MAZOOOON COLLEGE
(UNIVERSITY COLLEGE)

Quality Assurance Manual

2010
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QUALITY ASSURANCE SYSTEM AND STANDARDS

1. Introduction

Mazoon College (MC) is dedicated to ensure that all its services and operations are of high standard. The primary objective is to provide students with opportunities for learning, teaching and research as per the international standards of higher education. Mazoon College also integrate the quality and standards with planning process of its operation. Mazoon Colleges’ approach to academic quality assurance is in line with the aims and objectives and the mission of the College, and will continue to include strong input from both students and staff. The scope of quality assurance system includes all the activities conducted by all the academic and administrative units for ensuring quality in their operation and outcomes.

Academic quality assurance at Mazoon College figures strongly and significantly in institutional annual operating statements and reviews of performance against those operating statements, and also in the College's Strategic Plans. Quality assurance therefore forms a distinguishable and identifiable component of all aspects of College activity from the level of the individual to the governing body.

MC is committed to follow the Quality Assurance (QA) and Quality Management (QM) requirements of standards of Ministry of Higher Education (MoHE) and Oman Accreditation Council. The College’s approach to developing its quality assurance arrangements is proactive in regard to the fulfilment of its aims, as well as reactive in response to “Requirements for Oman’s System of Quality Assurance in Higher Education” (ROSQA). In general, the structure and the mechanism for QA standards have been derived from MoHE requirements as specified in ROSQA.

The purpose of Quality Assurance Manual is to describe the standards, policies and procedures governing all the activities of the College in relation to the implementation of the Quality Assurance System. Furthermore, its purpose is also to establish the framework within which the quality objectives can be accomplished.

2. Quality Mission

The Quality Assurance Department is committed to maintaining and prompting competitive quality education and to securing recognition at national, regional, and international levels. It
aims to do so through ensuring quality programmes, providing appropriate infrastructure, excellent facilities, and services, and recruiting qualified and accomplished professionals as well as developing the potential of all staff is after all, the College’s primary aim.

3. Quality Policy

Quality Assurance system of Mazoon College gives importance to continuous improvement of all its teaching and learning systems. MC is committed to improve the high quality of services and programs to its students, by adhering to the quality assurance requirements, and procedure set out by the Ministry of Higher Education and Oman Accreditation Council.

4. Quality Objectives

- To implement the College policies and vision regarding quality assurance and enhancement in coordinated and effective way.
- To pursue not only a commitment to assuring quality in the college but to examining ways of improving quality.
- To set up a complete self-evaluation system for the exercise of quality in the College.
- To maintain appropriate standards for programs/courses and adhere to the requirements of the Oman Accreditation Council as well as other external benchmarks.
- To improve the quality of programs, teaching, and support services.
- To ascertain whether published student outcomes have been realized and review/investigate as appropriate.

5. Requirements for Building a Quality Assurance Culture

In order to sustain a quality assurance and enhancement system at institutional level, Mazoon College is obliged to fulfil the following minimum criteria for its successful operation.

- The College management should play a proactive role in building a culture for adherence to quality culture in the institution.
- All academic and administrative departments should make adequate provision and provide the required infrastructure for establishing a strong quality management system.
- Faculty and staff members should be encouraged to realise their responsibilities of quality enhancement, improvement, monitoring system and evaluation of their activities. Departments should formulate a mechanism for self assessment and quality improvement in their respective units.
• The college should adopt the quality guidelines and framework provided by the MoHE and Oman Accreditation Council.
• The college should have a proper plan for implementation of its policies, evaluation and feedback on implementation.
• The college should link the quality commitment by the different department and it should also be made a part of the assessment process of college and staff.

The criteria’s mentioned above outlines the quality management system which ensures that all staff members are participating in quality matters and are satisfied with the provisions of high quality education rendered by the college. In order to increase the satisfaction level of stakeholders it is necessary for the college to formulate a feedback mechanism to respond to the shortcoming obtained through the feedback analysis.

6. Quality Standards of Good Practice

Quality Assurance procedures provide guidelines with regards to various operations involved in planning, implementation and monitoring all activities of the College. The following steps should be adhered to:

• Each department should develop the mission, objectives and program outcomes o in line with the College mission and objectives.
• An assessment plan should be developed by each department which should provide feedback for each objective developed and proper action plan for improvement should be in place.
• The assessment plan should fulfill program objectives which includes student’s profile, academic advising, delivery of courses, and facilities etc.
• The assessment and improvement plan should involve students, alumni, employers and faculty in order to have their input on the program delivered.
• The assessment plan should also indicate the strengths, weaknesses, and action required for improvements. SWOT analysis is the best option to assess the effectiveness of any constituent of Quality standards.
• To achieve the objectives, number of evidences, KPIs, and tools for collecting data, analyzing and interpreting the secured evidences.
• Qualitative and quantitative results should be computed to have the better interpretation of results obtained.
• Statistical analysis of the collected data should be done and then compared with previous years.
• For clear interpretation of results obtained, ratios and percentages should be used instead of raw numbers.

7. Quality Monitoring Yearly Plan

Quality Assurance Department outlines Quality Monitoring Plan with indicators and responsibilities to be accomplished by various units. The aim of Mazoon College’s quality assurance policy is to enhance the effectiveness of its core activities of learning, teaching and research. This aim can only be achieved through a regular review and monitoring of its programs and academic activities.

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8. Quality Management System and Standards

Quality Management requires reviewing the Institutions’ quality assurance and enhancement system at planned intervals to ensure the continuing suitability, adequacy and stability. There should be a consistent focus on Student learning Outcomes with in the Oman Qualifications Framework (OQF). For best practices, following guidelines for quality management and standards should be implemented by the concerned across the college.

- Graduate attributes should be defined that students have to acquire before graduating. Strategies should be developed for these attributes and implement for all programmes. Mechanisms should be in place for assessing and reporting on achievements.
- Established procedures for benchmark the teaching and learning in comparison with other institutions.
- Monitor performance of graduates on a continuous basis.
- Employer’s survey of graduates regularly to assess the relevance and sufficiency graduates’ skills.
- Develop systems for monitoring and coordinating student workload.
- Develop the system for monitoring the progress of individual student’s and provide counselling to those students facing difficulties in their learning.
- Evaluate year to year progression and completion rates for each programme. Progression rates should be assessed and take action wherever problem is identified.
• Establish system for evaluating effectiveness of teaching.
• Curriculum development procedure and course contents procedure should be in place.
• Portfolio with evidence of evaluations and areas of improvement should be properly maintained.
• Staffs support services such as induction program, mentoring; staff appraisal; and professional development should be available.
• Teaching staff should update themselves about the latest teaching methodologies, recent developments in their respective field and ways of improving the teaching effectiveness.
• Faculty members are to ensure that conduct of course are consistent with course description of each course they teach. Furthermore, before a course commences the course information sheet is available which should clearly specifies the objective of the course, learning outcomes and assessment criteria.
• For an effective teaching, ensure that teaching methodology is reviewed regularly and develop the strategies so that student acquires required skills which reflects the graduated attributes.
  Assessments criteria’s should communicated to all students.
• Any new course proposals which need to be added to the program should formally be assessed and approved by the Academic Council.
• Existing courses should be evaluated regularly and through a planned cycle of reviews in order to ensure the high quality.
• All quality indicators for all courses should be reviewed at least annually.
• College should have an advisory panel for all programs for content and quality assessment.

9. Code of Quality Education

Quality of teaching and learning is very much essential to the successful function of the Institution. Faculty members are expected to realize their responsibilities for the effectiveness of quality teaching and learning process.

9.1 Course Content: Faculty members should ensure that the content of the course are in line with the course description. There should also be consistent with the approved curriculum. Course learning outcomes should be clearly defined and performance of student should be evaluated so that the course objectives are realized.
9.2 Course Information and Syllabi: Faculty members are responsible to prepare the course information sheet (CIS) which should include the objective of the course and learning objectives are clearly defined. CIS should include the following:

- Faculty members’ contact information.
- Office hours.
- Required text books.
- Assessments Criteria.
- Schedule of quizzes and both mid-term and end-term examinations.
- Class attendance policy.
- Assignment and project information.

9.3 Student Assessment: Faculty members are responsible to inform the class in timely manner regarding the grading criteria of their assignments and projects. This would enhance their learning strategy. Faculty members should assess the students’ performance based on the information they received in the CIS. This would help the students for standard academic achievements.

9.4 Examination Documents: Faculty members are responsible to show to students, the graded answer sheets of quizzes and mid-term examination, assignments and projects. This would enhance the students’ learning experience. Final examination answer scripts should be retained at least for one academic year or as directed by the college authority.

9.5 Course File: Faculty members are responsible to prepare the course file of each taught course. The course file should include the following information:

9.6 Class Conduct: Faculty members are responsible to conduct their classes regularly at scheduled time. Department should be informed well on time in case of any eventuality which results to be absent from the class so that department could arrange the replacement of that particular class.

9.7 Office Hours: Faculty members are responsible to be available to students’ consultation during the office hours. Office hours should be announced and scheduled at a time convenient to both teacher and students. Prior appointment could also be arranged with students if their time conflict with announced office hours. Each department should fix the numbers of office hours for their faculty members.
9.8 Academic Advising: In order to achieve higher degree of students’ performance, academic advising is the integral part of students’ learning plan and development of their study. At the time of admission, each student should assigned an academic advisor so that they can familiar with the study plan, courses to study, college leaning facilities, and academic support services.

9.9 Examination System: Faculty members are responsible to inform the students about the code of conduct of examination. The regulation includes:

- Student should produce hall tickets issued by the accounts department before entering the examination hall.
- Students are expected to arrive on time to the examination hall and in some cases they will be allowed to admit to the examination hall only up to 30 minutes after the start of examination.
- Later comers will only be admitted under the discretion of the invigilator or written permission from the head of department. No extra time shall be allowed to latecomers.
- Students are not allowed to leave the examination hall before on hour after commencement of examination.
- Cheating is strictly prohibited and can cause the students’ dismissal from the college. Student will receive grade F if he/she caught of examination malpractice.
- For any missed examination due to ill health, students should produced the medical certificate otherwise they will receive zero grade.
- Re-sit examination for absentees during the Mid-term and End-term examination will be considered once approved by the department and examination committee.
- Students have a right for grade appeal for final examination paper. They should obtain the appeal from admission and registration office and after duly completion submit to the department. Grade Appeal is allowed within two weeks from the date the results are announced.

9.10 Authority Respect: At the time of orientation student should be informed to recognise and comply the authority of college and its staff members. All students are expected to follow and adhere the request made to them. A disciplinary action could be taken for noncompliance of the same.
9.11 **Classroom Behaviour:** For better learning environment students are expected not to interrupt the class while teacher is teaching. They should maintain the high level of discipline during the class in order have the good learning environment.

9.12 **Obedience:** All the students are expected to adhere to the code of conduct of the College. Any violation of the behaviour and conduct as specified is liable to punishment. Some of the specific violations could be:

- Misconduct in class room, computer lab, and library
- Any misconduct during Exams
- Any dishonourable behaviour or misconduct, which may distort the image of the College
- Any insult to faulty or staff members
- Any damage to College property
- Fighting
- Theft
- Any other violation which is derogatory to the College

9.13 **Levels of Punishment**

   Based on the severity of students’ misconduct the levels of punishment are the responsibility of the disciplinary action authority, which lies with Administration and Management.

9.14 **Procedures of Complaints**

- Students have the right to complain against any decision affecting them, taken by any authority of the College and on services provided.
- All complaints should be given in writing by filing a complaint form available in the Administration Dept.
- The case will then be reviewed and a response sent to student within reasonably possible time.
ADMISSION AND REGISTRATION MANAGEMENT SYSTEM

1. Introduction
Mazoon College is committed to a policy of providing higher education to those who can benefit from it. It encourages aspirants coming from various backgrounds irrespective of race, color, religion, disabilities, age, or national origin. Thus creating a co-educational multicultural academic community who through the educational process will make Mazoon College a dynamic place of learning.

2. Admission & Registration Department
The Registration and Admission Department is the department by which registration of the students who wish to join the College is done. It provides the students with terms of admission and registration then to confirm their admission at the College. It is the first step a student takes in order to be admitted in the College and at the same time, it is the last step a student takes where s/he is provided with her / his degree and the academic degree s/he deserves. The important responsibilities of the Registration and Admission Department are:
• Achieving the College aims and implementing its policies regarding the registration and admission.

• Regulating the execution of the students’ admission process.

• Opening the records for the admitted students in order to keep all their documents.

• Setting up the study schedules and organizing the assigned classrooms.

• Issuing the College Identification Cards.

• Regulating and executing the courses’ registration, addition and deletion process.

• Receiving, checking and observing the results of the final examinations mechanically and manually.

• Preparing all the required statistics.

• Declaring the results of the examination and calculating the GPA’s & AGPA’s.

• Pursuing the implementation of the degree plans of all students’ majors.
• Pursuing the implementation of the rules and regulations of awarding the academic degrees at the College.

• Setting up the lists of graduated, intelligent, under probation, and dismissed students...etc.

• Providing the students with their tables of grades, certificates, and all the necessary documentations.
• Providing full students’ services on daily basis and throughout the year as well as following up the students’ academic conditions since the student’s enrollment in the College until s/he graduates.

• Diligent and continues efforts to enhance the increased services for the students at the College in order to cope with the increased number of the students at the College.

