Overview of the HCT
Overview of the HCT

In 1985, HE 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.

Today, the system of the HCT is the largest higher educational institution in the United Arab Emirates with the current enrolment exceeding 20,000 students, all of whom are UAE nationals.

The seventeen HCT men’s and women’s campuses offer an impressive range of instructional programmes that are either federally funded or sponsored by employers in the fields of Applied Communications, Business, Computer Information Science, Engineering Technology and Science, Education, Foundations, General Studies and Health Sciences with all HCT programmes being delivered in English, excepting courses in Arabic and Emirati Studies.

Graduates of the HCT make immediate contributions to government, business and industrial sectors, and develop into leaders in their fields. The HCT is dedicated to student-oriented learning, which places the responsibility for education upon the students themselves and promotes lifelong learning.

**PROFILE**

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>23,633 plus 17 Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campuses</td>
<td>17</td>
</tr>
<tr>
<td>Academic Divisions</td>
<td>9</td>
</tr>
<tr>
<td>Graduates</td>
<td>48,911</td>
</tr>
<tr>
<td>Credentials</td>
<td>71,459</td>
</tr>
</tbody>
</table>

**Our Vision**

The Higher Colleges of Technology will be recognised as the best applied higher education institution in the United Arab Emirates, producing knowledgeable, innovative and skilled Emirati graduates who support the nation in pursuit of excellence.

**HCT Institutional Strengths**

HCT’s institutional strengths that differentiate it from other higher educational institutions in the UAE are:

- **commitment to educational access** - HCT is an access institution for the UAE built upon twenty-five years of producing high quality Emirati graduates who are prepared to enter the workforce and contribute to economic development and UAE society;
- **practical application of knowledge** - HCT is a national resource for connecting the practical application of knowledge to workforce needs and applications. This is the cornerstone of the HCT learning model and its educational philosophy;
- **the quality of our faculty and learning environment** - HCT produces graduates with superior technical skills, Arabic and English language competency, and work readiness skills that have enabled graduates to be productive and contributing members to the economy and society. The quality and high employment rate of its graduates are reflective of the quality of the faculty and the learning environment;
- **institutional and programme accreditation** - HCT programmes are internationally accredited by professional accrediting agencies;
- **linkages with business and the community** - HCT programmes are continually aligned with the changing and emerging needs of business and industry; and are supported by state-of-the-art technologies. HCT campuses are also cultural and community centres that contribute to local culture, history and Emirati heritage;
- **graduate employment** - HCT’s most consistent effectiveness measure is the high employment rate of its graduates who are in strong demand by employers across the UAE.
Governance and Organisation

Governance
The Higher Colleges of Technology (HCT) constitute a federal independent academic corporate body for higher education established under Federal law no. 2 of 1988 and later reorganised under Federal law no. 17 of 1998. HCT confers degrees at the Graduate, Bachelor of Applied Science and Diploma levels. The HCT operates as a system of 17 separate campuses for male and female students in urban and rural locations in five emirates. The headquarters are located in the city of Abu Dhabi.

The HCT is governed by a Board of Trustees which includes the Chancellor, HE Mohammad Omran Al Shamsi, the Vice Chancellor, Dr Abdullatif Al Shamsi, and other qualified and experienced members from various sectors in the UAE appointed by the Cabinet on the recommendation of the Chancellor. The Chancellor is Chair of the Board of Trustees and the legal representative of the System and is responsible for carrying out the decisions of the Board of Trustees. The Vice Chancellor is the Chief Executive Officer and is responsible for the management of the HCT and the implementation of its regulations and resolutions. In addition, the Vice Chancellor is responsible for developing an institutional culture of innovation as well as enhancing HCT’s organisational performance.

Organisation
The HCT organisation includes a central administration with four divisions, each headed by a Deputy Vice Chancellor, namely: Administration Division; Academic Affairs Division; Campus Operations Division; and Strategy and Communication Division (see p18 for a high-level organisational chart).

Administration Division
The Administration Division is made up of various units including Human resources, Finance, Information Technology, Facilities and Services, and Procurement and Contracts. They perform the key functions and services that provide a centralised resource to enable the campuses to achieve their educational objectives.

Academic Affairs Division
Academic Affairs provides academic leadership, academic policy and planning guidance, coordination and evaluation of instructional programmes and processes, academic standards and assessment, and learning resources in support of the implementation of academic programmes. It is also responsible for developing the research plan for HCT and for managing and monitoring faculty members’ activities and building their research capabilities.

