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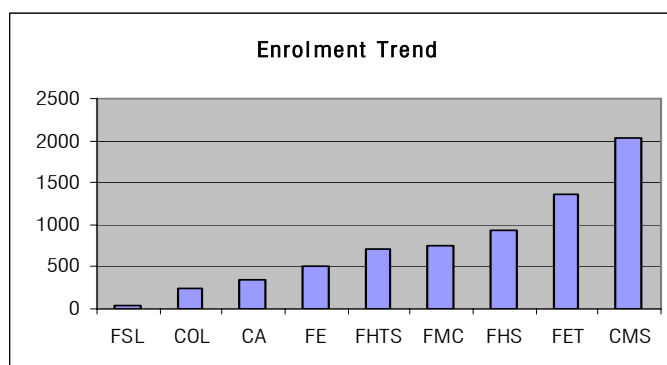
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Basic Statistics 2003

In 2003 the College enrolled over 6,000 students in both short and long term courses. Over 50 percent of this total enrolment was registered in short courses conducted at the Centre for Maritime Studies. In long term courses the lowest number of students (42) was at the Faculty of Shari'ah and Law. The 341 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)

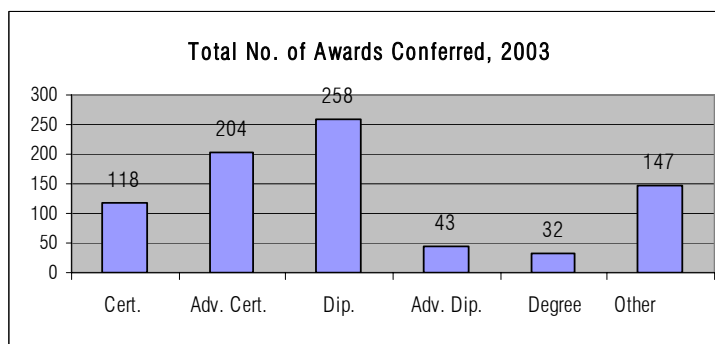
Division	Total
Centre for Maritime Studies	2031
Centre for Open Learning	253
Faculty of Education	491
Faculty of Engineering Technology	1363
Faculty of Health Sciences	929
Faculty of Hospitality and Tourism Studies	704
Faculty of Management and Computing	744
Faculty of Shari'ah and Law	42
Central Administration	341
Total	6,898



The College in 2003 conferred over 802 awards. The highest award conferred was Degree. 32 students were awarded Degrees from the College in 2003.

Table 2: Total Number of Graduates

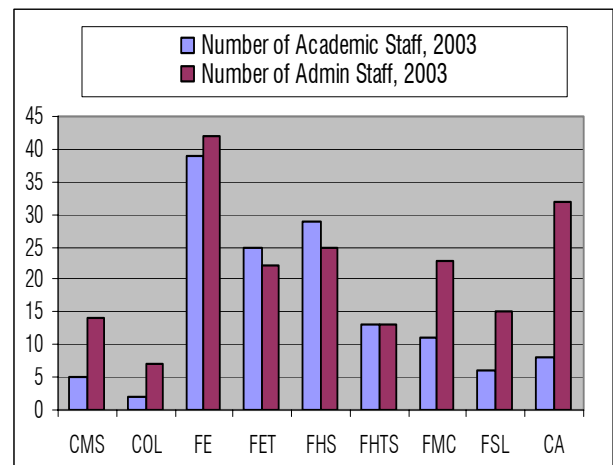
Type of Award	Total Awarded
Certificate	118
Advanced Certificate	204
Diploma	258
Advanced Diploma	43
Degree	32
Other	147
Total	802



At the end of 2003 the College had a total of 331 staff. Of this 42 percent (or 139) were academic staff while 58 percent (or 192) were administrative staff. The academic to administrative staff ratio was thus 1:1.38

Table 3: Staffing (at the end of 2003)

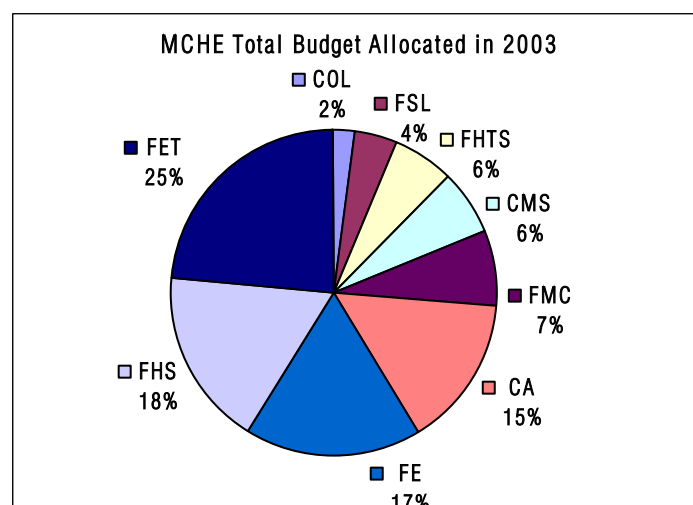
Division	Number of Academic Staff	Number of Admin Staff	Total
Centre for Maritime Studies	5	14	19
Centre for Open Learning	2	7	09
Faculty of Education	39	42	81
Faculty of Engineering Technology	25	22	47
Faculty of Health Sciences	29	25	54
Faculty of Hospitality and Tourism Studies	13	13	26
Faculty of Management and Computing	11	23	34
Faculty of Shari'ah and Law	6	15	21
Central Administration	8	32	40
Total	138	193	331



The total allocated budget of MCHE in 2003 was 55.97 million.

Table 4: Total Budget Allocated in 2003 Division-wise

Division	Total Allocated (Mrf)
Centre for Maritime Studies	3,566,428
Centre for Open Learning	1,259,732
Faculty of Education	9,586,314
Faculty of Engineering Technology	13,278,584
Faculty of Health Sciences	9,921,563
Faculty of Hospitality and Tourism Studies	3,413,134
Faculty of Management and Computing	4,192,793
Faculty of Shari'ah and Law	2,392,887
Central Administration	8,360,610
Total	55,972,045



Planning Process

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

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

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

MCHE vision and mission are expressed in the following terms.

Vision

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

Mission

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

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

MCHE Operational Plan 2004 was produced in 2-stages. Initially a mid-year review was undertaken at the divisional level with participation of the Central Administration. In this exercise, achievements vis-à-vis the operational targets were reviewed. During this process constraints and issues in implementation were also identified. Based on this initial review, the divisions prepared a draft plan for 2004. The draft plans served as a basis to prepare the divisional budgets for 2004. Activities included in the draft operational plan were discussed at a sub-committee of the College Finance Committee during the preparation of the College consolidated budget.

At the second stage of plan preparation all divisions were presented with opportunity to review and revise the draft Plans in early January 2004 after the release of the 2004 budget. Some divisions brought amendments in light of actual budgetary allocations for this year. This publication is the revised Operational Plan as confirmed by the divisions in January 2004.

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

PROPOSED STEPS FOR PREPARATION OF OPERATIONAL PLANS

Ref	Action	Timeframe	Responsibility
1	Review progress on implementation of previous plan(s) (i.e. achievements, slippage and lessons learned of 2003 plan and up to May 2004).	Week 1 June	Head of Division (HoD) and staff
2	Review College-wide requirements and stated in the Strategic Plan.	Week 1 June	HoD
3	Review the Guidelines for preparing Operational Plans which should contain a statement of strategic directions for the College by way of an annual update on the Strategic Plan.	Week 1 June	HoD with Staff of Rectorate
4	Prepare first draft of ongoing core activities to be undertaken in the coming year, beginning with courses and projected enrolments.	Week 2 June	HoD and Staff
5	Add proposed new initiatives. Before including a new activity there are a number of questions that need to be considered: Is the activity consistent with the SP? Does it conform to the Guidelines? Is there a policy to underpin the initiative? What impact will the activity have on resources (including staff, facilities, and the operational budget for items such basic services, materials and travel, and are there implications for other parts of the College?)	Week 2 June	HoD and Staff
6	Indicate the number of units (quantity) involved, wherever possible. Where items do not lend themselves to quantification, ensure that there will be some discernible output (e.g., for “develop guidelines for staff deployment” the performance measure could be Guidelines developed and workshop held). On the other hand for an items such as Course Advisory Committees quantification should be possible (e.g., at least one meeting per semester).	Week 2 June	HoD and Staff
7	Indicate responsibility for activity and achievement of targets. It is important to list those members of staff to whom the responsibility has been assigned so that they are in a position to make an input to the draft knowing that they will be held to account at a later stage.	Week 2 June	HoD in consultation with designated staff
8	Undertake discussion on the draft OP with staff and with Rectorate or other divisions, if and as required.	Week 3 June	HoD and designated staff
9	Finalise draft for use in budget discussions and preparation – some further redrafting may be required to accord with outcome of budget negotiations.	Week 4 June (and later if required)	HoD and designated staff
10	Finalise OP following MoFT and MCHE feedback on budget allocation, if and as necessary.	January next year	HoD and designated staff

Goals and Strategies

Quality People

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

KEY STRATEGIES

- Promotion of maritime studies as a career path which generates a high income.
- Strengthen the Centre as a preferred educational institution and a supportive workplace for outstanding staff and students.
- Upgrade teaching staff and administrative staff through dedicated staff development program.
- Develop mechanisms for hiring of part-time academic staff to teach in the relevant course..
- Increase the academic and administrative staff motivation for the development of the Centre.
- 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.
- To recruit more full-time teaching staff for Shari'ah and law subjects to ensure the sustainability of the Faculty.
- To upgrade the qualification of the teaching staff, from first degree to a Master's, and from Master's to Ph.D.
- To strengthen administrative and academic staff capacity to manage programs efficiently and effectively.
- To provide opportunities for professional scholarship and development.
- To develop customer relations.
- To make the Faculty of Shari'ah and Law, MCHE, the students' preferred destination for professional legal studies in the Maldives, and a fully motivated and supportive workplace for outstanding staff.

Enhancing Teaching and Learning

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

KEY STRATEGIES

- To create and maintain a high standard of teaching and learning environment in the area of fisheries and maritime studies.
- Improve the student feedback mechanism to improve the quality of teaching and learning.
- To enable students to develop their capacity to learn independently by the provision of a conducive learning environment and associated resources.
- Offering the students the opportunities for self-development as well as generic professional skills.
- 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.
- To encourage and facilitate legal research, educational, and training programs.

Improving College Finance

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

KEY STRATEGIES

- All courses to be conducted as fee paying courses
- Diversify the types of courses conducted to generate more finances.
- 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

- Establishment of a regular in-house training programme for the administrative and support staff.
- To develop and deliver curricula, which are informed by, and pertinent to, the present and future needs of tourism industry sectors.
- Valuing a collegial, devolved approach to decision-making and empowering members of the Centre to exercise initiative and responsibility for the development of plans and priorities to match the target of the Centre Operational Plan.
- 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

- Seek possibility building the commencement of Faculty new premises.
- Giving high priority to integrating new multimedia and related educational technologies and pedagogy into the delivery of programmes.
- Improving the infrastructure to meet aesthetic conditions and functional utility of student facilities; classroom and work environment.
- 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

- Enhancing research and research outcomes.
- Ensuring a productive work environment for innovative researchers.
- 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

- Boost staff pride in working within the College.
- Promote ways in which the Islamic faith and Maldivian culture can be made obvious in art, symbol, sign, ceremonies and public events.
- 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

- Benchmark the Faculty against leading Hospitality and Tourism Faculties within the region to improve quality of services provided.
- Supporting the international engagement of staff by promoting linkages with international associations.
- To maintain close and collaborative links with the tourism industry sectors as well as the relevant professional bodies to ensure contemporary relevance and focus of the programmes offered.
- 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
1.1 Develop comprehensive Staff Development Plan	End June	Plan available	Deputy Director (HR)
1.2 Conduct fortnightly meetings of senior staff and monthly meetings of senior staff with all other staff	Continuous	Schedule completed	Rector
1.3 Develop a faculty recruitment information package	End May	Information pack available	Deputy Director (HR)
1.4 Strengthen the capacity of work through engaging and relocating staff within the college.			
<ul style="list-style-type: none"> ▪ Technical staff that 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 March		Deputy Director (HR)
1.5 Co-ordinate the following scholarship activities			
<ul style="list-style-type: none"> ▪ 4 Master level scholarships for FE 	Continuous	12 staff leave for training	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> ▪ 4 Certificate level courses for FMC 		Staff leave for training	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> ▪ Secure at least 10 first degree levels, 10 Masters level and 5 PhD level scholarships from different sources of funding for the staff of the college. 	End September	10 Staff leave for scholarship	Rector
1.6 Conduct training course on:			
<ul style="list-style-type: none"> ▪ Hardware & software management for staff from different Faculties /Centres. 	End May	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 February	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	End February	Committee functioning.	Rector
1.14 Amend career framework for academic staff to facilitate recruitment and promotion	End February	New framework adopted	Deputy Director (HR)
1.15 Further develop the functionality of Personnel Section to enable important information to be provided to the management and staff in an efficient manner.	End July	HRMS functioning suitably.	Deputy Director (HR)
1.16 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
1.17 Develop for administrative staff, a strategy for performance review	End June	Strategy approved and published	Deputy Director (HR)
1.18 Prepare an enrolment schedule with planned intakes for 2005	End April	Schedule passed through Academic Board.	Vice Rector (Acad)
1.19 Promote MCHE through high quality targeted marketing:			
<ul style="list-style-type: none"> ▪ Regularly update the MCHE Website 	Beginning of March	Web page developed and uploaded.	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> ▪ 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.	Asst. Vice Rector (Admin)
<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Telecast & broadcast promotional spots about MCHE 		Develop 0.5 to 1 mins video / audio spots and broadcast / telecast them.	Registrar
<ul style="list-style-type: none"> ▪ Publishing college prospectus 	June		Registrar
<ul style="list-style-type: none"> ▪ Establishing an effective mechanism to provide information to islands 	July		Registrar

