



Arab Academy for Science, Technology and Maritime Transport
College of Maritime Transport and Technology



2016-2021 Strategic Plan

“Whereas a vision without work is no more than a dream, work without a vision is a waste of time. It is only through serious work based on a clear vision that change could be achieved”.

“The Academy needs ambitious programmes, good implementation plans and dedicated work to cope with the rapidly changing requirements of the future”.

Prof. Dr. Ismael Abdel Ghafar Ismael Farag
President of the Academy

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The Address of the College Dean

I take pleasure in addressing the Arab and African youth, the future leaders of their countries, who are currently studying in the College of Maritime Transport and Technology which provides them with excellent opportunities to work on-board Arab and foreign ships as Deck Officers and Marine Engineers by virtue of awarding B.Sc. degree in Maritime Transport and Marine Engineering Technology and qualifying them to sit for and pass the exams necessary to obtain the certificates which qualify them to work in the Maritime Transport field according to the international standards and criteria. The College also administers its specialized programmes in Meteorology, Marine Surveying and Diving which are delivered by a constellation of highly qualified faculty members.

In view of the foregoing account, the College is considered one of the major units of an integrated and cooperative system applied in the Arab Academy for Science, Technology and Maritime Transport, which enables the student to get excellent Maritime education and training. It merits mentioning that the necessary training facilities, such as simulators, the Training Ship AIDA IV, Marine Safety Centre, Computers Lab, Diesel Engines, Marine Engineering and Electricity Workshops are available to the College students , which enables students to fully understand theoretical concepts and apply them through practical training.

No wonder, the International bank has accredited the College as one of the centers specialized in Maritime Education and Training since 1995 where the student gets education and training in a rich multifaceted environment comprising all the cultural, social and sportive factors, in addition to moral values and disciplined behavior, which contributes to qualifying the graduate up to the highest standards.

*Praise Be To Him
Who Sits Enthroned in Heaven
Who Changing All Things
Remains Himself Unchanged*

Dr. Mohey Eldeen Mohamed El-Sayeh
Dean of the College of Maritime Transport and Technology

The College of Maritime Transport and Technology: A glorious past and a present promising status

The Arab Academy for Science, Technology and Maritime Transport is a specialized educational institution working within the scope of the Arab League. The Academy's educational and training activities cover numerous fields, the most important of which is the Maritime Transport Industry which includes:

1. Educating, training and qualifying the new GSSC entrants and providing them with the knowledge pertaining to sciences, seamanship and the intellectual, physical and social values and skills to obtain Competency Certificates according to the international standards which qualify them to serve at sea as deck officers or marine engineers and help them to quickly adapt to sea life and develop a sense of pride in their own profession.
2. Educating, training and qualifying the students who excel in their basic studies and providing them with advanced academic sciences in addition to the varied sciences and seamanship types which qualify them to obtain the B.Sc. degree in Maritime Transport or Marine Engineering Technology according to their specialization.
3. Educating, training and qualifying the students from among deck officers or marine engineers who successfully got the marine service and experience according to the applicable laws, which is achieved by helping them to integrate all the theoretical information and the practical experiences they acquired to sit for higher competency exams, which enables them to serve in varied specialized Maritime Transport positions whether on-board ships or ashore and get the highest posts in this field.
4. Educating, training and qualifying the managers and personnel serving in the varied administrative levels in organizations, institutions and companies working in the Maritime Transport field, in addition to providing them with the specialized knowledge and research skills in the various fields related to maritime transport with a view to improving performance level whether in planning or implementing tasks.
5. To achieve integration of training personnel in the Maritime Transport field, the Academy accepts holders of average technical qualifications according to the special conditions of each specialization in order to educate, train and qualify them and provide them with the knowledge, arts, values and skills which qualify them to serve in one of the following specializations: seaman / marine mechanic / marine electrician / service or mess technician / port worker.
6. The Academy also plans and implements various educational programmes in the field of marine operations according to the requirements of the institutions delegating students to help them improve their performance. This is attributed to the Academy's duty to benefit the authorities, institutions and companies working in the field of Maritime Transport by providing them with consultation and research services in the field of

Maritime Education and Training and other activities related to maritime transport.

