



Vision for the Future

New Faculty Handbook

September 2009

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Welcome from the Vice Chancellor

Dear new faculty member:

On behalf of Dhofar University (DU), I would like to extend to you a very warm welcome. You have joined a young institution that is striving towards excellence. Dhofar University is not just an institution of higher learning in a remote location in the Sultanate of Oman. Rather, it is a promising project of social and economic development in a region that is undergoing dynamic change after decades of lethargy and under-development. The university was named after the region to highlight its commitment to serve Dhofar, in particular and Oman in general. This is explicitly stated in our mission and strategic goals. In approving the establishment of new private universities in the various regions and offering them generous financial support, His Majesty Sultan Qaboos bin Said affirmed his commitment to quality higher education.

Despite its very young age, DU has succeeded to place itself firmly on the map of higher education in Oman. While building its own resources with strong support from the American University of Beirut (AUB), one of the most prestigious universities in the Middle East, DU has nurtured strategic partnerships with other international education providers and with the local community as well.

This handbook aims to introduce you to Dhofar University and its social and economic environment. It is designed to familiarize you with aspects of Omani culture and features and introduce you to some of the key people, places, programs, and policies of Dhofar University.

This handbook is a required reading for all new faculty because it offers critical information that is pertinent to working at DU and living in Salalah. More details are available in the DU Bylaws, conditions of employment, and your employment contract as well as the University catalog, the faculty manual of the college or program you have joined, the student handbook, research report and my annual report to the Board of Trustees. Most of these publications are available on DU's website <http://www.du.edu.om>

I hope the information you find herewith will contribute to building a collaborative community of scholars and learners at DU, wishing you a productive and enjoyable stay at DU.

Muhammad A. Faour

Part I- The Sultanate of Oman & Dhofar Region

About the Sultanate of Oman

The Sultanate of Oman is an independent state (2005 est. pop. 3,002,000), (309,500 sq km), SE Arabian peninsula, on the Gulf of Oman and the Arabian Sea. It was formerly known as Muscat and Oman. It is bordered on the west by Yemen and Saudi Arabia and on the north by the United Arab Emirates, which separates the major portion of the sultanate from a small area on the Strait of Hormuz. The capital and largest city is Muscat. For administrative purposes, the country is divided into five regions and four governorates.

For the most part, Oman comprises a narrow coastal plain backed by hill ranges and an interior desert plateau. The highest point is Jebel Shams (c.9,900 ft/3,018 m). In the extreme north, dates, limes, nuts, and vegetables are cultivated, and in the southwest there is an abundance of cattle and other livestock. Fishing is an important industry. The major product, however, is oil, which was discovered in Oman in 1964 and first exported in 1967. Natural gas production and small copper mines were developed in the early 1980s and are a part of Oman's growing industries. The inhabitants are mostly Arabs; there are also minorities of Pakistanis, Indians, Africans, Baluchis, and migrant workers of varied ethnicities.

About Dhofar Region

Dhofar is a masterpiece of nature's artistry and generosity. It occupies the southern parts of the Sultanate of Oman. Bordered by Al Wusta region in the east, the Arabian Sea to the south, the Republic of Yemen in the south west and Saudi Arabia across the "Empty Quarter" or Al Rub'a Al Khali in the north west. It covers an area of 100,000 sq. Km out of the 212,380 sq Km, which is almost one third of Oman. Salalah is also the administrative capital, with modern facilities.

Dhofar is climatically different from the rest of Oman due to the effects of the monsoon rains which occur between June and September. Temperature is moderate, rarely exceeding 30 degrees Celsius. Dhofar divides naturally into three areas: the coastal plain, the mountains and the desert.

Freshwater wells and natural springs originating in the mountains supply an abundance of water to the coastal plain enabling agriculture to thrive. Bananas, coconuts, sugar cane, papaya, cereal and animal fodder crops are cultivated. Three mountain ranges run the length of Dhofar. With the impact of the monsoon, the whole area turns into a verdant paradise.

The climate in Dhofar is perfect for the growth of the olibanum/frankincense tree. History reflects that frankincense was an extremely precious commodity in ancient times. Transported by vast caravans across the Arabian peninsula to Iraq and Egypt, it was then taken to Europe. The Queen of Sheba travelled to the area to harvest and collect

frankincense – it is said that she also made offerings of this precious commodity to King Solomon.

The Arabian Sea provides an abundance of seafood which is quite affordable. The vast coastline has many lagoons attracting wildlife, in particular migrant birds. The pristine beaches offer plenty of scope for water sports. The mountains expose dramatic scenery and the whole region is rich in archaeological sites. Accommodation, restaurants and shopping facilities are very good.

Dress Code and Local Considerations

For most of the year light, loose-fitting clothes, preferably cotton, are best suited for the Omani climate. To respect Omani traditions, it is preferable not to wear revealing clothing in residential areas. From December to March a light wrap may be required during the evenings.

As is known Ramadan is a holy month for Muslims during which they do not eat, drink or smoke during daylight hours. Non-Muslims are expected to respect these restrictions as a matter of courtesy and because the Omani law prohibits everyone from eating, drinking and smoking in public during Ramadan. The hotels will have food service available to non-Muslims during the day in Ramadan. The sale of alcohol and drinking alcoholic beverages in public at any time are strictly prohibited during Ramadan. At all times, modest dress is the rule in Oman. Men and women should avoid wearing shorts and sleeveless shirts in public places; however, wearing bathing suits is acceptable at private hotel beaches.

Part II- Getting Settled in Dhofar

If you contact DU ahead of time about your arrival, you will be met at the airport and brought to the campus or to your hotel. The first time you come to the campus, you should report to the Human Resources Section (Al Mawada Building No. 1, Room H 101), where you will be welcomed and informed of what is required of you during the first few days. The first step will be to find accommodation. The staff from the Office of Information and Public Relations will show you a selection of places to live, according to your preferences.

