Performance Indicators (PIs) to achieve the Quality and Performance of HEIs

Performance Indicators Manual:

Definitions/Clarifications/Calculations/Examples/Remarks

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(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
1	Average class size	• Definition / clarification: "Class size is the average number of students per class" (OECD, 2002, https://stats.oecd.org/glossary/detail.asp?ID=5347). • Calculation: 1. The class size is calculated by dividing the number of students enrolled by the number of classes. 2. The total number of students divided by the total number of classes in each semester. 2. Compute the weighted mean of the average class sizes. • Remarks: 1. The definition of class size is applicable to all teaching classes (theoretical, tutorials, practical/labs, …) and have to be included in the calculation. 2. Postgraduate classes are excluded. 3. Example: Assume institution A (in the Sultanate of Oman) offered three semesters S1, S2 and S3, and each semester includes different classes (theoretical, tutorials, practical/labs, …) (C). The total number of students per class is given by following Table:

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Institution A/ Program P1(Department D1)

	C1	C2	C3	C4	C5	C6	C7	Total
S1	20	30	35	40	10	15	25	175
S2	25	35	65	45	30	10	0	210
S3	15	30	30	30	10	5	0	120
Total	60	95	130	115	50	30	25	505

Institution A/ Program P2 (Department D2)

	C1	C2	C3	C4	C5	C6	C7	Total
S1	20	30	35	40	10	15	25	175
S2	25	40	65	0	30	10	0	170
S3	35	30	30	50	10	20	0	175
Total	80	100	130	90	50	45	25	520

The averages of the class size of each semester of program 1 are given by:

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		$Average(S_1\|P1)=\{[20+30+35+40+10+15+25]/7\}=25$, $Average(S_2\|P1)=\{[25+35+65+45+30+10]/6\}=35$, $Average(S_3\|P1)=\{[15+30+30+30+10+5]/6\}=20$, Then, the weighted average of program P1 is given by, $Average(P1)=\{[25(7)+35(6)+20(6)]/19\}$ $=\{[175+210+120]/19\}=26.578.$ The computation of averages of P2 ($Average(S_1\|P2)$, $Average(S_2\|P2)$, $Average(S_3\|P2)$, and $Average(P2)$) of program 2 is derived in a straightforward manner using the same method as in program P1. Then , the final average is given by, $Average(A)=\{[Average(P1)(19)+Average(P2)(18)]/37\}=...$
2	Student-Academic advisor ratio	• Definition / clarification:

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		Academic advising is defined as "a developmental process which assists students in the clarification of their life/career goals and in the development of educational plans for the realization of these goals. It is a decision-making process which assists students in realizing their maximum educational potential through communication and information exchanges with an advisor; it is ongoing, multi-faceted, and the responsibility of both student and advisor" (NACADA, 2014 http://www.nacada.ksu.edu/Resources/Clearinghouse/View-Articles/Definitions-of-academicadvising.aspx) • Calculation: 1.The total number of students divided by the total number of academic advisors in each semester; 2. Compute the weighted mean of the ratios. • Example: Assume institution A (in Oman) offered three programs/departments D1, D2 and D3. The total number of students in (Si) and the total number of academic Advisor (ACi) are given by following Table:

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No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks

Institution A

	D1		D2		D3	
	S	AC	S	AC	S	AC
Semester1	S11	AC11	S21	AC21	S31	AC31
Semester2	S12	AC12	S22	AC22	S32	AC32
Sum (S)	S1	AC1	S2	AC2	S3	AC3

The ratio of each semester is given by,

$$R(Semester\ \ 1) = \left(\frac{(S11+S21+S31)}{(AC11+AC21+AC31}\right) = \ldots.$$

$$R(Semester\ \ 2) = \left(\frac{(S12+S22+S32)}{(AC12+AC22+AC32}\right) = \ldots$$

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		Then, the weighted average of the college is given by, $R=[R(semester\ \ 1)+R(semester\ \ 2)]/2=...$ • Remarks: 1. The number two stands for the number of semesters. 2. The common courses will not affect the calculation of the class size of the colleges if the students are from the same college. 3. For calculating the indicator when the students are coming from different colleges/ departments, we may propose the following: - The common courses between colleges/departments should be considered/counted for the college/department from whom the instructors of these courses are assigned, - In fact, the classes and loads of the common courses are already counted with the classes and loads of colleges/departments from which the instructors are allocated/ assigned. - Regarding the sizes of the common courses, they should be counted to the same colleges/departments, and furthermore, should be dependent/ applicable only to students who are under the supervision of the instructors from the college/department;

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		- Add the value of (1/4) for each common course to the number of academic staff of the other colleges which have students in common courses that are run by the other colleges, - The number four stands for the maximum number of courses that can be taught by an instructor, and - For calculating the indicator in each department in same college, the above calculation is to be followed.
3	The percentage of students participating in internships (Commercial and Industrial linkages, …)	• Definition / clarification: The internships is defined as any " structured work experience related to a student's major and/or career goal" (The University of Iowa https://uiowa.edu/). • Calculation: The total number of students who participated in national/international internships relative to the total number of graduates (R) (by department/ college). • Remarks: 1.The internships of this indicator include all types of training and not only the industrial training. 2. It definitely depends upon the academic programs and specializations.

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		3. This indicator is proposed for the following reasons: • internships can foster student knowledge and skills; • can help students to get themselves adapted to the nature of the work, and they • can participate in markets after graduation more easily (see, the **Education Strategy (TES), Education Counsel**, page 64). • it is consistent with recommendation No. 25, page 64 of **TES** . • it is one of the most important characteristics of the quality of academic programs and the • institutions. • In order to follow and comply with the above recommendations, **this indicator cannot be neglected.** • The indicators were proposed for several purposes (please, refer to points 1 to 4, page 9, Ministry Feedback regarding the notes and indicators). • It is known that the internships are compulsory for some programmes but they are optional for others. • In order to comply with the recommendations of the **Education Strategy (TES)**, all types of internships need to be taken into consideration.

