Chapter 1: Higher Colleges of Technology – Vision, Mission and Strategic Plan

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Background

In 1985, H.E. Sheikh Nahayan Mabarak Al Nahayan, Chancellor of the United Arab Emirates University, made a commitment to establish a new system of post-secondary education for UAE Nationals that would stress the ideals of productivity, self-determination and excellence.

His Excellency envisioned a system of the highest quality that would be used to educate Nationals for the professional and technical careers necessary in a rapidly developing society.

In fulfillment of that vision, the Higher Colleges of Technology (HCT) was established in 1988 by Federal Law No 2 issued by the Late Sheikh Zayed bin Sultan Al Nahyan, may his soul rest in peace.

Four colleges commenced that year. Since then, thirteen additional colleges and the Center of Excellence for Applied Research and Training (CERT) have opened throughout the Emirates to form the system of the Higher Colleges of Technology.

The system of the Higher Colleges of Technology (HCT) is a community of more than 23,000 students and 2,000 staff based on 16 modern, technology-enhanced campuses in Abu Dhabi, Al Ain, Dubai, Fujairah, Madinat Zayed, Ras Al Khaimah, Ruwais and Sharjah, making it the largest higher education institution in the UAE.

HCT 2.0

HCT 2.0 is the process designed to drive the transformation of the institution over the next 5 years in order to ensure its continuing success. Some of the justifications for this transformation include the following.

Meeting Key Internal Challenges:

- Students
- Academics
- Partnerships
- Enablers

Preparing for the Future:

- 21st century skills gap
• Job market is evolving significantly
• Technology megatrends underway
• Moving towards performance based funding

Meeting National Aspirations:

• Alignment with UAE National Agenda – Vision 2021
• Excellence in service offering
• Embedding a culture of innovation
• Best value for money

HCT Vision
The Higher Colleges of Technology is the leading applied higher education institution in empowering
generations to contribute to the shaping of the future of the UAE.

HCT Mission
Provide applied higher education to equip generations with knowledge, skills and competencies that
meet international standards and the future needs of the UAE industry and society.

HCT Strategic Plan 2017-2021
The HCT has developed the following five key, strategic goals which reflect HCT’s strategic directions
and aspirations. These goals are each linked to 15 specific outcomes, which in turn relate to 25
specific initiatives which HCT will undertake over the five-year HCT 2.0 plan.

Goal 1
Empowering students with 21st century skills in a vibrant campus environment engaged with their
local communities

Strategic Outcomes

• Students who are well informed about programs and career choices
• HCT community are involved in global interactions and have a strong positive impact on local
community
• Students strongly affiliated to HCT and actively engaged in a vibrant student community and
campus environment

Strategic Initiatives

G1-I1. Overhaul of academic advising program.

G1- I2. Launch of new campaign to drive vibrancy of student life.

G1-I3. Enhancement of student services app. for automation and community engagement.

G1-I4. Enhancement of career services to have a more integral role in student career development.

G1-I5. Enhancement of student community service programs for community outreach.
Goal 2

Continuous improvement of academic programs, faculty and scholarship activities to meet high quality standards and industry requirements

**Strategic Outcomes**

- Highly qualified, pedagogically and technologically skilled and engaged faculty
- Industry-relevant curriculum, with greater flexibility for student choice
- Culture of scholarship institutionalized across the organization
- Equivalency of learning experience across campuses

**Strategic Initiatives**

G2-I1. Institutionalization of program excellence and quality assurance.

G2-I2. Restructuring of program offerings in alignment with NQF and industry.

G2-I3. Full adoption of Smart Learning.


G2-I5. Enhancement and extension of faculty professional development program.

G2-I6. Institutionalization of applied research

Goal 3

Engagement of strategic partnerships to foster strong connections with industry, higher education institutions, alumni and high schools

**Strategic Outcomes**

- Systematic and focused engagement of industry in sponsorship, curricula setting and work placement
- Systematic and focused engagement of HCT alumni as advocates
- Attraction of academically-ready high school graduates to HCT

**Strategic Initiatives**

G3-I1. Creation of targeted approach to actively engage partners from strategic sectors.

G3-I2. Creation of active alumni community program

G3-I3. Establishment of connection program between HCT and high schools

G3-I4. Establishment of customer service call center and help desks
Goal 4

Provision of quality and efficient administrative services with effective governance

*Strategic Outcomes*

- Effective, efficient and standardized multi-campus operations
- Efficient and effective utilization of financial resources
- Highly skilled, engaged & motivated staff
- Use of technologies aligned with UAE ‘smart government’ initiative

*Strategic Initiatives*

**G4-I1.** Establishment of strategic recruitment process for employees.

**G4-I2.** Establishment of engagement scheme throughout employee career.

**G4-I3.** Institutionalization of structured career progression system for all employees.

**G4-I4.** Creation and communication of organization-wide policies and guidelines.

**G4-I5.** Optimisation of financial planning.

**G4-I6.** Review of organization structure and governance model.

Goal 5

Embedding of innovation culture in the institutional environment

*Strategic Outcomes*

- Culture of innovation institutionalized with support structures in place across the organization

*Strategic Initiatives*

**G5-I1.** Creation and setup of innovation and learning spaces.

**G5-I2.** Building of innovation capabilities for employees.