7. Considering that the College of Maritime Transport and Technology is one of the oldest specialized colleges of the Arab Academy for Science, Technology and Maritime Transport, it is in charge of most of these educational and training activities. The College awards specialized certificates in the field of maritime transport. The College has been a pioneering institution in the field of Maritime Transport and Training for more than twenty years. No wonder, it has been awarded the ISO 9001 since September, 1994, which resulted in recognition of the Egyptian Marine Certificates of Competence (CoC) which are accredited by the Egyptian Marine Safety Authority and EU countries and other pioneering countries in the marine field. Thanks to the Faculty Members of the College who exert laudable efforts to help their students excel at their job by providing them with the required knowledge and skills necessary to swerve their countries and communities.
8. The College of Maritime Transport and Technology is committed to serve maritime education and training in the Middle East Area and Africa by providing the Maritime Transport Industry with qualified cadres who can develop and enrich this industry all over the world.



Since its inception in 1972, the Academy has applied the educational departments system which considers each educational department an independent entity assigned a set of educational and training tasks.

Considering that the numbers of the students who joined the College of Maritime Transport and Technology to specialize in various maritime transport fields have greatly increased in recent years, it was necessary to establish this College to develop and update the educational and training programmes in the Maritime Transport field.

In view of the foregoing account, our vision is based on a solid fact, namely, the College should remain a pioneering marine center of excellence with respect to implementing the accredited programmes which cope with the latest developments in the Maritime Transport industry and its associated systems.

In addition to the specialized marine certificates issued by the Egyptian Marine Inspection in coordination with the Academy, the College of Maritime Transport and Technology awards the following scientific degrees and certificates:

- Maritime Transport B.Sc. degree
- Marine Engineering Technology B.Sc. degree

The Departments of Navigation and Marine Engineering were established in 1972 at the same time of establishing the Academy. The idea of establishing a Maritime Transport Academy as a regional maritime transport institute originated in the meetings of the Communications Committee in the Arab League in March, 11, 1970, when the Arab League Council issued Decree No.1971/2631 in its 53rd session which approved the establishment of a regional center for training in maritime transport operations. The said decree required the Arab Republic of Egypt - on behalf of the Arab countries - to request technical aid from the United Nations organizations specialized in maritime transport.

At the end of 1971, the United Nations delegated a combined committee of its concerned organizations to examine the need of the area to this project. The committee recommended the necessity of establishing a regional maritime training institute and providing the necessary aid. Consequently, the United Nations Development Programme (UNDP) approved providing 3.2 million dollars provided the participating Arab countries provide 8.25 million Egyptian pounds throughout five years. After visiting several countries in the area, the committee recommended establishing the headquarters of the project in the City of Alexandria due to its glorious cultural history, unique geographical position in the middle of the Arab area and the abundance of qualified cadres who can provide quality education, training and consultations.

The Academy has recognized the importance of innovation in the field of education and development since its inception in 1972. At that time, the students got the chance of getting Basic Nautical Studies and Marine Engineering Technology education by registering in Basic Nautical studies and Marine Engineering Technology Departments in the College of Maritime Studies and Technology. In another trial to develop its educational system, the Academy started to award its students the B. Sc. degree in Engineering after their passing an academic programme for four years and a half instead of the six-year programme which was originally implemented according to ministerial ordinance No. 215 for the year 1974, after which the students obtain Second Marine Engineer Certificate. In 1975, the Academy adopted the Credit hours System. It merits mentioning that the efforts exerted by the specialized committees culminated in designing new curricula for the students who were accepted in October 1977.

The B.Sc. programmes were implemented after applying the Credit Hours System directly, The Higher Council of Egyptian Universities issued two ordinances

(No. 4 for the year 1984 and No. 11 for the year 1985) equating the B.Sc. degree awarded by the Academy with the B.Sc. degree awarded by the other Egyptian universities in similar specializations.

Conforming with the general policy of the Academy, the College of Maritime Transport and Technology has an adequate number of classrooms, which conforms with the quality system. The number of students in each classroom does not exceed 20-25 students. Moreover, study sessions end at 2 p.m. Students also enjoy a two-day holiday per week (Friday and Saturday). The facilities available at College are listed below:

- 74 classrooms, each of which accommodates 25 students, of which 42 classrooms are air-conditioned and provided with projectors and data show.
- 2 large air-conditioned study halls which accommodate 60 students.
- A large air-conditioned hall for seminars and conferences which accommodates 100 participants. It is provided with computers and data show.
- A special air-conditioned hall for the College Board and Departments Board. It accommodates 15 persons.
- 1 Computer Lab equipped with 25 computers and an Information Display Projector, in addition to printers and light boxes. Communicating with the Information Center and the Internet is also available.
- The latest simulator for simulating Electronic Charts, Handling Liquid Cargoes, Marine Radar and ARPA and Engine-room operations. This simulator was established in the middle of 2014, which made the College of Maritime Transport and Technology a pioneering college in Maritime Education and Training at the Arab, African and International levels.
- The College is also provided with a library equipped with the latest Internet access devices. It is connected with the Academy's Library and its database. It is also connected to the Academy's Abo Qir library and a second additional library in Miami campus. All these libraries are air-conditioned and available to the students throughout the study day. Moreover, they are also provided with the best comfort and reading means, Internet access, and an electronic library. It merits mentioning that the College provided "Wireless Lan" service to enable students to access the Internet from within the College buildings.