Academic Divisions
There are nine academic divisions, namely:
- Division of Arabic and Emirati Studies
- Division of Applied Communications
- Division of Business
- Division of Computer Information Science
- Division of Education
- Division of Engineering Technology and Science
- Division of Foundations
- Division of General Studies
- Division of Health Sciences

The Division Executive Deans provide academic leadership to ensure the quality of teaching, learning, evaluation and assessment. They manage academic resources to support all HCT campuses, and maintain and enhance the HCT’s learner-centred environment.

Industry Sponsored Programmes
HCT is dedicated to the delivery of industry sponsored courses and programmes to UAE nationals and expatriates, offering Diploma, Bachelor of Applied Science and Graduate level degree credentials aimed at developing the workforce in a constantly changing environment. Individuals may have the opportunity to join graduate Master degree programmes that are offered in response to the region’s needs. The objective is to serve the wider community of UAE nationals and expatriates by providing them with high calibre continuing education and to contribute to the development of the country’s workforce, ensuring individual and economic growth and sustainability.

The office of Academic Affairs also manages a number of key institutional roles.

Teaching and Learning Department
The HCT is committed to providing the highest quality educational experience for students. The Teaching and Learning Department comprises three teams: Educational Technology, Library Technical Services, and Professional Development and Practice. Together, the three teams work with all Divisions and their respective Executive Deans to develop institutional capacity that enhances the student experience. This includes:
- using educational technologies more effectively to support student learning;
- supporting the design and development of programmes and courses that align with the National Qualifications Framework for the Emirates and programme accreditation via the Committee for Academic Accreditation;
- providing library technical services to all HCT campuses and users;
supporting professional development workshops and programmes for faculty; and

- supporting the scholarship of teaching and learning.

The Teaching and Learning department also works closely with the Executive Deans to support the 170@17 initiative to develop the skills and knowledge of new Emirati faculty who have joined HCT. In addition, the department also supports the institutional Learning Management and Course Management Systems, the use of eTextbooks in all programmes, and undertakes a variety of initiatives to improve the student learning experience.

**Faculty Affairs and Applied Research (FAAR)**

FAAR is committed to supporting an active research community at HCT. FAAR provides leadership in devising, implementing and monitoring the system-wide applied research agenda, developing innovative research approaches towards building partnerships with industry and communities.

**Programmes and Curricula**

The Programmes and Curricula Department is responsible for ensuring quality in programme development, undertaking periodic curriculum reviews and ensuring that assessment of student learning outcomes are in accordance with HCT policies and procedures. The Office also oversees the development of new academic programmes including modifications to established programmes, and external reviews.

**Organisational Excellence**

The Office of Organisational Excellence is the unit responsible for facilitating, supporting and monitoring government and institutional excellence, assessment, institutional research, and accreditation within the system of the Higher Colleges of Technology. The unit aims to ensure the attainment of high quality standards across the HCT. Its role is to refine and coordinate a participatory process of institutional evaluation with the goal of continuous quality improvement of academic programmes, curriculum delivery, graduate outcomes and student support services and administrative units that guide the HCT towards accomplishment of its mission.

**Campus Operations Division**

The Campus Operations Division is responsible for providing leadership and oversight to all Campus Directors within the HCT system. It provides strategic vision and direction to all campuses. Specifically, the Division is responsible for operations management at all HCT campuses which includes financial, HR, planning, facilities administration, student support services, and community relations and academic operations.

**Strategy and Communication Division**

The Strategy and Communication Division is responsible for developing and implementing the HCT Strategic Plan and for achieving its performance indicators. The Division directs and monitors the use of different digital (including social media) and printed media that connect HCT with its internal and external stakeholders. The Division is also responsible for establishing, managing, and maintaining HCT relations and partnerships with its larger community.

**Student Services**

Provides student support include marketing and student recruitment, student life, student success and central registry across the HCT system.

**Campus Academic Operations (CAO)**

Campus Academic Operations undertake, manage and oversee all facets of academic operations required for the delivery of academic programmes and curricula at a campus in order to deliver a quality learning experience for students. This Office has direct oversight of three key elements that support student learning: labs and workshops, academic services and advising, and learning resources.

