FACULTY AND STAFF HANDBOOK
[Induction Manual & Strategic Plan]
2011
(Revised Version)
Section A
Faculty & Staff Hand Book
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Hello to you- Faculty and Staff of Mazoon University

Great pride in joining recently Mazoon College. After a journey of 35 years of academic and administrative work which includes 22 years as dean of the Faculty in various Arab universities, I am proud to be here with you. I hope to be able to harness the academic and administrative experience in completing the development process, which cannot be achieved without the cooperation of all "scientific departments as well as technical, administrative and financial units". Scientifically proved that the administration through the participation of all stakeholders is the best styles management to develop and enhance the performance of any higher education institution.

There is no doubt that the mission of the College is to prepare students academically and giving them skills for success to enable them to keep pace with scientific and technological developments of the interface requirements of the age and contribute to community service.

Our vision for the university college is to provide an appropriate academic environment and education that focuses on the knowledge side in addition to give the students the skills required to meet the requirements of the labor market.

To enhance the scientific side there is a link between Missouri University of Science and Technology, one of the most famous universities of U.S.A and Mazoon College. We look forward to provide high-quality education and to maintain standards of academic excellence essential to our students’ future success. We aim to enrich the society by providing quality education and training for all who seek to improve their lives through learning. We are also keen in building the human resources with efficient and effective capabilities so as to enhance their membership in the society and realize the requirements of the age.

We hope to be able to serve our students and work as a team for development of this leading academic institution.

Thank you

Professor Dr. Jamal Dawood Salman
Dean
1. Vision, Mission, and Core Values

Vision

To be a leading University College of quality education with a national and international reputation for academic excellence and research; a center for promoting and developing the capabilities of the individual and providing services to the community.

Mission

The College strives to address the higher education needs of its community through provision of diverse programs and services; assisting its students in meeting their educational, intellectual and individual needs; preparing graduates capable of making significant contributions to their fields of endeavor; enriching society by developing national capabilities in technology, education and research.

Core Values

Mazoon College values people and is dedicated to allowing each member of the faculty, staff and student body to achieve his or her full potential. This requires outstanding programs in management, humanities, social sciences and technology. Mazoon College as a leading national higher education institution must continue to promote economic development of the country through developing human resources, and it must do all of this in the most efficient, cost-effective way possible, while adhering to the highest level of integrity.

2. Purpose of the Handbook

The purpose of this handbook is to guide our staff through the academic policies and procedures of the programs at Mazoon College. Understanding these regulations will help staff and faculty guide students through academic advising as well as through enhancing the entire student experience.

By adhering to academic regulations, Mazoon faculty ensures that all students are treated fairly, and decisions must be taken in a manner consistent with the academic regulations. Student requests, based on extenuating circumstances and based on evidence, are considered on a case-by-case basis.

3. Disclaimer

The Faculty Handbook is intended to guide the faculty members about the rules and regulations of the College. No part of the document should be construed as a contract between the employer and the employees.

4. You and Mazoon College
The Faculty Handbook aims to provide an overview of the college, your obligations as an employee of the College, and then to provide an overview of the three departments consisting eight under-graduate programs and one post-graduate program.

5. Overview of Mazoon University College

5.1 Profile of Mazoon University College

Mazoon University College was established in 1999 under the supervision of Ministry of Higher Education. It is an affiliate college of Missouri University of Science & Technology (MS&T), Rolla, Missouri, USA, for undergraduate degrees and Banasthali University in Jaipur, Rajasthan, India, for the Masters in Technology degree. Mazoon College offers degrees in three faculties:

- **Department of Business and Economics** with the following majors:
  - Associate Degree (63 credit hours)
    - Accounting
    - Business Administration
  - Bachelor’s Degree (120 credit hours)
    - Accounting
    - Business Administration
    - Economics
    - Psychology (124 credit hours)

- **Department of English** with the following majors:
  - Associate Degree (63 credit hours)
    - English Language
  - Bachelor’s Degree (120 credit hours)
    - English Language

- **Department of Computer Science and Information Technology** with the following majors:
  - Associate Degree (63 credit hours)
    - Computer Science
    - Information Science Technology
    - Management Information Systems
  - Bachelor’s Degree (120 hours)
    - Computer Science
    - Information Science Technology
    - Management Information Systems
5.2 Equal Opportunity Employer

As a statement of employment, Mazoon University College treats all applicants and employees fairly and without discrimination based on race, color, national origin, religion, or gender. All applications are reviewed based on level of education, degrees awarded, and award granting educational institutions.

6. Governance and Administration

6.1 Governing Body

6.1.1 Board of Directors

The governing body of the College is the Board of Directors. The Board of Directors has the final overall responsibility for the College with the objective of ensuring the effective development of the College in the interests of the students and the nation. The primary objectives of the Board are spelt out in the documents of the Company as required for the Commercial Registration.

6.1.2 Membership of the Board

The Board of Directors is constituted of the principal investors in the College and of other people invited to join the Board because of their range of perspective and expertise. The Chairman of the Board is elected by the Members of the Board. The voting rights of the Members of the Board are in proportion to the amount each has invested.

6.1.3 Appointment and Induction of New Members

New Members of the Board and Executive Committee who are elected to join are enabled to become familiar with the College’s operations by receiving a thorough orientation and induction. This induction is made up of a briefing from each of the existing Board Members, an explanation of the accounts by the Chief Accountant and a guided tour of the College by the Chief Executive. Any questions that arise can be answered and followed up.

6.1.4 Periodic Review

The Board can review the mission, goals and objectives each year at the same time as reviewing and approving the Annual Operating Plan and Budget to the coming academic year. Reviewing the Mission, goals and objectives of the college simultaneously with reviewing and approving the annual operating plan ensures that detailed planning and current activities are in line with the longer term goals and mission.

6.1.5 Subcommittees

There are two permanent subcommittees of the Board, the Executive Committee and the College Management Committee. The purpose of the Executive committee is to support the Board in its work. The purpose of the College Management Committee is to be responsible for day to day operations of the College.
Other subcommittees can be appointed by the Board to provide advice on strategic and policy issues, especially where investment decisions are involved. If the subject is more operational such as staffing and remuneration, strategic planning and facilities then the Board would normally require the College Management Committee to set up that subcommittee.

6.1.6 Accountability of the Chief Executive
The Chief Executive is appointed by the Board and is accountable to the Board. The Board monitors the performance of the Chief Executive by requiring him or her to attend the meetings of the Board and regularly report on all aspects of the academic and business activities of the College.

6.1.7 Responsibility for Operations
The Board fully accepts responsibility for total operations because it has appointed the Chief Executive and regularly receives a report on all academic and business activities. Interference in management decisions or with the judgement of internal academic bodies is avoided because these are controlled and reviewed by the Chief Executive with the assistance and support of the College Management Committee.

6.2 Chief Executive Officer

6.2.1 Leadership
The role of the Chief Executive is to provide effective leadership, identifying issues and developing solutions either for direct implementation or for recommendation to the Board of Directors. To enable direct implementation, the Chief Executive has the assistance and support of the College Management Committee which is made up of the heads of all the academic and administrative departments. To enable the making of recommendations, the Chief Executive is a member of the Executive Committee and of the Board of Directors.

6.2.2 Delegation
The Chief Executive delegates responsibility and accountability for action to the academic and functional Heads of Departments (HoDs). An example of an academic head is the Head of Computing Science or the Head of English. An example of a functional head is the Head of Human Resources or the Head of Finance and Administration.

6.2.3 Clear Lines of Responsibility
The organisation chart, given in Appendix 1, specifies the accountability framework. It shows that everyone reports to just one line manager so that the lines of responsibility and accountability are clear; therefore, each member of the organisation has no doubt to whom they are responsible. It is the policy of the College that the chain of command between a subordinate and their manager be respected and reciprocated. A subordinate may appeal to their one over one manager if there is a problem, but not without discussing the issue with their immediate line manager first. Senior line managers, such as the Chief Executive, will normally address any requirements or instructions to Faculty through the respective Heads of Departments.
The system of annual performance appraisals is carried out by each line manager for each of their subordinates, which is reported to the next senior line manager. Each line manager also provides feedback on performance to subordinates in an acceptable form throughout the year to encourage continuous improvement.

Stakeholders, such as students and parents, are not part of this chain of command and must always be passed to the best person to deal with their issues with the utmost courtesy and on a timely basis.

6.2.4 Initiative

Initiative is greatly encouraged from all in the exercise of their duties. This is achieved by advising, suggesting and supporting wherever possible and not using prescriptive instructions. Also important is encouraging learning where mistakes are seen by all as opportunities for improvement, as opposed to a blame culture where mistakes just lead to unconstructive criticism.

6.2.4 Documentation

Issues for direct action are documented in the minutes of the College Management Meeting. Issues requiring the attention of the Board of Directors are documented in the Board Agenda and supported by a Board Paper with recommendations as appropriate.

6.3 Quality Assurance

6.3.1 Leadership

The quality assurance activity of the College is led by the Head of Department, supported by the faculties, and reports to the Chief Executive. All areas are not represented at any one time, but representation from any department can be co-opted whenever required. The review process for the output of the quality assurance team includes the College Management Committee where all college units are represented.

