

AVID COLLEGE
Strategic Plan
2022 - 2024



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1. Foreword from the Chairman

On behalf of the College Council, it is my pleasure to present Avid College's Strategic Plan 2022 - 2024. This is an aspirational plan with a vision to be a globally engaged, leading higher education provider in the Maldives. This plan outlines the implementation activities and new priorities against which we can assess, track and measure progress over the next three years.



Since our establishment as a higher education provider in 2005, Avid College has aimed to improve and transform lives through teaching, learning and research, in order to bring a positive impact in society. During the years, we have worked hard on positioning Avid College as one of the leading private higher education providers in the country. Furthermore, we are committed to sustain and improve our position in the sector.

As our world is being transformed by external environmental forces, quality education is indispensable for sustainability and growth. At Avid College, we strive to inculcate our students with 21st century skills, prepare them for a globalised world and unleash their ingenuity to solve real-world dilemmas.

I am confident that the extensive internal and external consultation process undertaken during the development of this plan, will secure the support and commitment of our academic and administrative staff, as well as our external stakeholders.

I express my heartfelt appreciation to all those who have taken part in the development of this strategic plan, from the consultants, to the college staff, students, alumni and members of our college community who contributed to distinguish and excel Avid College in years to come. It is my wish that Avid College is to be recognised as a globally engaged and the locally preferred college.

Abdulla Musthaq Rashaadh

Chairman



2. Foreword by the Rector

With the numerous challenges posed during the Covid19 pandemic, the administration has realized the importance of revising the existing strategies and priorities, and to develop a new strategic plan that would indubitably act as a roadmap to enhance the quality of our services and to become a successful higher education provider in the Maldives.



Having developed the Strategic Plan for 2022-2024, as the Rector of the college, I believe it is my utmost duty to ensure that the implementation process is well organized, closely monitored, timely evaluated, and improve the existing mechanisms and procedures to achieve our vision - to be a globally engaged, leading higher education provider in the Maldives.

It is certain that the success of the implementation of this strategic plan depends upon collaboration, coordination and commitment of the staff. I have unwavering faith and assurance that all the staff, from the Vice Rectors, to the Deans of the faculties, Heads of

departments, Administrative and Academic staff will put their concerted efforts, initially, to focus on achieving the first 100 days' of strategic activities, consecutively to achieve the set goals in this plan. I am confident that, as a hard-working team, we can make a positive impact on our community through educating our students, inculcating Islamic values and 21st century employability skills in our students, and disseminating knowledge.

I extend my heartfelt appreciation to our Chairman, Abdulla Musthaq Rashaad for inspiring, leading and guiding us with his exemplary vision in the development of this strategic plan. I express my sincere gratitude to the adviser to the Chairman, Dr Mohamed Shaheem Ali Saeed for his invaluable advice in developing this strategic plan. On the same note, I extend my heartfelt appreciation to our Consultant, Dr Ahmed Ali Manik for facilitating and providing timely consultancy for the development of this strategic plan.

Dr. Suneena Rasheed

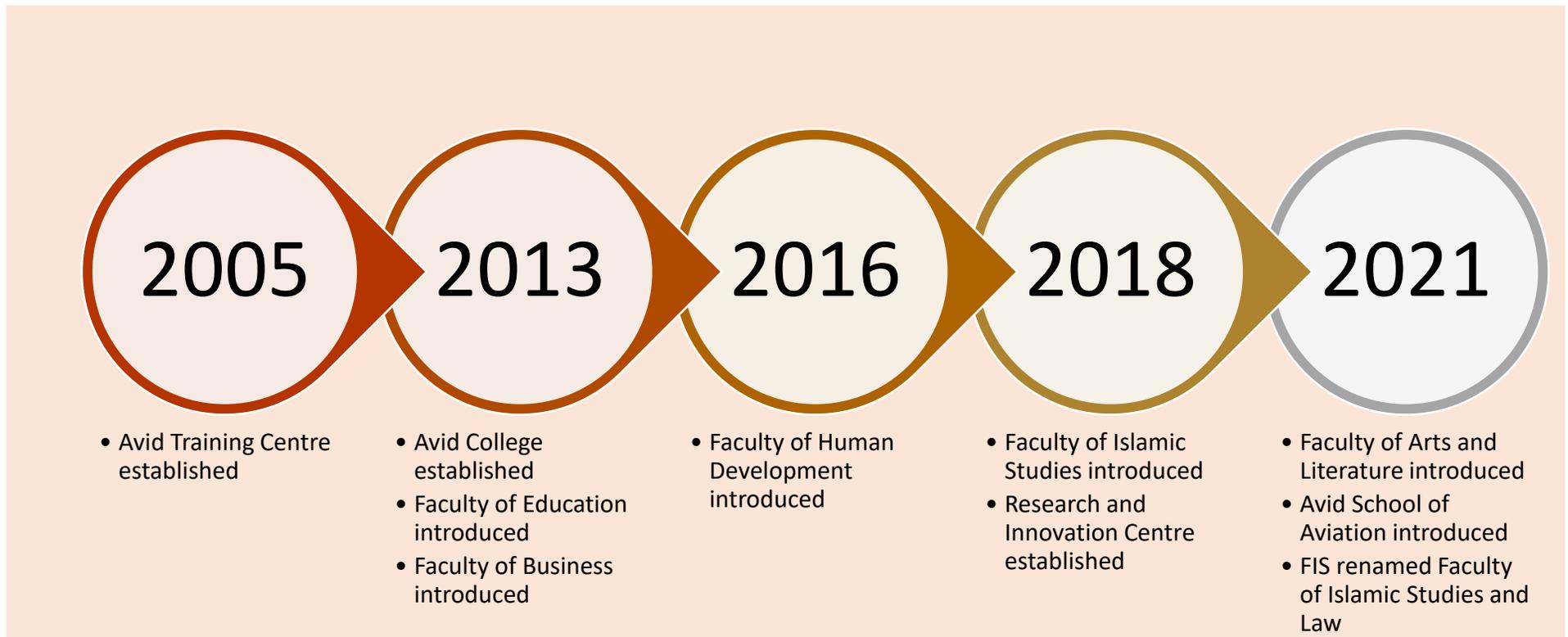
Rector



3. Profile of the College

A keen sense of social responsibility and endless efforts to conduct free mobile classes in various organisations and centres in Male' during 2004, led the Founder, Mr. Abdulla Musthag Rashaad to formalise the setting up of a training centre. These efforts culminated in the formal registration of the Avid Training Centre in 2005.

Avid Training Centre was established primarily to increase access to higher education, particularly for those residing in the outer islands. Avid Training Centre grew in scope and scale in the following eight years and became a private college in 2013, registered with the then Department of Higher Education.