The College of Maritime Transport and Technology comprises the following departments:

- Basic Nautical Studies Department
- Maritime Transport Technology Department
- Marine Engineering Technology Department
- Special Sessions and Simulators Department

In addition to the following programmes:

- Meteorology and Marine Surveying Programme
- Diving Programme



Basic Nautical Studies Department



The Basic Nautical Studies Department is in charge of maritime education and training and improving the students' performance standard through developing their knowledge, behavior and skills with a view to qualifying them to work in the various sectors of Maritime Transport as deck officers according to the latest

international safety criteria associated with the process of qualification and accreditation and the requirements of the International Convention on Standards of Training, Certification and Watchkeeping Convention (STCW 78) as amended.

Maritime Transport Technology Department

The Maritime Transport Technology Department aims at coping with the quick development of the Maritime Transport Industry by preparing study programmes

and specializations which qualify the graduates of the College to work on-board merchant marine ships and in the various maritime sectors. The Department offers several specializations which are regularly updated to cope with the ongoing fast development of the Maritime Transport Sector.

Marine Engineering Technology Department

The Marine Engineering Technology Department provides the technical content of a set of specializations related to Engineering from the marine, mechanical and electrical perspective. The two programmes of Marine Engineering and Marine Electrical Engineering are primarily concerned with the operation and maintenance of marine steam engines, diesel engines and auxiliary machines, in addition to refrigeration units. Complete coordination between theoretical studies and practical experience is effected on-board ships and in the laboratories and workshops of the College according to the latest requirements of obtaining the international safety criteria associated with the process of qualification and accreditation and the requirements of the International Convention on Standards of Training, Certification and Watchkeeping Convention (STCW 78) as amended.



The Department also qualifies the marine cadres working on-board ships through the preparatory studies programme to get the competency certificates according to the requirements of STCW, Manila amendments, 2010, and the Egyptian Ministerial Decree No. 221/2013 giving effect to the said amendments.

The Department also provides educational and training services by holding short sessions which serve several Maritime Transport Industry fields whether in the trainees' place of work or in the Academy's premises in Alexandria and its branches.

Special Sessions and Simulators Department

The College of Maritime Transport and Technology provides through the Special Sessions and Simulators Department sessions and programmes specially designed to serve the Maritime Transport industry by enhancing the knowledge, behavior and skills the trainees.

The Special Sessions and Simulators Department holds short special sessions for all the personnel working in the field of Maritime Transport at the operation and management levels on-board ships, in ports and oil terminals. These sessions comprise general marine sessions, Maritime Administration sessions, Surveying sessions, Operation and Maintenance of Diesel Engines sessions, Tankers and Loading sessions, Conventions and Marine Investigations sessions, Charters and Marine Insurance sessions, Simulators sessions and Operation of Oil Offshore Platforms sessions.

The Simulators Centre of the College consists of:

1. Bridge Simulator

The Bridge Simulator consists of multi-tasks conning rooms meeting the requirements of Section No. B-1/12 of the STCW Convention, 1978, as amended, and the requirements of the Model Courses issued by IMO. The simulator meets the Operation and Management levels, in addition to evaluating the trainees and issuing their certificates.

2. Full Mission Engine Room Simulator

This simulator provides training in various ship models and the modern propulsion systems of all types according to the latest amendments of the STCW Convention accredited by the international classification Society Det Norske Veritas (DNV) as Class A. This simulator also provides operational training for junior engineers and advanced training at the Management Level in the engine room, in addition to evaluating the trainees and issuing their certificates.

3 (TRANSAS 5000) Liquid Cargo Handling Simulator



It is used for training the crew members of liquid cargo tankers and gas tankers and terminals, in addition to training personnel responsible for safe handling of cargo and operating auxiliary machinery and issuing their certificates.

Meteorology and Marine Surveying Programme

The programme was established in the College of Maritime Transport and Technology in November, 1995. Its principal task is to provide training sessions, workshops and conferences, in addition to providing technical assistance in the field of Meteorology. In March, 1996, the programme was acknowledged as an

observer member in the Meteorological Permanent Arab Committee and its sub-committees in the Arab League. The programme participates in attending its periodic meetings and also in the meetings of the World Meteorological Organization (WMO) as observer.