7. Your Job and Mazoon University College

Working at Mazoon College, you can expect the College to do its best to provide good working conditions, a safe working environment, and total compensation. These are clearly stated in the terms of your contract.

8. Job Description as per the HR Manual

8.1 Faculty Member

i. reports to HOD;
ii. is responsible for preparing for classes, preparing examinations, grading, advising students, invigilating examinations, attending departmental or other college committee meetings from time to time, and attending to students’ problems;

iii. is obliged to meet his/her regularly scheduled classes and to offer pertinent subject materials that are outlined in the course descriptions. A key variable that also must be recognized in the performance and conduct of regularly scheduled classes is that material presented is relevant to the course.

8.2 Faculty Member Requirements

A faculty member is required to:

iv. invigilate during mid-term and final examinations;

v. serve as an academic advisor to a specified group of students;

vi. assist in forming and administering smaller and more efficient units within the department. (i.e., assessment team);

vii. teach evening classes as assigned by the HOD;

viii. participate in research: Although research is less structured than teaching in terms of a commitment to meeting at a specific time, it is no less rigorous in its demands. Research should involve students because it is a vital teaching device as well as a search for new knowledge;

ix. participate in college service: Membership on departmental or college committees is a faculty member’s obligation in order to promote participation in college governance and the exchange of views and ideas.

x. participate in faculty meetings and/ or department meetings and/or college meetings; and

xi. contribute in the area of consulting, conducting workshops, management development programs and in-company training program, short-term programs for industry and government organizations, if required and directed by the department.

8.3 Absenteeism

In the case of illness or class non-attendance, faculty members are expected to contact their respective HoD or acting HoD before 7:30 am. If the HoD or acting HoD is unavailable, the faculty member should contact the Assistant Dean. The faculty member should also inform the HR Department of absence.

If a faculty member is sick and absent from teaching responsibilities, a medical leave must be produced upon returning to duty.

In case of an emergency, consult the HR Manual for details.

8.4 Academic Advising

Mission Statement

- To promote a student environment of opportunity, academic exploration, and goal setting
- To assist students in achieving academic excellence in their goal achievement
- To enhance the student’s college experience
Academic advising is the key to healthy faculty-student relationships. Building a positive, professional working relationship with students! An academic advisor not only guides an advisee, semester by semester through academic course choices, but also provides an advisee with guidance for academic related issues, such as a low AGPA, and provides, in some instances, pastoral guidance. In the case of confidential issues, an academic advisor can guide the advisee to seek the appropriate professional advice.

Each faculty member and Head of Department has a list of academic advisees. An academic advises and guides advisees through the academic process:

- Registration
- Course requirements
- Course sequences
- Staying on the academic plan
- Graduation requirements

Academic advisors are obligated to seek their advisees for consultation and to provide academic guidance as well as personal guidance. They should meet with their advisees during induction week and twice a semester thereafter. They are encouraged to get to know their advisees’ strengths and weaknesses in order to provide support for the advisee’s academic goals and to assist the advisee in choosing elective courses. An academic advisor can discuss results confidentially with the advisee.

The process of remediation begins with the academic advisor. A student is allowed to repeat a course three times; after three failures, the students must register and pay for a new course. All attempts at the course stay on the student’s transcript. It is the academic advisor’s responsibility to track these students’ academic progress.

In all cases of course admission, prerequisites must be met. In certain cases of Economics or CS/IT course admission, prerequisites must be met and a minimum grade of ‘C’ must be achieved in the prerequisites. Consult Student Guide for specific courses.

Should an advisee need guidance beyond the scope of academic advising, the academic advisor will make a student referral to the appropriate service(s). Academic advisors must understand the Student Guide and must make sure that advisees understand the Student Guide. Prerequisites must be considered when enrolling students in academic courses.

Academic advisors should at all times maintain a professional relationship with their students:

- maintain office hours for advisees
- post office hours/ advisee hours on the notice board
- become a good listener
- remain objective
- maintain confidentiality
- create an environment of empathy, not close friendship
- maintain the Advisor/ Advisee relationship on campus
- refer advisee, if needed
- maintain cultural sensitivity
• maintain sensitivity to gender

In order to maintain transparency, academic advisors are required to maintain good records of interaction with advisees and are required to follow up on advisee situations. Advisors should maintain an individual file on each advisee; in each file there should be a copy of the advisee’s transcript. Academic advisors are also required to maintain a logbook to record meeting notes. All meetings with academic advisees should be recorded in the logbook as should all referrals be recorded. Academic advisors must maintain confidentiality.

If a student has a concern, the first person (s)he thinks of should be the academic advisor!

8.5 Academic Year
General information
8.5.1 Academics

The academic year is divided into two semesters and summer school. Each semester includes fourteen teaching weeks, a study week for finals, and final examinations.

Quiz #1 is usually given during week four of the semester; Mid-term is usually given during the week seven of the semester; Quiz #2 is usually given during week eleven of the semester; and the final exam is usually given during the last week of the semester. An assignment is usually worked on throughout the semester and due towards the end of the semester.

8.5.2 General Foundation Program (GFP)

The GFP focuses on students developing a solid understanding and usage of English language skills and ensures a basic competency in Mathematics and Computer Science, per the MoHE’s foundation guidelines. Overall, the GFP offers an integrated curriculum that helps students develop a high level of proficiency in the areas of reading, writing, listening, speaking, math, computer literacy, and study skills.

The GFP courses are not counted as credit hours towards a student’s academic study. Assessments are varied so that many aspects of English are addressed, and students are required to show skill development and improvement before they move to the next level of the GFP or to academics. Students must successfully complete a level of the GFP with a minimum mark of 60% to be allowed to proceed to the next subsequent level of GFP; students must successfully complete all three levels of the GFP with a minimum mark of 60% to be allowed to move to their respective academic department.

Usually, a student can complete the GFP in one complete academic year: two semesters and summer session. As the foundation year is designed to give students the opportunity to experience academic demands at the undergraduate level, GFP students are directly supervised and guided from the secondary school experience to the college-level academic experience. This approach allows students to be successful in their future academic studies. In further preparation for academic success, GFP students are exposed to a variety of teaching methodologies, including lectures, group work, and PowerPoint presentations. Instructors in the GFP are requested to recommend student level changes or misplacement in levels within the first two weeks of class.
8.6 Admissions and Registration

8.6.1 General Information

To register in the undergraduate programs, an applicant must have completed Thannawiya, a secondary high school certificate, or its equivalent. The applicant must also meet the following qualifications:

- should be a person possessing good ethics and manners
- should not have been dismissed from another college or university for any reason, academic or disciplinary
- should satisfy all conditions specified by the College at the time of submitting an application.

Based on the results of a placement test, the applicant will be placed either on an undergraduate program or in the appropriate General Foundation Program level. If an applicant presents a TOEFL ITP score of 500 of higher (or the TOEFL iBT or the IELTS or Michigan Test equivalent), the applicant can be admitted directly into undergraduate academic studies.

8.6.2 Registration Process

All students, new or returning, must register at the beginning of each semester. Students are encouraged to complete the registration process prior to their induction and prior to the start of classes. If students fail to register and pay for courses, they cannot attend examinations.

8.6.21 In-coming students – Conditions of Admission and Registration in the College

The applicant should satisfy the following conditions in order to join Mazoon College:

- have a Secondary High School certificate (Thanawiya) or its equivalent
- have good ethics and manners
- should not have been dismissed, for whatsoever reason, from another higher education institution
- should not have been dismissed for any disciplinary action from another higher education institution
- should satisfy all conditions specified by the College at the time of submitting the application

8.6.22 Returning Students

Returning students must meet with their academic advisor to confirm courses to be taken during the pursuant semester.

8.6.23 Drop/Add

Students who wish to drop or add an academic course may do so according to the dates on the academic calendar. To add a course(s) a student should contact the respective Head of Department to take written approval on the same registration form, and then return the form to
the Admissions and Registration Office. The last day to add a course(s) is the end of the second week in the semester (please check the academic calendar for exact date).

To drop a course(s) a student should contact her/his academic advisor to take written approval on the same registration form, and then return the form to the Admissions and Registration Office. The last day to drop a course(s) is the end of the third week in the semester (please check the academic calendar for exact date).

8.6.24 Student Attendance
Students are expected to attend all classes unless there is notification of classes being cancelled.