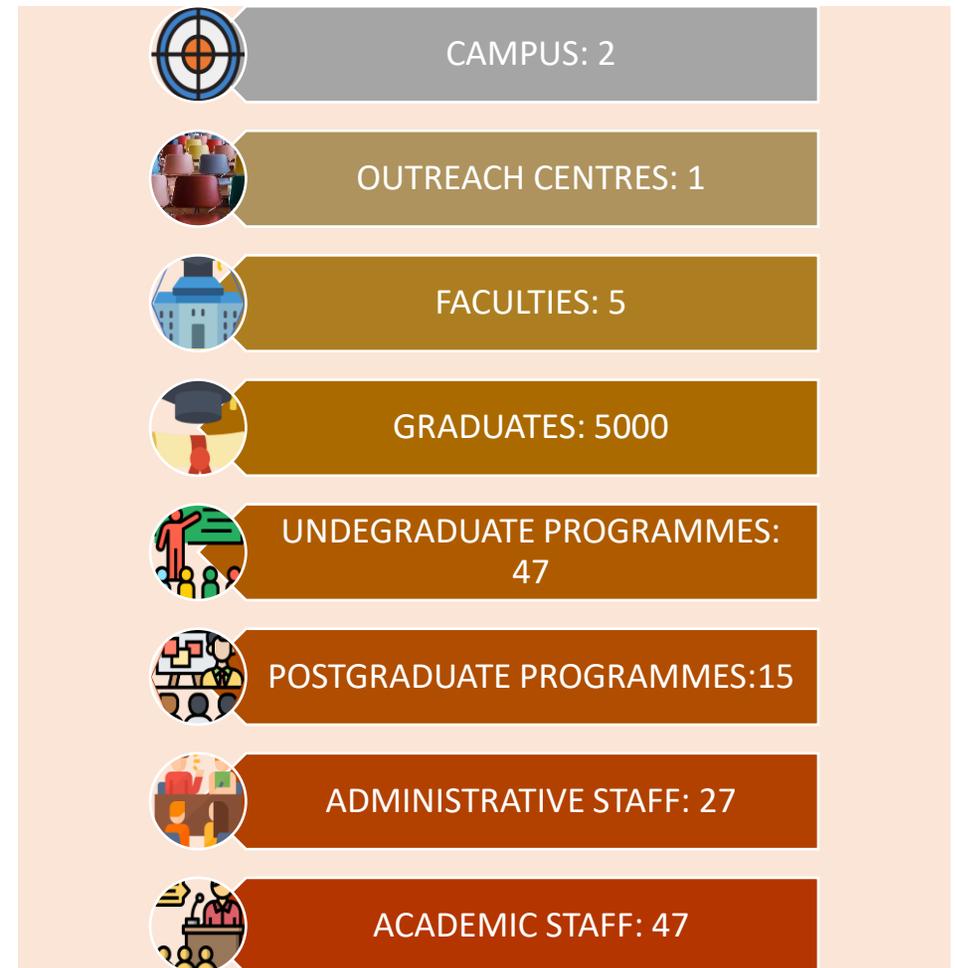
Avid College offers programmes ranging from Certificate to Masters qualifications (as per Maldives National Qualifications Framework). Maldives Qualifications Authority is the legally mandated authority responsible for regulating higher education programmes in the Maldives. All academic programmes offered by the Avid College are approved by the Maldives Qualifications Authority.

Avid College has seen tremendous growth since its inception as Avid Training Centre in 2005. The College currently has five faculties and one school and two centres under its arm. In addition to various academic programmes, the College also offers technical programmes, catering to industry demands. The training offered includes professional development programmes and corporate training programmes. The College also contributes to the broader community through industry-based research and consultancy services for the private and public sectors.



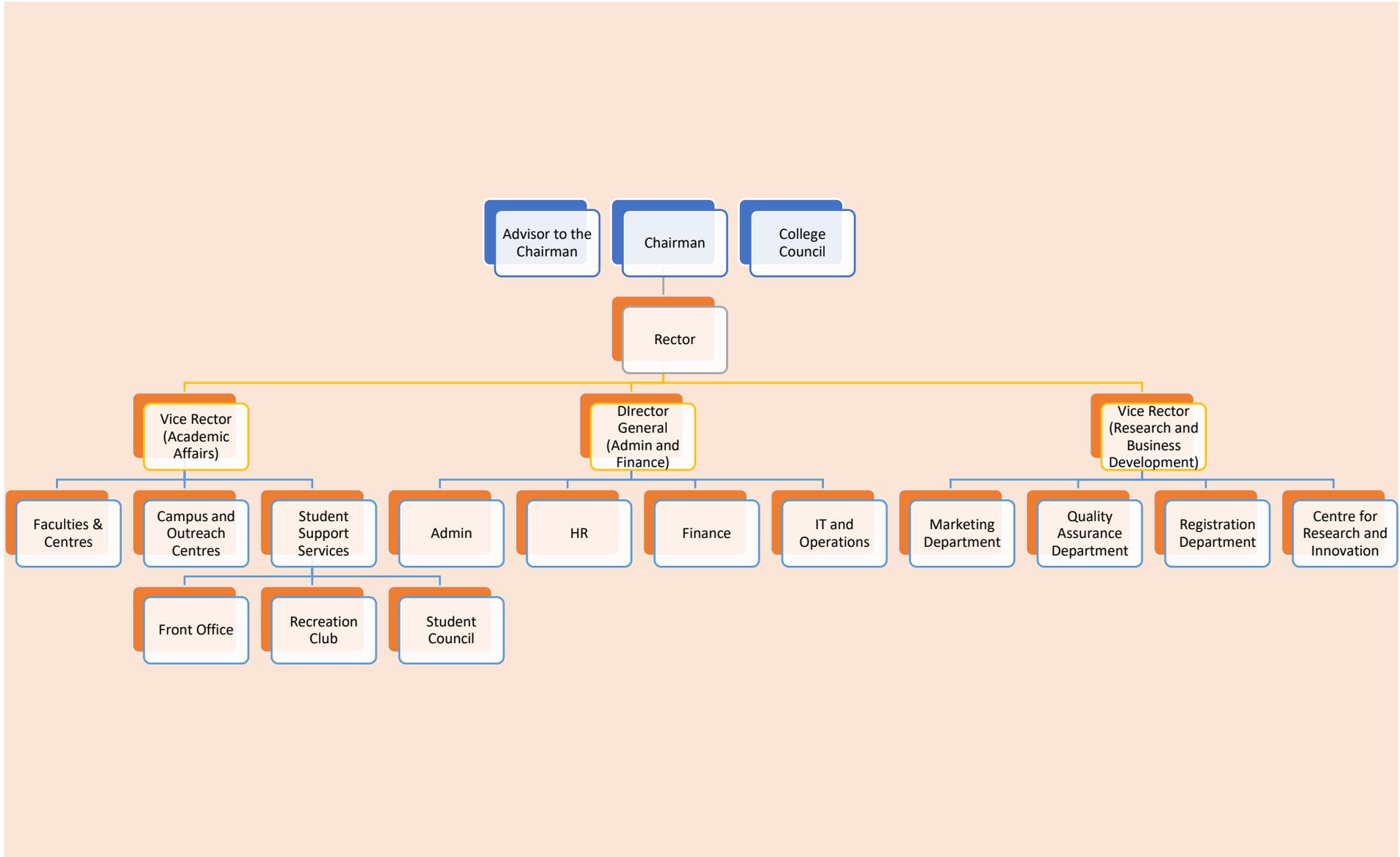
Considerable progress has been made in achieving the objectives of the Strategic Plan 2016-2018. This includes establishing a Research and Innovation Centre, expanding the college, introducing new programmes, and establishing international affiliations. In addition, efforts are underway to achieve academic excellence, student graduate output, employability and retention of high-quality staff.