1.20 Identify and prioritize for development new programmes to meet the needs of students and the nation.	End March	At least one new programme in each Faculty/Centre designed	Vice Rector (Acad) & Deans
1.21 Increase student enrolment	Mid July	At least 10% increase in gross College enrolment in long term courses	Vice Rector (Acad)
1.22 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
2.1 Obtain summary of course evaluation at the end of each semester from Faculties	End May End October	<ul style="list-style-type: none"> 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	End March	MAB approvals received	Vice Rector (Acad)
2.5 Begin library computerisation	Beginning April	Software for computerisation sourced	Asst. Vice Rector (Admin)
2.6 Enhance student-centred teaching and learning by use of multimedia	End October	<p>At least 50% Faculty staff trained in use of multimedia through workshops</p> <p>Flyer on multimedia sent out to divisions by ITS</p> <p>Divisions encouraged to invest in multimedia</p>	Chair of the Committee on Teaching and Learning (CTL)
2.7 Evaluate Foundation courses and provide feedback	End of each semester	Evaluation reports prepared & feedback given	Course Coordinator
2.8 Finalize action plan of Committee on Teaching and Learning & commence the work	End January	Action Plan ready and work commenced	Chair of CTL
2.9 Have the Deans produce an orientation guide for new faculty and institute a new faculty orientation system	End June	Guide Published	Rector / Dean
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 faculty by students.	End June	Policy developed and implemented	Vice Rector (Acad)
2.12 Improve student services	End April	Counselling started	Counsellor

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Study the expenditure patterns and practices within the College with a view to achieve economies of scale, formulating unit costs, centralisation and streamlining of expenditure	By end of June	Matter studied and recommendations to ensure cost effectiveness, equal distribution and	Asst. Vice Rector (Admin)

	practices. The areas studied will include;		accountability presented to the Rector	
	<ul style="list-style-type: none"> ▪ Frequent purchasing of consumables such as duplicating paper, markers, etc ▪ Stipend and pocket money ▪ Maintenance and repair 			
3.2	Maintain and regularly update stock and inventory of physical resources.	Continuous	Stock updated and all furniture & equipment purchased entered into inventory.	Asst. Vice Rector (Admin)
3.3	New Fee policy implemented (including registration fee).	End March	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 February	Policy passed through Council	VR Research Com.
3.6	Enhance faculty auditing	End December	At least one Faculty audited	Asst. 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	Asst. Vice Rector (Admin)
3.9	Develop student financial support scheme	End August	Scheme developed and approved	Asst. 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)

Goal 4: Strengthening Planning and Management

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
4.1	Provide training to 8 staff in the following areas: <ul style="list-style-type: none"> • customer relations • financial management • office management • planning and management 	Continuous	Training completed and staff performance improved	Deputy Director (HR)
4.2	Conduct a series of workshops to develop set of planning principles in order to strengthen College-wide planning	End March	Workshops completed principles used in planning exercises	Vice Rector (Acad)
4.3	Operational Plan review and planning enhanced	March to August	Plans Reviewed	Vice Rector (Acad)
4.4	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
4.5	Publish General Annual Reports	End March	Reports available	Asst. Vice Rector (Admin)
4.6	Hold 2 Graduation ceremonies	End December	Ceremonies held	Registrar
4.7	Common library procedures implemented	Beginning July	Procedures developed and implementation commenced	Asst. Vice Rector (Admin)
4.8	Enrolment and registration procedures established	Begin May	Procedures established	Registrar

4.9	Kiosk for course related material.	Begin August	Kiosk available	Registrar
4.10	Organise the collection of forms and attachments including photos in a systematic manner	End May	System in place.	Admissions Officer
4.11	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.	Rector
4.12	Develop organizational charts for faculties	End July		Rector and Deans
4.13	Develop a "Quality Manual" by formulating sound procedures for all management and administrative procedures.	End November	Procedures developed and quality manual compiled and approved.	Asst. Vice Rector (Admin)
4.14	Co-ordinate the following committees / functions <ul style="list-style-type: none"> ▪ College Council ▪ Finance Committee ▪ Academic Board 	Continuous	Timetable of meetings developed and followed.	Rector
4.15	At least one faculty review conducted in each semester	End of Semester	Faculty reviews presented at Council meeting	Rector
4.16	Publish Operational Plan for 2004	End January	Report distributed to all staff.	Rector
4.17	Redesign administrative practices to be electronic based	End June		Head of IT services
4.18	Purchase an MIS	Functional in July	MIS installed and running	Asst. Vice Rector (Admin)
4.19	Publish a 5-year historical review of the College	End November	Review report published	Rector
4.20	Develop new policies for the College	End November	Six approved by the Council.	Rector
4.21	Review election procedures	End January	New common procedures approved.	Asst. Vice Rector (Admin)
4.22	Coordinate marketing activities	End of June	New strategies in place	Registrar and Deans

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1	Complete construction of the Central Administration Building	End May	Building completed	Asst. Vice Rector (Admin)
5.2	FE Building.	Beginning February	40% completed.	Asst. Vice Rector (Admin)
5.3	Library <ul style="list-style-type: none"> ▪ Co-ordinate to equip the library with international standard furniture including shelves and study carrels and other furniture ▪ Co-ordinate the effort to computerize the library accession and borrowing and lending process. 		All MCHC libraries purchase library furniture and equipment. Library software & computers purchased and accession register, library catalogue computerized and made available.	
5.3	Complete construction of new building of Faculty of Health Sciences	End December	Construction started & 100% completed	Asst. Vice Rector (Admin)
5.4	Commence the construction of College Library	End January	Construction started	Asst. Vice Rector (Admin)
5.5	College signage enhanced	November	New communication signs fixed	Asst. Vice Rector (Admin)

5.6	Front quadrangle grassed	December	Quadrangle is green	Asst. Vice Rector (Admin)
5.7	One room with high tech facilities is made	August	High tech one teaching room is available	Asst. Vice Rector (Admin)
5.8	Set up a proper room for photography and making of ID cards	End January	Room set up & in use	Deputy Director (Finance)
5.9	Enhance intranet connections between Male' and campuses in other islands	End September	Service speed improved	Head of IT services
5.10	Increase the availability of resource books / materials in College campuses in the atolls	End December	Resources Purchased	Asst. Vice Rector (Admin)
5.11	Establish & maintain student computer lab	Beginning of October	Computer lab in use	
5.12	Co-ordinate the PSIP projects proposed for 2004.	End of July	Work monitored and executed within the project period.	Asst. Vice Rector (Admin)
5.13	Move to the new building	End June	Work commenced in the new building.	Rector
5.14	Equip classrooms with basic teaching learning equipment including: <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. 	End December	Classrooms equipped. OHP purchased 2 VCR and 4 TV's (32") purchased. 2 computers purchased 1 multimedia projector purchased	Asst. Vice Rector (Admin)
5.15	Internet facilities made available for all staff and students with e-mail and other services	End June	All staff & students provided with e-mail address, and internet access made available	Head of IT services
5.16	Equip academic and administrative staff with modern day facilities <ul style="list-style-type: none"> ▪ Purchase computers for academic staff ▪ Purchase computers for administrative staff 	End July	Equipment purchased and made functional.	Deputy Director (Finance)
5.17	Equip the MCHC student lab with 35 computer terminals Student log-in with their own identities	End September	35 Computers purchased and installed and computer lab made functional.	Asst. Vice Rector (Admin)
5.18	Regional facilities are improved to be permanently staffed and, at least, one programmes running continuously.			Rector Vice Rector (Acad) Asst. Vice Rector (Admin)
5.19	Plan for an integrated Addu Campus	End December	Plan approved	Rector
5.20	New faculties created	End December	Draft plan prepared	Rector / Head of Faculty
5.21	Evaluate security of the College	End of June	New Report available	Vice Rector Admin
5.22	Develop a five year 2003 – 2008 Strategic Plan	End December	Draft plan prepared	Asst. Vice Rector (Admin)
5.23	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
6.1 Develop guidelines to encourage research within	By end of	Research policy and	Vice Rector (Acad)

	the College	August	guidelines finalised	
6.2	Research and consultancy policies formulated	End November	Policy available	Vice Rector (Acad)
6.3	Obtain funding to carry out research	By end of August	Availability of funds to carry out research	Asst. Vice Rector (Admin)
6.4	Establish method of evaluating research for promotion	End November	Council approved document available	Vice Rector (Acad)
6.5	Vehicle for publishing (print and web-based) instituted	End November	First issue of journal is available with contributions from Faculties	Vice Rector (Acad)
6.6	Basic research subject included in 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)
6.9	Make application processing easier	End of June	Application forms can be filled by users on internet	Vice Rector Admin

Goal 7: Enhancing the Maldivian Identity of the College

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1	Use Maldivian in overt and covert curriculum	End November	Maldivian icons used in premises and classrooms	Asst. Vice Rector (Admin)
7.2	Enhance the position of Dhivehi in College communications	End August	College website is available in Dhivehi	Webmaster
7.3	All College policies are available in Dhivehi	End June	Policies in Dhivehi available	Rector
7.4	At least one significant subject which can be delivered through Dhivehi, changed to Dhivehi	End November	Curriculum approved	Vice Rector (Acad)
7.5	Streamline the use of Dhivehi word-processing programs used within College.	End January	programs identified & installed in all computers	Head of IT services
7.6	Promote ways in which our culture can be regularly made obvious in art, ritual, symbol and public events.	Continuous		Rector
7.7	Make Souvenirs and answer books	April	Materials available	Vice Rector Admin

Goal 8: Enhancing Internationalization

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1	Obtain accreditation of selected College programs from link institutions	September	Accreditation of courses obtained	Vice Rector (Acad) / Respective Head of faculty
8.2	Overseas trips made to strengthen ties with link institutions	Throughout	Visits completed	Vice Rector (Acad)
8.3	Improve collaborative links with overseas agencies and educational institutions.	End December	MOU'S signed.	Rector
8.4	At least one programme in each faculty benchmarked against international standards	End June	Programme developed	Vice Rector (Acad)

CENTRE FOR MARITIME STUDIES

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1. Promotion of courses through:			
1.1. Youth Challenge	April	Participated and a stall developed and promotional material distributed.	Head of the Centre
1.2. Visit 5 Secondary Schools to meet students of Gr. 9, 10, 11 and 12 (Majeediyya, Dharumavantha, EPSS, MES, Ahmadhiyya)	Between Feb. & End of August.	Provide information & visit the schools and promotional material distributed	Course coordinators.
1.3. Visit Centre for Higher Secondary Education	March	Provide information & visit the schools and promotional material distributed	Course Co-ordinators.
1.4. Visit to GA and GDh	Beginning of March	Meet grade 10 students of schools and interested public members	Head of Centre
1.5. Visit to Raa Atoll	Beginning of April	Meet grade 10 students of schools and interested public members	Head of Centre
1.6. Visit to Baa Atoll	Beginning of April	Meet grade 10 students of schools and interested public members	Head of Centre
2. Promoting Faculty through media:			
3. 3.1. Develop a brochure	End of January Beginning of March	Brochure developed and distributed to the industry, atolls and schools and interested parties	HOC
3.2. Use of adverts in newspapers to promote courses of the Centre.	End of November	Designed adverts and publish it in newspapers once every two months.	Designated Staff
4. Opportunities for academic staff development			Rector & Head of Centre
4.1. Secure 1 scholarship for Bachelor and 1 scholarship for post graduate for CMS.	Before the end of December	1 staff leave to undertake Degree program for Fisheries programme and MSC in Maritime Education & Training.	Head of Centre
4.2. Conduct a workshop for the teaching staff on "Assessment & Evaluation" skills	End of June	Workshop conducted.	Head of Centre
4.3. Conduct a workshop for the Teaching staff to use Power Point in Teaching"	End of August	Workshop conducted.	Head of Centre
5. Opportunities for administrative staff			

development			
5.1.	Conduct a workshop for the administrative staff to use Microsoft Word, Excel & Page maker, Coral/Photoshop.	End of July	Workshop conducted. Head of Centre
5.2.	Enrol staff in PSD/FMC programmes	End of August	50% of administrative staff participated Head of Centre
5.3.	One librarian staff training	End of December	Staff participated a diploma programme conducted by National Library Head of Centre