8.6.25 Credit hours, GPA, and AGPA
The passing mark for a course is 60%. Students are awarded letter grades as follows:

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<tr>
<th>Mark (%)</th>
<th>Ranking</th>
<th>Letter Grade</th>
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<tbody>
<tr>
<td>90-100</td>
<td>Excellent</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>Very Good</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>Good</td>
<td>C</td>
</tr>
<tr>
<td>60-69</td>
<td>Pass</td>
<td>D</td>
</tr>
<tr>
<td>Below 60</td>
<td>Fail</td>
<td>F</td>
</tr>
<tr>
<td>No Mark</td>
<td>Incomplete</td>
<td>I</td>
</tr>
<tr>
<td>No Mark</td>
<td>Withdrawal</td>
<td>W</td>
</tr>
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A student’s Grade Point Average (GPA) or Accumulative Grade Point Average (AGPA) is the average of the summation of marks earned in the courses studied. Calculations are as follows:

GPA:
- Number of points for each course times total credit hours of each course
  \[ \text{Summation of all semester marks} \]
  Number of semester credit hours of courses studied

AGPA:
- Number of points for each course times total credit hours of each course
  \[ \text{Summation of all course marks during the academic year} \]
  Number of semester credit hours of courses studied in all terms

8.7 Arrival

8.7.1 New Employees
Upon arrival at Muscat International Airport, new overseas hires are met by a representative of Mazoon College. New employees are allowed to live at the faculty hostel free for one month (depending on the availability of room) while looking for off-campus housing. Female employees may opt to stay on at the hostel and rent a room.

8.7.2 On Campus
All Mazoon employees must arrive on time every day. Classes must begin on time. If you are unable to arrive on time, notify your Head of Department in time to find a substitute or an activity for students to do in your absence.

8.8 Assessments and Syllabi

8.8.1 General Information

Students in the General Foundation Program follow a progression through the levels. They are not allowed to ‘jump’ a level. After a successful exit exam from Level 3, a student passes to academics.

Assessments and syllabi are written by the lecturer(s) and in accordance with guidelines from MS&T. Assessments should not be tests of students’ memorizing skills; they should challenge students in the arenas of problem solving and critical thinking. Refer to Blooms’ Taxonomy of cognition: http://www.edpsycinteractive.org/topics/cogs/bloom.html As Mazoon College is continually seeking self-renewal, the designing and re-designing of assessments should be a continuing process.

In order to maintain transparency and quality, all examinations should be double marked. It is advisable that double marking be blind double marking in the case of Capstone projects.

Examination Committee responsibilities remain in effect throughout the assessment process.

8.8.2 Examinations

Students are required to write mid-term and final examinations in numbered answer booklets. Invigilators can collect these booklets from the Assistant Dean’s office the day prior to the examination. Only one booklet per student is distributed; if the student needs more paper, extra paper will be supplied. Extra papers in the answer booklet must be initialed by the invigilator.

8.8.3 Examination Scripts

Within a week of mid-terms and final examinations, faculty members are expected to return all examination scripts (answer booklets written by students) to their respective HOD. The HOD will store these scripts on-campus for at least two academic years.

8.8.4 Faculty Moderation Committees

To ensure quality in the examination process, faculty moderation committees meet prior to mid-term and final examinations to review, modify, and/or approve the examination questions. The Committees also moderate borderline cases. Passing grades are awarded to students who fulfill the criteria; others fail. Moderation of such cases includes the respective HOD, course coordinator, and lecturer.

8.8.5 Mid-term Examination and Final Examination Schedules
The schedules for mid-term examinations and final examinations are published by the Exam Committee as follows: two weeks prior to the mid-term examination, one month prior to the final examination, and according to the academic calendar. The Admissions and Registration Office announces the examination schedules.

8.8.6 Program Coordinators
Program Coordinators represent the respective faculty on the examination committee. They, with the HOD of the respective faculty, are also responsible for re-evaluation of course content, learning outcomes, and assessments.

8.8.7 Submission of Grades and Results
Faculty members submit final grades for approval to the respective HOD the day before the Committee meeting, and the College Management Committee reviews and approves the results. The respective HOD presents their department’s results at the Committee meeting for final approval. After final approval by the Committee, results may not be changed.

8.8.8 Student Appeal of a Grade
If a student requests a re-evaluation of a course result, the fee is 5 (five) OMR. The student must make such request within two weeks of grade release by completing a form with the Head of Registry. Re-evaluation should be decided by the respective HOD. Re-evaluation should be done by a third marker. When in question, the Chair of the Exam Committee may also act as a third marker.

8.9 Attire
All Mazoon College faculty members are required to dress professionally and conservatively. Men should wear trousers and collared shirts with sleeves; women should wear long skirts or trousers and shirts with sleeves. Omanis are encouraged to wear national dress.

8.10 Classroom Management Guidelines
Students are expected to arrive on time. Attendance should be taken within the first ten (10) minutes of class, and it should be taken every class session. English is the medium of instruction – no exceptions. English should be the only language spoken on campus. If you have questions, please ask. Don’t assume the same rules from your previous institution apply at Mazoon.

8.11 Communications
Important announcements are sent through email, posted on bulletin boards, or hand delivered as circulars or internal memos. To keep current, you should read these.

8.12 Computer Utilization & Pornography
The downloading of pornography is strictly prohibited on campus. Using computers on campus to download pornography may result in dismissal.

8.13 Confidentiality
All internal issues discussed in meetings on campus are confidential and are not for discussion with anyone outside committee meetings.

8.14 Drugs, Alcohol, and Tobacco
Mazoon University College campus is a drug and alcohol free campus. Smoking is allowed is designated areas.

8.15 Facilities
Mazoon College moved into its newly-constructed campus at Airports Heights, Seeb, in May 2008. The new classroom building consists of four floors, including the ground floor. Currently, the GFP classrooms and most of the English faculty are housed on the ground floor, and other faculties and classrooms are throughout the rest of the building. There are computer laboratories on the second and third floors available for teaching and for student and faculty use. There is also a CALL laboratory on the ground floor used by GFP.

There is a girls’ hostel (dormitory) on campus where approximately 230 female students reside during the academic week. There are plans to develop the rest of the campus in the near future.

8.16 Faculty Evaluation
Mazoon University College adheres to a policy of fairness and transparency in evaluation of faculty. In order to fulfill its policy, Mazoon triangulates faculty evaluation using the following survey instruments:
- Student Feedback Forms
- Faculty Observation Forms
- Peer Observation Forms

8.17 Grievance Policy
8.17.1 General Information
The College grievance policy outlines stages for resolution of expressions of disagreement. Grievances include concerns, complaints, and problems, and all grievances must be made in writing.

8.17.2 Faculty Grievance Policy
This policy does not include matters relating to academic promotion or matters relating to contract non-renewal. If an employee has a grievance involving another employee or employees, or a grievance with a process or decision, resolution should be pursued according to the following stages:

8.17.3 Informal Stage
- Observe a 72-hour cooling off period.
• Directly contact and attempt resolution with the other employee or employees.
• If resolution is not achieved:
  o complete the form in HR and
  o approach your Head of Department [HoD] for an appointment to entertain the grievance.
• If the HoD is unable to resolve the grievance in a manner satisfactory, proceed to formal stage of resolution.
• If the complaint is against the line manager, consult the HR Department about procedure.

8.17.4 Formal Stage
• If a grievance has not been resolved through informal protocol, proceed to the formal stage. The grievance must:
  o be made in writing
  o include the HR form used in the informal stage
  o outline the details of the informal stage and its lack of resolution
  o include an explanation of how the employee thinks the grievance should be settled
  o be submitted to the Dean and HR manager.
• If the grievance concerns a process or decision, the Dean will appoint an in-charge investigator whose responsibilities include writing a report with supporting documents and submitting such report to the Dean. The Dean will then appoint a panel to hear the grievance and decide on the outcome.
• If the grievance concerns another employee or employees, HR will report this grievance to the other employee or employees and seek their response. The employee or employees must write a response to the grievance and present such response at a hearing with an appointed panel. Resolution of such grievance will be based on the panel’s decision.
• All evidence and written materials must be presented to the panel members at least 24 hours before the hearing.
• Non-attendance or refusal to attend the hearing by either party does not invalidate the proceedings and the outcome(s).
• Should more information be required to reach a decision, the panel attending to the grievance has the authority to temporarily adjourn the hearing or postpone a decision until such information is obtained.
• In the case of a grievance concerning a process or decision, after the investigating panel arrives at a decision, the decision and reasons for the decision will be communicated in writing to the employee who has filed such grievance. The employee may be asked to sign for delivery of such documentation.
• In the case of a grievance concerning another employee or employees, after the investigating panel arrives at a decision, the decision and reasons for the decision will be communicated in writing to all employees concerned in the case. Employees may be asked to sign for delivery of such documentation.

8.17.5 Right of Appeal
• If the complainant wants to appeal the panel’s decision, the written response must be received by the Dean within 5 (five) working days of the decision.
• Included in the response must be all additional evidence, if any has been obtained.
• An appeal must be based on one of the following grounds:
  o lack of protocol in following procedure to reach the decision
  o new evidence has surfaced regarding the decision
• The original panel, knowing the complaint, must preside over the appeal.
• The appeal must be considered and dealt with within 3 working days after the receipt of
  the appeal.
• The final decision of the panel is binding and may not be appealed again.

8.17.6 Student Grievance Policy
For the student grievance policy, please refer to the Student Guide.

8.18 Health and Safety
The College has a vested interest in providing a positive and professional working environment. It also aims to provide you personal safety in a safe, unthreatening environment. For details of the functions and responsibilities of this department, consult the Academic Regulations.

8.19 Hiring
Mazoon recruitment policies follow a hiring protocol. Potential employees must provide references and usually have a teaching demonstration. The General Foundation Program maximizes the hiring of native speakers.

