)	Inter-net facility (at least 2 points)	End June	Internet facilities made available to students. AS
e)	Photocopy facility		
5.4 Upgrading of theory and practical classrooms:			
a)	Convert the present library into a multi-media classroom for delivery of lectures.	End March	Equipment purchased. AS
b)	Upgrade the equipment used in practical classes including laundry; kitchen; pastry and service areas.	End June	Purchased. AS
5.5 Upgrading of staff rooms:			
a)	Expanding of two staff rooms	End February	Construction work completed. AS

### ***Goal 6: Promoting Research***

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
6.1	Providing postgraduate research students with research supervision.	During The year	Provision of mentor service.	HoF
6.2	Support research work conducted by BPhil and MA in Hospitality Management Students to emphasis on the current requirement of the Hospitality and Tourism sector of Maldives.	During The year	More research directed at contemporary issues in Maldivian tourism sector.	HoF
6.3	Encourage the BPhil and MA in Hospitality Management Students to make their work available to public by making a copy of their work available at the Faculty library.	During The year	Previous research work of Bphil and MA students made available in the Faculty library.	HoF

### ***Goal 7: Enhancing the Maldivian Identity of the College***

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
7.1	Continuation of the religious sermons introduced in year 2002.	Semester Basis.	Lectures conducted.	AD in liaison with Mauhadhul Dhiraasathul Islamiyya.
7.2	Liaise with Student Association and promote publication of cultural and Islamic knowledge in Student magazine.	Throughout the year.	Student weekly magazine introduce a Dhivehi segment.	Instructor in charge of Association.
7.3	Encouraging the students and staff to engage in artistic performances and exhibitions	Tourism Week 2003 September	Organize Culinary Exhibition 2003 with Ministry of Tourism	HoF
7.4	Use of College Logo on student nametags and practical uniforms.	Throughout the year.	Student nametags and uniforms imprinted with Logo.	HOD
7.5	Improving the Maldivian Tourism Industry relations with the Faculty.	Throughout the year.	Relation with industry improved.	All Faculty Members.

**Goal 8: Enhancing Internationalisation**

	<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
8.1	Pursue the establishment of HND with accreditation from Edexcel in year 2004.	Before last quarter of year	HND approval submitted to MAB.	HoF
8.2	Improve Throughout the year collaborative links with overseas institutions.			
	a) Improve relations with APETIT member countries.	Through Out the year	Improved relations.	HoF
	b) Seek exchange programme with Macau and Thailand APETIT members.	Before December	Exchange programme established.	HoF
8.3	BTEC ND Student Overseas Study Tour (selected 30 participants).	Early July	Study Tour to Macau taken place.	HoF

# FACULTY OF MANAGEMENT AND COMPUTING

## Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Send staff overseas for training to upgrade their qualification:			
<ul style="list-style-type: none"> <li>▪ At least one staff to PhD level</li> </ul>	Late December	1 staff sent for PhD studies	Head of Admin & Finance
<ul style="list-style-type: none"> <li>▪ 3 staff to Masters level</li> </ul>	Early Feb & early July	3 staff sent for Masters	
<ul style="list-style-type: none"> <li>▪ 1 staff for CIMA training</li> </ul>	Early July	1 staff sent for CIMA training	
<ul style="list-style-type: none"> <li>▪ 4 staff to Diploma level</li> </ul>	Early July	4 staff sent for diploma studies	
1.2 Create opportunities for Staff development through:			
<ul style="list-style-type: none"> <li>▪ 2 study visits to link institution</li> </ul>	During Semester breaks	2 study visits undertaken	Head of Academic Affairs
<ul style="list-style-type: none"> <li>▪ 2 in-house workshops in collaboration with link institution</li> </ul>		2 in-house workshops conducted	
<ul style="list-style-type: none"> <li>▪ Identifying 3 short-term courses and sending staff overseas for training</li> </ul>	Semester breaks	courses identified and staff sent for training	Head of Admin & Finance
<ul style="list-style-type: none"> <li>▪ 1 strategic planning workshop for all employees</li> </ul>	Late April	strategic planning workshop conducted	
<ul style="list-style-type: none"> <li>▪ 3 selected short courses from PSTG training schedule, for Admin/Finance staff</li> </ul>	By October	admin/finance staff completed 3 PSTG short courses	
1.3 Recruit at least 3 Masters level expatriate staff with industry experience	End of January	Expatriate staff with the required qualifications and experience recruited	Head of Admin & Finance
1.4 Employ a system administrator to look after the FMC network	Early January	System administrator recruited	Head of Admin & Finance
1.5 Develop and implement a mechanism to recognize staff contribution/efforts	Early January	Mechanism developed and implemented	Head of Admin & Finance

## Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Conduct course evaluation and give feedback to academic staff, at the end of semester 1 and semester 2	End of semester 1 & 2	Course evaluation completed, feedback given to respective academic staff, and quality of teaching improved.	Head of Academic depts.
2.2 Compile and organise course materials for all courses	Early July	Course materials compiled for all courses	Heads of Academic Departments.



2.3 Promote faculty programs through:			
▪ Production of brochures for all courses	Early January	Brochures printed	
▪ Production of a course handbook	Early January	Course handbook printed	Central Administration
▪ Visiting all secondary schools and CHSE	By end of November	All secondary schools visited	&
▪ Visiting at least 2 atolls	Semester breaks	Brochures sent to selected islands	Senior Admin Officer
▪ Production of a video of all courses	Early January	Video produced	
2.4 Giveaway Shaheed Ahmed Labeeb Award	Early August	Shaheed Ahmed Labeeb Award given	Head of Admin and Finance
2.5 Seek accreditation from MAB of and conduct the following restructured courses:			
▪ Certificate in Island Administration	Late January	Courses accredited by MAB, and conducted.	Dean & Head of Academic Affairs
▪ Clerical Staff Training			
2.6 Review and design appropriate procedures to strengthen monitoring/supervision of classes	Early February	Mechanism for monitoring/supervision of classes designed and implemented	Head of Academic Affairs
2.7 Link all three labs with a network and facilitate Internet service to all FMC students	By the end of January	All 3 labs linked with a network and Internet provided to all FMC students	Head of Admin & Finance
2.8 Establish and maintain a help-desk with experts for three labs	Beginning of semester 2	Help-desk established	System Administrator
2.9 Develop a mechanism for the participation of students in providing IT-related assistance to students working at general-purpose labs	Early June	A viable mechanism developed for the purpose and implemented	Head of Admin & Finance
2.10 Strengthen Faculty examinations by identifying an Examinations coordinator every semester and improving liaison and coordination among all staff across all departments.	Late April	Exam coordinator appointed and coordination improved	Heads of Academic Departments
2.11 Conduct Faculty courses needs analysis	Early January	Faculty courses needs analysis completed	Head of Academic Affairs
2.12 Identify and conduct 11 short courses in demand for the public sector. Include the following in the PSTG training schedule:			
▪ 4 IT short courses	Through out the year 2003	11 short courses identified and included in PSTG training schedule	Head of Academic Affairs
▪ 5 Management short courses			
▪ 2 Accounting short courses			
2.13 Develop curricula for 4 IT short courses and 1 Accounting short course	Mid January	Curricula developed for short courses	Heads of IT and Accounting Departments
2.14 Seek accreditation from MAB of and conduct the following restructured courses:			
▪ Diploma in Information Technology	Late January	Courses accredited by MAB, and conducted.	Dean & Head of Academic Affairs
▪ Diploma in Management			
▪ Diploma in Accounting			
▪ Advanced Diploma in Accounting			
2.15 Develop curricula, seek accreditation from MAB of and conduct the following new courses:	Early January	Curricula developed, courses accredited by MAB, and courses	Dean & Head of Academic Affairs
▪ Diploma in Business			

