Sultan Qaboos University

Key performance Indicators

Foreword

This is the second issue of the book “Key Performance Indicators of the University” which is a sequel to the first issue published in 2012. This comes as a consequence of the university policy that university performance is published twice every five years: in two and three years alternately. In this way, the university monitors its practices and its performance towards achieving its mission and approaching its vision.

The first issue was a special one in which it was thought appropriate to include historical data about the university since its establishment in order to record the achievements the university had made before the first performance indicators were carried out for 2008. The issue was well received both within and outside the university and this has been a source of motivation for the committee to make every effort to simplify the format of the book and improve the presentation. The present book evaluates the three years 2010 – 2012. It includes comparison between the performance of the previous period (of the first issue) and the present period.

The reader will find that the data included here within, show that Sultan Qaboos University has developed into a centre of higher education with high quality teaching, research, medical and community services and international scientific cooperation through its staff and students. The indicators show a clear improvement in the performance of the university towards achieving its objectives as stipulated in its charter.

Finally, I would like to thank all those who have contributed to the improvement in the performance of the university and the preparation of this book, and hope that the book is useful for all interested.

Dr Ali Saud Al-Bemani

Vice Chancellor
Acknowledgements

The Committee would like to thank His Excellency the Vice Chancellor for the confidence and trust he placed in the committee to prepare the second edition of the university performance indicators for the period 2010-2012.

The Committee would also like to thank the Deanship of Admission and Registration, Deanship of Research, all Colleges, University Hospital, all Centers, Administration Departments, the Main library and other units of the university for their cooperation in providing the required data.

The Committee also wishes to thank the University staff, students, and University Hospital patients for their valuable contributions through their responses to the questionnaires. The committee would also like to thank the Director and staff of the Department of Planning and Statistics for their technical support in preparing this edition.
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(Administrative Order No. 945/2013)

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Abbreviations

University and colleges:

Sultan Qaboos University University
University hospital Hospital
College of Arts and Social Sciences CASS
College of Economics and Political Science CEPS
College of Education CEDU
College of Law CLAW
College of Agricultural and Marine Sciences CAMS
College of Engineering CENG
College of Medicine and Health Sciences CMHS
College of Nursing CNUR
College of Science CSCI

The Semesters:

Fall Semester FL
Spring Semester SP

The grades:

Excellent A
Very good B
Good C
Pass D
Fail F
Definitions

**Academic Staff**: Professors, Associate Professors, Assistant Professors and Lecturers

**Faculty**: Professors, Associate Professors and Assistant Professors

**Teaching staff**: Those who teach at the Language Centre and the Foundation Programme

**Staff turnover**: The number of jobs that become vacant by resignation, retirement, termination or death

**Student loss**: The number of students who leave the university for any reason, whether academic or non-academic

**Previous Period**: the evaluation period of the years 2008 and 2009 carried out in the first issue

**Present Period**: The period 2010 to 2012 evaluated in this issue
Chapter One: Teaching and Learning

1.1 Introduction

The teaching and learning process is considered as the backbone of the University academic activity; it deals with the students training in theory and practice in the different disciplines in order to prepare them for effective employment and the enrichment of the local culture. The University has always provided academic programmes of international standard both in content and methods of delivery. Teaching methods have kept in pace with international developments in teaching methods and the use of technology.

In order to provide a natural link with the international scientific community, the University has sought to attract good academic staff from different countries of the world.

In its quest to maintain an international standard, the University evaluates its academic programmes periodically. Three types of evaluation are adopted:

i. Accreditation of programmes: Here the University agrees with an international professional accrediting body to evaluate the programme of a certain college that falls within the area of the international accrediting body and see whether it is of a truly international standard. If the programme is not of international standard, the accrediting body would make recommendations and repeat the evaluation after a certain period until the programme is certified to be of the required standard.

The Colleges of Engineering, Medicine and Health Sciences, Nursing, and the Department of Earth Sciences Programme in the College of Science have achieved this. Other programmes are currently under evaluation.

ii. External examiner system: This is an annual programme assessment scheme, in which an academic from a prestigious international university, referred to as External Examiner, assesses the level and marking of the examinations and the contents of the courses and submit a detailed report directly to the University administration.

iii. University Assessment: This an evaluation system undertaken by an international team of 5-6 persons of long experience in university management in both academic and administrative fields. They are selected from prestigious universities worldwide. The team visits the colleges, different university centres, interviews any person they feel will provide useful information for their assessment and submits a report to the University Council for discussion and appropriate action.
In order to provide regular monitoring of performance of all University activities, the university has established an office for quality Assurance in 2010. The office is entrusted with applying the standards of the Oman Academic Accreditation Authority (OAAA) and international accreditation standards to SQU. The office monitors the performance of the different University activities on a regular basis and helps different units to accredit their programmes internationally.
1.2 Student academic performance: Cumulative grade point average (CGPA)

1.2.1 Average annual CGPA of the University

This indicator measures the average CGPA. The figure below exhibits the percentage of the students who obtained each of the five grades (A,B,C,D,F) relative to the total number of the students. This is calculated for the six semesters Spring 2010 to Fall 2012.