8.20 Human Resources
Specific details and information regarding the following subjects can be obtained from the Human Resources Department:

<table>
<thead>
<tr>
<th>Oman visa procedure</th>
<th>Release of Employee Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attestation of documents</td>
<td>Family and Medical Leave</td>
</tr>
<tr>
<td>Opening a bank account</td>
<td>Complaint and Grievance Procedure</td>
</tr>
<tr>
<td>Health insurance</td>
<td>Educational Fee Reduction for Spouses and Dependents</td>
</tr>
<tr>
<td>Probationary Period</td>
<td>Conflict of Interest</td>
</tr>
<tr>
<td>Overtime</td>
<td>Positive Work and Learning Environment</td>
</tr>
<tr>
<td>Holidays</td>
<td>Pay</td>
</tr>
<tr>
<td>Vacation</td>
<td>Parking</td>
</tr>
<tr>
<td>Personal Days</td>
<td>Safety</td>
</tr>
<tr>
<td>Sick Leave</td>
<td></td>
</tr>
<tr>
<td>Oman drivers license</td>
<td></td>
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<tr>
<td>Resignations and Terminations</td>
<td></td>
</tr>
<tr>
<td>Sexual Harassment</td>
<td></td>
</tr>
</tbody>
</table>

8.21 Library
Faculty members are issued a library card by completing an application form and submitting a 2”X2” photograph. All must abide by the rules of the library. The office hours for the Library is from 8:00 am until 7:00 pm.
8.22 Medical Services
Mazoon College employs a full-time nurse. She lives on campus and is available 24/7 for emergencies.

8.23 Plagiarism
Cheating is totally prohibited by Mazoon College. There is a strict student policy regarding cheating and its consequences. Faculty members must also be aware of plagiarism when downloading information for distribution in class and when researching for publication.

8.24 Positive Work and Learning Environment
At Mazoon, all employees are treated fairly and with respect, regardless of their status. Mazoon College is committed to provide a pleasant, conducive work atmosphere for its staff. The Management values their service and no unnecessary interference is allowed that would hurt the sense of integrity or responsibility of the staff towards work.

8.25 Professional Development
Faculty members are encouraged to seek additional training and professional development that will enhance their professionalism. The Mazoon in-house professional development committee provides a forum for all Mazoon employees to experience professional growth by sharing their PD experiences and sharing their research. The committee sponsors in-house seminars for all faculty members once a month throughout the academic year. The committee also encourages faculty members to attend conferences with full or partial reimbursement and requires those sponsored attendees to share their experiences.

8.26 Referencing
Mazoon College requests that students use the Harvard System of Referencing. Please refer to the following web sites for details:
- http://libweb.anglia.ac.uk/referencing/harvard.htm
- http://education.exeter.ac.uk/dll/studyskills/harvard_referencing.htm
When faculty members are researching and seeking publication of articles, they are advised to reference as requested by the publication source.

8.27 Research
Faculty members are encouraged to research and publish. Being published is a vital part of being an academic.

8.28 Resignation/ Contract Non-Renewal
If a faculty member resigns or the contract is not renewed, it is the responsibility of the faculty member to seek the necessary clearance, according to the HR Manual. In addition, the faculty member must turn over the following to the respective HOD before clearance can be granted:
- all student Academic Advising files
- all mid-term and final exams scripts from the employee’s final semester of employment
8.29 Student Affairs

The Office of Student Affairs assumes a supporting role for the student experience outside the classroom and laboratories. As college life does not only include academic lectures, Student Affairs aims to enhance the student experience by presenting extra-curricular activities which enrich student culture. “Healthy body, healthy mind.” Students are encouraged to develop their hobbies as well as their academic skills and to be involved in activities that promote critical thinking and problem solving.

The Office of Student Affairs is divided into two areas:

- Student Services Department
- Student Activities Department

The following departments are under the supervision of the Student Services Department:

- Student Support
  - Workshops promoting mental and physical health are offered in the following areas:
    - Yoga
    - Aerobics
    - Study skills
    - Stress management
    - Time management
    - Anger management
    - Relaxation

- Student Hostel
  - The student hostel is located on the college campus behind the academic building. It is a four-storey building equipped with services to provide the approximately 235 student residents with a home away from home. There is a cafeteria on the first floor, and the building has two wardens.

- Transportation
  - Transportation is a service shared with Human Resources.
  - Students from the Muscat area are provided transportation to and from the campus.
  - For students who live in the hostel, transportation to local shopping centers is provided according to the schedule provided by the Head of Accommodation.
  - Students are also taken on outings to local venues, field trips, or to hospital after referral from the campus nurse.

The following departments are under the supervision of the Student Activities Department:

- Student Council
  - The purpose of the student council is to provide student representation not only in social affairs but also in academic affairs.
  - The Student Council consists of members and officers:
President
Vice President
Secretary
Treasurer
Media Coordinator

- Discipline Committee
  - The DC meets as needed.

8.30 Student Clubs
A faculty advisor from each of the respective club’s faculty is responsible for guiding and supervising their club’s activities.
  - IT Club
  - English Club
  - Economics Club
  - Business Club
  - Psychology Club
  - International Club

8.31 Teaching and Learning Methodologies

8.31.1 General Information
As Mazoon College evolves from a teaching institution to a learning institution, lecturers are encouraged to use a variety of teaching and learning methodologies in their classrooms. Students are also encouraged to take responsibility for their own learning by assuming an active role in their educational process. This strategy combines both contact teaching and directed/ self-directed learning methodologies. Thus, students will be encouraged to be proactive and participatory in their learning.

8.31.2 Contact Teaching
Generally, contact teaching can be provided in the following forms of lesson delivery:

Lecture
- formal learning session with lecturer disseminating knowledge to a classroom of students
- should encourage students to be proactive in presenting and/or responding to questions
- should involve visual aids, PowerPoint presentations, and other learning opportunities
- could involve smaller group learning opportunities

Group Learning
Omani students like to learn together, and lecturers should encourage a student learning support system. Students should be exposed to group learning and the benefits of teamwork, and students should also realize the importance of listening to others’ points of view, even though they may not agree. Building leadership abilities will help students in future situations, and group learning approaches will encourage the development of leadership skills.
A classroom could include the following to encourage group learning:
• **Seminars**
  o are a means of discussion generation about a syllabus specific topic
  o should create student sharing and exchange of knowledge and experience
  o could involve student presentation of specific portion of the syllabus
  o should encourage student critical thinking skills
  o should encourage student problem solving skills
  o should hold students accountable individually and in a group

• **Tutorials**
  o involve the lecturer and a small number of students
  o provide students the opportunity to:
    - discuss matters in depth
    - discuss problems
    - develop critical and creative thinking skills
    - develop problem solving ability
    - understand complex concepts
    - discuss academic issues
    - receive personalized feedback
  o provide students the opportunity
  o help students to become independent learners
  o help lecturers to identify student areas for improvement

• **Workshops**
  o provide task-based skill development
  o enhance student practical skills
  o enable students to receive information from guest speakers from commerce and industry

• **Case Studies**
  o provide students the opportunity to apply theory to real-life situations
  o provide students the opportunity to develop creative and critical thinking skills
  o expose students to many real-life issues that involve problems, choices, and solutions
  o link theory and practice

**8.31.3 Creating Life-long Learners**

Though most students still rely on the lecturer to provide all information and explanations thereof, lecturers can discuss relevant concepts and explanations in class while at the same time encouraging students to research and seek knowledge on their own. In-depth understanding through self-motivation should be encouraged. Should a student need further explanation and guidance, lecturers are encouraged to meet with students during office hours which are posted in your work area.

**8.32 Teaching hours**
Full-time academic teaching hours are from 8:00 am until 2:00 pm with obligatory administrative hours until 4:00 pm. Part-time teaching is from 4:30 pm until 8:00 pm. Faculty members who teach a full academic load may be asked to teach some morning classes as well as some evening classes. Under such circumstances, lecturers are given compensatory time off between morning and evening sessions.

9. Testing Centers
Mazoon College prides itself in trying to keep abreast of current pedagogy and current technological developments. As a result, the College has recently established itself as an ICDL testing center. It is also a TOEFL testing center.

10. Oman - out and about

Islamic Culture
Non Muslims must be sensitive to the conventions of Islamic culture. Care should be taken to dress and conduct oneself appropriately at all times, especially during the holy month of Ramadan. Only appropriate language should be used in the campus at all times. Public Display of affection and intimacy should be avoided.

On Arrival
New Overseas Employees are met at the airport by a representative of Mazoon College. Locally recruited employees will be contacted by the HR Office and can find the route map on the college web site.

Living in Muscat
Muscat is the capital of Oman and offers the facilities of a modern metropolis as well as the quiet and serene atmosphere of suburban areas.
Living in Muscat is good and there are many banks, schools, hospital, pharmacies, shopping malls, restaurants, hotels etc.
Oman is a favorites tourist destination and is known for its unspoiled natural beauty, eco tourism, wildlife, heritage and entertainment.