The College has two main campuses; in Male' and GDh. Thinadhoo, while strategically placing an Outreach Centre in Addu City Hithadhoo. The College offers flexible study options at undergraduate and postgraduate programmes, with face-to-face, virtual, and blended learning modalities. In addition, students at Avid College gain necessary employability skills through practicum, industry exposure, mootings, work immersion and apprenticeship programmes. The College has rigorous policies and systems in place to ensure a high-quality learning experience. Excellence in teaching and learning is the pride of the College. Avid



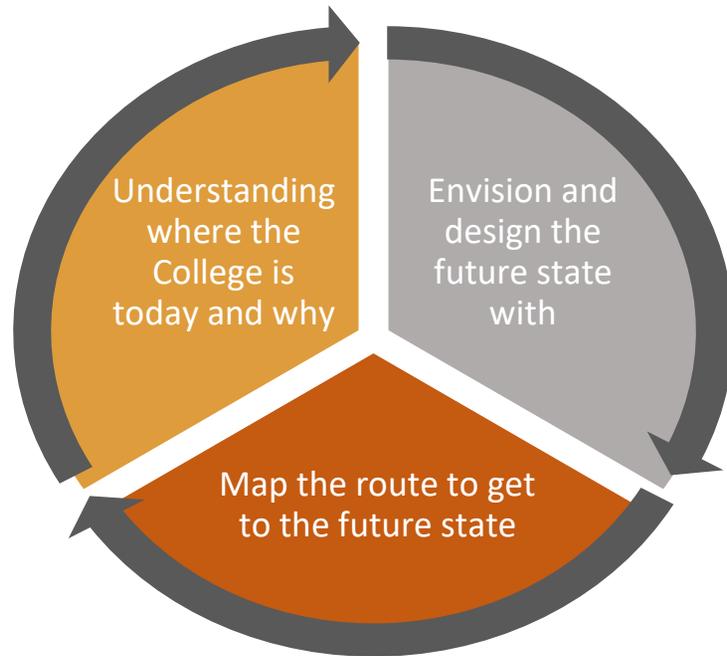
College is also one of the few private colleges in the Maldives, with modern resources and facilities to enhance the student learning experience. The College also has a number of international affiliations with renowned institutions.

4. Current Organisational structure

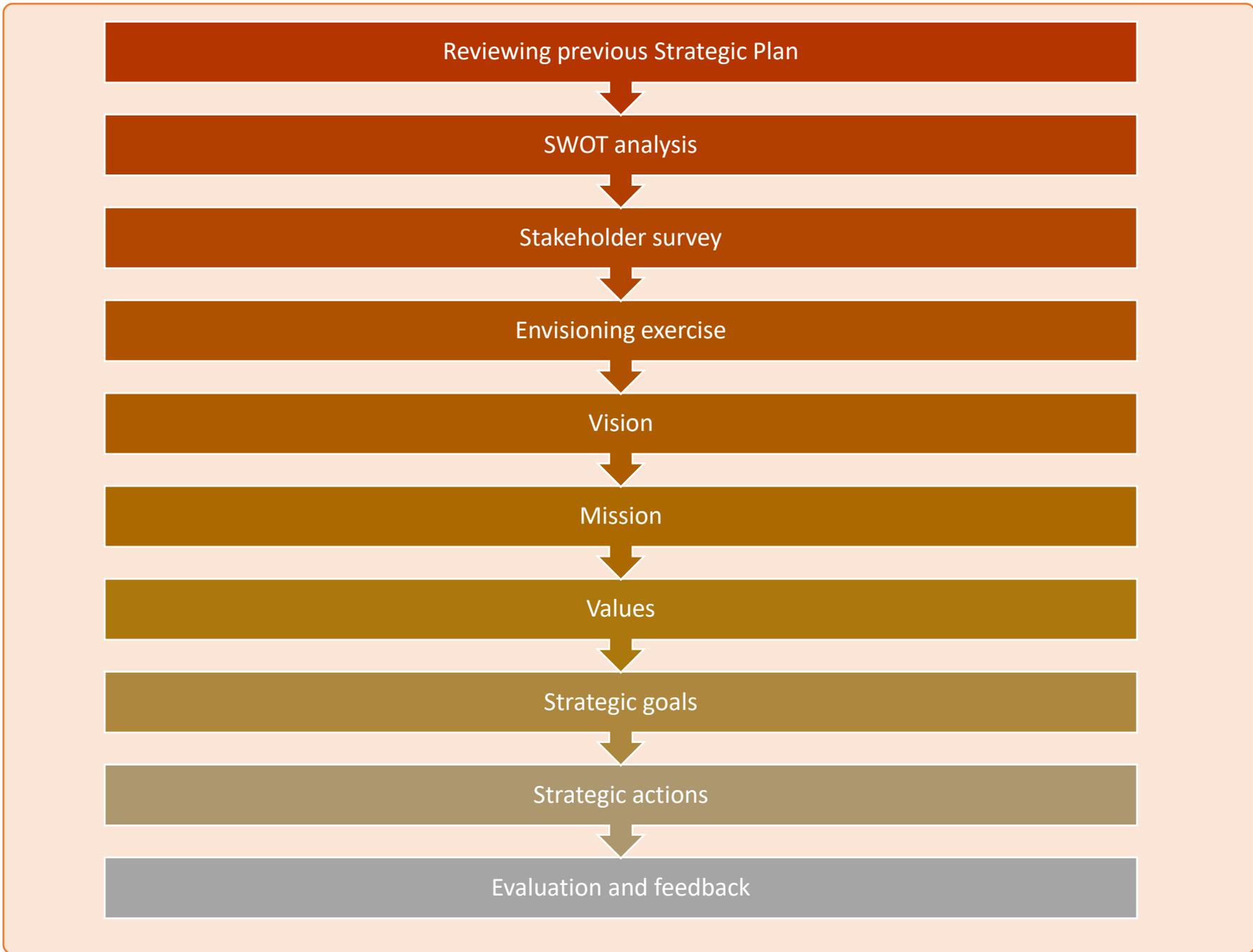


5. Strategic planning process

The strategic planning exercise was initiated in recognising the major changes arising from the onset of the COVID-19 pandemic and enactment of the first ever Higher Education and Skill Development Act in the Maldives, to review the operations of the college and re-plan for the future.



The previous strategic plan of the college covered two years, from 2016 to 2018. The strategic planning process was divided into three phases: (a) understanding where the college is today and why, (b) envisioning and designing the future state with stakeholder concurrences, and (c) mapping the route to get the future state. Exercises with key stakeholders aided the strategic planning process. The Steering Committee provided the overall guidance of the strategic planning exercise. In addition, academic and administrative staff, College Council, Student Council, Students and Alumni were engaged throughout the process to provide valuable contributions in designing the future state of the College.



6. Vision and Mission

The vision of Avid College describes the long-term goal of the institution, while the mission of the College defines the overall purpose of the institution. Guided by the shared vision and mission of the College, the College has also identified key values to be demonstrated at all times by the internal stakeholders of the College.



Vision:

- To be a globally engaged, leading higher education provider in the Maldives.

Mission:

- To excel in teaching, learning and research, while ensuring an innovative and conducive learning environment where students and staff can thrive and transform their lives to make a positive impact in society.

7. Values

Excellence

We are committed to achieving the highest standards in all aspects of the college community.

Respect

We strive to instill the values of consideration and dignity to all aspects of life.

Equity

We embrace and promote fairness and equity among all the members.

Collaboration

We foster love for the wider society and create a culture of cohesiveness and collaboration within and beyond the college.

Integrity

We fulfill our responsibilities by upholding the highest standards of trust, honesty, and ethics.

Student Centered

We attract and retain students from all backgrounds with the potential to benefit from a holistic approach of teaching and learning.

Innovation

We inspire and support creativity in teaching, learning and research.



8. Faculty/Schools and Centre Commitments

Faculty of Education

Vision	Mission	Goals
<ul style="list-style-type: none"> • Training 21st century teachers who are critical thinkers and positive contributors to the society. 	<ul style="list-style-type: none"> • Our mission is to prepare 21st century teachers who are equipped with the knowledge, skills and values to contribute to a better society. • Develop the capacity of pre-service and in-service teachers by strengthening the links between teaching, learning and research. 	<ul style="list-style-type: none"> • To develop a clear, coherent and justified view of education. • To effectively practice and develop the knowledge of curricular content and educational theory. • To develop the ability to blend theory and practice in well-organized ways. • To develop the ability to thoughtfully and ethically use assessment and evaluation practices. • To develop a clear commitment to maintain ethical and functional working relationships with all members of the educational community. • To develop the ability to communicate openness and to create a caring, cohesive community of learners.