Goal 2: Enhance Teaching and Learning

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1	Produce & print course related materials:			
	1.1 To develop material for Ratings and Coastal Navigation	End of May	Course books printed and distributed in courses.	HOC/Course Coordinators
2	Develop new courses to be offered at the Centre		Purchased syllabus and Course conducted	HOC/Course Coordinators
	2.1 Maritime English Course			
	2.2 Design Safety courses and conducted as mobile training for organizations / resorts and public.	End of Feb	1 course designed and conducted during the year	HOC/Course Coordinator
3	Conduct the following existing courses in the area of maritime studies			HOC/Course Coordinators
	3.1 basic courses EFA PSSR PST EFF	The first Sunday of each month	Conducted courses once every month	HOC/Course Coordinators
	3.2 Advance courses AFF PSCRB MFA MC	Every three months	Conducted courses once every three month	HOC/Course Coordinators
	3.3 Petroleum Courses OTF AOTS	Once in every four months	Conducted courses once every four months	HOC/Course Coordinators
	LPGTF ALGTSC	On demand basis	Conducted on demand basis	HOC/Course Coordinators
	3.4 Support Level RFPNW RFPEW	Once in every two months	Conducted courses once every two months	HOC/Course Coordinators

3.5 Operational Level	1 year	Conducted course	HOC/Course Coordinators
ACMO			
	1 year	Conducted course	HOC/Course Coordinators
ACME			
	1 course once in every five months	Conducted course	HOC/Course Coordinators
GMDSS			
	once in every five months	Conducted course	HOC/Course Coordinators
RNML RNOL			
3.6 Others	Once every two months	Conducted course	HOC/Course Coordinators
CN			
	On demand basis	Conducted courses once every two months	HOC/Course Coordinators
CM			
	On demand basis	Conducted on demand basis	HOC/Course Coordinators
CM			
	Once in very four months	Conducted on demand basis	HOC/Course Coordinators
Safety Workshop			
	Once every four months	Conducted for faculties/centres for every four months	HOC/Course Coordinators
Coastal Navigation for fisheries sector			
	End of March	Conducted a workshop	HOC/Coordinator
Navigational Safety Workshop for fishing Vessel Skippers-workshop-GA Atoll			
	End of May	Conducted a workshop	HOC/Coordinator
Navigational Safety Workshop for fishing Vessel Skippers- College campus in Hithadhoo			
	End of July	Conducted a workshop	HOC/Coordinator
Navigational Safety Workshop for fishing Vessel Skippers- College campus in Thinadhoo			
	End October	Conducted a workshop	HOC/Coordinator
Navigational Safety Workshop for fishing Vessel Skippers- College campus in Alifushi			
Safety Work shop for interested public	Once in five months	Conducted a workshop	HOC/Coordinator
Petroleum Safety and Quantity Assessment (a tailor made programme for Customs)	Once every three months	Conducted a workshop Course conducted	HOC/Coordinator

Goal 3: Improving College Finance

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1	Continuation of fee-paying courses with key emphasis on diversifying courses to capture the potential markets.	Throughout the year	Diversified courses conducted	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	Reports prepared, and budget spent accordingly	HOC/Coordinators
1.3	Explore the potential donors of maritime equipment and goods relevant and related to maritime training	Throughout the year	Received 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
4.1	Conducting a series of staff development programme for administrative and support staff.	Throughout the year	Workshops conducted.	HOC
4.2	Employment			
	a) 1 Security Guard	August 2003	Employed.	HOC
	b)1 Labourer	August 2003	Employed.	HOC
4.3	Schedule and hold regular Meetings of the following committees			
4.3.1	Faculty Advisory Committee	As per the College Council Resolution	Meetings held once every five months	HOC
4.3.2	Management Committee	Once a month	Meetings held once every month	HOC
4.3.3	Academic review Committee	When there is an academic issue	Held meetings according to academic issues	HOC
4.3.4	General Staff meeting as identified in the academic calendar	Each month	Meetings held once every month	HOC
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/centre members.	Throughout the year	Effective usage.	HOC

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.	HOC
4.6	Obtain a professional to write documents for ISO certification	End of February	Prepared documents submitted for ISO Certification	Rector/HOC

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1	Equip the Engineering workshop.	End of March	Suitable working environment with adequate equipment developed. Made functional and mounted with davits and used in survival courses.	HOC/Course coordinators
	One digital camera	Purchased during 2003	Made available for taking scenes of different functions	S.Admin Officer
	Video Camera	End of January	Made available for taking scenes of different functions	S.Admin Officer
5.2	Updating and upgrade library materials and services	End of Jan	300 books purchased and made available in the library.	HOC/Librarian
5.3	Internet facilities;			
a)	Internet linkage between College and Centre.	End of February	Made functional	HOC
b)	Provide 24hrs internet access to all the staff	End of February	Made functional	HOC
c)	Established Internet facilities in the library by providing five terminals to access internet to students.	End of Feb	5 terminals set for students	HOC
5.4	Develop and equip the library with international standard furniture including shelves and study carrels for 20 students.	End of March	Librarian equipped with specified furniture and seating provided for 20 students.	HOC /Librarian
a)	1 steel shelves with three bay shelving.			
b)	1 study carrels			
c)	5 chairs			
d)	5 chart tables			
e)	3 typist chairs			
f)	3 filling cabinet			
5.5 a)	Computerized the borrowing and lending process.	End of Feb	Librarian catalogue computerized and made available.	HOC
b)	Subscription of 3 maritime related magazines	End of April	Subscribed and available at the library	HOC/Librarian
5.6	Equip academic and administrative staff with modern day facilities	End of Feb	Equipment purchased and made functional (Four PC's are outdated)	HOC
a)	purchase 2 computer for academic staff			

b) Purchase 1 computer for Librarian			
c) Purchased 1 computer for students			
5.7 Purchase equipment and materials required for courses conducted at CMS			
a) Equip Navigational Lab with additional equipment and facilities to conduct navigational courses	End of April	Ordered placed and equipment purchased	HC /Naut. Coordinator
b) Equip Engineering Workshop with additional equipment to conduct the ACME Course	End of April	Ordered placed and equipment purchased	HC /Eng. Coordinator

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Initiate research work	End of November	At least one article published in the MCHE journal	HOC
Publish one journal	End of November	A Journal published and printed to distribute the related sectors	HOC/Journal Officer
Provide information/articles to the College News Letter	Each month	One article published 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
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
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	Proper documents made and action taken	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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Taking additional academic staff for coordination, course development (One Staff)	End of June 2004	Staff roll increased	Head
Create opportunities for staff development through workshops and visits to regional/other institutes	End of September 2004	At least 25% staff trained	Head
Student enrolment increased by 10%	End of July 2004	Student roll increased	Assist. Lecturer

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Begin a fresh batch of Advanced Certificate in Primary Teaching (ACPT) program	January 2004	Course begun	Assistant lecturer (AL)
Developing a course outline for ACPT (English)	End of Feb 2004	Outline Completed	Assistant lecturer (AL)
Development of the material for ACPT (English)	End of April 2004	Materials developed	Assistant lecturer (AL)
Printing of ACPT (English) Materials	May-June 2004	Materials printed	AL / AO
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
Implement an evaluation system and a feedback mechanism to enhance quality of the courses.	Ongoing	Evaluation results published	AL
Conduct (Foundation) English Courses	January 2004	Students enrolled	AL
Development of the material for Diploma in Nursing (Conversion)	End of September 2004	Materials developed	Assistant lecturer (AL)
Printing of Diploma in Nursing (Conversion) materials	Nov-Dec 2004	Materials printed	AL / AO
Further develop the Foundation English Course	May-Dec 2004	Course and materials developed	AL

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Secure funding from both home and abroad for specific courses (e.g. Foundation English) and for staff development	End of June 2004	Funds available	Head
All courses will operate on a subsidised fee levying structure	Ongoing	Ongoing	Head
Utilize funding already secured on relevant and effective materials and equipment	End of December 2004	Funds available	Admin Officer/Budget

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Skills training for all administrative staff	End of Dec 2004	25% staff trained	Head
Training in Library management	End of May 2004	1 staff trained	Head
Evaluating regional coordinators/ tutors by monitoring visits and students' feedback	Ongoing	Seven visits made	Head/AL

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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 2004	Seven visits made.	AL/Head
Provide a separate working area with computer and internet access to COL students in Male'	Ongoing	Resources available	Head
Develop a small Library within COL	Ongoing	Resources available	AO/Head
Equip one classroom with furniture / equipment, etc	End of Jan 2004	Resources available	Head / AO

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Research on the performance of Distance Learners in Maldives	October 2004	Report available	AL

Goal 7: Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Design courses with content related to Maldivian culture and beliefs	Ongoing	Course available	AL/Head

Goal 8: Enhancing Internationalization

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Develop courses in association with, or feedback from recognised DE institutions abroad	End of 2004	At least one course developed	Head
Establish and develop links with DE institutions and organization in seminars, workshops and attachments and through membership in such organizations	June 2004	Link established	Head

FACULTY OF EDUCATION

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Conduct needs analysis to identify short / medium term training requirements at FE.	End of 2 nd quarter	Short term training requirements identified.	Subject Coordinators and HoD
1.2 Attempt to secure funding for 2 PhD's.	End of 4 th quarter	Funding secured.	Head of Research and Development Unit
1.3 Create opportunities for staff development through the following activities:			
<ul style="list-style-type: none"> Send 11 new staff for postgraduate training 	End of 1 st quarter	11 staff sent for training and progress monitored	HoD and Research and Development Unit
<ul style="list-style-type: none"> 2 short term training for 2 staff in Islamic studies and Quran. 	End of 3 rd quarter	Opportunities provided	HoD and Subject coordinator for Islam / Quran Deputy Librarian
<ul style="list-style-type: none"> Upgrade at least 1 library staff to Diploma level. 	End of 3 rd quarter	Staff upgraded	Head of Research and Development Unit
<ul style="list-style-type: none"> Conduct a series of language classes for administrative staff 	On-going	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 3 rd quarter	Staff sent for training and progress monitored. Training provided	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 4 th quarter	Staff sent for training and progress monitored.	Head of Research and Development Unit
<ul style="list-style-type: none"> Send 3 staff for Certificate level laboratory training. 	End of 4 th quarter	Staff sent for training and progress monitored.	Head of Research and Development Unit
<ul style="list-style-type: none"> Upgrade 2 existing staff to undergraduate level. 	End of 4 th 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 4 th 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 1 st 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 2 nd quarter	Workshop on Child centred teaching methodology conducted and methodology applied in teaching and curriculum development.	Research and Development Unit
<ul style="list-style-type: none"> Conduct a workshop on Child Centred 	End of 1 st quarter	Training on Child-Centred	Research and Development