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- In fact, in several HEIs in Oman, the number of students participating in optional/ voluntary internships is significant.
- It can be calculated for the related programs, i.e. those programs which included internships in their curriculum and for the whole institutions.

4. Example:

Assume institution A offered three programs/departments D1, D2 and D3. The total number of students who participated in national/international internships (Ii) and the total number of graduates (Gi) are given in the following Table:

Institution A

	D1		D2		D3	
	I	G	I	G	I	G
Semester1	I11	G11	I21	G21	I31	G31
Semester2	I12	G12	I22	G22	I32	G32

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<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td>Sum/total (S)</td><td>I1</td><td>G1</td><td>I2</td><td>G2</td><td>I3</td><td>G3</td></tr>
</table>

The percentages of students participating in internships for each department are given by:

$R(Di)=(I1/G1)\times100$ $i=1,2,3,$
and for the whole college,

$R(College)=[(I1+I2+I3)/(G1+G2+G3)]\times100$
=...
</td></tr>
<tr><td>4</td><td>The percentage of students participating in career guidance (future life) programs/ courses/ events/workshop</td><td>• Definitions / clarifications:
The career guidance (future life) programs/ courses (CGP) are “services intended to assist individuals, of any age and any point throughout their lives, to make educational, training and occupational choices and to manage their careers” (UNESCO; OECD; Watts, 2013, page 241).</td></tr>
</table>

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks

In addition, "Career guidance is concerned with helping graduates to choose between the full range of available opportunities, in relation to their distinctive abilities, interests and values (Watts, page 242).

- Calculation:
  The total number of students who participated in career guidance (future life) programs/ courses divided by the total number of graduates (by department/ college).
- Example:
  Assume institution A offered two academic programs/departments D1 and D2 and several career guidance (future life) programs. The total number of students who participated in career guidance (future life) programs (Nij, i=1,2,3,4; j=1,2) and to the total number of graduates (Gi) are given in the following Table:

Institution A

	Department	D1			D2			
	CGP	P1	P2	P3	P*1	P*2	P*3	P*4
Semester 1	Total	N11	N21	N31	N*11	N*21	N*31	N*41
	Average	$\overline{D}11$			$\overline{D}21$			

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	Graduates	G11			G21				
Semester 2	Total	N12	N22	0	N*12	N*22	N*32	0	
	Average	$\bar{D}12$			$\bar{D}22$				
	Graduates	G12			G22				

The averages of students who participated in career guidance (future life) programs for each department and each semester are given by:

$$\bar{D}11=(N11+N21+N31)/3,$$

$$\bar{D}21=(N^*11+N^*21+N^*31+N^*41)/4,$$

$$\bar{D}12=(N12+N22)/2,$$

and

$$\bar{D}22=(N^*12+N^*22+N^*32)/3.$$

Then, the overall percentage of students participating in career guidance (future life) programs/ courses of the college is given by,

$$R=\{[[(\bar{D}11+\bar{D}12)/(G11+G12)]+[(\bar{D}21+\bar{D}22)/(G21+G22)]]/2\}\times 100$$

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5	Graduation rate (batch)	• Definitions: "The graduate is defined as a former student who has successfully completed a prescribed course of study in a college or university". "Graduation rate is defined as the percentage of first-year undergraduate students who complete their program within 150% of the normal time for the program" (https://fafsa.ed.gov/help/fotw91n.htm) • Remark: The normal time of completing the program (Bachler degree) is 5x (1.5) = 7.5 years including the foundation year, and 4 x (1.5) = 6 years excluding the foundation year- and so on for the other degrees. • Calculation: Graduation rate (GR) of a 4 year program (excluding the foundation year) is given by, GR= [(FTE Graduates throughout the academic year)/ (FTE Students entering academic year 6 years ago (including Fall, Spring, Summer entrants)] x 100 (http://programs.honolulu.hawaii.edu/intranet/sites/programs.honolulu.hawaii.edu.intranet/files/RRC-How-To-Define%20Retention_0.pdf).

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- Remarks:
  1. 150% or 1.5 are international factors. Institution A (in Oman) can implement its standards of allowable period of study.
  2. The FTE concept is given in indicator 7.
  3. The indicator for undergraduate studies only.

- Example:

Assume institution A offered three academic programs/departments D1, D2 and D3 and that this institution A offered two degrees (Bachelor and 2-years Diploma) in each program/ department. The total number of FTE Graduates throughout the academic year and the total number of FTE Students entering academic year 5x1.5/(4x1.5/3x1.5) years ago (including Fall, Spring, Summer entrants) are given in the following Tables:

Institution A

Bachelor	D1	D2	D3	Total

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FTE Students entering academic year 5 x1.5 ago	100	50	80	230
FTE Graduates throughout the academic year	70	40	50	160

Diploma	D1	D2	D3	Total
FTE Students entering academic year 3 x1.5 ago	150	100	200	450
FTE Graduates throughout the academic year	100	70	135	305

Then,

GR (Bachelor)= (160/230)x100=0.696,

and

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		GR (Diploma)= (305/450)x100=0.678. Remark: The above calculation can be used for 3-years diploma/ 4-years Bachler graduates except the FTE Students entering academic year 3 x 1.5/4x1.5.
6	The percentage of programs accredited by academic/professional bodies	• Definition / clarification: Accredited programs intended for any program accredited by any academic/professional and national/international bodies. • Calculation: The total number of programs accredited by academic/professional bodies divided by the total number of existing programs.
7	Student-Instructor ratio	• Definition / clarification: A student-teacher ratio (R) is defined by the total number of FTE students divided by the total number of FTE teaching staff. • Calculation: The calculation is based on FTE of students and instructors. • Remarks:

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		1. The term Instructors (teaching staff) is intended for any Ph.D./M.Sc./MA holders only. 2. FTE represents both full-time students and part-time students. 3. Each full-time student is counted as one FTE (full-time equivalent) student. Or 4. An undergraduate student is considered full-time if he/she is taking the minimum teaching requirement of credits (maybe 12 or more credit units in several institutions) during a semester. 5. **Part time students/ students on academic probation** are to be counted on the basis of their taking hours in relation to FTE students (maybe 12 or more). 6. Full-time equivalent (FTE) instructor is considered for this indicator. 7. FTE represents both full-time instructors and part-time instructors. 8. Each full-time instructor is counted as one FTE and part-time instructors are to be computed on the basis of their teaching hours (by credit) in relation to FTE teaching capacity (maybe 12 or 15 credits hours in several institutions). 9. Contact hours have to converted to credits hours. 10. Using different denominators in computing FTE of part time students and FTE of part time instructors, i.e. different standards of institutions (minimum teaching requirement of students and FTE workload standard of instructors) will give different ratios.

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- Example:

Assume institution A has three programs/departments D1, D2 and D3. The following Table shows that the total number of full-time students in each department is denoted by Nij, i=1,2,3; j=1,2 and the total number of full- time academic staff in each department is denoted by ACij.

Institution A

	D1		D2		D3	
	N1	AC1	N2	AC2	N3	AC3
Semester1	N11	AC11	N21	AC21	N31	AC31
Semester2	N12	AC12	N22	AC22	N32	AC32
Sum (S)						

In Semester1: Assume this institution has 10 part-time students taking 6 credits hours, 20 part-time students taking 3 credits hours, 3 part-time instructors taking 8 credits hours and 2 instructors taking 4 credits hours.
In Semester2: Assume this institution has 20 part-time students taking 6 credits hours, 30 part-time students taking 4 credits hours. 4 part-time instructors taking 8 credits hours and 5 instructors taking 6 hours credits.
Calculations:

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		FTE1 student (Semester1) = N11+N21+N31+10 x (6/12)+20 x (3/12) = …, FTE1 instructor (Semester1) =AC11+AC21+AC31+ 3 x (8/12)+2 x (4/12) =…, FTE2 student (Semester2) = N12+N22+N32+20 x (6/12)+ 30 x (4/12) =…, FTE2 instructor (Semester2) =AC12+AC22+AC32+ 4 x (8/12)+5 x(6/12) =. Then, the Student-Instructor Ratio are given by: R1= (FTE1 student /FTE1 instructor) = …, R2= (FTE2 student /FTE2 instructor) =…, and R = (R1+R2)/2. Or R ≅[(N11+N21+N31+10 x (6/12)+20 x (3/12))+ N12+N22+N32 +20 x (6/12)+30 x (4/12)]/[AC11+AC21+AC31+ 3 x (8/12) +2 x(4/12)+AC12+AC22+AC32+ 4 x (8/12)+5 x(6/12)] = . **Remarks** 11: The Common Courses

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		• The common courses will not affect the calculation of the class size of the colleges if the students are from the same college. • For calculating the indicator when the students are coming from different colleges/ departments, we may propose the following: - The common courses between colleges/departments should be considered/counted for the college/department from whom the instructors of these courses are assigned, - In fact, the classes and loads of the common courses are already counted with the classes and loads of colleges/departments from which the instructors are allocated/ assigned. Regarding the sizes of the common courses, they should be counted to the same colleges/departments and have to depend on/ be applicable only to students who are under the supervision of the instructors from the college/department; - Add the value of (1/4) for each common course to the number of academic staff of the other colleges which have students in common courses that are run by the other colleges, and - The number four stands for the maximum number of courses that can be taught by an instructor. • For calculating the indicator in each department in same college, the above calculation is to be followed.

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8	The percentage of academic staff Ph.D. holders	• Calculation: The total number of academic staff Ph.D. holders divided by the total number of academic staff. • Remarks: 1.It may be possible to find several academic staff who are teaching in different programs but the repetition of academic staff in more than one program should not be allowed in computing this indicator. 2.It may be possible to calculate the indicator by including/excluding GFP.
9	The percentage of Professors and Associate Professors in relation to total academic staff	• Calculation: The total number of Professors and Associate Professors divided by the total number of academic staff.
10	Academic staff turnover (attrition) rate	• Calculation: Total number of academic staff that leaves an institution during a year relative to the total number of academic staff during the same year (by college).
11	Research Ratio	• Definition / clarification:

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		"Research is the process through which new knowledge is acquired". In addition, the term Research Ratio is intended for the published research papers per academic staff. • Remarks: 1.The total number of published research papers in a year relative to the total number of academic staff during the same year (department/ college). 2.The research papers must be published in internationality recognized academic, peer reviewed journals (Scopus Sources List & WEB of Science) either in hard copy or in both, i.e. hard and electronic copies (evidence to be supplied)(https://home.trc.gov.om/tabid/1014/language/en-US/Default.aspx). • Example Institution A Dept. | Paper | Authors | Affiliations | Remark

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			Elect. Eng.	On Electronics, Information and Systems. **J. of electrical and electronic engineering(IOSR)**, 2015, Vol., No. pp.	Dr. S	HEI: A	Remark: the definition is not applicable (point 2 above)	
			Math.	On Reliability of Weibull Model, JRS, 2015, Vol., No.,pp.	Dr. B	HEI: A	√	
					Dr. C	HEI:X		
					Dr. D	HEI:Y		
					Dr. E	HEI: A		
				On Shrinkage Techniques. IJDATS, 2015, Vol., No.,pp.	Dr. B	HEI: A	√	
					Dr. C	HEI:G		
					Dr. D	HEI:H		
					Dr. E	HEI: I		
					Dr. F	HEI: J		
			Manag.	On EFQM Model. IJIDS, 2015, Vol., No.,pp.	Dr. K	HEI:A	√	
					Dr. L	HEI:A		
					Dr. M	HEI:A		
				The Quality of Institutions. IJQI, 2015, Vol., No.,pp.	Dr. M	HEI:A	√	
					Dr. N	HEI:S		
					Dr. O	HEI:R		
					Dr. P	HEI:T		
					Dr. Q	HEI:W		

