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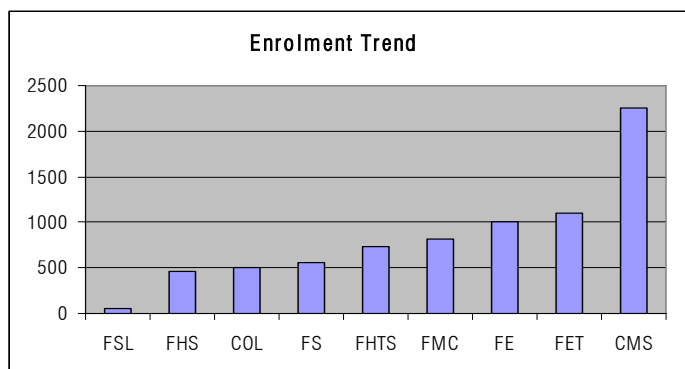
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Basic Statistics 2004

In 2004 the College enrolled over 7,000 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. In long term courses the lowest number of students (50) was at the Faculty of Shari'ah and Law. The 553 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	2,250
Centre for Open Learning	497
Faculty of Education	1,003
Faculty of Engineering Technology	1,095
Faculty of Health Sciences	457
Faculty of Hospitality and Tourism Studies	538
Faculty of Management and Computing	811
Faculty of Shari'ah and Law	50
Central Administration	553
Total	7,254



The College in 2004 conferred over 846 awards. The highest award conferred was Degree. 32 students were awarded Degrees from the College in 2004.

Table 2: Total Number of Graduates

Award	CA		CMS		COL		FE		FET		FHS		FHTS		FMC		FSL		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Certificate	-	-	9	1	-	-	-	1	5	-	-	-	47	11	-	-	-	-	61	13
Advanced Certificate	-	-	-	-	-	-	18	49	103	-	17	79	-	-	-	-	-	-	138	128
Diploma	-	-	-	-	-	-	37	75	6	-	6	64	35	8	9	5	-	-	93	152
Degree	-	-	-	-	-	-	5	12	-	-	-	-	-	-	4	2	5	4	14	18
Foundation Studies	80	165	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80	165
Sub Total	80	165	9	1	0	0	60	137	114	0	23	143	82	19	13	7	5	4	386	476
Grand Total	245		10		0		197		114		166		101		20		9		862	

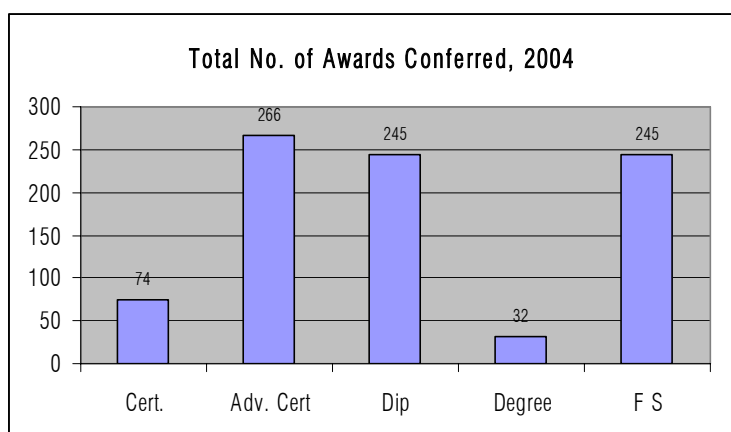
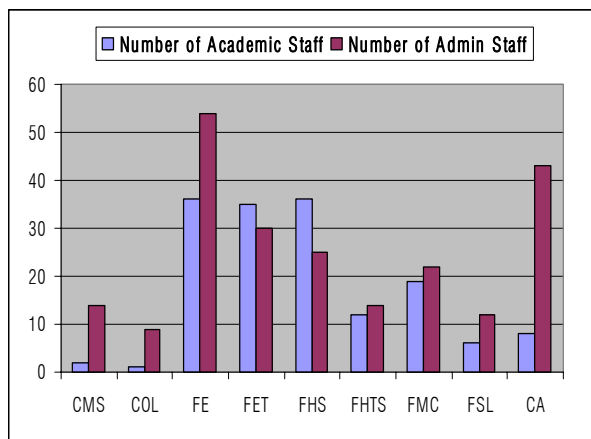


Table 3: Staffing (at the end of 2004)

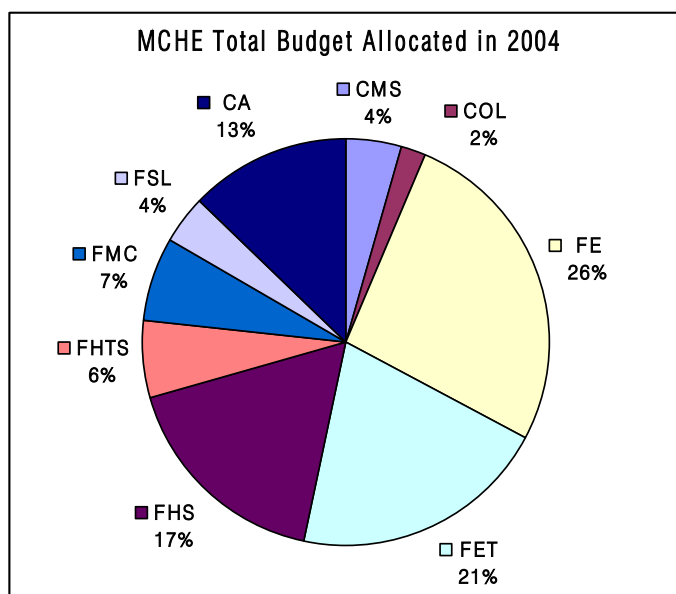
Division	Number of Academic Staff	Number of Admin Staff	Total
Centre for Maritime Studies	2	14	16
Centre for Open Learning	1	9	10
Faculty of Education	36	54	90
Faculty of Engineering Technology	35	30	65
Faculty of Health Sciences	36	25	61
Faculty of Hospitality and Tourism Studies	12	14	26
Faculty of Management and Computing	19	22	41
Faculty of Shari'ah and Law	6	12	18
Central Administration	8	43	51
Total	155	223	378



The total allocated budget of MCHE in 2004 was 61.30 million.

Table 4: Total Budget Allocated in 2004 Division-wise

Division	Total Allocated (Mrf)
Centre for Maritime Studies	2,597,196
Centre for Open Learning	1,231,573
Faculty of Education	15,857,213
Faculty of Engineering Technology	12,432,650
Faculty of Health Sciences	10,317,718
Faculty of Hospitality and Tourism Studies	3,667,442
Faculty of Management and Computing	4,053,125
Faculty of Shari'ah and Law	2,200,000
Central Administration	7,757,202
Total	61,301,508



Goals and Strategies

Quality People

Goal 1: *Make MCHE 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 the above goal.*
- *Provide high quality professional development and support services to assist staff improve their teaching skills.*
- *Develop a structural framework for teacher education to promote the vertical growth of teachers.*
- *Value and develop quality people.*
- *Promote institute 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.*

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.*

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 institute funds and resources are both effectively and optimally utilized.*
- *Promote institute 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.*

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 institute 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 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.

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.

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.

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.

Operational Targets

CENTRAL ADMINISTRATION

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1 Develop comprehensive Staff Development Plan	End August	Plan available	Deputy Director (HR)		
1.2 Conduct fortnightly meetings of senior staff	Continuous	Schedule completed	Rector		
1.3 Conduct monthly meetings of senior academic staff	Continuous	Schedule completed	Rector		
1.4 Develop a staff recruitment information package	End May	Information pack available	Deputy Director (HR)		
1.5 Strengthen the capacity of work through engaging and relocating staff within the college.					
<ul style="list-style-type: none"> ▪ Technical staff who could manage Cisco Certified Network and trained in Networking. 	End November	2 staff recruited and work assigned	Deputy Director (HR)		
<ul style="list-style-type: none"> ▪ A qualified accountant for budget analysis. 	End February	1 staff recruited work delegated and reports produced.	Deputy Director (HR)		
<ul style="list-style-type: none"> ▪ Create a new post for hardware maintenance. 	End December		Deputy Director (HR)		
1.6 Conduct training course on:					
<ul style="list-style-type: none"> ▪ Hardware & software management for staff from different Faculties /Centres. 	End Dec	At least one staff trained from each Faculty / Centre	Head of Information Technology Services (ITS)		
<ul style="list-style-type: none"> ▪ Microsoft Certified System Engineer Course 	End April	At least 1 staff trained among the Faculties and Centres			
<ul style="list-style-type: none"> ▪ Advanced Computer course in MS Word, Excel, PageMaker & CorelDraw. 	End April	All secretaries trained and efficient in using the programs.			
<ul style="list-style-type: none"> ▪ Office work ethics and customer oriented workshop. 	End March	Staff working in the front offices trained.			

1.7	Provide promotion for staff who 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 terms of qualifications and experience and gender	End October	Staff profile tables show marked improvement in named areas	Deputy Director (HR)
1.9	Implement staff appointment policy	End December	Committees 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	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 undergoes training.	
1.13	Setup a Staff Development Committee to allocate short term training opportunities more equitably work	End July	Committee functioning.	Rector
1.14	Further develop the functionality of Personnel Section to enable important information to be provided to the management and staff in an efficient manner.	End November	HRMS functioning suitably.	Deputy Director (HR)
1.15	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) / IT Section
1.16	Develop for administrative staff, a strategy for performance review	End June	Strategy approved and published	Deputy Director (HR)
1.17	Prepare an enrolment schedule with planned intakes for 2006	End November	Schedule passed through Academic Board.	Vice Rector (Acad)
1.18	Promote MCHE through high quality targeted marketing:			
	▪ Regularly update the MCHE Website	Ongoing		Vice Rector (Admin)
	▪ Develop a promotional documentary on the vision and mission of the college.	End of November	Completion of 10 minute documentary and telecast it on TV.	Vice Rector (Admin)
	▪ Use adverts in newspapers to promote courses / teaching staff and activities of the MCHE	End of December	Design adverts and publishes it on newspapers once every two months.	Registrar
	▪ Telecast & broadcast promotional spots about MCHE	October	Develop 0.5 to 1 mins video / audio spots and broadcast / telecast them.	Registrar
	▪ Publishing college prospectus	July		Registrar

▪ Establishing an effective mechanism to provide information to islands			Registrar
1.19 Identify and prioritize for development new programmes to meet the needs of students and the nation.	Ongoing	At least one new programme in each Faculty/Centre designed	Vice Rector (Acad) & Deans
1.20 Increase student enrolment	Ongoing	At least 10% increase in gross College enrolment in long term courses	Vice Rector (Acad)
1.21 Study Visits for key staff	Mid July	13 staff visited	

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
2.1 Obtain summary of course evaluation at the end of each semester from Faculties	End October	<ul style="list-style-type: none"> Data collected and used to provide feedback and review programs Report tabled in AB meeting 	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	Continuous	MAB approvals received	Vice Rector (Acad)		
2.5 Begin library computerisation	Beginning July	Software for computerisation sourced	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 Evaluate Foundation courses and provide feedback	End of each semester	Evaluation reports prepared & feedback given	Course Coordinator		
2.8 Finalize action plan by Dean Committee & commence the work	Beginning May	Action Plan ready and work commenced	Rector		
2.9 Have the CA produce an orientation guide for new faculty and institute a new orientation	End June	Guide Published	Rector		
2.10 Institutionalize evening lecture programmes for faculty.	On going	Two lectures per semester held by Faculty	Rector		
2.11 Institutionalize available times for consulting by students.	End June	Policy developed and implemented	Rector		
2.12 Improve student services	End April	Counselling started	Counsellor		
2.13 Employ 3 full time lecturers for Foundation Studies (2 English & 1 Math)					
2.14 Transfer 1 project staff of the Foundation Studies to a fulltime position.					

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
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"> ▪ Frequent purchasing of consumables such as duplicating paper, markers, etc ▪ Stipend and pocket money ▪ Maintenance and repair 	By end of June	Matter studied and recommendations to ensure cost effectiveness, equal distribution and accountability presented to the Rector	Vice Rector (Admin)		
3.2 Maintain and regularly update stock and inventory of physical resources.	Continuous	Stock updated and all furniture & equipment purchased entered into inventory.	Vice Rector (Admin)		
3.3 New Fee policy implemented (including registration fee).	End June	Fee policy reviewed and new fees instituted	Vice Rector (Acad)		
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 policy on fees for external consultancies	End July	Policy passed through Council	VR Research Com.		
3.6 Enhance faculty auditing	End December	At least one Faculty audited	Vice Rector (Admin)		
3.7 Develop and market high-demand short courses for fees.	Throughout	Increased enrolment	Vice Rector (Acad) /Deans		
3.8 Ensure that approvals are obtained to utilize fees as in FMC for all faculties	End September	Approval obtained from MOFT	Vice Rector (Admin)		
3.9 Develop student financial support scheme	End August	Scheme developed and approved	Vice Rector (Admin)		
3.10 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)		
3.11 Registration fee to be decided by Finance Committee	End of May	Fee schedules published	Vice Rector (Acad)		
3.12 Centralize finance	Eng July		Vice Rector (Acad)		

Goal 4: Strengthening Planning and Management

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Provide training to 8 staff in the following areas: <ul style="list-style-type: none"> • customer relations • financial management • office management 	Continuous	Training completed and staff performance improved	Deputy Director (HR)		

• planning and management				
4.2 Operational Plan review and planning enhanced	June to August	Plans Reviewed		Vice Rector (Acad)
4.3 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
4.4 Publish General Annual Reports	End July	Reports available		Vice Rector (Admin)
4.5 Hold 2 Graduation ceremonies	End December	Ceremonies held		Registrar
4.6 Enrolment and registration procedures established	Begin September	Procedures established		Registrar
4.7 Kiosk for course related material.	Begin August	Kiosk available		Registrar
4.8 Organise the collection of forms and attachments including photos in a systematic manner	End August	System in place.		Admissions Officer
4.9 Undertake a process to identify any areas of overlap in administration and management functions between Faculties and Central Administration.	End June	Report of exercise complete.		Registrar
4.10 Include in website organizational	End July			Rector and Deans
4.11 Develop a "Quality Manual" by formulating sound procedures for all management and administrative procedures.	Ongoing	Procedures developed and quality manual compiled and approved.		Vice Rector (Admin)
4.12 Co-ordinate the following committees / functions <ul style="list-style-type: none"> ▪ College Council ▪ Finance Committee ▪ Academic Board ▪ Procurement Sub Committee ▪ Library Management Committee ▪ Student Affairs Committee ▪ Other Committee 	Continuous	Timetable of meetings developed and followed.		Rector
4.13 Budget for at least one faculty review conducted in each semester	End of Semester	Faculty reviews presented at Council meeting		Rector
4.14 Publish Operational Plan for 2006	End December	Report distributed to all staff.		Rector
4.15 Redesign administrative practices to be electronic based	End June			Head of IT services
4.16 Implement MIS	Functional in August	MIS installed and running		Vice Rector (Admin)
4.17 Publish a 5-year historical review of the College	End November	Review report published		Rector
4.18 Develop new policies for the College	End November	Six approved by the Council.		Rector
4.19 Review election procedures	End January	New common procedures approved.		Vice Rector (Admin)
4.20 Coordinate marketing activities	End of June	New strategies in place		Registrar and Deans
4.21 Finalize Operational Plan 2006. Contribution to be remind				