3. Admission Requirements

The basic Requirements for Admission to Mazoon College are:

• Omani Secondary School Certificate or its equivalent
• International TOEFL score of 550 or higher
• MTELIP score of 85% or higher
• Pass grade in the Intensive English Program of Mazoon College
• S/he should have the good ethics and manners.
• S/he should not be dismissed, for whatsoever reason, form another college or university.
• S/he should not be dismissed for any disciplinary resolution by any educational party before.
• The applicant should satisfy all conditions specified by the College at the time of submitting the application.

4. Course Registration Procedure

The student shall register the courses s/he has selected based on her/his degree plan in coordination with her/his academic advisor. The student, then, has to return the registration documents to the registration and Admission Department to finalize her/his registration and paying attention to the following:

• The student shall not have the right to register for any course without passing successfully its prerequisite.

• The student shall not register in any course if there is an overlapping with another course.

5. Admission Procedure

• Students approach the Admission and Registration Department to fill out the forms for registration.
• Students have to make sure they have registered for the courses offered for the named semester and approved by the head of Department of the Academic Program they have chosen as their Major.
• Completed application forms approved by HODS are finally submitted to the admissions and Registration Department
5. Finance and Fee Structure
At the time of admission into the College, fee payment scheduled is given to the students. Students are expected to pay their fees accordingly. Furthermore, the College publishes a schedule of fees for miscellaneous activities at the beginning of each academic year. The tuition fees depend on the number of the registered hours per each semester. They also vary from one programme to another.

6. Attendance Policy

- Students are required to attend ALL classes regularly
- Faculty are required to submit the attendance reports on weekly basis
- If a student is unable to attend a class for any reason she/he must provide one of the following:
  - (a) A signed medical certificate
  - (b) A written authorization from the HOD

Failure to do so will result in the student being marked absent, which will ultimately affect her/his final grade. The student will be held responsible for any announcement made or material covered in class during her/his absence. If the student is absent for more than 25% of the total attendance in each subject, she/he will not be allowed to sit for final examination in that subject. New attendance package software will be installed soon, using respective subject code. Faculty will be asked to enter the attendance into the System on weekly basis.

7. Code of Conduct
There is a specific set of rules and regulations regarding Student behavior and conduct.

8. Discipline
Any violation of the behavior and conduct as specified in the student handbook is liable to punishment. Some of the specific violations could be:

- Misconduct in class room, computer lab, and Library
- Any misconduct during Exams
- Any dishonorable behavior or misconduct, which may distort the image of the College
- Any insult to faulty or staff members
- Any damage to College property
- Fighting
- Theft
- Any other violation which is derogatory to the College

9. Levels of Punishment
A level of punishment is the responsibility of the disciplinary action authority, which lies with Administration and Management.
10. Procedures of Complaints

- Students have the right to complain against any decision affecting them, taken by any authority of the College and on services provided.

- All complaints should be given in writing by filing a complaint form available in the Administration Dept.
- The case will then be reviewed and a response sent to student within reasonably possible time.

11. Students’ Services

The objective of the students’ services unit within the Administration Department is providing College’s students personalized and better all-round services. The Students can contact the Students’ services unit primarily for:

- Any suggestions, complaints, problems of the students
- Appointment with Faculty or other staff
- Checking attendance requirements
- Coordination of academic advising
- Coordination of student tutoring program
- Coordination of postponement of courses and programs
- Queries regarding students’ handbook
- Program schedule / graduation requirements
- Examinations Results
- Coordination of higher Education Opportunities and transfer to other Universities
- Coordination for Practical training
- Guidance on Career services
- Any health related problems/ sickness
- Any personal problems
- Hostel facilities and complaints related to that
- Transportation
- Requirements for official letters

12. Students’ Residences

Campus hostel is managed by an Omani woman warden. The duty of the warden is to ensure that the best environment conducive to students’ studies and well being is always maintained in the hostels. First aid, and ambulance service procedures are also in place in case a student is taken ill or needs to be hospitalize. Student’s hostels are also furnished with computer labs and other learning support services. Regular shopping trips are also organized by the wardens to help the students acquire their personal and/or study needs.
13. Privacy Policy

Mazoon College accords all rights of privacy to its students. No individuals outside the College have an access, nor will the College disclose any information from the students academic and non-academic records without the consent of the student.

14. Counseling and Academic Advising

Mazoon College is much keen in extending its personalized care and academic advisement to its students as part of its commitments in shaping a better society. As a result, Mazoon College has implemented an effective academic advising and counseling scheme to its students. The main objective of the academic advising is to help the students to achieve their higher degree of academic performance through the process of planning and development of their study. Academic advising would also help in terms of growth, and a career planning that leads to a successful future.

Through the study, all students at Mazoon College are assigned to an academic advisor who is a faculty member of their major area of their study. Every student is assigned an advisor at the time of admission into the college. Students can obtain all information from their academic advisor about courses to register, college facilities, and academic support service, and general information on how to achieve better performance in their course of study.

15. Academic Advising

- The Academic Advising aims at following up the student and providing her/him with the needed guidance during her/his academic life. Accordingly, each student shall be assigned an academic advisor in her/his special field who will follow up the student’s study plan and supervise its execution.

- The student-advisor relationship will be governed with honesty and mutual respect. It aims at achieving the moral support and the required guidance on one part, and on the other hand, to achieve the Mission of the College and its aims in building up the educated people who can contribute to the society effectively.

- The Academic Advisor is a teaching staff member. S/he is an advisor of a group of students studying at the college. The Head of the Department assigns an advisor to assume the duties of supporting the students in the academic matters and provides them with the moral and guided support.

- The academic advisor is the link between the student and the respective department. S/he will provide the department with a full image of the student’s life at the college. S/he will adopt the matters faced by the students during their academic life.

- The academic advisor will conduct a periodical review of the student’s study plan in order to advise her/him of the courses s/he can register in each course based on the rules and regulations adopted by the college and in coincide with her/his academic plan.
• The academic advisor shall work on supporting the student morally and directs her/him to enhance her/his scientific skills in the light of her/his potentialities and abilities.

• The academic advisor will participate in solving the student’s problems and any study difficulties that might face her/him during the study period at the college in a suitable way.

• The academic advisor will set up a study plan that suits the student abilities.

• The academic advisor will follow up the student’s progress in accordance with her/his study plan.

16. Advisors’ Responsibilities

a. Meet with the assigned group of students, for the first time, during third or fourth week of the semester. During the meeting the advisor is introduced to the group and the students are encouraged by the advisor to share their achievements, problems, concerns, and other issues in the group environment.

b. Conduct at least one individual meeting in a semester for each student in his group. The advising is expected to be primarily in the areas of academic progress and career planning. Any other non-academic issues/problems should be directed to concerned departments, depending on the nature of the issue/problem.

c. Provide special advising as needed; if there is/are any sensitive issue(s) that should be discussed in confidence only with a student or few students concerned. The advisor could set up a meeting to discuss the issues(s) privately.

d. Continue to be advisor with the same group of students until the assigned group graduates from Mazoon College.

e. Be well versed with the academic policies, procedures, the academic programs that are offered, course prerequisites, and other academic regulations of Mazoon College in order to discuss, to advice, and to provide accurate information to the group.

f. Monitor the academic development and growth of the group constantly in order to advice and direct the students to achieve the expected standards in their field of study.

g. Assist the group in planning their program of study suited to their interests and abilities on the basis of previous performance and career objectives.

h. Discuss with the group about the appropriate course in fulfilling curriculum requirements and the minimum GPA requirement for graduation.

i. Assist the group in considering the appropriateness of academic adjustments where these have become necessary due to serious injury or illness of a student.
j. Meet with the students’ parents, if need be, to share and discuss the progress of the student.

k. Submit necessary comments or reports to the concerned HOD or to The Administration Dept. for further processing or follow up.

l. Maintain records of students profile and advising summary reports of the group

17. **Criteria for Appointing Advisors**

Advisors are appointed based on their familiarity with the students’ major field of Study and the availability of an advisor to start from the first year in order to continue until the student graduates in the end of the degree program. In other words, faculty members from the same department of the students’ major area of study will be appointed to the respective group of students.

18. **Students’ Responsibilities**

To make the advising scheme work effectively to the optimum benefits of the students, the following responsibilities have to be taken care of by the students:

   (a) To know their academic advisor at the time of admission and registration
   (b) To maintaining a file for an academic advising and career planning.
   (c) To know the requirements for graduation and other necessary information related to academic policies and procedures.
   (d) To complete academic and degree requirement on time.
   (e) To ensure that academic advisor is consulted time for academic and career planning matters.
   (f) To visit academic advisor regularly by appointment whenever academic difficulty arises.
   (g) It is always advisable that before meeting the advisor, a list of questions is prepared.
   (h) As an academic advisor have other responsibilities, punctuality in scheduled appointment of advising in very important.

19. **The Incentives**

- The College’s graduates can work in all the fields, all the public and private institutions each in accordance with her/his major through the continues efforts exerted by the College and the communication it makes with other public and private institutions to provide employment chances for its graduates. It also helps the students by providing them with the consultations and suggestions even after the graduation.
- The College gives its graduates the priority to be employed in the available vacancies at the College.
- The College presents certificates of appreciation to its creative students and those who scored the excellent grade.
- The High Diploma Degree graduates can pursue their study to get the Bachelor Degree from Mazoon College or from the other educational institutions.
20. Students’ Activities

The students’ activities at Mazoon College have a pioneer and distinguish role in expressing the students’ concerns. This is springing from the College’s philosophy that is based on the constructive discussion. It also enriches the way students think by giving them the freedom to express themselves and the freedom to practice the different activities. The students’ clubs and associations work to facilitate the student mission to prepare and engage in all the students’ activities like the religious, sport cultural, social and scientific activities etc.

Students’ orientation day is held at the beginning of academic year to welcome the new students and to introduce them to the other students as well as the College’s different departments and activities.

21. Basic Definitions

Mazoon College adopts the Credit Hours System, the American System, in the organization of the study on a semester basis.

Following are some of the important definitions of the aforementioned system.

- **Credit Hour**: a scientific measurement unit of the number of weekly lectures of a course that is specified by the college.
- **Academic Semester**: A minimum period of 17 weeks in which the courses are taught from its beginning until the end of that period.
- **Academic Year**: it is of two mandatory semesters, the period of each is 17 weeks and one optional Summer Semester.
- **GPA**: The Grade Point Average.
- **AGPA**: The Accumulative Grade Point
- **The course Course**: a study curriculum with specific aims, contents, and the theoretical and practical activities. It is also an educational unit that is connected with other courses.
- **Degree Plan**: A group of courses and study activities like the theoretical, practical, Core and electives courses that grant the student an academic degree whether it is a Higher Diploma, A Bachelor Degree, or a Masters Degree if he/she passed successfully.
- **The Prerequisite Course**: A course that should be passed before registering core course
- **Academic Load**: A group of credit hours of the courses registered by the student in each semester. The maximum number is 21 hours (Full time) and 12 hours (part time) per the first and the second semester. The maximum number of credit hours in Summer Semester is 9 hours and the minimum is 3 hours.
- **Academic Advisor**: a teaching staff member who is assigned by the academic department in order to help the student to choose the course to study based on their degree plans. The advisor assumes the role of a guidance for the students in the academic and social matters until the student graduates.
- **Academic Probation**: a student will be under the academic probation if her/his **AGPA** is less than 2.00 out of 4.00.

22. Library

The library includes a lot of books and specialized periodicals. The student can make use of the resources found in the library in her/his leisure as well as in conducting the researches and
studies. The library applies the borrowing system for the students, faculty members and staff. In order to enable the borrower of using this system, it is important to provide the following:

- College Card.
- Library Card.

23. Rules and Regulation for Library

- Unauthorized people are not allowed to enter or use the library.
- Personal bags are not allowed in the library. They have to be kept in specified places.
- The students have to ensure that their bags do not include valuable things since the College shall not be reliable for the loss or damage of whatsoever reason.
- Users of the library should maintain complete silence; turn off their GSMs, and avoiding creating annoyance.
- The library membership card shall not be substituted or used in any form by another person.
- If the library membership card is lost or damaged, the library will reissue another card for 2 RO.
- If a student loses or is the reason for the loss or damage of any book of the library, s/he will be fully reliable for this loss or damage. Consequently, s/he has to pay the present value of that book.
- If the students fails to return the borrowed book on due date, s/he has to pay a 0.200 Baisa fine per each delay day.
- A student is allowed to borrow three books at the same time for maximum two weeks immediately.
- Students’ own books are not allowed in the library.
- Each user shall be subject to a routine check when leaving the library to check the adopted procedures.
- The College will not issue a student the quittance until s/he returns the library membership card.
- Speaking or disturbing the other in any form in the library is prohibited.
- The use of the Internet is permissible for the scientific research only.
- Eating, drinking, or smoking is prohibited in the library.
- The student is not allowed to move or transfer any of the library’s stuff without granting the librarian’s prior permission.

A library manual is available for those who seek to know more about the available books and references in the library.