Teaching Methodology for FE staff.	quarter	Teaching Methodology provided for 9 staff	Unit and HoD-IPDRDD
<ul style="list-style-type: none"> Send at least nine staff for short-term training on child Centred Teaching Methodology 	End of 3 rd quarter	Training workshop on distance education material development conducted.	Head of Research and Development Unit and HoD-IPDRDD
<ul style="list-style-type: none"> Introduce academic staff to distance education material development 	2 nd quarter		Head of Research and Development Unit
<ul style="list-style-type: none"> Study visits through Link Institute arrangement. 	2 nd quarter		Research and Development Unit
<ul style="list-style-type: none"> 2 overseas short term training courses 	2 nd quarter		
1.4 Identify and attend an international conference on Mathematics Education	International conference identified and attended	4th Quarter 2003	Head of Mathematics Department
1.5 Develop the In-service, Professional Development and Regional Development plan.	1 st quarter	Plan developed.	Dean, HoD – IPDRDD
1.6 Develop a plan to produce material to provide teacher training courses through distance education.	2 nd quarter	Plan developed.	HoD – IPDRDD
1.7 Provide training to 22 trainers from the atolls to implement the ACT-P Course	3 rd quarter	Training to 22 trainers from 11 atolls provided.	HoD – IPDRDD
1.8 Conduct needs analysis to identify short-term training requirements for teachers in the schools for the year 2005.	2 nd quarter	Needs analysis conducted and plan for the year 2005 developed.	HoD – IPDRDD
1.9 Develop a plan to review and revise the subject outlines of the ACT-P, DipTch-P and DipTch-MS programs to facilitate inclusion of Child Centred Teaching Methodology	4 th quarter	Plan developed for Subject outlines revision and make teaching Child Centred	HoD – IPDRDD
1.10 Recruit 9 full-time academic staff to work in the atolls to provide In-service programmes.	1 st quarter.	9 full-time staff recruited to work in the atolls.	Finance Head & Admin Head
1.11 Conduct feasibility study for introducing ACT-P Course (2005) in Noonu, Baa, Alif Alif, Dhaalu and Gnaviyani atolls	3 rd quarter	Feasibility study conducted and arrangements made for introducing ACT-P Course in the year 2005	Finance Head & HoD – IPDRDD
1.12 Visit the atolls, selected for introducing ACT-P in 2005, for promoting FE courses in general and ACT-P course in particular	3 rd quarter	Atolls visited and assurance sought for participation.	HoD – IPDRDD
1.13 Recruit 9 academic staff contracted for three years to implement ACT-P Course in the atolls.	1 st quarter.	18 academic staff enrolled and starts working in the atolls	Finance Head, Admin Head, & HoD IPDRDD
1.14 Provide tuition fees for 2 staff completing Diploma courses at FMC.		Tuition fees provided	Finance Head

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Start Bachelor of Education (Primary) (conversion) programme	End of 1 st quarter	Seek accreditation from MAB	Course Coordinators
2.2 Buy textbooks, CD's etc for the courses offered at FE	End of 1 st quarter.	Books available in the library	Deputy librarian

2.3 Identify and subscribe for 6 educational journals.	End of 1 st quarter.	Journals subscribed	Heads of Departments and Deputy Librarian
2.4 Develop and implement a staff appraisal mechanism	End of 1 st quarter	Appraisal mechanism developed	Dean and Heads of Departments
2.5 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
2.6 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
2.7 Introduce subject web pages.	End of 3 rd quarter	Web pages introduced	Subject coordinators
2.8 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
2.9 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
2.10 Develop new subjects for teacher training at secondary level. eg: Tourism studies, Agricultural Studies, Arabic + Modern languages, Art, Computer Science, Education froma Islamic Perspective, Geometrical and Mechanical Drawing.	2 nd quarter	Subjects developed	Heads of relevant departments
2.11 Conduct study skills seminars for FE students.	Beginning of 1 st and 2 nd quarter	Seminars conducted	Course coordinators
2.12 Participate in study camps conducted by the secondary schools for Cambridge exams.	End of 3 rd quarter	Participated in camps	Relevant course coordinator
2.13 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
2.14 In service workshops – Male’ and atoll schools.	3 rd quarter	Workshops conducted	HoD and IPDRDD
2.15 Develop Structure for the Bachelor of Education (Secondary (BEd-S))	End of 1 st quarter	- BEd. (S) Course structure developed.	BEd (S) Course Development Team
2.16 Develop subject outlines for BEd. – S	End of 3 rd quarter	- Outlines for various subjects developed & approved by MAB	Subject Coordinators
2.17 Develop structure for the Physical Education Specialization Course	End of 2 nd quarter	- PE specialization Course structure develops.	PE Coordinator
2.18 Develop subject outlines for PE specialization course.	End of 3 rd quarter	- Outlines for various subjects developed & approved by MAB.	PE Coordinator
2.19 Develop a module for teaching and learning of Islam for Diploma of Teaching (primary)	2 nd quarter	Module developed	Subject coordinator
2.20 Produce and publish 1 book for teaching and learning of Islam. (Activity package for students).	3 rd quarter	Book published	Subject coordinator
2.21 Carryout a mid semester review of teaching and learning every semester.	2 nd and 3 rd quarter	Review carried out	Dean
2.22 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
2.23 Conduct workshops for language teachers	End of 3 rd quarter	Workshops conducted	HoD, Language Department
2.24 Send at least 2 staff on short-term training course on teaching / learning / use of IT in teaching.	Staff trained	4th quarter	Research and Development Unit.
2.25 Develop a 5 year strategic plan for the FE.	Plan developed	2nd quarter	Dean and Heads of Departments

2.26 Develop a mechanism to enable mature students to enter FE courses	Mechanism developed	1st quarter 2004	Course coordinators
2.27 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	3rd quarter	Modules developed and printed	HoDs relevant dept. & HoD - IPDRDD
2.28 Develop two subjects to be offered in distance education mode	4th quarter	Existing teaching and learning modules developed as distance education material.	HoDs relevant dept. & HoD - IPDRDD
2.29 Conduct induction programs to part time lecturers in the atolls	1st quarter & 3rd quarter	Induction to part-time lecturers provided at the beginning of each semester.	Staff Development Coordinator & HoD-IPDRDD
2.30 Conduct monitoring and supervision trips to the Atolls where ACT-P Courses are conducted	1st quarter & 3rd 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
2.31 Develop and produce "Book of Readings" on the subjects selected from the ACT-P Course (for 5 atolls where ACT-P Course has been introduced)	1st quarter	Book of Reading on selected subjects developed and used in teaching	Finance Head & HoD - IPDRDD
2.32 Develop and produce "Book of Readings" on the subjects selected from the ACT-P Course (for 5 atolls where ACT-P course will be introduced in 2005)	3rd quarter	Book of Readings on selected subjects developed	Finance Head, HoD-R&DU, Department Heads & HoD - IPDRDD
2.33 Liaise with college administration to upgrade 30 assistant teachers to meet entry requirements for the Diploma of Teaching (Primary) (DipTch - P) Course.	2 nd quarter	Teachers upgraded	IPDRDD
2.34 Continue the existing Diploma/Degree Programs and begin new programs :			Course Coordinators
- Continue with the Advanced Certificate of Teaching - Primary (ACT-P) Course batch 2 in Addu Atoll.		<ul style="list-style-type: none"> • Students enrolled in ACT-P complete course. 	
- Continue with the Advanced Certificate of Teaching - Primary (ACT-P) Course batch 3 in HDh.		<ul style="list-style-type: none"> • students enrolled in ACT-P continue & complete course. 	
- Enrol 30 new students for the ACT -P Course in Addu Atoll.		<ul style="list-style-type: none"> • 30 students enrolled and begin studies. 	
- Enrol 30 new students for the ACT -P Course in HDh Atoll.		<ul style="list-style-type: none"> • 30 students enrolled and begin studies. 	
- Enrol 30 new students for the ACT -P Course in Sh Atoll.		<ul style="list-style-type: none"> • 30 students enrolled and begin studies. 	
- Enrol 30 new students for the ACT -P Course in R. Atoll.		<ul style="list-style-type: none"> • 30 students enrolled and begin studies. 	
- Enrol 30 new students for the ACT -P Course in		<ul style="list-style-type: none"> • 30 students enrolled and begin studies. 	

ADh Atoll.

- Enrol 30 new students for the ACT –P Course in L. Atoll.
 - 30 students enrolled and begin studies.
 - Enrol 30 new students for the ACT –P Course in GDh Atoll.
 - 30 students enrolled and begin studies.
 - Continue the Diploma of Teaching (Primary) Course 2003 batch
 - Students enrolled in DipTch – P continue course.
 - Enrol 90 new students for the Diploma of Teaching (Primary) Course 2004 batch.
 - 90 students enrolled and begin studies.
 - Continue the Diploma of Teaching (Middle-School) (DipTch – MS) Course batch 2
 - Students enrolled in DipTch –MS batch 2 continue & complete course.
 - Enrol 90 new students for the Diploma of Teaching (Middle School) (DipTch – MS) Course 2004 Batch.
 - 90 students enrolled and begin Studies.
 - Enrol 128 student teachers for the Diploma of Teaching (Secondary) Course 2004 Batch A.
 - 128 students enrolled and begin Studies.
 - Enrol 132 student teachers for the Diploma of Teaching (Secondary) Course 2004 Batch B.
 - 132 Students enrolled and begin studies
 - Continue the Advanced Diploma of Teaching (Secondary) 2003 batch.
 - Students enrolled in ADipTch-S continue and complete the course.
 - Enrol 62 students for Advanced Diploma of Teaching – Secondary course 2004 batch.
 - 62 students enrolled and begin studies
 - Continue the Bachelor of Teaching (Secondary) Course 2002 batch.
 - Students enrolled in BTch-S continue and complete course.
 - Continue the Bachelor of Teaching (Secondary) Course 2003 batch.
 - Students enrolled in BTch-S continues Course.
 - Enrol 67 students for the Bachelor of Teaching (Secondary) Course 2004 batch.
 - 67 students enrolled and begin studies.
 - Enrol 60 students for the Bachelor of Arts in Teaching English as a Foreign Language Batch 1.
 - 60 students enrolled and begin studies.
 - Enrol 30 students for the Bachelor of Education (Primary) Batch 1.
 - 30 students enrolled and begin studies.
 - 30 students enrolled
-

- Enrol 30 students for the BA Dhivehi Language Course 2004 Batch.	and begin studies.
- Enrol 30 students for the Diploma in School management Course Batch 1.	30 students enrolled and begin studies.

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Develop a scholarship scheme.	End of 3 rd quarter	Scheme developed	Head of Finance
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 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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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 coordinators and 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 and Heads of Departments

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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 2 multi media projectors + 2 computers 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 Establish a link with supplier of books/resources in the region	End of 4 th quarter	Link established	Library Co-ordinator
5.8 Complete the construction of the new FE Block.	4 th quarter	Construction completed	College Central Administration

5.10 Make an arrangement for teaching Physical Education and other sports activities.	1 st quarter	Outdoor space acquired	PE Coordinator
5.11 Acquire equipment and books for the HDh, Sh, R, ADh, L, & GDh and S.	2 nd quarter	Equipments and books acquired	Head of In-service, Professional Development and Regional Development Department
5.12 Acquire 30 new computers for the student's lab.	2 nd quarter	Computers acquired	IT Coordinator
5.13 Acquire books and other resources for the BEd (S) Course.	3 rd quarter	Books and other resources acquired	Course Development Coordinator
5.14 Acquire books and resource materials for the PE specialization course.	3 rd quarter	Books and resource materials acquired	PE Coordinator
5.15 Repair and up-grade classrooms (at MCHC old building)	2 nd quarter	Classroom repaired	Head of Finance
5.16 Set-up a Mathematics resource room.	Maths resource room set-up	2nd quarter 2004	Head of Mathematics Department
5.17 Obtain 15 new Overhead projectors, one for each class room + Lecture Halls.	Beginning of February	Overhead projectors obtained	Head of Finance
5.18 Seek funding from various agencies to purchase resources for conducting ACT-P in the atolls	3 rd quarter	6 lap tops, 6 printers, 6 photo copiers and 7 OHP purchased	Finance Head & HoD - IPDRDD
5.19 Acquire printers for each staff room	End of 4 th quarter	1 printer for each staff room.	Head of finance

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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 Plan to establish a research library.	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. (with support from ECU consultant)	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.	5th 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 Conduct a workshop for 30 teachers selected from the primary schools on "Action Research – for Professional Development"	3rd quarter	30 teachers trained and at least 3 action research conducted	HoD – IPDRDD & HoD – R&DU
6.16 Publish findings of the action research carried out by the teachers in "Fanaaru"	4th 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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1 Mark days like 'National 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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1 Explore possibilities to offer training programs in collaboration with other international universities.	2004	Possibilities explored and followed up	Head of Research and Development Unit
8.2 Explore possibilities to offer an external program in collaboration with Edith Cowan University.	2004	Possibilities explored	Senior Course Coordinators
8.3 Seek accreditation for all the programs offered at FE.	Ongoing	Accreditation sought	Senior Course Coordinators
8.4 Seek accreditation from MAB for Bachelor course/programmes run by FE.	2004	Accreditation sought	Senior Course Coordinators
8.5 Conduct workshops at FE with assistance from International organisations.	Ongoing	Workshops conducted	Research and Development Coordinator
8.6 Acquire funding necessary for accreditation of FE by international institution.	End of 2 nd quarter	Possibilities explored	Research and Development Coordinator
8.7 Explore possibilities for establishing a twinning program with an international institution	2004	Possibilities explored	Dean
8.8 Explore possibilities for developing an exchange program for staff with an international institution.	2004	Possibilities explored	Head of Research and Development Unit
8.9 Compare the equivalence (level/content) of all FE subjects to subjects offered at Link Institute.	Level of subjects compared	4 th quarter 2003	Head of Department
8.10 Compare the level and contents of Mathematics subjects offered at the faculty with 2 or 3 other Universities.	Level of subjects compared	2 nd quarter 2004	Head of Department