- Excellent performance (A) represents 2%.
- 40% of the students attained level Very Good (B+).
- 50% of the students attained level Good (B).
- The students who failed represent 1%.
1.2.2 Performance with level Good (2.7) or higher

- The percentage of students with grade Good (2.7) or higher is, in general, increasing in the years 2010 to 2012 and the average is about 40%.
1.2.3. Average CGPA per college

- In general, the average of Spring grades is higher than that of the Fall grades in the same academic year.

- Students of the College of Medicine and Health Sciences achieved the highest average at level **Distinction with Honors and Distinction**, followed by students of the College of Law and then those of the College of Engineering.

- The average CGPA of the University is about 2.6, and it is improving steadily.

1.2.4 Comparison of average student performance for the Present Period with the Previous Period

![Comparison of performance of the two periods](chart.png)
• The average performance of the students in the Present Period has increased by 1.56% over that of the Previous Period.

(The formula for the percentage increase is the ratio of the increase in the performance in the Present Period over that in the Previous Period divided by that of the Previous Period)

1.3 Academic Probation

The indicator for probation consists of two parts:

I. The first part measures the percentage of the number of students on probation relative to the total number of students (college or university wise).

II. The second part measures the average number of semesters a student spends on probation. This indicator is very important because it gives information about whether students leave probation quickly and hence likely to continue their studies or spend a long time in which case they are likely to leave the university.

1.3.1 Percentage of students under probation per college and per university

<table>
<thead>
<tr>
<th></th>
<th>CASS</th>
<th>CEDU</th>
<th>CEPS</th>
<th>CLAW</th>
<th>CAMS</th>
<th>CENG</th>
<th>CMHS</th>
<th>CNUR</th>
<th>CSCI</th>
<th>UNI</th>
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<tr>
<td>SP 2010</td>
<td>9%</td>
<td>9%</td>
<td>16%</td>
<td>13%</td>
<td>19%</td>
<td>13%</td>
<td>8%</td>
<td>7%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>FL 2010</td>
<td>10%</td>
<td>11%</td>
<td>21%</td>
<td>13%</td>
<td>27%</td>
<td>17%</td>
<td>11%</td>
<td>13%</td>
<td>18%</td>
<td>16%</td>
</tr>
<tr>
<td>SP 2011</td>
<td>10%</td>
<td>10%</td>
<td>19%</td>
<td>12%</td>
<td>25%</td>
<td>16%</td>
<td>9%</td>
<td>10%</td>
<td>18%</td>
<td>15%</td>
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<tr>
<td>FL 2011</td>
<td>10%</td>
<td>13%</td>
<td>17%</td>
<td>16%</td>
<td>25%</td>
<td>14%</td>
<td>9%</td>
<td>8%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>SP 2012</td>
<td>9%</td>
<td>10%</td>
<td>16%</td>
<td>14%</td>
<td>21%</td>
<td>13%</td>
<td>10%</td>
<td>9%</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>FL 2012</td>
<td>7%</td>
<td>8%</td>
<td>14%</td>
<td>7%</td>
<td>18%</td>
<td>14%</td>
<td>6%</td>
<td>7%</td>
<td>15%</td>
<td>12%</td>
</tr>
</tbody>
</table>

• The highest percentage of students on probation belongs to the College of Agricultural and Marine Sciences, followed by the College of Economics and Political Science and then the College of Science.
• The low percentage of students on probation belong to the Colleges of Nursing, Medicine and Health Sciences, Arts and Social Sciences and Education.

• The percentage of students on probation in the Colleges of Engineering and Law matches the percentage of students on probation university-wise.

### 1.3.2 Comparison of percentage of students under probation in the Present Period with that of the Previous Period

![Comparison of percentage of students under probation for the two periods](image)

- The percentage of students under probation in the Present Period is 5.47% more than in the Previous Period.
1.3.3 Average number of semesters a student spends under probation

The average number of semesters spent by a student under probation varies from college to college: it varies from 1.14 semesters in the College of Medicine and Health Sciences to 1.85 semesters in the College of Education.

The average number of semesters a student spends under probation University wise is about 1.5.
1.3.4 Comparison of number of semesters a student spends under probation in the Present Period with that of the Previous Period

- The average number of semesters a student spends under probation in the Present Period has decreased by 17.5%.
- Despite the fact that the percentage of students under probation in the Present Period is more than that in the Previous Period, we find the number of semesters a student spends under probation in the present Period is much less than that spent in the Previous Period. This indicates that more students leave probation quickly and are more likely to continue their studies this period.

1.4 Student Loss (Academic or Non-Academic Reasons)
This indicator measures the percentage of students who left the University (for academic or non-academic reasons) relative to the total number of students registered for that semester.

- The rate of student loss was higher in Spring 2011 and Fall 2012.
- The rate of Student loss was low in Spring 2012.
- The rate of Student loss for non-academic reasons was always the same or higher than that for academic reasons.

### 1.5 Transfer between Colleges
This transfer indicator is the ratio of dividing the result of subtracting the number of students who transferred away from the college from the number that transferred to the college by the number of students in the college before the transfer. The ratio is presented as a percentage. It can be positive indicating the college has gained in student numbers or negative in which case the college has lost in student numbers.

- College of Law recorded the highest gain from the transfer of students.
- The three colleges of Medicine and Health Sciences, Arts and Social Sciences and Engineering have all gained students while the four colleges of Agricultural and Marine Sciences, colleges of Nursing, Science and Education have lost.
- The College of Agricultural and Marine Sciences recorded the highest percentage of student loss in all semesters.
- The College of Economics and Political Science gained students except in Fall 2011.
1.6 Graduation

This indicator gives a percentage of the students graduating with each class relative to the total number of graduates for that year.