24. Students’ Affairs Department

The Students’ Affairs Department assumes a supporting role for the education process that occurs in the classrooms and labs. It helps in shaping the student’s personality by presenting a package of extra curriculum activities, which enriches the student’s culture and way of thinking. Life at the College does not only include the academic lectures, but also include practicing the hobbies and enhancing the student’s talents and fill her/his time with all what is good.
25. General Rules & Regulations at Mazoon College

These regulations are called the Student’s Handbook Regulations at Mazoon College and shall be into effect from time of registration. The rules of these regulations will be in effect for all the regular registered students in all departments. The Academic Board shall specify the study plan at Mazoon College based on the recommendations made by the heads of the departments and the teaching staff members. The student has to complete successfully the graduation requirements (see the Graduation Requirements Section) in accordance with the accredited degree plan at the College. The College, in all its departments, is responsible for the implementation of the rules and regulations stated here. If any conflict arises because of the application of these rules and regulations, the Board of Directors, its Administration, and the Ministry of Higher Education to solve such conflict.

26. System of Study

The study at Mazoon College is based on the American System of tertiary education (The Credit Hour System) due to its affiliation with Missouri University of Science & Technology, U.S.A. The following terminology is as follows:

<table>
<thead>
<tr>
<th>First Year</th>
<th>Freshman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Year</td>
<td>Sophomore</td>
</tr>
<tr>
<td>Third Year</td>
<td>Junior</td>
</tr>
<tr>
<td>Fourth Year</td>
<td>Senior</td>
</tr>
</tbody>
</table>

- The study period at all the departments in the College is between Two- Four years, excluding the study period at the IEP (see the awarded certificates).
- Each academic year shall be of two semesters and an optional Summer Semester.
- English language is the Medium of Instruction at Mazoon College.
- Each academic semester is of 17-study weeks, excluding the examination week and Summer Semester 9 weeks.
- The period a student spends registered in the College shall not exceed six academic years excluding the students who postpone their study. The postponement period shall not be included of those six years.
- The minimum academic load allowed for student in one semester are 12 credit hours for the Basic program (the Morning Classes) excluding the students who fail some courses in the previous semester.
- Attendance of all the lectures and discussions of the studied courses is mandatory for all students. The instructor of the course shall daily mark the students’ attendance on the attendance sheet papers. S/he will issue the Admission and Registration Department a semester attendance report.
- The student is not allowed to miss her/his classes for more than 25% of each course with or without excuse during the study period.
- If the student exceeds the maximum allowed absenteeism period in a course, s/he will not be allowed to sit the final examination of that course and shall be deemed fail that course.
- In absence for majeure, a written request shall be given to the Admission and Registration Department.
• The instructor has the right to deprive any late student from attending the lecture. This deprivation shall be accounted of the allowed percentage of absenteeism.
• Each student participating in the sport activities has to sign a letter in which s/he clearly states the non-existence of health problems, which might prevent her/him from practicing the physical training in general.
• The student shall not be allowed to miss more than 20% of the intensive learning in intensive courses lectures for any reason (with or without excuse).

27. Examinations, Averages, and Grades

The right to sit for the final examination shall be given to those students who have fulfilled the following:
• Those students who did not miss more than 25% of lectures;
• Those who paid the tuition fees.
• The student has to sit the examination on the specified date and time. Late students shall not be allowed to sit the examination after the 30 minutes of the examination has started. In this case, the student has to submit an application letter to the Head of the Examination Committee who shall decide later the possibility of re-sitting the examination. An additional period is not allowed for those late examiners.
• The student will not be allowed to re-sit the Mid–Term Examination or the Final Examination again, except when s/he provides a reasonable excuse for her/ his absenteeism. The student, in such case, will be given the chance to re-sit the exam after s/he grants the HOD’s recommendation and subject to the Dean’s approval. Such cases will be brought to the Head of the Academic Affairs as well as Admission and Registration Department’s attention.
• The absenteeism due to a majeure condition, because of illness, will be supported with a medical report issued by an official medical institution at the time of the examination.
• The absenteeism due to a majeure condition, because of a death in the family, will be supported with a first-degree relative death certificate, if this alleged death has occurred at the time of the examination.
• The student will re-sit for examination only after the submission of a request supported with a majeure condition excuse. The student will not be allowed to miss the re-sit examination only when there is another majeure condition.
• Each student misses sitting the examination without a reasonable excuse will be given a zero grade only in that examination.
• Each course marks shall be calculated out of a 100 marks.
• The final mark of a course in any semester represents the summation of grades of the required assignments as stated in the course outline.

28. Malpractice (Cheating in the Examination and Assignments)

Cheating is totally prohibited in the College and it may be the main reason to the student’s dismissal from the College. If a student tries to cheat or caught cheating, s/he will fail the course and has to repeat the course and repay the course fees. If a student cheats or was found cheating for the second time, s/he will be issued a warning letter. If this occurs for a third time, s/he will be dismissed from the College for a full year.
Each student caught attempting to seize the chance to secure an unfair advantage during the examination either by speaking, by peeking into another student’s examination paper, or by having slips of cheating will get her/himself a Zero at that examination. A report will be given to the respective H.O.D. regarding the cheating case.

If a student has submitted a plagiarized research or has submitted an already marked research that has been submitted in another course, s/he will be deemed of conducting cheating and will get her/himself a Zero in that course.

29. Behavioural Rules and Standards at the Examination Time
The student has to follow the invigilator’s rules and directions during the examinations.

- The students shall not be allowed to change their groups, departments, or the date and time of the examination. The student has to sit for the examination only with the assigned groups.
- Borrowing of calculators, pens, or erasers shall not be allowed.
- Students have to present at the examination hall fifteen minutes before the examination commencement. They have to make sure that their names are listed in the examiners’ lists.
- The student has the right to abandon the examination in the first 30 minutes provided that s/he will not be allowed to leave the examination hall only after the first 30 minutes passes. The abandonment of the examination shall not grant the student the right to apply for a special date. A student who arrives late by 30 minutes after the examination has started will not be allowed to sit that examination on that day.
- Leaving the examination hall will cancel the examination except for special cases and after granting the invigilator’s approval.
- The student has to write her/his answers in black or blue ink. The usage of a pencil is allowed only in drawing the shapes and graphs, or when the instructor asks to use the pencil in answering the questions.
- Writing on the question paper is prohibited unless other instructions are found on that paper.
- Extracting papers from the answer book is prohibited.
- GSMs or electronic devices are prohibited in the examination hall. The invigilator has to ensure the removal of these items in a safe place outside the examination hall.
- Students are not allowed to bring their books and notes to the examination hall. The invigilator has to ensure the removal of these items away from the students and in a safe place.
- The examiner shall provide the respective H.O.D with an envelope that includes the question paper along with the answer key of each examination.
- If necessary, a student will be given additional answer books that are sealed and signed by the invigilator to be attached to the original answer book. Any other paper used as a draft or for whatsoever reason other than the provided papers will not be allowed by the invigilator or the course’s instructor.
- The student has to ensure that the invigilator has listed her/his name in the examination list when receiving the examination answer book. If the answer book is missed and the name of the student is on the list, the student will be given the chance to sit the examination in another date.
30. Organization of the Examinations
The instructor has to abide by the course outline and s/he has to inform the Admission and Registration Office should there be any changes on the assessment standards in a period of one-month maximum after the semester starts.

- The Examination Committee, in coordination with the Admission and Registration Office, will set the examination schedule with a maximum of three examinations for a student in each examination day.
- The Admission and Registration Office will announce the examination schedule in a maximum one month before the semester ends. The Examination Committee will supervise the arrangement of suitable examination halls. The Admission and Registration Office will announce the examination lists in accordance with the assigned classes or rooms.
- The Examination Committee will generally supervise the invigilation process.
- The invigilator has the right to have the same declared list of the examinees where s/he can refer to the students’ names who have sat the examination. If a student’s name does not appear in the examinees’ list, s/he has to contact the Admission and Registration Office to sort the matter out.
- The course instructor has to provide the examination paper(s) in a printed form. It will include all the special instruction to the Examination Committee in two weeks maximum before the Examinations’ due date.
- The course instructor will make enough copies of the examination then submit them to the Examination Committee to put them in a safe place.
- The Examination Committee will provide the instructor with the blank, free of names, answer books.
- The Examination Committee will inform the College Administration of the process of the examination.

31. Calculating, Transferring, Recording and Appealing of the Grades
The course instructor will be responsible for correcting and checking the examination papers and the assigned projects. S/he is responsible for correctly transferring the grades into the lists of grades and submitting them to the Admission and Registration Office by the end of each semester. The lists of grades submitted by a course instructor will be deemed official after s/he signs and reviews them. The Admission and Registration’s authentication and approval are required if there is any modification. Appealing on the grades will not be considered after two weeks of declaring the results in each semester.

The student will pay certain fees if s/he has submitted an appeal within two weeks after declaring the results. S/he has to submit a written appeal which will be referred to the concerned instructor to review. If there is an exceptional case of appeal, it will be referred to the respective H.O.D. to take the necessary procedures and present it before an Official Appealing Committee which is composed of the Head of the Examination Committee, the Head of the Admission and Registration Office, and the H.O.D. her/himself.
32. Grades and Calculating the GPA & AGPA
The passing mark in each course is 60% and above. The College uses the letter grade system at the end of each semester. Each letter grade is indicated by a certain mark to determine the Grade Point Average (GPA) as follows:

<table>
<thead>
<tr>
<th>Marks (%)</th>
<th>Ranking</th>
<th>Letter Grade</th>
</tr>
</thead>
<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>Less than 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>Withdraw</td>
<td>W</td>
</tr>
</tbody>
</table>

The Grade Point Average (GPA) or the Accumulative Grade Point Average (AGPA) is the average of the summation of the marks obtained by the courses s/he has studied at that semester or that academic year and whether s/he passed or failed. The GPA and the AGPA are calculated as follows:

33. The Semester Average, the Grade Point Average (GPA)
The GPA is calculated as follows:
a. The number of points for each course × Total credit hours for each course.
b. The summation of the entire courses’ marks in a semester
   The number of credit hours for all the studied courses in that semester
   The following example illustrates the above process:

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Marks</th>
<th>Grade</th>
<th>GP</th>
<th>Cr. Hrs</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Math 101</td>
<td>90.3</td>
<td>A</td>
<td>4</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>English 101</td>
<td>75</td>
<td>C</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Accounting 101</td>
<td>90</td>
<td>A</td>
<td>4</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Programming</td>
<td>80</td>
<td>B</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Calculus I</td>
<td>77</td>
<td>C</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

Term GPA = (4*3) + (2*3) + (4*3) + (3*3) + (2*3)/15 = 3 Grade B

34. Accumulative Grade Point Average (AGPA)
The AGPA is calculated as follows:
a. The number of points for each course \( \times \) Total credit hours for each course.

b. The summation of the entire courses’ marks in a year 
   The number of credit hours for all the studied courses in all terms

If a student, for example, has studied for four years and scored the following point: 
(48,45,30,48,57,50,20,12) and the number of credit hours for each semester is (12,12,12,15,14, 5, 15,3), the AGPA is as follows:

\[
AGPA = \frac{(48,45,30,48,57,50,20,12)}{(12,12,12,15,14, 5, 15,3)} = 310/ 88= 3.52
\]

35. Dropping & Adding Courses
Each student has the right to add any course s/he would like to study considering the following:

- To add a course(s) (on the same registration form), the student should contact the respective Head of the Department to get her/his approval then return the form to the Admission and Registration Office.
- The last day of adding any course is the end of the second week in the semester (see the academic calendar).

Each student has the right to drop any course s/he would not like to study considering the following:

- The student, on the same registration form, should contact her/his academic advisor then return the form that is specified for dropping the courses to the Admission and Registration Office.
- The last day of dropping the courses is the third week in the semester (see the academic calendar for fees’ refund).

36. Study Load
The Full Time student is allowed to register between 9 to 21 credit hours for each semester after granting her/his academic advisor’s approval. The Part Time student is allowed to register maximum 12 credit hours for each semester after coordination with her/his academic advisor.

37. Academic Achievement
A distinction is awarded to each student who scores AGPA 3.5 and above out of 4.00. S/he will receive a letter of recognition. If a student scores an AGPA 3.5 and above out of 4.00 her/his name will be included in the list of Honors.

38. Academic Semester Activities
A course instructor shall allocate a percentage out of 100 points for the semester activities based on the assessment and evaluation procedures mentioned in the course outline. The course activities shall include the reports, the assignments and projects.
The instructor will include in her/his course outline presented to the students at the beginning of each semester in the academic year.
The College will not be reliable for the loss or damage of a student’s assignment, research, report, a flabby disk or flash disk. The student should have a copy of every assignment s/he makes or presents as part of the requirement of a course.

A student should submit the assignment or research project at the specified time that is announced on the notice board or the time directly specified by the course instructor. The student should present her/his instructor a request asking her/his permission to defer the deadline of submitting the research project should s/he has a reasonable excuse.

39. Academic Probation
Any student scores below an AGPA 2.00 by the end of the first semester of the first year shall be on academic probation under the supervision of her/his academic advisor.
If the AGPA continues to be the same or dropped below 2.00 within the same semester where the student was on academic probation, that student shall have her/his first academic warning letter.
A student who got her/his first academic warning letter should work to eliminate the effect of that academic warning letter. The student will have her/his second academic warning letter if s/he continues to be on academic probation for two successive semesters and s/he could not raise her/his AGPA.
The student should work to improve her/his academic performance and raise her/his AGPA, otherwise (after the third and last academic warning) the College Academic Council will take the necessary action against the student.
A student who doesn’t attend the study for more than an academic year without a formal postponement will be dismissed from the College.
A student who discontinues attending the classes in any semester for more than 25 % continuously will be deemed failure in that semester and will not be allowed to attend the lectures and the examinations.
A student who discontinues attending the classes in any semester for more than 25 % continuously for a majeure will be deemed postponing the study for that semester.
A student is allowed to submit an application to postpone her/his study at the College for a maximum two academic years (four semesters) after s/he gets the Admission, Registration Office, and the Sponsoring Party’s approval. Tuition fees will be subject to what is stated in the Tuition Refund Schedule.
The postponement deadline is during the Drop Period. It will be subject to the rules applied within this regulation.