In December, 2013, the Marine Surveying studies were added to the activities of the Programme and the title of the Programme became “*Meteorology and Marine Surveying Programme*”. In time, the Programme underwent further development and comprised a set of various specializations of importance to specialists in the Arab World and African countries and which address environmental issues, climate changes and navigation, such as Marine Meteorology, Marine Surveying, Petroleum Geology and Geographic Information Systems (GIS). The study courses of the Programme are regularly updated. It merits mentioning that the latest teaching techniques are used in the educational process to provide proper environment for the trainees and meet the needs of the work market.

1 Diving Programme

This programme has started since September, 1993. It is in charge of preparing qualified divers capable of playing an important role in the maritime industries. The Programme holds training sessions specially designed for the commercial and touristic diving and other underwater tasks.

The Diving Programme has studied all the international systems since its establishment and has adopted the best system from the perspective of implementation in Egypt and the Arab world, which is the British system adopted by *Health and Security Executive (H.S.E.) of the British Ministry of Labor*.



The Diving Programme has joined the *British International Diving Schools Association (I.D.S.A.)* as an honorary member since 1998. This Association issues and sends the curricula and the legislations governing the implementation of commercial diving sessions to all schools specialized in this field all over the world, of which the Academy's Diving Programme is one. It should be noted that all sessions held by the Programme strictly observe the saif curricula and legislations.

Measures are currently taken to get the accreditation of the Egyptian Maritime Safety Authority which is the governmental authority in charge of recognizing all the marine jobs certificates issued in the Arab Republic of Egypt.

2 Touristic Diving



The Academy's Touristic Programme joined the more popular international associations in the field of touristic diving which are "Professional Association of Diving Instructors (PADI) & Center for Marine and Atmospheric Sciences (CMAS)". It merits

mentioning that the said associations qualify all the Programme trainers. Therefore, the certificates which qualify the diver are issued locally and internationally.

The College Students

The College students live in elegantly furnished dormitories in the Academy's premises in Abo Qir. Each dormitory room accommodates two students. The Students' Affairs Sector receives the new entrants and accommodates them according to the accommodation plan, and provides all means of comfort such as clothing and food, in coordination with the Academy's concerned authorities. It also supervises the accommodation places, laundry, ironing clothes, post and safe keeping of their belongings.

Residence in the students' dormitories is obligatory except on the two weekly holidays and official holidays, during which the student is free to reside outside the Academy. The students have their meals in the Academy's restaurant where food services are provided by the Nutrition Department of the Students' Affairs Sector.

The students of the Basic Studies have their special uniform: winter uniform consisting of a black work garment and summer uniform consisting of a blue shirt and a blue trouser. Students wear a white uniform in ports during training voyages, official celebrations and graduation ceremony.

Students wear the official uniform inside and outside the Academy's campus. They are expected to act in a way that exhibits their belonging to the Academy. Hairs shall be cut in such a way that permits wearing head cap properly.

The Students' Affairs Sector divides the students into groups each of which is supervised by a supervisor appointed by the Students' Affairs Sector. The supervisor is responsible for the students' demeanor. He shall inculcate in them discipline spirit and promote their sense of responsibility and the habit of carrying orders out. He shall also prepare the student to lead small groups of students according to the tasks which shall be assigned to him when starting his practical life at sea.

The students practice their various activities in addition to attending Physical Education parades with a view to promoting their physical fitness. The students are assigned to sports activities and various games according to their skills and hobbies.

The Number of Students at College in the
Academic Year 2014 / 2015

Department / Academic Year	(Basic Nautical Studies Department – Maritime Transport Technology Department – Sea Training)	(Marine Engineering and Electricity Technology Department – Sea Training)
1 st Year	346	169
2 nd Year	401	187
3 rd Year	98	74
4 th Year	360	76
Total	1205	506

The Percentage of the Total Number of Faculty Members
Compared with the Total Number of Students Registered
In the Different College Departments
in the Academic Year 2014 / 2015

Department	Total Number of Students	Total Number of Faculty Members (Appointed – Delegated)	Percentage
Basic Nautical Studies Dept. – Maritime Transport Technology Dept. – Sea Training	1205	63 + 12 (Delegated: 28)	16:1
Marine Engineering Technology Dept. – Sea Training	506	29 (Delegated: 15)	17:1