Faculty of Humanities and Social Sciences

Vision	Mission	Goals
<ul style="list-style-type: none">• We strive to promote excellence by preparing students to be morally and ethically equipped to work with people in a professional setting.	<ul style="list-style-type: none">• To provide opportunities for students to develop their intellectual and interpersonal capacities to their full potential. To create an environment in which individuals can develop the human values and professional skills and aptitudes that are relevant in the field of humanities.	<ul style="list-style-type: none">• To develop a respect for and understanding of others' perspectives, values and attitudes.• To create awareness on existing societal issues.• Develop the ability to understand, empathize with, and resolve issues through the development of an understanding of human needs and problems.



Faculty of Business Management

Vision	Mission	Goals
<ul style="list-style-type: none"> • To become a leading business faculty in the Maldives, developing leaders who excel in entrepreneurial and multi-disciplinary competencies that contributes for the betterment of the nation. 	<ul style="list-style-type: none"> • To provide students with the required knowledge and the skills to succeed in the working environment of the Maldives. - To provide students with the opportunity to explore their full potential career growth - To educate the students who aspires to become entrepreneurs and business leaders, with the creation of a business incubation centre. - To inculcate acceptable workplace behaviour and Islamic values. 	<ul style="list-style-type: none"> • To provide variety of academic programmes from diverse disciplines that meet and exceed the industry expectations, offered under flexible learning environment for students all over the Maldives. - To provide students with the opportunity to do research and bring out innovative ideas that benefit the community at large. - To retain and continuously develop faculty members of high-quality educational background and industry exposure.



Faculty of Islamic Studies and Law

<p>Vision</p> <ul style="list-style-type: none"> • Nurturing today's citizens, Inspiring tomorrow's leaders. 	<p>Mission</p> <ul style="list-style-type: none"> • To achieve excellence and promote a culture of educational excellence, from within a caring and secure Islamic environment enriched with the values of discipline, mutual care and respect, which extends beyond the Lunar into the wider community. 	<p>Goals</p> <ul style="list-style-type: none"> • Raising awareness of the Islamic, national, social, cultural and knowledge of Maldivian citizens, especially Muslims around the world. • Teaching various Islamic sciences with a focus on the sciences of the Holy Quran, Sunnah, Sharia, law, Islamic Studies, Islamic Education, Islamic History, Islamic Civilization and Islamic Philosophy. • Carrying out academic research in the field of the faculty's specialties and publishing it. • Providing various educational programmes for the preparation of teachers qualified educationally and professionally to work in the teaching of Islamic education in Lunars of public and private education. • Working to spread the Arabic Language throughout the country and encourage citizens to learn and teach. • Carrying out educational programmes in special areas (e.g., Qari training, Holy Quran and Tajweed, Training of Imams and Arabic language.) • Establish collaboration with national and international higher education institutions in the areas of Islamic Studies and Law.
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Faculty of Arts and literature

<p>مهمه و اهداف</p>	<p>دانشگاه</p>	<p>فصلنامه علمی</p>
<p>توسعه و ارتقاء مراکز آموزشی و پژوهشی در رشته‌های مختلف و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p> <p>ارتقاء کیفیت و استانداردهای آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p> <p>توسعه و ارتقاء مراکز آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p>	<p>توسعه و ارتقاء مراکز آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p> <p>ارتقاء کیفیت و استانداردهای آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p> <p>توسعه و ارتقاء مراکز آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p>	<p>توسعه و ارتقاء مراکز آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p> <p>ارتقاء کیفیت و استانداردهای آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p> <p>توسعه و ارتقاء مراکز آموزشی و پژوهشی و ایجاد مراکز تخصصی در زمینه‌های نوین علمی و فناوری.</p>



Center for Foundation Studies

Vision

- Our aims are to prepare pre-university students for their undergraduate education by enhancing their English, math and computer skills, and personality development whilst at the same time teaching them the tools necessary for developing productive and efficient academic skills and study habits.

Mission

- To maintain high standards of teaching, support services and professional development in order to achieve the standards of Avid College and produce competent and responsible students who pursue their education with ambition and purpose.

Goals

- To prepare students for their higher education studies.
- To give students the necessary tools for successfully confronting a wide range of academic subjects and programs: namely, English Language, Mathematics, Computing, Personality Development Skills.
- To create an environment favorable for professional development.



Avid School of Aviation

Vision	Mission	Goals
<ul style="list-style-type: none"> •Educational excellence in the provision of aviation science. 	<ul style="list-style-type: none"> •Providing distinctive, specialized and qualified scientific competencies to cope with the latest developments in theoretical and practical aviation sciences. 	<ul style="list-style-type: none"> •PROFESSIONAL COMPETENCY: Graduates will possess the requisite knowledge and skills necessary to make an immediate positive impact for their employer as well as act with the highest standards of professionalism evidenced by their ethical character and integrity. 1.REGULATORY COMPLIANCE: Graduates will be able to assess the role and impact of regulatory compliance in the conduct of global aviation practices. 2.TRIPLE BOTTOM LINE: Graduates will be able to apply the knowledge that sustained profitability in global aviation from the involvement of innovative and engaged people who develop optimal use of resources. 3.CRITICAL THINKING: Graduates will demonstrate the planning, decision making, workload management, and communication skills necessary to engage in effective critical thinking.



Centre for Research and Innovation

Vision

- CRI will be an academic organization dedicated to facilitate high standards of research practice for a variety of audiences.

Mission

- CRI is committed to enhance research support to scholars and public agencies for research, service, and educational activities. The Centre conducts original research that informs scholarship and decision-making through partnerships and research excellence.

Goals

- Improve the capacity of the Centre.
- Improve the quality of research resources such as the e-library or databases and software necessary for research.
- Improve the quality of the research conducted at the College and contribute to the body of knowledge.
- Provide training and development for all staff by developing innovative research programs.
- Develop relationships with potential collaborators to learn about their research needs.
- Increase networking opportunities with other professionals through written publications and presentations at conferences and workshops.
- Create engaged, focused, resilient, confident, creative and responsible graduands.



9. Key challenges and opportunities

Recognition and Growth

- The College currently has two main campuses and one Outreach Centre. In addition to this, establishing campuses/Outreach centres in strategic locations will help reach students who may otherwise struggle to access higher education. In addition, it will also aid to increase the visibility of the college nationwide.
- Since the COVID-19 has necessitated virtual learning environments, the college should also expand virtually within and outside the country.
- Through years of hard work and dedication, College has also increased institutional stability, financial strength and visibility in the media. Continuous improvement in institutional image and its resultant organizational reputation will reflect well on institutional visibility.
- The college needs to benchmark with the top-ranking colleges within the region while growing international recognition and affiliation.



Organizational
Efficiency and Quality
Assurance

- Avid College has strong organizational leadership and culture, which reflects very well to staff belongingness to the work environment. Complementing strong organizational leadership and culture, streamlining organizational structure, including faculties and departments, is expected to increase organizational efficiency.
- In addition, implementing Standard Operating Manuals and strengthening interdepartmental communication and coordination will also harmonize operations of the College.
- As human resources are of the utmost importance of the College, sourcing and retaining highly qualified and competent staff is of high priority.
- Through organizational and human resource development, the college will prioritize to implement a policy of uncompromised quality in teaching, learning and research.