The Holy month of Ramadan
1. Reduced timing is adopted as per the directives of the Ministry and is applicable to all staff.
2. Staff should be particularly conservative and sensitive to the conventions of dress during the holy month of Ramadan.
3. No food or drink may be consumed in any public place throughout Ramadan, including water, sweets, chewing gum etc.

Working hours
All staff should report to work on time.

**For Staff working staggered timings:**
8 a.m. to 1 p.m. and 4 p.m. to 7 p.m with a 3 hour break between 1 p.m. to 4 p.m. (Normal college working hours or as specified by the HOD).

**For staff working straight shifts:** 8 a.m. to 4 p.m.
However, all faculty members have to follow the teaching hours allotted to them by their respective H.O.D. They need to spend a total of 8 hours in the college daily.

**Weekly off:** Thursdays and Fridays. (In special circumstances due to urgency of work or in extra ordinary situation employees may be required to work on Thursday)

**Total Working Hours:** The total number of weekly working hours will be 40 hours per week. (This does not include one hour meetings per week and other meetings specified by the management of the college.) The number of teaching hours varies for GFP and Academic Staff.

**Banks**
Staff could use any of the leading banks in Oman for their banking requirements. The college will provide authorization letter to open an account with the banks. Some of them are Bank Muscat, Oman International Bank, Oman Arab Bank, Bank Sohar, Dhofar Bank, National Bank of Oman, Citi Bank, HSBC etc. Money exchanges such as western union, Oman United Exchange Company LLC, Purshottam Kanji, Global Money Exchange and their outlets are found throughout Oman.

**Foreign Consulates and Embassies in Oman:-**

<table>
<thead>
<tr>
<th>Australian Embassy</th>
<th><strong>Postal address</strong></th>
<th><strong>Tel:</strong></th>
<th><strong>Fax:</strong></th>
<th><strong>E-mail:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PO Box 32711, Abu Dhabi, United Arab Emirates</td>
<td>+971 2 401 7500</td>
<td>+971 2 401 7501</td>
<td><a href="mailto:abudhabi.embassy@dfat.gov.au">abudhabi.embassy@dfat.gov.au</a></td>
</tr>
<tr>
<td><strong>Canadian Consulate</strong></td>
<td><strong>Trade Links Building, Building 1738, Way 2728 Plot 127 CBD, Ruwi, Muscat, Oman</strong></td>
<td><strong>Phone:</strong> (011 968) 24 788 890</td>
<td><strong>Fax:</strong> (011 968) 24 788 826</td>
<td><strong>Email:</strong> <a href="mailto:canconoman84@yahoo.com">canconoman84@yahoo.com</a></td>
</tr>
<tr>
<td><strong>Indian Embassy</strong></td>
<td><strong>Diplomatic Area Jami at Al-Dowal</strong></td>
<td><strong>Phone:</strong> 24684500</td>
<td><strong>Fax:</strong> 24698291</td>
<td><strong>Email:</strong> indiamct@oman tel.net.om</td>
</tr>
<tr>
<td></td>
<td>Address/Mailing Address</td>
<td>Phone</td>
<td>Fax</td>
<td>Email</td>
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<td>--------------------------------------------</td>
</tr>
<tr>
<td>Pakistani</td>
<td>P.O. Box 1302 Ruwi-112</td>
<td>Phone: 603439/603343</td>
<td>Fax: 697462</td>
<td><a href="mailto:parepmet@omainel.net.om">parepmet@omainel.net.om</a></td>
</tr>
<tr>
<td>Embassy of Sudan in Oman</td>
<td>Shatti Al-Qurum, Bildg #31</td>
<td>Phone: +968-697-875 / +968-697543</td>
<td>Fax: +968-699-065</td>
<td><a href="mailto:suanmt@goto.net.om">suanmt@goto.net.om</a></td>
</tr>
<tr>
<td>Embassy of The UK in Muscat, Oman</td>
<td>P O Box 185 Mina Al Fahal Postal Code 116</td>
<td>Phone: (968) 24 609000 (968) 24 609000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Embassy in Muscat</td>
<td>P.O. Box 202, Code 115 Medinat Al-Sultan Qaboos, Sultanate Muscat, Oman</td>
<td>Phone: (968) 24-643-400 Fax: (968) 24-699-771</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STAFF EXTENSION NUMBERS**

**Administrative Staff**

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Designation</th>
<th>Ext.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Juma AL-Ghailani</td>
<td>MD</td>
<td>301</td>
</tr>
<tr>
<td>2</td>
<td>Dr. Jamal Salman</td>
<td>Dean</td>
<td>309</td>
</tr>
<tr>
<td>3</td>
<td>Vinson Mon Kurian</td>
<td>Director of Finance &amp; Administration</td>
<td>314</td>
</tr>
<tr>
<td>4</td>
<td>Rahma Nasser Al- Jabri</td>
<td>Head of Admission</td>
<td>316</td>
</tr>
<tr>
<td>5</td>
<td>Mohammed Abdullah Al-Amin</td>
<td>HOD-English (GFP)</td>
<td>328</td>
</tr>
<tr>
<td>6</td>
<td>Dr. Geetha Devi.S</td>
<td>HOD -Business &amp; Economics</td>
<td>331</td>
</tr>
<tr>
<td>7</td>
<td>Dr. Abdullah Al Ani</td>
<td>HOD – MIS &amp; IT</td>
<td>337</td>
</tr>
<tr>
<td>8</td>
<td>Dr. Nasir Ahmed Khan</td>
<td>Associate Professor</td>
<td>310</td>
</tr>
<tr>
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</tr>
<tr>
<td>9</td>
<td>Talal Mohamed AL-Nabulsi</td>
<td>Manager of Safety, Health &amp; Security</td>
<td>391</td>
</tr>
<tr>
<td>10</td>
<td>Library</td>
<td></td>
<td>330/32 9</td>
</tr>
<tr>
<td>11</td>
<td>Reception</td>
<td></td>
<td>300/33 3</td>
</tr>
</tbody>
</table>

**Living in Muscat** - Some of the well known realty agents who may be contacted for rentals of apartments / houses.

**Cluttons Oman** - Tel - 00 968 24564250.  
Fax 00 968 245564257  
Email: info@om.cluttons.com

**Hamptons International and Partners LLC.**  
Tel – 00 968 24 699773  
Email: muscat@hmaptons.int.com

**Hilal Properties Oman.**  
Tel – 00 968 24600688  
Fax – 00 968 24600683

**Al Taher Real Estate** - Tel – 00 968 24601199  
Fax – 00 968 24696775

**A few ideas:**

<table>
<thead>
<tr>
<th>Art Exhibits</th>
<th>Bookstores</th>
<th>Pharmacies 24-hour hotlines:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bait Munza Gallery</td>
<td>• Border’s</td>
<td>• Scientific Pharmacy Qurm 24566601, Ruwi 24702850</td>
</tr>
<tr>
<td>• Oman Society for Fine Arts</td>
<td>• W.H. Smith</td>
<td>• Muscat Pharmacy Ruwi 24702542</td>
</tr>
<tr>
<td>• Many hotels have visiting art exhibits.</td>
<td>• Family Bookshop</td>
<td>• Al Hashar Ruwi 24783334</td>
</tr>
<tr>
<td>• Bait Al Zubair</td>
<td>• Al Mutanabbi Bookshop</td>
<td>• Apollo Med Centre Hamriya 24787766, 24788266, 24787780</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Entertainment</th>
<th>Shopping</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bowling</td>
<td>• Discount stores</td>
<td></td>
</tr>
<tr>
<td>• Walking on the beach</td>
<td>• Souqs: Souq al Juma, Muttrah Souq</td>
<td></td>
</tr>
<tr>
<td>• Enjoying Oman’s gorgeous sunsets</td>
<td>• Malls</td>
<td></td>
</tr>
<tr>
<td>• Surfing on Masira Island</td>
<td>• Hint: learn enough Arabic numbers to be able to bargain!</td>
<td></td>
</tr>
<tr>
<td>• Movies (first run)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Museums</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tennis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurants – what kind of food, how</td>
<td></td>
<td></td>
</tr>
<tr>
<td>much, how fancy?</td>
<td></td>
<td></td>
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<tr>
<td>• All major hotels have choices of up</td>
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<tr>
<td>market restaurants.</td>
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<td></td>
</tr>
<tr>
<td>• Indian food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Arabic food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Thai food</td>
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</tbody>
</table>
• Chinese food
• Western food

**Exploring Muscat**

The capital city is commonly known as the most beautiful capital city in the Gulf. It’s actually a series of wadis (valleys) connected by two major highways that act as gentle guides through the mountains via the wadis.