<ul style="list-style-type: none"> <li>▪ Advanced Diploma in Business and Commerce</li> <li>▪ Advanced Diploma in Information Technology</li> </ul>		commenced.	
2.16 Establish ITU CISCO Academy	Early January	CISCO Academy established.	Dean & Head of Academic Affairs
2.17 Develop curricula, seek accreditation from MAB of and introduce 3 new 1-year certificate courses based on the needs analysis	Early June	Curricula developed, courses accredited by MAB, and 3 new 1-year certificate courses introduced.	Dean & Head of Academic Affairs
2.18 Conduct year 1 and year 2 of Middlesex degree program	Early February	Year 1 and year 2 of Middlesex degree program commenced	Head of Academic Affairs
2.19 Conduct 3 <sup>rd</sup> year of Dhivehi Degree Course	Mid January	Dhivehi Degree Course conducted	Head of Academic Affairs
2.20 Conduct IDB (IRTI) course on HRM	Early January	IDB (IRTI) course conducted	Head of Academic Affairs
2.21 Establish computer-based assessment for CIMA foundation level subjects	Early January	Computer-based assessment for CIMA foundation level subjects established	Head of Accounting Department
2.22 Write a proposal on the possibility of offering CAT	Mid August	Proposal written on the possibility of offering CAT	Head of Accounting Department
2.23 Provide industry exposure to staff and students through conducting at least one workshop in collaboration with the industries.	Late September	At least one workshop conducted in collaboration with the local industries	Head of Management Department
2.24 Review and revise Industry link proposal and submit to Faculty Advisory Committee for approval	Early April	Industry link proposal revised and submitted to Faculty Advisory Committee for approval	Head of Admin & Finance
2.25 Establish industry relationship and cooperation with at least 2 local organisations	By end of July	Industry relationship and corporation established with at least 2 significant local organisations	Head of Admin & Finance
2.26 Maintain up-to-date information on students' academic performance as well as information related to their disciplinary issues	Through out	Up-to-date information relating to FMC students collected and maintained	Heads of Academic Departments
2.27 Hold Graduation 2003 Ceremony	Late August	2003 Graduation Ceremony held	Dean & Head of Admin & Finance

### *Goal 3: Improving Faculty Finance*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Review and revise fees charged for all the short and long term courses conducted at the Faculty	Late January	Fees charged for all courses conducted at the Faculty reviewed and revised	College Finance Committee & Head of Admin & Finance
3.2 Abolish the existing 'free tea' approach	Late January	The existing 'free tea' approach abolished	Head of Admin & Finance
3.3 Prepare quarterly budget expenditure reports, analyse them and take appropriate action	By the end of March, June, Sept	Quarterly budget expenditure reports prepared and analysed.	Head of Admin & Finance

	and Dec	Appropriate action taken.	
3.4 Prepare a budget spending plan	Early January	Budget spending plan prepared	Head of Admin & Finance