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1 Shift CA to new building	End July	Building completed	Vice Rector (Admin)		
5.2 Library					
<ul style="list-style-type: none"> ▪ Co-ordinate the effort to computerize the library accession & borrowing & lending process. 	Beginning February	Library software & computers purchased and accession register, library catalogue computerized and made available.	Librarian		
5.3 Complete construction of new building of Faculty of Health Sciences	End July	Construction started & 100% completed	Vice Rector (Admin)		
5.4 Commence the construction of College Library	End January	Construction started	Vice Rector (Admin)		
5.5 College signage enhanced	Ongoing	New communication signs fixed	Vice Rector (Admin)		
5.6 Front quadrangle grassed	December	Quadrangle is green	Vice Rector (Admin)		
5.7 One room with high tech facilities is made	August	High tech one teaching room is available	Vice Rector (Admin)		
5.8 Set up a proper room for photography and making of ID cards	End January	Room set up & in use	Deputy Director (Finance)		
5.9 Increase the availability of resource books / materials in College campuses in the atolls	End December	Resources Purchased	Vice Rector (Admin)		
5.10 Establish & maintain student computer lab	Beginning of July	Computer lab in use			
5.11 Co-ordinate the PSIP projects proposed for 2006.	End of July	Work monitored and executed within the project period.	Vice Rector (Admin)		
5.12 Move to the new building	End July	Work commenced in the new building.	Rector		
5.13 Equip classrooms with basic teaching learning equipment including:	End December	Classrooms equipped.	Vice Rector (Admin)		
<ul style="list-style-type: none"> ▪ An overhead projector for each classroom ▪ Video facilities in two classrooms ▪ Computer aided teaching learning in 2 classrooms ▪ Multimedia presentation in one classroom. ▪ Set up the general science lab ▪ Fix classrooms fixture like blinds/curtains 		<p>OHP purchased</p> <p>2 VCR and 4 TV's (32") purchased.</p> <p>2 computers purchased</p> <p>1 multimedia projector purchased</p>			
5.14 Equip academic and administrative staff with modern day facilities	End July	Equipment purchased and made functional.	Deputy Director (Finance)		
<ul style="list-style-type: none"> ▪ Purchase computers for academic staff ▪ Purchase computers for administrative staff 					

5.15 Equip the MCHE student lab with 25 computer terminals Student log-in with their own identities	End July	25 Computers purchased and installed and computer lab made functional.	Vice Rector (Admin)
5.16 Regional facilities are improved to be permanently staffed and, at least, one programmes planned running continuously.			Rector Vice Rector (Acad) Vice Rector (Admin)
5.17 Plan for an integrated Addu Campus	End December	Plan approved	Rector
5.18 Evaluate security of the College	End of June	New Report available	Vice Rector Admin
5.19 Develop a five year 2003 – 2008 Strategic Plan	End December	Draft plan prepared	Vice Rector (Admin)
5.20 Addu campus asseyri registered in College name	End of June	Registered	Campus Manager (Addu)

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
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	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 relevant 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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Use Maldivian in overt and covert curriculum	End November	Maldivian icons used in premises and classrooms	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 August	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
7.7	Make Souvenirs and answer books	July	Materials available	Vice Rector Admin

Goal 8: Enhancing Internationalization

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
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	Improve collaborative links with overseas agencies and educational institutions.	End December	MOU'S signed.	Rector		
8.3	At least one programme in each faculty benchmarked against international standards	End June	Programme developed	Vice Rector (Acad)		

CENTRE FOR MARITIME STUDIES

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1. Promotion of courses through: 1.1. Youth Challenge in Male'	April	Participate, develop a stall, provide information and distribute promotional materials.	HOC / Course Coordinator		
1.2. Promotion of Courses through Zone Youth Challenge.	Between February & End of August.	Participate, develop a stall, provide information and distribute promotional materials.	HOC /Course coordinators		
1.3. Visit to Laamu Atoll	March	Promotion of Courses	HOC / Course Coordinator		
1.4. Visit to Baa Atoll	April	Promotion of courses	HOC / Course Coordinator		
<hr/>					
2. Promoting Faculty through media:					
2.1. Develop additional pages to the Brochure (information of New courses)	February	Update brochure and distribute to the industry, atolls and schools and interested parties	HOC		
2.2. Use of adverts in newspapers to promote courses of the centre.	January - December	Designs adverts and publish it in newspapers once every two months.	Designated staff		
2.3. Develop interactive video to promote the centre	January - December	Develop 15 minutes interactive video clip for promotional purpose	HOC/Designated staff		
<hr/>					
3. Opportunities for academic staff development					
3.1. Secure 1 scholarship for Bachelor and 1 scholarship for post graduate for CMS.	End of August	1 staff leave to undertake Degree program for Fisheries programme and MSC in Maritime Education & Training. Conduct a workshop for staff training.	Rector & Head of Centre		
3.2. Conduct a workshop for the Teaching staff to use Power Point in Teaching"	End of July		Head of Centre		
<hr/>					
4. Opportunities for administrative staff development					
4.1. Conduct a workshop for the administrative staff to use Microsoft Word, Excel & Page maker,	January - December	Conduct a workshop.	Head of Centre		

	Coral/Photoshop.			
4.2.	Enrol staff in PSD/FMC programmes	End of December	50% of administrative staff to participate	Head of Centre
4.3.	One librarian staff training	End of December	Staff participate a diploma programme conducted by National Library or in a Regional Country	Head of Centre
4.4.	Enrol 1 staff in Professional Office Secretary Course	End of December	Staff participate in the programme conducted by IBS	Head of the Centre
4.5.	Enrol 1 staff in Office Management Computer Course	End of December	Staff participate in the programme conducted by IBS	Head of the Centre

Goal 2: Enhance Teaching and Learning

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1	Produce & print course related materials:					
1.1	develop material for Ratings and Coastal Navigation	End of May	Print course books to distribute in the courses.	HOC/Course Coordinators		
1.2	Print revised materials for E.F.A, FPFF, PST & PSSR	End of July	Print course books to distribute in the courses	HOC/Course Coordinators		
2	Develop new courses to be offered at the Centre	January - December	Develop new courses on demand	HOC/Course Coordinators		
2.1	Maritime English Course	January – December	Conduct the course	HOC/Course Coordinators		
2.2	Design courses and conduct as mobile training for organizations / resorts and public.	January - December	Design course and conduct.	HOC/Course Coordinator		
2.3	Develop a Fisheries training course to offer for Fisheries Sector.	End of August	Design course and conduct	HOC/Course Coordinator		
2.4	Develop a Coastal Navigation Course for Fisheries Sector.	End of April	Design a course and conduct.	HOC/Course Coordinator		

3	Conduct the following existing courses in the area of maritime studies			
3.1	basic courses EFA PSSR PST EFF	The first Sunday of each month	Conduct courses once every month	HOC/Course Coordinators
3.2	Advance courses AFF PSCRB MFA MC	Every three months	Conduct courses once every three month	HOC/Course Coordinators
3.3	Petroleum Courses OTF AOTS LPGTF ALGTSC	Once in every four months On demand basis	Conduct courses once every four months Conduct on demand basis	HOC/Course Coordinators HOC/Course Coordinators
3.4	Support Level RFPNW RFPEW	Once in every two months	Conduct courses once every two months	HOC/Course Coordinators
3.5	Operational Level ACMO ACME GMDSS RNML RNOL	1 year 1 year 1 course once in every five months Once in every five months	Conduct the course Conduct the course Conduct the course Conduct the course	HOC/Course Coordinators HOC/Course Coordinators HOC/Course Coordinators HOC/Course Coordinators
3.6	Others CN CM Cr M	Once every two months On demand basis On demand basis	Conduct the course Conduct the courses once every two months Conduct on demand basis	HOC/Course Coordinators HOC/Course Coordinators HOC/Course Coordinators

Safety Workshop	Once in a Year	Conduct for MCHC Staff	HOC/Course Coordinators
Coastal Navigation for fisheries sector	Once every Six months	Conduct at GDh. Thinadhoo Campus	HOC/Course Coordinators
Navigational Safety Workshop for fishing Vessel Skippers- GA Atoll	End of March	Conduct a workshop	HOC/Coordinator
Navigational Safety Workshop for fishing Vessel Skippers- Raa Atoll	End of May	Conduct a workshop	HOC/Coordinator

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1	Continuation of fee-paying courses with key emphasis on diversifying courses to capture the potential markets.	Throughout the year	Courses conduct	HOC/Coordinators		
1.2	Provide some courses in the form of mobile training to cater to the organizations, resorts and general public.	Throughout the year	Develop courses and conduct mobile training	HOC/Coordinators		
1.3	Explore the potential donors of maritime equipment and goods relevant and related to maritime training	Throughout the year	Request for materials and equipment which could be utilized in the teaching learning process	HOC/Coordinators		

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1	Conducting a series of staff development programme for administrative and support staff.	Throughout the year	Conduct a workshop.	HOC		

4.2	Schedule and hold regular Meetings of the following committees			
4.2.1	Faculty Advisory Committee	As per the College Council Resolution	Hold meetings once in every five months	HOC
4.2.2	Management Committee	Once a month	Hold meetings once in every month	HOC
4.2.3	Academic review Committee	When there is an academic issue	Hold meetings according to academic issues	HOC
4.2.4	General Staff meeting as identified in the academic calendar	According to the Calendar	Hold meetings once in every month	HOC
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/centre members.	Throughout the year	Effective usage.	HOC
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	Implements transparent system.	HOC
4.5	Write documents for ISO Certification and change the existing document to ISO Standard.	Before December	Write and submit documents and obtain ISO Certification.	HOC/Rector
4.6	Train the existing staff for quality Management System	August	Train the staff for Quality Management System.	HOC/Rector
4.7	Acquire an External Academic auditor for ISO Certification.	July	Approved external Auditor relevant for Maritime Education.	HOC/Rector

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1 Equip the Engineering workshop.	End of March	Suitable working environment with adequate equipment developed.	HOC/Course coordinators		
Establish bridge room in the existing 4 storey building.	End of December	Establish and made available	Rector/VR (admin) / HOC		

	Establish 4 storey class room block	End of December	Establish and made available	Rector/VR (admin) / HOC
	Establish and Equip Survival Centre with 1 enclosed life boat, 1 life raft and 1 fast rescue boat. With Public Addressor and Alarm System.	End of December	Establish and made functional and mounted with davits and used in survival courses.	Rector/VR (admin)/HOC
	Video Camera	End of January	Purchased and Made available for Photographing various functions	S .Admin Officer
5.2	Equip classrooms with basic teaching learning equipment including:			
	a) 1 OHP , 1 multi media and 1 laptop computer	April	Purchase 1 OHP, 1 multimedia and 1 laptop computer.	S. Admin Officer
5.3	Updating and upgrade library materials and services	March	Purchase 300 books and 10 videos.	HOC/Librarian Trainee
5.4	Internet facilities;			
	a) Internet linkage between College and Centre.	End of May	Made functional	HOC
	b) Provide 24hrs internet access to all the staff	End of May	Made functional	HOC
	c) Establish Internet facilities in the library by providing two terminals to access internet to students.	End of May	Purchase 2 computer sets and provide internet access to students.	HOC
5.5	Equip Academic section with			
	a) 1 filling cabinet to store files	End of March	Purchase and made available	S. Admin Officer
5.6	Develop and equip the library with international standard furniture including shelves and study carrels for 20 students.			
	a) 1 filing cabinet	End of March	Purchase and made available.	HOC /Librarian Trainee
	b) 2 typist chairs			
	c) 5 filling cabinet			
5.7				
	a) Computerize the borrowing and lending process.	End of June	Lending/ borrowing catalogue computerized.	HOC/ Librarian Trainee
	b) Subscription of 3 maritime related magazines	End of January	Subscribe and made available at the library	HOC/Librarian Trainee
5.8	Equip academic and administrative staff with modern day facilities			
	a) purchase 2 computer for academic staff	End of February	Purchase 4 computers and made available.	Senior Administrative Officer
	b) Purchase 2 computer for students			

5.9 Purchase equipment and materials required for courses conducted at CMS

a)	Purchase INMARSAT 'A' system and Install 3 portable VHF Sets to the existing GMDSS system.	End of April	Upgrade GMDSS system.	HOC /Naut. Coordinator
c)	Equip Engineering Workshop with additional equipment to conduct the ACME Course.	End of April	Place order for purchasing of the equipment.	HOC /Eng. Coordinator
d)	Purchase 5 types of portable fire extinguishers (CO2, H2O, DCP, foam & Wet Chemical) for demonstration purpose. (to Equip Laboratory)	End of February	Purchase and made available for training.	HOC/ Coordinators
e)	Renew the survival training, 100 Lifejackets, 2 immersion suites &1 resuscitator.	June	Purchase new lifejackets, immersion suite and resuscitator for training.	HOC/ Coordinators
f)	Purchase 1 unit GPS and install in proposed wheel house. (to be used in CNC ,ACMO and in Fisheries Courses)	June	Purchase and made available for training.	HOC/ Coordinator
g)	Purchase 1 life raft. (6 persons)	March	Purchase 6 persons life raft for training.	HOC/ Coordinators
h)	Install the 4 UPS in the Simulation Room.(in 4 bridge rooms & in the instructor)	February	Purchase UPS and Install in the simulator room.	HOC/ Senior Administrative Officer
i)	Service and refill all the fire extinguishers available in CMS.	February	Service and refill the extinguishers	HOC
j)	Replace the defected PABX.	February	Replace defected PABX System.	HOC

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1 Initiate research work	End of November	At least to publish one article in the MCHC journal	HOC		
6.2 Publish one journal	End of November	Publish a Journal and print to distribute the related sectors	HOC/Journal Officer		
6.3 Provide information/articles to the College News Letter	Each month	Publish 1 article in each news letter	Journal Officer		

Goal 7: Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Develop written as well as artistic materials to depict the development of seafaring and transportation in the Maldives	End of October	To display the artistic materials in a proper places in the compound	HOC		

Goal 8: Enhancing Internationalisation

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1 Improve and collaborative links with overseas agencies and educational institutions					
Seek assistance and opportunity from the recruiting agencies and international bodies (ship owners/agents) for recruiting the CMS students for their sea experience for their further studies	End of November	To make Proper documents and take action.	Rector/VR/AVR/HOC/ Coordinators		
Participate in the General meeting of AMETIAP	End of October	Participate in the meeting	HOC		
Seek opportunities for some full time and part time staff to participate in international workshop/seminars	End of December	10% of lecturers participate in international Seminars/workshops	HOC		

CENTRE FOR OPEN LEARNING

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1 Taking additional academic staff for coordination, course development (Two Staff)	End of June 2005	Staff roll increased	Head		
1.2 Create opportunities for staff development through workshops and visits to regional/other institutes	End of September 2005	At least 25% staff trained	Head		
1.3 Student enrolment increased by 10%	End of July 2005	Student roll increased	Head		