1.6.1 Classification of degree of graduation per college

- The students of the College of Law achieved the highest percentage of graduation with Class Distinction and Distinction with Honours.

- The students of the College of Arts and Social Sciences achieved the highest percentage of graduation with Class Very Good, followed by the College of Education.

- The students of the College of Agriculture and Marine Sciences achieved the highest percentage of graduation with Class Good and with class Pass.
1.6.2 Classification of the degree of the University graduates

The percentage of graduation with each Class is almost the same throughout the three years.

The percentage of the students graduating with Distinction and Distinction with Honours (D and H) is increasing steadily from 2010 to 2012.

The average number graduating with Distinction and Distinction with Honours is about 9.76%.

About 34.76% of the students have graduated with Class of Very Good.

The students who graduated with Class Good form about 36.64%.
1.6.3 Average CGPA for graduates per colleges and University

![Average CGPA of graduates](chart1.png)

- The average CGPA varies from college to college.
- The average CGPA of graduates is 2.71, with a degree classification of **Very Good**.

1.6.4 Comparison of average CGPA of graduates of the present Period with that of the Previous Period

![Comparison of average CGPA of graduates for the two periods](chart2.png)

- The average CGPA of graduates improved from 2.68 in the Previous Period to 2.71 in the Present Period recording an increase of 1.12%.
1.6.5 Graduation indicator

Graduation indicator = $I_g = \frac{\sum_{j=s}^{M} \left( \frac{n_j}{N} \right) \left( \frac{m_j}{m} \right)}{N} = \frac{m}{N} \sum_{j=s}^{M} \frac{n_j}{m_j}$,

Where

$m$: normal number of semesters for graduation in the college concerned

$n_j$: The number of students who graduated after $m_j$ semesters

$N$: The total number of graduates in the year

$M$: The largest number of semesters for graduating students in the batch

$s$: The minimum number of semesters spent by graduates that year.

The graduation indicator is a measure of the estimated ratio of the students who graduated that year as compared to the total expected to graduate if every student graduated on time. A graduation indicator of 1.0 means that all the students graduated on time that year.

- All of the students of the College of Nursing graduated on time.
- More than 90% of the students of the colleges of Law, Education, Engineering, Arts and Social Sciences and Science graduated on time.
- About 85% of the students of the College of Medicine and Health Sciences graduated on time.
• About 80% of the students of the College of Economics and Political Science graduated on time.

• Students of the College of Agricultural and Marine Sciences had the lowest percentage of graduation on time with 70%.

1.6.6 Comparison of graduation indicator for the Present Period with that of the Previous Period

- The graduation indicator shows improvement in all the colleges except the four colleges of Agricultural and Marine Science, Medicine and Health Sciences, Engineering and Economics and Political Science, where a small drop is encountered.

- The overall graduation indicator for the university has increased from 86% in the Previous Period to 90% in the Present Period making an improvement of 4.65%.
1.7 Teaching

1.7.1 Percentage of sections that have 30 students or fewer

- The average number of sections that were taught with 30 or fewer students makes about 64% of the total number of sections taught.

- The detailed data for the individual colleges show that the College of Arts and Social Studies has the highest percentage (about 70%) of sections taught with 30 or fewer students while the College of Science has the lowest percentage of such sections (about 45%).
1.7.2 Teaching Load (FTE)

Teaching load (Full Time Equivalent) of an instructor is the equivalent number of students registered with normal load per instructor.

![Annual University FTE Chart]

- The FTE of the University varies between 15.8 and 16.5 students per instructor.

1.7.3 Comparison of the average FTE for the Present Period with that of the Previous Period

![Comparison of FTE with that of Previous Period Chart]

- The average FTE of the University improved from 16.79 students per instructor in the Previous Period to 16.08 in the Present Period.
Chapter Two: Research

2.1 Introduction

Research is an essential activity for any higher education institution, and the University, as the leading institution in research in the Sultanate, has been paying increasing attention to scientific research funded by the support of His Majesty’s fund for strategic research. The University also funds research and postgraduate studies from its annual budget, and receives funds for particular projects from the Research Council as well as from some other agencies outside Oman.

In addition to the strategic research projects funded by His majesty’s support, the University research activity includes:

i. Funding research in all disciplines within the remit of the University.

ii. Organising local and international conferences.

iii. Funding the attendance of international conferences by faculty.

The University has established nine specialized research centers and four research chairs for research in the areas of particular importance for the Sultanate.

The University also interacts with the community through providing consultancy services for public and private sectors and carries out joint research under bilateral agreements within and outside Oman. In addition, a large number of the University Faculty carry out joint research with their counter parts in various international institutions all over the world.
2.2 Academic Publications

2.2.1 Papers published in refereed periodicals

The indicator for refereed papers measures the number of papers published annually per faculty member in the respective college.

- The College of Medicine and Health Sciences has the largest indicator in the research publications rate per Faculty member.

- The refereed papers indicator for the two colleges of Agricultural and Marine Sciences and Engineering almost match the university average.