Some local outings could include:

| dolphin watching in a glass-bottom boat | Royal Oman Opera House |
| snorkeling | Grand Mosque |
| SCUBA diving |

**Exploring Oman**

There are many day trips or overnight trips available to explore areas outside Muscat. Some excursions could include:

| Nizwa | Al Jabal Al Akhdar |
| Jabal Shams | Sur |
| Sohar | Wahiba Sands |
| Al Hoota Cave | Salalah |
| desert camping | turtles at Ras al Hadd |

**11. Feedback**

We appreciate any feedback regarding omissions or corrections of this Faculty Handbook. Please feel free to send comments to: [mazoonco@omantel.net.om](mailto:mazoonco@omantel.net.om)

**USEFUL NUMBERS**

**EMERGENCY** R O P 9999
Telephone Directory Enquiry 1318
Fire/Police/Ambulance 9999
Muscat Police Station 24736611
Wattayah Police Station 24677534 24677990
Ruwi Police Station 24701099 24705754 24701770
Muttrah Police Station 24712211 24712212 24714983
Bausher Police Station 24600099 24691199 24601222
Al-Amerat Police Station 24875999 24876999 24877690
Quraiyat Police Station 24845555 24845325 24845535
A'Seeb Police Station 24420099 24420200 24420173
Al-Ozaiba Police Station 24521099 24521402 24521403

**Hospitals**
Al Nahda Hospital - 24837800
Armed Forces Hospital - 24617997
Khoula Hospital - 24563625
Royal Hospital - 24590491
Section B

Induction Manual
## Induction Manual Contents

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INTRODUCTION

Mazoon College values its people and is dedicated to allowing each member of the faculty, staff and student the chance to excel in his/her performance and achieve their full potential. At the same time, the institution looks forward to wholehearted cooperation from its academic and administrative staff to pursue its vision and mission.

The vision of the institution is to be a leading University College that imparts quality education and develop a national and international reputation for academic excellence and research; it aims to be center for promoting and developing the capabilities of the individual and providing services to the community. The mission of the institution is ‘to address the higher education needs of the Omani community through provision of diverse programs and services; assisting its students in meeting their educational, intellectual and individual needs; preparing graduates capable of making significant contributions to their fields of endeavor; enriching society by developing national capabilities in technology, education and research’.

This induction manual is intended to introduce new staff members to the protocols and to help them induct themselves into the system of instruction and services practiced in this institution.

1. Workload Guidelines

Faculty members are expected to contribute to the areas of teaching, research/ training/ consultancy / creative activity and service. The distribution of effort between these three areas will vary for different faculty members. The Head of Department (HOD) has the responsibility for determining the workload of each faculty member using the following general guidelines:

1.1 Instruction

The full time teaching load is 18 hours per week for faculty members and 9 hours for Heads of Department. The employees should be available 8 hours a day or 40 hours a week on campus. The teaching responsibilities include preparation of a course portfolio for each course and assessment of the students. Individual faculty members may be released from a portion of their full time teaching load to engage in research and service activities consistent with the mission of the college.

1.2 Research

To fulfil its research and graduate education missions, the college expects its faculty members to pursue an active programme of research or scholarship consistent with the expectations of the
discipline, either in the faculty member's academic discipline or in an associated pedagogical science. Release time from teaching is provided to fulfil this responsibility.

In order to qualify for this release time, there must be an established record of research or scholarly activity, including regular journal publication, published monographs, or other forms of recognized scholarly or creative work. Faculty members who are active in research will be encouraged to publicize the results of their research or scholarship at national or international professional meetings. They will also take responsibility for organizing professional meetings and also supervising student research program.

Faculty members with exceptional recognized programmes of research or scholarship may receive additional release time with the approval of the HOD and Dean. Evidence of an exceptional research programme would include a recent publication history of several articles per year in national and international journals, frequent publication of monographs, and the ability to attract grants. Under normal circumstances, the maximum amount of time from which a faculty member can be released from teaching for research is six contact hours per week.

1.3 Service

In order to fulfil its service mission, the college will alleviate the teaching load of faculty members for service activities. Service activities include college committee work, student counselling, instructional support activities and supervising, service to the local community on behalf of the college, and service to the professional community at local, national or international level. Faculty members with part time administrative duties may also be relieved of some teaching.

1.4 Absence

Members of faculty should inform the Head of Department as early as possible of an anticipated absence. Only if the Head of Department is unavailable should a staff member communicate through a colleague. Any absence for illness requires the courtesy of a medical certificate. Precise dates for absences must be provided for the College’s record.

1.5 Punctuality

Members of faculty are expected to be present on time for lectures. Students may leave the lecture room after fifteen minutes should a lecturer not appear. Persistent tardiness requires an explanation in writing to the Head of Department. It is necessary to consistently reinforce the need for student punctuality.

1.6 Examination Duties
Examination duties include the preparation of question papers, invigilation of exams and evaluation of answer books. The question papers are to be prepared on time and submitted to the HOD/ Moderation Committee on the date specified by the department.

During the examination period, regular classes are cancelled. Lecturers are required to invigilate examinations according to a set schedule. If possible, two invigilators will be assigned to each examination room. Invigilators have the responsibility of ensuring that all handbags, documentation and mobile phones are placed in a separate area. Examination Malpractice Reports are available from the Head of Department. It is the duty of the invigilators to report any mal practices. Examination attendance sheets must be completed and signed by both students and the invigilator(s).

The evaluation of the answer books and preparation of mark sheets also come under the responsibility of the instructor. Clear guidelines for students about grading criteria must be provided for each course, especially a consistent marking plan for participation / attendance. The guidelines must be in line with the college examination policy and are determined at the departmental meeting. Students may appeal a grading initially through the Head of Department, should an error occur or a perceived unfair result. The Head of Department may refer the appeal to the teacher and the appeal will then be reviewed.

1.7 Academic Advising

Academic advisory services are to be provided to the students by faculty members. It is the responsibility of the faculty members to assist students in the selection of courses considering their interests, values, and goals and help students relate their course plan for each semester to their academic programs. The students can discuss any issues relating to their academic performance with their advisors. In addition, advising is a means for faculty to emphasize and instill core graduate attributes.

2. Service Management

2.1 Passport Access

The HR department takes the responsibility to keep passports in a fire –resistant safe. Staff members are not permitted to leave the Sultanate without permission from the college management. Application for passport withdrawal is to be made through the Dean's office. The Head of Department has been authorized to sign the withdrawal forms. A copy is included in the appendix of the Human Resources Manual.

2.2 Labour Card

The college undertakes the formalities of providing a visa and labour card compliant with the laws of the Sultanate. Each non- Omani staff member, on joining, is required to undergo the
medical tests and finger printing formalities with the relevant authorities as established by local law.

In case of a dependent spouse (who is on a college visa) the finger printing formalities are required before a Resident Card is issued. The card has to be produced on request by Omani law enforcement agencies.

A Labour Card is required for many transactions such as opening a bank account for the salary remittance, to transactions as opening a bank account for the salary remittance, to transfer funds outside Oman, to get a phone /GSM connection, to apply for driver’s license, to have a license, or to get a road permit for travel beyond the Sultanate to the UAE. It must be produced when you are going out of Oman and on return. It will be checked by the airport's immigration personnel.

2.3 Salary

Salaries will be paid at the end of each calendar month through direct deposit with Bank Dhofar between the 28th and month end and it is immediately credited to the respective accounts of the employees.

2.4 Attendance

Attendance is compulsory and the attendance is recorded by means of the Time Attendance System. The Time- Attendance machine is located in the HR manager’s Office. The employees have to punch in at the time of arrival and punch out whenever they move off campus. This reading is used as a record concerning contractual obligations.

2.5 Period of Probation

There will be a minimum of three months probation commencing from the date of joining. The college has the right to terminate the employee's services during this period without giving any reason. The satisfactory performance of the employee is required for the conclusion of the probation. In certain cases, where the college is not yet satisfied, the probation period can be increased for a further three months.

2.6 Performance Appraisal

Employees have to undergo a 360 degree performance appraisal system in the institution. Appraisal of the employees will be carried out by their immediate superiors, peers and also by the students. This will be based on some key performance indicators.

2.7 Promotion Policy

Promotion within the college is available to employees, its key resource, who have the talents, abilities and motivation to carry out the objectives of the college. The promotion process ensures
that due consideration is given to the employee's scholastic achievement, experience, abilities, skills, performance and contribution.

Every six months, each staff member will be reviewed for his /her performance through an appropriate performance appraisal tool. This information will form the basis for promotion. Employees will become eligible for their first promotion after completing a period of two years of service at the college. Subsequent promotions will be considered according to the criteria outlined above and on the availability of suitable positions.

2.8 Discipline

Every employee is expected to abide by the work regulations and instructions issued from time to time by the college or the relevant authorities in the Sultanate.

2.9 Medical Insurance

Medical Insurance coverage is provided to full time employees, their spouses and up to two dependent children (only those on visas issued by the college). The scheme is applicable for hospitalization within the Sultanate.

3. Support Services

3.1 Library

All staff members have access to the Mazoon College library. The library has a good collection of books in various disciplines and also many periodicals. Many government reports are also available for reference. Over and above that the library has links with other private libraries for resource sharing. The faculty members can also access all databases available with the affiliated university Missouri University of Science and Technology where they can access e-books, journals, articles, etc. Online databases are available like pro quest, e - library etc. The library provides access to 40 journals and magazines and various national and international newspapers in English and Arabic. Wi fi facilities are available in the library.