FACULTY OF ENGINEERING TECHNOLOGY

Goals 1: Attract and Retain Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Propose for undergraduate training for 1 staff in Architectural Engineering	By September 2004	Request for funding in 2005 budget	Head of FET Management Committee
1.2 Propose for undergraduate training for 1 staff in Civil Engineering, Refrigeration and Information Technology	By September 2004	Request for funding in 2005 budget	Head of FET Management Committee
1.3 Propose Dip. Or Higher Dip. Level for 1 staff for training in Welding Technology.	By September 2004	Request for funding in 2005 budget	Head of FET Management Committee
1.4 Propose training for the staff to upgrade their qualification: 2 staff Master Degree level 2 staff Bachelor degree level 2 staff Diploma level 2 staff Management training	By June 2004	Request for funding in 2005 budget	Head of FET Management Committee
1.5 Recruit 1 Librarian staff	February 2004	Employ the staff in 2004	Head of FET Deputy Director, RVTC
1.6 Seek funding for academic & administrative staff to attend seminars/study visits in regional/Asia Pacific countries	By June 2004	Request for funding in 2005 budget	Head of FET/ academic co-ordinators/ Academic review Committee
1.7 Review and revise already Formulated HRD plan	By February 2004	Review & update the plan	Head of FET/ academic co-ordinators/ Academic review Committee
1.8 Identify training requirements of existing staff	By February 2004	Establish requirements	Head of FET/ academic co-ordinators / ARC
1.9 Conduct short – term training course in pedagogic skills	By September 2004	Completion of initial training	Admin/ academic co-ordinators
1.10 Revise/develop existing/new brochures of the courses	By July 2004	Completion of brochures/leaflets	HOD/ Academic co-ordinators/Finance
1.11 Organize visits to provide information on FET activities to 'secondary schools in Male' and selected atolls	By October 2004	Visit 4 secondary schools in Male', Southern Secondary School & Northern Secondary School	Head of FET / Management Committee
1.12 Advertise all courses through media.	Ongoing and continued	Continued	HOD/ Academic co-ordinators/admin
1.13 Propose to provide 5 short-term courses to upgrade staff knowledge and skills in technical education at regional levels	Ongoing	Continued	CA/Liaison Officer – CPSC/ HOD of FET

Goal 2: Enhances Teaching and Learning.

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Replacement of furniture for classrooms and provision of equipment, 100 technical books and 2 Multi media projectors	January 2004	Ongoing	Finance / Admin
2.2 Facilitate 42 computers to new computer labs	By the end February 2004	Purchase additional 42PC sets	Finance/Admin
2.3 Conduct a seminar for teaching staff on	By August 2004	Conduct a seminar	Academic co-ordinators/

management and supervisory skills			HOD's/FMC
2.4 Design short course materials to introduce flexible learning methodologies	By December 2004	Continued	C.D.Unit/ HOD's
2.5 Conduct seminar to review and revision of curricula/ syllabi for improved performance/standardization, articulation and accreditation	By December 2004	Conduct a seminar	Academic co-ordinators/ HOD'S/ Post Secondary Education Project/C.D Unit
2.6 Conduct industrial survey/workshop for training needs assessment	By December 2004	Continued	HOD'S/ C.D Unit/ RVTC's
2.7 Compile all the resource materials of general subjects of AC courses as modules	By June 2004	Modules preparation	Admin/ HOD's
2.8 Review and revise the handbook for short courses	By January 2004	Review	Academic co-ordinators/ HOD's/RVTC
2.9 Conduct Diploma in Architectural Engineering	By July 2004	Conduct the courses	Academic co-ordinators/ HOD's/RVTC
2.10 Conduct Diploma in Electrical Electronic Engineering	By July 2004	Conduct the courses	Academic co-ordinators/ HOD's/RVTC
2.11 Conduct Diploma in Civil Engineering	By July 2004	Conduct the courses	Academic co-ordinators/ HOD's/RVTC
2.12 Conduct Diploma in Construction Management	By July 2004	Conduct the courses	Academic co-ordinators/ HOD's/RVTC
2.13 Conduct Diploma in Mechanical Engineering	By July 2004	Conduct the courses	Academic co-ordinators/ HOD's/RVTC
2.14 Conduct Diploma in Building Construction	By January 2004	Conduct the courses	Academic co-ordinators/ HOD's/RVTC
2.15 Conduct Advance Certificate courses at FET Male' :	Continuing from July 2003	Ongoing	Academic co-ordinators/ HOD's/RVTC
1.Engine Repair & Maintenance			
2.Refrigeration & Air-conditioning			
3.Electrical/ Electronics			
4.Welding & Metal Fabrication			
5.Electrical Engineering			
2.16 Conduct Advance Certificate courses at RVTC's :	Continuing from July 2003	Ongoing	Academic co-ordinators/ HOD's/RVTC
1.Wooden & Fiber Glass Boat Building (RVTC/R.Alifushi)			
2. Engine Repair & Maintenance (RVTC/H.Dh Kulhudhuffushi)			
3.Furniture Carpentry& Joinery (RVTC/K.Thulusdhoo)			
4.Electrical/ Electronics (RVTC/S.Hithadhoo)			
6.Electrical/ Electronics (RVTC/S.Hithadhoo)	January 2004	Conduct the course	
7.Furniture Carpentry& Wood Carving (RVTC/S.Hithadhoo)			
2.17 Conduct Cert III in Fluid Power	By July 2004	Conduct the course	FET head/ Dep. Director prog
2.18 Conduct Cert III in	By January 2004	Conduct the course	FET head/ Dep. Director prog
1. Welding & Sheet Metal			
2. Machining & Mechanical Fitting			
3. Furniture Carpentry			
4. Wood Carving			
5. Wooden & Fibre Glass Boat Building			
6. Engine Repair & Maintenance			

2.19	Conduct short courses in	From Jan – Dec 2004	Conduct the courses	FET head/ Dep. Director prog
1.	Four Courses Engine Operation and Maintenance			
2.	Four Courses Domestic Refrigeration Maintenance			
3.	Four Courses Basic Furniture Carpentry			
4.	Nine Courses Domestic Electrical Installation & Maintenance			
5.	Six Courses Domestic Plumbing and Maintenance			
6.	Two Courses Handicraft Skill Development/Shell Jewellery			
7.	Two Courses Handicraft Skill Development/Coral Carving			
8.	Two Courses Handicraft Skill Development/Fibre Craft Course			
9.	Two Courses Basic Course on Industrial Safety			
10.	Six Courses Safe Usage & Basic Maintenance of Domestic Electrical Appliances			
11.	Four Courses Basic Tiling Course			
12.	Six Courses Basic Gas Welding & Cutting Course			
13.	Three Courses Basic Machining Course			
14.	Six Courses Basic Arc Welding Course			
15.	Six Courses Brick Masonry & Plastering Course			
16.	Two Courses Basic Supervisory Course on Construction Methods & Management			
17.	Five Courses Basic Electronics Course			
18.	Four Courses Automobile Maintenance Course			
19.	Four Courses Computer Networking Course			
20.	Two Courses Wood Carving Course			
21.	Five Courses Basic T.V Servicing Course			
22.	Three Courses Basic CAD			
23.	Six Courses Computer Hardware Maintenance Course			
24.	Six Courses Mechanized Pump Repair & Maintenance Course			
25.	Six Courses Generator Maintenance & Troubleshooting			
26.	Four Courses Handicraft/ Pearl Jewellery Course			
27.	Four Courses Mat Weaving Course.			
28.	Four Courses Wood Turning & Lacquer works.			

Goal 3: Improving College Finance To Improve The College With Resource Base Necessary To Achieve Its Strategic Goals.

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Propose to increase stipends to FET full time	By December	Scheme developed and	Head of FET /Academic

courses. Revise the existing fee based short courses	2004	finalized	Co-ordinators.
3.2 Prepare quarterly budget expenditure reports and take necessary action to prevent overspending.	End of every quarter	Budget spending kept within acceptance of change. Overall spending does not go beyond budget allocated.	Head of FET
3.3 Maintain and regularly update stock and inventory of physical assets.	Ongoing	Stock and inventory updated and all furniture, equipment purchased entered into inventory	Head of FET/Senior Admin. Officer.
3.4 Maintain all physical resources in good working condition.	Ongoing	Continued	Academic co-ordinators/HOD's/Admin
3.5 Introduce inventory control system.	By June 2004	Identify a software and purchase/ install the software	Academic co-ordinators/HOD's/RVTC/ Muawiath Shujau

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
4.1 Request CPSC for training Administrative staff through short programmes.	Jan – Dec 2004 and continue	Ongoing training.	Head of FET/ Liaisons Officer
4.2 Maintain regular statistics of students	Ongoing	Up to date information available immediately on request	Academic co-ordinators/HOD'S
4.3 Maintain and update information on student's academic performance, as well as information related to their attitudes and disciplinary issues	Ongoing	Up to date information available immediately on request	ARC/Academic co-ordinators/HOD'S
4.4 Evaluate academic staffs of FET/RVTC's monitor performance and collect feedback from students	Ongoing	Regular monitoring and collecting feedback from students from FET/RVTC's	Academic co-ordinators/D.DRVTC
4.5 Train 2 admin RVTC staff and 5 admin/academic staff FET to maintain statistics / record keeping and budget administration	Jan. – Dec. 2004	Seek the training opportunity and enroll the staff for training	Head of FET/RVTC and Management Committee

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

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1 Purchase third Floor Furniture & equipment	By March 2004	Purchase furniture and equipment	Head of FET/Academic co-ordinators/ D.D RVTC
5.2 Provide junior executive chairs and tables to the academic staff from Lecturer Gr.1 and above.	By July 2004	Some chairs and tables purchased	D.D Prog./ Finance Section
5.3 Purchase additional 18 computers for the lecturers	By February 2004	Purchase computers	Finance Section/Academic co-ordinators
5.4 Replace all the students chairs and tables of one classroom at FET/Male'	By June. 2004	Purchase and provide chairs and tables	Finance
5.5 Purchase tools and equipment required to establish architectural training department at FET/Male'	By March 2004	Purchase tools and equipments	Head of FET/Academic co-coordinators
5.6 Establish library with 100 books and furniture at RVTC /Alifushi and Thulusdhoo	By May 2004	Establish the library	D.D prog./ Finance Section
5.7 Improve drinking water facilities	By July 2004	Modify and replace the collecting system	Finance Section

5.8 Provide additional 100 library books, subscribe to 2 magazines and 2 journals for FET	By July 2004	Identify and purchase books, magazines	D.D prog/ Finance Section/ HOD's/ Librarian
5.9 Provide additional equipment for diploma programmes Electronic Section Civil, Construction Management, Electrical and Mechanical Section.	By October 2004	Purchase	Head of FET/Academic co-ordinates.
5.10 Establish a computer lab with 10 computers at RVTC Alifushi	By March 2004	Purchase	Head of FET/D.D Finance/ D.D.Prog
5.11 Provide 2 additional air-conditioner (24,000 BTU) split type to Electronic Lab.	By March 2004	Purchase	Finance Section/ Academic Section
5.12 Provide AC's to academic staff office FET	By March 2004	Purchase and provide	Finance Section/ Academic Section
5.13 Provide FET library room with 5 PCs	By March 2004	Purchase	Head of FET/D.D Finance
5.14 Replace all the granite fixed outside the building of FET	By January 2004	Seek assistance from Indian government through DER /Donor Agencies	Head of FET/D.D Finance
5.15 Replace FET 4 sections: Refrigeration, Engine, Welding & Machining shutter gates to aluminium gates.	By March 2004	Purchase	Head of FET/D.D Finance/ D.D.Prog/Academic co-ordinates
5.16 Provide additional automotive training equipment to the Marine and Automobile Section FET	By September 2004	Purchase	Head of FET/D.D Finance/ Academic co-ordinates
5.17 Replace the damaged window frames of Refrigeration Section	By February 2004		Head of FET / Finance Section
5.18 Install grills for the windows of Engine Section	By February 2004		Head of FET / Finance Section
5.19 Review and Renew RVTC fire systems	By February 2004	Renew	Head of FET /D.D Prog./ Finance Section
5.20 Purchase training aids for Refrigeration and Air-conditioning Section	By June 2004	Purchase	Head of FET /D.D Prog./ Finance Section, HOD's

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
6.1 Develop a project proposal to establish a research and development section at FET/Male'	End of August 2004	Submit the proposal to Dona agencies and government budget 2004	Head of FET/ MCHE.