**Campus Services (CaS)**

Campus Services are responsible for directing the planning, development and implementation of all non-academic support services at a campus, including Student Services, IT Services, Facilities, and Procurement. The Office of CaS provides leadership to ensure that campus services are both efficient and effective in meeting the academic and social needs of students when on the campus.
HCT Overall Organisation Chart
**Higher Colleges of Technology Campus and Division Contacts**

HCT has campuses throughout the UAE. Each campus has a Campus Director who is responsible for community relations and creating an effective learning environment at the local community level. In addition, each Division has an Executive Dean who is responsible for the academic integrity, quality and delivery of the programmes under their leadership. The contact information for each is provided below:

<table>
<thead>
<tr>
<th>HCT Campus</th>
<th>Founded</th>
<th>Director</th>
<th>Telephone</th>
<th>Fax</th>
<th>PO Box</th>
<th>Web</th>
</tr>
</thead>
<tbody>
<tr>
<td>Al Ain Men’s</td>
<td>1988</td>
<td>Dr Yahya Al Ansaari</td>
<td>03-782 0888</td>
<td>03-782 0099</td>
<td>17155</td>
<td>aac.hct.ac.ae</td>
</tr>
<tr>
<td>Al Ain Women’s</td>
<td>1988</td>
<td>Ms Hamsa Al Ammari</td>
<td>03-782 0777</td>
<td>03-782 0766</td>
<td>17258</td>
<td>aac.hct.ac.ae</td>
</tr>
<tr>
<td>Abu Dhabi Men’s</td>
<td>1988</td>
<td>Mr Abdu Rahman Al Jahoushi</td>
<td>02-445 1514</td>
<td>02-445 1571</td>
<td>25035</td>
<td>admc.hct.ac.ae</td>
</tr>
<tr>
<td>Abu Dhabi Women’s</td>
<td>1995</td>
<td>Dr. Addel Al Ameri</td>
<td>02-641 3839</td>
<td>02-641 3456</td>
<td>41012</td>
<td>adwc.hct.ac.ae</td>
</tr>
<tr>
<td>Abu Dhabi Women’s - Khalifa City</td>
<td>2009</td>
<td>Dr. Addel Al Ameri</td>
<td>02- 657 8499</td>
<td>02 657 8140</td>
<td>41012</td>
<td>adwc.hct.ac.ae</td>
</tr>
<tr>
<td>Dubai Men’s</td>
<td>1989</td>
<td>Dr Hashim Al Zaabi</td>
<td>04-326 0333</td>
<td>04-326 0303</td>
<td>15825</td>
<td>dbm.hct.ac.ae</td>
</tr>
<tr>
<td>Dubai Women’s</td>
<td>1989</td>
<td>Dr Tarifa Al Zaabi</td>
<td>04-267 2929</td>
<td>04-267 3939</td>
<td>16062</td>
<td>dwc.hct.ac.ae</td>
</tr>
<tr>
<td>Fujairah Men’s</td>
<td>1989</td>
<td>TBA*</td>
<td>09-222 2112</td>
<td>09-222 2113</td>
<td>4114</td>
<td>fjw.hct.ac.ae</td>
</tr>
<tr>
<td>Fujairah Women’s</td>
<td>2004</td>
<td>TBA*</td>
<td>09-228 1212</td>
<td>09-228 1313</td>
<td>1626</td>
<td>fjw.hct.ac.ae</td>
</tr>
<tr>
<td>Madinat Zayed Men’s</td>
<td>2006</td>
<td>TBA*</td>
<td>02-894 3700</td>
<td>02-884 9081</td>
<td>58855</td>
<td>mzc.hct.ac.ae</td>
</tr>
<tr>
<td>Madinat Zayed Women’s</td>
<td>2006</td>
<td>TBA*</td>
<td>02-884 3700</td>
<td>02-884 9081</td>
<td>58855</td>
<td>mzc.hct.ac.ae</td>
</tr>
<tr>
<td>Ras Al Khaimah Men’s</td>
<td>1999</td>
<td>Dr Ali Al Mansoori</td>
<td>07-2026 800</td>
<td>07-222 3955</td>
<td>4793</td>
<td>rakc.hct.ac.ae</td>
</tr>
<tr>
<td>Ras Al Khaimah Women’s</td>
<td>1993</td>
<td>Dr Ali Al Mansoori</td>
<td>07-2026 600</td>
<td>07-221 0660</td>
<td>4792</td>
<td>rakc.hct.ac.ae</td>
</tr>
<tr>
<td>Ruwais Men’s</td>
<td>2007</td>
<td>Mr Nial Farrell</td>
<td>02-8943800</td>
<td>02-8778158</td>
<td>58855</td>
<td>mzc.hct.ac.ae</td>
</tr>
<tr>
<td>Ruwais Women’s</td>
<td>2007</td>
<td>Mr Nial Farrell</td>
<td>02-8943800</td>
<td>02-8778158</td>
<td>58855</td>
<td>mzc.hct.ac.ae</td>
</tr>
<tr>
<td>Sharjah Men’s</td>
<td>1993</td>
<td>Dr Muhadditha Al Hashimi</td>
<td>06-558 5222</td>
<td>06-558 5252</td>
<td>7946</td>
<td>sjm.hct.ac.ae</td>
</tr>
<tr>
<td>Sharjah Women’s</td>
<td>1998</td>
<td>Dr Muhadditha Al Hashimi</td>
<td>06-558 5333</td>
<td>06-558 5353</td>
<td>7947</td>
<td>sjw.hct.ac.ae</td>
</tr>
</tbody>
</table>