A few days after you arrive, you will be taken to a medical center for a required blood test. Human Resources Section will assist you in obtaining your residence card and work visa. This process may take up to two weeks.

Banks

After you receive your residence card, you can open a bank account. Dhofar has a number of banks such as Bank Muscat, Bank Dhofar, HSBC, etc.

Emergency Numbers

Always keep your department chair/convener or dean/director informed about accidents, problems, or other related emergencies because he/she may be able to help or advise you. Furthermore, DU is your legal sponsor during your stay in Oman.

Health

DU provides health insurance arranged for you. You will be advised to attend local private hospitals. Please ask Ms. Naifa Shanfari from Administrative Services Department about this service when you arrive.

Hotels

There are two large hotels with health clubs and swimming pools where you can get a family membership for a reasonable price with special rates for DU faculty and staff: Crowne Plaza Hotel, which is a ten minute drive from the University, is very popular with faculty and staff members, and the Hilton Resort, which is twenty minute drive up the coast.

Housing

The New Faculty Orientation section in the DU website provides a list of flats and houses for rent. You can also contact Mr. Abdulrahman Aqeel Baomar at abulrahman_baomar@du.edu.om for more information.

Must See Places

Mughsayl Beach

This spectacular beach is 40 kilometers west of Salalah. It is known for its blow holes, especially during the monsoon, as well as the stunning sea views and jagged cliffs and

mountains. The Mughsayl Beach Tourist Restaurant, located by the beach, offers visitors an international menu and water sports.

Frankincense Trail

Al Balid is an excavation site near downtown Salalah which is part of the Frankincense Trail. It is protected by UNESCO and marked as one of the World Heritage Sites. Khor Rouri, 37 kilometers from Salalah is known as the site of an ancient port connected with the trade in frankincense.

The Mountains

The mountains of Jebel Dhofar, which rise to 1,000m, encircle the Salalah plain and stretch westwards into Yemen. Sailors have made landfall on this coast for thousands of years en route from Africa, the Red Sea, India and beyond. There are many roads leading up into the mountains, and visitors enjoy exploring the peaks and valleys, caves and villages, while encountering endless numbers of cows, goats and camels grazing on either sides of the road.

Samharam

The ruins of a port, Samharam, known to have been in its heyday over 2,000 years ago lie on a promontory between two khawrs, or sea creeks, some 30 km east of Salalah. Locally and popularly known as the Queen of Sheba's Palace, Samharam was important for the trade in frankincense. The well-fortified ancient city of Samharam is thought to date back to 3,000 BC. It was the principal port from which frankincense was shipped in ancient times, the first leg of its journey being a 650-Km voyage to Qana in present-day Yemen. The ruins, built to withstand attack by sea or land, still bear witness to the preciousness of frankincense and its economic importance. Exported frankincense from Samharam found its way to ancient Egypt, Greece and Rome. A drawing of a Pharaonic ship docked at Samharam is still displayed in one of the temples in the Valley of the Kings in Luxor. The Queen of Sheba also dispatched a boatload of frankincense from this port as a gift to the Prophet Solomon.

Port of Salalah

Located south of Salalah, just 150 km from major East-West shipping lanes, Salalah Port has been established as a leading container transshipment center on the Indian Ocean Rim since it opened in November 1998. Since its opening, it has witnessed steady growth in shipping traffic and has the potential to generate rapid industrial development in southern Oman. The government's plans to establish a free-trade zone at Salalah adjacent to the port have the potential to make Salalah a major air-sea cargo hub. This free trade zone is expected to attract storage and warehousing facilities as well as value-added light industries.

Water Springs

As a result of the non-stop rain during the monsoon, or the 'Khareef' season, many springs gush forth. There are numerous springs in the Salalah area, such as Jarziz, Sahalnoot, Razat, Athoom, and Humran. Most of them have pleasant gardens and shady trees around them, which make them an ideal place for a picnic.

Al Balid

The civilisation of Manjawi dwelt in the district of Balid between the 12th and 16th centuries. At this time, the area was renowned for its thriving import and export activities, the main exports being Arabian horses and Frankincense. Al-Mughsayl possesses 3 archaeological sites with traces of ancient walls, tombs and mosques. It is thought that Ahmed bin Mohammed al Haboudhi rebuilt the city and renamed it Al-Mansourah (The Victorious) and this status was reaffirmed in the writings of explorers Marco Polo and Ibn Batuta. There is a new museum which opened in mid 2007 as well as a souvenir shop. It is worth a visit for anyone who is interested in the history of the region.

Hafa Souq

The old souq, or market place down near the Sultan's Husn Palace on the ocean is always a 'must' for people visiting Salalah. Many small shops line the narrow streets, and it is pleasant to stroll through the area particularly in the evening, smelling the frankincense wafting through the air and browsing through the shops, which sell everything from local crafts to perfume, incense, turbans, embroidered caps, brightly colored cloth and dishdashas, (the long robes worn by Omani men) as well as gold, silver, daggers and old guns.

The Corniche

The 'Corniche' is the long road right on the beach at Salalah, running from Hafa Souq and Al Husn Palace to several kilometers east, just meters from the ocean, along a golden sandy beach. The Corniche, like Al Hafa is particularly worth visiting in the late afternoon, at sunset, or during the evening. There are many local restaurants that have set up tables right on the sidewalk, and one can order sweet tea or fresh fruit juice, and sit and watch the local populace stroll by. If one wants to encounter the true personality of Salalah, the Corniche is the place to experience the laid back air of relaxation, punctuated by the roar of the crashing waves during the monsoon, or by the shouts of the children or young men playing football on the sand, as the locals sit out on their front steps, chatting, playing chess, or even mending fishing nets. This is Salalah at its best.