Appliances and Laboratories

1. Radar appliances, meteorological appliances, navigational appliances, signals & seamanship appliances.
2. Simulator appliances (**steering wheel**, operating tankers, radar, planetarium & fire-fighting).
3. Integrated Simulators Complex (includes ships, airplanes and combating oil pollution simulators).
4. **Floating objects** (include Training Vessel AIDA IV, Al Marech training **fast boat** (tonnage: 30 tons), 2 training fast boats (Academy 1 & Academy 2), Al Zahra radar fast boat and 40 training boats and yachts).
5. Laboratories: Physics and Chemistry labs, radio and electronics labs, radar lab, signals lab, marine radio station, navigation and electronic appliances maintenance lab, engineering workshops (Diesel workshop, marine engineering workshop, cutting and **shaping metals** & welding and **shaping** workshops), operating navigational and electronic appliances lab, computers lab, compasses and automatic control lab & electrical devices lab.
6. Hydraulics lab, materials testing and ship building lab, temperature and thermal devices lab, cutting, and **welding metals workshop**).
7. Maintenance, repair and operation terminal.
8. Marine diesel terminal.
9. Computer lab.



In addition to the new simulators used in the College of Maritime Transport and Technology which include:

1. 20 Simulator units.
2. 12 Liquid Bulk Cargo Handling Simulator units.
3. Full Mission Engine Room Simulator.

The Component of the Strategic Plan

Vision

The College of Maritime Transport and Technology strives hard to achieve an international pioneering status in the field of Maritime Education and Training with a view to operating as a center of excellence with respect to introducing scientific marine programmes and researches which cope with the latest technological developments in the field of Maritime Transport Industry.

Mission

The mission of the College is to introduce the most developed standards of Maritime Education and Training through using the optimum utilization of the educational and training resources of the Academy to support the Maritime Transport Industry locally, regionally and internationally by preparing highly qualified marine cadres who can effectively improve the maritime transport system and its related activities according to the international quality criteria.

The Guiding Values

The 1st Choice

1	One team One Goal
C	Continuous Improvement
H	Human Capital Development
O	Originality
I	Integrity
C	Creativity & Innovation
E	Excellent Performance

The Guiding Values System shall be transformed into functional behavior as follows:

1	One team One Goal	• All disciplinary units shall abide by compliance with the general strategic objectives stipulated in the strategic plan. • Ensuring that the benefit of the College and the Academy is superior to that of the subsidiary disciplinary units, and that the benefit of the subsidiary disciplinary units is superior to that of the individual benefit. • Emphasizing the importance of regulatory integration that
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		efficiency and effectiveness could be achieved through activating the most suitable method of regulatory coordination.
C	Continuous Improvement	• Feeling that the current situation is the best of what could be achieved hampers progress. • Stressing the importance of holding seminars and scientific conferences which focus on the importance of continuous development of academic and administrative performance.
H	Human Capital Development	• Abundance of institutional programmes which enhance the human capabilities working at all administrative levels. • Abundance of programmes which qualify and prepare Faculty Members. • Each manager shall be responsible for enhancing the human resources working under his supervision. He shall consider this one of the criteria of evaluating the performance of the regulatory leaders.
O	Originality	• The Top Management emphasizes the trend that states that all regulatory practices should be based on strict compliance with the traditions the Academy acquired throughout its history. • Our ideas should stem from our own thinking.
I	Integrity	• Abiding by the acknowledged ethics in all regulatory practices.
C	Creativity & Innovation	• Encouraging the students to think in a creative way, i.e., more than aiming at success with a grade in exams. • The component of creativity and innovation should be an integral

		part of the content of all study programmes delivered in the Academy. • Forming and supporting Excellence Groups for the Academy's students and allocating suitable budgets which encourage creative thinking. • Rewarding Faculty Member who contribute to encouraging creativity and innovation: publishing papers in international periodicals, delivering research papers in international conferences, acquiring authorship, and winning local and international prizes.
E	Excellent Performance	• Salaries and wages shall be based on performance. • Designing objective systems to evaluate one's performance and the performance of regulatory administrations and the Academy as well. • Using the locally or internationally accredited evaluation systems of academic and administrative performance as a reference.

