

## **APPENDICES**

## APPENDIX 1

### STUDENT SURVEY QUESTIONNAIRE

#### Part 1: Background Information

Direction to Students: Please put a tick / for every item that matches your personal information

1- Age:

- 18- 20
- 21- 25
- 26- 30
- over 31

2- Gender :

- male
- female

3- Field of study: ( please write on the line)

\_\_\_\_\_

4- Level of study:

- Diploma
- Bachelor
- Master

5- Sponsorship :

- self sponsorship
- govt sponsorship

6- Ambition: (According to degree of choice, please write on the line)

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

#### Part 2: Assessment of Your Study Program in College/University

**Direction:**

To students:

- Please answer as honest and accurate as possible.
- Please do not discuss your answers with friends during the answering session
- Please rate the satisfactory level from scale 1 to 5. Scale 1 = Not satisfactory at all, 2 = fairly unsatisfactory, 3 = fairly satisfactory, 4 = satisfactory, 5 = Very satisfactory

Items	Item Score				
	1	2	3	4	5
1. The workload was not heavy enough					
2. The programme was too theoretical and abstract					
3. Overall, the quality of the programme was satisfactory.					
4. The choice of modules was limited.					
5. The programme included too little interaction with other disciplines.					
6. The programme met its stated objectives.					
7. Recent findings/advances were included in the programme.					
8. The lectures on this programme motivated students in class.					
9. There was a lot of pressure on me as a student.					
10. We were generally given enough time to understand the things we had to learn.					
11. The lecturers made a real effort to understand difficulties students may be having with their work.					
12. Lecturers normally gave helpful feedback on how you are doing.					
13. The lecturers were extremely good at explaining things to us.					
14. Recommended reference material or text was readily available in the library.					
15. Access to recommended sites on the internet was easy.					
16. There were sufficient equipment, computers, etc., for practical.					
17. The programme helped me to develop my problem-solving skills.					
18. The programme improved my analytical skills.					
19. The programme helped me to develop my ability as a team member.					
20. The programme helped me to develop my ability to plan my own work.					
21. The programme improved my written					

communication skills.					
22. The programme improved my oral communication skills.					
23. The programme made me more socially responsible.					
24. I would recommend others to study the same programme at this institution.					
25. There is a link between the programme studied and the real work situation.					

## APPENDIX 2

### MANAGER SURVEY QUESTIONNAIRE

*This survey is to examine the readiness, preparations, and initiatives taken by this institution in implementing quality assurance for accreditation policy in the Sultanate of Oman. Your feedbacks are important for the improvement of standards and development of higher education in this country. Please be objective and truthful in answering ALL the survey items. THANK YOU. Your co-operation is greatly appreciated.*

#### **Part 1: Demographic Characteristics of Institution**

Direction: please tick / the appropriate number for each item that accurately represent the institution.

1- Type:

- 1- general academic type
- 2- business type
- 3- engineering type
- 4- medical type
- 5- ICT type

2- Year of foundation:

- 1- 1-3 yrs
- 2- 4-6 yrs
- 3- 7- 10 yrs
- 4- 10 yrs or more

3- Location :

- urban towns
- semi urban
- rural towns

4- Number of Students:

- < 1000
- 1001- 2000
- 2001- 3000
- 3001- 4000

5- Number of full time teaching staff :

- < 10
- 11- 19

- 20- 29
- 30- 39
- 40- 49

6- Number of study programs:

- 1-3
- 4-6
- 7- 10

7- Number of study programs by level : ( please write the level)

- Diploma \_\_\_\_\_
- Bachelor \_\_\_\_\_
- Master \_\_\_\_\_

8- Number of Courses per programs :

- Diploma \_\_\_\_\_
- Bachelor \_\_\_\_\_
- Master \_\_\_\_\_

9- Total number of credit hours or units per programs :

1. Diploma \_\_\_\_\_
2. Bachelor \_\_\_\_\_
3. Master \_\_\_\_\_

10- Total tuition fees per year for programs:

- 1) Diploma \_\_\_\_\_
- 2) Bachelor \_\_\_\_\_
- 3) Master \_\_\_\_\_

11- Nature of programs :

- partnership/ twining
- franchise
- -independent

12- Number of Teaching and Administrative staff with highest qualifications:  
(please write on the line)

- 1) PhD: \_\_\_\_\_
- 2) Master: \_\_\_\_\_
- 3) Bachelor \_\_\_\_\_
- 4) Less than Bachelor \_\_\_\_\_

13- Degree of employability of graduates from this institution in job market:

- least employability
- moderate employability
- high employability

## Part 2: Survey on Quality Assurance in Ten Aspects

Directions:

\* For every item, put a tick / in the appropriate number column which accurately reflects the score of quality or standard.