Goal 7: Enhancing the Maldivian Identity in the College

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1 Enhance the position of Dhivehi in FET Communications	Ongoing and continued	Circulars delivered to Maldivian academic staff	Academic co-ordinators
7.2 Integrate Maldivian art skills, methods and techniques into wooden & fibreglass boat building curriculum where technically viable	May 2004	Practical lessons and theoretical hand outs	RVTC/ C.D.Unit/ academic staff in the field of Boat building
7.3 All short term courses to be delivered to Dhivehi Medium and the relevant materials to be developed	By October 2004	Develop course materials	HOD'S, C.D.Unit

Goal 8: Enhancing Internationalisation

ACTIONS PLANED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1 Seek accreditation of FET long term courses from one overseas institution	End of August 2004	Accreditation of FET courses confirmed from one over seas	Head of Faculty Academic HOD'S
8.2 Establish relationship and corporation with at least 2 relevant technical institutions	By June 2004	Establish corporation	Head of Faculty Academic HOD'S

FACULTY OF HEALTH SCIENCES

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Review staff development plan and incorporate new areas of development.	January	Staff development plan reviewed by the Management committee and new areas identified	SDC, Management Committee
1.2. Provide opportunities for continuous upgrading of staff skills, both in the content area and educational skills	Before end of 2004	At least 3 staff sent for training in academic and 3 in administrative area.	Dean, MCHE
<p>Send academic staff for long term training in the following areas:</p> <ul style="list-style-type: none"> • Masters in Health Service Management • Bsc in Social work/counselling, Psychology & Sociology • Diploma in Library Sciences • Complementary and Traditional Medicine • Information Technology including Computer maintenance and servicing • Post grad diploma in educational management & administrations <p>Send administrative staff for long term training in the following areas:</p> <ul style="list-style-type: none"> • Diploma in Management • Academic Planning & Management • Nursing Lab management 			
1.3. Conduct staff appraisal on a regular basis	October-November	Staff performance evaluated and feedback provided.	SDC
1. 4. Conduct regular supportive supervision interviews.	Ongoing	Interviews conducted once a year for each staff and feedback given	Head of Ac Section
1.5. Self evaluation of teaching carried out in each semester	June, October	Self evaluation reports presented by all staff	All Teachers
1.6. Conduct orientation program for newly joining staff. <ul style="list-style-type: none"> • Standard package to be prepared for the orientation • Teachers Handbook to be prepared and provided for the new teachers • Provide a mentor for the new staff for the first semester 	Ongoing	Every newly joining staff goes through orientation/ Orientation package and Teachers Handbook provided with other necessary documents	Admin. Head
1.7. Accommodate requirements of new teachers <ul style="list-style-type: none"> • Conduct workshop on teaching methodology • New teachers attend teaching certificate course organized by the College for new 	Ongoing	All new teachers equipped with teaching skills	SDC

teachers			
1.8. Recruit and upgrade new staff for the regional training sites	February	2 teachers employed for the Gaaf Dhaal and Haa Dhaal regions and sent for BSc Nursing	Dean, MCHE
<ul style="list-style-type: none"> New nurse teachers to be employed and upgraded to Degree level for Haa Dhaal and Gaaf Dhaal training sites 			
1.9 Review requirements of the Health Sector with the FHS Advisory Committee	Ongoing	Ongoing. Review done once a year. Minutes of FAC reflect FHS progress in addressing national priorities and support of stake holders	Dean
1.10 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
1.11 Conduct course evaluations for all courses.	Ongoing	Course evaluations conducted with every graduating group. Recommendations considered in revised course curriculum.	CC
1.12 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
1.13 Provide budget for 2 academic staff to attend international conferences in the regions	March	Budget procured	Dean

Strategic Goal 2: Enhancing and Teaching and Learning

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1. Provide different modes of study to increase flexibility and access to courses	End of 2004	Subject outlines, curriculum documents and learning materials	Cur Com, Sub C
<ul style="list-style-type: none"> Develop intensive learning/teaching blocks in Male, combined with external mode studies. 			
2.2. Increase learning opportunities at regional levels.	2004	Acad Head, CCs	Short and long term courses offered at regional levels
2.3. Identify courses to be offered on part time basis	March 2004	CC Curr Committee	Course developed for part time delivery
<ul style="list-style-type: none"> Develop courses to be offered on part time basis 			
2.4. Develop learning guidelines and resources for distant education in selected areas.	2004	Cur Com, Sub C, Sub T	Learning guides and learning materials
2.5. Provide settings for clinical practice with supportive supervision	Ongoing	Admin Head, MCHE	
<ul style="list-style-type: none"> Provide budget for training sites overseas 		Head of Budget section	Budget procured
<ul style="list-style-type: none"> Improve standard of mentors 		CI Coordinator	Mentors trained for IGMH and Regional training sites
<ul style="list-style-type: none"> Organise monetary incentives for mentors and external teachers. 		Head of Budget section	Budget allocated for mentors/external teachers
2.6. Improve standard of clinical practice	February	Clinical Coordinator/Ac. Head	Evaluation conducted and

<ul style="list-style-type: none"> Develop guidelines for evaluation of clinical placements and clinical experience 			feedback provided to IGMH and Reg. Training sites
<ul style="list-style-type: none"> Each semester faculty clinical supervisors take the role of mentoring in the wards 		Clinical supervisors	Duty rota of clinical supervisors and signed attendance
2.7. Visit overseas training sites to evaluate the standards of practice and to discuss the needs of new courses	March	Dean, Ac Head	Budget available. Overseas training sites visited.
2.8. Improve standard of teaching and learning materials			
<ul style="list-style-type: none"> Review learning activities and assignments 	March-July	Curr Com	Report of review
<ul style="list-style-type: none"> Conduct workshops for developing self study guides 	February	Ac. Head, LMDC	Learning materials developed
<ul style="list-style-type: none"> Review assessment component of each subject 	March	Ass Com	Report of review
2.9. Provide support to students with academic and personal needs			
<ul style="list-style-type: none"> Hold academic skills session every semester 	March, August	Std Aff./Cc	75% of students attending sessions
<ul style="list-style-type: none"> Provide counselling skills for students in need. 	Ongoing	Std Aff./ Cc	Students provided with counselling
2.10. Find out the needs of PHC and DMLT diploma courses to upgrade to degree level			
<ul style="list-style-type: none"> Identify the needs to develop conversion degree courses for DMLT and PHC courses 	April	Curr Com	Needs identified through survey; survey report
<ul style="list-style-type: none"> Communicate with universities abroad and find out the requirements to upgrade PHC and DMLT courses to a degree level 	May	Dean	Letters and response from universities abroad
<ul style="list-style-type: none"> Develop linkage with universities abroad 	September	Dean/MCHE	Letters exchanged with Universities
2.11. Develop questionnaires for measuring the training effectiveness	June	Ac Head,	Questionnaires developed and reviewed
2.12. Conduct survey in IGMH, Regional hospitals, Health Centres	September 2004	Dean, Ac Head, Field Ccs	Report of survey
2.13. Conduct consultation meetings annually with stakeholders of courses of FHS	March 2004	Dean, Ac Head, CCs	Needs for further training identified
2.14. Regularly consult with FHS Advisory Committee / discuss issues and seek advice regarding training	Ongoing	Dean	Meetings held at least once a quarter. /Minutes of Advisory Committee reflect consultation.
2.15. Increase student enrolment for all courses by 10%	Beginning of the year	Std Affairs, Std Assoc. & CCs	Enrolments increased by 10%
<ul style="list-style-type: none"> Providing information of all courses through the public media. Produce and distribute leaflets on courses available at FHS to Secondary /Higher Secondary Schools 			

<ul style="list-style-type: none"> Place attractive advertisements in newspapers Hold Open House once a year to provide information to students from Secondary/Higher Secondary Schools Conduct intensive student recruitment activities during field visits Participate in Youth Challenge to advertise and promote all courses. 			
2.16 Undertake training needs analysis to find out the need for new courses in continuing education	February	Cont Ed. Com	Report of analysis
2.17 Conduct Short and Long term courses in the Regional Training sites and in Male' as required by FHS and the Health Sector:			
<ul style="list-style-type: none"> Conduct NA course in Gaaf Dhaal, Haa Dhaal and Seenu regions. 	June	CCs, Subj Teachers	60 nurses aides trained
<ul style="list-style-type: none"> Basic First Aid course in all training sites 	January-June	Cc	60 candidates trained in FA
<ul style="list-style-type: none"> Mentoring and clinical supervision for clinical supervisors in Regions 	January-June	CI Cc	15 staff trained in each region
<ul style="list-style-type: none"> Continuing Education for practising nurses: Raa, Lhaviyani, Gaaf Dhaal, Baa, Mahibadhoo, Mulaku 	January-November	Cont. Ed Committee	90 nurses attended training
<ul style="list-style-type: none"> Workshop on Improving quality of Nursing Care; Laamu 	January -June	Nursing Com	15 nurses attended training
<ul style="list-style-type: none"> Training of trainers for Health Care workers; Male' 	August	Curr Cc	10 Health Care workers receive training
<ul style="list-style-type: none"> Teaching methodology for clinical teachers/external teachers: Male' 	February	Curr Cc	10 Teachers attend training
2.18 Design new courses according to the needs of the Health sector as follows:		Curr Com, CCs	New courses started in the first and second semester
<ul style="list-style-type: none"> Conduct Diploma in Primary Health Care Conversion course 	January		
<ul style="list-style-type: none"> Critical Care Nursing 	July		
<ul style="list-style-type: none"> Traditional Medicine 	January		
<ul style="list-style-type: none"> Basic Counselling 	July		
2.19. Strengthen and improve learning resources and facilities		Chief librarian, Budget Officer	At least one Journal available in every discipline
<ul style="list-style-type: none"> Identify key and order journals in each discipline: online and hard copies 			
<ul style="list-style-type: none"> Identify essential up to date reference books for the various disciplines and purchase them 	January		Core texts available for reference
<ul style="list-style-type: none"> Identify and order new requirements for videos. 			Learning videos available.

2.20. Develop and maintain nursing, medical and pharmacy laboratories,			
<ul style="list-style-type: none"> Identify equipment in every area and purchase them. 	January	Clinical Lab asst, Sub Teachers	List of equipment Equipment available for students
<ul style="list-style-type: none"> Recruit lab assistant to maintain equipment and supervise lab sessions 	January	Dean	Staff recruited for labs. Inventory maintained

Goal 3: Improving College Finance

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1. Management of budgetary resources	Ongoing	Head of Budget section	List of activities for budget allocation according to priority
<ul style="list-style-type: none"> Prioritise activities to make effective use of available budget Prepare quarterly budget spending plan 			Budget spending kept within accepted levels Quarterly budget spending plan made
3.2. Upgrade budget officers by providing additional training	June 2004	Head of Budget section	Budget officers receive further training in finance management
3.3. Charge fees for new courses as proposed by the Management committee	January 2004	Dean, Head of Ac Section	Proposal approved by the Health sector and MCHE

Goal: 4 Strengthening Management

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
4. 1. Improve planning and management of academic programs			
<ul style="list-style-type: none"> Provide long-term training in educational management 	February	Dean, Head of Ac Section	Staff trained in Educational management
<ul style="list-style-type: none"> Conduct evaluations of employer satisfaction 	November	CCs	
<ul style="list-style-type: none"> Conduct field studies to evaluate outcomes of programs delivered at FHS 		Field C.	Feed back of course evaluations communicated to all staff
<ul style="list-style-type: none"> Conduct evaluations of clinical placements 	End of clinical placements	Cl. C.	
4.2. Efficient planning and management of administration	Ongoing	Head of Administration section	All equipment are in working order
<ul style="list-style-type: none"> Develop standards and guidelines and standards for administrative procedures 	September		Prepare a manual of procedures and protocols
<ul style="list-style-type: none"> Train technician to repair and maintain 	June		Staff trained to maintain

OHP, Computers, printers etc.			teaching and learning materials
<ul style="list-style-type: none"> Provide additional photocopying facilities for students and staff in the library with card system for payment 	March 2004		Additional photocopiers available
<ul style="list-style-type: none"> Provide training for managing computers and IT management. 	June		Staff trained in IT
4.3. Improve student support and Administration	Ongoing	Std Aff	
<ul style="list-style-type: none"> Orientation program conducted during the orientation week which include: Gender awareness workshop to be conducted as part of the orientation 	Ongoing	Std Aff	Orientation program No of students attending orientation documented.
<ul style="list-style-type: none"> Use non gendered language for all documentation produced at FHS 	Ongoing	Dean	
<ul style="list-style-type: none"> Organize meetings with teachers and course coordinators to discuss course specific information 	Ongoing	Dean	Teachers available to provide course information
<ul style="list-style-type: none"> Offer counselling to meet the needs of students 	Ongoing	St Aff	Trained counsellor available for students
<ul style="list-style-type: none"> Organise student activities within the faculty to stimulate creativity and development amongst students 	September	St Aff	Competitions/Activities organised
<ul style="list-style-type: none"> Develop a newsletter which addresses ongoing current activities. 	July /November	St Aff	Newsletter published