Student Welfare and
Graduate
Employability

- Developing skills, values and attitudes of the students to be work-ready and contribute to the socioeconomic development of the country is necessary.
- The College has a strong culture of commitment to student welfare. While financial incentives and better outreach programmes are expected to increase access, provision of study support facilities, flexible and adaptive study support mechanisms will lead to an increase in the successful completion rate of the College.
- Building a conducive learning environment that offers diversified programmes within and in collaboration with industry will also help produce students with industry-ready skills, attitudes, and values.



10. Goals

Goal 1	<ul style="list-style-type: none">• Instill the values and attitudes necessary to uphold Islamic-faith, patriotic beliefs and contribute to development of the country.
Goal 2	<ul style="list-style-type: none">• Continue to invest in innovation and maximize utilization of resources to ensure Institutes long-term sustainability.
Goal 3	<ul style="list-style-type: none">• Offer an excellent learning experience for students from various backgrounds.
Goal 4	<ul style="list-style-type: none">• Prepare students for the world of work through variety and quality education.
Goal 5	<ul style="list-style-type: none">• Attract, recruit and retain staff of high caliber.
Goal 6	<ul style="list-style-type: none">• Promote and enable research of exceptional quality and contribute to scholarly discourse.
Goal 7	<ul style="list-style-type: none">• Become an internationally recognized institute through increase in global engagement.



11. Objectives and Activities

Goal 1

Instill the necessary values and attitudes to uphold Islamic-faith, patriotic beliefs and contribute to development of the country.

Objective 1: Inspire learning Maldives arts and culture through academic and non-academic programmes.

Action 1: Determine the need to develop academic and non-academic programmes on arts and culture of the Maldives.

Action 2: Based on the need, design and offer new programmes on arts and culture of the Maldives.

Objective 2: Review and revise existing academic programmes to emphasis on Islamic faith and morality.

Action 1: Develop a benchmarking guideline to review existing academic programmes on its emphasis on islamic faith and morality.

Action 2: Based on the indicators of the benchmark, review and revise the existing academic programmes to emphasis islamic faith and morality.

Objective 3: Review and revise existing academic programmes to give significance to Maldivian arts and culture.

Action 1: Develop a benchmark guideline to review existing academic programmes on its reflection of Maldives arts and culture.

Action 2: Based on the indicators of the benchmark, review and revise the existing academic programmes to reflect Maldives arts and culture.

Objective 4: Instill the values of the college through introduction of common modules.

Action 1: Design a common module which reflects on the values of the College.

Action 2: Introduce the common module in all academic programmes of the College.



Goal 2

Continue to invest in innovation and maximize utilization of resources to ensure Institutes long-term sustainability.

Objective 1: Expand the college physically and virtually.

Action 1: Identify locations and establish Outreach Centres.

Action 2: Develop virtual/blended learning modalities of the college and increase student access to college programmes.

Action 3: Develop a campus in Hulhumale'.

Objective 2: Bring operational efficiency through streamlining of the college structure.

Action 1: Identify inconsistencies in organizational and operational structure of the College.

Action 2: Streamline the structure of the college and bring uniformity among all faculties and departments.

Objective 3: Implement standard operating procedures to ensure accountability and transparency of the College.

Action 1: Identify policies which needs to be enacted/ reviewed.

Action 2: Develop/review and implement standard operating procedures to all functions of the college.

Objective 4: Increase efficiency and effectiveness in college operations through advanced technology usage.

Action 1: Digitize all records of the college.

Action 2: Develop a multi-functional database as a one stop solution for record keeping and processing of data.



Goal 3

Offer an excellent learning experience for students from various backgrounds.

Objective 1: Establish a strong quality assurance mechanism.

Action 1: Develop and implement a quality assurance mechanism.

Action 2: Review staff performance appraisal procedure to reflect on quality of work.

Objective 2: Provide study support avenues to students.

Action 1: Make e-library service accessible to all students.

Action 2: Provide a platform for students to learn through group discussions.

Objective 3: Strengthen academic policies to ensure effective teacher-student interaction.

Action 1: Review academic policies to strengthen feedback policy and procedure.

Action 2: Improve the functions of the student portal to provide real-time updates on student progress.



Goal 4**Prepare students for the world of work through variety and quality education.**

Objective 1: Introduce practicum component in academic programmes to produce industry ready graduates

Action 1: Determine the need to introduce practicum component in relevant academic programmes.

Action 2: Design, Develop and offer practicum modules.

Objective 2: Provide hands-on experience to students via industry exposure programmes.

Action 1: Establish partnership with industry representatives.

Action 2: Develop industry exposure modules to be in-built into academic programmes.

Objective 3: Introduce new academic programmes based on national skill shortage and industry requirements.

Action 1: Determine the need to introduce academic programmes based on national skill shortage and industry requirements.

Action 2: Design, develop and offer new academic programmes based on national skill shortage and industry requirements.

Objective 4: Promote entrepreneurship through establishment of an incubation centre.

Action 1: Provide guidance and mentorship support for students to pursue entrepreneurship.

Action 2: Establish an incubation centre.



Goal 5

Attract, recruit and retain staff of high caliber.

Objective 1: Improve service delivery through effective work allocation.

Action 1: Assess the current workload situation.

Action 2: Work towards achieving an equal distribution of workload.

Objective 2: Implement a holistic performance management system.

Action 1: Review and revise staff salary and increment structure.

Action 2: Review and revise performance appraisal mechanism.

Objective 3: Invest in staff development and growth.

Action 1: Identify the need for staff development and training.

Action 2: Provide staff development programmes.

Action 3: Assist to develop career pathways for staff of junior ranks.



Goal 6

Promote and enable research of exceptional quality and contribute to scholarly discourse.

Objective 1: Foster a culture of research.

Action 1: Develop research guidelines and ethics of the College.

Action 2: Orient staff and students towards research guidelines and ethics, research methodology and publication process.

Objective 2: Establish partnership with journal publishers.

Action 1: Reach out to publishers to establish publishing partnerships with them.

Action 2: Through partnership, provide publication avenues to students and staff of the College.

Objective 3: Increase avenues for dissemination of research findings.

Action 1: Host a research symposium (initially every two years, thereafter annually).

Action 2: Participate in local and international research symposiums.



Goal 7

Become an internationally recognized institute through increase in global engagement.

Objective 1: Increase international affiliations.

Action 1: Reach out to universities and colleges abroad to form international partnerships.

Action 2: Through international affiliations, provide study exposure and knowledge exchange programmes.

Action 3: Establish a credit transfer mechanism.

Objective 2: Strengthen quality assurance through international recognition.

Action 1: Obtain recognition of international quality assurance bodies.



12. Key Performance Indicators and Implementation Plan

Strategic Goal 1: Instill the values and attitudes necessary to uphold Islamic-faith, patriotic beliefs and contribute to the development of the country.

Objective 1: Inspire learning Maldives arts and culture through academic and non-academic programmes.