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<tr><td></td><td></td><td>
<table>
<tr><td>Research Ratio</td><td>4/10</td></tr>
</table>

Remarks:

4. The number ten stands for the total number of academic staff.
5. The example is necessary and was given to illustrate the indicator and to show how to apply the definition. In this example, we assumed there to be three department/programs in an institution, ten academic staff, and, that there are five published papers authored by the department's staff and, for the purposes of PI analysis, these papers are considered as collective academic staff output and departmental output.
6. The calculation is consistent with the definition. In addition, the final result of the calculation is the ratio of applicable published papers divided by the total number of academic staff, and
7. In this example the total number of academic staff is assumed to be 10, which is equal to 8 (are given in the Table of PI11) + 2 (who have not published any papers).
</td></tr>
<tr><td>12</td><td>The total number of patents/ awards/prizes won for research work</td><td>

Calculation:
Total number
Remarks:

</td></tr>
</table>

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	(for students and academic staff	1. Joint awards/patents naturally reflect joint and cooperative work between researchers/ institutions. These then have to be divided for cooperating authors/institutions. 2. If a patent or an award is given to X number of persons, all of whom are affiliated to the institution A, then, the institution will receive 1 credit. 3. If a patent or an award is given to 3 persons, two of whom are affiliated to the institution A, then institution A will receive (2/3) credits. 4. The patents should be approved by national bodies.
13	Total number of active research contracts with the Research Council and other bodies	• Calculation: Total number
14	The total number of cooperative research engagement (share) in relation to total authors	• Definition / clarification: The research engagement is intended to the research engagements per academic staff. Research engagements per academic staff is defined by the total number of shares (outside of the institution) in joint published research papers divided by the total number of authors (by college).

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		• Remarks: 1.The research paper is defined in 11. 2. It is very clear that the definition of this indicator is intended to be for the shares in research per the academic staff. 3. In order to apply the definition accurately, the share/research engagement has to be divided between authors and should be computed in relation to the academic staff. • Examples: Example 1: If a paper is published by X number of authors, all of whom are affiliated to the institution A, then, the institution A will receive 0 share (credit). Example 2: If a paper is published by 3 authors, two of whom are **NOT** affiliated to the institution A, then institution A will receive: (2/3) share (credit) for joint paper/research engagement. Example 3: Assume the following publications of **HEI A**

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Institution A

Dept.	Paper	Authors	Affiliations	Share
Math.	On Reliability of Weibull Model, JRS, 2015, Vol., No., pp.	Dr. B	HEI: A	2/4
		Dr. C	HEI:X	
		Dr. D	HEI:Y	
		Dr. E	HEI: A	
	On Shrinkage Techniques. IJDATS, 2015, Vol., No., pp.	Dr. B	HEI: A	4/5
		Dr. C	HEI:G	
		Dr. D	HEI:H	
		Dr. E	HEI: I	
		Dr. F	HEI: J	
Manag.	On EFQM Model. IJIDS, 2015, Vol., No., pp.	Dr. K	HEI:A	0
		Dr. L	HEI:A	
		Dr. M	HEI:A	
		Dr. M	HEI:A	4/5

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td></td><td rowspan="4">The Quality of Institutions. IJQI, 2015, Vol., No., pp.</td><td>Dr. N</td><td>HEI:S</td><td rowspan="4"></td></tr>
<tr><td></td><td>Dr. O</td><td>HEI:R</td></tr>
<tr><td></td><td>Dr. P</td><td>HEI:T</td></tr>
<tr><td></td><td>Dr. Q</td><td>HEI:W</td></tr>
<tr><td colspan="4">The total number of research engagement (share)</td><td>2.1</td></tr>
</table>
Remarks:
4. The total number of academic staff is included implicitly in example 3 since the sole paper, any papers without engagement and unpublished paper have zero shares.</td></tr>
<tr><td>15</td><td>The amount of external income (from research) in relation to total budget</td><td>• Calculation:
The total amount of external income (from research) divided by the total amount of the budget.</td></tr>
<tr><td>16</td><td>The percentage of the allocated research funds from the total budget</td><td>• Calculation:
The amount of allocated research funds divided by the total amount of the budget.</td></tr>
</table>

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
17	The percentage of funded research projects/ papers from the institution in relation to total projects/ papers	• Calculation: The total number of funded research projects/ papers in a year relative to the total number of projects/ papers.
18	Ratio of citations	• Definition/ clarification: The term Ratio of Citations is intended to apply to the citations per academic staff (Average number of citations per author). It is well-known that the term 'citation' is used to measure the relative importance of authors and papers published in scientific journals. This indicator refers to the average of citations of published papers relative to academic staff. • Calculation: 1.The total citations of published papers in the period of Sep. 1st 2015 to Aug. 31st 2016 divided by the total number of academic staff.

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		2.The average number of citations per author is calculated by first dividing the number of citations for each publication by the number of authors for that publication. Subsequently the resulting citations are added up. • Remarks: 1. The research paper is defined in 11 (point 2). 2. It may be worth mentioning that several documents show that the "definitions and indicators of citation are different, and not unified; and it seems to be that the meaning of citation in several indicators are at best incomplete and shallow research". This means that one should be very careful in dealing with such complex indicators and perform only those with accurate results and which can reflect real interpretation to the research/researcher 3. In general, "the tools (based on citation data) used to rank journals, papers, researches are often misunderstood and misused". 4. Some of the famous indicators are: H-Index, G-Index, M-Index, P_{TOP}, 10-Index, …but they are not easy to compute by institutions and some of them require data which are not available to us.