Goal 5: Improving Facilities in Male' and Other Islands

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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	Dean, Academic Head	Regular training conducted
5.3. Accommodation to be set up for full time students.	February	Dean, MCHE	Accommodation available
5.4. Increase long term and short term courses to be conducted in the regions.	January to November	Ccs, Head of Academic section Dean	Short term and long term training increased at least by 15%
5.5 Teaching and learning facilities to be improved in the regions <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 	January	Head of Admin section Head of Ac. Section Chief librarian	Books available for referencing

5.6 Improve training facilities in Male'.	November	Dean, Head of Ac section DMLT Cc	List of equipment and furniture
<ul style="list-style-type: none"> Procure equipment and furniture for the new FHS building Make plan for set up of diagnostic lab and training labs in the new building 			Plan of diagnostic lab with budget requirements

Goal 6: Promoting Research

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
6.1. Set up a research committee in the Faculty	March	Head of Ac Section	Members selected
6.2. Conduct tracer study and publish results	Ongoing	Dean, MCHE, AusAID	Results of surveys
6.3 Conduct training evaluations and publish results	End of course	Ccs	Results of evaluations
6.4 Conduct community research by students with the assistance of teachers (school health, community surveys)	November	Ccs, Sub T	Results and findings
6.5 Publish Health Sciences journal from the faculty to provide opportunity to share research findings.	Ongoing	Dean, Ac, Head	Journal published annually

Goal: 7 Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1 Ensure that the courses reflect teaching and practice appropriate to Maldivian culture	All courses	Curriculum committee	Teaching and practice reflect Maldivian culture
7.2 Address religious aspects of specific health related topics in certain subjects	End of course	Sub T	Religious lectures related to health matters provided by religious leader
7.3 Include lecture on discipline and respect as it relates to Maldivian culture in the orientation program	June	Std Aff	Lecture on Discipline and Maldivian Culture provided during orientation

Goal: 8 Enhancing Internalisation

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1. Accreditation of all courses by MAB	March	Dean, Ac. Head	Curricular accredited
8.2. Arrange for international accreditation of courses	June	Dean, Ac. Head	Letters and documents exchanged
8.3. Establish a student exchange program with universities outside	July	Dean, Ac. Head	Letters and documents exchanged
8. 4. Link with Universities abroad and conduct programs.	November	Dean, Ac. Head	Identify programs to be linked with universities abroad and exchange letters.

FACULTY OF HOSPITALITY AND TOURISM STUDIES

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1	Promotion of courses:	1 st week April	Participated.	Faculty Management Committee (MC)
	a) Youth Challenge			
	b) Youth Challenge Addu	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 S, GN,GDH, GA, , L and HDh, Secondary Schools Gr. 10	2 nd and 3 rd Quarter	Completion of visit	MC
	e) Visit Centre for Higher Secondary Education	3 rd Quarter	Completion of visit	MC
	f) Work in collaboration with Ministry of Tourism with regard to the Tourism Week (Secondary School students educational visit to Resorts)	End September	Conducted.	MC
	g) Open Day of FHTS	3 rd week April	Conducted	HoD
1.2	Promoting Faculty through media:			
	a) Use of adverts in newspapers to promote Faculty.	Before commencement of courses	Published.	HoF & MC
	b) Printing of poster	1 st Quarter	Printed	HoF & MC
	c) Issuing of news letter to industry Twice a Year	Once every semester	Printed & issued	HoD & MC
	d) Weekly Cookery Program on TV	2 nd Quarter	Telecasted	Food Production
	e) Develop Brochures for various courses	Early 2004	Developed and printed	Department MC
	f) Make use of TV Maldives to produce and telecast a special programme promoting career prospects within Tourism industry. (Graduate/FHTS Success story)	1 st Quarter	Telecasted	HoD & MC
	g) Make use of Dhivehiraajeyge Adu to produce and broadcast a special programme promoting career prospects within Tourism industry. (<i>Awareness building of outer atoll inhabitants With regard to benefits of tourism</i>).	First week April	8 x 15-minute programmes broadcasted.	HoD & MC

1.3	Opportunities for staff development:			
1.3.1	Upgrading 3 staff to post graduate level.	Before end of 2004	staff sent for training	MC & HoF
1.3.2	Secure funding for 2 PhD courses	Before end of 2004	Funding obtained	MC & HoF
1.3.3	Attempt to secure funding for more staff for postgraduate training	2004	Funding Secured	MC & HoF
1.3.4	Completion Certified Hospitality Educator	Before May 2004	Video Recorded and submitted	All Academic Staff & HoF
1.3.5	Create opportunities for staff development through			
a)	2 overseas short term specialisation training courses. (budget funding)	Before end of 2004	Completed Training	MC & HoF
b)	Seek funding for academic and administrative staff to attend conferences / seminars / exposure trips in regional countries	Through out the year	Visit completed	MC, HoF & HoD
1.3.6	Academic Staff Development Workshops with Edexcel:			
	HND Curriculum Development ND Travel and Tourism	Before June 2004	Workshop conducted	MC & HoF
1.3.7	Administrative Staff Development Workshops:			HoF
a)	Microsoft Office Administration Word and Excel	2 nd Quarter	Workshop conducted.	MC & HoF
b)	Customer Relations	1 st Quarter.	Workshop conducted.	MC & HoF
c)	Budget and Finance	2 nd Quarter	Workshop conducted.	MC & HoF
1.3.8	Support Staff Development Workshops:			
	Hygiene, Health and Safety	3 rd Quarter.	Workshop conducted	HoD
	Customer Care	2 nd Quarter	Workshop conducted.	HoD
	Work Ethics	1st Quarter	Workshop conducted	HoD

Goal 2: Enhance Teaching and Learning

ACTIONS PLANNED FOR 2004		TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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	January	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 approval for all new credit courses from MAB.	1 st Quarter	MAB approvals received.	MC & 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 Curriculum and module outline for HND Hospitality Management	1 st & 2 nd Quarter	Curriculum / subject outlines developed and finalised	HoD, Program Coordinators, MC & HoF
2.8	Develop Curriculum and Module outline for BTEC ND in Travel and Tourism	1 st & 2 nd Quarter	Curriculum / subject outlines developed and finalised	HoD, Program Coordinators, MC & HoF
2.9	Develop Curriculum and Module outline for Advance Cert Commercial Cookery	End of 2 nd quarter	Curriculum / subject outlines developed and finalised	HoD, Program Coordinators, MC & HoF
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	End of 1 st Quarter	Journals Available in Library.	MC & HoF
2.13	Identify essential reference books for the	2 nd Quarter	Books available in Library	MC & HoF

	various disciplines taught at FHTS and purchase them.			
2.14	Provide opportunities for industry exposure to staff	Once a year	Worked in Resorts	MC & HoF

Goal 3: Improving College Finance

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1	Continuation of all Courses	Throughout the year	Courses continued	HoF, Course Coordinators
3.2	Introduce the following new credit courses:			
	a) BTEC HND in Hospitality Management	Semester 2	Course commenced	HoF, Course Coordinators
	b) Certificate II in Pastry and Bakery	Semester 1	Course commenced	
	c) BTEC Diploma in Travel and Tourism	Semester 2	Course commenced	
	d) Advance Certificate in Commercial Cookery	Semester 2	Course Commenced	
3.3	Introducing a charge system for:			
	a) Charge deposit fee for student lockers on a semester basis from those students requesting locker facilities. (refundable)	Throughout the year.	Fee charge system established.	Academic Section (AS)
	b) 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

Goal 4: Strengthening Management

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
4.7	Conducting a series of staff development programme for administrative and support staff.	Before end of December	Workshops conducted.	HoF / MC & HOD
4.8	Schedule regular meetings of		Effective throughout the year conducted	HoF
4.9	a) Faculty Advisory Committee	Min. 4 meetings /year		HoF
	b) Faculty Management Committee	2/month	conducted	HoF
	c) Staff Meetings	1/month	conducted	HoF
	d) Academic Review Committee Meetings	On request or if required	conducted	HoF
4.10	Closely monitor and improve the usage of memos/notices and other communication methods used among staff to communicate to students and other	Throughout the year	Effective usage.	MC & Academic Secretary

	Faculty members.			
4.11	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
4.12	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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1	Construction of the new Faculty premises through PSIP	Before the last quarter of the year	Construction Work Started.	V. Rector Admin, Rectorate & HoF
5.2	Renovations:			
a)	Renovate the existing roofs and drainage system to stop water leakage into classes and Staff rooms.	1 st Quarter	Renovations completed.	Administration Section (AS)
b)	Renovate the existing Bar, and Silver Store.	1 st Quarter	Renovations completed.	AS
c)	Renovation of Housekeeping store cupboard	1 st Quarter	Renovations completed	AS
d)	Renovate the existing roofs, walls and floor of kitchen store room	1 st Quarter	Renovations completed.	AS
5.3	Upgrading of the student facilities:			
b)	Upgrading of the student computer lab to 20 PC's	1 st Quarter	Purchased.	AS
c)	Photocopy facility	2 nd Quarter	Purchased.	AS
d)	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.	1 st Quarter	Purchased.	AS
	Restaurant Chairs			
	Worktop Chillers			
	Restaurant Equipments			
	Bar Counter			
	Water Heater for wash up area			
	Industrial Oven			
	S S table for still room			
	Purchase of 2 TV's, CD players and 2VCR	2nd Quarter	Purchased.	AS
	Purchase of mobile equipment required for Training in Atolls	2nd Quarter	Purchased.	AS
	Purchase of a heavy duty photo copier	1 st Quarter	Purchased	AS
	Purchase of detergent dispensers with industrial cleaning chemicals	1 st Quarter	Purchased	AS
	Purchase of Digital Movie Camera	1 st Quarter	Purchased	AS
5.5	Upgrading of staff rooms:	End February	Purchased	AS
g)	Purchase of computers to Academic and non academic staff	End February	Purchased	AS
h)	Purchase of office shelves			
i)	Purchase of office tables and chairs			
j)	Computer tables and chairs			

Goal 6: Promoting Research

	ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
6.1	Providing postgraduate research students with research supervision.	During The year	Provision of mentor service.	HoF
6.2	Support research work conducted by BPhil and MA in Hospitality Management Students to emphasis on the current requirement of the Hospitality and Tourism sector of Maldives.	During The year	More research directed at contemporary issues in Maldivian tourism sector.	HoF
6.3	Encourage the BPhil and MA in Hospitality Management Students to make their work available to public by making a copy of their work available at the Faculty library.	During The year	Previous research work of Bphil and MA students made available in the Faculty library.	HoF
6.4	Seek funding through APETIT 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

Goal 7: Enhancing the Maldivian Identity of the College

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1 Finalize HND and ND Travel and Tourism accreditation from Edexcel	End of 2 nd Quarter	HND submitted to Edexcel.	HoF
8.2 Improve Throughout the year collaborative links with overseas institutions.			
a) Improve relations with APETIT member countries.	Through Out the year	Improved relations.	HoF
b) Seek exchange programme 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 Bphil degree from Birmingham University	Through Out the year	Lectures conducted	HoF
8.3 Encourage staff to be members of International Organisations such as HCIMA, AHMA	Before 4 th Quarter	Membership.	All Faculty staff
8.4 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 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
1.1 Send staff overseas for training to upgrade their qualifications:			
<ul style="list-style-type: none"> ▪ 4 staff to Diploma level 	Early February	4 staff sent for diploma studies	
<ul style="list-style-type: none"> ▪ At least one staff to Masters level 	Early July	1 staff sent for Masters	Head of Administration
<ul style="list-style-type: none"> ▪ At least one staff to PhD level 	December	1 staff sent for PhD studies	
1.2 Create opportunities for Staff development through:			
<ul style="list-style-type: none"> ▪ Study visit to Auckland University of Technology (AUT) 	Early January	Study visit undertaken	Head of Academic Affairs
<ul style="list-style-type: none"> ▪ An in-house workshop in collaboration with link institution 	During Semester break	In-house workshop conducted	
<ul style="list-style-type: none"> ▪ 1 strategic planning workshop for all staff 	Early March	Strategic planning workshop conducted	Head of Administration
<ul style="list-style-type: none"> ▪ Participate Admin/Finance staff in the courses on "Customer Oriented Service" and "Financial Training" from PSTG training 	By August	Admin/finance staff completed 2 PSTG courses	
1.3 Employ a System Administrator to look after the FMC computer network			
	Early January	System Administrator recruited	Head of Administration