* To be announced
## HCT Academic Divisions

<table>
<thead>
<tr>
<th>Division</th>
<th>Executive Deans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arabic and Emirati Studies</td>
<td>Dr Obaid Al Muhairi</td>
</tr>
<tr>
<td>Business</td>
<td>Dr Ayesha Abdulla</td>
</tr>
<tr>
<td>Computer Information Science</td>
<td>Dr Hamad Odhabi</td>
</tr>
<tr>
<td>Applied Communications</td>
<td></td>
</tr>
<tr>
<td>Education and General Studies</td>
<td>Dr Phil Quirke</td>
</tr>
<tr>
<td>Engineering Technology and Science</td>
<td>Dr. Mohammad Aljarrah</td>
</tr>
<tr>
<td>Foundations</td>
<td>Mr Tim Smith</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>Dr Muhadditha Al Hashimi</td>
</tr>
</tbody>
</table>

## HCT Academic Support

<table>
<thead>
<tr>
<th>Support</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching and Learning</td>
<td>Dr David Kennedy</td>
</tr>
<tr>
<td>Student Services</td>
<td>Mr Ahmed Al Mulla</td>
</tr>
</tbody>
</table>
Accreditation and Benchmarking

The Higher Colleges of Technology has an ongoing commitment to achieving international standards in the programmes delivered and the levels of graduate skills. To ensure such standards are met and its programmes are at the cutting edge of technology and industry standards, the HCT has formed alliances with leading universities, educational associations and professional accreditation boards around the world.

ACCREDITATION

Higher education accreditation is the formal recognition by a recognised accrediting body that a university, college or school meets accepted standards in its educational programmes, curriculum, faculty, services and facilities.

Institutional accreditation applies to an entire institution, while programme accreditation applies to a particular programme of study.

The HCT has campuses located in the Emirates of Abu Dhabi, Dubai, Sharjah, Ras Al Khaimah, and Fujairah and is officially licensed from 1 May 2014 to 30 April 2019 by the Ministry of Higher Education and Scientific Research of the United Arab Emirates to award degrees/qualifications in higher education.

A number of HCT programmes of study are accredited by organisations recognised by the Council for Higher Education Accreditation (CHEA), USA, and a further number are accredited by nationally-recognised organisations from Australia, Canada, the United Kingdom, and the United States. Accredited programmes of study are listed in the table below.

<table>
<thead>
<tr>
<th>Academic Division</th>
<th>Accreditation - Programme of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLIED COMMUNICATIONS</td>
<td>The following programmes are accredited by the American Communication Association (ACA), USA up to December 2016:</td>
</tr>
<tr>
<td></td>
<td>▶ HD-BAS in Applied Media Studies – ADMC, ADWC, DMC, DWC, FWC, RKWC, SWC</td>
</tr>
<tr>
<td></td>
<td>▶ BAS in Applied Communications (Animation) – DWC, SWC</td>
</tr>
<tr>
<td></td>
<td>▶ BAS in Applied Communications (Applied Media) – ADMC, ADWC, DMC, DWC, FWC, RKMC, RKWC, SWC</td>
</tr>
<tr>
<td></td>
<td>▶ BAS in Applied Communications (Corporate and Media Communication) – ADMC, DWC</td>
</tr>
<tr>
<td></td>
<td>▶ BAS in Applied Communications (Fashion Design and Merchandising) – SWC</td>
</tr>
<tr>
<td></td>
<td>▶ BAS in Applied Communications (Graphic Design) – ADWC, DWC, SWC</td>
</tr>
<tr>
<td></td>
<td>▶ BAS in Applied Communications (Video Production) – ADMC, ADWC, DMC, RKMC, RKWC, SWC</td>
</tr>
</tbody>
</table>
### BUSINESS