40. Withdrawal from the College or a Course
A student who wishes to withdraw permanently from the College should present her/his application on the Form No. (Ex) in which s/he states the reasons of this withdrawal (See the Tuition Refund Schedule).
A student who wishes to withdraw any registered course should inform the Admission and Registration Office immediately.
The deadline for withdrawal from the College is by the end of the ninth week in a semester.
The deadline for withdrawal from any registered course is by the end of the fourth week in a semester.
41. Dismissal from the College or a Course
The College Administration reserves the right to dismiss a student in one of the following cases:

- If the student fails in the assigned educational duties.
- If a student’s behavior falls outside the norms acceptable by the College.
- If a student repeatedly is caught cheating the examinations.
- If a student was dismissed by the Disciplinary Committee’s Resolution, s/he will resume her/his study in accordance with the terms set by that Committee.
- If a student was dismissed temporarily or permanently, s/he will be informed by a letter signed by the Dean and via the recorded mail. The student will have the right to appeal the resolution within 14 days after s/he receives the letter before a special committee (the Head of the Admission and Registration Office, the respective Head of the Department and the Academic Advisor). The Committee will present its final resolution in a week.

42. Repeating Courses
A student who has scored “D” or “F” in a course is allowed to repeat that course in order to raise her / his AGPA. The last grade s/he scores will be considered and the course credit hours will considered once for the graduation purposes.
A student repeating a course will study that repeated course in accordance with the new curriculum set by the instructor. S/he has to submit all the required assignments as stated in the course outline. The same rules apply on the postponing student.
A student will not be allowed to repeat a course more than three times.

43. Transfer from other Universities and Colleges to Mazoon College
A student studying in other colleges or universities admitting to study at Mazoon College based on the following:

- The transferred student college or university should be accredited.
- The student should have a high school certificate or its equivalent. S/he will be subject to the applicable rules and regulations of Mazoon College on the year of transfer.
- The transferred student should provide her/his transcript issued by the college or university he has transferred from.

A transfer application will be presented to the Admission and Registration Department in accordance with the admission and registration system at the College. The application will be forwarded to the department where the student wishes to study to take the necessary procedures.
- The credit hours of unspecified course within the Degree Plan of Mazoon College will not be accounted for.
- A course that has less credit hours within the Degree Plan of Mazoon College will not be accounted for.
• Accounting the transferred student credit hours will be subject to the respective department approval.

• The College will not accept less than “C” grade for the courses studied by the transferred student in the other colleges or universities.

• The maximum number of credit hours admitted by Mazoon College should not exceed 45 hours for those transferred students from other colleges or universities.

44. Graduation Requirements
Student should fulfil the following requirements:

• Successfully pass the required courses in accordance with the admitted Degree Plan.

• Scoring a minimum AGPA 2.00 out of 4.00 in all the studied courses based on the Degree Plan.

• If a student finishes all her / his required courses to graduate and her/his AGPA is less than 2.00, s/he should repeat some courses to raise her/his AGPA.

• In order to pursue studying at Missouri University or Colombia University, a minimum AGPA required is 2.5 out of 4.00.

45. General Regulations
The Admission and Registration Department is the direct responsible for the students’ academic progress and checking the fulfilment of the graduation requirements. A student is not allowed to claim ignorance, unawareness, not understanding the contents, not knowing what is written on the notice boards or directly told to the students of these regulations.
Annex- I

STUDENT COMPLAINTS AND GRIEVANCES POLICY
Mazoon College Student Complaints and Grievances Policy

This policy holds true for any student enrolled as a student (full time and part time) of Mazoon University College. Providing students with a high standard of education has always been the main objective of Mazoon University College. The College understands however that students’ may have difficulties and grievances which need to be resolved in a timely manner.

Since Mazoon University College has provided the students with a fair and open environment within college, the grievances of the students are dealt with transparency. The students are given the confidence and encouragement to voice out their concerns and this in turn adds to the betterment of the College.

Statement of the Policy

For Mazoon University College, being sensitive to the needs of the students and all groups involved is important in helping maintain a secure academic environment. Mazoon College understands that all grievances must be resolved in a timely and fair manner.

Responsible for Implementation

Execution and review of the policy is the responsibility of the Academic Management Committee of the college.

Initial Action

The students are at first persuaded to try and resolve any grievance or complaint directly with the concerned person(s) before commencing the below procedures. A grievance should be made at the earliest to avoid any delay. Seeking help from the college counselor, his/her academic advisor or the Head of the Department or the Committee in a confidential manner is also advised.

Procedure:

1. Mazoon College has formed a committee to take prompt action whenever required to settle all the rightful interest of the students.

2. The complainant has to fill student grievance form in writing to the Chair of the committee.

3. The process to settle down the grievance is the responsibility of committee through regular meetings.

4. In the meeting it will be decided whether the subject matter falls within the area of grievance.

5. After the meeting is concluded the Chair will indicate the outcome and what specific action has been agreed up.
**Formal procedure:**

1. If required complainant will be called in front of the committee and it will be determined whether the grievance is justified.

2. Chair has to finalize the decision and the course of action to be taken.

3. If the grievance has any further clarification Dean has the final authority to take the decision.

4. The decision taken is final and process is not open to challenge.

**Secrecy:**

All persons associated has to maintain the secrecy and in any case matter should not be discussed with any other uninterested group.

**Record Keeping:**

The chair has to maintain all the records with all the complaints received, recorded and discussed. The minutes of the meeting should be properly recorded.
Student Grievance Form

1. Student Name: ........................................
2. Student ID: ........................................
3. Major: ........................................
4. Contact No.: ........................................
5. Email: ........................................
6. Area of Grievance:
   a) Academic
   b) Administration
   c) Discrimination
   d) Co-curricular
   e) Hostel
   f) Discipline
   g) Facilities
   h) Any other
7. Duration / Date of the problem or incidence:
8. Description of the problem / incidence:

..............................................................
..............................................................
..............................................................
9. Has the problem been reported
   a. - Yes / No
   b. To whom and when

Students Signature: ___________________________ Date: ___________________________

For office use only:
Action taken or outcome of the report:

..............................................................
..............................................................
..............................................................

(Authorized Signatory)
Annex-II

STAFF DEVELOPMENT POLICY
STAFF DEVELOPMENT POLICY

a. Policies & Procedures

1. Purpose of the policy
2. Statement of commitment
3. Introduction
4. Context of staff development
5. Equality
6. Involvement in staff development
7. Role of the individual
8. Role of the department
9. Role of Staff Development /Research Committee
10. Quality Assurance
11. Resourcing this policy

b. Purpose of the policy
This policy is meant to set out in detail the commitment of the Mazoon College towards developing its staff and to set out the work that the different parties do to ensure the required level of staff development.

c. Statement of commitment
The college makes every attempt to make sure that there is encouragement for the staff to improve themselves to the best of their ability in their respective fields.

d. Introduction
The main aim of staff development is to help the staff of our college in making all-round progress and improve their standard and quality of teaching, as well undertake research work. The college strives to create an environment that would help the staff achieve these purposes.

The Staff Development and the Research Committee is given the task of advising the management on the policy and procedures necessary for staff development and they are entrusted with the task of taking care of the implementation of these activities. The Policies, procedures and activities for staff development are aimed at contributing assurance of quality in teaching, undertaking research and administration.

e. Context of staff development
The efforts and contributions of the staff either individually or as a part of a group determines the success of the college. Therefore, staff development encompasses any activity that increases one’s knowledge, skills, competence, or working practices. Examples - training, workshops, courses-development programs, vocational training, meetings and conferences, seminars, development of educational materials, curriculum enhancement and enrolling as members of professional bodies. The success of the college as a whole can be judged from the development of the staff and their contributions. It is
important that the college maintains and enhances its reputation both nationally and internationally by ensuring good management.

f. **Equality**

Every staff member is given equal opportunity to avail of the facilities available in this area. The college ensures that there is no discrimination on the basis of gender, marital status, parental status, race, ethnic, nationality, color, disability, religion, or age.

g. **Involvement in staff development**

All individuals, departments – academic and administrative, faculty members have an important role in staff development.

h. **Role of the individual.**

An individual’s need for training and development can be gauged by assessing the skills, the duties he performs and his qualifications to do the work he or she is appointed for and assigned. Besides this, peer review, HoD reviews, feedback from students etc is also done to identify the areas that need to be strengthened by the individual. Staff members are also encouraged to take responsibility for their own development professionally and career-wise.

i. **Role of the department**

Heads of Department are responsible to provide their faculty members with adequate equal means and opportunities for academic and professional development. To ensure this, they are expected to make use of student teacher feedback, and encourage them to undertake research in their fields of specialization and participate in conferences, seminars, workshops etc.

j. **Role of Staff Development and Research Committee**

The main responsibilities of the Staff Development and the Research Committee are:

- To develop a centralized activities for the college for staff development in coordination with various departments like IT Department, Finance Department etc.
- To form supporting committees that would look into staff development and research.
- To contact various reputed external organizations and seek for opportunities that would benefit the staff and communicate the availability of such programs to all concerned.
- To encourage in-house development programs and initiatives by various departments of the college, to develop proper strategies for learning and teaching, monitoring and reporting on activities and ensuring the quality of such programs.
k. Quality Assurance

The Staff Development and the Research Committee will regularly evaluate the various activities through questionnaires, self appraisals, and feedback from those concerned. Annual reports will be submitted by the Committee about the level and type of activity undertaken and the related statistics. Review of the quality of activities and internal audit will be undertaken.
Annex-III

HEALTH AND SAFETY POLICY & PROCEDURE
1. Health & Safety - Policy & Procedures

1.1 General Statement of the Policy:

Health & Safety Performance is critical to the success of any project; however, everyone who works for Mazoon College is responsible for health & safety.

The HSS Division is structured as shown below:

```
+----------------+----------------+----------------+----------------+
| The Dean / MD  | Director of Finance & Administration | HSS Manager | Technicians, Contractors, Supporting groups |
+----------------+----------------+----------------+----------------+
```

1.2 Health & Safety Policy

Safety, Security & its related issues shall have the highest priority. Therefore, it is important to set up safe work procedures and operating practices. Besides, we shall establish a safety philosophy in the college. This philosophy can be articulated as:

- No damage, accidents or loss.
- None of Mazoon’s activities shall cause damage, accidents or loss.
- Safety & its related issues shall be made a priority by the institution.

The safety efforts shall protect:

- Human health and lives
- Natural Environment
- Equipment and property
- Information

1.3 Mazoon College is committed to:

1) Full compliance with all health, safety and Security protection legislations.
2) Manage HSS matters equally as any other critical educational activity.
3) The Health, Safety and Security at work of all Staff, Students and visitors.
4) Articles, materials and equipment stored and used safely.
5) That safe procedures and systems of work are provided.
6) Protection of the surrounded environment from pollution and using the sources of energy efficiently.
7) Consult, listen, and respond to our Staff and Students.
8) Utilize an effective HSS management system to set an annually review of HSS objectives and targets to continually improve our performance.

1.4 Further, the policy of Mazoon College is:

1- To provide and maintain appropriate procedures for action to be taken in case of fires and other emergencies including work accidents and dangerous occurrence and their effective reporting and investigation.
2- To provide and maintain safety procedures for consultation with Staff & Students.

3- To develop and maintain a high degree of safety awareness and positive attitudes to health and safety throughout the College.

Our goals are so simple:

- No Accidents
- No Harm to People
- No Damage to the Environment
- No Material loss

The responsibility for health and safety is a joint responsibility of management and every staff member. It is the responsibility of all:

- To support and promote programs to prevent accidents
- To maintain safe working conditions.
- To protect the surrounding environment.
- To give proper safety instructions on every job assignment
- To use safe working practices and safety equipment.
- To follow the Health & Safety policy.

The health, safety & security office directs and supervises the overall safety program, and has the authority to order the immediate cessation of activities where significant danger is perceived by co-ordination with the Head of Departments that in concern.

### 2.0 Responsibilities

### 2.1 Introduction

The Health, Safety and Security manager shall cooperate with all departments to find solutions to any problems which may arise. If problems persist the Managing Director shall be contacted and involved to assist with the problem.

### 2.2 Structure of Health & Safety Work

Within Mazoon College the Manager of Health, Safety & Security is responsible for Safety, Health and Security issues. The HSS Manager is skilled in this regard and gives reports and input to the Dean / Managing Director. The operational responsibilities the province of the HSS Manager and technical concerns are delegated to the contracted Technicians.

Each staff member in Mazoon College is responsible for:

- Understanding his or her role and acting accordingly
- Be familiar with all safety requirements.
• Be familiar with safety procedures, instructions etc.