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
2.1 Conduct course evaluation and provide feedback to academic staff, at the end of semester 1 and semester 2	End of semester 1 & 2	Course evaluation completed, feedback provided to respective academic staff, and quality of teaching improved.	Head of Academic depts.
2.2 Give away Shaheed Ahmed Labeeb Award	Early November	Shaheed Ahmed Labeeb Award presented	Head of Administration
2.3 Seek course approval from MAB and launch the following course: <ul style="list-style-type: none"> ▪ Advanced Certificate in Clerical Studies 	Late January	Course approval obtained and launched the course	Dean & Head of Academic Affairs
2.4 Review and design appropriate procedures to strengthen monitoring/supervision of teaching	Early February	Communicated the procedures in place and implemented	Head of Academic Affairs
2.5 Link all three labs with a network and facilitate Internet service to all FMC students	By the end of January	All 3 labs linked with a network and Internet provided to all FMC students	Head of Finance

2.6 Establish and maintain an IT help-desk for three labs	By March	IT help-desk established	System Administrator
2.7 Strengthen Faculty examinations supervision	Late April	Exam coordinator appointed	Heads of Academic Affairs
2.8 Conduct national training and education needs in the areas of Accounting, IT and Management	Early January	Training and education needs analysis conducted	Head of Academic Affairs
2.9 Conduct the following short courses and other courses in the PSTG training schedule:	Through out the year	Short courses conducted	
<ul style="list-style-type: none"> ▪ 3 Management Skills Workshops (in 3 regions) ▪ 2 Secretarial Practice courses ▪ 2 Computer Courses: Basic and Office Applications ▪ Financial Management and Accounting 		Short (PSTG) courses conducted as per PSTG training schedule.	Head of Academic Affairs
2.10 Seek course approval from MAB for the following courses:			Dean & Head of Academic Affairs
<ul style="list-style-type: none"> ▪ Adv. Cert in Information Technology ▪ Adv. Cert in Management ▪ Adv. Cert in Accounting 	Late January	Courses approval obtained and launched the courses	
2.11 Conduct ITU CISCO Academy Courses	Through out the year	CISCO Academy Training Conducted.	Dean & Head of Academic Affairs
2.12 Develop curricula, seek course approval from MAB and launch 2 new Bachelors Degree courses	Early June	Curricula developed, courses approval obtained and launch the 2 new degree courses in semester 1, 2005	Dean & Head of Academic Affairs
2.13 Establish computer-based assessment for CIMA foundation level subjects	Early January	Computer-based assessment for CIMA foundation level subjects established	Head of Accounting Department
2.14 Prepare a proposal on the feasibility of offering CAT	Early March	Proposal prepared	Head of Accounting Department
2.15 Provide industry exposure to staff and students through conducting at least one workshop in collaboration with the industries.	Late September	At least one workshop conducted in collaboration with the local industries	Head of Management Department
2.16 Review and revise Industry link proposal and submit to Faculty Advisory Committee for approval	Early April	Industry link proposal revised and submitted to Faculty Advisory Committee for approval	Head of Administration
2.17 Maintain up-to-date information on students' academic performance as well as information related to their disciplinary issues	Through out	Faculty wide uniform system established and maintained	Heads of Academic Departments

Goal 3: Improving Faculty Finance

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
3.1 Review and revise fees charged for all short and long term courses conducted by the Faculty	Late January	Fees charged for all courses conducted by the Faculty reviewed and revised	Dean
3.2 Prepare quarterly budget expenditure reports, analyse them and take appropriate action	By the end of March, June, Sept and Dec	Quarterly budget expenditure reports prepared, analysed and appropriate action taken.	Head of Finance
3.3 Prepare a budget spending plan	Early January	Budget spending plan prepared	Head of Finance

Goal 4: Strengthening Management

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
4.1 Hold the following meetings:			
<ul style="list-style-type: none"> ▪ Faculty Advisory Committee (at least once in a semester) 	Through out	Meetings held according to schedule and management's effectiveness and efficiency improved	Dean
<ul style="list-style-type: none"> ▪ Management Committee (Weekly) 			
<ul style="list-style-type: none"> ▪ Admin Staff (monthly) 		Meetings held according to schedule and management's effectiveness and efficiency improved	Head of Administration
<ul style="list-style-type: none"> ▪ Finance Staff (monthly) 	Through out		Head of Finance
<ul style="list-style-type: none"> ▪ Minor Staff (once in a semester) 			Head of Administration
<ul style="list-style-type: none"> ▪ All academic staff (monthly) 	Through out	Meetings held according to schedule and management's effectiveness and efficiency improved	
<ul style="list-style-type: none"> ▪ Academic Review Committee (as and when required) 			Head of Academic Affairs
<ul style="list-style-type: none"> ▪ Course coordinators (bimonthly) 			Head of Academic
<ul style="list-style-type: none"> ▪ Departmental academic staff (fortnightly) 			Departments
4.2 Organize and conduct operational plan review meeting	Early July & late December	Operational plan review meetings held	Dean
4.3 Develop the Faculty year planner	By the beginning of January	Faculty year planner developed	Head of Administration
4.4 Strengthen systematic record keeping of staff performance	Through out	Systematic record keeping of staff performance established & maintained	Head of Administration
4.5 Establish and maintain an Operational Rules manual for individual departments.	Late June	Operational Rules manual developed and maintained	Heads of Departments
4.6 Develop a mechanism to deliver management information to staff and students via a faculty Intranet	Early February	A mechanism to deliver management information to staff and students developed	Head of IT Department
4.7 Centralise FMC's filing systems	Early January	FMC's filing systems centralised	Head of Administration

Goal 5: Improving Facilities and Procurement

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
5.1 Establish a staff room with amenities.	Early February	Staff room established	Head of Administration
5.2 Upgrade library furniture	February	Library furniture upgraded	Head of Finance
5.3 Establish additional computer labs	By the beginning of February	An additional computer lab established	Head of Finance
<ul style="list-style-type: none"> ▪ General purpose lab ▪ With multimedia capability 			
5.4 Acquire at least 5 PCs for the staff	Late January	At least 5 PCs acquired	Head of Finance
5.5 Obtain equipments required for networking of labs, auditorium and at least one identified	Early February	Equipments required for networking obtained	Head of Finance

classroom			
5.6 Identify and order the necessary core texts (at least 500 books) for all courses to update the library resources	Early January	500 core texts identified and order placed	Head of Administration & Head of Academic Affairs
5.7 Establish a mechanism to provide printing, scanning and photocopy services to students on a fee paying basis.	Early February	Printing, scanning and photocopy services for students introduced	Head of Finance
5.8 Acquire a sound system for the auditorium	Late January	Sound system acquired	Head of Finance
5.9 Subscribe to at least 3 leading journals for each of the 3 disciplines: Accounting, Management and Information Technology	Early January	Subscription made to 3 leading journals	Head of Finance & Head of Academic Affairs
5.10 Complete the main inventory/asset registry	Early January	The main inventory/asset registry completed and maintained	Head of Finance

Goal 6: Promoting Research and Development

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
6.1 Undertake two researches in collaboration with link institution	By the end of October	Two researches undertaken	Head of Academic Affairs
6.2 Publish 'Journal of Business' biyearly	Late June and December	'Journal of Business' published	Editor
6.3 Identify and seek an appropriate source of funding to carry out research	Early July	Funding secured to carry out research	Head of Academic Affairs

Goal 7: Enhancing the Maldivian Identity of the Faculty

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
7.1 Develop at least one case study, in the Maldivian context, for each of the following subjects taught in the Faculty: <ul style="list-style-type: none"> ▪ Business Studies ▪ Business Law ▪ Introduction to Management and Organisations 	Early October	Case studies developed	Head of Academic Affairs
7.2 Organize a public lecture of a theme of national and historical significance, every semester	Through Out	Lectures held for each semester	Head of Academic Affairs

Goal 8: Enhancing Internationalisation

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
8.1 Participate in the international and/or regional forum/seminars (at least 2)	By the end of November	FMC participated in 2 international and/or regional forum/seminars	Head of Academic Affairs
8.2 Seek accreditation/recognition of FMC courses from at least 2 overseas institutions in Australia and New Zealand	By the end of November	FMC courses accredited by 2 overseas institutions	Head of Academic Affairs
8.3 Continue and strengthen the relationship and cooperation with affiliated overseas training	On going	Relationship and cooperation strengthened	Head of Academic Affairs

institutes		and maintained with affiliated overseas training institutes	
8.4 Participate in AMDISA Board Meetings	On going	Participated in AMDISA Board Meetings	Dean
8.5 Participate in the AMDISA's Eighth South Asian Management Forum held in Pakistan	Early March	Participated in the 8 th Management Forum	Head of Academic Affairs
8.6 Suspend the franchised BA (Hons) Business Information Systems with Business Studies Programme conducted in the Faculty in association with Middlesex University	Late May	Suspended the degree programme	Head of Academic Affairs

FACULTY OF SHARI'AH AND LAW

Goal 1: Attracting and Retaining Quality People

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Review on the need to recruit academic and administrative staff	January 2004	Review completed	-Dean, FSL -Deputy Director, FSL -Administrative Officer
Prepare and develop proposal for recruitment (if any)	February 2004	-Proposal for recruitment finalized and completed -Proposal submitted to the MCHE.	-Dean, FSL -Administrative Officer
Develop proposal for staff training to be submitted for consideration in government budget for 2005	April 2004	-Proposal finalized and completed -Proposal submitted to the MCHE	-Dean, FSL -Administrative Officer
Linkage Arrangement between FSL and Kulliyah of Laws, IIUM: visit to IIUM for MOU arrangement	January 2004	-Final arrangement made -MOU on accreditation of ADSL and transfer of credits signed	-FSL Administration -ADB Consultant

Goal 2: Enhancing Teaching and Learning

ACTIONS PLANNED FOR 2004	TIME FRAME	PERFORMANCE MEASURE	RESPONSIBLE STAFF
Procurement of more Shari'ah and law text books and journals	January 2004	Orders made	-Librarian -FSL Administration
Review on the present equipment and teaching tools	January 2004	Review completed	-Deputy Director, FSL -Administrative Officer
Proposal for development of teaching material	February 2004	-Proposal prepared, finalized and completed -Proposal submitted to MCHE	-Deputy Director, FSL -Administrative Officer
New batch of students for the current legal education course: Advanced Diploma in Shari'ah and Law (ADSL)	January 2004	Preparation made and finalized	-Dean, FSL -Deputy Director, FSL -Course Coordinator
Starting a 3 rd year course for the graduates of the 2-year ADSL, with a view to award them an LL.B (Hons) degree	January 2004	-Proposal approved -Lecturers engaged -Course started	-Dean, FSL -Deputy, Director, FSL -FSL Administration
Semester B studies for students of the Certificate in Justice Studies (CJS) course starts	January 2004	Preparation made and finalized	-Dean, FSL -Coordinator (Judicial Training)
Appointment of External Examiners and their visit to FSL	February 2004	-Proposal prepared -Proposal submitted to MCHE	-Dean, FSL -FSL Administration
Law Seminar for Judges I	February 2004	Preparation made	-Dean, FSL -Coordinator (Judicial Training)
Promotional visits to outer islands secondary schools of the Maldives	February through October 2004	-Proposal prepared, finalized and completed -Proposal submitted to MCHE	-Dean, FSL -FSL Administration

Official visits or study tours to prestigious educational institutions abroad	March through July 2004	-Proposal prepared, finalized and completed -Proposal submitted to MCHE	-Dean, FSL -FSL Administration
Law Seminar for the Business Community	April 2004	Preparation made	-Dean, FSL -FSL Administration
Law Seminar for Enforcement Officers	June 2004	Preparation made	-Dean, FSL -FSL Administration
Introduction of new orientation courses for graduates of Shari'ah and law from foreign institutions: Graduate Certificate in Law (GCL) and Graduate Certificate in Shari'ah (GCS),	July 2004	-Preparation made -Part-time lecturers identified and engaged	-Dean, FSL -Course Coordinator
Law Seminar for Judges II	August 2004	Preparation made	-Dean, FSL -Coordinator (Judicial Training)
Public Talk on Shari'ah/Law for the benefit of the government staff and employees	February through December 2004	Preparation made	-Dean, FSL -FSL Administration
Graduation Ceremony for FSL Certificate in Judicial Studies (CJS) graduates	December 2004	-Proposal prepared and submitted to MCHE -Preparation made	-FSL Administration -MCHE Administration
Graduation Ceremony for FSL Certificate in Judicial Studies (CJS) graduates	December 2004	-Proposal prepared and submitted to MCHE -Preparation made	-FSL Administration -MCHE Administration
FSL Open Day in conjunction with the Graduation Ceremony	December 2004	-Proposal prepared and submitted to MCHE -Preparation made	-FSL Administration
Construction of a new building for the Faculty of Shari'ah and Law begins	March 2004	-Design completed and approved -Construction under way	-FSL Administration -MCHE 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