The following Business programmes are accredited by the Accreditation Council of Business Schools and Programs (ACBSP, USA) up to 2018:

**Higher Diploma (accredited at the level of ‘Associate Degree’)**
- Business and Management (Accounting) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Business and Management (Financial Services) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Business and Management (General) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Business and Management (Human resources) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Business and Management (Marketing) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Business and Management (Travel and Tourism) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- eBusiness Management – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC

**Bachelor of Applied Science**
- Business and Management (Accounting) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Business and Management (General) – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- eBusiness Management AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC
- Engineering Management – AAMC, AAWC, ADMC, ADWC, DMC, DWC, FMC, FWC, RKMC, RKWC, SMC, SWC

### COMPUTER INFORMATION SCIENCE

The following programmes are accredited by the Canadian Information Processing Society (CIPS), Canada up to December 2015:

**Bachelor of Applied Science (One year ‘Top-up’)**
- Business Information Technology
- Computer network Technology
- Information Management

**Higher Diploma / Bachelor of Applied Science**
- Information Technology (Business and Information Systems)
- Information Technology (Information Administration)
- Information Technology (Interactive Multimedia)
- Information Technology (Information Systems Security)
- Information Technology (Network Engineering)
- Information Technology (Software Engineering)
- Information Technology (Web Development)
Engineering Technology

The following programmes are licensed by the General Civil Aviation Authority, UAE:
- HD in Applied Aviation Maintenance Technology (Airframe and Aero Engines) – ADMC, DMC
- HD in Applied Aviation Maintenance Technology (Avionics) – ADMC, DMC

The following programmes are accredited by the Engineering Technology Accreditation Commission of ABET, http://www.abet.org:

Bachelor of Applied Science
- Chemical Engineering Technology – ADMC
- Civil Engineering Technology, ADMC – DMC
- Electrical Engineering Technology – AAMC, AAWC, ADMC
- Electronics Engineering Technology – ADMC, ADWC, DMC, SMC, SWC
- Mechanical Engineering Technology – AAMC, AAWC, ADMC

Health Sciences

The following Bachelor-level programme is accredited by the Health Information Management Association of Australia (HIMAA), Australia up to July 2018:
- BAS in Health Information Management programme.

Benchmarking

Benchmarking against other organisations enables the HCT to develop and maintain programmes of study and academic standards aligned to international best practice. Programmes of study that are benchmarked against external bodies are listed in the table below.

<table>
<thead>
<tr>
<th>Academic Division</th>
<th>Benchmarking - Programme of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Bachelor of Education: benchmarked with the Graduate School of Education at the University of Melbourne, Australia.</td>
</tr>
</tbody>
</table>
Academic Framework


### Bachelor of Applied Science Degree

To earn a Bachelor of Applied Science from the HCT, a student must:

1. Have a minimum cumulative GPA of 2.0 in the overall baccalaureate coursework.

2. Complete at least 120 credit units including:
   a. 10 General Studies courses in specified areas.
   b. A minimum of 60 units in a programme major.

3. Complete all required courses for a programme major.

### Applied Diploma

To earn an Applied Diploma from the HCT, a student must:

1. Have a minimum cumulative GPA of 2.0 in the overall baccalaureate coursework.

2. Complete at least 60 credit units including:
   a. Required General Studies courses.
   b. Required core and elective units within a programme major.

3. Complete all required courses for a programme major.

### Graduation Requirements

This framework provides a pattern that accommodates academic programme requirements, a reasonable, substantive general education component, sensitivity to the learning needs of our students and feasibility.