- The refereed papers indicator for the college of Law is the lowest among all the colleges.
2.2.2 Comparison of the indicator for refereed publications of the Present Period with that of the Previous Period.

- Generally, the university has an increasing refereed papers indicator.
- The number of refereed papers per Faculty has increased from 1.04 in the Previous Period to 1.5 in the Present Period; an increase of 44.23%.

2.2.3 Presentations at international conferences

The indicator here represents the average number of papers presented by a Faculty members annually per college or university.

- The largest indicator here belongs to the College of Medicine and Health Sciences followed by Agricultural and Marine Sciences and then Engineering.
- The lowest indicator belongs to the College of Law.
2.2.4 Comparison of the indicator for conference presentations of the Present Period with that of the Previous Period.

The conference presentations indicator of the university has increased by 45.16% from 0.62 in the Previous Period to 0.9 in the Present Period.
2.2.5 Publications in the form of books, book chapters and technical reports

2.2.5.1 Number of books published

![Bar chart showing the number of books published in 2010 and 2011 for different departments.]

2.2.5.2 Comparison of the average number of published books during the Present Period with that during the Previous Period

![Bar chart comparing the number of books published in the Previous Period (67.5) and Present Period (30.03).]

- There is a decrease in the average number of books published per year during the Present Period compared to those published in the Previous Period.
2.2.5.3 Number of published book chapters

There is a clear improvement in the number of published book chapters.

2.2.5.4 Comparison of the average number of book chapters published during the Present Period with that during the Previous Period

- There is a clear improvement in the number of published book chapters.
2.2.5.5 Number of published technical reports

- Technical reports are traditionally associated with professional colleges.

2.3 International conferences

2.3.1 Attendance at international conferences

This indicator measures the ratio of the number of Faculty attending international conferences to the total number of Faculty in the university during that year.

- The average ratio of attending international conferences outside the Sultanate is about 60% of University Faculty.
2.3.2 Comparison of the average indicator for international conference attendance during the Present Period with that during the Previous Period.

There is an increase of 12.29% in the percentage of Faculty attending international conferences outside the Sultanate.

2.3.3 International scientific conferences organised by the University

On average, the university held 12 international conferences annually during the Present Period 2010 – 2012.

The average number of annual international symposia held by the University during the Present Period is 5.
2.4 Research projects

2.4.1 Projects funded by the University annual budget

- The number of research projects funded from the University annual budget (internal funding) is fluctuating but the funds available are the same for every year.

2.4.2 Research projects funded by agencies outside University

- The number of research projects funded by the Research Council is increasing.
- The number of Strategic Projects is increasing but the funds remain the same.
Chapter Three: Community Service

3.1 Introduction

In addition to its role as a centre for producing graduates of high calibre and carrying out scientific research of international quality, the University recognizes the importance of interaction with the local community very well. It plays a key role in serving the Omani community through the dissemination of knowledge and contribution to cultural and social activities. This is carried out by both University and by individual colleges.

In order to ensure a visible form of continuous interaction with the Omani community the University has established a centre with the sole purpose of providing training programmes for the Omani community at large in whatever area of training is required. The Centre for Human Resource and Continuous Education is entrusted with using all the expertise available in the University to provide training programmes for the community as the need arises.

The University is considered by the Omani society as the leading higher education institution in the country. It has and will provide services to the community in various fields of interest. It provides professional consultancies, research projects, training courses, organises conferences, gives public lectures, provide membership to various professional boards and committees and contributes to the cultural activities in the form of public lectures and different media activities. The staff and students of the University also are taking active parts at public events and voluntary and charity activities.
3.2 Training courses of the Centre for Community Service and Continuing Education (CCSCE)

- The number of courses offered is steadily increasing.
- The number of university staff contributing to running the courses increased from 67 in 2010 to 79 in 2012.
- The number of participants in the training courses increased from just over 2000 in 2010 to more than 5000 in 2012 with a rate of increase of 106.7% from 2011 to 2012.
3.3 Membership of boards and committees outside University

- The number of University staff who sit on boards of public and private sectors is high and increasing.
- The number of joint committees with the public and private sectors is increasing during the Present Period, showing an increase of 64.4% from 2011 to 2012.
- The number of University staff participating in various committees of general nature outside the university is naturally fluctuating.
3.4 Media Activities

- The number of lectures given and public articles published show a marked increase with rate of increase of more than 30%.
- Participation in radio and television programmes shows a slow increase.

3.5 Participation in public activities

- Public participation in “week activities” run annually by the colleges increased steadily showing an increase of 52.3% from 2011 to 2012.
- Participation in the voluntary and charity activities is increasing from year to the next, particularly by the students.
Chapter Four: International Cooperation

4.1 Introduction

The University in its role as a leading higher education academic institution naturally fosters ties with international academic institutions and scientific societies in order to participate in current scientific developments and keep pace with scientific advances.

The formal type of international activities of the University is the establishment of memoranda of understanding and the exchange of students with prestigious scientific institutions. This activity falls under the responsibility of the office of International Cooperation. Another very important activity is the interaction of the faculty with their counterparts in other academic institutions and research establishments to carry out joint research and exchange visits. Another important activity is the contribution of the Faculty to the international scientific societies, an activity that promotes the position of the University in the international scientific community.

The *modus vivendi* of the University includes the organisation of scientific conferences with international presence, and the encouragement of its staff to attend international conferences across the world.