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
2.1 Begin a fresh batch of Advanced Certificate in Primary Teaching (ACPT) program	January 2005	Course begun	Assistant lecturer (AL)		
2.2 Developing a course outline for Diploma in Primary Teaching (DPT)	End of April 2005	Outline Completed	Assistant lecturer (AL)		
2.3 Development of the material for DPT	End of August 2005	Materials developed	Assistant lecturer (AL)		
2.4 Printing of DPT Materials	November 2005	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	Course Coordinator/ Academic Secretary		
2.6 Implement an evaluation system and a feedback mechanism to enhance quality of the courses.	Ongoing	Evaluation results published	AL		
2.7 Conduct English for Further Studies (EFS)	January 2005	Students enrolled	AL		
2.8 Development of the material for Early Childhood Development Course (ECD iii)	February 2005	Materials developed	Assistant lecturer (AL)		
2.9 Printing materials for ECD (iii)	May 2005	Materials printed	AL / AO		
Begin ECD (iii)	July 2005	Course begun	AL/Head		
2.10 Development of materials for Advanced Certificate in Early Childhood Development (ACECD)	July 2005	Materials developed	AL		
2.11 Printing of materials for ACECD	November 2005	Materials printed	AL		

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
3.1 Secure funding from both home and abroad for specific courses and for staff development	End of June 2005	Funds available	Head		
3.2 All courses will operate on a subsidised fee levying structure	Ongoing	Ongoing	Head		
3.3 Utilize funding already secured on relevant and effective materials and equipment	End of December 2005	Funds available	Admin Officer/Budget		

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Skills training for all administrative staff	End of December 2005	25% staff trained	Head		
4.2 Training in Customer Relation	End of May 2005	1 staff trained	Head		
4.3 Evaluating regional coordinators/ tutors by monitoring visits and students' feedback	Ongoing	Four visits made	Head/AL		

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
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 December 2005	Four visits made.	AL/Head		
5.2 Develop a small Library within COL	Ongoing	Resources available	AO/Head		
5.3 Equip one classroom with furniture / equipment, etc	End of January 2005	Resources available	Head / AO		

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1 Research on the performance of Distance Learners in Maldives	October 2005	Report available	AL		

Goal 7: Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Design courses with content related to Maldivian culture and beliefs	Ongoing	Course available	AL/Head		

Goal 8: Enhancing Internationalization

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1 Develop courses in association with, or feedback from recognised DE institutions abroad	End of 2005	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	December 2005	Link established	Head		

FACULTY OF EDUCATION

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1 Conduct needs analysis to identify short term training requirements of academic and administrative staff of FE	End of 1st quarter	Short term training requirements identified.	Head of Research and Development Unit		
1.2 Create opportunities for staff development through the following activities:					
<ul style="list-style-type: none"> ▪ Attempt to enrol 4 staff in EdD programs 	End of 4th quarter	Staff enrolled	Head of Research and Development Unit		
<ul style="list-style-type: none"> • Attempt to enrol 6 staff in MEd program 	End of 3rd quarter	Training provided	Head of Research and Developmental Unit		
<ul style="list-style-type: none"> • Enrol all library staff in Advanced Certificate in Library management. 	End of 3rd quarter	Training provided	Head of Research and Developmental Unit		
<ul style="list-style-type: none"> • Enrol administrative staff in ELC classes 	1st and 3rd quarter	Training provided	Head of Research and Development Unit		
<ul style="list-style-type: none"> • Attend seminars/workshops on teaching and learning (overseas) (different subject areas) 	End of 3rd quarter	Staff sent for training and progress monitored.	Head of Research and Development Unit		
<ul style="list-style-type: none"> • In-house training for secretarial staff to increase competence among secretarial staff. 	End of 4th quarter	Training provided	Head of Research and Development Unit		
<ul style="list-style-type: none"> • Upgrade 1 existing staff to undergraduate level. 	End of 4th Quarter	Training provided	Head of Research and Development Unit		
<ul style="list-style-type: none"> • Provide short term training in Curriculum Development (In-house activities) 	End of 4th quarter	Training provided	Head of Research and Development Unit		
<ul style="list-style-type: none"> • Provide short term training, workshops, seminars in research development (In-house activities) 	End of 1st quarter	Training provided	Head of Research and Development Unit		

	<ul style="list-style-type: none"> Provide short term training in Module Development (In-house activities) 	End of 2nd quarter	Training provided	Head of Research and Development Unit
	<ul style="list-style-type: none"> Conduct a workshop on Child Centred Teaching Methodology for FE staff. 	End of 1st quarter	Workshop on Child centred teaching methodology conducted and methodology applied in teaching and curriculum development.	Head of Research and Development Unit
	<ul style="list-style-type: none"> Send at least nine staff for short-term training on child Centred Teaching Methodology 	End of 3rd quarter	Training on Child-Centred Teaching Methodology provided for nine staff	Head of Research and Development Unit and HoD-IPDRDD
	<ul style="list-style-type: none"> Conduct a workshop to introduce academic staff in open learning material development. 	2nd quarter	Training workshop on open learning material development conducted. Training provided	Head of Research and Development Unit and HoD-IPDRDD
	<ul style="list-style-type: none"> Arrange study visits 	2nd quarter		Head of Research and Development Unit
	<ul style="list-style-type: none"> Arrange for overseas short term training courses 	4th quarter		Head of Research and Development Unit
1.3	Identify and attend international conferences	4 th quarter	International conference identified and attended	Heads of Departments
1.4	Develop the Professional Development and Regional Development plan.	1 st quarter	Plan developed.	Dean, HoD – IPDRDD
1.5	Develop a plan to produce material to provide teacher training courses through open learning.	2 nd quarter	Plan developed	HoD - IPDRDD
1.6	Conduct needs analysis to identify short-term training requirements for teachers in the schools for the year 2006.	2 nd quarter	Needs analysis conducted and plan for the year 2006 developed.	HoD - IPDRDD
1.7	Develop a plan to review and revise the subject outlines of the primary programs to facilitate inclusion of Child Centred Teaching Methodology	4 th quarter	Plan developed for Subject outlines revision and make teaching Child Centred	Respective HoDs
1.8	Recruit full-time academic staff to work in the atolls.	1 st quarter.	Full-time staff recruited to work in the atolls.	Finance Head & Administrative Head

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2005		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
2.1	Start Bachelor of Education (Primary) programme	End of 1 st quarter	BEd started	Course Coordinators		
2.2	Buy textbooks, CDs, resources etc for the courses offered at FE	End of 1 st quarter.	Books available in the library	Deputy librarian		
2.3	Develop and implement a performance appraisal mechanism	End of 1 st quarter	Appraisal mechanism developed	Dean and Heads of Departments		
2.4	Develop and implement a mechanism for staff to share teaching and/or research experience.	End of 1 st quarter	Mechanism developed	Heads of Departments, Research and Development Unit		
2.5	Develop and compile curriculum related books of readings, and tutorial guides.	End of 3 rd quarter	Books and guides developed	Heads of Departments and Subject Coordinators		
2.6	Introduce subject web pages.	End of 3 rd quarter	Web pages introduced	Subject coordinators		
2.7	Organise a workshop on relevant computer programs for lecturers. (webpage design, power point presentation)	End of 2 nd quarter	Workshop organised	Head of Research and Development Unit		
2.8	Translation of major texts used in specific courses which are to be taught in Dhivehi.	End of 4 th quarter	Books translated	Departments and subject panels		

2.9 Develop new subjects to include in FE programs. Example:	2 nd quarter	Subjects developed	Heads of relevant departments
<ul style="list-style-type: none"> • Tourism Studies • Agricultural Studies • Arabic language • Modern languages (French, German, Italian, Japanese) • Sports and recreation • Art • Computer Science • Further mathematics • Computing studies • Software program • Programming • Education from an Islamic Perspective • Geometrical and Mechanical Drawing • Maldivian studies literature(Dhivehi, English) • Cooking • Dressmaking • Health and nutrition • Home science • Home economics • Design and technology • Technical drawing • Woodworks • Electronics • Maldivian art and craft • Painting and drawing • Photography • Journalism • Psychology • Sociology • Applied Statistics 			
2.10 Conduct study skills seminars for FE students.	End of 3 rd quarter	Seminars conducted	Course coordinators
2.11 Participate in study camps conducted by the secondary schools for Cambridge exams.	End of 3 rd quarter	Participated in camps	Relevant course coordinator
2.12 Upgrading existing computer facilities for student teachers and install 30 more computers for students.	End of 4 th quarter	Computer facilities increased	Information technology coordinator

2.13 In service workshops – Male’ and atoll schools.	3 rd quarter	Workshops conducted	HoD and IPDRDD
2.14 Develop subject outlines for BEd-P for the new subjects.	End of 3 rd quarter	Outlines for various subjects developed & approved by MAB	Subject Coordinators
2.15 Develop structure for the Physical Education Specialization Course	End of 2 nd quarter	PE specialization Course structure developed	PE Coordinator
2.16 Develop subject outlines for PE specialization course.	End of 3 rd quarter	Outlines for various subjects developed & approved by MAB.	PE Coordinator
2.17 Carry out a mid semester review of teaching and learning every semester.	2 nd and 3 rd quarter	Review carried out	Dean
2.18 Carry out end of semester evaluation of teaching and learning of lecturers, subject and departments.	End of 2 nd and 4 th quarter	Evaluation carried out	Dean
2.19 Conduct workshops for language teachers	End of 3 rd quarter	Workshops conducted	HoD, Language Department
2.20 Develop a 5 year strategic plan for the FE.	2 nd quarter	Plan developed	Dean and Heads of Departments
2.21 Develop 4 Child Centred Teaching & Learning modules on the following subjects selected from the ACT-P Course: Teaching and Learning Islam Language Arts (Dhivehi) Introduction to Curriculum Studies Teaching and Learning Environmental Studies	3 rd quarter	Modules developed and printed	HoDs relevant dept. & HoD - IPDRDD
2.22 Develop two subjects to be offered in open learning.	4 th quarter	Existing teaching and learning modules developed as open educational material.	HoDs relevant dept. & HoD - IPDRDD
2.23 Conduct induction programs to part time lecturers.	1 st & 3 rd quarter	Induction to part-time lecturers provided at the beginning of each semester.	Staff Development Coordinator & HoD-IPDRDD
2.24 Conduct monitoring and supervision trips to the Atolls where ACT-P Courses are conducted	1 st & 3 rd quarter	2 visits (1 per semester) for the atolls where ACT-P is introduced and 1 trip to the atolls where the ACT-P course is continuing.	Finance Head & HoD - IPDRDD
2.25 Develop and produce “Book of Readings” on the subjects selected from the ACT-P Course.	1 st quarter	Book of Reading on selected subjects developed and used in teaching	Finance Head & HoD - IPDRDD
2.26 Continue the existing Diploma/Degree Programs and begin new programs :			Course Coordinators

* Continue with the Advanced Diploma of Teaching- Secondary	1 st quarter	Students enrolled in ADipTch-S continued the course
* Continue with Diploma of Teaching- Primary	1 st quarter	Students enrolled in DipTch-P continued the course
* Enrol 64 new students for the Diploma of Teaching- Primary	1 st quarter	64 students enrolled and begin studies.
* Continue with the Diploma of Teaching- Middle school	1 st quarter	Students enrolled in DipTch-MS continued the course
* Continue with the Diploma of Teaching- Secondary	1 st quarter	Students enrolled in DipTch-S continued the course
* Enrol 350 new students for the Diploma of Teaching- Secondary	1 st quarter	350 students enrolled and begin studies.
* Continue with the Bachelor of Teaching- Secondary	1 st quarter	Students enrolled in BTch-S continued the course
* Enrol 135 new students for the Bachelor of Teaching- Secondary	1 st quarter	135 students enrolled and begin studies.
* Enrol 30 new students in the Bachelor of Arts in Teaching English as a Foreign language	1 st quarter	30 students enrolled and begin Studies
* Continue with the Bachelor of Arts in Teaching English as a Foreign language	1 st quarter	Students enrolled in BATEFL continued the course
* Continue with the Bachelor of Arts Dhivehi Language	1 st quarter	Students enrolled in BA Dhivehi continued the course
* Continue with the Bachelor of Education(primary)- conversion	1 st quarter	Students enrolled BEd-Conv continued the course
* Enrol 30 new students in the Bachelor of Education (primary)- conversion	1 st quarter	30 students enrolled and begin studies.
* Enrol 30 new students in the Bachelor of Education (primary)	1 st quarter	30 students enrolled and begin studies.
* Enrol 30 new students in the BA School management	1 st quarter	30 students enrolled and begin studies.

* Continue with the Advanced Certificate in Teaching (Primary) in Addu atoll	1 st quarter	Students enrolled ACTP continued the course in Addu Atoll
* Continue with the Advanced Certificate in Teaching (Primary) in H.Dh atoll	1 st quarter	Students enrolled ACTP continued the course H. Dh Atoll
* Continue with the Advanced Certificate in Teaching (Primary) in G. Dh atoll	1 st quarter	Students enrolled ACTP continued the course in G. Dh Atoll
* Continue with the Advanced Certificate in Teaching (Primary) in A.Dh atoll	1 st quarter	Students enrolled ACTP continued the course in A. Dh
* Continue with the Advanced Certificate in Teaching (Primary) in R atoll	1 st quarter	Students enrolled ACTP continued the course in R Atoll
* Enrol 30 new students for the Diploma in Teaching English as a Foreign Language	1 st quarter	30 students enrolled and begin studies.
* Enrol 30 new students for the Advanced diploma in Applied Statistics	1 st quarter	30 students enrolled and begin studies.
* Enrol 60 new students for the English Language Centre	1 st quarter	60 students enrolled and begin studies.
* Continue with the English Language Centre	1 st quarter	Students enrolled at ELE continued the course
* Enrol 60 new students in the English Language Centre	2 nd quarter	60 new students enrolled and begin studies
* Continue with the Advanced Diploma of Teaching- Secondary	2 nd quarter	Students enrolled in ADipTch-S continued the course
* Continue with Diploma of Teaching- Primary	2 nd quarter	Students enrolled in DipTch-P continued the course
* Enrol 90 new students for the Diploma of Teaching- Primary	2 nd quarter	90 students enrolled and begin studies.
* Continue with the Diploma of Teaching- Middle school	2 nd quarter	Students enrolled in DipTch-MS continued the course
* Enrol 60 new students for the Diploma of Teaching- Middle school	2 nd quarter	60 students enrolled and begin studies.