#### *Goal 4: Strengthening Management*

<b>ACTIONS PLANNED FOR 2003</b>	<b>TIME FRAME</b>	<b>PERFORMANCE MEASURE</b>	<b>RESPONSIBLE STAFF</b>
4.1 Hold the following meetings:			
<ul style="list-style-type: none"> <li>▪ Faculty Advisory Committee (at least once in a semester)</li> <li>▪ Management Committee (Weekly)</li> </ul>	Through out	Meetings held according to schedule and management's effectiveness and efficiency improved	Dean
<ul style="list-style-type: none"> <li>▪ Admin/Finance staff (monthly)</li> <li>▪ Minor staff (Semesterly)</li> </ul>	Through out	Meetings held according to schedule and management's effectiveness and efficiency improved	Head of Admin & Finance
<ul style="list-style-type: none"> <li>▪ All academic staff (monthly)</li> <li>▪ Course coordinators (bimonthly)</li> <li>▪ Departmental academic staff (fortnightly)</li> </ul>	Through out	Meetings held according to schedule and management's effectiveness and efficiency improved	Head of Academic Affairs Head of Academic Departments
4.2 Continue to manage newly implemented FMC's organisational structure in line with modern management principles	Through out	Organisational structure successfully being managed and management improved	Dean
4.3 Organize and conduct operational plan review meeting	Early July & late Dec	Operational plan review meetings held	Dean
4.4 Formulate rules and regulations for the students' use of labs	Early January	Rules & regulations for the students' use of labs formulated and communicated	Head of IT Department
4.5 Develop the Faculty year planner	By the beginning of January	Faculty year planner developed	Head of Admin & Finance
4.6 Strengthen systematic record keeping of staff performance	Through out	Systematic record keeping of staff performance established & maintained	Head of Admin & Finance
4.7 Complete the central student registry, incorporating 10 years' data	Early April	Central student registry completed	Head of Admin & Finance
4.8 Establish and maintain an Operational Rules manual for individual departments.	Late June	Operational Rules manual developed and maintained	Heads of Departments
4.9 Develop a mechanism to deliver management information to staff and students via a faculty Intranet	Early August	A mechanism to deliver management information to staff and students developed	Head of IT Department
4.10 Centralise FMC's filing systems	Early January	FMC's filing systems centralised	Head of Admin & Finance
4.11 Develop and implement a plan for weekend seminars on topics of management improvement.	Late January	Plan developed and implemented	Head of Management Department

### Goal 5: Improving Facilities and Procurement

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1 Establish a staff room, with recreational facilities.	Late December	Staff room established	Head of Admin & Finance
5.2 Provide lockers for at least 25% of the FMC student population	By the beginning of Feb	Lockers provided for at least 25% of the FMC student population	Head of Admin & Finance
5.3 Upgrade library furniture	By the beginning of Feb	Library furniture upgraded	Head of Admin & Finance
5.4 Examine and acquire at least one online database (with full-text, reference-toll indices) for the library	Late January	At least one online database acquired	Head of Admin & Finance
5.5 Establish 2 additional labs <ul style="list-style-type: none"> <li>▪ 1 general purpose lab</li> <li>▪ 1 with multimedia capability</li> </ul>	By the beginning of Feb	Two additional labs established	Head of Admin & Finance
5.6 Acquire at least 3 PCs for the staff	Late January	At least 3 PCs acquired	Head of Admin & Finance
5.7 Obtain equipments required for networking of two more labs, auditorium and at least one identified classroom	Early February	Equipments required for networking obtained	Head of Admin & Finance
5.8 Identify and order the necessary core texts (at least 500 books) for all courses to update the library resources	Early January	500 core texts identified and order placed	Head of Admin & Finance
5.9 Acquire and install an appropriate security system in the library	Late January	A security system installed in the library	Head of Admin & Finance
5.10 Establish a mechanism to provide printing, scanning and photocopy services for students on a fee basis.	Late January	Printing, scanning and photocopy services for students introduced	Head of Admin & Finance
5.11 Acquire a sound system and a multimedia projector for the auditorium	Late January	Sound system and multimedia projector acquired	Head of Admin & Finance
5.12 Replace the current PABX system with a new cost-effective system	Early January	A new cost-effective PABX system installed	Head of Admin & Finance
5.13 Prepare procurement lists and purchase at least 1000 books for the students, staff needs and library	Early January	At least 1000 books purchased for the library	Head of Admin & Finance
5.14 Develop a mechanism for recycling paper and minimizing waste	Early January	A mechanism for recycling paper developed and waste is minimized	Head of Admin & Finance
5.15 Recover 80% of the total outstanding	Early May	80% of the total outstanding recovered	Head of Admin & Finance
5.16 Subscribe to at least 3 leading journals for each of the 3 disciplines: Accounting, Management and Information Technology	Early January	Subscription made to 3 leading journals	Head of Admin & Finance
5.17 Complete the main inventory/asset registry	Early January	The main inventory/asset registry completed and maintained	Head of Admin & Finance
5.18 Initiate 4th phase of FMC expansion project	Early January	The 4th phase of FMC expansion project initiated	Head of Admin & Finance
5.19 Establish a fully-equipped seminar room	By the end of March	A fully-equipped seminar room established	Head of Admin & Finance
5.20 Provide cubicles and computers for individual lecturers	Late January	Cubicles and computers provided for individual lecturers	Head of Admin & Finance
5.21 Implement the evacuation plan	Early	Evacuation plan	Head of Admin & Finance