The international activity of the University staff has already made important strides towards promoting the University international standing. A number faculty members and students have won international awards and prizes of repute.
4.2 Formal international activities

4.2.1 Various agreements with the relevant institutions

<table>
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<th>No.</th>
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<th>letters of cooperation</th>
<th>letter of Intent</th>
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<td>2</td>
<td>Gulf countries</td>
<td>4</td>
<td>1</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>3</td>
<td>Arab countries</td>
<td>2</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>4</td>
<td>Asia, Australia and New Zealand</td>
<td>6</td>
<td>1</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Europe</td>
<td>6</td>
<td>1</td>
<td>6</td>
<td>–</td>
</tr>
<tr>
<td>6</td>
<td>North and South America</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>32</strong></td>
<td><strong>15</strong></td>
<td><strong>4</strong></td>
<td><strong>2</strong></td>
</tr>
</tbody>
</table>

4.2.2 Membership in international organizations

Sultan Qaboos University has memberships with international organizations such as:

- Arab Organization for Administrative Development.
- Scientific Society of Education in Arab Universities.
- Islamic Educational, Scientific and Cultural Organization (ISESCO).
- Federation of Universities of the Islamic Countries.
- Association of Arab Universities.
- Arab organization responsible for admissions at Arab universities.
• International Association for the exchange of students for technical expertise.
• Accreditation of Engineering and Technology Council.
• Association of Universities of Asia and the Pacific.
• IZIK.
• International Federation of Medical Students.
• Associations of counseling centers in universities.
• Middle East and North Africa Network Centre.
• International Association of Universities for water studies.
• Association for specialized Libraries – Gulf Countries Branch.

4.3 General scientific cooperation

4.3.1 International activities of the Faculty

The figure below includes data about the main activities that the Faculty carry out annually. For the sake of presentation, the categories are coded in the figure below according to the following abbreviations:

Scientific committees: the number of Faculty who serve on international scientific, cultural and professional organizations.

International Cooperation: the number of activities carried out by Faculty with organizations and international institutions, individually or in groups.

PSG Supervision: the number of SQU Faculty supervising postgraduate students (PhD students) in other institutions within and outside Oman.

Joint cooperation: Number of cooperation activities between a university unit and another institution outside SQU.

Executive posts: Number of Staff serving on the executive boards of international scientific and cultural societies.

Editorial boards: Number of Faculty serving on editorial boards of international periodicals.
The university has real presence in the international scientific community.

International activities of all categories are increasing except the membership of publication boards, which naturally fluctuates.

Attendance of international scientific conferences shows a healthy activity.

4.3.2 Comparison of the indicator of international cooperation of Faculty during the Present Period with that during the Previous Period

- The international activities of the Faculty show an overall improvement, particularly in the cooperation with counterparts in other universities and the presence in the international scientific community.
Chapter Five: University Environment

5.1 Introduction

The University always strives to provide the environment that is conducive to the achievement of its goals. This includes the provision of an efficient system of governance, the availability of the appropriate facilities in terms of both human resources and equipment in order to enhance the process of education and learning. The University provides good facilities for both students and staff in order to help the process of education. Classrooms and laboratories are equipped with modern equipment and technology aspects of education are provided and Faculty are encouraged to use the latest methods of teaching in order to produce graduates of high quality.

In addition to the educational and research services, the University provides students with catering services, sports facilities and other extra-curricular activities. The University provides accommodation or support for accommodation for the students who live more than 100 km away from the University and support for the others. Specially designed accommodation is provided on campus for students with special needs.

The university has also provided good facilities for research to attract personnel of high quality both Omanis and expatriates.

In order to monitor the level of satisfaction of the University community with the services provided, questionnaires have been designed specifically for this purpose. Three different questionnaires are designed for (i) staff, (ii) undergraduate students and (iii) postgraduate students, taking into account the different needs of the three categories of beneficiaries.
5.2 Staff satisfaction

This indicator measures the level of satisfaction of the staff according to their answers to the different sections of the questionnaire as labelled in the figure.

- Staff give their performance the highest degree of satisfaction while the items on communication within the university, services and benefits and sense of security the lowest, although all of them are above average (3.0).

5.3 Student satisfaction

- The level of satisfaction of the postgraduate students is higher than that of the undergraduate students in all items.
- The level of satisfaction of the students (both undergraduate and postgraduate) is above average except for academic advising of undergraduate students.
Chapter Six: Administration and Finance

6.1 Introduction

The efficiency and transparency of the administrative and finance systems of the University are essential for the smooth running of the educational processes. In order to meet these requirements, the University has established the department of internal audit entrusted with ensuring the efficiency and transparency of the administrative and financial actions. The Office of Quality Assurance has included as one of its duties, the responsibility of monitoring the quality of the Administration and Finance of the University.

The University is a government institution and naturally obtains an annual budget according to its basic functions. In order to supplement this budget and lessen the burden on the national budget, the University has sought to find other sources of funding. The University has been getting some financial support through some small projects like the University farm and donations. However, the University believes that a more formal and long-term strategy of enhancing the non-government funding is through some form of investment. It is for this purpose that a high-level committee and a department of investment has been established. It is expected that the extra income obtained in this way can be used to enhance the facilities for teaching and learning as well as for research.