* Continue with the Diploma of Teaching- Secondary	2 nd quarter	Students enrolled in DipTch-S continued the course.
* Continue with the Bachelor of Teaching- Secondary	2 nd quarter	Students enrolled in BTch-S continued the course.
* Continue with the Bachelor of Arts in Teaching English as a Foreign language	2 nd quarter	Students enrolled in BATEFL continued the course.
* Continue with the Bachelor of Arts Dhivehi Language	2 nd quarter	Students enrolled in BA Dhivehi continued the course
* Continue with the Bachelor of Education(primary)-conversion	2 nd quarter	Students enrolled BEd-Conv continued the course
* Continue with the Bachelor of Education(primary)	2 nd quarter	Students enrolled BEd continued the course
* Continue with the BA School management	2 nd quarter	Students enrolled BA school management continued the course
* Enrol 30 new students in the Advanced Certificate in Teaching (Primary) in Addu atoll	2 nd quarter	30 students enrolled and begin studies.
* Enrol 30 new students in the Advanced Certificate in Teaching (Primary) in H.Dh atoll	2 nd quarter	30 students enrolled and begin studies.
* Enrol 30 new students in the Advanced Certificate in Teaching (Primary) in G. Dh atoll	2 nd quarter	30 students enrolled and begin studies.
* Continue with the Diploma in Teaching English as a Foreign Language	2 nd quarter	Students enrolled in DipTEFL continued the course
* Continue with the Advanced diploma in Applied Statistics	2 nd quarter	Students enrolled in ADip- Applied Statistics continued the course
* Enrol 30 new students in Advanced Certificate in Laboratory skills	2 nd quarter	30 students enrolled continued with the course
* Enrol 30 new students in Advanced Certificate in Library Management	2 nd quarter	30 students enrolled continued with the course
* Enrol 50 new students at the English Language Centre	2 nd quarter	50 students enrolled and begin studies

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
3.1 Develop a scholarship scheme.	End of 3 rd quarter	Scheme developed	Head of Department of research & development.		
3.2 To establish fees for all the programs offered at FE, but offer all places as scholarship to students.	3 rd quarter	Scholarships offered	Head of Finance		
3.3 Improve photocopying and printing services for students at FE library	On going	Additional photocopy machine/s installed in the library.	Head of Finance		

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Strengthen the Departments by developing roles, responsibilities, structures and procedures.	End of 2 nd quarter	Roles, Responsibilities, Structures and Procedures developed finalized and circulated to all staff.	Senior Course coordinators & Heads of Departments		
4.2 Develop management structures with roles and responsibilities for effective functioning of the newly developed management system	End of 1 st quarter	Managements structures developed and used at FE	Senior Coordinators & Heads of Departments		

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1 Upgrade the laboratory facilities to cater to teaching of 2 nd and 3 rd year science subjects in the Bachelor of Education (Secondary) course. (Biology, Chemistry, Physics, Marine Biology, Fisheries Science)	3 rd quarter	Facilities upgraded	Head of Department of Science Education		
5.2 Acquire 3 smart boards for Lecture halls.	2 nd quarter	Multimedia projectors and computers acquired	Head of Finance		
5.3 Replace 10% of ergonomically unsuitable furniture.	2 nd quarter	Furniture replaced	Head of Finance		
5.4 Provide air conditioning for staff rooms.	End of 4 th quarter	Air condition provided	Head of Finance		
5.5 Provide facilities for drinking water in all floors of FE.	End of 4 th quarter	Facility provided	Head of Finance		
5.6 Provide First Aid kit.	End of 3 rd quarter	First Aid kit provided	Head of Finance		

5.7 Develop the link that is established with supplier of books/resources in the region	End of 4 th quarter	Link established	Library Co-ordinator
5.8 Acquire equipment and books for the HDh, R, ADh, GDh and S.	2 nd quarter	Equipments and books acquired	Head of In-service, Professional Development and Regional Development Department
5.9 Acquire books and other resources for the course.	3 rd quarter	Books and other resources acquired	Course Development Coordinator
5.10 Repair and up-grade classrooms (at MCHE old building)	2 nd quarter	Classroom repaired	Head of Finance
5.11 Set-up a Mathematics and PA room.	2 nd quarter	Maths resource room set-up	Head of Mathematics Department
5.12 Obtain 15 new Overhead projectors, one for each class room + Lecture Halls.	Beginning of February	Overhead projectors obtained	Head of Finance
5.13 Seek funding from various agencies to purchase resources for the courses.	3 rd quarter	6 lap tops, 6 printers, 6 photo copiers & 7 OHP purchased	Finance Head & HoD - IPDRDD
2.14 Acquire printers for each staff room	End of 4 th quarter	1 printer for each staff room.	Head of finance
2.15 Set up a Lecturer's resource room		Lecturer's resource room set up	

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1 Bid for research advertised nationally and internationally.	4 th quarter	Bids offered	Head of Research and development unit		
6.2 Provide short term training in research for FE staff.	End of 3 rd quarter	Training provided	Head of Research and Development Unit		
6.3 Explore possibilities for financing research including funds from non-governmental organisations.	End of 2 nd quarter	Possibilities explored	Head of Research and Development Unit		
6.4 Draw up an action plan to support and guide research work within the Faculty.	End of 2 nd quarter	Plan developed	Head of Research and Development Unit		
6.5 Establish a staff resource room with books.	End of 4 th quarter	Plan developed	Head of Research and Development Unit		
6.6 Design at least 2 research proposals for individual or collaborative research projects.	On going	2 research proposals for individual or collaborative research projects finalised	Head of Research and Development Unit.		
6.7 Explore the possibilities to attend 2 International Educational Research conferences.	End of 4 th quarter	Possibilities found	Head of Research and Development Unit		
6.8 Issue new edition of "Fanaaru" with one research article from each department.	5 th October	Fanaaru published with research articles.	Publications Coordinator		

6.9 Design and Carry out In-house Action Research - at least one from each department.	End of 4 th quarter	Research done	Head of Research and Development Unit
6.10 Collect catalogue and research articles /thesis developed by staff	4 th quarter	Articles collected	Head of Research and Development Unit
6.11 Develop a mechanism to support staff involved in research with books/other reference materials.	4 th quarter	Mechanism developed	Deputy Librarian
6.12 Subscribe to online journals.	4 th quarter	subscribed	Deputy Librarian
6.13 Explore possibilities for publishing research findings / articles in international journals.	End of 3 rd quarter	Possibilities explored	Head of Research and Development Unit
6.14 Publish at least 2 research articles in international journals.	End of 4 th quarter	Articles published	Heads of Departments
6.15 Publish findings of the action research carried out by the teachers in "Fanaaru"	4 th quarter	At least 2 article published in the "Fanaaru" Teachers' Journal	HoD – R&DU

Goal 7: Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Mark days like 'National Day', 'The Day Maldives Embraced Islam' etc.	4 th quarter	Days marked	STA Coordinator		
7.2 Have lectures about pressing Islamic/current issues.	4 th quarter	Lectures held	Media Coordinator		
7.3 Plan activities through Student Association to promote Islamic/ Dhivehi Identity of the college	On-going	Activities held	STA Coordinator		

Goal 8: Enhancing Internationalization

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1 Explore possibilities to offer training programs in collaboration with other international universities.	Possibilities explored and followed up	2004	Head of Research and Development Unit		
8.2 Explore possibilities to offer external programs in collaboration with other universities specially Edith Cowan University.	Possibilities explored	2004	Senior Course Coordinators		
8.3 Seek accreditation for all the programs offered at FE.	Accreditation sought	Ongoing	Senior Course Coordinators		
8.4 Seek accreditation from MAB for all courses and programmes run by FE.	Accreditation sought	2004	Senior Course Coordinators		

8.5 Conduct workshops at FE with assistance from International organisations.	Workshops conducted	Ongoing	Research and Development Coordinator
8.6 Acquire funding necessary for accreditation of FE by international institutions.	Possibilities explored	End of 2 nd quarter	Research and Development Coordinator
8.7 Explore possibilities for establishing a twinning program with an international institution	Possibilities explored	2004	Dean
8.8 Explore possibilities for developing an exchange program for staff with an international institution.	Possibilities explored	2004	Head of Research and Development Unit
8.9 Compare the equivalence (level/content) of all FE subjects to subjects offered at Link Institute and other international universities.	4 th quarter 2003	Level of subjects compared	Head of Department

FACULTY OF ENGINEERING TECHNOLOGY

Goal 1: Attract and Retain Quality People

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1 Recruit 1 undergraduate staff in: <ul style="list-style-type: none"> • Civil Engineering • Refrigeration • Information systems Engineering • Electrical Engineering • Architecture • Mechanical Engineering 	2 nd quarter	Staff recruited	Head of Faculty/ Management Committee		
1.2 Conduct training course on; <ul style="list-style-type: none"> • strategic planning for 10 staff through PSTG • Web development for 10 staff through PSTG • Computerized accounting for 3 staff • Basic accounting and financial regulations for 2 staff • Creative arts for 2 staff • The CISCO certified network associate(CCNA) for 1 staff • Microsoft certified system engineer(MCSE) for 1 staff • Advanced office information technology for 4 staff • Advanced diploma in statistics for 1 staff 	Throughout the year	staff trained	Head of Faculty/management committee		
1.3 Conduct weekly meetings of senior staff and monthly meetings of senior staff with other staff	Continuous	Meetings held	Head of Faculty		

Provide training through ADB funding allocated to FET in the following disciplines :	By December	Staff leave for training	Head of Faculty/Central Administration
1 Master degree in Architecture			
1 Degree/Diploma in Civil Engineering			
1 Degree/Masters in curriculum Development			
1 Degree/Diploma in Electrical Engineering			
1 Degree/Diploma in Construction Management			
1 Degree/Diploma in Computer Engineering			
1 Diploma in Marine Engineering			
1 Diploma in Boat Building			
1 Diploma in Welding			
1 Diploma in Refrigeration and Air Condition.			
1.4 Seek funding for academic and administrative staff to attend seminars/study visits in regional/Asia Pacific countries	By December	Attend seminar	Head of Faculty/ Academic review Committee
1.5 Review and revise already Formulated HRD plan	By February	Plan available	Head of Faculty/ Academic review Committee
1.6 Provide promotion for staff who are eligible within the government/college framework	Throughout the year	Eligible staff promote	Head of Faculty
1.7 Aware staff of occupational health safety, mainly hazards associated with machine tools and computer.	By June	Seminar held	Academic review Committee
1.8 Conduct short – term training course in pedagogic skills	By September	Workshop/seminar held	Academic coordinator
1.9 Develop brochures, Hand book for the courses offered at Faculty	By July	Completion of brochures/ hand book	HOD's/ Academic coordinators
1.10 Organize visits to provide information on FET training activities to secondary schools in Male' and selected atolls	By November	Visited 4 secondary schools in Male' , Southern Secondary School & Northern Secondary School	Head of Faculty / Management Committee

1.11 Advertise all courses through media: • Develop a promotional documentary on the training programs offered at FET	Ongoing and Continued	Completion of the documentary and telecast through TVM	Head of Faculty /HOD/ Academic coordinators /admin
1.12 Upgrade staff knowledge and skills in technical education at regional programmes through available short term courses	Throughout the year	Training provided	Head of Faculty
1.13 Promotion of courses: • through Youth Challenge at Male' and atolls • promotional trips to 4 atolls	Ongoing	Participated Completed visits	Head of Faculty/Academic coordinators
1.14 Develop short-term programmes to meet the industrial requirements	Ongoing	Programme developed	Course coordinator
1.15 Increase student enrolment	Throughout the year	At least 10% increase in short and long term courses	Head of Faculty/ Academic coordinator
1.16 Train a librarian to handle a computerized system	By November	Librarian trained	Head of Faculty/Deputy Director

Goal 2: Enhancing Teaching and Learning.

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
2.1 Evaluate the subjects/courses during each semester to get the feedback and produce a summary.	Mid-semester	Evaluated and summary produced	Course coordinator		
2.2 Provide feedback to academic staff on the outcome of the evaluation and take steps to increase ratings.	During the semester	Feed back provided and steps taken	Course coordinator		
2.3 Produce a master time-table for each semester in addition to the departmental time-tables	Before the commencement of each semester	Master time table produced	Course coordinators		
Develop a mechanism to share the teaching/ educational and research material for the staff and students via the network	1 st quarter	Mechanism developed	Head of Faculty		
2.4 Conduct at least one short-term course in each atoll based on their requirement	During the year	Courses conducted	Course coordinator		
2.5 Conduct a seminar for teaching staff on management and supervisory skills	3 rd quarter	Seminar conducted	Academic coordinators/ HOD's		
2.6 Conduct industrial survey for training needs assessment	2 nd quarter	Survey conducted and training requirements identified	Deputy Director		

2.7	Conduct consultation meetings annually with personnel's from the related industry and workshops	4 th quarter	Meeting held and requirements identified	Head of facultyCourse coordinator
2.8	Compile all the resource materials of AC courses as modules	1at quarter	Modules compiled	HOD's/ course coordinators
2.9	Revise and Compile all the resource materials of short-term courses	3 rd quarter	Materials compiled	course coordinators
2.10	Develop Curriculum related texts and readers for all new courses	2 nd quarter	Developed and printed	course coordinator
2.11	Arrange monitoring and supervision trips to the RYVTC's and College campuses where regular credit courses are offered	2 nd quarter and 4 th quarter	Monitoring and supervision conducted	Course coordinator/HOD's
2.12	Random monitoring of short term courses at Atolls	During the year	Monitoring conducted	course coordinator
2.13	Student Evaluation during the industrial training period	During the industrial training	Visit completed and supervisor feed back obtained	Coordinator/HOD's
2.14	Computerization of library to view the books available and send over -due messages to the borrowers through the network	3 rd quarter	Computerized	Head of Faculty/Deputy Director
2.15	Accreditation of all FET course by MAB	1 st quarter	Approvals received	Head of Faculty
2.16	Visit to Overseas Training Sites to Evaluate the Standards of Practices	2 nd quarter	Relevant staff visited	Head of Faculty
2.17	Give away Shaheed Ahmed Rasheed Award	2 nd Graduation	Award presented	Head of Faculty
2.18	Strengthen the examination conducting procedure	During the examinations	Chief examination coordinator appointed	Course coordinator
2.19	Continue the existing Diploma programs and start new programs:			Head of Faculty/course coordinators
	- Continue with the Diploma in Building Construction	Continues	Course completed	
	Continue with the Diploma in Architecture	Continues	Course completed	
	Enrolment for Diploma in Electrical Engineering	Jan. intake	Students enrolled	
	Enrolment for Diploma in Civil Engineering	Jan intake	Students enrolled	
	Enrolment for Diploma in Mechanical Engineering	Jan intake	Students enrolled	
	Enrolment for Diploma in Building Construction	July intake	Students enrolled	
	Enrolment for Diploma in Electronics Engineering	Jan intake	Students enrolled	

2.20 Continue the existing Advanced certificate(AC) programs and new AC enrolments at FET				Head of Faculty/ Course coordinator
Continue with the Engine Repair & Maintenance course	Continues	Course completed		
Continue with the Refrigeration & Air- conditioning course	Continues	Course completed		
Continue with the Electrical and Electronics Engineering course	Continues	Course completed		
Continue with the Welding & Metal Fabrication course	Continues	Course completed		
Continue with the Electrical Engineering course	Continues	Course completed		
Continue with the Machining and Mechanical fitting course	Continues	Course completed		
Enrolment for Engine Repair & Maintenance course	July intake	Students enrolled		
Enrolment for Refrigeration & Air- conditioning course	July intake	Students enrolled		
Enrolment for Electrical and Electronics Engineering course	July intake	Students enrolled		
Enrolment for Welding & Metal Fabrication course	July intake	Students enrolled		
Enrolment for Electrical Engineering course	July intake	Students enrolled		
Enrolment for Machining and Mechanical fitting course	July intake	Students enrolled		
Enrolment for Fluid Power	July intake	Students enrolled		