	February	implemented	
5.22 Outsource the maintenance of the following:	Early January	Maintenance of the listed items outsourced	Head of Admin & Finance
<ul style="list-style-type: none"> <li>▪ Computers</li> <li>▪ Photocopy machines</li> <li>▪ Air-conditioners</li> <li>▪ Lift</li> <li>▪ Electric lightings</li> <li>▪ Toilets</li> </ul>			

### *Goal 6: Promoting Research and Development*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
6.1 Undertake two researches in collaboration with link institution	By the end of October	Two researches carried out	Head of Academic Affairs
6.2 Publish 'Journal of Business' biyearly	Late June & December	'Journal of Business' published	Editor
6.3 Identify and seek an appropriate source of funding to carry out research	Early July	Funding secured to carry out research	Head of Academic Affairs

### *Goal 7: Enhancing the Maldivian Identity of the Faculty*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1 Develop at least one case study, in the Maldivian context, for each of the following subjects taught in the Faculty:	By the end of October	Case studies developed	Head of Academic Affairs
<ul style="list-style-type: none"> <li>▪ Business Studies</li> <li>▪ Microeconomics</li> <li>▪ Maldives</li> <li>▪ Business Law</li> <li>▪ Macroeconomics</li> <li>▪ Introduction to Business</li> <li>▪ Introduction to Marketing</li> <li>▪ Tourism</li> <li>▪ Introduction to Management and Organisations</li> <li>▪ Organisational Behaviour</li> </ul>			
7.2 Introduce Maldivian Studies, as a non-credit but a compulsory subject, in all diploma courses conducted at the Faculty	Early January	Curricula developed and the subject introduced in all diploma courses	Head of Academic Affairs

### *Goal 8: Enhancing Internationalisation*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1 Participate in the international and/or regional forum/seminars (at least 3)	By the end of November	FMC participated in 3 international and/or regional forum/seminars	Head of Academic Affairs
8.2 Seek accreditation/recognition of FMC courses from at least 2 overseas institutions	By the end of November	FMC courses accredited by 2 overseas institutions	Head of Academic Affairs
8.3 Become a member of at least 2 management and	Early	Membership obtained	Head of Academic Affairs

Computing related International organizations	November		
8.4 Continue and strengthen the relationship and cooperation with affiliated overseas training institutes	Ongoing	Relationship and cooperation strengthened and maintained with affiliated overseas training institutes	Head of Academic Affairs
8.5 Participate AMDISA Board Meeting	Early January	Participated in the AMDISA Board Meeting	Dean
8.6 Establish a link with at an overseas University.	By the end of November	Link with at an overseas university established	Head of Academic Affairs

# FACULTY OF SHARI'AH AND LAW

## *Goal 1: Attracting and Retaining Quality People*

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Review on the need to recruit academic and administrative staff	January 2003	Review completed	-Dean, FSL -Deputy Director, FSL -Administrative Officer
1.2 Prepare and develop proposal for recruitment (if any)	February 2003	-Proposal for recruitment finalized and completed -Proposal submitted to the MCHE.	-Dean, FSL -Administrative Officer
1.3 Develop proposal for staff training to be submitted for consideration in government budget for 2004	April 2003	-Proposal finalized and completed -Proposal submitted to the MCHE	-Dean, FSL -Administrative Officer
1.4 Linkage Arrangement between FSL and Kulliyyah of Laws, IIUM, for ADSL graduates	Jan to April 2003	-Final proposal submitted -Meeting arrangement made	-FSL Administration -ADB Consultant

## *Goal 2: Enhancing Teaching and Learning*

To encourage and facilitate legal research, educational, and training programs.