The Strategic Objectives of the College and Their Implementation Mechanism

First: The Strategic Objectives of the College

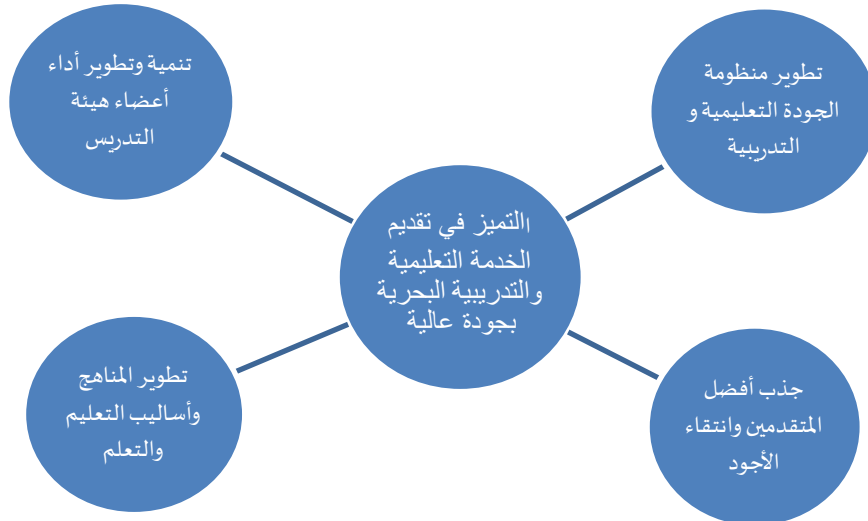
1. Achieving excellence in providing high quality Maritime educational and training service.
2. Achieving excellence in scientific research and innovation.
3. Improving the educational services system for the students.
4. Meeting the social duty of the College toward its community.
5. Qualifying the graduate of the College in such a way that makes him one of the best graduates in the work market.

The First Strategic Objective: Achieving excellence in providing high quality educational Service

This objective includes the educational activities, ways of attracting the best applicants to study at College, and the provision of suitable educational environment under strict systems which guarantee quality educational results.

This strategic objective includes a set of subsidiary objectives:

1. Improving the educational and training quality system.
2. Attracting the best applicants for admission to College.
3. Perfecting the performance of Faculty Members.
4. Upgrading curricula, education and learning styles.



<i>Activities / Initiatives</i>	<i>The Targeted Outcome</i>
1. Improving the Educational and Training Quality System	
Implementing the standard quality system which is subject to external auditing and which covers the educational and administrative systems to improve the results and realize the optimal use of the available resources.	Reduction of non-identical cases by 80%.
Adopting the academic and international criteria in all the programmes of the College and revising the targeted educational results to guarantee quality and measures of its assessment.	100% of all the offered programmes.
Spreading the culture of quality in the College by holding conferences, seminars and research sessions and honoring the personnel who exert exceptional efforts and initiate good ideas.	5 workshops and assessing 50 initiatives.
Qualifying and preparing the cadres necessary for managing the Quality Assurance Unit of the College, together with quality coordinators in the different departments to follow up the implementation of quality criteria.	100% of the cadres of Quality Units and coordinators.
Maintaining academic partnership with identical colleges of international universities, especially Western universities, to award combined/twin degrees in the various specializations.	50% of the offered programmes.

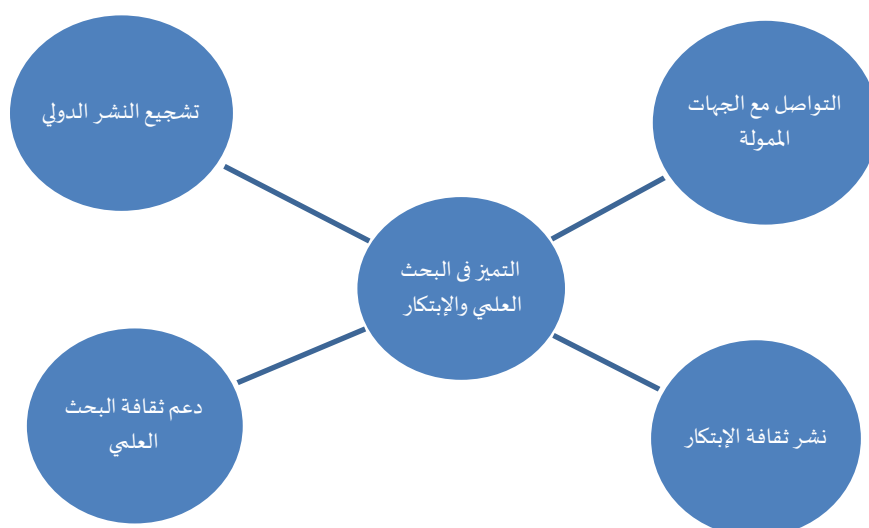
2.1 Attracting the Best Applicants for Admission & Selecting the Best	
Raising the acceptance percentage criteria for new students.	40% of accepted students shall have higher than 80% acceptance percentage.