2.21 Continue the existing Advanced certificate(AC) programs and new AC enrolments at RYVT's and College Campuses:			Head of Faculty/Course Coordinator
Continue with Wooden & Fibre Course(RYVTC/R.Alifushi)	Glass Boat Building	Continues	Course Completed
Continue with Engine Repair and Maintenance Course(RYVTC/H.Dh Kulhudhuffushi)		Continues	Course Completed
Continue with Electrical and Electronic Engineering Course (RYVTC/S.Hithadhoo)		Continues	Course Completed
Enrolment for Furniture Carpentry and Joinery Course(RYVTC/ K. Thulusdhoo)		July intake	Students enrolled
Enrolment for Furniture Carpentry and Wood Carving Course (RYVTC/S.Hithadhoo)		July intake	Students enrolled
Enrolment for Wooden & Fibre Course(RYVTC/R.Alifushi)	Glass Boat Building	July intake	Students enrolled
Enrolment for Engine Repair and Maintenance Course(RYVTC/H.Dh Kulhudhuffushi)		July intake	Students enrolled
Enrolment for Electrical and Electronic Engineering Course (RYVTC/S.Hithadhoo)		July intake	Students enrolled
Conduct the following Cert III Level Courses at FET:			Head of Faculty /Course Coordinator
Fluid Power		July intake	Students enrolled and Course conducted
Machining		January / July Intake	
Welding and Sheet Metal		January / July intake	
2.22 Conduct the following Cert III Level Courses at RYVTC's and College Campuses:			Head of Faculty /Course Coordinator
Engine Repair and Maintenance (RYVTC/H.Dh Kulhudhuffushi)		January intake	Students enrolled and Course Conducted
Furniture Carpentry and Joinery(RYVTC/ K. Thulusdhoo)		January /July intake	

Wood Carving (RYVTC/ S.Hithadhoo)	July intake		
Furniture and Furnishing(RYVTC/S.Hithadhoo and K.Thulusdhoo)	January intake		
2.23 Conduct the following short-term courses :	Throughout the year	Course Conducted	Head of Faculty /Course Coordinator
Engine Operation and Maintenance			
Domestic Refrigeration			
Maintenance			
Basic Furniture Carpentry			
Domestic Electrical Installation and Maintenance			
Domestic Plumbing and Maintenance			
Handicraft Skill Development /Fiber Craft			
Basic Course on Industrial safety			
Safe Usage and Basic Maintenance of Domestic Electrical Appliances			
Basic Tiling			
Basic Gas Welding and Cutting			
Basic Machining			
Basic Arc Welding			
Brick Masonry and Plastering			
Basic Supervisory Course on Construction Methods and Management			
Basic Electronics			

Automobile Maintenance

Computer Networking

Wood Carving

Basic T.V Servicing

Basic CAD

Computer Hardware Maintenance

Generator Maintenance and Troubleshooting

Mechanized Pump Repair and maintenance

Handicraft/ Pearl Jewellery

Mat Weaving Course

Wood Turning and Lacquer Work

Goal 3: Improving College Finance

ACTIONS PLANED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
3.1 Prioritize activities planned to make effective budget spending	By January	Activities prioritized	Head of Faculty		
3.2 Prepare quarterly budget expenditure reports and take necessary action to prevent overspending and ensure the budgeted targets are met	Quarterly	Budget reports prepared and budgeted targets are met	Head of Faculty		
3.3 Maintain and regularly update stock and inventory of physical assets.	Throughout the year	Stock and inventory updated	Deputy Director		
3.4 Improve the existing inventory software to make it more user friendly	By April	Inventory software improved	Deputy Director		
3.5 Complete the inventorisation process of the physical assets	1 st Quarter	Inventorisation completed	Deputy director		
3.6 Form a committee for random checking of inventory	1 st Quarter	Committee formed	Head of Faculty		

entries to strengthen the stock keeping and up to date				
3.7 Improve Photocopying services for full-time /part-time students at FET	By February	Photocopying services improved		Deputy Director
3.8 Conduct Fee based short-term Courses in Male'	Throughout the year	Fee based courses conducted		Course Coordinator
3.9 Renting out the seminar hall to the Public and Private parties for Educational purposes	Throughout the year	Seminar hall rented for educational purposes		Head of Faculty
3.10 Profitable utilization of project works (items) made by the students during the course.	Throughout the year	Items profitably utilized		Deputy Director
3.11 Maintain all physical resources in good working condition.	Throughout the year	Condition of physical assets maintained		Head of Faculty/Deputy Director

Goal 4: Strengthening Planning and Management

ACTIONS PLANED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Organize regular meetings with the teaching staff and the course coordinators to discuss the course specific information	During the semester	Meetings and discussions held	Head of Faculty/ Course coordinators		
4.2 Organize student activities within the faculty to develop creativity among the students	During the semester	Activities organized	coordinators and HOD'S		
4.3 Maintain regular statistics of students	Throughout the year	Up to date information available immediately on request	Academic coordinators/HOD'S		
4.4 Maintain and update information on student's academic performance, as well as information related to their attitudes and disciplinary issues	Throughout the year	Up to date information available immediately on request	ARC/Academic co-ordinators		
4.5 Train 2 admin RYVTC staff and 5 admin/academic staff FET to maintain statistics / record keeping and budget administration	3 rd quarter	Staff trained	Head of FET/RVTC and Management Committee		
4.6 Conduct meetings to review and update Operational plan	2 nd and 3 rd quarter	Meetings held and OP reviewed and updated	Head of Faculty		
4.7 Improve the communication methods used in the faculty as well as with other institutions	Throughout the year	Effectively communicated	Head of Faculty		
4.8 Delegation of work where appropriate	Throughout the year	Work assigned	Head of Faculty		
4.9 Review and revise the Line of Authority	1 st quarter	Staff assigned	Head of Faculty		
4.10 Conduct relevant in-house training programmes for administrative and support staff	3 rd quarter	Training programmes conducted	Deputy Director		

Goal 5: Improving Facilities in Male' and Other Islands.

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1 Purchase third Floor Furniture & equipment	1 st quarter	Required furniture and equipment purchased	Head of Faculty		
5.2 Provide junior executive chairs and tables to the academic staff from Assistant Lecturer Gr.1 and above.	2 nd quarter	Required chairs and tables purchased	Head of Faculty		
5.3 Purchase additional 10 computers for the lecturers	3 rd quarter	Computers purchased	Head of Faculty /Finance Section		
5.4 Replace all the student chairs and tables of one classroom at FET/Male'	1 st quarter	Chairs and tables replaced	Head of Faculty/Deputy Director		
5.5 Purchase tools and equipments required to complete architectural studio	1 st quarter	Tools and equipments purchased	Head of Faculty/Academic co-coordinator		
5.6 Establish library with 100 books and furniture at RYVTC /Alifushi and Thulusdhoo	By May	Library established	Deputy Director./ Finance Section		
5.7 Provide additional 100 library books	By July	Identify and purchase books, magazines	Deputy Director		
5.8 Subscribe 2 magazines and 2 journals for FET	By June	Subscribed	Course Coordinator		
Provide additional equipments for the following trades specially to conduct higher level courses;	By December	Equipments purchased	Head of Faculty/Academic coordinator		
-Electronic Engineering					
-Civil Engineering					
-Construction Management					
-Electrical Engineering					
-Mechanical Engineering					
5.9 Purchase additional 6 computers to complete the computer lab. at RYVTC Alifushi	By March	Computers purchased	Head of FET/D. Director		
5.10 Acquire additional air Conditioner units (18,000BTU)	3 rd quarter	Acquired and installed	Head of FET/D. Director		
5.11 Provide FET library room with additional 2 Computers	By March	Computers purchased	Head of Faculty		
5.12 Replace the remaining damaged granite fixed outside the building of FET	3 rd quarter	Granite replaced	Head of Faculty		
5.13 Replace existing shutter steel gates to Aluminium gates of Refrigeration, Engine, Welding and Machining section	3 rd quarter	Gates installed	Head of Faculty/Deputy Director		

5.14 Provide additional automotive training equipment to the Marine and Automobile Section	4 th quarter	Equipment purchased	Head of Faculty/Course coordinator
5.15 Review and implement FET fire systems	1 st quarter	Reviewed and Renewed	Deputy Director
5.16 Review and implement RYVTC fire systems	2 nd quarter	Implemented	Head of Faculty
5.17 Rectify the problems of FET 2 nd floor electrical wiring system.	1 st quarter	Fault Rectified	Deputy Director
5.18 Relocate the existing foundation stone/monument from the court yard to any suitable place	3 rd quarter	Monument relocated	Deputy Director
5.19 Level the court yard.	3 rd quarter	levelled	Deputy Director
5.20 Propose a landscape design for the existing court yard	3 rd quarter	Design approved	Head of Faculty
5.21 Redesign and implement the rear (material gate) entrance gate and raise the wall height.	2 nd quarter	New gate installed and wall height raised	Deputy Director
5.22 Change the partition of the fuel room of the engine section	1 st quarter	Partition changed	Deputy Director
5.23 Install 3 exhaust fans in engine section	1 st quarter	Fans installed	Deputy Director
5.24 Termite control at ground floor workshops where it has been affected	1 st quarter	Consulted with controlling parties and action taken	Deputy Director
5.25 Establish 2 class rooms with the following facilities; multi-media projector laptop computer OHP and screen TV and VCR Flip chart Cassette player	2 nd quarter	Class room established with the facilities	Head of Faculty
5.26 Purchase necessary office furniture for the Faculty(Male'), Alifushi and Thulusdhoo	Throughout the year	Necessary furniture purchased	Head of Faculty, course coordinators
5.27 Purchase 10 additional computers to complete the existing computer labs.	2 nd quarter	Computers purchased and installed	Head of Faculty
5.28 Purchase 2 laptop computers and 1 multi-media LCD projector	1 st quarter	Purchased and made available	Head of Faculty
5.29 Install grill frames in Electrical section and refrigeration section	2 nd quarter	Grills installed	Deputy Director
5.30 Establish an additional staff room in fourth floor	4 th quarter	Staff room established with work stations	Head of Faculty
5.31 Landscape the garden at VIP and student entrance	3 rd quarter	Garden restructured	Head of Faculty/Deputy Director
5.32 Extension of civil lab. to the general store	3 rd quarter	Lab. extended	Head of Faculty/Deputy Director
5.33 Ceiling of electronics lab. to be repaired	1 st quarter	Ceiling repaired	Deputy Director

Goal 6: Promoting Research

ACTIONS PLANED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1 Formulate a research committee at FET and implement Terms Of Reference (TOR).	2 nd quarter	Committee formed	Head of Faculty		
6.2 Conduct tracer study and publish the report	1 st quarter	Tracer study conducted and report published	Head of Faculty/Course coordinator		
6.3 Research on the relevant amendments to the curriculum	1 st semester	Curriculum amended	Course coordinator		
6.4 Conduct research in collaboration with the relevant industries/institutions	Throughout the year	Research project identified and commenced	Course coordinators/HOD's		
6.5 Develop research based projects	Throughout the year	Projects developed	Head of Faculty/HOD's		

Goal 7: Enhancing the Maldivian Identity in the College

ACTIONS PLANED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Develop and conduct short-term courses in traditional work areas in danger of extinction	Throughout the year	Course conducted	Academic co-ordinators		
7.2 Trainees assignments are set to incorporate Islamic Maldivian art in their work/project in the relevant disciplines	During the semester	Projects assigned that reflect Maldivian art	Course coordinators/HOD's		
7.3 Encourage staff and students to take part in religious and cultural festivities	Throughout the year	Significant dates are reminded	Head of Faculty		
7.4 Enhance the position of Dhivehi in FET Communications	Throughout the year	Circulars delivered to staff	Deputy Director		

Goal 8: Enhancing Internationalization

ACTIONS PLANED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1 Conduct at least two long term programmes of international standard in two different disciplines	2 nd quarter	Students selected and programme started	Head of Faculty/ Academic coordinator		
8.2 Seek recognition of FET long term courses from overseas institutions	By July	Courses recognized from over-seas institutions	Head of Faculty		
8.3 Attempt to conduct a BTECH programme	1 st quarter	Course conducted	Head of Faculty		

FACULTY OF HEALTH SCIENCES

Goal 1: Attracting and Retaining Quality People

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1. Conduct a survey to identify factors that contribute to the staff dissatisfaction	January	Results of survey	SDC (Staff Development Committee)		
1.2. Conduct a workshop to discuss issues related to staff dissatisfaction <ul style="list-style-type: none"> • Identify methods and strategies that would help minimize staff dissatisfaction 	January	Evaluation report of workshop	SDC		
1.3 Identify staff development needs <ul style="list-style-type: none"> • Identify emerging needs of the faculty • Prepare staff to contribute to the new areas 	February	Results of survey	SDC		
1.4 Prepare a Plan of action for SDC for 2006. and identify key activities	April	Action Plan submitted	SDC		
1.5 Conduct workshop on Multimedia Workshop on teaching methods for FHS and external teachers	June	Staff trained in the use of Multimedia and in teaching methods Report of the workshop	SDC		
1.6 Identify the impact of peer evaluation, self evaluation of teachers and student evaluation of teaching	September 2005	Report of study	SDC		
1.7. Update Training needs considering new emerging areas with priorities identified.	March	List of updated training needs	MC		
1.8. Provide training to accommodate existing /new areas <ul style="list-style-type: none"> • Send a staff/member for B Pharmacy • MBBS course • Counselling • Traditional Medicine 	July	Candidate undergo training in Bpharm, MBBs, Counseling and Traditional Medicine	Dean		
1.9. Provide training for administrative staff in the following areas. <ul style="list-style-type: none"> • Skills in computer soft ware • Accountancy • Financial Management 	July	2 staff trained in computer skills, accountancy & financial management	Dean/Budget section		
1.10. Conduct regular supportive supervision interviews	Ongoing	Interviews conducted once a year for each staff and feedback given	Head of Ac Section		

1.11 Self evaluation of teaching carried out in each semester	June, October	Self evaluation reports presented by all staff	All Teachers
1.12 Conduct orientation program for newly joining staff. <ul style="list-style-type: none"> Orientation package to be revised New teachers provided with the information regarding the policies of the college 	ongoing	Orientation program Package for new staff	Admin. Head/Academic Head
1.13 Accommodate requirements of new teachers	Ongoing		SDC
<ul style="list-style-type: none"> Conduct workshop on teaching methodology 	February	All new teachers equipped with teaching skills	
<ul style="list-style-type: none"> Conduct workshops for developing self study guides for new teachers 	March	New teachers gain skills in developing self study guides	
1.14 Organize rotation for teachers to work in the Regional training sites	July	Teachers take turns to teach in the training sites	Ac Head
Support provided to new teachers by assigning a mentor for the first semester	Ongoing	New teachers are supervised by experienced teachers.	Ac Head
1.15 Review new emerging needs of the Health Sector with the FHS Advisory Committee	Ongoing	Review done once a year. Minutes of FAC reflect FHS progress in addressing national priorities and support of stake holders	Dean
1.16 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
1.17 Conduct course evaluations for all courses.	Ongoing	Course evaluations conducted with every graduating group. Recommendations considered in revised course curriculums.	CC
1.18 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.	Field Coordinator
1.19 Provide budget at least for 1 academic staff to attend international conferences in the regions	March	Budget procured	Dean