\* Score as follows:

*1 = Poor, or not initiated at all, or not considered at all*

*2 = Fair, or at initial stage of implementation, or done but not satisfactory*

*3 = Good, or at the moderate stage of implementation, or fairly satisfactory*

*4 = Very good, or at advanced stage of implementation, or satisfactory*

*5 = Excellent, or totally implemented, or highly satisfactory*

Aspects Of QA And Its Indicators	Ranking				
	1	2	3	4	5
<b>Mission and Objective</b>					
1-The mission statement of this institution has been designed collectively by the management and academic staff.					
2- The mission statement of the institution clearly expresses quality instruction and learning.					
3-The mission statement of the institution clearly expresses the curriculum content appropriate for higher education standard.					
4-The mission statement of this institution is directed at achieving world-class benchmark.					
5-The mission statement of this institution expresses its commitment to excellence student learning.					
6-The institution mission statement identifies values to which all employees must conform.					
7-There is widespread support and acceptance for the institution's mission statement.					

<b>Governance</b>					
8- Staff and employees in this institution share a common vision of what the work should be accomplish.					
9- Staff have an opportunities for self assessment with respect to goal attainment.					
10- Staff can often bring new ideas into the institution.					
11-People who are new to this institution are encouraged to question the way things are done.					
12-Innovative ideas that work are often rewarded by leadership.					
13-Quality culture is welcomed by leadership.					
14- Current institutional practice encourages employees to solve problems together before discussing it with a supervisor.					
15-Most problem solving groups in this institution feature employees from a variety of functional areas of divisions.					
16-There is much overlap in work between different units in the institution.					
17-Training in this institution is done in work teams.					
18- Staff have opportunities to share knowledge and skills learned from training with other employees.					
19- Staff often have an opportunity to talk to other staff about successful programs or work activities in order to understand why they succeed.					
20- New work processes that may be useful to the institution as a whole are usually shared with all employees.					
21- Staff have a system that allows them to learn successful practice from other institutions.					
22- Problems are solved by not only identifying the solution, but by identifying what led to the problem and how it can be prevented.					
23-Individuals and teams are encouraged to reflect on actions which led to successes or failures.					
24-Employees are informed of how their role contributes to the overall institutional process.					
25-Employees are encouraged to understand the perspectives of people in other positions.					
26-Leaders in this institution are opened to change and new ideas.					
27-Leaders in this institution frequently involve employees in important decisions.					



28-Leaders in this institution can accept criticism without becoming overly defensive.					
29-Leaders in this institution often provide feedback that helps to identify potential problems and opportunities.					
30-Management skills such as leadership, coaching and team building are emphasized as much as purely technical work skills in this institution.					
31- Staff have opportunities to work on challenging assignments.					
32- Work makes full use of staff's skills and abilities.					
<b>Effective Management</b>					
33- The institution has a set of criteria used to determine its priorities.					
34- The goals of the institution have broad-based understanding to implement.					
35- The institution's capability to implement its goals.					
36- The institution has a planning process in place.					
37- The institution's budgeting of resources follow the planning.					
38- The extent of institution data available and used for planning.					
39- The data are analyzed and interpreted for easy understanding by the institution community.					
40- The institution's databases are accurate, current and accessible.					
41- The institution publicize its statistics on student achievement and student learning to the public in different means.					
42- The means of the institution's assessment are effectively communicating information about institutional quality to public.					
43- The institution using modern processes to assess the effectiveness of its cycle evaluation, integrated planning, resource allocation implementation.					
44- The institution mechanisms are current and accurate, that using to gather evidence about the effectiveness of programs and services.					
<b>Instructional Programs</b>					
45- The Institution ensure that its programs and					

services are of high quality.					
46- The institution ensure that its programs are appropriate as an institution of higher education.					
47- The institution chooses the suitable fields of study in offering programs.					
48- The institution follows a process for establishing and evaluating each type of course and programs.					
49- The institution implements established policies and institutional processes guide the development and evaluation of courses and programs.					
50- The procedures lead to assessment of quality and improvement.					
51- The institution evaluated its courses and programs yearly.					
52- The improvements of courses and programs have occurred as a result of evaluation.					
53- Students have a clear path to achieving the student learning outcomes required of a course, program degree, certificate.					
54- The institution used a set of criteria in deciding on the breadth, depth, rigor sequencing, time to completion and synthesis of learning breadth of each program its offers.					
55- The institution performed assessment of student learning style.					
56- The institution knowledgeable about learning needs and pedagogical approaches.					
57- Credits awarded are consistent with accepted norms in higher education.					
58- Student learning outcomes are used to analyze courses for inclusion as a general education.					
59- The general education philosophy are reflected in the degree requirements.					
60- The institution has a consistent process for assuring the content and methodology which are included in course outlines.					
61- The institution has been developed standards to determine if general education students have attained the goals.					
62- The institution's criteria that used to assure the required skill level are meet collegiate standards.					
63- An institution information about its programs is clear and accurate.					
64- Degrees and certificates are clearly described.					
65- Student learning outcomes are included in descriptions of courses and programs.					
66- The institution's policy has a major changes in programs to address elimination.					