Determining the kind of acceptance tests which are the best with respect to the nature of work on-board merchant marine ships.	Testing 100% of applicants for admission.
Determining an excellent level of proficiency in English, the achievement of which is a condition of acceptance of beginning students' courses.	100% of all students.
Encouraging the students who excel in their studies by nominating them to participate in students exchange programmes with the international maritime universities.	4% of all students.
<i>3.1 Perfecting the Performance of Faculty Members</i>	
Regular attendance of Faculty Members skills improvement sessions.	100% of all Faculty Members.
Determining a mechanism for selecting part-time lecturers which helps achieve the targeted quality education.	Extent of compliance with the decisions of the committees shall be 100%.
Distributing the administrative load Faculty Members endure to give them more time for scientific research.	75% at least of Faculty Members should bear suitable administrative load.
Lecturers shall be asked to participate in consultative works done by institutions operating in the market to know the latest market needs.	20% of Faculty Members.
<i>4.1 Upgrading Curricula, Education and Learning Styles</i>	
Upgrading study programme to cope with the requirements of the STCW, as amended.	100% of all offered programmes.
Developing the practical and applied curricula in a way that makes the College the first choice for maritime	Increase in the numbers of applicants for admission by 10% per annum.

studies in the Arab world and the African Continent.	
Activating the e-learning programmes to improve the proficiency of the students.	75% at least of the offered programmes.
Including self-learning as one of the modern learning means.	50% of the offered programmes.
Employing the results of the students' questionnaire in the process of developing the curricula and study courses to get over the negative points in the educational process.	100% of all students.
Developing the examination system and ensuring that exams measure intellectual and practical skills. Determinants of scientific honesty in exams and scientific researches shall be strictly observed.	Revising and updating 100% of all courses.
Providing the opportunity of students exchange and external training through partnership with foreign universities and shipping companies.	5% of all students.
Developing examinations that they may test ability to solve problems, measure intellectual and professional skills, and achieve the targeted outcome of learning.	100% of offered programmes/
Concentrating on effecting partnership with maritime industry companies to give students the chance of getting summer practical training in such companies, which will help them acquire various practical skills.	Providing such training chances for 30% of all students.

The Second Strategic Objective: Achieving Excellence in Scientific Research and Innovation

This objective includes spreading the culture of scientific research, encouraging international publication, maintaining contact with local and external scientific research funding entities, and spreading excellence culture among students and Faculty Members. Therefore, this objective includes a set of subsidiary objectives.



<i>Activities / Initiatives</i>	<i>The Targeted Outcome</i>
1.2 Supporting Scientific Research Culture and Drawing the Attention of Faculty Members to the Importance of Researches and How to Carrying out Research	
Setting a realistic research plan which concentrates on the needs and future plans of the Maritime Transport Industry. Such a plan shall be clear, announced and signed.	Implementing the complete plan and sufficiency of the resources and research capabilities assigned to it.
Coordination between Scientific Research Deanery and the local and international scientific research funding institutions shall be effected. Researchers shall be notified of the dates of contacting them and their mechanics and conditions.	10% Increase in the number of projects funded locally and intentionally per annum.

Coordination with the Academy's Scientific research Deanery and Research Marketing Unit in order to introduce modern environmental specializations and making numerical scientific periodicals and international databases available and subscribing in them.	100% of Higher Studies programmes conform with the research plan.
Businessmen shall be invited to attend the College Board to benefit by their proposals when developing programmes and courses, in addition to supporting and funding research fields.	Carrying out 50 projects meets the market needs with the participation of businessmen.

2.2 Encouraging International Publication in the Specializations adopted by the College

Attracting professors who are excellent researchers from outside the Academy by nominating them for research work in coordination with Scientific Research Deanery.	Increasing the allotted budget by no less than 7.5% per annum.
Decreasing the administrative load Faculty Members bear to increase their capability to do scientific researches and publish them in renowned scientific periodicals.	Increasing publication in classified periodicals by no less than 10% annually.
Assigning full scholarships with sabbatical leave as a maximum to enable Faculty members to concentrate on scientific research and author scientific books through international publication offices.	5% regular increase with an annual minimum for sabbatical leave.
Encouraging publication in international scientific periodicals of high impact factor and participating in important scientific conferences by setting a budget for this purpose.	5% annual increase at least in the number of books published by international publication offices.

Introducing research and teaching assistantship system supplemented by scholarships.	Annually increasing scholarships by 5% as a minimum.
Encouraging Faculty Members to participate in international scientific conferences and providing them with the necessary financial support.	A minimum of 5% annual increase in the number of participants in international conferences.