Goal 2: Enhancing and Teaching and Learning

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
2.1 Provide different modes of study to increase flexibility and access to courses					
<ul style="list-style-type: none"> Implement distant learning materials developed for Epi & Biostats, Ward Management and Health Service Management. 	Ongoing	Subject outlines, curriculum documents and learning materials	Cur Com, Sub C		
<ul style="list-style-type: none"> Identify new areas and develop learning guidelines and resources for distant education in areas needed. 	March	Learning guides and learning materials developed, subjects delivered in Flexible mode	Cur Com, Sub C, Sub T		
2.2 Increase learning opportunities at regional levels.	March to August		Acad Head, CCs, Budget Section, Librarian		
<ul style="list-style-type: none"> Conduct workshops/short term courses for the staff of the hospital and community 		Short and long term courses offered at regional levels			
<ul style="list-style-type: none"> Develop clinical mentors and supervisors at the regional hospitals 		Clinical mentors receive training at each reg. training site			
<ul style="list-style-type: none"> Obtain books and equipment required for courses of FHS for the regions 		Books and equipment available for training			
2.3. Identify & develop courses to be offered on part time basis	August	Course developed for part time delivery	CC, Curr Committee		
2.4. Recruit part time teachers in needed areas (Medical Diagnosis and treatment, Health Service Management, Medical Laboratory and selected Nursing areas)					
<ul style="list-style-type: none"> Interview and select teachers with appropriate qualification and experience 	March	Appropriate teachers available for teaching specific subjects	Admin Head		
<ul style="list-style-type: none"> Secure monetary incentives for mentors and external teachers 	Ongoing	Budget procured for external teachers	Budget officer		
2.5. Visit to Sri Lanka and India to find appropriate training centre for placing students of Diploma in Pharmacy course	March				

2.6 Review and request for placement in Sri Lanka and India for clinical practice for DN, DMLT, PHC	Ongoing	Dean, MCHE
<ul style="list-style-type: none"> Request to be placed at least 3 months in advance 	Externship placement confirmed	Dean/Head of Budget section
<ul style="list-style-type: none"> Provide budget for training sites overseas 	Budget procured	Ext Coordinator
<ul style="list-style-type: none"> Objectives to be finalized and communicated to the coordinators in the externship 	Finalized Program	Head of Budget section Ext Coordinator

2.7. Improve standard of clinical practice

<ul style="list-style-type: none"> Conduct clinical evaluation in all areas of practical placements (in IGMH, ADK, regional hospitals) 	End of placement	Evaluation conducted and feedback provided to IGMH and Reg. Training sites	Clinical Coordinator/Ac. Head
<ul style="list-style-type: none"> Organise faculty members to work along with the clinical staff at the hospitals to improve the standard of training. 	Ongoing	Duty rota of clinical supervisors and signed attendance	Clinical Coordinator
<ul style="list-style-type: none"> Clinical activities and objectives to be developed by the subject teachers and communicated to students and all staff concerned before each placement 	February, July	List of requirements	Clinical Coordinator/ Supervisors/ST
<ul style="list-style-type: none"> Develop guidelines for clinical postings (semester postings, internships, externship) 	February, July	Students receive written guidelines	Clinical Coordinator/ST/yr coordinators
<ul style="list-style-type: none"> Revise existing clinical assessment forms for patient assessment in the area of Child Health. 	February	Clinical assessment forms available	S. Teachers
<ul style="list-style-type: none"> Revise Internship and Externship and other field related materials 	Before placement	Revised field and externship documents Manual completed	CCs, ST
<ul style="list-style-type: none"> Identify the equipment needed for regional campuses and purchase them (Nursing, PHC, MLT) 	February	Equipment available for practice	Dean CCs, ST
<ul style="list-style-type: none"> Design activities for all areas of IGMH clinical posting (DMLT) 	February	Finalized list of placement activities	CC, ST
<ul style="list-style-type: none"> Conduct mentoring workshops for all clinical supervisors (Lab, Nursing, Pharmacy & PHC areas) 	March	Place for externship placement for Pharmacy course finalized	Dean/CC

2.8 Organize to set up the FHS new building				
• Finalize list for all labs of FHS (A/P, Clinical Procedure, ML, Pharmacy, Traditional Medicine, Nutrition)	February	List of Equipment		Committee (FHS New building), CCs, ST
• Equip and set up the labs of the new building of FHS:	March	New labs ready for use		Lab supervisors, CCs, ST
• Perform a cost benefit analysis for establishing a diagnostic laboratory in the new building	April	Analysis of Costs for Diagnostic Lab		CC, Dean
• Recruit new staff (security officers, lab assistants, laboratory technicians and lecturers)	January	New staff employed to accommodate new sections		Dean, Adm Head
• Ensure adequate multimedia facilities are available for classes	February	Projectors available in at least two classrooms		Budget Section
2.9. Improve standard of teaching and learning materials				
• Review learning materials and assignments	March-July	Report of review		Curr Com
• Review assessment component of all subjects (all courses)	February	Report of review		Ac. Head, Ass Com
• Review curriculum (all courses) at the end of each semester) and identify areas to be developed.	March	Learning materials developed		Curr Comm (all courses)
• Identify clinical procedures for which checklists are not made	February	Procedures identified		Nursing Committee Nursing Committee
• Review existing checklists and revise them	March	Checklists revised		
• Prepare checklists for new procedures (at least half)	August	Standardised checklist for selected procedures		Clinical Nursing Committee, IGMH staff

2.10. Provide support to students with academic and personal needs

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|---|------------|------------------------------------|--------------|
| • Hold academic skills session every semester | March, Aug | 75% of students attending sessions | Std Aff./Cc |
| • Provide counselling for students in need. | Ongoing | Students provided with counselling | Std Aff./ Cc |
| • Extra tutorials for students having difficulties in coping with studies | Ongoing | Tutorials classes held as required | ST |

2.11. Identify the needs of PHC and DMLT diploma courses to upgrade to degree level

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|--|-----------|--|--------------|
| • Identify the needs for MLT conversion degree through a task analysis | April | Needs identified through survey; survey report | Curr Com |
| • Identify the needs for a conversion course for upgrading Pharmacy Assistants to Diploma level. | May | Letters from universities abroad | Dean |
| • Conduct a needs analysis for PHC through focus group discussion and questionnaires | September | Letters exchanged with Universities | CC |
| • Obtain external consultancy for PHC curriculum | March | Consultation report developed, | Dean, CC |
| • Complete the first draft of PHC curriculum | October | Curriculum completed | PHC Curr com |
| • Communicate with universities abroad and find out the requirements to upgrade PHC and DMLT courses to a degree level | March | Requirements identified | Dean |
| • Exchange documents regarding development linkage with universities abroad (Curtin, La Trobe University) | April | MOU | Dean/MCHE |
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2.12 Evaluate training effectiveness through questionnaires	June	Questionnaires developed and reviewed	Ac Head,
2.13 Conduct survey in IGMH, Regional hospitals, Health Centres	September	Report of survey	Dean, Ac Head, Field Ccs
2.14. Conduct consultation meetings annually with stakeholders of courses of FHS (Advisory Committee and other relevant members) to identify new areas for training	March	Needs for further training identified	Dean, Ac Head, CCs
2.15. Regularly consult with FHS Advisory Committee / discuss issues and seek advice regarding training	Ongoing	Meetings held at least once a quarter. /Minutes of Advisory Committee reflect consultation	Dean
2.16. Increase student enrolment for all courses by 10%			
<ul style="list-style-type: none"> • Providing information of all courses through the public media. 	January	Enrolments increased by 10%	Std Affairs, Std Assoc. & CCs
<ul style="list-style-type: none"> • Produce and distribute leaflets on courses available at FHS to Secondary /Higher Secondary Schools 	February		Std Affairs, CCs
<ul style="list-style-type: none"> • Place attractive advertisements in newspapers for PHC course 	February		CComm, Std Aff
<ul style="list-style-type: none"> • Hold Open House once a year to provide information to students from Secondary/Higher Secondary Schools 	February		Student Comm, Ccs,
<ul style="list-style-type: none"> • Disseminate PHC course information to secondary schools, island office, DPH, Hospitals and health centres 	During field visits		ST
<ul style="list-style-type: none"> • Participate in Youth Challenge to advertise and promote all courses. 	February		CCs Std Affairs Std Comm

2.17 Undertake training needs analysis to find out the need for new courses in continuing education	February	Conduct focus group intern views Report of analysis	Cont Ed. Com
2.18 Conduct Short and Long term courses in the Regional Training sites and in Male' as required by FHS and the Health Sector:			
Conduct NA course in Haa Dhaal, and Seenu regions.	June	40 nurses aides trained	CCs, Subj Teachers
Nursing Management workshop (Haa Dhaal & Seenu)	March, April	30 candidates trained	Nursing T at R. Tr sites & Teachers from Male'
Mentoring for Lab technicians	March	15 lab staff trained	MLT CC
Mentoring for Pharmacists	June, July	20 pharmacy assistants trained	Pharmacy T
CPR for nurses (Haa Dhaal, Seenu)	February to August	15 nurses attended training	FA Committee & CPR trainers
Basic First Aid (for govt and private sector needs)	February to August	20 persons trained	First Aid Committee
In-service training for pharmacists (customer service and drug counselling)	June	20 Pharmacy assistants receive training	Pharmacy Teachers, CE
Nutrition	April	20 Teachers attend training	CC, CE
Reproductive Health Management	June	15 HCW attend training	CC, CE
Teaching methodology for clinical teachers/external teachers: Male'	April	15 teachers/external teachers trained	SDC
2.19 Design new courses according to the needs of the Health sector:			
• Design Bachelors Degree in Primary Health Care	August	Course Curriculum	Curr Com, CCs
• Design Operation Theatre Nursing course (Ad Diploma Level)	August	Course Curriculum	
2.20. Strengthen and improve learning resources and facilities			
• Identify and order journals in each discipline: online	January	At least one Journal available in every discipline	Chief librarian, Budget Officer

and hard copies				Core texts available for reference
<ul style="list-style-type: none"> Identify essential up to date reference books for the various disciplines and purchase them Identify and order new requirements for videos. Adequate computer facilities to be made available for students 				Learning videos available.
2.21. Develop and maintain clinical, medical, anatomy & physiology, nutrition, traditional medicine and pharmacy laboratories,				
Identify equipment in every area and purchase them.	January	List of equipment		Clinical Lab asst, Sub Teachers
<ul style="list-style-type: none"> Recruit lab assistant to maintain equipment and supervise lab sessions 	January	Lab assistants recruited		Dean, Adm Head

Goal 3: Improving College Finance

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
3.1. Management of budgetary resources	Ongoing	List of activities for budget allocation according to priority	Head of Budget section		
<ul style="list-style-type: none"> Re allocate budget for resources according to priorities Prepare quarterly budget spending plan 	May	Budget spending kept within accepted levels Quarterly budget spending plan			
3.2. Identify ways and means of increasing income revenue	Ongoing	Cost calculations finalized Fees are charged for new courses (with advise from the Advisory Committee)	CCs, Budget section		
<ul style="list-style-type: none"> Finalize cost calculations for new courses Charge fees for all new courses 					
3.2. Upgrade budget officers by providing additional training	June 2005	Budget officer receive training in finance management	Head of Budget section		
<ul style="list-style-type: none"> Training offered to budget officer 					

Goal: 4 Strengthening Management

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Management Committee held at least twice a month to review academic and administrative matters					
<ul style="list-style-type: none"> Review staff development plan and prioritize courses 	February	Staff development plan Finalized training needs	SDC, MC		
<ul style="list-style-type: none"> Provide long-term training according to the needs 	Ongoing		MC, Dean,		
<ul style="list-style-type: none"> Conduct evaluations of employer satisfaction 	Each year	Results published	Research Com		
<ul style="list-style-type: none"> Conduct field placements to evaluate outcomes of programs delivered at FHS 	End of placement	Report of placement	Field C.		
<ul style="list-style-type: none"> Review issues with clinical placements 	End of clinical placements	Report of placement	Cl. C.		

4.2. Efficient planning and management of administration	Ongoing	Copies of procedure manual printed	Head of Admin section, Budget Section
<ul style="list-style-type: none"> Review and implement standards procedures and guidelines for administrative as well as academic procedures 	September		
<ul style="list-style-type: none"> Train staff in repairing equipment; OHP, Computer, lab instruments 	Ongoing	Staff trained	
<ul style="list-style-type: none"> Ensure that equipment are repaired and maintained regularly 	Ongoing	All equipment are in working order	
<ul style="list-style-type: none"> Provide additional photocopying facilities for students and staff in the library with card system for payment 	January	Additional photocopiers available	
<ul style="list-style-type: none"> Provide staff training for IT and Communication. 	July	Staff trained in IT & Communication	
4.3. Improve student support and Administration	Ongoing		Std Aff
4.3.1 Orientation program reviewed and conducted during the orientation week which include:	Ongoing	Orientation program	Std Aff
<ul style="list-style-type: none"> Gender awareness workshop 	Ongoing	No of students attending orientation documented.	St Aff
<ul style="list-style-type: none"> Organize meetings with teachers and course coordinators to discuss course specific information 	Ongoing	Teachers available to provide course information	St Aff, CC, ST
4.3.2 Offer counselling to meet the needs of students	Ongoing	Trained counsellor available for students	Dean, Counselling C
4.3.3. Organize student activities within the faculty to stimulate creativity and development amongst students	Ongoing	Students take part in activities	St Aff
<ul style="list-style-type: none"> Assist n the production of the Annual FHS students Newsletter 	September	Newsletter published	St. Com/Assoc/sSt Aff
<ul style="list-style-type: none"> Hold Open House along with all the academic staff 	March	Open House function held	St Com/Assoc
<ul style="list-style-type: none"> Assist in the formulation of a fitness club under student's association 	March	Fitness club organized	Std Com/Assoc/std Aff
<ul style="list-style-type: none"> Formulation of Health and Nature Club under the Students' Association 	April	Health & Nature club organized	Std Com, Std Aff, CCs

<ul style="list-style-type: none"> Assist students in carrying out the activities in the association action calendar 	Ongoing	Activities implemented
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Goal 5: Improving Facilities in Male' and other Islands

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1 Set up nursing art labs in Gaaf Dhaal, Seenu and Haa Dhaal regional training sites	June	Dean, Ac. Head	Nursing art labs set up		
5.2. Arrange continuous training in all the Regional training sites.	January to November	Regular training conducted	Dean, Academic Head		
5.3. Accommodation to be set up for full time students.	February	Accommodation available	Dean, MCHE		
5.4. Employ new admin and academic staff to cater the needs of training sites	Ongoing	2 Nurses from the regions trained as teachers	Dean, Acad Head		
<ul style="list-style-type: none"> 1 Teacher to be upgraded to BSc nursing to conduct nursing training in each regional training center. 					
Develop supervisors and health care workers assisting in teaching in the regions.	January to November	Staff take part in in-service training and staff development	Ccs, Head of Academic section Dean		
5.5 Teaching and learning facilities to be improved in the regions	January	Books available for referencing	Head of Admin section Head of Ac. Section Chief librarian		
<ul style="list-style-type: none"> Provide nursing art labs with equipment Set up a library and provide lending and borrowing facilities Photocopier to be made available for students 					
5.6 Improve training facilities in Male'.					
<ul style="list-style-type: none"> Procure equipment and furniture for the new FHS building 	March	List of equipment and furniture	Dean, Cc		
<ul style="list-style-type: none"> Feasibility study conducted to set up a diagnostic lab the new building 	June	Plan of diagnostic lab with budget requirements	Head of Ac section DMLT comm., Dean		