2.3 **HSS Manager Responsibility**

The HSS Manager main responsibilities are:

- To follow up the Health, Safety & Security (HSS) issues of the College and to take necessary actions
- To keep the Managing Director and the Dean updated on safety activities and results of the same.
- To provide training of personnel in HSS.
- To provide adequate Risk Assessment.

3.0 **Safety Elements**

3.1 **Motivation**

Mazoon College Management believes that treating safety as a priority will increase both efficiency and quality in the accomplishment of work. To achieve this all the institution’s employees have to be motivated. Within the college, the line responsibility extends from the Dean/Managing Director to each staff member and shall be a part of everyday responsibilities. Dissemination and communication are vital elements in motivation.

3.2 **Information**

Mazoon College through the Health, Safety & Security office, shall give all the staff information related to HSS through:

- Seminars / lectures
- Regular meetings
- Memos / circulars
- Safety notes / brochures / posters

3.3 **Cooperation / Communication**

To achieve a good cooperation within Mazoon College offices, the following shall be focused:

- Active communication between the HSS manager and the Staff.
- Active communication between the Departments.
- Active communication between the HSS office & Students.
- Active communication with the authorities, other contractors, and service companies.

3.4 **News letters, Procedures and Instructions**

HSS office newsletters, instructions and procedures will be developed when practical and as required. The content and design shall be according to the standard format established by the
college. This will secure a uniform and shared understanding of safety and attendant procedures within the college.

3.5 Inspections

Safety inspections shall be carried out in accordance with the HSS office action plan and when it required. This will include, but not be limited to:

- daily inspection
- regular inspection

3.6 Reporting

All reports related to HSS office activities shall be done when it is required (to the Admin Director) and when it is required (to the Dean / MD) according to the situation in the college.

4.0 HSS Training

HSS office will conduct Health and Safety training for all staff and students yearly.

5.0 HSS Programs

Health & Safety programs shall be arranged as it is required. Elements of these programs shall be chosen among activities as:

- Management system rules
- Inspections
- Accident / incident investigation
- Emergency
- Employee training
- Public Health control
- Personal communications
- Group meetings
The following alteration or interference is expressly forbidden without permission of the Dean, Managing Director or the HSS Manager:

- Air conditioning system
- Electrical wiring of the College buildings
- Fire alarm installation or fire-fighting equipment
- Main water supply lines (sink & drinking), & Irrigation system
- Communication (Tel & Internet) system within the campus
- Elevators, Staircase, entrances & exits
- Main gate & student gate
- Lights inside & outside the building
- CCTV system
- Locking the stores, pantry, classes, offices, halls, prayer rooms & bathrooms

6.0 Requirements:

6.1 All Staff & Students is required:

- To take care and not to endanger the health and safety of themselves and of other persons affected by their acts.
- To encourage a safe attitude of all students and to give a personal example in this respect
- To ensure they are familiar with the College Policy of Health and Safety
- To co-operate with the HSS office in Health and Safety requirements.
- To adhere to any College policies, instructions and procedures
- To inform the HSS Manager of any health and safety related problem or defect which may give risk or danger
- Not to interfere in the interests of health, safety and security
- To co-operate with their teaching staff in fulfilling the requirements placed on the college and to comply with general and specific health and safety requirements

6.3 Ergonomics

The goal of this is to adapt and assist in eliminating or reducing injuries associated with repetitive motion and work tasks and to ensure comfort and safe working conditions for our staff and faculty members. Repetitive movements can, in time, bring about serious injury. Unhealthy working habits regarding computers are considered a common cause of ergonomic complaints. Employees are urged to employ common sense in order to minimize ergonomic problems at their working stations.

6.4 Smoking, Eating & Drinking Prohibition

Smoking is prohibited in all College buildings. Smoking allowed only on certain and specific places. Eating and drinking is generally prohibited all over the campus,
except inside the college or hostel canteen, as well as in the staff pantry room that maintained for this purpose.

6.5 **Housekeeping Practices**

Head of Departments are responsible for enforcing sound housekeeping practice within their Departments. Poor workplace housekeeping is a serious violation. Each staff member and students are expected to participate in maintaining good housekeeping practices on campus.

Poor housekeeping practices may bring about a variety of significant Health and Safety concerns such as combustion of stored flammable material, blocking of emergency exits/paths, etc. Papers may activate or considered as a source of ignition. As of that; staff members & students are strongly requested to maintain a tidy, clean & well arranged place.

7.0 **Health Care**

7.1 **College Nurse**

The College nurse is a registered nurse (RN) that provides first aid and urgent health service for students and staff. The nurse shall be knowledgeable with the equipment and instruments used in the performance of her duties.

The College nurse will provide all necessary procedures of all (students and / or staff) who admitted to the clinic.

These procedures involve the assessment of the injury or symptom, getting information about the history of the problem and other facts that are necessary to identify and treat the problem.

The College Nurse is responsible to the HSS Manager. The major areas of responsibility include the following:

- ý To manage day-to-day operations of the Clinic.
- ý To maintain medical records, documenting each patient contact and updating patient profiles.
- ý To check equipment and supplies, restocking as necessary. Check emergency kit.
- ý To ensure confidentiality during visits and telephone contact, as well as student health records.
- ý To provide primary care for students, faculty, and staff during service hours.
- ý To distribute non-prescription medication after appropriate assessment.
- ý To encourage health maintenance and promotion through counseling and awareness activities.
- ý To take the initial history and vital signs on each patient.
- ý To assure that patients understand instructions.
- ý To serve as liaison between the hospital and the College.
7.2 First Aid Kits

Educational place regulations limit kit contents to gloves, bandage-related materials, and cleaning / disinfectant type products. Items that cannot be included are burn ointment, injections and analgesics (or anything else that may be ingested). In addition, the college nurse must take responsibility for keeping each kit clean and stocked. The HSS office will identify the kit and provide a supply of disposable materials. Non-compliant or incomplete kits are subject to immediate action.

7.3 Fire / Emergency Plan

Rules:

- Personal safety is a matter of basic importance
- Do not endanger yourself or others
- Learn the locations
- Report Fire or any other Emergency

Staff members & students would be trained how to use the fire extinguisher by one workshop on each semester & a mock drill will follow. Most of the areas in the campus are supported with an extinguisher, each member of the staff & students have to check the location of your nearest unit.

If a fire cannot be controlled by simple procedures, close all doors and windows in the location and take your personnel items and evacuate the building; do not lock the exit doors. Follow the Fire / Emergency plan for evacuation.

7.4 Drugs and Alcohol

Drugs and Alcohol is forbidden in the campus by using, distributing and or being under the effect. In compliance with regulations, to provide a safe and healthy atmosphere in which staff members and students can comfortably work and study to an optimum level, the College will establish awareness programs on drugs and alcohol. Such programs can be beneficial and supporting the health status of staff & students.

7.5 Personal Property

Personal items that staff or students would bring onto the college are at their own risk. Although the Health, Safety & Security Office attempts to safeguard property on campus, the security system of the college focused to protect only property owned by Mazoon’s College.

Mazoons respected staff members recommended to keep their personnel items close inside their drawers, and students encouraged to use special lockers that are provided for them.
7.6 Confidentiality, Record keeping and Expressing Concerns

The Health, Safety & Security office works within strict guidelines relating to ethics and confidentiality lay down by their professional bodies.

The records system is designed so that the confidential aspects of all HSS information are only accessible to authorized staff within the Service.

8.0 Safety & Security:

8.1 Introduction

Security is the reality of the world around us. Safety and Security are the responsibilities of all people in the campus. Directors, Head of Departments, staff, Faculty members & students must be equally committed to the process to ensure success. A lack of security can impact health, and accidents can compromise personal security.

8.2 College Commitment

The college management working on the improvement of security for all staff and students by ensuring adequate focuses on all aspects of security issues. This will require proper planning and financial spending. College will provide the necessary equipments to ensure that the security level within the college is quite acceptable and the educational atmosphere is safe and secure. This includes:

- Maintaining CCTV system
- Selecting a professional watchman’s
- Working upon certain timing system
- Ensure the clearance of the campus after classes
- Securing staff rooms, offices, stores, …, and other risky sites
- Working with the IN – OUT card system for the hostel visitors
- Strictly act regarding the staff vehicle permit to drive in to the campus
- Activate the staff & students ID card system
- Maintain a clear route of evacuation

8.3 College Security

The HSS office will provide appropriate and effective security measures to protect:

? Staff and students who could possibly be affected by the college’s activities

? Physical assets from damage, theft or other security risk,

? Information from corruption, loss or from being compromised

8.4 Information Security

Protecting information relating to college activities is a high priority. The College has the duty to protect information which is sensitive, or confidential, from those who intend to misuse it. Misuse includes scientific espionage. To achieve this:
? A risk assessment of their document and information security systems will be conducted

? Set up a system to ensure the security of College electronic data and documents;

? All staff must be made aware of and comply with the information security system that has been thus communicated;

? The local information security system will be monitored for efficiency.

? The use of effective electronically backup system

8.5 Responsibilities

Health, Safety & Security Manager will advise the College management on the implementation of the security procedures. Where appropriate, assistance will be provided to all academic and administration departments in the application of the Security procedures.

9.0 Transportation

Mazoon College management ensures the safe transportation of students promptly investigate complaints involving bus drivers and takes immediate action when a bus driver has been accused of a disciplinary offense.

Mazoon College management would require each driver to have a valid Driving License in accordance with Royal Oman Police Regulations and will ensure that drivers will pass appropriate training on health and safety.

Mazoon College has also established certain procedures to be followed to ensure students safety, and proper handling of a complaint, so to evaluate received training.

Mazoon College has implemented a transportation complaint telephone number through (How is my driving Sticker on the buses) to receive complaints.

10.0 Safety Maintenance

The maintenance division acts under the Health, Safety & Security Office. This office provides regular inspection and receiving complaints from all Departments of the college. The inspection checklist contains enough information to decide if problems exist or solved.

**SCOPE:**

The scope should cover the following areas:

- Equipment, stored parts and teaching materials
- Air Conditioning System: Chiller, Air Handling Units, Fan Coil Units, Split ACs & exhausting system
- Rooms, floors, walls, ceilings, exits, stairs, walkways and driveways.
• Water supplying system, leakage and spillage and Drainage system.
• Cleaning methods, tasks scheduled and working areas.
• Electrical Equipment such as lights, switches, breakers, fuses, switch boxes, junctions, special fixtures, circuits, insulation, extension cords, devices, grounding, compliance with codes.
• Fire Fighting Equipments: Extinguishers, fire alarms, smoke detectors, Hose reel & Emergency exits
• Maintenance periodicity: Regularity, effectiveness, materials and equipment, records, and method of locking out.

11.0 Maintenance Policy

<table>
<thead>
<tr>
<th>Purpose</th>
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<tbody>
<tr>
<td>The main purpose of this policy is to provide and maintain a safe and healthy environment for all staff &amp; students and to well-run integrated maintenance system through inspection, tasks follow-up, and to ensure that required maintenance obligations are upheld. Maintenance division directed and followed by the HSS Manager.</td>
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Objectives

The maintenance policy objectives are:

1. Maintain safe, sanitary and workable condition that fulfills their functions and life expectancy.
2. Identify and correct conditions that may lead to an injury or accident to staff or students.
3. Conduct inspections, to ensure that equipments functioning properly
4. Repairing or replacing of all defective equipment.

11.1 Preventive Maintenance Procedures

Based on the monthly and / or quarterly inspection reports of the entire college, preventive maintenance will be provided to minimize the need for costly maintenance in the future. On annual basis the Maintenance services will be provided for all appliances, and others.

11.2 Routine maintenance items

Routine Maintenance depends on the nature or severity of the defectives. Records should indicate “who, what, where and when”, material costs and the status, i.e., work performed was either completed or not completed. Routine maintenance will be provided biannually.

11.3 Pest control service

All campus units will be treated for pest quarterly as part of routine maintenance services. Pest control treatment will be scheduled annually. During the routine
inspection, we will note the need for additional attention. In case of any complain or presence of pests, a comprehensive treatment provided urgently on emergency basis.

11.4 Sanitation service

The college administration has taken the necessary action for providing cleanliness for the entire place including discharging of the septic tank. Private contractors are taking over this mission and they are directed and monitored by the HSS office.

11.5 Work Order Procedure

HSS office receives the requests for work order either in person or by phone provided by the name of staff, extension number, and a description of the requested work. Providing this information to HSS office will constitute permission for the technicians to do the job.

HSS office will determine the priority/status of the work order (routine, emergency, etc.), and assign appropriate members to do the work. Emergency work orders take priority and must be completed immediately to prevent any injury or additional damages.

Emergencies are those situations that may endanger the life, health or safety of the staff or severely affect the college. Maintenance staff shall report on all labor and materials used.

A copy of each completed work order will be placed in a special file. Staff can contact the HSS Office, at any time – daily from 09:00 am till 17:00 pm. The HSS office will be responsible for quality control and will review of all completed requested work orders each month to check the performance of materials and tools.