2.3 Maintaining Contact with Scientific Research Financing Entities and Cooperating with Excellent Research Groups in Local and Foreign Universities

Developing the mechanics of contacting scientific research financing entities through the Deanery of Scientific Research.	Financing not less than 10 researches annually.
Encouraging cooperation with excellent research groups in local and international universities within an integrated framework which allows joint publication and exchange of professors and junior researchers.	Publishing not less than 10 researches annually with research groups from other universities.
Activating the Telepresence system which allows communicating with research groups outside the Academy, following up and discussing scientific researches and important lectures.	Discussing 50 dissertations/theses and lectures annually by the Telepresence system.
Improving the chances of Faculty Members' participation in professors exchange programmes among different colleges, institutes and universities and providing the necessary financial resources.	Participation of 10 Faculty Members at least per annum in scientific exchange programmes.

2.4 Spreading Creativity and Innovation Culture among Students and Faculty Members

The availability of a documented and announced plan including seminars and activities which spread awareness of the concepts of creativity and	Implementing not less than 50 activities per annum.
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highlight some success stories within this context.	
Setting a documented and announced plan including seminars and activities to increase perception of this concept and highlight success stories; this should be supplemented by inviting famous models of success to encourage students to do the same.	Inviting pioneers in this field with a minimum of 10 cases every year.
Supporting the students' capability to invent and complete start up projects through the Academy's " <i>Supporting Students' Innovations and Projects Unit</i> ".	Implementing not less than one (1) project every year.
Encouraging registration of authorship and the type of researchers in the by-law which regulates the relation between the presenter of the authorship and the Academy.	At least 10% annual increase in registered inventions authorship.
Developing a mechanism to open communication channels with governmental authorities to solve their problems through joint projects.	Securing governmental projects at a rate not less than 5% every year.
Maintaining contact with large companies and attracting students with their projects to solve the problems which face companies, which links scientific research with industry.	Dealing with two (2) projects for companies at least per year.
Supporting new projects and providing the proper environment for getting the support of the industry for the new projects of the Academy's students and graduates from technical and marketing perspectives.	Supporting not less than four (4) such projects per annum.
Participating with the establishments which support small/mini projects in the process of training those willing to	Implementing two (2) training sessions at least every year about managing small projects.

master the principles of management and pioneering enterprise.	
Organizing an annual competition for students and researchers in the field of pioneering and creative works in the College.	Attracting innovators and researches in the field of innovative enterprise with an annual increase of 10%.
Organizing specialized training sessions in the field of innovative enterprise.	Holding two (2) training sessions in the field of innovative enterprise every year.

The Third Strategic Objective: Improving the Educational Services System for the Students

This objective includes improving the mechanics of communicating and interacting with students and responding to their complaints, in addition to improving the educational services system. The ultimate objective of this strategic objective is to build up their personalities and practical skills and support the role of students' unions and groups.



<i>Activities / Initiatives</i>	<i>The Targeted Outcome</i>
1.3 Improving the Mechanics of Inculcating in the Students a Sense of Belonging to the Academy in the Induction Period	
Unifying the familiarization system seminars and holding workshops to familiarize the students with their rights and duties inside the Academy's campus in a clear and simplified manner.	The students' satisfaction with the seminars shall not be less than 75%.
Familiarizing the students with the Academy's Ethics and Values Guide and the controls which govern the relationship between the parties of the educational process through seminars.	Reduction in the rates of cases of misbehavior and violation of rules by 10% per annum.
Arranging exchange tours inside the Academy's campus to familiarize the students with the departments and units of the Academy.	Arranging 10 exchange visits at least per annum.
Including the activities and the societies available in the Academy's campus in a printed student handbook which shall be distributed to all students.	100% of all students shall have the Student Handbook.

2.3 Supporting the Educational Services System	
Setting a system which involves the parents in the educational process and enables them to regularly follow up the academic achievement of their children.	75% at least of parents are satisfied with the follow-up mechanism.
Checking the density of students in study halls and laboratories and ensuring compliance with the international class density criteria.	25 students for engineering professors and 50 students in theoretical colleges.
Setting a fund for excellent students according to a precise academic advising system. Information about study rules shall be available to all students.	The students' satisfaction with the academic advising system shall not be less than 75%.

Improving the libraries' services and compliance with the international criteria of providing modern books & references, and research devices. The numbers of students frequenting the library should be regularly checked. In addition, libraries should always include new research websites.	Not less than 75% of students are satisfied with the availability of references in the Academy's libraries and satisfied with the loan of books system.