Restaurants

Fast Food:

Pizza Hut: 23293030 (Home delivery)
Kentucky Fried Chicken: 23294030
(Home delivery)
Chick Hut: 23288494 (Home delivery)
Abu Zakari (Dahariz): 23295330 (Home
delivery)
Abu Zakari (Saada): 23225434 (Home
delivery)
Al Lailak (Saada): 23225538,
23225105 (Home delivery)

Turkish Food:

Darbat Restaurant. (Darbat Hotel)
Al Khabeer Al Turki (not far from the
Lulu Center)

Omani Food:

Bin Ateeq Restaurant: 23225652 (near
DU)

Chinese Food:

Chopsticks: 23291400, 23297400
(Home delivery)
Chinese Cascade: 23289844 (Home
delivery)

Lebanese Food:

Ba'labak: 23298834 (Home delivery)
Ahla: 23290985 (Home delivery)
Browniz
Al-Faris
Al-Bait Al-Lubnani

Newspapers and Books

The "Family Bookstore," a well known Middle Eastern chain sells books in English as well as Arabic, postcards, newspapers (ex. Sunday Times, The Telegraph, International Herald Tribune and many other international newspapers) and a large selection of magazines including Time, Newsweek, New Scientist, Good Housekeeping, etc. They will also order books from outside the country. One can order books and music easily from amazon.co.uk or amazon.com and they usually arrive within a week or two, depending on the availability of the items you have ordered.

Schools

Public and local private schools use Arabic as medium of instruction with English as second language. Appropriate recommended international schools for your children (if applicable) are: The British School (Tel/Fax 00968235242; e-mail brschlib@omantel.net.om; website: www.britishschoolsallah.com) for those whose children have minimum proficiency in English and the Indian school for Indians. The fees at the British school are higher and the classes are limited to the primary grades-ages 4-11. For details, you should check with the school or access its web site. The Indian school is a complete k-12 school. Its annual fees are much lower.

Shopping

There are several large grocery stores such as the Lulu Hypermarket (near the airport), KM, Al Isteqrar Supermarket and Al Mashoor Supermarket (both with branches close to DU) and other smaller stores. There is one supermarket ('Al Fair', near the air force base), which caters especially to European and North American tastes.

Telephones and Internet

One can buy a cell phone and a subscription number very easily from either of the two major telephone companies. Getting a telephone and internet connection in a rented house or flat may take some time, however. If an internet connection is required at your home, you should check with the telephone company on the availability of internet lines in your neighborhood before you sign a rental agreement. There are usually lines available, but it is worth making sure first.

Transportation

There is no public transportation in Salalah other than taxis. This is why most newcomers either rent or buy a car. (Cars can be easily sold when you leave). You can rent a car at Thrifty and 4X4 cars rentals . These car rental agencies gave Dhofar University a special rate of 150 OR a month to rent a car. For more details about this agency or any others, please contact:

Mr. Abdulrahman Aqeel Baomar at abdulrahman_baomar@du.edu.om

Taxis must be flagged down on the street. You can usually find a taxi within minutes on any main road. Charges are set according to the distance of the ride, and are pretty standard. There are no meters, however, so you should agree on the cost with the taxi driver before you start out. Most taxi drivers speak enough English and are able to communicate with you. The rate should be somewhere between half a rial and 3 rials.

Part III- Arriving at Dhofar University

History

Dhofar University (DU) is a private institution of higher education in Salalah, Sultanate of Oman, established by Ministerial Decree No. 5/2004, issued in January 2004. DU formally commenced its operations in September 2004 on the premises of the National College for Science and Technology, which was then officially incorporated into DU. Students enrolled at that college, were following the curriculum of Yarmouk University in Jordan. These students were allowed to continue their studies under the umbrella of Dhofar University; their program of study became known as the Yarmouk University Program (YUP) in order to distinguish it from the new curriculum known as Dhofar University Program (DUP). The YUP was phased out in 2007.

DU is a not-for-profit institution and has a Board of Trustees that represents its highest policy making body. DU is owned by DU Company, which will dissolve itself after 15 years of operation, with all its assets reverting to DU. The Company has a Board of Directors (BoD) whose role is explained under the section on governance and management.

Since its inception, DU has received academic and administrative support from AUB which oversees its academic programs until September 2009 to ensure quality standards and help DU build its own administrative human resources. The current role of AUB is to provide technical support and professional consultation in: (a) design of academic programs and systems and procedures, (b) quality assurance, and (c) other academic services requested by AUB..

Vision

"Dhofar University aspires to occupy a recognized position among the institutions of quality higher education."

Mission Statement

"Dhofar University strives to achieve excellence in teaching, research, and community service, in an open learning environment conducive to creativity and innovation and to the acquisition of cutting-edge professional knowledge."

Values

The core values for DU are:

- Academic excellence
- Individual responsibility
- Life-long learning
- Quality
- Continuous improvement

DU is the first private university in the Sultanate modeled after the American system of higher education. It offers two-year diploma and four-year bachelor degrees that follow the credit hour system and uses English as the medium of instruction. DU grants a diploma to those who complete the first two years of study for most majors with a cumulative average of 65 percent or above. Students qualify for a Bachelor Degree at the end of the fourth academic year if they meet the graduation requirements in their major.

The university also offers a pre-college program known as Foundation Program (FP) that prepares students who do not qualify to enter their university programs to raise their skill levels by studying for one or more semesters, as needed. Applicants who do not meet the admission requirements for the regular academic programs are required to sit for placement tests in English, mathematics, and information technology in order to determine if they need to join the FP.