67- Students are advised on how to complete educational requirements when programs are eliminated or modified.					
68- Academic staff in this institution share a common vision of what the work should accomplish.					
69- Academic staff have opportunities for self assessment with respect to goal attainment.					
70- Academic staff have appropriate environment for creativity and challenge.					
71- Academic staff is working continuously to develop the levels and contribute to scientific research.					
72- Academic staff promoting and stimulate the learning process.					
73- The institution pay attention widely diverse sources of learning.					
74- The institution has a periodic assessment of the sources of learning.					
75- There is a clear improvement and radical sources based on the evaluation process.					
76- The sources learning manages by qualified managers and having a good experience.					
77- The institution adopts a clear policy in the modernization of techniques and media sources of learning.					
78- The institution employed a qualified staff to deal with the various learning sources.					
79- The managers of learning sources involved in identifying the budget of the institution.					
80- The institution has a criteria and specific conditions in the process of selecting students.					
81- The institution used variety process to evaluate the effectiveness of practices and tools of admission.					
82- The institution is keen to develop the responsibility of student.					
83- The ability of student to self-management.					
84- The ability of student to logical thinking and solve the problems.					
85- The student has a high motivation to learn.					
<b>Student Support Services</b>					
86- The institution determines that admitted students are able to benefit from its programs.					

87- The institution applied the information to admissions policies and procedures.					
88- The institution assures the quality of its students support services.					
89- The catalog current, clear, easy to understand, easy to use, well-structured.					
90- The catalog reviewed for accuracy and currency.					
91- The information in institution publications is easily accessible to student, prospective students and public.					
92- The evidence is provided that the institution assesses student needs for services regardless of location and provides for them.					
93- The institution has regularly evaluated on-line services at off-site location.					
94- These services are meeting the needs of students.					
95- The institution provided a learning environment that promotes these personal attributes.					
96- The institution engaged in dialogues about what constitutes a good learning environment.					
97- The institution programs or services determined contribute to the environment.					
98- The institution identified different areas for improvement.					
99- The institution evaluated its effort in this area.					
100- The results of the evaluations are used to improve the environment.					
101- The evaluation assess the student support services contribute to the achievement of student learning outcomes.					
102- The evaluation results are used to improve services.					
<b>Library and Learning Support Services</b>					
103- The information about student learning needs is provided by other instructional institution and staff to inform selection of library resources.					
104- The institution assess the effectiveness of its own library collection in terms of quality, quality in depth and variety.					
105- The quantity is sufficient to meet students learning needs.					
106- The quality determined as necessary by the institution.					
107- The institution has sufficient depth and variety of materials to meet the learning needs of its students.					
108- The institution purports to teach all students are					

information competencies.					
109- The operation hours of the library is quite sufficient.					
110- An electronic access is availability to library materials.					
111- The institution has contracts that exist for the provision of library and learning support services.					
112- The institution uses current processes for evaluating and ensuring the quality of those contracted services.					
113- The institution has good methods that using to evaluate its library and other learning support services.					
<b>Human Resources</b>					
114- The institution assures the qualifications for each position are closely matched to specific programmatic needs.					
115- The institution does analyses and discussions to agree on its needs.					
116- The institution's personnel are sufficiently qualified to guarantee the integrity of programs and services.					
117- The institution has a clear recruitment policies.					
118- The institution follows a good method to decide an applicant is well qualified.					
119- The institution used different means to advertise the jobs.					
120- The institution has a process in place to assure participation evaluation lead to improvement of job performance.					
121- There are connection between personal evaluations and institutional effectiveness and improvement.					
122- An evaluation criteria measures the effectiveness of personal in performing their duties.					
123- Teachers, tutors play an important role in producing student learning outcomes.					
124- The institution organizes discussions and have plans to improve learning.					
125- The institution developed its methods to evaluate effectiveness in producing student learning outcomes.					
126- These methods are yielding meaningful and useful results.					
127- The institution uses evaluation results to improve student learning outcomes.					
128- The institution used different means to					