Activities	Key Performance Indicators	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Determine the need to develop academic and non-academic programmes on the arts and culture of the Maldives	Need to develop academic and non-academic programmes on arts and culture determined.	0	3 programmes	2023	Dean of FAL
Action 2: Based on the need, design and offer new programmes on the arts and culture of the Maldives.	New programmes on arts and culture of developed and offered.	0	3 programmes	2023	Dean of FAL

Objective 2: Review and revise existing academic programmes to emphasise Islamic faith and morality.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Develop a benchmarking guideline to review the existing	Benchmark to review existing academic	0	a benchmark tool developed (YES/NO)	2022	Vice Rector, Academic Affairs (Vice Rector, AA)



academic programmes emphasising Islamic faith and morality.	programmes developed.				
Action 2: Based on the indicators of the benchmark, review and revise the existing academic programmes to emphasise Islamic faith and morality.	Existing academic programmes reviewed and revised.	0	100 percent of the programmes on offer	2024	Vice Rector, AA and all respective Deans
Objective 3: Review and revise existing academic programmes to give significance to Maldivian arts and culture.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Develop a benchmark guideline to review the existing academic programmes reflecting Maldives arts and culture.	Benchmark to review existing academic programmes developed.	0	a benchmark tool developed (YES/NO)	2022	Vice Rector, AA
Action 2: Based on the indicators of the benchmark, review and revise the existing academic programmes to	Existing academic programmes reviewed and revised.	0	100 percent of the programmes on offer	2024	Vice Rector, AA and all respective Deans



reflect Maldives arts and culture.					
Objective 4: Instill the values of the college through the introduction of common modules.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Design a common module that reflects on the values of the College.	A common module designed and offered.	0	2 modules	2022	Vice Rector, AA and all respective Deans
Action 2: Introduce the common module in all academic programmes of the College.	A common module introduced in all academic programmes.	0	100 percent of the programmes on offer	2023	Deans of Faculties

Strategic Goal 2: Continue to invest in innovation and maximise utilisation of resources to ensure Institutes long-term sustainability.

Objective 1: Expand the college physically and virtually.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Conduct feasibility study of a starting a new campus in an atoll.	Feasibility study conducted	1	1	2022	Director General, Admin and Finance (Director General, AF)
Action 2: Identify locations and	Outreach Centres established.	1	5	2024	Director General, AF in consultation with



establish Campus/ Outreach Centres.					Rector and the Chairman
Action 3: Develop virtual/blended learning modalities of the college and increase student access to college programmes.	The number of students enrolled via virtual/blended modalities of learning increased.	TBD	20 percent increased	2024	Vice Rector, AA and Vice Rector, Research and Business Development (Vice Rector, R&BD)
Action 4: Develop a campus in Hulhumale'.	Number of programmes offered through Hulhumale' campus.	0	1	2024	Chairman and Director General, AF

Objective 2: Bring operational efficiency through streamlining of the college structure.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Identify inconsistencies in the organisational and operational structure of the College.	Inconsistencies in the organisational and operational structure of the college were identified.	0	Identified (YES/NO)	2022	Director General, AF
Action 2: Streamline the structure of the college and bring uniformity among all	The structure of the college streamlined.	0	Streamlined (YES/NO)	2022	All 2 Vice Rectors and Director General, AF



faculties and departments.					
Objective 3: Implement standard operating procedures to ensure accountability and transparency of the College.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Identify policies that need to be enacted/reviewed.	New policies to develop and existing policies to review and revise identified.	0	List of policies (YES/NO)	2021	Rector in consultation with the SMT
Action 2: Develop/review and implement standard operating procedures for all functions of the college.	New Standard Operating Procedures implemented.	0	Procedures developed (YES/NO)		All 2 Vice Rectors and Director General, AF
Objective 4: Increase efficiency and effectiveness in college operations through advanced technology usage.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Digitise all records of the college.	All records of the college digitised.	0	All records (YES/NO)	2023	Director General, AF
Action 2: Develop a multi-functional database as a one-stop solution for	A multifunctional database developed.	0	Database developed (YES/NO)	2023	Director General, AF



record-keeping and processing of data					
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Strategic Goal 3: Offer an excellent learning experience for students from various backgrounds.

Objective 1: Establish a strong quality assurance mechanism.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Develop and implement a quality assurance mechanism.	A quality assurance mechanism developed and implemented.	0	Implemented (YES/NO)	2022	Head of Quality Assurance Dept.
Action 2: Review staff performance appraisal procedure to reflect on the quality of work.	Quality of work reflected on staff performance appraisal.	0	Implemented (YES/NO)	2022	Director General, AF

Objective 2: Provide study support avenues to students.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Make e-library service accessible to all students	E-library service made available.	0	All students	2022	Head of Student Support Services
Action 2: Provide a platform for students to learn	Platform provided for student discussions.	0	A mechanism implemented (YES/NO)	2022	Head of Student Support Services



through group discussions.					
Action 3: Publicize calendar of events of Avid College.	Calendar of events publicized under Avid Corporate Social Responsibility.	0	Publicised (YES/NO)	2022	Marketing Manager

Objective 3: Strengthen academic policies to ensure effective teacher-student interaction.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Review academic policies to strengthen feedback policy and procedure.	Feedback policy and procedure reviewed and revised.	0	Revised (YES/NO)	2022	Vice Rector, AA and respective Deans
Action 2: Improve the functions of the student portal to provide real-time updates on student progress.	Real-time updates on student progress provided via the student portal.	0	Student portal updated with feature (YES/NO)	2022	Vice Rector, AA and respective Deans

Strategic Goal 4: Prepare students for the world of work through variety and quality education.

Objective 1: Introduce practicum component in academic programmes to produce industry-ready graduates

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
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Action 1: Determine the need to introduce practicum component in relevant academic programmes	Practicum modules introduced in relevant programmes.	TBD	Module developed (YES/NO)	2023	Deans
Action 2: Design, Develop and offer practicum modules.	Practicum modules offered to students.	TBD	X no. of students undertook practicum module	2023	Deans and Programme Coordinators

Objective 2: Provide hands-on experience to students via industry exposure programmes.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Establish partnerships with industry representatives.	Partnerships with industry representatives established.	0	5 partnerships	2022	Director General, AF
Action 2: Develop industry exposure modules to be in-built into academic programmes	Industry exposure modules built into academic programmes.	0	3 programmes	2023	Deans

Objective 3: Introduce new academic programmes based on national skill shortage and industry requirements.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Determine the need to introduce academic programmes based on national skill	Need to develop new programmes identified	0	Identified (YES/NO)	2022	Vice Rector, AA and respective Deans



shortage and industry requirements.					
Action 2: Design, develop and offer new academic programmes based on national skill shortage and industry requirements.	New academic programmes offered.	0	4 programmes	2022	Deans and respective programme coordinators

Objective 4: Promote entrepreneurship through the establishment of an incubation centre.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Provide guidance and mentorship support for students to pursue entrepreneurship.	Guidance and mentorship support provided.	0	X number of students	2024	Vice Rector, R&BD and Deans, and respective academic staff
Action 2: Establish an incubation centre.	Incubation Centre established	0	1	2022	Vice Rector, R&BD and Deans



Strategic Goal 5: Attract, recruit, and retain staff of high calibre.					
Objective 1: Improve service delivery through effective work allocation.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Assess the current workload situation.	Current workload situation assessed.	0	Assessed (YES/NO)	2022	Director General, AF and Vice Rector AA
Action 2: Work towards achieving an equal distribution of workload	Equal distribution of workload achieved.	0	50% progress made from the initial situation (Action 1).	2023	Director General, AF and Vice Rector AA, and Deans
Objective 2: Implement a holistic performance management system.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Review and revise staff salary and increment structure.	Staff salary and increment structure revised.	0	Revised (YES/NO)	2022	Director General, AF
Action 2: Review and revise performance appraisal mechanism.	Performance appraisal mechanism revised.	0	Revised (YES/NO)	2022	Director General, AF
Objective 3: Invest in staff development and growth.					
Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Identify the need for staff development and training.	Need for staff training and development identified.	0	Identified (YES/NO)	2022	Rector in consultation with 2 Vice Rectors;



					Director General, AF and Deans
Action 2: Provide staff development programmes.	Staff training and development programmes provided.	TBD	80 percent of staff underwent at least 2 staff development and training	2024	Director General, AF
Action 3: Assist to develop career pathways for staff of junior ranks.	Junior rank staff provided with career development guidance.	0	80 percent of junior staff	2024	Director General, AF

Strategic Goal 6: Promote and enable research of exceptional quality and contribute to scholarly discourse.