### Course Credit Definition

HCT course credit units are granted in recognition that a course of study has been successfully completed as per the requirements of the relevant course outline. The number of credit units assigned to each course is based on the amount of time that students are expected to spend under supervised delivery as well as independent study of the content in order to achieve learning outcomes. For example: a standard Bachelor-level course is assigned 3 credit units*, but this may vary based on the specific learning outcomes of the course, and the associated requirements from the students, or other factors. The set number of credits for each course is specified in the course outline. Most courses are one semester long which, if completed with a passing grade, carry the number of course credit units as specified. Some courses are two semesters long, and credit units are awarded only upon the satisfactory completion of both semesters. Credit may not be given for completing the first semester only of a year-long course.

* One credit Unit equals not less than 15 hours per semester.

### The Qualifications Framework for the Emirates (QFE)

The Applied Bachelor and Diploma programmes have been aligned with the National Quality Framework of the Emirates. The QF Emirates is the UAE’s national Qualifications Framework (termed the “Qualifications Framework for the Emirates” (QFE) to distinguish it from other countries). The QFE Framework also provides detailed information on the level of knowledge, skills, and competencies required of graduates in the UAE. The specific levels of learning attained by HCT graduates in the QFE Framework are mapped against the appropriate QFE levels.

The Learning Model

The UAE Government is committed to 21st century nation-building through the provision of cutting-edge education to all Nationals who want to develop their potential.

The HCT aims to be a key educational pillar on which the modern nation is built. The HCT Learning Model is a strategic framework through which the HCT mission is attained.

The HCT Learning Model is based on the following professional values:

- innovative practice;
- continuous improvement;
- professional integrity;
- efficiency and effectiveness;
- responsiveness to the needs of stakeholders.

It sets standards for the design of curricula, gives principles which should be followed in teaching and learning, and guidelines for assessment within the HCT.

The Learning Model defines the HCT’s educational philosophy and identifies eight graduate outcomes:

**Graduate Outcome One: Communication and Information Literacy**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:

- communicating information, opinions, concepts and ideas effectively in English and Arabic through the spoken and written mediums to a variety of audiences;
- selecting, understanding, evaluating and making effective use of information from a variety of sources presented in both spoken and written form in English and Arabic; and
- acting ethically in the use and presentation of information from a variety of sources.

**Graduate Outcome Two: Critical and Creative Thinking**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:

- evaluating and analysing knowledge and information;
- identifying and understanding problems; and
- demonstrating creativity and innovation in problem-solving.

**Graduate Outcome Three: Global Awareness and Citizenship**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:
- recognising and analysing ethical dilemmas, and practicing ethical decision-making;
- recognising and analysing the issues affecting the UAE society, regional and global environment;
- recognising and analysing the interrelations between the UAE, regional and global contexts and cultures; and
- recognising the role of the leaders of the UAE in developing the social, cultural, economic and political aspects of the nation.

**Graduate Outcome Four: Technological literacy**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:
- recognising the influence of technology upon individuals and society; and
- using technology to perform effectively in their personal and professional lives and acting ethically when using technology.

**Graduate Outcome Five: Self-management and independent learning**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:
- reflecting on and evaluating their own learning;
- working independently; and
- demonstrating a positive work attitude and effective work habits.

**Graduate Outcome Six: Teamwork and leadership**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:
- understanding the functions and dynamics of groups;
- contributing effectively to teamwork;
- acting effectively in a leadership role; and
- demonstrating confidence and social maturity in interpersonal relationships.

**Graduate Outcome Seven: Vocational competencies**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:
- applying profession-specific knowledge required for successful employment in their chosen field;
- applying profession-specific skills required for successful employment in their chosen field; and
- demonstrating the specific attributes required for successful employment in their chosen field.

**Graduate Outcome Eight: Mathematical literacy**

According to their credential, HCT graduates demonstrate an appropriate level of competence in:
- applying relevant numerical analytical tools to solve problems in authentic contexts; and
- analysing and communicating mathematical concepts with confidence in authentic contexts.

Through its learning model, academic staff are committed to providing educational experiences that will transform school leavers into HCT students who will graduate with the knowledge, skills and attributes to effectively contribute to the nation-building process and to help them develop a sense of personal and social responsibility.