Borrowing privileges are given to faculty and administrative staff. Books can be borrowed against library cards issued by Mazoon College. Books can also be reserved at the circulation desk. The faculty member will be informed once it has been returned to the library. There is an on-line public access catalogue to help with search or reservations etc. Faculty members can also borrow multimedia resources to augment their teaching. The library provides an information alert service to alert users to the latest information like lists of new arrivals, new services etc. The library is quite large with an exclusive reading room, area with computers and a separate
reading area for faculty members. The library working hours is from 8:00 am to 7:00 pm on all working days.

3.2 Canteen

The faculty members of Mazoon College have a choice of two canteens, one within the main building and one inside the hostel premises. The one within the main building provides both dine in and take away options.

3.3 Other Facilities

Car Parking facilities, photocopying facilities and baby sitter services are available on the campus.

3.4. Holiday for Faculty and Staff

The college devises an academic calendar that provides for leave and holidays for its faculty members. The month of August is reserved for the summer vacation period. The semester break for faculty members will be part of each year's academic calendar and faculty members are entitled to at least one week of semester break after each semester i.e., Fall and Spring. The Human Resources Manager in consultation with the Dean decides leave and holidays for the non-teaching employees.

3.4.1 Annual and other leave

Employees are entitled to 30 days paid annual leave with a full allowance at the end of one year of continuous work in the college. They may take up to 90 days vacation during summer (June, July, August) with 30 days paid leave and leave salary in accordance with the contract and up to 60 days (one month or two months) unpaid vacation. This will be subject to approval by the Head of Department and the Dean in light of the requirements of the college.

If any employee fails to report to work without any lawful justification or without officially notifying the college or fails to resume work within a lapse of 10 days after the authorized leave, his/her contract will be terminated.

If the college is notified of the days of absence, they may be deducted from the balance of normal leave, or otherwise shall be considered leave without pay and allowances, or otherwise as decided by the college.

3.4.2 Accumulation of Annual Leave

Normally employees will be obliged to avail themselves of the regular 30 days leave entitlement each year, failing which it will lapse. Nor can it be en-cashed. However, the leave entitlement
may be carried forward if any employee is not able, within the academic year, to take leave owing to the exigencies of work or at the behest of the college. In such circumstances it will be portable to the next year and the employee will be able to avail himself / herself of the accumulated leave with full pay and allowances. Any accumulated leave in excess will lapse.

### 3.4.3 Sick Leave

Entitlement to Sick Leave accords with the provisions Oman Labor Law. Intended leave must be reported to the Head of Department or HR Manager as soon as practicable. It is followed up at the earliest opportunity by submitting a sick leave application to the Human Resources Office. The provisions allow for the first weeks on full salary, a further two weeks on three quarter salary, fifth and sixth weeks on half salary and thereafter until the tenth week on quarter salary. Female employees are entitled to Maternity Leave as laid down by the Labor Law on completion of a year of service. Absence from the college of more than one day due to illness requires a medical certificate.

### 3.4.4 Emergency Leave

Employees are entitled to leave without loss of remuneration for an emergency such as death or terminal illness of an immediate family member (parent, child, sibling only) in line with the policy of the Sultanate (a maximum of ten days within one year).

### 3.4.5 Compassionate Leave

Compassionate Leave is granted at the discretion of the Dean. Typically it is leave without pay, however, depending on circumstances and the length of absence, the Dean may exercise discretion. It applies in instances such as paternity leave, family illness, attendance at funerals, marriage of a relative etc.

### 3.4.6 Study Leave

In certain circumstances study leave for professional development may be granted by the Dean in consultation with the Head of Department and the Human Resources Manager. Formal application should be made with detailed indicators of all circumstances affecting the staff member and the study project. It would apply for example in the case of presenting for a doctoral defense or meeting some academic requirement that must be undertaken during an academic term. The Dean exercises discretion as to the nature of such a project and whether it might fall within the ambit of approved research.

N.B: In all cases where the leave exceeds the normal academic week from Saturday to Wednesday, the calculation of days absent is inclusive of the weekend and any other public holiday that would fall within the period.
4. Accommodation

The college takes no responsibility for providing accommodation facilities to its employees. The college pays its employees an accommodation rent allowance so they are able to make arrangements of their own. However, the female staff members can avail accommodation in the Women’s Hostel for students, by paying a monthly rent of RO140.

5. Telephone/GSM Connection

The college as a rule does not give any employee a GSM. However to enable the employee to communicate within / outside Oman, the college will issue a letter of recommendation to Omantel in favour of a staff member for a post-paid connection. All initial deposits and charges as well as monthly GSM usage payments will be paid directly by staff to Omantel. The college is not responsible for these.

The employee, on conclusion of service, will ensure that all dues to Omantel are paid and a No Dues certificate is produced for the college at the time of the final settlement. If such a certificate is not produced the college will hold back such amounts as it deems fit to discharge the said staff member’s GSM charges, including cancellation charges, if any.

In the case of a release of an employee, the college may, at this /her request, allow the continuation of the GSM number provided Omantel and the new employer agree.

6. Driving License

In to enable staff to obtain driving license the college will arrange for an introduction letter to the Royal Oman Police (ROP) and the college's Public Relations Officer will accompany the staff to the designated ROP office. All expenses in connection with the license will be borne by the staff member.

6.1 Car Loan

The college does not have a policy of giving loans to staff for the purchase of cars and the college will not stand guarantor for any bank or finance company's loans availed of by an employee for the purchase of a vehicle. The college does require that the concerned employee at the time of the annual vacation and at the conclusion of employment submits a letter to the college as proof of having discharged his liability against any loans.

SOME USEFUL INFORMATION FOR NEWCOMERS TO OMAN:-

HEAD OF State: His Majesty Sultan Qaboos Bin Said Al Said.
Population: 2.3 Million

Capital: Muscat.

Administration: Oman is divided into five regions (mintaqat) namely Ad Dakhiliyyah, Al Batinah, Al Wusta, As Sharqiyyah and As Dhafrah, as well as three governorates (muhafazat), Muscat, Musandam and Dhofur. These are further divided into fifty-nine districts.

Language: Arabic. English is widely used, typically on shops and road signs.

Religion: Islam.

Time: 4 hours ahead of GSM.

Currency: Omani Rial.

1 Rial = 1000 Baisa.

Electricity: 220 volts.

Education: 6 to 18 years in elementary and secondary schools.

National Day: 18 November

Official Holidays: Approximate, relying on lunar phases.

- 7 July – Birthday of the prophet (PBUH).
- 16 November- Ascension Day.
- Eid AL Fitr
- Eid AL Adha
- Islamic New Year

**Climate:** Mild Winter, averaging 20-27 degrees centigrade;

Hot Summer, averaging 31-47 degrees centigrade.

**Boundaries:** With: The Arabian Sea; The Gulf of Oman; The Persian Gulf;

The united Arab Emirates; The Republic of Yemen;

The Kingdom of Saudi Arabia.

**PERSONAL INFORMATION HELD ON FILE:**
1. Application for the teaching position and initial correspondence if any.
2. Detailed CV with details of home country address and phone numbers.
3. Copy of the duly accepted letter of offer.
4. Copy of employment contract- English and Arabic.
5. Copy of educational degree/diplomas.
6. Passport copy – all pages for expatriates; copy of national ID for Omani.
   i. Local visa stamped page:
   ii. For self;
   iii. For family (incl. all dependants).
7. Copy of labor card.
8. Photographs- at least 4 (as required by Immigration and other Departments). For self and family (incl. all dependants).
9. Experience certificates, if any.
10. Copy of General Medical Certificate
    i. Blood Group;
    ii. Any recurrent ailments needing frequent or urgent medical attention.
11. Number and Branch of local bank account.
12. Local address and telephone numbers (detailed not just PO Box number.)
13. Copy of any correspondence between Employee and Employer e.g.
    i. Request for telephone connection at residence.
    ii. Request for annual leave/medical/compassionate leave;
    iii. Officer order(s).
    iv. Copy of rejoining advice.
    v. Letter to bank confirming salary.
    vi. Letter to Car Company re salary Confirmation.

TRANSFER AND SETTLING ADVICE :-

- **Requirements for Obtaining Labor Card**
  - Application forms from the college;
  - Four photographs with blue background;
  - Passport and photocopy of the same with visa stamped.

- **For Opening a Bank Account**
  - Passport copy with visa copy;
  - Letter of attestation of employment at Mazoon College;
  - Letter of salary statement;
  - For a cheque account: Initial deposit of 200 OMR is required.
  - Application forms with signature specimen card from bank

*For obtaining a Drivers' License*
- Two photographs with blue background;
- Photocopy of passport with photocopy of visa page;
- Photocopy of drivers' license from of country or country of previous residence,
- Photocopy of labor card,
- Labor card,
- Drivers' license (copy),
- The application form completed in Arabic and signed and stamped by the authorized signatory.

- **For Purchasing a Motor Vehicle**
  - Passport with visa entry together with a photocopy of same.
  - Labor card and photocopy of the same
  - Statement from the college and attestation of employment there.
  - Bank account and statement of deposit (preliminary).
  - Bank cheques signed in advance if payment is to be financed.
  - Drivers' License.
  - Requisite deposit in cash as determined by the car showroom.
Section C

STRATEGIC PLAN
MAZOOM COLLEGE’S
STRATEGIC PLAN
2008-2015

The current dynamic and competitive environment provides both challenges and opportunities for Higher Education Providers. Among other things this calls for creative and innovative strategies that must be developed and implemented to meet these newer challenges and opportunities. And the strategic planning process is recognized as one of the formidable guiding processes through which these newer challenges and opportunities could be successfully faced for achieving the broader vision of the institution.