Goal 6: Promoting research

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1. Conduct the training effectiveness study (through graduated students and employers)	June	Training effectiveness study completed and results published	Head of Ac Section, Research Comm		
6.2. Conduct tracer study and publish results	ongoing	Results of surveys	Dean, MCHE, AusAID		
6.3 Conduct one research project and publish the results.	November	Results published	Relevant staff & research committee member s		
<ul style="list-style-type: none"> Procure financial resources for one research project 	February	Financial resources available			
6.4 Conduct community research by students with the assistance of teachers (school health, community surveys)	November	Results and findings	Ccs, Sub T		
6.5 Conduct a research methodology workshop to all interested staff in FHS	First semester break	Workshop conducted	Research Committee members		
6.6 Relevant teachers to assist students in carrying out projects (planning and analyzing)	Ongoing	Results published	ST, CCs, Research C.		
6.7 Publish Health Sciences journal from the faculty to provide opportunity to share research findings.	July	Journal published annually	Dean, Ac, Head		
<ul style="list-style-type: none"> Each discipline will contribute at least one article for the journal 					

Goal 7: Enhancing the Maldivian identity of the College

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Ensure that the courses reflect teaching and practice appropriate to Maldivian culture	All courses	Teaching and practice reflect Maldivian culture	Curriculum committee		
7.2. To conduct religious lectures for students and staff	Twice each semester	Religious lectures provided for all staff and students	Stud Aff		
7.2 Address religious aspects of specific health related topics in certain subjects	Ongoing	Religious lectures related to health matters provided by religious leader	Sub T		
Encourage students and staff to abide by the policies of the faculty (dress code, code of conduct)	Ongoing	Policies are implemented	Year cc		
7.3 Include lecture on discipline and respect as it relates to Maldivian culture in the orientation program	June	Lecture on Discipline and Maldivian Culture provided during orientation	Std Aff		

Goal 8: Enhancing Internalization

ACTION PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1. Accreditation of new courses by MAB	March	Curricular accredited	Dean, Ac. Head		
8.2. Accreditation of 2 courses by external bodies.	June	2 courses accredited by external bodies	Dean, Ac. Head		
8.3. Procure funding for accreditation of at least two new courses	July	Budget for accreditation of new courses available	Dean, Ac.Head /CCs		
8.4. Procure funding for attending international conferences for 2 staff	July	Budget available for attending conferences	Dean/Budget section		
8.4. Seek support of external consultant to develop new program (PHC).	June	Support received by external consultant.	Dean, Ac. Head		

FACULTY OF HOSPITALITY AND TOURISM STUDIES

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1 Promotion of courses:					
a) Youth Challenge	1 st week April	Participated	Faculty Management Committee (MC)		
b) Youth Challenge Atoll	1 st Quarter	Completion of visit	MC		
c) Visit to all Male Secondary Schools Gr. 10	2 nd and 3 rd Quarter	Completion of visit	MC		
d) Visit Centre for Higher Secondary Education	3 rd Quarter	Completion of visit	MC		
e) Work in collaboration with Ministry of Tourism with regard to the Tourism Week (Secondary School students educational visit to Resorts)	End September	Conducted	MC		
f) Open Day of FHTS	3 rd week April	Conducted	MC		
g) Promotion of courses while conducting programmes at different Atolls	When ever courses are run	Completion of work	HoF, HoD		
1.2 Promoting Faculty through media:					
a) Use of adverts in newspapers to promote Faculty.	Before commencement of courses	Published	HoF & MC		
b) Request BTEC regional office (Colombo) to advertise BTEC courses in Local and Overseas News papers	1 st Quarter	Printed	HoF		
c) Promotion of courses through college website	All year round	Updated and uploaded	I.T. HEAD		
d) Printing of poster	1 st Quarter	Printed	HoF & MC		
e) Issuing of outreach to industry Twice a Year	once every semester	Printed & issued	HoD & MC		

f)	Continuation of the Weekly Cookery Program on TV	All year round	Telecasted	Food Production
g)	Telecast and broadcast promotional spots about FHTS	All year round	Develop 0.5 to 1 mins video / audio spots and broadcast / telecast them.	MC, HoF
h)	Develop Brochures for various courses	February 2005	Developed and printed	IT Department/ Public Relation Head
i)	Making of a Documentary Video of FHTS and its courses.	1 st Quarter	Filmed	HoD & MC
j)	Use of reporters to publish different articles in the news papers about FHTS	All year	Published	HoF
k)	Promotion of FHTS through College Dhuveli	All Year	Published	
1.3	Opportunities for staff development:			
1.3.1	Upgrading 6 staff to post graduate level.	By end of 2005	In country Training	MC &HoF
1.3.2	Setup a Staff Development Committee to allocate short term training opportunities more equitably	1 st quarter	Committee functioning	HoF
1.3.3	Identify PhD as the highest priority in the training requirement	1 st quarter	Sent to MCHE	MC &HoF
1.3.4	Secure funding for 2 PhD courses	Before end of 2005	Funding obtained	MC &HoF
1.3.5	Create opportunities for staff to have industrial Experience	All year round	Placement	HoF/MC
1.3.6	Attempt to secure funding for more staff for postgraduate training	Before end of 2005	Funding Secured	MC & HoF
1.3.7	Create opportunities for staff development through	Before end of 2005	Completed Training	MC, HoF & HoD
a)	At least 2 overseas short term specialisation training courses. (budget funding)	Through out the year	Visit completed	MC HoF

b)	Seek funding for academic and administrative staff to attend conferences / seminars / exposure trips in regional countries	2 nd Quarter	Visit completed	MC &HoF
c)	Opportunities given to academic and non academic staff to participate in the student's exposure/ educational trip to overseas country.	2 nd Quarter	Workshop conducted.	MC &HoF
1.3.8	Administrative Staff Development Courses and Workshops:	2 nd Quarter	Workshop conducted.	MC &HoF
a)	Microsoft Office Administration(advance) Word and Excel			
	Provide training to staff in the following areas:	3 rd Quarter	Workshop conducted	HoD
	<ul style="list-style-type: none"> • customer relations • financial management • office management • planning and management 			
1.3.9	Support Staff Development Workshops: Hygiene, Health and Safety Cleaning Procedure	2 nd Quarter	Workshop conducted.	HoD
1.3.10	Recruitment of new Academic staff and Administrative staff	1 st Quarter	Employed	HoF

Goal 2: Enhance Teaching and Learning

	ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
2.1	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 and December	Evaluation system established and implemented	Course Coordinators.		

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	End of Semesters	MC
b)	Develop and implement a mechanism to ensure teaching quality and design appropriate procedures to strengthen and monitoring / supervision of classes	Throughout the year	Implemented	MC
c)	External Verification visit by Edexcel Foundation	3 rd Quarter	Visit completed	MC & HoF
d)	Conduct Course evaluation for all courses	End of course	Feed back given and improvement made	Course coordinators
e)	Student Evaluation during industrial placement	Industrial Training Period	Visit completed	Course coordinators
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	Obtain summary of course evaluation at the end of each semester from Coordinators and sent to MCHE	End of 1 st and 2 nd semester	- Data collected and used to provide feedback and review programs - Report tabled in AB meeting	Course co-ordinators & HoF
2.5	Enhance Student Support and Guidance.	Throughout the year	On request tutorial and one-to-one sessions	Module Leaders
2.6	Enhance student-centred teaching and learning by use of multimedia.	1 st Quarter	Equipment bought and staff trained	MC & HoF
2.7	Develop and implement a mechanism for staff to share teaching and/or research experience.	1 st & 2 nd Quarter	Mechanism developed	Heads of Departments , HoF
2.8	Organise a workshop on relevant computer programs for lecturers. (excel, word, power point presentation)	1 st & 2 nd Quarter	Workshop organised	Head of IT
2.9	Translation of major texts used in specific courses which are to be taught in Dhivehi.	End of 4 th quarter	Books translated	HoD
2.10	Upgrading of student computer lab	1 st Quarter	Equipment bought	MC & HoF
2.11	Develop curriculum related texts and readers for all new courses.	2 nd Quarter	Written and printed	HoD, Program Coordinators
2.12	Identify and order Hospitality Education Journals, CD's Video's and Slides	End of 1 st Quarter	Journals Available in Library	MC & HoF
2.13	Identify essential reference books for the various	2 nd Quarter	Books available in Library	MC & HoF

disciplines taught at FHTS and purchase them.			
2.14	Provide opportunities for industry exposure to staff	Once a year	Worked in Resorts MC & HoF
2.15	Continue the existing Certificate, Diploma and Degree Programme and Begin New Programmes. a. Commence BTEC HND (NEW) b. Continue with BA (Hons) c. Continue with BTEC ND HCIO and TT d. Continue with Cert III Accommodation operations, Food and Drink Services, Pastry Bakery and Hotel Reception and Front Office e. Continue with Advanced Certificate in Commercial Cookery f. Continue with Language courses g. Introduction of two new languages h. Continue with the course at Atolls i. Continue with all SIC courses j. More of Mobile training in Resorts k. Conduct tour guide course (Please refer to the course list of FHTS)	1 st and 2 nd Semester	Conducted Course coordinators
2.16	Design new course according to the needs of tourism industry	Before end of year	Curriculum developed FAC, HoD and HoF
2.17	Introducing Guest lectures from the industry	All Year	Lecture attended Course coordinator and HoF
2.18	Up grade Library facilities and get access on an Electronic Library, for students and staff	All Year	Signed HoF
2.19	organise students activities with in the Faculty to stimulate creativity and development among the students	All Year round	Activities conducted Students Association
2.20	encourage students and staff to participate in Culinary challenge organised by Hotel Asia	At the Exhibition	Participated Ho FP

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
3.1 Management of budgetary resources - Prioritise activities to make effective use of available budget - Prepare quarterly budget spending plan	ongoing	Make priority list Budget spending kept within accepted levels Quarterly budget spending plan made	Head of Budget Section		
3.2 Continuation of all Courses	Throughout the year	Courses continued	HoF, Course Coordinators		
3.3 Introduce the following new credit courses: a) BTEC HND in Hospitality Management	Semester 1	Course commenced	HoF, Course Coordinators		
3.2 Open of Training Restaurant to public	Semester 2	Meals sold	F&B and Food and Beverage Department		
3.4 Conduct Seminars and workshops	Throughout the year	Seminar conducted	HoD and Course Coordinators		
3.5 Ensure the budgeted targets are met	Throughout the year	Budgeted targets met	HoF & Budget Section		
3.6 Maintain all Physical resources in good working condition	Throughout the year	Stock and inventory updated	HoF & Budget Section		
3.7 Upgrade Budget Secretary by providing additional training	2 nd quarter	Training Completed	HoF, Budget Section		
3.8 Detailed Budget Reports are to be made for internal use.	Every month	Completion of report	Head of Budget Section		

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Efficient planning and management of Administration - Develop standards and guidelines and standards for administrative procedures	Ongoing	Follow Public services division rules and regulations	AS		
4.2 Conducting a series of staff development programme for administrative and support staff.	Before end of December	Workshops conducted	HoF / MC & HOD		

4.3	Schedule regular meetings of			
a)	Faculty Advisory Committee	Min. 4 meetings /year	Effective throughout the year	HoF
b)	Faculty Management Committee	2 per month	Conducted	HoF
c)	Staff Meetings	Once every month	Conducted	HoF
d)	Academic Review Committee Meetings	On request or if required	Conducted	HoF
e)	Staff development committee	On request or if required	Conducted	Course coordinators & HoF
4.4	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
4.5	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
4.6	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	Module Leaders, Course coordinator Academic Secretary

Goal 5: Improving Facilities in Male' and Other Islands

	ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1	Conceptual Drawing of the new Faculty premises through PSIP	Before the last quarter of the year	Drawing Completed	V. Rector Admin, Rectorate & HoF		

5.2 Renovations:				
a) General Renovation of FHTS Building	1 st Quarter	Renovations completed		Administration Section (AS)
b) Meeting room	1 st Quarter	Renovations completed		AS
c) Roof	1 st Quarter	Renovations completed		AS
d) Staff toilets	1 st Quarter	Renovations completed.		AS
e) Fire equipments				
5.3 Upgrading of the student facilities:				
b) Purchase 10 computers	1 st Quarter	Purchased		AS
c) Students Recreation and Sport facilities	2 nd Quarter	Purchased		AS
5.4 Upgrading of theory and practical classrooms: Upgrade the equipment used in practical Restaurant, Kitchen and service areas.				
a. Refer to budget 2005	1 st Quarter	Purchased		AS
5.5 Upgrading of staff rooms:				
d) Purchase of computers to Academic and non academic staff	End February	Purchased		AS
e) Purchase of office tables and chairs	End February	Purchased		AS
f) Computer tables and chairs				

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1 Providing postgraduate research students with research supervision.	During The year	Provision of mentor service.	HoF		
6.2 Support research work conducted by BA (Hons) in HTM 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 BA (Hons) HTM 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. Collect catalogue and research articles /thesis developed by staff	During The year	Previous research work of Bphil and MA students made available in the Faculty library. Article collected	HoF
6.4	Continue to seek funding through APETIT and other international organisations to carry out research.	During The year	Availability of funds to carry out research	
6.5	Secures funds to attend an International Educational conference on research	During The year	Funds Available	HoF
6.6	Encourage staff to participate in joint and individual research activities and publishing research findings / articles in international journals.	During The year	Publish	All Academic staff

Goal 7: Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Continuation of the religious sermons introduced in year 2002.	Semester Basis	Lectures conducted.	AD in liaison with Mauhadhul Dhiraasathul Islamiyya		
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		
Encouraging the students and staff to participate in all kinds of cultural and religious activities	All year round	Organize Culinary Exhibition 2003 with Ministry of Tourism	HoF		
Introduce Traditional Maldivian Cuisine in Cookery.	Semesters	Introduced and produced	HoD		
Encourage staff and students to participate in artistic performances and exhibitions	Tourism week	Organize Culinary Exhibition 2003 with Ministry of Tourism	HoD, HoF		

Goal 8: Enhancing Internationalisation

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1 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 and short training opportunities with APETIT members countries and link institutions	Before December	Programme established	HoF		
c) Establish memorandums of understanding with Link Universities abroad for the accrediting FHTS courses to top up to a Degree	2 nd Quarter	Agreement Signed	HoF		
d) Continue MA and BA(Hons) in HTM degree from Birmingham University	Through Out the year	Lectures conducted	HoF		
e) Explore possibilities for establishing a twinning program with an international institution	2 nd Quarter				

8.2	Encourage staff to be members of International Organisations such as HCIMA, AHMA	Before 4 th Quarter	Membership	All Faculty staff
8.3	Seek authorisation to conduct AHMA Courses at FHTS	Before 3 rd Quarter	Authorisation granted	HoF

FACULTY OF MANAGEMENT AND COMPUTING

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
1.1 Provide overseas training for staff to upgrade their skills:					
▪ 1 Staff to Diploma level	First Quarter	Training initiated	Head of Administration		
▪ At least one staff to Masters level	Fourth Quarter	Training initiated	Head of Administration		
▪ At least one staff to PhD level	Fourth Quarter	Training initiated	Head of Administration		

1.2 Develop human resources through the following:

▪ Study visit to Auckland University of Technology (AUT)	First Quarter	Study visit undertaken	Dean
▪ Conduct a five day training program to new library staff	First Quarter	Training delivered	Dean
▪ Conduct a five day training program for all support staff (team building, communication, tel. techniques, customer service)	First Quarter	Deliver the training	Head of Administration
▪ Develop an academic staff orientation manual	First Quarter	Develop the manual	Head of Administration
▪ Enrol support staff in the courses on "Induction to Public Service" and "Financial Regulations"	Second Quarter Third Quarter	Training delivered	Head of Administration
1.3 Develop a three year HR Plan covering all courses across the FMC	Third Quarter	HR Plan developed	Head of Administration / Dean