Objective 1: Foster a culture of research.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Relaunch the Centre of Research and Innovation with wider mandate and programmes	Centre of Research and Innovation relaunched.	0	Developed (YES/NO)	2022	Head of Research Centre
Action 2: Develop research guidelines and ethics of the College.	Research ethics and guidelines developed.	0	Developed (YES/NO)	2022	Head of Research Centre



Action 3: Orient staff and students towards research guidelines and ethics, research methodology and publication process.	Students and staff oriented with research guidelines, ethics, methods and process.	0	X number of staff and students	2022	Head of Research Centre
Action 4: Commence Avid Research Grant Scheme (ARGS).	Avid Research Grant Scheme commenced.	0	Commenced (YES/NO)	2022	Head of Research Centre

Objective 2: Establish partnerships with journal publishers.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Reach out to publishers to establish publishing partnerships with them.	Publishing partnerships established.	0	2	2023	Head of Research Centre
Action 2: Through the partnership, provide publication avenues to students and staff of the College.	Publications avenues facilitated to students and staff.	0	X number of students and staff published research	2024	Head of Research Centre

Objective 3: Increase avenues for dissemination of research findings.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Host a research symposium	A research symposium	0	1	2023	Head of Research Centre



	hosted by the College.				
Action 2: Participate in local and international research symposiums.	Local and international symposium taken part in.	0	3	2024	Head of Research Centre
Action 3: Commence Thauleemee Fanaaru programme.	Thauleemee Fanaaru commenced.	0	Commenced (YES/NO)	2022	Rector and Vice Rector, AA
Action 4: Launch the journal of Avid College.	Journal of Avid College launched.	0	Launched (YES/NO)	2022	Head of Research Centre

Strategic Goal 7: Become an internationally recognised institute through an increase in global engagement.

Objective 1: Increase international affiliations.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Reach out to universities and colleges abroad to form international partnerships.	International partnerships established.	TBD	1 by 2022, 5 by 2024	2024	Vice Rector, R&BD
Action 2: Through international affiliations, provide	Study exposure and knowledge exchange	0	3	2024	Vice Rector, R&BD



study exposure and knowledge exchange programmes.	programmes provided.				
Action 3: Establish a credit transfer mechanism.	Credit transfer mechanism established	0	3 programmes	2024	Vice Rector, AA
Action 4: Introduce a pathway for post-graduate professional qualification in Project Management through PMI.	Pathway for post-graduate professional qualification in Project Management introduced through PMI.	0	Introduced (YES/NO)	2022	Dean of Business and Management Faculty
Action 5: Commence AVID Pre School.	AVID Pre-School commenced.	0	Commenced (YES/NO)	2022	Rector

Objective 2: Strengthen quality assurance through international recognition.

Activities	Key Performance Indicator	Baseline	Target	Timeline	Responsible Body/Person
Action 1: Obtain recognition of international quality assurance bodies	International recognition obtained.	0	1	2024	Head of Quality Assurance
Action 2: Obtain IATA accreditation.	Become an IATA accredited training centre	0	1	2022	Head of Quality Assurance



13. Governance

The College's governing body constitutes the following:

- Chairman,
- Advisor to the Chairman and
- College Council.

Delegated authorities and responsibilities are approved by the College Council, which subsequently informs the college policies. There are three main wings of the College; Academic, Admin and Research and Business Development, headed by respective Vice-Rectors and Director General. Under the guidance of the Chairman and respective Governing Bodies, the Rector directs the roles and responsibilities of the two Vice-Rectors and the Director General Admin and Finance.

The Academic Wing of the College constitutes Faculties, Centres, Campus and Outreach Centers, Student Support Services and Examination Department as main departments. Student Support Services will manage the Front Office, Recreation Club and the Student Council. The newly created Examination Department will coordinate and oversee the administration of all examinations of college programmes. Administration, Human Resources, Finances and IT Operations are headed by the Administrative and Finances Wing. Marketing, Quality Assurance, Registration, Centre for Research and Innovations are situated under the Research and Business Development Wing of the College.

The Governing Body of the College is supported by the Senior Management Team (SMT). The SMT comprises Departments heads responsible for planning, organising, and directing work to their respective departments. In addition, there is also an Academic Board of the College. The Academic Board is responsible for assuring academic quality and academic integrity in teaching, learning and research. Furthermore, the Student Council also plays a crucial role in the governance of the College. The Student Council has ten members who help share ideas, interests, and concerns on behalf of students to the College and participate in relevant decision making.



14. Implementation and Financing

The Strategic Plan has been prepared through broad stakeholder participation. All academic and administrative staff of the College are fully committed to achieving the vision and mission of the College.

The Rector of the College will initiate the implementation of the Strategic Plan. The First 100-days plan will be a start point for the implementation of the Strategic Plan. To monitor and review the implementation progress of the Strategic Plan, a sub-committee of the SMT will be established. The SMT of the College will have overall responsibility for leading and supporting the implementation of the plan. In addition, the SMT will provide advice and guidance from time to time.

Enabling factors of human, financial and physical resources will be financed through student tuition fees and other business-oriented projects.

The goals, activities and Key Performance Indicators will be used as a benchmark in monitoring and evaluation. The reviewing and monitoring will take place Annually and Bi-Annually. The progress reports will form as the basis to align and realign the operational plan/tasks to realise the goals of the College.



15. First 100-day Initiatives

- i. Identify, develop and incorporate common modules (especially on nationalism and values) to all programmes run by the College.
- ii. Commence new academic and short-term programmes.
 - a. CTH Level 3 Foundation Diploma in Hospitality and Tourism
 - b. CTH Level 4 Diploma in Hospitality Management
 - c. Bachelor of Science in Psychology
 - d. Bachelor of Office Management
 - e. Bachelor of Business Administration (Revised)
 - f. Master of Research Studies
 - g. Series of short programmes on skill enhancement
 - h. Professional development scheme for staff
- iii. Complete the feasibility study of starting a new campus in an atoll.
- iv. Relaunch the Centre of Research and Innovation with wider mandate and programmes and commence Avid Research Grant Scheme (ARGS).
- v. Commence an academic knowledge sharing programme in the name of “*Thauleemee Fanaaru*” open for College staff and other interested persons, free of charge. This will be a once-a-semester event.
- vi. Launch the first-ever research journal of Avid College.
- vii. Publish the calendar of events under the Avid Corporate Social Responsibility for 2022 (Avid CSR Calendar – 2022).
- viii. Launch a business incubator at the College.
- ix. Introduce a pathway for a post-graduate professional qualification in Project Management through the world’s leading authority on project management, the Project Management Institute (PMI).
- x. Formalise a new international affiliation with a British university.
- xi. Commence Avid Pre-school with a franchised international curriculum.
- xii. Avid School of Aviation to become an IATA accredited training centre and commence IATA approved training programmes.