As part of the University quest to own an efficient and transparent system of administration, a high level committee with the chairmanship of H.E. the Vice Chancellor has been established to oversee the development of an electronic system to provide correct and authoritative information to facilitate decisions thereby enhancing the efficiency of the administration of the University.
6.2 Budget

6.2.1 The annual budget

- The University annual budget has been increasing steadily due to the increase in student intake and the rising prices of equipment and other educational resources.
6.2.2 Research budget according to the source of funding

- His Majesty’s Fund and the university’s contribution to the research budget are O.R. 500,000 each annually and hence not graphed.
- The expenditure of conference attendance fluctuates because it depends on the conferences held internationally in that year.
- The funds obtained from The Research Council are increasing steadily (46.5% from 2010 to 2011, and 55.5% from 2011 to 2012) indicating the increasing number and size of the research projects submitted by SQU Faculty to the free competition of The Research Council system of funding.
- External funds, which arise from cooperation with academic institutions outside Oman, have risen sharply during this period from nothing in 2010 to more than O.R.500,000 in 2012.
6.2.3 Annual cost of a student

This indicator represents the ratio of the budget of the university divided by the number of registered students.

- The average cost of a student in the University rose slightly from 2010 to 2011 and rose by 5.7% from 2011 to 2012.
Chapter Seven: Human Resources

7.1 Introduction

The University has always believed that the quality of the human resources in its employment is essential for producing graduates of a high standard. As a consequence, the University made every effort to employ such Faculty from all over the world. It is also important that such high calibre of faculty be retained and that it is vital that the turnover be kept to a minimum. In this way, the University maintains staff stability, which is essential for any development. In parallel with the appointment of good quality expatriate Faculty, the University has provided training facilities, both within the Sultanate and abroad, for Omanis who have shown themselves to possess the potential to excel in their future academic life. The university at present has faculty from more than 60 nationalities in addition to Omanis. This variety of faculty experiences and cultures enriches the academic environment of the University and enhances social tolerance. The academic activities of the University are supported by an efficient system of administration and finance. The University provides up-to-date training opportunities for its administrative and finance personnel in order to use a modern system of administration.
7.2 The Staff

7.2.1 Faculty members

7.2.1.1 Faculty by qualification

- More than 90% of the faculty members are PhD holders.

7.2.1.2 Faculty by gender

- The female percentage among the faculty is more than 16%.
7.2.1.3  International presence amongst Faculty members

- The International presence of faculty members (non-Omani faculty) represents more than 50%.

7.2.1.4  Post distribution of Faculty (Faculty pyramid)

- The average percentage of Assistant Professor in the Present Period is 63.43% and that of Associate Professor is 26.51% while that of Professor is 10.06%.
• The distribution is a natural one.

7.2.2 Teaching staff at the Language Centre

- More than 60% of teaching staff of the Language Centre are females.
7.2.3 Administrative and support staff by qualification and gender

- The number of holders of the General Diploma is decreasing.
- The number of females is increasing
7.2.4 Technical staff by qualification and gender

- The percentage of the holders of B.Tech. is decreasing, while the percentage of Master's degree holders is increasing.
- The number of males is declining compared with that of females.
7.2.5 Number of students to staff by category

The number of students per staff is the smallest for administrators and it varies between 10 and 12.5 during the Present Period.

The number of students per technicians is the highest and varies between 25 and 26.5. However, this is a general ratio throughout the university and technical support varies widely from college to college.

The number of students per Faculty varies between 15.83 and 16.51 showing a small increase over the Present Period.

7.2.6 Comparison of the number of students per staff member by category

![Comparison of number of students per staff in the two periods](chart)

- Faculty: Previous Period = 16.79, Present Period = 16.08
- Administration: Previous Period = 13.5, Present Period = 11.17
- Technicians: Previous Period = 27.25, Present Period = 25.9
• There is an improvement in the number of students per staff for all the categories.

7.3 Promotions: The percentage of staff promoted per category

- The promotion of the support services staff is the highest in 2011.
- The percentage of promotion of technicians is improving.
- The percentage of promotion of Faculty is the lowest but it is improving.
7.4 Training

7.4.1 Staff on scholarship

- The academic staff represent the highest percentage (40.1%) of staff on scholarship (as part of Omanisation Scheme) abroad.
- The percentage of females on scholarship is smaller than that for males but it is increasing at the expense of the males.
7.4.2 Staff who benefited from training programmes inside and outside Oman

- The numbers benefiting from training is increasing for academics and technicians.
7.5 Staff turnover

The relative turnover term used here means the ratio of the category in relation to the total turnover shown in the first graph.

- The turnover of staff increased steadily from 3.22% in 2010 to 4.28% in 2012.
- The vast majority of staff turnover is due to resignation of expatriates.
- The turnover of Omani staff varies between 1% and 2%.
- The relatively large number of expatriates resigning from the university is largely because the financial benefits are lower than other universities in the region. This is supported by the answer to the question on benefits in the questionnaire which registered the lowest level (2.65/5) of satisfaction.
Chapter Eight: The Hospital

8.1 Introduction

The Hospital is part of the University but for logistic purposes, it has its own budget. The main purpose of the Hospital is to train the students of the College of medicine and Health Sciences (CMHS) and the College of Nursing (CNUR). In order to provide a natural environment for this training, it is open to the public from all regions of the Sultanate on a referral basis. In addition, the Hospital is in charge of two general clinics one of which is for the students and the other for the staff and their families.