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		5. The simplest indicator is the **Ratio of Citations**, or in other words "**the average number of research citations per full time academic staff**" (please, refer to **ROSQA/ OAAA**, page 92, line 5). 6. This means that the above indicator (PI18) is coupled/connected/related to the number of academic staff. 7. The citations should be related to the academic year of that data/papers. 8. Then, it has to be calculated taking into account the total number of academic staff and not the cited academic staff (who have published paper(s) and are cited). 9. The citations may be based on the Google Scholar Citation. • Examples: Example 1: If a paper is published by X number of authors which are affiliated to the institution A, and the paper is cited C number of times, then, the institution A will receive all the citations, and each author will receive (C/X) credit.

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td></td><td></td><td>
Example 2: If a paper is published by four authors, two of whom are affiliated to the institution A, and assuming that this article is cited eight times, then institution A will receive: (2/4) ratio for joint paper/research engagement, and 8 x (2/4) = 4 credits for the indicator named Ratio of Citations received. In addition, each author will get 2 credits.

Example 3: Assume the following citations of publications of HEI A

Institution A
<table>
<tr><th></th><th>Titles/papers (published from Sep. 1st 2015 to Aug. 31st 2016)</th><th>Authors</th><th>Affiliation</th><th>Total of Citations</th><th>Ratio</th></tr>
<tr><td rowspan="4">1</td><td rowspan="4">Classification of Performance and Quality Indicators</td><td>F</td><td>HEI A</td><td rowspan="4">10</td><td rowspan="4">2.5</td></tr>
<tr><td>G</td><td>HEI A</td></tr>
<tr><td>H</td><td></td></tr>
<tr><td>I</td><td></td></tr>
<tr><td rowspan="4">2</td><td rowspan="4">Classification of Performance and Quality Indicators</td><td>F</td><td>HEI A</td><td rowspan="4">10</td><td rowspan="4">2.5</td></tr>
<tr><td>G</td><td>HEI A</td></tr>
<tr><td>H</td><td></td></tr>
<tr><td>I</td><td></td></tr>
<tr><td>3</td><td></td><td>K</td><td></td><td>21</td><td>7</td></tr>
</table>
</td></tr>
</table>

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td></td><td>On shrunken estimators for exponential scale parameter</td><td>H
Z</td><td>HEI A</td><td></td><td></td></tr>
<tr><td>4</td><td>Goals and objectives: techniques and measures for performance improvement of HEIs in Oman</td><td>M
N
O
P</td><td>HEI A</td><td>13</td><td>3.25</td></tr>
<tr><td colspan="5">The average number of citations per author of institution A</td><td>15.25</td></tr>
</table>
Remarks:
1. The total number of academic staff is included implicitly in example 3 above.
2. Thus, the proposed calculations of this indicator are consistent with the above definition/ clarification.
</td></tr>
<tr><td>19</td><td>The percentage of academic staff with PhDs from international HEIs</td><td>• Calculation:
The total number of academic staff with PhDs from international HEIs divided by the total number of academic staff.
• Remark: International HEIs stand for the top 500 world universities in any world university rankings (for discussion).</td></tr>
</table>

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
20	The number /percentage of nationalities of academic staff	• Calculation: The total number and percentage of academic staff of any nationality.
21	The percentage of academic staff with international professional experience	• Definition / clarification: "The term international professional experience is concerned with a variety of professional programs (training/learning/ teaching/…) intended to help academic staff improve their professional knowledge, competence, skill, and effectiveness" which are gained by academic staff from any institution/ organization from outside of Oman before joining this institution. The following are some of the common international professional experience topics for academic staff: • furthering education and knowledge; training or mentoring in specialized teaching techniques; earning certifications in a particular educational approach or program; • working in any professional institution/organization before joining this institution; • participating in any sabbatical leave; …etc.

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		• Calculation: The total number of academic staff with international professional experience relative to the total number of academic staff. • Remark: The experiences of academic staff gained by their higher studies (Ph.D./MPhil/MSc.) are not included.
22	The percentage of students participating in international collaborative/exchange programs (in/out)	• Calculation: The total number of students participating in international exchange programs (in/out) divided by the total number of students.
23	The percentage of students in affiliated programs	• Definition / clarification: The affiliated institution "is an educational institution that operates independently, but also has a formal collaborative agreement with another, usually larger institution that may have some level of control or influence over its academic policies, standards or programs". Moreover, the degrees of students are issued from both HEIs. • Calculation:

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		The total number of students in affiliated programs divided by the total number of students.
24	The ratio of international joint-research publications	• Definition /clarification: The ratio of international joint-research publications is intended for the international authored/co-authored papers. The indicator shows the share of publications with foreign authorship/co-authorship in the total number of publications of the institutions. • Calculation: The total number of international joint-research publications divided by the total number of publications. • Remarks: 1. International Joint-research Publications means published joint papers of any academic staff affiliated in this institution with international author(s)/coauthor(s) (Please note that the concept of "international author(s)/coauthor(s) " in the context of this indicator means a person with any citizenship of a country affiliated to any institution in the world but not in Oman. 2. The definition of this indicator is intended to be for the international shares, i.e. with international authors/institutions in a published research in relation to authors of papers/academic staff.

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td></td><td></td><td>
3. In order to study/show the engagement and cooperation with international authors and to distinguish between the different levels of engagement and cooperation, the number of shares in each paper with international authors has to be taken into consideration and to be computed.
4. The research paper is defined in 11.
5. The international J. is defined in 11 (point 2).