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
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2.1 Conduct teaching evaluation and provide feedback to academic staff	Semester 1 & 2	Communicate evaluation feedback to all academic staff	Dean
<ul style="list-style-type: none"> Appoint student representatives to all fresh batches 	Semester 1 & 2	Appoint student reps	Course Coordinators
<ul style="list-style-type: none"> Obtain student feedback through student rep meetings 	Semester 1 & 2	Document the feedback and take action on issues identified	Dean
<ul style="list-style-type: none"> Enhance quality of teaching 	Semester 1 & 2	Undertaken teaching observation and written feedback provided	Head of Depts / Dean
<ul style="list-style-type: none"> Track teaching hours vs the timetable on a regular basis 	Semester 1 & 2	Weekly Teaching Hours Tracking report prepared and distributed	Teaching Asst.
2.2 Develop Course Handbooks for all the courses	First Quarter	Print Course Handbooks	Head of Depts
2.3 Select the Shaheed Ahmed Labeeb Award recipient	Third Quarter	Present the Shaheed Ahmed Labeeb Award	Management Committee
2.4 Seek course approval from MAB for the following courses:			
<ul style="list-style-type: none"> Advanced Certificate in Clerical Studies 	First Quarter	MAB grants course launch approval	Course Coordinator / Dean
<ul style="list-style-type: none"> Advanced Certificate in Island Administration 	Second Quarter	MAB grants course launch approval	Head of Bus. Dept / Dean
<ul style="list-style-type: none"> Advanced Certificate in Retail Management 			
<ul style="list-style-type: none"> Certificate III in Office Administration 			
<ul style="list-style-type: none"> Certificate III in Marketing and Sales 			
2.5 Prepare server relocation plan	First Quarter	Implement the relocation plan	System Administrator / Head of Finance
2.6 Trace the employability of FMC graduates	Third Quarter	Graduate destination survey completed	Head of Business Dept.
2.7 Improve scheduling and delivery of corporate development programmes	First Quarter	Prepare and distribute the schedule to potential customers.	Coordinator, Corporate Dev. Programmes / Dean
2.8 Obtain MAB approval for the following courses:	First Quarter	MAB grants course launch approval	Dean / Head of Business Dept
<ul style="list-style-type: none"> Bachelor of Business 			Dean / Head of IT Dept
<ul style="list-style-type: none"> Bachelor of Information Technology 			
2.9 Develop the teaching materials of the degree course subjects:			
<ul style="list-style-type: none"> Bachelor of Business 	First Quarter	Materials developed	Head of Bus. Dept. / Course Coordinator
<ul style="list-style-type: none"> Bachelor of Information Technology 	Third Quarter		Head of IT Dept / Course Coordinator
2.10 Execute the recommendations in the degree	First Quarter	Recommendations implemented	Dean, Head of

implementation plan proposal			Administration, Head of Finance, Head of Depts.
2.11 Provide continuous support to FMC computer network	First Quarter	Recruit a system administrator	Head of Administration
2.18 Maintain up-to-date information on students' academic performance	Throughout	Centralize students records at Faculty level	Dean, Head of Administration and Heads of Depts.

Goal 3: Improving Faculty Finance

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
3.1 Review short courses fees	First Quarter	Complete the fee review	Head of Finance / Coordinator, Corp. Dev Programmes		
3.2 Prepare course costing	First Quarter	Costing completed	Head of Finance, Course Coordinators		
3.3 Prepare budget expenditure reports as scheduled	Weekly / Monthly	Distribute reports to Dean, MC, and relevant govt. depts.	Head of Finance		
3.4 Prepare a budget implementation plan	January	Complete the plan	Head of Finance		
3.5 Present monthly budget updates to the MC	Monthly	Present the updates	Head of Finance		

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
4.1 Hold the following meetings to improve communication:					
▪ Faculty Advisory Committee	Once every semester	Hold Meetings	Dean		

<ul style="list-style-type: none"> Propose to CA amend the FAC composition to accommodate greater industry participation 	Qtr 1	Send the letter to CA	Dean
<ul style="list-style-type: none"> Management Committee (Fortnightly) 	Every Fortnight	Hold Meetings	Dean
<ul style="list-style-type: none"> Admin Staff (monthly) 	Through out	Meetings held	Dean & Head of Administration
<ul style="list-style-type: none"> Finance staff (monthly) 			Head of Finance / Dean
<ul style="list-style-type: none"> All academic staff 	Fortnightly Weekly	Meetings held	Dean
<ul style="list-style-type: none"> Course coordinators 		Identify course related issues and take action	Dean
4.2 Conduct the operational plan review	Quarterly	Complete the review	Dean, Management Committee
4.3 Develop the Faculty year planner	January	Faculty year planner developed	Management Committee
4.4 Appraise employee performance	Through out	Implement the public service performance appraisal system	Head of Administration
4.5 Communicate FMC news on a regular basis	Throughout	Upload the news to MCHC website	Web page Coordinator
4.6 Revise the information on the FMC web pages	First Quarter	Information revised and uploaded	Web page Coordinator
4.7 Centralise FMC's filing systems	First Quarter	FMC's filing systems centralised	Head of Administration
4.8 Revise administrative and finance staff job descriptions	First Quarter	Job descriptions updated	Head of Administration

Goal 5: Improving Facilities and Procurement

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
5.1 Establish a staff room with amenities.	First Quarter	Operationalise Staff room usage	Head of Finance		
5.2 Install and implement the library resource protection system	First Quarter	Install the system and commence usage	Head of Finance		
5.3 Facilitate improved communication	First Quarter	Install the PABX system and commence usage	Head of Finance		
5.4 Improve facilities and equipment security through enhanced monitoring and surveillance	First Quarter	Install the CCTV system and commence usage	Head of Finance		
5.5 Obtain audiovisual equipment for classrooms	First Quarter	Purchase the equipment i	Head of Finance		
5.6 Improve library resources	First Quarter	Acquire at least 1000 new titles	Dean / Head of Administration		
5.7 Facilitate better work environment	First Quarter	Relocate senior staff to newly furnished accounting dept	Head of Finance		
5.8 Facilitate better work environment	Second Quarter	Redesign Management Dept	Head of Finance		

5.9 Subscribe to at least 3 leading journals in the areas of Accounting, Management and Information Technology	First Quarter	Subscription made to 3 leading journals	Head of Finance & Dept Heads
5.12 Complete the main inventory/asset registry	First Quarter	Complete the fixed assets register	Head of Finance

Goal 6: Promoting Research and Development

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
6.1 Undertake three researches in the areas of accounting and finance, business and information technology	Semester 1 & 2	Submit research articles to relevant international journals	Head of Depts		
6.2 Publish Journal of Business	Third Quarter	'Journal of Business' published	Editor		
6.3 Prepare a proposal to establish a centre for small and medium business training and research	Semester 2	Proposal prepared	Dean Head of Business Dept		

Goal 7: Enhancing the Maldivian Identity of the Faculty

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
7.1 Adapt external case studies to Maldivian context, to support the teaching of the following subjects: <ul style="list-style-type: none"> ▪ Business Studies ▪ Introduction to Management and Organisations 	Second Quarter First Quarter	Case studies developed	Head of Bus. Dept		
7.2 Organize lectures on topics of religious importance to staff and students	Semester 1 & 2	Lectures held	Dean		
7.3 Explore possibility of naming the auditorium in honour of a nationally important figure	Third Quarter	Auditorium renamed	Dean / Head of Administration		

Goal 8: Enhancing Internationalisation

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE PERSON	STATUS REVIEWED 1	STATUS REVIEWED 2
8.1 Participate in the SAQS in Hyderabad	January	Participation in the seminar	Dean		
8.2 Negotiate academic collaboration agreements with two well-known overseas institutions	Quarter 2 & 3	Sign the agreements	Dean		
8.3 Strengthen relationships with affiliated overseas	Quarter 2 & 3	Visit CIMA, ACCA and AAT, Middlesex, UK	Dean		

institutions			
8.4 Participate AMDISA Meetings	On going	Participated in the AMDISA Meetings	Dean
8.6 Negotiate an academic collaboration agreement with Middlesex University	Second Quarter	Sign the agreement	Dean

FACULTY OF SHARI'AH AND LAW

Goal 1: Attract and Retain Quality People

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Review and update the staff training proposal	January 2005	Proposal submitted to MCHE			
Revise and assess the recruitment policy	February 2005	Proposal submitted to MCHE			

Recruit full time academic staff	February 2005	Included in the 2005 budget	Dean, Deputy Director Budget Officer Administrative Officer
Attempt to secure funding for staff to upgrade their qualification: - 2 Masters Degree - 2 PhD's	2005	At least 2 PhD's by the end of 2007	Dean, MCHE
Study visit to linkage university -IIUM	During semester break	Included in the 2005 budget	Dean Academic Coordinator
Provide budget for academic staff to attend international seminars and workshops	Throughout the year	Included in the 2005 budget	Dean Deputy Director Budget Officer
Faculty promotional visits to CHSE and other secondary schools in Male' and other regions	June 2005	Visits to CHSE, Secondary schools on Male', Addu and Kulhudhufushi	Academic Coordinator Administrative Officer
Develop and revise FSL prospectus/brochure	Early 2005	Developed to be improved	Academic Coordinator
Advertising the courses through media	Ongoing	Continuing	Deputy Director Academic Coordinators Administrative Officer
Carry out course evaluation	Oct – Dec	Evaluation to be introduced	Deputy Director Course Coordinator

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Procurement of Shari'ah & Law text books, journals	Jan 2005	Orders will be made in August 2004	FSL Administration Library staff		
Identify and subscribe for internet legal resources	June 2005	To be included in 2005 budget At least subscribe to one online law journal	Dean Deputy Director		
Update FSL website	March 2005		FSL Administration		
Review and revise the subject outlines for Bachelors (Shari'ah & Law)	October 2005	Ongoing- to keep up to date with the current developments	Dean, Course Coordinator Academic Review Committee		
Develop linkage with other universities abroad			Dean/MCHE		
Seminar for lecturers in teaching skills	Jan 2005	Develop and improve teaching skills	Management Committee Course Coordinators		
Compile teaching materials as module handbooks for each	July 2005		Deputy Director		

subject			Academic Review Committee
Continue existing/arranged courses	Ongoing		Dean FSL Administration
- LLB Degree	Ongoing		
- Advance Diploma in Shari'ah & Law	Continuing		
- Graduate Certificate in Law	February 2005		Dean FSL Administration
- Graduate Certificate in Shari'ah	February 2005		
Introduce new course:	January 2005	Approved by MAB	Dean Course Coordinator
- Masters in Shari'ah	February 2005	Preparation made and part-time lecturers identified and engaged	
Introduce new course:			
- Masters in Law	January 2007	Course content under discussion	Dean Deputy Director FSL administration
Gain affiliation with University abroad to conduct LLM courses			
Study Skills seminar	First week of each semester		Course Coordinator
Appointment of External Examiners and their visit	February 2005	Proposal submitted to MCHC	Dean FSL Administration
Law Seminar for Judges I	June 2004	Conducted	Course coordinator FSL Administration
Law Seminars for Judges II	2005	Preparation in progress	Dean ,FSL Administration Judicial coordinator
Public Talk on Shari'ah/Law for the benefit of the government employees	March through October	Preparation made	Dean FSL Administration
Law Seminar for Business Community	2005	Preparation made	Dean FSL Administration
Law Seminar for Enforcement Officers	June 2005		Dean FSL Administration
Graduation Ceremony for Bachelors (Shari'ah & Law)	December 2005		FSL Administration

graduates			MCHE Administration
Construction of new building for FSL	March 2005	Design and drawing under discussion – to be finalized	FSL Administration MCHE Administration
			Construction to commence March 2005

Goal 3: Improve College Finance

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Proper Management of budget resources - Make effective use of allocated budget - Revise budget plan once every three months	Ongoing	Overall spending does not go beyond allocation and budget kept within agreed amount	Dean, Admin Officer Budget Officer		
Scholarship award to be introduced	Every year	To be included in budget	Dean MCHE FSL Administration		
Maintain and regularly update stock	Ongoing	Stock and inventory updated	Administrative Officer		
Charge fees for additional new courses introduced		Fees approved by MCHE	FSL Administration		

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Regular Staff Appraisal					
- Academic staff after each semester	June and October		Dean, Course Coordinator		
- Administrative staff twice a year	July and December		Head of Administration		

To hold regular meetings of the following Committees:		Effective through out the year	
Faculty Advisory Committee	Once every semester		Dean
Academic Review Committee	On request – when the need arises		Dean, Course Coordinator
Faculty Management Meeting	Once a month		Dean
Staff Meeting	Once a month		Dean, Head of Administration
Usage of emails and web resources as means of communication within faculty as well as with students/ other faculties/College	Throughout the year		FSL Administration
Short term courses for administrative and support staff	Throughout the year	Ongoing training	Head of Administration
Evaluate course and receive feedback from students	At the end of each semester	Regular monitoring and collect feedback from students Improve relations between students and staff	Academic coordinators
Strengthen and define roles, responsibilities and administrative procedures		Responsibilities and role to be circulated to staff Administrative guidelines and procedures to be reinforced	Head of Administration
Review the requirements with the assistance of FSL Advisory Committee	Ongoing		Dean

Goal 5: Promoting Research

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Develop a project proposal to establish a research development unit at FSL	June 2005	To be submitted for MCHE approval	Dean FSL Administration		
Develop a mechanism to support the staff involved in research with books and reference material	October 2005	Get guidance from IIUM	FSL Administration		
Publish a bi-annual journal	June, November	Journal published and printed to be distributed to the related sectors	FSL Administration		

Goal 6: Enhancing Maldivian Identity of the College

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Course curricula prepared relates to Maldivian laws and legal system	Ongoing	Course available	Dean Course Coordinators FSL Administration		
Shari'ah subjects taught and materials developed in Dhivehi language	Ongoing	Course available	Dean Course Coordinators FSL Administration		
Have lectures about current/pressing developments in Shari'ah	Once every semester		Course Coordinator		

Goal 7: Improving Facilities in Male'

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Establish an attachment with book dealers/suppliers within the region	March 2005	To identify suppliers and discuss an arrangement	Dean Academic Coordinators		
Purchase (3) chairs and tables for the new academic staff	January 2005	Included in budget	Budget Officer		
Acquire 3 new computers and 2 printers for academic staff	January 2005	Included in budget	Budget Officer		
Acquire 5 new computers and 1 printer for student's computer lab	February 2005	Included in budget	Budget Officer		
Repair and upgrade classrooms at MCH Building- 1 st floor	January 2005		FSL Administration		
Set up a multimedia room – with a/c	February 2005		FSL Administration		

Goal 8: Enhancing Internationalization

ACTIONS PLANNED FOR 2005	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF	STATUS REVIEWED 1	STATUS REVIEWED 2
Obtained accreditation of Advance Diploma in Shari'ah and Law (ADSL) by IIUM	April 2004	IIUM confirmed accreditation			
Improve collaborations with other overseas education institutions and agencies	August 2005	Exploring the possibilities available	Dean FSL Administration		

Explore possibilities of developing an exchange program for staffs with IIUM	February 2006	Discussions ongoing	Dean MCHE Academic Coordinators
Look at the possibility of bringing guest lecturers from IIUM (At least twice a year)	June 2006	Discussions underway	
Explore the options available for a twinning program with an international institution	2007		Dean MCHE 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