In its earnest to successfully achieve its vision amidst the current chaotic and competitive environment, the present document envisages the updated strategic plan of the college.
Vision
To be a leading University College of quality education with a national and international reputation for academic excellence and research; a center for promoting and developing the capabilities of the individual and providing services to the community.

Mission
The College strives to address the higher education needs of its community through provision of diverse programs and services; assisting its students in meeting their educational, intellectual and individual needs; preparing graduates capable of making significant contributions to their fields of endeavor; enriching society by developing national capabilities in technology, education and research.

Core Values
Mazoon College values people and is dedicated to allowing each member of the faculty, staff and student body to achieve his or her full potential. This requires outstanding programs in management, humanities, social sciences and technology. Mazoon College as a leading national higher education institution must continue to promote the economic development of the country through developing human resources, and it must do all of this in the most efficient, cost-effective way possible, while adhering to the highest level of integrity.

Strategic Goal #1: Improve the college’s visibility and reputation as a leading institution.

Objective 1: Mazoon College will market the Institution as well as programs in and outside the country to develop international communities.

Strategic Action (a). Creating a separate department for marketing.

• Recruiting qualified and experienced personnel for marketing purpose.
**Strategic Action (b).** Use of wide range of promotional tools that includes:

- Advertising
- Open days
- Public relations, including press relations
- Promotional materials, e.g. Prospectuses, brochures, posters, leaflets, calendars, postcards, targeted at specific market segments
- Participation in exhibitions
- Website and e-mail marketing
- Business networks
- Marketing manager’s visits to companies, schools, and colleges
- Leaflets dispenser in community locations

**Strategic Action (c).** Internal Promotional activities that includes:

- Student emails
- Student handbook
- TV monitors across the campus
- Marketing committee
- All promotional activities will be planned and evaluated to ensure cost effectiveness.
- Website evaluation reports include number of visitors, pages visited etc.

**Progress Indicator:**

**Objective 2:** Mazoon College will add new programs within the next seven years.

**Strategic Action (a).** Extensive Industrial survey will be conducted to know the demand of the industry.

**Strategic Action (b).** Feasibility report will be prepared and finally proposal will be submitted to Ministry for approval.

College will focus on the following new programs to be added in the next 7 years (2008-2015):

**MBA program**

**Master of Arts in English**
Master Program in Counseling
Post Graduate Diploma in Human Resource Management
Bachelors Degree in Computer Graphic Technology and Multimedia
Bachelors of Technology in Computer Science
Bachelors Degree in Technology Management
Masters in Bio-informatics
Masters in Computer Science
Masters in Management Information System

Progress Indicator 1: Expected total number of students in the next seven years with a constant of 0.12 per year:

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<tr>
<td>Total Number of Students</td>
<td>778</td>
<td>904</td>
<td>1052</td>
<td>1223</td>
<td>1422</td>
<td>1654</td>
<td>1924</td>
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Objective 3: Mazoon College will continue to recruit and retain qualified and diversified workforce with the pace of enrollment.

Strategic Action (a). Advertising vacancies in national and international newspapers and college web site for ensuring recruitment from various ethnic backgrounds.

Strategic Action (b). Recruiting faculty with terminal degrees from institutes/universities of repute around the globe.

Strategic Action (c). Provide competitive packages for new/existing faculty.
**Strategic Action (d).** Well defined policies for promotion and increment.

**Strategic Action (e).** Financial support in attending local and international conferences and seminars.

**Strategic Action (f).** Providing facilities and support for research.

**Strategic Action (g).** Increase faculty participation in outreach activities.

**Strategic Action (h).** Recognize faculty members who have demonstrated excellence in outreach activities.

**Progress Indicator: Expected number of academic staff in next seven years.**

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<tr>
<td>Staff required</td>
<td>40</td>
<td>45</td>
<td>53</td>
<td>61</td>
<td>71</td>
<td>83</td>
<td>96</td>
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**Objective 4:** Mazoon College will introduce “Distance Learning” system of education through virtual learning mode with non-practical programs. (2013)

**Strategic Action (a).** Details will be collected from a well established distance learning institutions.

**Strategic Action (b).** Assessment of the need of such system of education in Oman.

**Objective 5:** Mazoon College will become a full-fledged co-education institution of higher education. (2012)

**Strategic Action (a).** Internal student survey will be conducted to see the feasibility of the idea.

**Strategic Action (b).** Introducing a full time mix Shift (2:00 p.m. to 8:00 p.m.) for boys and girls. (2009-10)
**Strategic Action (c).** Based on the response for two consecutive years, the college will be turn into full-fledged co-education institution. (2012)

**Strategic Goal #2: Expansion and Improvement in College Infrastructure**

**Objective 5: Mazoon College will expand all of its services and facilities over a period of the next seven years.**

**Strategic Action (a). Hostel:** By 2009 Mazoon College new campus will have a separate building for its hostel with a capacity of accommodating 500 students. The hostel will be equipped with all necessary items required for a comfortable life.

**Strategic Action (b). Library:** College has a plan to build a separate building for the library in the new location by 2010.

**Strategic Action (c). Classrooms:** The College will have more spacious classrooms in the new campus. At least 10 classrooms will be fully equipped with multimedia facilities initially. The other classrooms will have the options for utilizing existing teaching aids as and when required. In 2009-10 more classrooms will be furnished with the same facilities. By 2013 all classrooms will be fully furnished with multimedia facility.

**Strategic Action (d). Computer labs:** There will be sufficient number of computer labs with latest technology and software will be established to cater to the student enrollment and requirements.

**Strategic Action (e). English labs:** College will set up labs for the GFP and English departments. (2008-09)

**Strategic Action (f). Science Labs:** Two science labs will be set up by fall 2009.

**Strategic Action (g). Cafeteria:** A good cafeteria which will provide hygienic food of different varieties to students and the staff will be available in the new campus as soon as it comes in operation (2008).

**Strategic Action (h). Cafeteria:** A separate building for students’ cafeteria will be constructed by 2010.
Strategic Action (i). First Aid: A full time qualified nurse will be appointed to take care of students and staff for minor sickness. A separate clinic will be established in the new campus for this purpose.

Strategic Action (j). Internet: Lease line will be launched to provide high speed internet facility across the campus.

Strategic Action (k). network: New campus will provide high speed network facility to students and staff.

Strategic Action (l). Sports Complex: College will build a sports complex by 2012, which will provide students and staff with recreation facilities during free time.

Strategic Action (m). Prayer rooms: More prayer rooms will be available in the new campus.

Strategic Action (n). Recreation room: The new campus will have a big room for students’ activities.

Strategic Action (o). Multipurpose Hall: A multipurpose hall will be constructed in 2010, which will be having a capacity to accommodate approximately 800 people at a time.

Strategic Goal #3 Improving Learning and Support System

Objective 6: Mazoon College will improve the quality of its learning tools and equipments.

Strategic Action (a). Sufficient number of computers will be provided for the labs in new campus.

Strategic Action (b). New LCD projectors will be purchased for various classrooms and meeting rooms.

Strategic Action (c). New software for accounting course and other courses will be purchased.
**Strategic Action (d).** 3 big and 2 small TV screens will be added for labs and reception.

**Strategic Action (e).** New titles will be added in the existing library.

**Strategic Action (f).** 2 new heavy duty photocopy machines will be purchased.

**Strategic Action (g).** New printers in the labs and faculty rooms will be added.

**Objective 7:** Increase number of administrative and support staff in next seven years with a constant of 0.10.

**Progress Indicator:**

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**Objective 8:** Strengthening Academic Advising System:-

**Strategic Action (a).** Workshops will be organized on a regular basis.

**Strategic Action (b).** Students will be informed and encouraged to make use of academic advising system in the College.

**Progress Indicator:**

**Objective 9:** Increase students’ participation in extracurricular activities

**Strategic Action (a).** More activities will be organized by individual departmental clubs.

**Progress Indicator:**
Strategic Goal #4 Strengthen the Core Curriculum

Objective 10: Mazoon College will introduce Internships (optional with Capstone course) in all its programs as requirement for the completion of bachelor degree. (2009-10)

Strategic Action (a). Career Development Coordinator will be appointed in 2008-09 who will start promoting internships among students and put in his/her efforts to establish good contacts with corporate sectors that could accommodate our students for internship.

Objective 11: Reviewing programs after every three years


Objective 12: Strengthening relationships with the affiliated University (Missouri University of Science and Technology-Rolla).

Strategic Action (a). Regular visits by MST for review and assessment of the quality of programs and facilities

Objective 13: Preparing for the Quality Audit.

Strategic Action (a). Implementation of Standards of Quality Assurance provided by OAC.

Strategic Action (b). Regular assessment and improvement of areas of concern.

Progress Indicators: Formation of working groups and conduct of self study.