• Example
Assume HEI A has two department and its academic staff have published four papers as per the following Table:

Institution A

<table>
<tr><td>Dept.</td><td>Paper</td><td>Authors</td><td>Affiliations</td><td>Share</td></tr>
<tr><td rowspan="3">Math.</td><td rowspan="3">On Reliability of Weibull Model,</td><td>Dr. B</td><td>HEI: A(Oman)</td><td rowspan="3">2</td></tr>
<tr><td>Dr. C</td><td>HEI:X (Oman)</td></tr>
<tr><td>Dr. D</td><td>HEI:Y(India)</td></tr>
</table>
</td></tr>
</table>

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks

				JRS, 2015, Vol., No.,pp.	Dr. E	HEI: Z(Germany)		
				On Shrinkage Techniques. IJDATS, 2015, Vol., No.,pp.	Dr. B	HEI: A(Oman)	3	
					Dr. C	HEI:G(Oman)		
					Dr. D	HEI:H (India)		
					Dr. E	HEI: I (Malaysia)		
					Dr. F	HEI: J (Malaysia)		
			Manag.	On EFQM Model	Dr. K	HEI:A(Oman)	0	
					Dr. L	HEI:A(Oman)		
					Dr. M	HEI:A(Oman)		
				The Quality of Institutions	Dr. M	HEI:A (Oman)	4	
					Dr. N	HEI:S (Germany)		
					Dr. O	HEI:R (Ireland)		
					Dr. P	HEI:T (Algeria)		
					Dr. Q	HEI:W (Sudan)		
			The ratio of international joint-research publications				(9/17)	

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		Remarks: 6. The number 17 stands for the total number of academic staff/authors. 7. At the same time and as the example shows, the indicator should be counted in relation to the number of shares and to the total number of academic staff. 8. In fact, the calculation is aligned with the above clarifications. Moreover, the total number of academic staff is included implicitly in the above example since the sole paper and any papers without international authors, and unpublished papers, have zero shares.
25	The total number of international activities (int. conferences/workshops) organized by the institution	• Calculation: Total number • Remarks: 1. The conferences/workshops which are organized outside Oman are international. 2. In order to consider the international activities (int. conferences/workshops) of institutions which are organized in Oman, the attendees are required to be from Oman but with some others affiliated to institutions outside of Oman.

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
26	The total number of academic staff participating in international professional associations in relation to the total number of academic staff.	• Definition / clarification: Professional associations is "A body of persons engaged in the same profession, formed usually to control entry into the profession, maintain standards, and represent the profession in discussions with other bodies" (Collins English Dictionary). • Calculation: The total number of academic staff participating in international professional associations divided by total number of academic staff.
27	The total number of academic staff participating in editorial committees of international journals in relation to the total number of academic staff.	• Calculation: The total number of academic staff participating in in editorial committees of international journals divided by total number of academic staff. Remark: In order to account for the participation in editorial committees of journals, the definition of "recognized journal" is applicable (see 11).

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td>28</td><td>The total number of academic staff who participated in international conferences/ workshops in relation to the total number of academic staff.</td><td>
• Definition / clarification:
The term " international conferences" is intended to be applicable to any organized scientific or academic meeting of people affiliated to local institutions with other people affiliated to any other institutions in the world but outside of Oman, who confer about a scientific or academic topic.
• Calculation:
The total number of academic staff participating in international conferences/ workshops divided by total number of academic staff.
• Remark:
1. In order to account for the participations in international conferences/ workshops for the institutions, submitting paper(s) by academic staff to these events is required.
• Example:
Assume the following participants in international conferences/ workshops from HEI A.
Institution A
<table>
<tr><th>Name</th><th>Affiliation</th><th>Conference</th><th>Paper(s)</th><th>Date and Place</th></tr>
</table>
</td></tr>
</table>

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks

			Dr. X	HEI A	**Development of Academic advising in Applied Colleges of Sciences**	…	Oct. 1st 2015, Sohar, Oman. **Remark: the definition is not applicable.**	
			Dr. Y	HEI A	The 5th International Conference of Quality Assurance	…	Jun 5th 2015, Dubai, UAE. **Remark: The date does not belong to the data period.**	
			Dr. Z	HEIA	Global Conference on Communication Technology, IEEE.	…	Nov. 4th 2015,New Delhi, India	

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

<table>
<tr><th>No.</th><th>PIs</th><th>Definitions / Clarifications/Calculations/Examples/Remarks</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><td>Dr. T</td><td>HEI A</td><td>Nanotechnology for Bioenergy</td><td>…</td><td>March 8th 2016, Chicago, USA U.S.A.</td></tr>
<tr><td colspan="4">The total number</td><td>2</td></tr>
</table>
The ratio of academic staff who participated in international conferences/ workshops =(2/the total number of academic staff).
</td></tr>
<tr><td>29</td><td>The percentage of international students</td><td>• Definition / clarification:
The term “international students” is intended for any foreign students in Oman.
• Calculation:
The total number of international students divided by the total number of students (by department /college).</td></tr>
<tr><td>30</td><td>The ratio of income from consultancies</td><td>The amount of income from consultancies divided by the total amount of the budget.</td></tr>
</table>

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
31	The total number of active contracts/projects with private sector	• Definition / clarification: This indicator is intended to account for any approved contract/project which provided any service, training, research, ...from the institutions to the private sector. • Calculation: Total number
32	The total number of activities/short training life-long courses directed to the community	• Definition / clarification: The term "life-long learning" (continuing education) is intended to apply to those programs/courses which offer people the opportunity to bring up to date their knowledge of activities which they had either previously laid aside or always wanted to try but were unable to do so; or, to work at extending their intellectual horizons by seeking to understand and master some of the recent cognitive advances, that have transformed their worlds (Aspin, 2001). "Skills and competences developed through programs of lifelong learning are vital for workers' performance in their tackling of precise job responsibilities and to determine how well they can adapt their general and particular knowledge and competences to new tasks" (ibid). • Calculation:

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		Total number
33	The total number of participants in life-long learning (continuing education) courses	• Definition / clarification: The term of life-long learning (continuing education) is defined in 32. • Calculation: Total number • Remark: The participants in these programs come from the community.
34	Employment Rate of graduates (program/ institution)	• Calculation: The total number of graduates in each department/college/education levels (Diploma/Bachelor) who are employed within 1-12 months of graduation relative to the total number of graduates (by gender).
35	The total number of participations in local/regional job fairs/competitions	• Definition / clarification: The terms of local/regional job fairs/competitions are intended to apply to the activities of any local/regional job fairs and any competitions between institutions or between students locally/regionally. • Calculation: Total number

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016 Unless indicated otherwise)

No.	PIs	Definitions / Clarifications/Calculations/Examples/Remarks
		• Remarks: 1. The participants may be students, academic or non-academic staff. 2. The participants are not necessarily winners of medals/prizes.
36	The percentage of Omani academic staff	• Calculation: The total number of Omani academic staff divided by the total number of academic staff.
37	The percentage of Omani non-academic/ administrative staff	• Calculation: The total number of Omani non-academic staff divided by the total number of non-academic staff.

Appendix

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016. Unless indicated otherwise)

No.	PIs	2015/2016
1	Average class size	
2	Student-Academic advisor ratio	
3	The percentage of students participating in internships (Commercial and Industrial linkages, …)	
4	The percentage of students participating in career guidance (future life) programs/ courses/ workshops/events	
5	Graduation rate (batch)	
6	The percentage of programs accredited by academic/professional bodies	
7	Student-Instructor ratio	
8	The percentage of academic staff Ph.D. holders (excluding GFP)	
9	The percentage of Professors and Associate Professors in relation to total academic staff (excluding GFP)	
10	Academic staff turnover (attrition) rate	
11	Research Ratio	
12	The total number of patents/ awards/prizes won for research work (for students and academic staff)	
13	Total number of active research contracts with the Research Council and other bodies	
14	The total number of research engagement (share) in relation to total authors	
15	The amount of external income (from research) in relation to total budget	
16	The percentage of allocated research fund from the total budget	
16	The percentage of funded research projects/ papers from the institution in relation to total projects/ papers	
17	Ratio of citations	
18	The percentage of academic staff with Ph.D. from international HEIs	
19	The number /percentage of nationalities of academic staff	
20	The percentage of academic staff with international professional experience	
21	The percentage of students participating in international collaborative/exchange programs (in/out)	
22	The percentage of students in affiliated programs	
23	The ratio of international joint-research publications	
24	The total number of international activities (int. conferences/workshops) organized by the institution	

Performance Indicators (PIs) to achieve the Quality and Performance of HEIs
(The data should cover the period from Sep. 1st 2015 to Aug. 31st 2016. Unless indicated otherwise)

No.	PIs	2015/2016
25	The total number of academic staff participating in international professional associations in relation to the total number of academic staff	
26	The total number of academic staff participating in editorial committees of international journals in relation to the total number of academic staff	
27	The total number of academic staff who participated in international conferences/ workshops in relation to the total number of academic staff	
28	The percentage of international students	
29	The ratio of income from consultancies	
30	The total number of active contracts/projects with private sector	
31	The total number of activities/short training life-long courses directed to the community	
32	The total number of participants in life-long learning (continuing education) courses	
33	Employment Rate of graduates (program/ institution)	
34	The total number of participations in local/regional job fairs/competitions	
35	The percentage of Omani academic staff	
36	The percentage of Omani non-academic/ administrative staff	
37	Total number of active research contracts with the Research Council and other bodies	

Table 1

Average class size

University: **College:**

	Program/Department	Semester 1		Semester 2		Semester 3		Average class size
		Class size	**The total number of classes**	**Class size**	**The total number of classes**	**Class size**	**The total number of classes**	
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
	College							

Table 2

Student-Academic advisor ratio

University: **College:**

	Program/Department	The total number of students	The total number of academic advisors	Ratio
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
	College			

Table 3

The percentage of students participating in internships (Commercial and Industrial linkages, …)

University: **College:**

	Programs/Departments	Internships Programs	Date	The name and place of training linkages	Funded bodies	The total number of students	percentage
1		1					
		2					
		3					
		4					
		5					
2		1					
		2					
		3					
		4					
		5					
3							
4							
5							
6	College						

Table 4

The percentage of students participating in career guidance (future life) programs/ courses/workshops/events/

University: **College:**

	Programs/ Departments	The career guidance (future life) programs/ courses/ workshops/events/	Date	Place	Funded bodies	The total number of students	percentage
1							
2							
3							
4							
5							
6	College						

Table 5

Graduation rate

University: **College:**

	Programs/Departments	Degrees	The total number of graduates	FTE	Percentages	Overall Percentages
1		Bachelor				
		Diploma (3years)				
		Diploma (2years)				
2		Bachelor				
		Diploma (3years)				
		Diploma (2years)				
3		Bachelor				
		Diploma (3years)				
		Diploma (2years)				
4		Bachelor				
		Diploma (3years)				
		Diploma (2years)				
5		Bachelor				
		Diploma (3years)				
		Diploma (2years)				
6						
7						
8						
9						
10						
	College					

Table 6

The percentage of programs accredited by academic/professional bodies

University: **College:**

	Programs/Departments	The names of the accredited programs	Degree	Percentages
1			Bachelor	
			Diploma (3years)	
			Diploma (2years)	
2			Bachelor	
			Diploma (3years)	
			Diploma (2years)	
3			Bachelor	
			Diploma (3years)	
			Diploma (2years)	
4			Bachelor	
			Diploma (3years)	
			Diploma (2years)	
5			Bachelor	
			Diploma (3years)	
			Diploma (2years)	
6				
7				
8				
9				
10				
	Colleges			

Table 7

Student-Instructor ratio

University: **College:**

	Programs/Departments	The total number of FTE students	The total number of FTE academic staff	Percentages
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
	Colleges			

Table 8-9-10-19

The percentage of academic staff Ph.D. holders (PAC) ,

The percentage of Professors and Associate Professors in relation to total academic staff (PPAP)

Academic staff turnover (attrition) rate (ACT) and

The percentage of academic staff with Ph.D. from international HEIs (PACI)

University: **College:**

	Departments/ programs	Degrees				The total number	PAC	Ranks/titles								The total number	PPAP	PACI*	ACT
		Ph.D.		M.Sc.				Prof.		Associate Prof.		Assistance Prof.		Lecturer					
		M	F	M	F			M	F	M	F	M	F	M	F				
1																			
2																			
3																			
4																			
5																			
6																			
7																			
8																			
9																			
10																			
College																			

*Evidence regarding the name of the Institution that gave the degree and the name of the university rankings to be supplied.