Colleges

There are currently three colleges at DU: College of Arts and Applied Sciences (CAAS), College of Commerce and Business Administration (CCBA) and College of Engineering (CE). These colleges offer 25 academic programs in different fields of specialization, representing 17 diploma programs, 20 bachelor degree programs and two master degree programs (For details consult the DU catalog).

Student Characteristics

The number of students in the DU academic programs grew rapidly from 774 in fall 2004-2005 to 2151 in fall 2008-2009. The overwhelming majority of students are 18-25 years of age and some 40% are on MoHE scholarship. Almost all students are Omani, mostly from Dhofar region. Female students outnumber males.

Campus

The campus is currently located on temporary rental premises in Salalah, which does not have all the characteristics of a model learning environment. Therefore, DU is building its own campus in Salalah on a 450,000 square meter plot of land. The facilities will meet international design standards and those of the Ministry of Higher Education (MoHE) as well, while taking into consideration local needs and cultural context. The new campus will accommodate up to 5000 students (See Appendix A for the temporary campus map).

First Things First

ID Number

You will need an ID number to access your student list, borrow books from the library, etc. This can be obtained from the Human Resources Department.

Email Account

The CNS will provide assistance in establishing an email account.

Office Keys

Your department secretary will order the office keys that you need.

Office Supplies

If you need special office supplies (pens, stationary, folders, markers, printer cartridges, or other teaching supplies), you need to fill a special form which is available at your department's office.

Part IV- Working at Dhofar University: Requirements, Procedures, and Issues

Academic Advising

Academic advising is an integral part of the faculty duties. As such, all faculty members are requested to dedicate office hours at least three times a week to meet the students. One important aspect of academic advising at DU is registering students in courses by their advisors. This arrangement aims at strengthening the relationship between the students and their advisors, and insuring that students are taking the correct courses according to their programs of study.

The key components in the process are the Program of Study (POS) for each degree, and the individual POS for each student that shows the progress of the student on the degree's POS. The two POS's should be congruent except in the case of course equivalency, which are properly marked by the SIS system. More details about Academic advising can be found in the Faculty Manual.

Academic Honesty and Plagiarism

Plagiarism is defined as the unauthorized use of the work of another person, as one's own whether or not such work has been published.

A student at Dhofar University shall not engage in plagiarism nor employ nor seek to employ any other unfair means for an examination or in other form of work submitted for assessment as part of any university course. The instructor, at the beginning of the semester, shall explain to students the meaning of the term "plagiarism" and the consequences of committing such an act. Furthermore, the course syllabus shall state explicitly that any form of plagiarism may mean failure for the entire course. Any person accused of plagiarism shall be referred to the Administrative Committee for appropriate action.

Academic Calendar

The university's academic calendar provides important information regarding special events, deadlines, and religious and national holidays. Faculty are expected to make use of this when planning their course syllabus, giving tests, and planning their leaves. (see Appendix B)

Attendance

All full-time faculty members are expected to be present during the regular working hours of the University, except for official holidays and while on approved leaves.

Change of Grade Policy

Changes of grades due to an error or the late completion of a course need to be submitted as soon as possible. In accordance with university policy, no grade can be changed after one calendar year.

To change a course grade, the faculty member must fill a special form available from the Registrar's Office and submit it to the chairperson of the department, with the supporting evidence, if required. If the chairperson of the department approves the change of grade, he will sign the form and transmit it to the Dean for final approval.

Community Services

The University fosters cooperation with local and national organizations in various sectors, such as industry, commerce, and education. In this regard, the University encourages volunteer work by its students, faculty, and staff.

Course File

A file should be kept in the Department for every course offered by the Department. The faculty member who teaches the course in question is responsible for updating the course file at the end of the term in which the given course is offered.

Course Syllabus

Two copies of the syllabus for each course you are teaching in a given semester should be submitted to the department chairperson. One of these is to be kept for departmental records, while the second one is forwarded to the Dean's Office

Course Withdrawals

In order to drop a course, a student must do so by the deadline date posted for each semester. No withdrawal from courses will be allowed beyond the said deadline except for University approved medical reasons, and after the approval of the Administrative Committee of the College.

Cultural Sensitivity and Conduct

In their day-to-day classroom interactions and contact with students, faculty members must exercise cultural sensitivity and show respect for the Omanis' traditions and values. Faculty members need to be aware of societal norms, values, and linguistic factors that determine, shape, and affect student involvement and attitude.

Misunderstood cultural assumptions can cause frustration, disappointment, lack of motivation, anger, and even disputes with students and the local community. Thus, faculty members must avoid:

- Speaking or acting in a manner that infringes upon religious beliefs, or smears the reputation of Dhofar University or that of the Sultanate of Oman.
- Expressing cultural disrespect when discussing ideas and concepts inside and outside the classroom.
- Possessing or showing pictures, movies, or other communication media that violate the Islamic morals and/or those of the Omani society.

It is also forbidden for faculty members to be involved in the following:

- Divulgence of confidential information known to the faculty by virtue of his/her position,

- Exploitation of his/her position to gain favors for self and/or others
- Acceptance of any gift from an individual or party if that would impact his/her work
- Spreading rumors that could damage the University interest, public interest, or the interest of others
- Interruption of work without an authorized leave of absence.

Any violation of University rules and regulations and/or the laws of the Sultanate may be subject to disciplinary measures commensurate with such violations.

Evaluation of Student Learning

Faculty members are responsible for conducting comprehensive, fair, and meaningful evaluation of student learning through quizzes, examinations, projects, research papers, and other suitable means. Evaluating students' work should be aligned with the course content and learning objectives and on the basis of evidence of independent learning, mastery of course material, and ability to think and communicate clearly.

Proctoring of quizzes and examinations is part of the academic duties of every faculty member.

Faculty Course Evaluation

Near the end of each academic term, course and instructor evaluations are conducted by the VC's Office.