The close ties between the Hospital and the Colleges Medicine and Health Sciences and Nursing permit some of the senior consultants from the Hospital to teach the students of the colleges and some of Faculty in the two colleges to have outpatients’ clinics in the Hospital. The Hospital also maintains close ties with Oman Medical Specialty Board.
8.2 Hospital personnel Indicators

The quality of medical care is usually measured by how many support staff a doctor has, particularly the nursing and other technical staff executing the actions taken by a doctor to treat a patient.

- The number of nurses per doctor has remained the same as in the Previous Period; 26 nurses per 10 doctors.
- The average number of technicians per doctor ranges between 10 and 11 technicians for 10 doctors, and it is slightly more than the ratio in the Previous Period.
- There are 13 administrative and support staff for every 10 doctors. This ratio represents a slight increase over the Previous Period.
8.3 Outpatients

8.3.1 Statistical indicators

8.3.1.1 Number of outpatients per doctor

- The annual number of outpatients per doctor increased by 3% in 2011 and declined by 4% in 2012.

8.3.1.2 Comparison of outpatients per doctor for the two periods

- The average number for outpatients per doctor increased from 248 patients per doctor in the Previous Period to 673 in the Present Period.
8.3.2 Satisfaction of outpatients

A questionnaire containing questions about all the basic services expected to be available in a modern referral hospital was distributed to a random sample of outpatients in routine outpatient clinics in the hospital. The responses of the outpatients are summarized below.

8.3.2.1 Overall satisfaction with hospital services

- The highest level of satisfaction of outpatients is for interaction with doctors and nurses.
- The hospital public services received the lowest level of satisfaction.
- The level of satisfaction shown by the outpatients to question about their overall satisfaction is very low compared to all other levels of satisfaction.

8.3.2.2 Satisfaction by age
• The highest level of satisfaction of outpatients belongs to the age group (54 or more) followed by the age group (18-29).
• The age group (18 or less) has the lowest level of satisfaction.
• Waiting received the lowest level of satisfaction by all age groups.

8.3.2.3 Satisfaction by gender

![Satisfaction of outpatients by gender](image)

<table>
<thead>
<tr>
<th></th>
<th>Appointment</th>
<th>Waiting Time</th>
<th>Doctors and Nurses</th>
<th>Facilities</th>
<th>Pharmacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>67.5%</td>
<td>54.5%</td>
<td>86.9%</td>
<td>78.6%</td>
<td>70.2%</td>
</tr>
<tr>
<td>Male</td>
<td>67.7%</td>
<td>68.6%</td>
<td>85.4%</td>
<td>78.6%</td>
<td>61.5%</td>
</tr>
</tbody>
</table>

• Males are more satisfied with the waiting period and less satisfied with the pharmacy compared with females.
• The levels of satisfaction of both genders are similar in the case of appointment, general facilities, doctors, and nursing staff.

8.4 Inpatients

8.4.1 Statistical indicators

8.4.1.1 Average days spent in hospital

![Inpatients stay in hospital](image)
8.4.1.2 Average occupancy of hospital beds

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>72.60%</td>
</tr>
<tr>
<td>2011</td>
<td>79%</td>
</tr>
<tr>
<td>2012</td>
<td>76%</td>
</tr>
</tbody>
</table>

8.4.1.3 Average number of hospital beds per doctor

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1.38</td>
</tr>
<tr>
<td>2011</td>
<td>1.36</td>
</tr>
<tr>
<td>2012</td>
<td>1.54</td>
</tr>
</tbody>
</table>
8.4.1.4 Average number of inpatients per doctor

- The number of days inpatients spent in hospital has decreased slightly from 5.0 to 4.8.
- Bed occupancy is just below the world average of 80%.
- The number of beds per doctor shows a slight increase of 1.32% in 2012.
- The number of inpatients per doctor shows a slight increase of 4.2% in 2011.

8.4.1.5 Average number of operations per surgeon

- The number of patients has increased from 71 in 2010 to 74 in 2012.
- The number of operations per surgeon has increased from 412 in 2010 to 640 in 2011 and 2012.
• The number of operations per surgeon has increased by 55.33% in 2011 and then remained the same for 2012.

8.4.2 satisfaction of inpatients

A questionnaire was designed with questions covering all the basic services that should be provided for inpatients in modern hospital. The questionnaire was given to patients leaving the hospital chosen at random. Their responses are summarized below.

8.4.2.1 Overall satisfaction of inpatients

![Overall inpatients satisfaction chart]

- The highest level of satisfaction belongs to the treatment of inpatients by the doctors.
- The hospital environment (particularly food and noise) received the lowest level of satisfaction.
- Satisfaction with all the services offered by nurses scored higher than 80% except the response to the emergency call bell.
8.4.2.2 Satisfaction of inpatients by age

- The age group (30-54) shows the highest level of satisfaction of inpatients and the lowest belongs to the age group (18 or less).

8.4.2.3 Satisfaction of inpatients by gender

- The females are more satisfied with the nurses while the males are more satisfied with the doctors and hospital environment.
- The levels of satisfaction of male and female inpatients are similar except for the hospital environment where the females are less satisfied with it.
Chapter Nine: Conclusions

This publication contains key performance indicators for the activities of the University within and outside its campus during the Present Period 2010 – 2012. Since this performance assessment is a follow-up to the assessment made for the previous Period 2008-2009, it is natural that we compare the average performance in the two periods and point out some significant advances.