The educational experiences that the HCT provides ensure that HCT students:
- are capable of graduating from their chosen programme with academic integrity;
- are deserving of respect and equally capable of respecting others;
- can be active contributors to nation-building;
- are responsible and accountable for their actions;
- act ethically;
- learn more effectively in applied learning environments;
- are able to communicate effectively using English and Arabic;
- are technologically literate;
- are mathematically literate;
- are able to work independently and collaboratively; and
- are able to think critically and creatively.
Academic Learning Resources

LIBRARIES
HCT libraries are among the best equipped in the Gulf region, housing extensive collections of print and electronic resources. HCT libraries provide access to advanced information and learning technologies. Library users can search the HCT web-based library catalogue to locate and access library materials housed at all 17 libraries within the system. All library resources are accessible at http://libraries.hct.ac.ae. The HCT library collection resources include:

- over 357,730 print titles, 406,045 eBooks, 70,262 eJournals and 127 (programme-specific and general) databases;
- local and international newspapers, magazines and journals (print);
- annual reports from government and industry;
- instructional resources (including online);
- DVD’s, fiction and non-fiction;
- access to high-performance computers; and
- streaming video facilities, for campuses and classrooms (at selected campuses).

HCT students and staff also have access to over 350,000 books via LIWA (http://liwa.ac.ae). LIWA is a shared catalogue of all federally funded UAE higher education institutions (HCT, United Arab Emirates University and Zayed University).

Librarians and associated library staff are essential resources who assist students and faculty in learning, teaching and research. Each library also provides individual and group instruction on topics ranging from general information, literacy skills, guiding library patrons to relevant resources in specific areas of study, and undertaking academic research.

INDEPENDENT LEARNING CENTRES
The Independent Learning Centres’ (ILCs) mission is to provide an enriched environment that extends beyond the classroom learning to support students. The ILC staff provides students with a rich set of individualised learning opportunities, including face-to-face and self-paced on-demand digital content. The ILC programme caters for individual differences and learning styles that support a variety of student learners.

eTEXTBOOKS, RESOURCE BOOKS AND LABORATORY MATERIALS
HCT has made the commitment to become the pre-eminent technology-supported higher education institution in the UAE. All current students are provided with resources appropriate to their programme and year of study that support learning in and out of the classroom consistent with the Mission and Goals of HCT. These resources may include:

- eTextbooks and other interactive electronic resources as selected by the teaching faculty; and
- discipline specific resources (e.g., software).
- additional resources to support student learning provided by the campus or division including materials, equipment and tools required for laboratory and other practical instruction (e.g. including discipline-specific clothing/uniforms, hard hats, protective boots, etc. which then become the property of the student).

INTERNET ACCESS
The HCT internet access and electronic mail services are provided under the authority of the Chancellor and the Vice Chancellor of the HCT in accordance with federal laws and regulations governing the use of these services. Users of the internet are governed by the HCT Internet Access and Electronic Mail Policy. Provision of access to internet resources and services is intended to support the need for HCT graduates to develop the computer and information-seeking skills that are essential for the workplace and for lifelong learning.

Students are expected to equip themselves with tablet computers and/or laptops required to support their learning.

COPYRIGHT POLICY AND GUIDELINES
The main objectives of the HCT Copyright Policy and Guidelines are:

- to ensure compliance with the provisions of UAE Federal Law No. 7, 2002;
- to establish and protect HCT ownership of all HCT produced materials;
- to provide guidelines in determining the application principles for interpretation of the law.

The HCT acknowledges that the Ministry of Information and Culture is regarded as the definitive source of information on matters involving intellectual property rights.
HCT Services and Resources for Students

**Student Services**

Student Services at the HCT campuses involve the colleges’ Academic Registry Services and Student Services departments, which work closely with Central Student Support Services. These departments ensure the academic integrity of HCT credentials, as well as students’ access to a supportive campus environment. The departments’ roles help to promote all students’ personal well-being and academic success, as well as to prepare them to contribute to the on-going development of the UAE.

The College Academic registry Services departments provide all record-related services from admission, registration, official transcripts, course and examination schedules, student timetables and verification of graduation eligibility up to final credential award.

The College Student Services departments are responsible for supporting the different aspects of student life, starting with new student recruitment and orientation. The staff assist with financial aid services, student behaviour, discipline and attendance issues, safety and security, counselling services, wellness and any special needs accommodations. They give guidance to students organising student councils, peer tutoring, extra and co-curricular athletic and recreational activities as well as clubs and other special events. They also provide career services and organise alumni activities.