Faculty Meetings

The dean shall call for regular meetings of the faculty at least twice a semester. A written notice with a stated agenda shall be sent to faculty members at least two working days prior to the date of the meeting.

Grading System

Final grades are usually due five working days after the final examination or, in courses without a final, five working days after the last day of classes.

Final grades are reported in multiples of five, and range between 40% and 100%. In order to avoid excessive disparities between the grades given in various courses, the following ranges of course averages are expected to be observed as guidelines:

- Undergraduate courses: 70 to 80
- Undergraduate laboratory courses: 75 to 85
- Graduate courses open to undergraduate students: 75 to 85
- Graduate courses open to graduate students only: 80 to 90.

Should the instructor feel strongly about giving a class average that deviates from the above ranges by two or more percentage points, she/he should send a written justification to the chairperson of the department seeking approval. If the chairperson does not approve, the matter is referred to the dean of the college.

Incomplete Grade Policy

An Incomplete or "I" grade is to be assigned when a student has not been able to complete all of the assignments or tests for a given course in the last 2-3 weeks of the semester. The student must have a legitimate reason for missing the work. An "I" should not be assigned if the student has been absent from a number of course meetings.

Missed Classes

Faculty members are not permitted to miss classes without the prior written approval of the chairperson of their department and the Dean except in the case of medical or personal emergency. In all cases, any classes that are missed must be made up.

Office Hours

Faculty members are required to have office hours during which they are available to meet with students in their offices. The number of office hours should be at least three per week, distributed over weekdays, and between the hours of 8 am and 5 pm. Faculty should also be available to meet with students by appointment during this time. The office hours, together with teaching schedule, should be posted outside the office of the faculty member.

Research

Research is emphasized in the University strategic plan and is accounted for when considering faculty promotion and annual merit increments. As such, the University supports efforts directed toward conducting research by faculty, and encourages commercial development and applications of research outcomes, subject always to protecting the University's rights. Further information is found under the section 'grants'.

Smoking Policy

Smoking inside all buildings on campus is prohibited. Any student, faculty or staff member who violates this policy shall be subjected to the appropriate disciplinary action in accordance with University rules and regulations.

Teaching Load

In the regular academic programs at colleges, the teaching load is 12 credit hours per semester for the Ph.D. holders regardless of rank and 15 credit hours per semester for M.A. holders. The teaching load at the Foundation Program is 18 contact hours. Faculty members who have administrative responsibilities, like chairing a department or directing a center, get load reduction.

For the summer term, the maximum teaching load for all faculty members is set at 6 credit hours.

Times of Teaching

Times of teaching would vary depending on the timing of the courses you are offering. Some courses are offered in the morning beginning at 8:00 a.m., others in the afternoon

until 6:00 or 7:00 p.m. The schedule will not be finalized before August. However, course scheduling is set by the program coordinator or chair such that it is flexible enough to accommodate various requests by the faculty whenever possible.

Vacations and Leaves

Academic personnel at Dhofar University are entitled to an annual leave of 60 days. In addition to the annual leave, there are a number of leaves that all require the prior approval of the immediate superior. A more detailed description of each type of leave is available in the faculty manual and the university Bylaws.

Part V- Teaching and Learning Support at Dhofar University: University Offices, Centers and Services

University Offices

Office of Admission and Registration (OAR)

OAR provides services in regards to admitting students to the University, registering students, keeping students' records, and checking their eligibility for graduation. It provides information and assistance to prospective students and processes student applications for transfer. OAR also coordinates the admission activities with the Higher Education Admission Center (HEAC) in regards to the maximum number of students that DU can accommodate in various disciplines. It also processes various requests by students, such as withdrawal from courses, dropping and adding courses, postponing semesters, transferring from other institutions, etc. according to defined regulations that appear in the university catalogue.

For more information, contact OAR at

Office Location: C 105

Ext.: 321

Email: g_elkilani@du.edu.om

Office of Information and Public Relations (OIPR)

OIPR is serves as a link between the University and the community. It arranges the publishing of materials about various aspects of the University and organizes cultural and social events within the University. In addition, OIPR organizes an orientation session to all new faculty where they have an opportunity to meet with administrators and other faculty members.

For more information, contact OIPR at:

Office Location: A103

Extensions: 304, 307, 513, 488

Email: info@du.edu.om

Student Affairs Office (SAO)

SAO is responsible for overseeing all student affairs in the University by providing guidance, counseling, and various services, to students at different levels. It also organizes and supports student activities. The office works with student groups to develop and carry out a wide variety of community service projects throughout the year. The office can also assist students in planning and arranging their own functions on and off-campus.

For more information, contact SAO at:

Office Location: A 204C

Extensions: 489, 318

Email: h_baomer@du.edu.om

Human Resources Department (HR)

The HR implements personnel policies and procedures and coordinates with:

- Academic departments on issues of recruitment, compensation and benefits
- Administrative departments on issues of recruitment, staff development and training, performance appraisal, and compensation and benefits.

For more information, contact HR at:

Office Location : Al Mawadah Complex – Villa 1

Ext.: 350

Email: said_almashani@du.edu.omn

Centers

Center for Teaching and Learning (CTL)

CTL was established in 2008 to provide a host of teaching resources and services for faculty throughout the university. The Center conducts workshops and discussion groups, provides electronic resources, generates teaching tips, issues newsletters, and is available for private, confidential consultations and classroom visits if you wish. Take a moment and check out the CTL's web page for a list of resources, previous newsletters, and past workshop materials.

For instructional design, training and consultation, contact CTL at:

Office Location: A 203

Ext: 308

Email: basma_jadayel@du.edu.om

Computing and Networking Services Center (CNS)

CNS provides an integrated environment of information technology networks that support and enhance the academic activities of students, faculty, staff and administration.