Work orders will be scheduled on the basis of the following priorities:

<table>
<thead>
<tr>
<th>Emergency</th>
<th>Life threatening, or extreme property damage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urgent</td>
<td>Major inconvenience to staff / or property damage</td>
</tr>
<tr>
<td>Regular</td>
<td>staff or management request</td>
</tr>
<tr>
<td>Routine</td>
<td>As per the schedule</td>
</tr>
<tr>
<td>Preventive Maintenance</td>
<td>Planned and seasonal checkup</td>
</tr>
</tbody>
</table>

The following service response times are established:

<table>
<thead>
<tr>
<th>Emergency</th>
<th>Immediate</th>
</tr>
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<tbody>
<tr>
<td>Urgent</td>
<td>Same day</td>
</tr>
<tr>
<td>Regular</td>
<td>72 hours</td>
</tr>
<tr>
<td>Routine</td>
<td>On Monthly, quarterly or bi annual basis</td>
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<td>------------------------------</td>
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</tr>
<tr>
<td>Preventive Maintenance</td>
<td>Biannual or Annually</td>
</tr>
</tbody>
</table>

**12.0 Policy implementation**

This policy implementation and publication depend on attitudes and communication system of Mazoon College. We have therefore decide to give our respected staff the opportunity to ask questions or to be involved in all discussions that related to Health, Safety & Security issues, through the policy development stages and at the point of its implementation. This is the key to promote the understanding among the staff members and to see the benefits of the policy application through its operational context.

Mazoon College represented hereby HSS office recognize and affiliate with "RIGHT-TO-KNOW” Policy. This will be the only way to apply our policy effectively and positively.

**13.0 Progress Indicators**

- Increased dialogue and cooperation between the HSS Office and Staff & Students on a wider range of Health, safety & Security issues.
- Increased the awareness regarding Health, Safety & Security among the Staff & Students
- Absenteeism of incidents & / accidents
- Staff & Students are able to act properly in an emergency
- Risk factors identified, monitored & controlled
- Safety signs are fixed and clearly viewed
- Mock drill applied in the campus effectively
- Staff & Students abide with HSS regulations
- General assessing questioner
Annex-IV

RECRUITMENT AND SELECTION PROCEDURE
Recruitment and Selection Procedures

1) Overview

a) The Recruitment and Selection Procedure of the College seeks to provide a framework, which will assist management to attract, select and retain the most promising candidates by using the most efficient, appropriate, fair, open and effective methods.

2) Establishing a Vacancy

a) Appropriate alternatives to recruitment should be contemplated before approval can be sought. The Recruitment Committee can offer advice and guidance regarding a number of possible choices, including:
   b) Reorganizing work distribution;
   c) Restructuring within the related area or department;
   d) Recruiting new faculty/staff
   e) In cases of part-time appointments of less than one semester or one semester only, where it may not be appropriate to follow the full Recruitment and Selection Procedure, the advice of the Recruitment Committee should be taken as to the most cost-effective means of addressing part-time requirements.
   f) Specify the job requirements: Consideration should be given to the concerned department to provide with their requirement of faculty to run the department effectively. This will involve carrying out a mini analysis of the courses being offered for a particular semester and the number of faculty required to teach the courses in line with the college’s workload policy. Each department has to prepare a complete job profile mentioning job design and specifications.
   g) It will provide the basis for the advertisement and specify the selection criteria (differentiating between desirable and essential); to be used during short-listing and assessment. It should include:
      Qualifications
      Experience
      Expertise
      Publications
   h) Selection criteria must be relevant to the requirements of the job and must adhere to the college’s recruitment policy. It is important not to overstate or understate the qualifications and experience demanded by the job. It is important to set appropriate standards for each selection criteria.
   i) Approval process: Full consideration will be given to all vacancy requests based on the justification provided by the concerned department with the consultation of the Recruitment Committee.

3) Devising the Recruitment Plan

a) The first procedure is for the Head of Department concerned to submit a recruitment authorization to the Dean. Following this thought is given to the best means to attract an appropriate candidate.
   b) The position is then advertised either through the college website or via external media such as trade journals;
   c) The next stage is to determine how many selection stages will be used, and how many applicants might be expected at each stage. There is no maximum
or minimum number of candidates necessary for a short-list to be created or for interviews to proceed; however, it is suggested that a maximum of six candidates be assessed for any given vacancy. Evaluation may include one or more of the following:-

   Interview(s);
   Teaching simulations or presentations (e.g. for faculty candidates);
   Assessments of a practical nature (e.g. to gauge the technical capability of non-academic staff).

d) After the selection and assessment strategies have been agreed upon, it is necessary to secure the required resources (e.g. venues, interviewers/assessors and materials) needed at every stage and to organize this as soon as practical.

e) Required Time-line: Tentative dates for creating a short-list and assessing the candidates should be agreed upon and the Recruitment Committee should be notified by the Head of Recruitment. Candidates must be notified as soon as practicably possible after the short-listing has taken place. However, time-scales will adopt the element of flexibility to facilitate the achievement of the desired goal. (e.g., if all applicants are internal, time-frames can be shortened whereas if applicants are external, time-scales may need to be longer).

4) Attracting Applications

   a) Local advertising in appropriate and widely circulated daily/newspapers.
   b) Contacting the local Employment Services.
   c) Internet advertising (College Website and external Internet sources like www.chronicle.com).
   d) External advertising in appropriate press or trade journals;

5) Short Listing Process

   a) HODs are to form a Departmental Recruitment Committee, which will short list the suitable candidate/s for the required position/s. During the short-listing process the qualifications, experience, research, publications record etc. must be taken into account.
   b) Departmental Recruitment Committee must short list the enough number of the candidates to have a better opportunity to select the best.
   c) The list of short listed candidates along with their documents must be forwarded to the College Recruitment Committee.
   d) The Head of Recruitment in consultation with the Dean and concerned Head of Department prepares the short-list with the agreed upon criteria in view and co-ordinates the assessments.

6) Assessing and Selecting the Candidate

   a) Inviting Short-listed Candidates to Assessment: The coordinator of Recruitment is responsible for inviting the short-listed candidates for the interview/s. The following information or documentation, where appropriate, should be included:-

      • The date, time and venue (with clear directions) and the nature of the assessment;
      • A contact telephone number and name the candidate can use to confirm details and their attendance;
• Where appropriate, a the candidate is asked to bring evidence of their qualifications to the interview/assessment;
• Any other relevant information required by the department or College.

b) Carrying out Interview/Assessment(s): The Recruitment Committee is responsible for carrying out the interview/assessment(s), ensuring that, during the process:
• The evidence of qualifications deemed to be essential is checked initially, and, if possible, verified, ensuring that photocopies are retained;
• Candidates are advised when to expect the outcome of the selection process;
• Candidate’s current salary details are recorded, if appropriate;
• Detailed, objective, and clear notes/observations are made by the individual Committee members, as appropriate.

c) Making the Final Selection: The members of the Recruitment Committee should fill in the required Report Forms according to the established selection criteria. After the interview, the members of the Recruitment Committee members should review the candidate’s performance during the selection process and make a decision. The decision should be reached:
• Objectively and systematically, based on the evidence gathered through the selection process;
No assumptions should be made and stereotyping should be avoided;

The Recruitment Committee must then complete a joint Assessment Report Form which completes the recruitment procedure. This is then handed to the HR department for further action.

7) Making an Offer

a) The Committee’s recommendation is sent to the Dean and Managing Director for their approval and the preparation of a Letter of Offer. Before a letter is sent two references are checked for each candidate (one of which should be a recent/current employer).

b) On the advice of the Head of Recruitment, the committee also recommends to the Dean and Managing Director a salary to be offered to the candidate. When recommending an appropriate salary, consideration is usually given to the following objective criteria:
• The breadth, level, depth and complexity of the candidate’s understanding of different facets of the job and, where appropriate, professional, expert and theoretical knowledge;
• The breadth and level of the required skills;
• Qualifications
• Amount of relevant experience;
• Current monetary and salary benefits;

c) Following the letter of offer, which must be signed within a week of receipt, the candidate must send to Mazoon College the required documents.

d) When this package is complete it is forwarded to the Ministry of Higher Education for approval.

e) Following such approval, Mazoon College obtains manpower clearance and employment visas. A copy of this visa is sent to the candidate who informs of
his/ her date of arrival. The original visa is located at the entry desk in Muscat Airport.

f) Candidates hired from out of country must bring a medical test from an approved medical centre and the medical centre has to be approved by the Ministry of Health in order for it to be attached to the visa documents. Candidates hired from inside of the Sultanate have to produce a medical certificate from a medical centre approved by the Ministry of health.

g) Finally, HR department will coordinate obtaining a resident card for the candidate. A decision to make an offer may be made at this stage.

h) If there were multiple suitable candidates interviewed then the CVs of those who were not, in the final consideration, selected are stored in a recruitment bank so that they might be considered in future.

i) Induction Process: The College is committed to ensuring that new employees receive an appropriate and timely induction that will familiarize them with the institution, their department and their roles and responsibility.

j) Probation Period: The College has a Probation Scheme, which may be applicable to the selected candidate. Human Resources/Recruitment Committee can provide a copy of the College Probation Scheme/Contract agreement and provide advice and guidance in this regard.
Annex - V

ELEMENTS OF QUALITY ASSURANCE
AS PER MINISTRY OF HIGHER
EDUCATION (MoHE)

[Source: Requirements for Oman’s Systems of Quality Assurance in Higher Education (ROSQA) - Chapter Four: page 59-95]
**Elements of Quality Assurance as per MoHE**

[Source: Requirements for Oman’s Systems of Quality Assurance in Higher Education (ROSQA) - Chapter Four: page 59-95]

<table>
<thead>
<tr>
<th>Mission, Goals &amp; Objectives</th>
<th>Good Practice Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement.</td>
<td>Consistent with the charter of the college and with the expectations for the type of college. Reflect community served by the college. Linked clearly to the environment. Relevant to key activities of college. Reviews are conducted periodically.</td>
</tr>
<tr>
<td>Goals</td>
<td>Goals for all areas are clearly related to the mission and stated with sufficient clarity to guide planning and decision making. Reviews are conducted periodically</td>
</tr>
<tr>
<td>Objectives</td>
<td>Expressed in specific terms which include performance indicators, and identifies target levels. Demanding and achievable and consistent with the Mission. Consistent format should be used for all administrative units.</td>
</tr>
</tbody>
</table>
| **KPIs**                    | • Key stakeholders perceive the relevance and significance of the Mission and Goals of the institution  
• Ratings by the governing body and key decision makers confirming the usefulness of the Mission Statement are used as a guide in decision making  
• Staff and students are aware of and support the Mission  
• Significant policy decisions are determined by valid reference to the Mission  
• Criteria specified for assessment of programme proposals include consistency with the Mission |
| **Governance and Administration** | **Good Practice Requirements** |
| Governing Body              | Primary objective is effective development of the college. Balanced membership. Familiar with the institution’s range of operations. Periodically |
reviews the mission, goals and objectives of the institution. Subcommittees include members of senior staff, and outside persons. Establish appropriate mechanisms for the performance evaluation of the chief executive officer. Commissions a report, and plans for improvement

<table>
<thead>
<tr>
<th>Chief Executive Officer</th>
<th>Provides effective leadership. Delegates administrative responsibilities within a defined structure. Academic and administrative matters are fully documented.</th>
</tr>
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<tbody>
<tr>
<td>Internal Regulations</td>
<td>Regulations are communicated and accessible to all. Has a programme for the periodic review and amendment. Mechanisms for monitoring and evaluation of the performance of each unit and committee.</td>
</tr>
<tr>
<td>Quality Assurance and Improvement</td>
<td>Strategy involves all parts of the institution. All units including governing body are included in the process. Integrated into the normal planning and development strategies in a defined cycle of planning, implementation, assessment and review. Procedure for continuous monitoring of achievement. Staffs review with internal and external feed back.</td>
</tr>
<tr>
<td>Institutional Research</td>
<td>Integral part of the institution’s planning and evaluation process. Effective tool in collecting and analyzing data. Adequate resources are allocated to allow access to relevant information.</td>
</tr>
</tbody>
</table>
| **KPIs**               | • Number of incidents of attempted Board interference in the management of the institution  
                          • Smooth functioning of Board committees as indicated in informal surveys  
                          • Morale of senior administrators and managers as measured in confidential surveys  
                          • Turnover rate for Administrative staff  
                          • Performance Appraisal is supported by effective professional development programmes as indicated in administrative staff feedback re professional development opportunities |
- Annual audited reports indicate a balanced budget, preferably with 1% contingency reserves, and evidence of proper internal financial procedures, and proper controls over associated companies
- Quality and effectiveness of Institutional Research
- Number of Health, Safety and Environment incidents as recorded in monthly reports

<table>
<thead>
<tr>
<th>Learning &amp; Teaching</th>
<th>Good Practice Requirements</th>
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<tbody>
<tr>
<td>Student outcomes</td>
<td>Consistent with the Qualifications framework. Special attributes that students should acquire before graduating are clearly defined; strategies for developing these attributes are implemented Establish procedure for benchmarking quality of learning. Performance of graduates continuously monitored. Employers of graduates are surveyed regularly.</td>
</tr>
<tr>
<td>Support for Student Learning</td>
<td>Teaching staff are available at scheduled times for consultation and advice to students. Sufficient tutorial assistance is provided. Systems are in place for monitoring and coordinating student workload. The progress of individual students is monitored; counselling is provided to those facing difficulties. Year to year progression and completion rates are monitored for the institution. Feedback on performance and results of assessment are given regularly.</td>
</tr>
<tr>
<td>Quality of Teaching</td>
<td>Teaching staff are familiar with the academic administrative systems of the institution. Teaching staff have qualifications and experience appropriate to their assignments. A comprehensive system for evaluation of teaching effectiveness is in place. Teaching staff develop strategies for improvement of course content and delivery methods. Incentives and rewards are given for outstanding teaching. Support and advice are provided for staff to improve teaching through procedures which include induction programmes for</td>
</tr>
</tbody>
</table>