16. Annexe 1: SWOT Analysis

Strengths

Leadership	Organizational Culture	Institutional stability and visibility	Staff Development	New Programmes	Student Welfare
<ul style="list-style-type: none"> •Ambitious and passionate leadership •Very supportive Chairman 	<ul style="list-style-type: none"> •No political influence •Respecting each other •A homely environment •Supportive environment •Team work •Collaboration between faculties improving 	<ul style="list-style-type: none"> •Continuous increase in financial strength •Centres across the country •Having international affiliations •Improvement in reputation •Continuous media coverage 	<ul style="list-style-type: none"> •Qualified and competent lecturers •Sessions for staff motivation •Staff can also study •Staff familiarization to e-learning 	<ul style="list-style-type: none"> •Unique modules •Professional courses •Aviation School programmes 	<ul style="list-style-type: none"> •Library facility in Thinadhoo •Flexible timetabling •Assignment based studies •Culture of strong commitment to student welfare •Recent change in obtaining certificate before graduation •Flexible college payments •Scholarships available •Inexpensive courses



Weaknesses

Structure and Operational Procedures	Staff hire, fire and promotion	Coordination and communication	Human Resource Capacity	Physical and ICT Resources
<ul style="list-style-type: none"> • Inefficient organizational structure • Lack of uniformity among faculties • Inefficient work system • No operational procedures in some areas 	<ul style="list-style-type: none"> • No proper staff orientation • No staff appraisal • Lack of recognition • Lack of mentoring • Lack of financial incentives • Lack of career growth 	<ul style="list-style-type: none"> • Lack of coordination • Frequent miscommunication • Duplication of work 	<ul style="list-style-type: none"> • Lack of staff and expertise in some areas • Some lecturers lack skills and commitment • Assessment feedback mechanism is very weak • Quality compromised • Time management issues • Very high workload 	<ul style="list-style-type: none"> • Limitation of space • Lack of proper library service • No proper student database • Data storing issues



Opportunities

Programme Development	Recognition	Expansion	Student recruitment	Organizational efficiency	Graduate employment prospects
<ul style="list-style-type: none"> • Programme to be designed based on student interest, motivation and job market • Offering other disciplines 	<ul style="list-style-type: none"> • Achieve university status • Building relationship with foreign universities 	<ul style="list-style-type: none"> • New campuses and Outreach centres • Virtual expansion (nationally and internationally) 	<ul style="list-style-type: none"> • Student recruitment strategies to be updated • Building on government loan, scholarship and first degree grant scheme • Free workshops 	<ul style="list-style-type: none"> • More effective IT infrastructure can increase efficiency and reduce operational costs 	<ul style="list-style-type: none"> • Establish business incubators



Threats

Regulatory aspects	Reputation	External competition	Staff turnover	Quality
<ul style="list-style-type: none"> • Changes in higher education policies • Delays in MQA for programme approval • Delay in MQA supervision • Lack of support from government and relevant authorities to develop private higher education 	<ul style="list-style-type: none"> • Negative public perception 	<ul style="list-style-type: none"> • Competition from colleges who already have MQA approval to conduct online programmes • Many prestigious colleges abroad offering virtual programmes • New market entries • Intense competition • Uncertainty in market • Price competition 	<ul style="list-style-type: none"> • Some qualified staff leaving. This used to be high, but stabilising now 	<ul style="list-style-type: none"> • Government finance schemes targeted to high achieving students, leaving low achieving students to join local colleges • Low standard among O’level completers



17. Annexe 2: List of current programmes and proposed new programmes

Faculties	Current Programmes		New Programmes Proposed for 2022-2024	
	Name	MNQF Level	Name	MNQF Level
Faculty of Education	Master of Education	9	Master of Research Studies	9
	Master of Education Leadership and Management	9		
	Master of Teaching in Primary	9		
	Master of Teaching Secondary	9		
	Master of Teaching Inclusive and Special Education	9		
	Master of Teaching Dhivehi Language	9		
	Postgraduate Diploma in Education	8		
	Bachelor of Early Childhood Education	7		
	Bachelor of Primary Teaching	7		
	Bachelor of Special Education Needs	7		
	Advance Diploma in Early Childhood Education	6		
	Advance Diploma in Primary Teaching	6		
	Advance Diploma in Special Education Needs	6		
	Diploma in Early Childhood Education	5		
	Diploma in Primary Teaching	5		
	Diploma in Special Education Needs	5		
Faculty of Business Management	Master of Business Administration	9	Bachelor of Office Management	7
	Master of Project Management	9	Bachelor of Business Administration (Revised)	7
	Master of Human Resource Management	9	CTH Level 3 Foundation Diploma in Hospitality and Tourism	4
	Postgraduate Diploma in Leadership and Management	8	CTH Level 4 Diploma in Hospitality Management	5
	Bachelor of Business Administration	7		
	Bachelor of Human Resource Management	7		
Bachelor of Project Management	7			



	Bachelor of Information Technology	7		
	Associate Degree in Business Administration	6		
	Associate Degree in Human Resource Management	6		
	Associate Degree in Project Management	6		
	Associate Degree in Information Technology	6		
	Associate Degree in Office Management	6		
	Diploma in Business Administration	5		
	Diploma in Human Resource Management	5		
	Diploma in Project Management	5		
	Diploma in Information Technology	5		
	Diploma in Office Management	5		
	Faculty of Humanities and Social Sciences	Bachelor of Counseling	7	Bachelor of Science in Psychology
Associate Degree in Counseling		6		
Diploma in Counseling		5		
Diploma in Psychology		5		
Faculty of Shari'a and Law	Master of Teaching Islam	9		
	Bachelor of Shariah & Law	7		
	Associate Degree in Shariah & Law	6		
	Diploma in Shariah & Law	5		
	Diploma in Teaching Quran	5		
Faculty of Arts and Literature			دكتوراه في اللغة العربية وآدابها (30 ك.م.م)	
			ماجستير في اللغة العربية وآدابها (30 ك.م.م)	
			دكتوراه في اللغة العربية وآدابها (30 ك.م.م)	
			ماجستير في اللغة العربية وآدابها (30 ك.م.م)	
			دكتوراه في اللغة العربية وآدابها (20 ك.م.م)	



Centre for Foundation Studies	Certificate IV in Business Administration	4		
	Certificate IV in Early Childhood Education	4		
	Certificate IV in Foundation Studies	4		
	Certificate III in Early Childhood Education	3		
	Certificate III in Human Resource Management	3		
	Certificate III in Hospitality and Tourism Studies	3		
	Certificate III in Arabic	3		
	Pre-Masters Program			
	University Preparatory Program			



18. Annexe 3: List of facilities in the main campus

Floor	No	Rooms/ Space	Capacity (No of persons using or size in sq feet if known)	Observation (regarding condition/size/congestion, adequacy...)
Ground	1	Corporate office	2 Persons	
	2	Deans room	5 Persons	Space not adequate
	3	Academic Office (1)	17 Persons	Space not adequate
	4	HR Office	2 Persons	
	5	Reception	3 Persons	
	6	Vice Rector room	1 Person	
	7	IT room	6 Persons	Space not adequate
	8	Meeting room	6 Persons	Space not adequate
	9	Academic Office (2)	10 Persons	Space not adequate
	10	Waiting Area	13 persons	
First	1	Registrar Office	4 Persons	
	2	Chairman Cabin	1 Person + 4 person waiting area	
	3	Waiting area	5 Persons	
	4	Library	7 Persons	
	5	Classroom C	20 Students	
	6	Classroom E	23 Students	
	7	Classroom C	18 Students	
	8	Toilets	2	
	9	Prayer room	2 Persons	Space not adequate
	10	Exam Department	2 Persons	
Second	1	Rector Cabin	1 Person + 4 Person waiting area	
	2	Classroom I	42 Students	
	3	Computer Lab	24 Students	
	4	Classroom H	36 Students	
	5	Classroom G	36 Students	
	6	Canteen	4 Persons	Space not adequate
	7	Classroom F	28 Students	
	8	Business Faculty	3 Persons	
	9	Waiting area	6 Persons	
	10	Toilets	2	