Academic computing capability is provided by numerous laboratories. All laboratories are networked and include access to local and remote servers as well as the Internet. E-mail services are available to all faculty and staff, and recently to students as well.

For technology support and troubleshooting, contact CNS at:

Office Location: CAAS

Extensions: 234, 233, 525 , 666

Email: cnsdirector@du.edu.om

Continuing Education Center (CEC)

CEC offers quality programs to meet the ongoing professional and personal needs of Dhofar's adult community at large. It also provides services to applicants who aspire to enter the University but fail in the placement tests conducted by the Foundation program.

For more information, contact CEC at:
Office Location: Al Mawadah Complex –F Building 2, 1st floor
Extensions: 345, 240, 346
Email: cec@du.edu.om

Support Services

University Library

The library is located temporarily in the lower ground floor of the College of Arts and Applied Sciences. It serves more than 3000 users from DU and is open for members of the community outside the University by special arrangement. The library houses a Learning Resources Centre, a large study area, a periodicals section, and a new arrivals tray. It subscribes to many electronic resources like JSTOR which contains over 1200 refereed journals and thousands of full text articles, and Ebrary which contains over 36,000 e-books in various fields of research.

For more information, contact the library at:
Office Location: CAAS
Extensions: 237, 328, 292
Email: a_alawaid@du.edu.om

Peer-Assisted Learning Program

The program is an important aspect of student learning support. It consists of hiring qualified senior students to assist faculty members in their classes in various activities such as translation of academic materials and assisting students who need help. Students who are hired to do this kind of work are recommended by faculty, and receive a nominal hourly wage.

Part VI- Performance Review, Tenure/Promotion and Grants

Performance Review

Performance reviews of all faculty members by the chairperson of the department is required after taking into account the faculty member's record of teaching, research, university and community service as reported in their annual reports to the departmental chairperson. Also taken into consideration are the students' course and instructor evaluation which is conducted at the end of each semester and peer evaluation of teaching.

Three months prior to the expiration date of the employment contract, the University will inform the faculty member concerned of its decision to renew or not renew her/his contract. The same obligation applies to the faculty member who does not wish to renew the contract. The faculty member should inform the chairperson of the department of her/his decision at least three months prior to the end of the contract.

A faculty member cannot resign her/his position during the academic year unless it is due to extreme circumstances acceptable to the University.

Tenure/Promotion

Rules and procedures for applying for promotion are found in the Faculty Manual of the college and in the University Bylaws.

Grants

Research is a vital and integral part of the academic duties of every faculty member and constitutes a major criterion for promotion from one academic rank to another and for merit salary increases.

The University Research Board (URB) supports DU faculty research through the funding of short-term development. However, faculty members are encouraged to seek research grants from external funding agencies.

DU Code on Research Conduct should be observed and followed by faculty. Further details appear on the web page of the URB.

Part VII- Preparing to Teach

Student learning is less effective when students sit inertly in classes barely listening to teachers, passively viewing PowerPoint presentations, memorizing pre-packaged assignments, and spitting out answers. Learning is not a spectator sport. Student learning is optimized when students are actively involved in their own learning. Students must talk about what they are learning, write about it, relate it to past experience, and apply it in their own lives. They must make what they learn part of themselves.

—[Adapted from Chickering and Gamson, *Seven Principles for Good Practice in Undergraduate Education*]

Dhofar University encourages faculty to adopt a learner-centered approach to teaching. In this type of teaching the focus is on what the students are doing, not what the teacher is doing. Furthermore, it shifts the responsibility to the students and away from the teacher.

Syllabus Essentials

A course syllabus is a vital part of any class as it provides a framework for the instructor and the student on what is expected from each party. It is the student's first impression of you. All University faculty are required to have a syllabus for each of the courses they teach.

A syllabus is essentially the material that students receive on the first day of class which gives all the course attendees clear information about what is expected. It is essential that a course syllabus contains information pertinent to the instructor(s), university policies, and curriculum.

There is a recommended syllabus content. The purpose of this approach is to ensure consistency across courses, but also to make sure students are informed of the rules (e.g., grading, plagiarism) so that they cannot argue "ignorance" later in the course if they fail to meet expectations.

Before you Write your Syllabus, Stop and Ask About

The Students

- What kind of students enroll in this course (e.g. number, prior knowledge and experience, gender, motivation, etc.)?
- What role does this course play in the overall educational experience of the students who take it (e.g. General Education, elective, required, majors-only, lower or upper division, prerequisite for other classes, etc.)?
- What problems do students typically have with this material?

Your Goals for the Course

Goals are where you want to go, objectives are how you get there, and outcomes are proof that you have arrived.

- What do you want students to know about you? Your interest in the discipline? Your teaching philosophy?
- How can you convey your enthusiasm for teaching, for the course?
- What knowledge, skills, and attitudes do you hope your students will have as a result of having taken this course?
- What levels of cognitive thinking do you want your students to engage in?
- What aspects of the course are likely to pose the greatest challenge for students, and how will you help them meet those challenges?

Course Description

- What content will the course address? How does the course fit into the program? How is the course valuable to the students?
- How does it relate to other courses? What courses does it build on? What courses follow it?
- How is the course structured? Large lecture with discussion sessions? Large lecture with laboratory and discussion sessions? Seminar?
- How are the major topics organized?

Teaching Approaches / Activities

- What kinds of instructional interactions need to occur? Small group work, pair work, whole class?
- What kinds of teaching approaches are most conducive to helping students accomplish the course learning objectives?
- Are certain approaches difficult to implement and does the classroom structure preclude certain activities?
- What activities need to come in the beginning, in the middle, and which do you want to conclude the course with?