\subsection*{9.1 Teaching and Learning}

Teaching and learning receives the highest priority because it is the most essential element of higher education for producing high quality graduates to employment in the public and private sectors and for enriching the Omani culture. Here are the main observations:

- The average CGPA of the students of the University increased from 2.57 in the Previous Period to 2.61 in the Present Period; an increase of 1.56%.
- The percentage of students under academic probation increased from 13.35% in the Previous Period to 14.04% in the Present Period with a relative increase of 5.17%, while the average length of student stay under academic probation has decreased from 2.00 semesters in the Previous Period to 1.65 in the Present Period with a decrease of 17.5%. Although the percentage of the number of students under academic probation has increased slightly, their stay on probation is reduced at a much larger rate. This indicates a decrease in student withdrawal in the future.
- The transfer of students between the different colleges showed that the College of Agricultural and Marine Sciences has the highest student withdrawal percentage followed by the Colleges of Nursing, Science, and Education, while the Colleges of Law and Medicine and Health Sciences and Economics and Political Science gained students.
- The graduation indicator showed an improvement of 1.12% representing an increase from an average graduation factor of 86% for the Previous Period to 90% for the Present Period. Another improvement of the graduation indicator is that the average classification of the graduating students of the Present Period is \textbf{Very Good} compared with a classification of \textbf{Good} for the Previous Period.
- The average number of sections taught for 30 students or less forms 64% of all sections taught in the University during the Present Period.
- The average FTE for the Present Period is 16.79 as compared with 16.08 for the Previous Period exhibiting decrease of 4.23%.
Research

Research is the gate to scientific advancement and the University provides good financial support for all forms of scientific research. Here are the highlights of the period:

- The number of papers published by Faculty in refereed periodicals has increased from 1.04 in the Previous Period to 1.50 in the Present Period, an increase of 44.23%.
- The average number of papers presented by Faculty at international conferences increased from 0.62 in the previous Period to 0.9 in the Present Period showing an increase of 45.16%.
- On average 60% of the Faculty attended international conferences in the Present Period compared with 54% for the Previous Period with an increase 11.11%.

Community Service

The University offers institutional services to the community and its staff participate in various activities across the community. In particular:

- The University has established the “Centre for Community Service and Continuing Education” for the sole purpose of providing training to the community at large. This training is carried out by the specialised University staff. The Centre, with the help of more than 60 university employees, ran 30 courses in 2010. The number increased to 70 courses to more than five thousand participants in 2012.
- More than 120 University staff were members in joint committees with the public and private sectors during the Present Period.
- About 70 University staff members were members of boards of directors of public and private bodies.
- A large number of university staff presented public lectures and participated in radio and television programmes.

International Cooperation

The University has shown a visible international presence through its interaction with academic institutions and scientific societies in many parts of the world. For example:

- The individual and group international scientific cooperation of Faculty members increased from 285 in 2010 to 413 in 2012.
- The number of faculty members sitting on international scientific committees has increased from 239 in 2010 to 317 in 2012.
- The number of faculty members who supervise postgraduate students in other universities outside Oman has increased from 81 in 2010 to 87 in 2012.
• The University continued to cooperate with various international institutions and Faculty members continued to sit on the executive boards of scientific societies and scientific editorial boards of international journals.
• Some Faculty members have received international prestigious awards and students have won prestigious prizes across the world.
• The international presence (non-Omani employees) amongst Faculty is more than 50%.

6.6 Human Resources
The University considers the development of its human resources as a top priority because the success of the University is crucially dependent on a well-trained committed and dedicated work force. The University has, therefore, established a training programme for its staff of all categories. The required training is sought within the Sultanate or outside it.

The present staff of the University has the following characteristics:
• The Faculty members holding a Doctorate is more than 90% of the total Faculty.
• Females constitute more than 16% of the total Faculty.
• Staff sent abroad on scholarship for PhD is about 40% of the annual total sent abroad.
• The number of staff benefiting from the training programme has increased. About 50% of technicians have benefited from the training programme followed by administrators and their support staff, and then the academic staff.

6.7 The Hospital
The main observations of the University Hospital services are:
• The number of nurses per doctor in the Present Period remained about the same as it was in the Previous Period at about 26 nurses to every 10 doctors.
• The hospital beds occupancy was about 80%, which is the average rate worldwide.
• The annual average number of inpatients per doctor has increased from 71 in 2010 to 74 in 2012 with an increase of 4.29%.
• The number of operations per surgeon increased from 412 in 2010 to 640 in 2012.
• The survey of the outpatients showed that:
- Outpatients were well satisfied with the treatment of doctors, but less satisfied with the scheduling of appointments and the waiting period to receive their medication.
- The age group (54 years or more) is the most satisfied of the age groups with Hospital services while the age group (18 years or less) is the least satisfied.
- The satisfaction levels of males and females with Hospital services are very similar.

- The satisfaction survey of the inpatients showed that:
  - The respond to the emergency bell received the lowest level of satisfaction amongst all the services provided for the inpatients.
  - The services provided by the doctors and nurses as well as the health environment services of the hospital received a very high satisfaction level (of 89%).