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| Programme Development and Review | New course proposals are approved or rejected by the Academic Board or equivalent committee. Various factors considered in new course proposals Existing courses are evaluated regularly. Programme reviews include assessment by academics from other institutions. Quality indicators for all courses are reviewed at least annually by senior administrative staff and by the Quality Review Committee(s).
Advisory panels are established for all professional programmes and membership includes leading practitioners from the relevant professions. Learning resources are readily available. |
|---|---|
| KPIs | • Results of survey ratings by students on the relevance and quality of course content; and, staff expertise and availability.
• Ratings by students on effectiveness of courses in developing generic competencies defined by the institution.
• Employer assessment of quality of graduates, and their competence, including ability to apply generic skills.
• Student/staff ratios overall and by fields of study.
• Employment rates for graduates.
• Transition rate from the first to the second year of study.
• Rates of course completion according to minimum time and also within one year of the minimum time.
• Completion rates in courses delivered by distance education.
• Proportion of students accepted for admission to postgraduate study at recognised universities. |
<table>
<thead>
<tr>
<th><strong>Student Administration &amp; Support Services</strong></th>
<th><strong>Good Practice Requirements</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Evaluation of Student Services</td>
<td>The range of services provided and the resources related to the special requirements of the student population. Senior member of staff is assigned responsibility for management and development of student services. Regular reports to the governing body. Involvement of students in the planning and review of services. Services are monitored regularly through procedures which include surveys of student utilisation and satisfaction.</td>
</tr>
<tr>
<td>Administration of Students Services</td>
<td>Adequate facilities and financial support are provided for required services. Where services are provided through student organisations, managerial and organisational assistance is given. Medical services and student counselling, are provided by staff. Student publications, should have guidelines defining standards, editorial policy. Students are made aware of the range of services. Staffs are familiar with the range of services.</td>
</tr>
<tr>
<td>Student Residences</td>
<td>Good standard, healthy, safe and secure environment for students. Residences for women should reflect cultural norms. Adequate facilities for privacy and quiet study. Clearly defined codes of behaviour Residences are effectively supervised by staff with the experience. Adequate medical facilities and satisfactory services for catering, laundry and communication. Residences must be of a good standard, providing a healthy, safe and secure environment for students.</td>
</tr>
<tr>
<td><strong>Students Discipline</strong></td>
<td>A code of conduct is approved by the governing board and made widely available. The code specifies rights and responsibilities of students, as well as procedures for complaints, discipline, and appeal. Regulations specifying action to be taken for breach of student discipline. The procedures for student appeal against disciplinary action. Disciplinary action is taken promptly. Full documentation, including details of evidence, is retained in secure institutional records.</td>
</tr>
<tr>
<td><strong>Students Record</strong></td>
<td>Effective MIS systems implemented. Central files containing cumulative records of student enrolment and performance are maintained in a secure area. Back up files are maintained in a separate, secure location. Formal policies establish the content of permanent student records and rules for retention and disposal. Timelines for reporting and recording results and updating records. Results are finalised, officially approved, and communicated to students no later than one month after completion of requirements.</td>
</tr>
<tr>
<td><strong>Student Admissions</strong></td>
<td>Admission and student registration procedures are efficient. Use appropriate computerised systems for data records. Student advisors familiar with details of course requirements. Student fees are paid at the time of registration. Deferral of payments, the conditions and dates for payment are clearly specified. Opportunities for financial counselling are provided. Rules governing admission for advanced standing are clearly specified. Opportunities for student advising are provided. Decisions on exemptions or advanced standing are made known to students prior to registration.</td>
</tr>
<tr>
<td><strong>KPIs</strong></td>
<td>• User surveys regarding the range and quality of student services. • Usage rates for specific services. • Proportion of operating funds allocated to student services.</td>
</tr>
</tbody>
</table>
- Number of student disciplinary hearings and outcome.
- Number of appeals against student discipline decisions.
- Turn around time for information requests from students and members of the community.
- Time taken in finalising and communicating results of student assessments.
- Percentage of on-time payments of student fees and of non payment of fees.

<table>
<thead>
<tr>
<th>Learning Resources</th>
<th>Good Practice Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Evaluation</td>
<td>Clear policies are established for the development of learning resources and support services. Evaluation of services includes measures of user satisfaction. Priorities are established for acquiring learning resources. A cross-section of staff and students is involved in establishing priorities, in planning, and in evaluation.</td>
</tr>
<tr>
<td>Organization</td>
<td>Learning Resource Centres offer extended hours to ensure convenient access. Learning resources are situated appropriately and catalogued. Cooperative agreements are established with other institutions for interlibrary loan and sharing of resources and services.</td>
</tr>
<tr>
<td>Support to Users</td>
<td>Orientation and training programmes are provided for new users. Assistance is provided to users in conducting searches and analysing or applying information. Mechanisms are in place for rapid response to interlibrary loan requests. Search facilities are available to assist in locating resources internally and externally. Learning Resource Centres are staffed by a sufficient number of qualified. Reserve systems ensure adequate access to necessary learning resources for all courses offered.</td>
</tr>
<tr>
<td><strong>KPIs</strong></td>
<td>Range and quality of Learning Resources available, especially IT and educational technologies.</td>
</tr>
<tr>
<td>Facilities &amp; Equipment</td>
<td>Good Practice Requirements</td>
</tr>
<tr>
<td>------------------------</td>
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</tr>
<tr>
<td>Policy and Planning</td>
<td>Long term master plan approved by the governing board. The master plan provides for maintenance of facilities, capital development, major equipment acquisition, servicing and replacement. Physical facilities like grounds and adequate resource for operation Equipment plan providing regular upgrading and replacement. Business plans prepared prior to acquisition of major equipment. Proposals for leasing of major facilities and for outsourced construction and management of facilities. Contracts are managed in a way that ensures effective quality control and financial benefits</td>
</tr>
<tr>
<td>Quality of Facilities</td>
<td>Facilities meet health &amp; safety requirements with adequate provision for the personal security of staff and students. Standards of provision for classrooms and related facilities, laboratories, and equipment for teaching, learning and research are benchmarked against equivalent standards at comparable institutions. Provision is made for regular preventative and corrective maintenance. Quality assessment procedures include feedback from principal users and mechanisms for considering and</td>
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<tr>
<td>Area</td>
<td>Description</td>
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<tr>
<td>Management &amp; Administration</td>
<td>A complete inventory is maintained for equipment. Services such as cleaning, waste disposal, maintenance, safety, and environmental management are provided efficiently and effectively under the supervision of a senior administrative officer. Effective security is provided for specialised teaching and research facilities and equipment, with responsibility clearly defined among individual staff members, departments or faculties, and central administration. Scheduling of general purpose facilities is managed through an electronic booking and reservation system. The extent and efficiency of usage is monitored and reported.</td>
</tr>
<tr>
<td>Research Equipment</td>
<td>Cooperative arrangements are made, where appropriate, with other agencies for shared ownership or shared use of research equipment. Basic equipment and laboratory facilities are available for faculty and student research in all relevant fields. Clear policies are established regarding ownership, control and maintenance of research equipment.</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Adequate annual budgets for staff training, acquisition and replacement of equipment, and systems development. Effective use of information technology for administrative systems and for internal and external communications. An institution-wide acquisitions and replacement policy for software and hardware. Instructional and learning support facilities, equipment and services are accessible to all staff and students. An adequate infrastructure to support servicing and maintenance of systems and equipment. Security systems and firewalls are implemented to protect sensitive institutional information, and to protect against viruses. A code of conduct is established to deal with inappropriate use of systems and equipment.</td>
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of material on the internet.
Staff professional development programmes for IT skills.

<table>
<thead>
<tr>
<th><strong>KPIs</strong></th>
<th><strong>Good Practice Requirements</strong></th>
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</thead>
</table>
| • Utilisation rates for teaching facilities, including ratios of hours booked to hours used.  
• Usable floor area per full time student, with rates for particular functions, such as teaching space and laboratory space.  
• User satisfaction surveys regarding classroom, laboratory, learning resource and IT facilities.  
• Existence of sound business plans for acquisition of major equipment.  
• Reports on condition of buildings and equipment and follow-up systems.  
• Regulated and quantified maintenance reporting systems and percent expenditure on corrective maintenance.  
• Replacement rate for IT equipment. | Budget planning and resource allocation reflect the mission and goals of the institution.  
Annual budgets for long term projections for revenue and expenditure.  
Budget proposals developed by senior administrative staff in consultation with cost centre managers. Proposals are reviewed by a board sub-committee and then presented to the full board for approval.  
Private institutions operate to serve not to make a profit. Proposals for new ventures, programmes, equipment or facilities are accompanied by business plans. Debt and liquidity ratios are monitored and benchmarked. The ratio of expenditure on salaries to total expenditure is planned and monitored. Financial planning should be based on |
| **Financial Management** | High level management of budgeting and accounting is through a centralised business office headed by a senior administrative officer.

The delegation of financial authority is clearly specified. Conformity with regulations and reporting requirements is confirmed through official audit procedures. Cost centre managers are consulted in the budget planning process, and are held accountable for expenditure within their approved budgets.

Accurate monitoring of expenditure and commitments against budgets, with monthly reports prepared for each cost centre. Accounting systems comply with accepted professional accounting standards. The accounting and reporting systems ensure that funds provided for particular purposes are used exclusively for those purposes.

Where possibilities of conflict of interest exist, either actual or perceived, the persons concerned declare their interest and refrain from participation in related decisions. |
| --- | --- |
| **Auditing & Risk Management** | Planning procedures include independently verified risk assessment and sensitivity analysis. Risk minimisation strategies are in place.

Accounting and business managers are not involved in internal audits. Accountability flows directly to the chief executive officer. External audits are conducted annually. |
| **KPIs** | • Proportion of total funding from different funding sources.

• Comments in external audit management reports.

• Amount of revenue from commercial activities.

• Net return on equity in commercial activities.

• Disposable asset/debt ratio.

• Liquidity ratio.

• Trend data for operating surplus or deficit in relation to financing strategies. |

<p>| 69 |</p>
<table>
<thead>
<tr>
<th>Staffing &amp; Employment Procedure</th>
<th>Good Practice Requirements</th>
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<tbody>
<tr>
<td>Staffing &amp; Employment Policies</td>
<td>Staffing profile appropriate to the mission approved by the board. Progress in achieving the staffing profile is monitored regularly. Set of policies and regulations published in an employment manual. Effective strategies for succession planning are implemented. Staffing and employment processes are administered centrally. Indicators of successful implementation of staffing and employment policies are clearly specified.</td>
</tr>
<tr>
<td>Recruitsments</td>
<td>The chief executive officer is appointed by the governing board. Responsibility for advertising, reference checks and verification of qualifications is assigned to senior staff. The governing board approves appointments of senior staff. Senior academic appointments are made by committees. Internal promotions are done on the basis of a clear rationale reflecting the agreed staffing profile. Positions are advertised publicly and internal candidates are given adequate opportunity to apply. Candidates are provided with full position descriptions. Short-listed candidates are interviewed by appropriate selection committees. References are consulted and statements of experience and qualifications are verified. Newly appointed personnel given assignments based on qualifications and experience. New staff is given an effective orientation.</td>
</tr>
<tr>
<td>Personal &amp; Career Development</td>
<td>All staff are appraised annually. Formal performance assessments are documented and retained confidentially. Outstanding academic or administrative performance is recognised and rewarded. Promotion criteria relate to the mission of the institution.</td>
</tr>
</tbody>
</table>
Supervisors discuss strategies for development of skills and career advancement including upgrading of qualifications.
Junior staff with leadership potential are identified and given experience appropriate for future career development.
The institutional professional development plan includes the development of new programmes and policy initiatives.

| Discipline, Complaints & Dispute Resolution | Procedures for dealing with complaints, and resolving disputes are clearly specified.
The initial step in resolving disputes is through conciliation by an independent party, with referral, where appropriate, to a committee or senior officer for decision.
Disciplinary procedures are clearly specified in the regulations.
Provide right of appeal. The governing board has established procedures for complaints.
Serious disputes should be addressed through quasi judicial procedures. |
|**KPIs** | • Rates of turnover for academic and administrative staff.
• Number of applications in response to employment advertisements.
• Number/proportion of staff holding official positions in recognised academic, research or professional organisations.
• Number of formal complaints or disputes brought against staff members as a proportion of total staff.
• Breadth and diversity of background of academic staff as indicated by the country where the highest qualification was obtained, ethnic background and other relevant criteria.
• Proportion of academic staff holding doctoral degrees.
• Proportion of preferential staff in specified employment categories; eg, proportion of Omani nationals; women in senior positions.
• Proportion of staff rating the institution positively on |
confidential opinion surveys.
- Proportion of staff participating in formal professional development programmes.
- Assessment of the value of orientation programmes by new staff.
- Staff assessment of the value of performance appraisal systems.