Course Requirements, Assignments

- What will students be expected to do to show that they are learning in the course?
- What kinds of assignments (frequency, timing, sequence), tests, exams do most appropriately reflect the course objectives?
- Do assignments, tests, exams elicit the kind of learning you want to foster?
- Are special projects, field trips, journals, case studies, online databases, multimedia project, and collaborative project possible assignments for the course?
- What kinds of skills do the students need to have in order to be successful in the course? Is it Computer literacy? Research skills? Writing skills? Communication skills? Familiarity with software?

Course Policies

- What is expected of the student in terms of: attendance, participation, contribution to group work?
- How will you deal with missed assignments? Late work?
- Do you have a policy on Extra credit?
- What are university policies concerning Academic dishonesty or plagiarism?
- Will you have a Makeup policy?
- How will you address classroom management issues? Cell phones? Excessive absences?

Grading, Evaluation

- How will the students' work be graded and evaluated? i.e Number of tests? Proportion of each assignment toward final grade?
- How is the final grade determined? Will you drop the lowest grade?
- How do students receive timely feedback on their performance? Instructor? Self-assessment?
- Will you provide students with opportunities for improvement? Ungraded assignments?
- How will the students be informed about their progress and grades?

Texts/Resources/Readings/Supplies

- Is the assigned textbook appropriate for the course? (check for difficult words/concepts, use of instructional aids, typographical organization, provision for self-testing, clarity, awareness of cultural, religious, and gender issues)
- What kinds of materials will be used during the course?
- What kinds of instructional media will be used?
- What kind of learning space will you have (e.g. classroom, lab, fixed desks or movable chairs, media equipment)?

Course Calendar

- Do you use the university's academic calendar as your planning guide where you take into consideration holidays and special events?
- In what sequence will the content be taught?
- When are major assignments due?
- Have you indicated other important dates for Guest speaker? Withdrawal dates? Formative feedback?

Study Tips/Learning Resources

- How will the student be most successful in the course?
- What resources are available for the student and where? past quiz? Study guides? Lecture notes?

Additional questions to consider:

- What kinds of mid-term and end-of-term feedback will you need?
- Will you be using the minute paper at the end of each class to collect feedback?
- How detailed, explicit should the syllabus be?
- Will there be some flexibility built into the syllabus?
- How will you word the syllabus so that it is user-friendly?

Adapted from:

Altman & Cashin. (1992). Writing a syllabus. IDEA Paper No. 27. Kansas State University.
Grunert, J. (1997). The course syllabus. A learning-centered approach. Bolton, MA: Anker.

Appendices

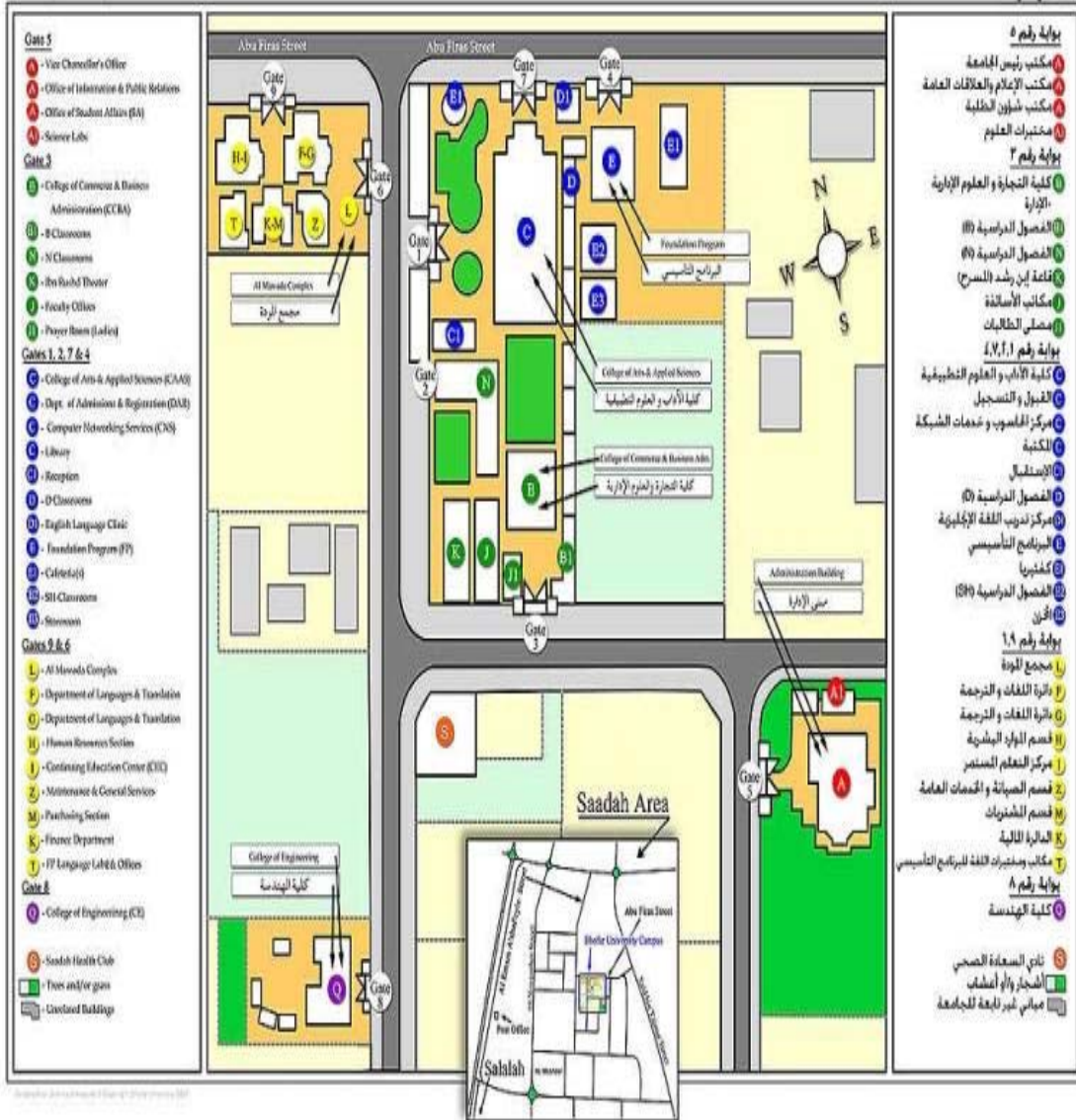
Appendix A- Campus Map

Dhofar University Map

Temporary Premises

خارطة جامعة ظفار

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Appendix B- Academic Calendar