determine appropriate staffing levels for each program and service.					
129- The institution has a good processes to develop and publicize its personnel policies.					
130- The institution administers its personnel policies consistency.					
131- These policies and processes result are in fair treatment of personnel.					
132- The institution can determine sufficiently the kind of support to its personnel needs.					
133- The institution designs programs and services that provide for the range of its personnel.					
134- The institution has an effective programs and services to support its personnel.					
135- The processes ensure that professional development opportunities address those needs.					
136- The institution ensures meaningful evaluation of professional development activities.					
137- Professional development does impact on teaching and learning.					
138- The institution assesses the process that using in human resources.					
<b>Physical Resources</b>					
139- The institution has sufficient criteria and processes to evaluate the safety of its facilities.					
140- The institution uses current and modern data to determine the sufficiency of its lecture halls, laboratories, and other facilities.					
141- The institution employs an effective mechanisms to evaluate how effectively facilities meet the needs of programs and services.					
142- The institution uses the results of facilities evaluations to improve them.					
143- The institution employs similar processes to assure the safety and sufficiency of its equipment.					
144- The institution considers the needs of programs and services when planning its buildings.					
145- An institution processes ensure that program and services needs are determine equipment replacement and maintenance.					
146- The institution evaluates effectiveness of facilities and equipment in meeting the needs of programs and services.					
147- The institution uses its physical resources effectively.					
148- The institution used an effective process to assess the use of its facilities.					

149- The physical resources needs in program and service areas are meet effectively.					
<b>Technology Resources</b>					
150- The various types of technology needs are identified.					
151- The institution has an effective evaluation of its technology in meeting its range of needs.					
152- The institution makes a precise decision about technology services, facilities, hardware and software.					
153- The institution assesses the need for information technology training for students and personnel.					
154- The institution provides an appropriate system reliability and emergency backup.					
155- The institution made provision to assure a robust and secure technical infrastructure, providing maximum reliability for students and whole sections.					
156- The institution has policies in place to keep the infrastructure reasonably up-to-date.					
157- The institution ensures that facilities decision are emanate from institutional needs and plans for improvement.					
<b>Financial Resources</b>					
158- The institution has sufficient overall budget.					
159- The institution has sufficient revenues to support educational improvement.					
160- The resource allocation process provide a means for setting priorities for funding institutional improvements.					
161- The institution reviewed its mission and goals as a part of the annual fiscal planning process.					
162- The institutional plans are exist and linked clearly to financial plans, both short term and long range.					
163- The financial planning process relied primarily on institutional plans for content and timelines.					
164- The institution can provide evidence that past fiscal expenditures have supported achievement of institutional plans.					
165- The processes for financial planning and budget are recorded and made known to institution constituents.					
166- The institution procedures for reviewing fiscal management are regularly implemented.					

## APPENDIX 3

### INTERVIEW QUESTIONS

[Interviews were held with the deans, heads of departments and human resource managers of private higher education institutions in Oman.]

**Explanation:**

This interview is a follow-up to the survey before. The purpose is to obtain in-depth information face-to-face regarding the readiness, preparations, issues, and problems faced by this institution in implementing quality assurance policy for getting accreditation. Please relax and answer accordingly. The information given is confidential and used for research only.

SECTION A

1. What is the mission and objective of private higher institution in Oman and how do see the mission and objective?
2. How would you describe the governance of the private institution in Oman?
3. How would you describe effective management of these institutions?
4. As a responsible director of this program, how would you describe the instructional program designed for private institutions?
5. How effective and efficient is the students support services in your institutions?
6. How do you want to comment of library and learning support services in your private institution
7. How effective of efficient Human resources?
8. What is your opinion on physical resources in your institution?
9. The technological is very essential in today high institutions, how can you describe the adequacy of technology resources in your private institution?
10. What is your view on financial resources?

SECTION B:

11. How would you describe quality assurance implementation in terms of the following areas?
  - Consistency of practice in use of quality procedures
  - Good preparation and outcomes for audit
  - Good preparation and outcomes for quality assessment
  - Better ability to meet monitoring requirements of professional bodies
  - Better ability to meet monitoring requirements of external examiners



- Real quality development
- Better teamwork
- More effective course monitoring
- More effective validation of preparation and outcomes
- More effective review of courses
- Improvements for students
- Improvement for staff
- Better student involvement in quality
- Better student feedback
- Improved capability to address 'quality' issues in non-academic service areas
  
- Major considerations in implementing QA in this college / university
- Major issues (such as equality, space, finance, etc) in implementing QA in this college / university
- Problems in implementing QA in this college / university