<table>
<thead>
<tr>
<th>Research</th>
<th>Good Practice Requirements</th>
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<tbody>
<tr>
<td>Institutional Policies</td>
<td>Research development plan consistent with the mission.</td>
</tr>
<tr>
<td></td>
<td>Plan includes indicators and benchmarks of performance.</td>
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<td>Reports on overall institutional performance are published annually.</td>
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<td>Cooperation with local industry and with other research agencies is actively encouraged.</td>
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<tr>
<td></td>
<td>Mechanisms are established for collaboration and cooperation with leading international universities and research networks.</td>
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<td></td>
<td>A high level committee is established to monitor compliance with ethical standards and to approve research projects.</td>
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<tr>
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<td>The research programme includes investigation of significant aspects of institutional activities with a report to the chief executive officer and to the governing board</td>
</tr>
<tr>
<td>Commercialization of Research</td>
<td>Before investment is approved, ideas with potential for commercial exploited.</td>
</tr>
<tr>
<td></td>
<td>Strategies are developed for capitalising on the expertise of faculty and postgraduate students. Intellectual property policies define ownership; establish procedures for commercialising ideas developed by staff and students. A culture of entrepreneurship is encouraged.</td>
</tr>
<tr>
<td>Facilities &amp; Equipment</td>
<td>Sufficient laboratory space and equipment, as well as library and information resources are available. An adequate budget is provided for funding research equipment and facilities. Security systems ensure safety for research activities are in place.</td>
</tr>
</tbody>
</table>
Policies are established to make clear the ownership and responsibility for maintenance of equipment.

<table>
<thead>
<tr>
<th>KPIs</th>
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<tbody>
<tr>
<td>• Proportion of academic staff with specified levels of research output.</td>
</tr>
<tr>
<td>• Number of refereed research publications per full time academic staff member.</td>
</tr>
<tr>
<td>• Success rate in competitive research grant applications and proportion of staff holding competitive research grants.</td>
</tr>
<tr>
<td>• Average number of research citations per full time academic staff member.</td>
</tr>
<tr>
<td>• Funds generated through research grants.</td>
</tr>
<tr>
<td>• Funds generated through commercialising intellectual property.</td>
</tr>
<tr>
<td>• Number of patents per full time academic staff member.</td>
</tr>
<tr>
<td>• Number of joint Research and Development (R&amp;D) projects in cooperation with industry or with staff in international or national institutions.</td>
</tr>
<tr>
<td>• Proportion of students enrolled in postgraduate research programmes.</td>
</tr>
<tr>
<td>• Student completion rates for postgraduate research programmes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Relationships</th>
<th>Good Practice Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Relationship</td>
<td>Establish policies on service role, and reflect in mission, goals and objectives.</td>
</tr>
<tr>
<td></td>
<td>Staffs are actively encouraged to contribute to wider community activities.</td>
</tr>
<tr>
<td></td>
<td>The institution participates in regular forums for discussion of significant community issues with influential members of the community. Key staff participates in regional strategic planning activities.</td>
</tr>
<tr>
<td></td>
<td>Strong positive relationships with local industries and employers in order to assist with placement of students in work</td>
</tr>
<tr>
<td>Reputation in the Community</td>
<td>study programmes, to secure part time employment opportunities, and to identify problems for student projects. Local employers and professional staff are invited to join appropriate programme. The institution maintains continuing contact with schools in the region, arranging enrichment activities; offering assistance and support in areas of specialisation; and providing information about higher education and career opportunities. Develop strategies for monitoring and improving the reputation of the institution. Clear policy guidelines for speaking publicly on behalf of the institution are established. Clear policy guidelines are established for public comments on community issues by staff. An institutional media office manages media communications. Community views of the institution and its activities are systematically gathered and analysed. Strategies for improving perceptions of the institution are developed.</td>
</tr>
<tr>
<td>KPIs</td>
<td>• Proportion of positive and negative media comment about the institution. • Community opinion of institutional quality and reputation as expressed in surveys. • Community views of the institution’s contributions to the community. • Senior secondary students’ knowledge of the institution and its programmes. • Proportion of school leavers from the region seeking entry to the institution. • Proportion of top performing regional secondary school students who indicate the institution as their first choice for further study. • Employer willingness to participate in cooperative education and work-based learning programmes.</td>
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<tr>
<td>• Number of community-oriented events or special activities attended by external members of the community.</td>
<td></td>
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<tr>
<td>• Number and proportion of alumni participating in institution sponsored activities.</td>
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<tr>
<td>• Level of sponsorship and financial contributions by the community.</td>
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</tr>
</tbody>
</table>
Annex - VI

SURVEY FORMS
This **course unit questionnaire** is part of our systematic attempt at Mazoon College to improve courses, teaching processes, and to promote effective learning system. Your feedback will be taken into account in the further development of this course unit/module.

Please answer all the questions given below that apply to you by ticking the category which best reflects your point of view.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Objective and evaluation criteria were clearly stated in the course information sheet.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>2</td>
<td>The course unit was well organised and were appropriate to the course objective.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>3</td>
<td>The objectives of the course unit were made clear i.e. it was clear to me what I was supposed to learn in this unit.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>4</td>
<td>The information provided on this course (reading list, unit outline, handouts, etc.) was useful.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>5</td>
<td>The Library has the books and resources I needed for this course.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>6</td>
<td>The computing facilities I needed for this course were satisfactory.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>7</td>
<td>The course helped me to think critically.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>8</td>
<td>I have learnt skills that I could apply elsewhere.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>9</td>
<td>The course was intellectually challenging.</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
</tbody>
</table>
10. The course has given me a good understanding of the subject.
   ?????? ??? ??? ??????? ??

11. The course has developed my interest in the subject. ???????? ??????? ?? ?? ??????

12. Teacher gave me the support I needed to help me complete the set work for this course unit.
   ?????? ??????? ?? ?????? ??????? ??

13. Assignments were meaningful and appropriate to the course objective.
   ?????? ??????? ?? ??? ??

14. The handouts and other materials we were given helped me to understand the course unit.
   ?????? ?? ??? ????????? ??'

15. Overall, I am very satisfied with this learning experience.
   ????????? ??????? ?? ???? ??

(??????? ?) * Open-ended comments

What did you like about this course unit? ??????? ?? ?? ?????? ·

How could this course unit/module be improved? ??????? ?? ???? ?? ???? ·
Mazoon College  
Survey of Student Opinion of Teaching  
Fall/Spring 2011/2012

Teachers 'Name ___________________________  _____ : ???? ??

Time: ______________ : ????  Course: ______________ : ????

<table>
<thead>
<tr>
<th>No.</th>
<th>Poor ????</th>
<th>Average ????</th>
<th>Good ??</th>
<th>Very Good ?? ??</th>
<th>Excellent ????</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Teacher has implemented the course objective and semester plan as outlined in the Course Information Sheet.</td>
<td>????????? ?????: ?????? ??? ???</td>
<td>?????? ?????? ?' ?? ??????</td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Teacher comes and leaves the class timely.</td>
<td>?????: ????? ?? ?????? ?????? ???</td>
<td>???????:</td>
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<tr>
<td>3.</td>
<td>Teacher uses proper effective learning matters.</td>
<td>?????? ??????: ?????: ????? ??????: ???</td>
<td></td>
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<tr>
<td>4.</td>
<td>Teacher's knowledge of the subject.</td>
<td>?????? ?????? ??????: ?????: ?</td>
<td></td>
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<tr>
<td>5.</td>
<td>Teacher is available to students during posted office hours or by appointment.</td>
<td>?????: ?????: ??? ????????? ???</td>
<td></td>
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<tr>
<td>6.</td>
<td>Teacher's examination question and graded assignments are related to course content.</td>
<td>?????: ??????: ????????? ?????? ?????? ???</td>
<td>?????</td>
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<td>7.</td>
<td>Teacher's preparation for Classes.</td>
<td>?????? ?????: ?</td>
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<td>8.</td>
<td>Teacher presents the course material clearly and logically.</td>
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<tr>
<td>9</td>
<td>Teacher relates the course to other fields and/or to life/career situations as appropriate.</td>
<td></td>
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<tr>
<td>10</td>
<td>Teacher's effectiveness in making the lecture interesting and stimulating...</td>
<td></td>
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<tr>
<td>11</td>
<td>Teacher encourages students to ask questions and/or express their opinions.</td>
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<tr>
<td>12</td>
<td>Teacher General Appearance.</td>
<td></td>
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<tr>
<td>13</td>
<td>Teacher seems impartial in dealing with students.</td>
<td></td>
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<tr>
<td>14</td>
<td>Teacher expects a high level of academic excellence from students.</td>
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<tr>
<td>15</td>
<td>Overall, the instructor is effective as a teacher.</td>
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</table>

**Any other remarks:**

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:???? ??????? ??
**MAZOOM COLLEGE**

**DEPARTMENT OF**

**STUDENT’S FEEDBACK ON ACADEMIC ADVISING**
(Academic Year: 2011-2012)

**INSTRUCTION:** Please indicate your response to each item by ticking out (✓) the most appropriate number which describes your experience

<table>
<thead>
<tr>
<th>Scale</th>
<th>5-Excellent</th>
<th>4-Good</th>
<th>3-Fair</th>
<th>2-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>1- V. Poor</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>S.No.</th>
<th>ITEMS</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic advising is helpful and important to me</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>My advisor is readily available to me during office hours for advising.</td>
<td></td>
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<tr>
<td>3</td>
<td>My advisor helps me to understand degree requirement and college academic policies &amp; procedures.</td>
<td></td>
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</tr>
<tr>
<td>4</td>
<td>My advisor provides accurate information about course requirements.</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>My advisor encourages me to ask questions and to discuss my concerns.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>My advisor helps me to make important educational decisions regarding my academic career</td>
<td></td>
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<tr>
<td>7</td>
<td>Respect and dignity shown from my academic advisor</td>
<td></td>
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<tr>
<td>8</td>
<td>Effectiveness of advising in problem solving</td>
<td></td>
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<tr>
<td>9</td>
<td>Overall quality of academic advising I received</td>
<td></td>
<td></td>
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</tbody>
</table>

**OPEN ENDED QUESTIONS**

1. **Strength of advising**

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

2. **Weaknesses of advising**

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

3. **Suggestions to improve the academic advising process**
**MAZOOM COLLEGE**
**DEPARTMENT OF QUALITY ASSURANCE**
**FACULTY AND STAFF SATISFACTION SURVEY**
**2011-2012**

This purpose of this survey is to assess faculty and staff with the quality of services provided by Mazoon College. The focus is on identifying what aspects are performing effectively and which aspect needs improvement. The results of your feedback will help Mazoon College to improve the quality of services provided to its employee. Please note that your anonymity & confidentiality is assured.

- Name of the Employee (Optional): ...........................................
- Nationality (Optional): ......................................................
- How long have you been in the college?? Five years or less ?? More than five years
- Academic Staff: ? Administrative Staff: ?

**INSTRUCTION:** Please indicate your response to each item by ticking out ( √ ) the most appropriate box which describes your level of satisfaction.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>ITEMS</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Your level of satisfaction with the current financial benefits receiving from the college.</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Your level of satisfaction for current promotion and increment policy.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Your level of satisfaction with your current teaching load/working load.</td>
<td></td>
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</tr>
<tr>
<td>4</td>
<td>Medical facilities provided by the college.</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Level of satisfaction with college policies and procedure.</td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>Academic Standards</td>
<td></td>
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<tr>
<td>7</td>
<td>Student learning outcomes</td>
<td></td>
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<tr>
<td>8</td>
<td>Administration (leadership &amp; clear sensed direction provided by the administration)</td>
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<tr>
<td>9</td>
<td>Level of satisfaction with Finance &amp; Accounts section</td>
<td></td>
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</tr>
<tr>
<td>10</td>
<td>Admission &amp; Registration</td>
<td></td>
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</tr>
<tr>
<td>S.No.</td>
<td>ITEMS</td>
<td>Very Satisfied (5)</td>
<td>Satisfied (4)</td>
<td>Neutral (3)</td>
<td>Dissatisfied (2)</td>
<td>Very Dissatisfied(1)</td>
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</tr>
<tr>
<td>11</td>
<td>Student Affairs &amp; student activities</td>
<td></td>
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<tr>
<td>12</td>
<td>Human Resources (recruitment process etc.)</td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>Marketing, Public Relation &amp; Publications.</td>
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<tr>
<td>14</td>
<td>Student Services (admission &amp; records, advising, counseling etc.)</td>
<td></td>
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<tr>
<td>15</td>
<td>Library Services</td>
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<tr>
<td>16</td>
<td>Official internal college communication</td>
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<tr>
<td>17</td>
<td>Computer facilities</td>
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</tr>
<tr>
<td>18</td>
<td>Cafeteria</td>
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<tr>
<td>19</td>
<td>Parking</td>
<td></td>
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<tr>
<td>20</td>
<td>Your opportunity for professional growth in the College.</td>
<td></td>
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<tr>
<td>21</td>
<td>Your involvement in decision that affects your work.</td>
<td></td>
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</tr>
<tr>
<td>22</td>
<td>Level of satisfaction with your departmental administration.</td>
<td></td>
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<tr>
<td>23</td>
<td>Your overall satisfaction being a faculty/staff member in this College.</td>
<td></td>
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<tr>
<td>24</td>
<td>Based on your level of satisfaction with this college, your chances recommending your friend to accept a faculty/staff position.</td>
<td></td>
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</tr>
<tr>
<td>Please describe strengths for items that you rated “Very Satisfied”</td>
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</table>

<table>
<thead>
<tr>
<th>Please describe weaknesses for items that you rated “Very Dissatisfied”</th>
</tr>
</thead>
</table>