<i>First (Fall) Semester 2009 - 2010</i>			
<i>2009</i>			
Month	Date	Day	Activity/Event
September	5	Saturday	Return of faculty members
September	12-13	Saturday–Sunday	FP placement tests
September	12-16	Saturday–Wednesday	Registration of continuing students
September	19-23	Saturday-Wednesday	Eid Al Fitr Holiday - Tentative
September	26	Saturday	First day of classes
September	26-30	Saturday-Wednesday	Drop and Add period, late registration & registration of new students
October	3	Saturday	Orientation for new students
October	21	Wednesday	Last day for Incomplete work "I"
November	4	Wednesday	5th Graduation Ceremony (08-09) Tentative
November	18-19	Wednesday-Thursday	National Day Holiday – Tentative
Nov/December	28-2	Saturday-Wednesday	Eid AlAdha Holiday - Tentative
December	19	Saturday	Hijra New Year Holiday – Tentative
December	20-23	Sunday-Wednesday	Early Registration for Spring 09-10
<i>January 2010</i>			
Month	Date	Day	Activity/Event
January	6	Wednesday	Last day for withdrawal "W"
January	20	Wednesday	Last day of classes
January	21-23	Thursday-Saturday	Reading period
Jan-February	24-2	Sunday -Tuesday	Final examination period
<i>Second (Spring) Semester 2009-2010</i>			
Month	Date	Day	Activity/Event
February	13-14	Saturday–Sunday	FP placement tests
February	15-17	Monday–Wednesday	Registration of continuing students
February	20	Saturday	First day of classes
February	20-22	Saturday-Monday	Drop and Add period, late registration and registration of new students
February	23	Tuesday	Orientation for new students
February	27	Saturday	Prophet's Birthday Holiday – Tentative
March	20	Saturday	Last day for Incomplete Work "I"
April	17 - 21	Saturday-Wednesday	Student activities week

May	15 – 19	Saturday- Wednesday	Early registration for fall 10-11
June	2	Wednesday	Last day for withdrawal "W"
June	12	Saturday	Last day of classes
June	13-14	Sunday- Monday	Reading period
June	15-24	Tuesday- Thursday	Final examination period
<i>Summer Semester 2009-2010</i>			
Month	Date	Day	Activity/Event
June	23	Wednesday	Registration of students
June	26	Saturday	First day of classes
June	26 - 27	Saturday-Sunday	Drop and Add period & late registration
August	4	Wednesday	Last day for withdrawal "W"
August	15	Sunday	Last day of classes
August	16-17	Monday-Tuesday	Final examination period

Appendix C- Syllabus Format

Instructor and Contact	Identify people responsible for the course: <ul style="list-style-type: none"> • Name • Title • Location
	Describe how and when the student can contact them: <ul style="list-style-type: none"> • Phone number/Extension • E-mail address • Office hours • Class times and place
Course Description	Description can be similar to what is found in DU catalog. <ul style="list-style-type: none"> • Give additional information: <ul style="list-style-type: none"> • Course delivery style (lab, discussion, and other). • Identify pre-requisites and their significance regarding success in this class. • Include positive statements about the course.
Course Objectives	Identify what the student will know or be able to do as a result of successful completion of this course. <ul style="list-style-type: none"> • Objectives should: <ul style="list-style-type: none"> • Be aligned with the content of the course. • Be measurable through a test of performance/portfolio. • State the conditions under which the student will be evaluated (i.e., resources available during testing, time restrictions, etc.)
Course Policies	These should contain all policies related to the class such as: <ul style="list-style-type: none"> • Academic dishonesty • Attendance • Late assignments • Make-up tests • Class contributions • Cell phone use • Incompletes
Course Resources	In this section, list: <ul style="list-style-type: none"> • Required texts • Recommended texts • Readings and location • Handouts • Web sites, Software

Course Assignments	<ul style="list-style-type: none"> • List all major assignments. • Be sure to list any evaluation criteria. • Additional handouts may also be necessary to convey the requirements of the actual assignment. If so, make it known in this section. • Amount of points or percentage of the grade. • Due dates for each major assignment. • Clarify how students can work on the assignment whether through a team project or an individual one.
Student Evaluations	<p>Describe in detail how the student will be evaluated.</p> <ul style="list-style-type: none"> • If you use a point system: <ul style="list-style-type: none"> - Describe how points are earned. • If you use a percentage system: <ul style="list-style-type: none"> - Explain in detail the exact value of each assignment. <p>You may also want to identify the last day that the student can withdraw from the course and the procedures for withdrawing.</p>
Schedule of Lectures, Labs, Guest visits, Field Trips, Performances, Class presentations and Assignments	<p>Calendar of your course plan for :</p> <ul style="list-style-type: none"> • Course lectures • Laboratoires • Performances (Quizzes, tests, etc.) • Assignments • Class presentations • Reading assignments from resource list. • Cite deadlines for: • Benefits to learner: <ul style="list-style-type: none"> -Allows learner to see grand scheme of things. - Helps him/her set goals and organize time. -Identifies the path to success in your class.