ACTIONS PLANNED FOR 2003	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Procurement of more Shari'ah and law text books and journals	January 2003	Orders made	-Librarian -FSL Administration
2.2 Review on the present equipment and teaching tools	January 2003	Review completed	-Deputy Director, FSL -Administrative Officer
2.3 Proposal for development of teaching material	February 2003	-Proposal prepared, finalized and completed -Proposal submitted to MCHE	-Deputy Director, FSL -Administrative Officer
2.4 Graduation Ceremony for FSL Certificate in Judicial Studies (CJS) graduates.	Feb/Mar 2003	-Proposal prepared and submitted to MCHE -Preparation made	-FSL Administration -MCHE Administration
2.5 FSL Open Day in conjunction with the Graduation Ceremony	Feb/Mar 2003	-Proposal prepared and submitted to MCHE -Preparation made	-FSL Administration
2.6 Review on 2-year ADSL course, with a view to introduce a year 3 session to it an LL.B degree program	June 2003	-Review completed - Proposal prepared and submitted to MCHE	-FSL Administration
2.7 Introduction of new orientation courses for graduates of Shari'ah and law from foreign institutions: Graduate Certificate in Law (GCL) and Graduate Certificate in Shari'ah (GCS),	July 2003	-Preparation made -Part-time lecturers identified and engaged	-Dean, FSL -Course Coordinator
2.8 New batches of students for the current legal education course: Advanced Diploma in Shari'ah and Law (ADSL)	January 2003	Preparation made and finalized	-Dean, FSL -Deputy Director, FSL -Course Coordinator
2.9 New batch of students for the judicial training course: Certificate in Justice Studies (CJS)	January 2003	Preparation made and finalized	-Dean, FSL -Coordinator (Judicial Training)

2.10 Law Seminar for Judges I	February 2003	Preparation made	-Dean, FSL -Coordinator (Judicial Training)
2.11 Law Seminar for the Business Community	April 2003	Preparation made	-Dean, FSL -FSL Administration
2.12 Law Seminar for Enforcement Officers	June 2003	Preparation made	-Dean, FSL -FSL Administration
2.13 Law Seminar for Judges II	August 2003	Preparation made	-Dean, FSL -Coordinator (Judicial Training)
2.14 Public Talk on Shari'ah / Law for the benefit of the general Community.	February through December 2003	Preparation made	-Dean, FSL -FSL Administration



## List of Abbreviations

Acad Head	Head of Academic Section
As Com	Student Assessment Committee
AusAID	Australian Agency for International Development
C Ed	Continuing Education
CC	Course Coordinator
CHW	Community Health Worker
CI C	Clinical Coordinator
Cur Com	Curriculum Committee
DPH	Department of Public Health
FAC	FHS Advisory Committee
FC	Field Coordinator
FE	Faculty of Education
FHS	Faculty of Health Sciences
FHW	Family Health Worker
HC	Head of Centre
IDB	Islamic Development Bank
Lab IC	Laboratory – In Charge
LMDC	Learning Materials Development Committee
MCHE	Maldives College of Higher Education
MOH	Ministry of Health
MWASS	Ministry of Women’s Affairs and Social Security
NA	Nurse Aide
PC	Planning Committee
Pr.	Priority
SDC	Staff Development Committee
ST AF/ St Af	Student Affairs
St. Com	Student Committee
Sub C	Subject Coordinator
Sub T	Subject Teacher
Trad Med	Traditional Medicine
UN	University of Newcastle
UNSW	University of New South Wales
VOM	Voice of Maldives
YC	Year Coordinator