**Alumni Association**

There is an HCT Alumni Association which graduates are welcome to join. This association:

- helps graduates stay connected to each other;
- keeps graduates informed about the HCT international and national conferences and events;
- provides opportunities for lifelong learning;
- allows graduates to sign up for voluntary support; and
- provides career advice and opportunities with a directory of employers

**Career Services**

The HCT Career Services are staffed by specialists in career management and counselling, which place strong emphasis on career development in a constantly changing global workforce.

The activities of the HCT Career Centres include:

- assisting students to make informed career decisions, and provide career assessment opportunities;
- providing one-to-one counselling to help students match their interests with suitable careers;
- building relationships between the HCT, employers and business communities;
- organising career fairs and other career-centred events, including summer orientation sessions for high-school students;
- posting employment listings received from employers in both the private and public sectors;
- assisting students in the search for employment and liaising between employers, graduates and students; and
- providing student-focused workshops on topics such as career planning, developing a positive professional attitude, CV and resume writing as well as job interview techniques.

**Counselling Service**

The HCT provides personal and academic counselling to help students with their classroom performance or social adjustment at the campus.

Campus Counsellors are available to meet students who are having academic or personal problems that interfere with their classroom performance or social adjustment. Counsellors can help students find solutions to their problems and facilitate academic and personal growth.

Students are assigned an Academic Adviser at the start of each academic year. The adviser is usually a class teacher who will give academic advice and monitor progress.

**Extra-curricular Activities**

During the year, a wide variety of physical, social and cultural activities are available to interested students. Students are encouraged to make every effort to
participate in these activities, which are designed to supplement and complement their classroom work, enhance their experience at the HCT, and provide a healthy balance in life.

In many cases, students organise or coordinate campus events such as film festivals, athletic and recreational competitions, health and wellness days, heritage and cultural displays, art shows and career fairs. These events develop individual and group initiatives, teamwork and leadership skills. They provide the students with the opportunity to apply the skills they have learned, to support charitable causes and to demonstrate academic achievements.

**SAFETY AND SECURITY**

The HCT is concerned that all individuals the students meet are properly authorised to enter the campuses. All HCT campuses have security gates, with security personnel stationed at each entrance. These security officers allow only those who are properly authorised to enter the campus.

Security officers have the right to prevent female students from leaving the campus without permission, and to carry out random checks on student and staff vehicles.

All HCT security officers are appointed for the safety of the staff and students of the campuses, and should be treated with proper respect.

**FIRE DRILLS**

In case of fire, each campus has procedures to follow. Students should learn the locations of emergency exits, fire alarms and fire extinguishers. In the event of a fire drill or emergency, students must follow the directions of teachers or security personnel.

**MEDICAL CASES**

If a student is seriously ill and needs help, the teacher will call Student Services who will provide assistance and contact their family. An ambulance will be called if necessary.

**STUDENT COUNCILS**

Each campus has a Student Council to give the student body an effective means for providing input to the colleges so as to improve overall student life. The Student Councils are composed of students from the campuses, thus providing many opportunities for student growth and leadership development such as:

- planning and organising student activities;
- developing closer relationships between students and faculty;
- establishing a better atmosphere for learning;
- informing the campus of student needs and recommendations;
- developing leadership qualities; and
- improving student morale.

The name and organisational structure of councils and their membership may vary from campus to campus.

Student representatives from all the campuses also meet to elect a system-wide HCT Student Council. This committee represents the wider HCT student body, inside the country as well as abroad.

**STUDENTS WITH SPECIAL NEEDS**

Under the conditions outlined in HCT policy, reasonable academic accommodation is provided for students with special needs.

Students with special needs (e.g. physical, medical or learning difficulties) are eligible for appropriate support which could take the form of special equipment or materials, or additional time to complete course requirements. Students are required to provide appropriate medical documentation detailing their special need.

It is important that students contact the Student Services office at their campus as early as possible in order to obtain the necessary support.

**FINANCIAL AID**

The HCT recognises that some students may need assistance with meals and transportation costs. Students who require such assistance are encouraged to contact their campus Student Services Supervisor or Campus Counsellor for details regarding financial aid.

Student Services can also assist in various ways, such as helping to organise temporary employment or providing equipment.

In addition, the HCT forms partnerships with employers who can provide opportunities to sponsor students to complete regular programmes. Sponsored students progress towards graduation with the support of employers in return for commitments specified in the sponsorship agreement.