Table 11 Research Ratio

University: **College:**

	Programs/ Departments		Author(s)	Affiliation	The title of Papers	Year, J., Vol., No., Pages
1		1.				peer reviewed journals (Scopus Sources List & WEB of Science).
		2.				
		3.				
		4.				
		5.				
2		1.				
		2.				
		3.				
		4.				
		5.				
3		1.				
		2.				
		3.				
		4.				
		5.				
4		1.				
		2.				
		3.				
		4.				
		5.				
5						
6						

Table 11 Research Ratio

7						

The total number of applicable published papers = .

Then, the overall Ratio =....

Table 12 a

The total number of patents/ awards/prizes won for research work (academic staff)

University: **College:**

	The name of academic staff	Department	Date of joining the above HEI	The Body that gave the Patent/ Prizes /Award	Year of Winning the Patent/ Prizes /Award	The proof of patents (from National Bodies)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Table 12 b

The total number of patents/ awards/prizes won for research work (Students)

University: **College:**

	The name of Student	Department	Date of joining the above HEI	The Body that gave the Patent/ Prizes /Award	Year of Winning the Patent/ Prizes /Award	The proof of patents (from National Bodies)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Table 13 Total number of active research contracts with the Research Council and other bodies (Public)

University: **College:**

	Project		Researchers	Affiliation	Title of Projects	Date of approval	Funding Bodies	Amount by O.R.
1		1.						
		2.						
		3.						
		4.						
		5.						
2		1.						
		2.						
		3.						
		4.						
		5.						
3		1.						
		2.						
		3.						
		4.						
		5.						
4		1.						
		2.						
		3.						
		4.						
		5.						
5		1.						

Table 14-17-18-24: The total number of cooperative research engagement (share) in relation to total authors, The percentage of funded research projects/ papers from the institution in relation to total projects/ papers, Ratio of citations and The ratio of international joint-research publications

University: **College:**

	Program/ Department	The sequence of the paper (from Table 11)	Amount of fund by O.R.	The total number of research engagement	The ratio of international joint-research publications	Total of Citations (from Sep. to Aug.)	Ratio
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
	College						

Table 15-16-30 The amount of external income (from research) in relation to total budget , The percentage of allocated research fund from the total budget and The ratio of income from consultancies

College: **University:**

	Programs/ Departments	The name of Commercial and Industrial organizations	The amount of external income by OR.	The amount of allocated research fund from the total budget	The amount of income from consultancies
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
	Colleges		**Total**	**Total**	**Total**

Ratios

Table 20: The number /percentage of nationalities of academic staff

University: **College:**

Program/department			Program/department			Program/department			Program/department			Program/department			Program/department		
Nationalities	T	P	Nationalities	T	P	Nationalities	T	P	Nationalities	T	P	Nationalities	T	P	Nationalities	T	P
1			1			1			1			1			1		
2			2			2			2			2			2		
3			3			3			3			3			3		
4			4			4			4			4			4		
5			5			5			5			5			5		
6			6			6			6			6			6		
7			7			7			7			7			7		
8			8			8			8			8			8		
9			9			9			9			9			9		
.			.			.			.			.			.		
.			.			.			.			.			.		
.			.			.			.			.			.		

Where T stands for the total and P stands for the percentage.

Table 21:

The percentage of academic staff with international professional experience

University: **College:**

	The name of academic staff member	Program/ Department	Date of joining the above HEI	Date (from-to) and place of international professional experience	Total
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Percentage = …

Table 22-23 **The percentage of students participating in international collaborative/exchange programs (in/out)** **and**

The percentage of students in affiliated programs

University: **College:**

Programs/departments	**Affiliated programs**	**The total number of students**	**Percentages**	**International collaborative/exchange programs**	**The total number of students**	**In/out**

Table 24

The total number of academic staff participating in international professional associations in relation to the total number of academic staff and
The total number of academic staff participating in editorial committees of international journals in relation to the total number of academic staff

University: **College:**

	Name of academic staff	Program/ Department	Date of joining the above HEI	The name of the international professional associations	Date of membership	The name of the editorial/ co- editorial committees in international journals*	Date of membership
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

* The international journal is defined in research ratio.

Table 25-26

The total number of academic staff participating in international professional associations in relation to the total number of academic staff and
The total number of academic staff participating in editorial committees of international journals in relation to the total number of academic staff

University: **College:**

	Name of academic staff	Program/ Department	Date of joining the above HEI	The name of the international professional associations	Date of membership	The name of the editorial/ co- editorial committees in international journals*	Date of membership
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

* The international journal is defined in research ratio.

Table 26(28)

The total number of academic staff who participated in international conferences/ workshops in relation to the total number of academic staff

University: **College:**

	The name of academic staff member	Program/ Department	Date of joining the above HEI	The name of the international conferences/ workshops	Date and place of the international conferences/ workshops	Total Funds
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Percentage = …

Table 27(29)

The total number of international students

University: **College:**

	Department/ program	Nationality	The total number	Percentage
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Table 27 The total number of active contracts projects with private sector
University: College:

Project		Project team / Researchers	Affiliation	Title of Projects	Date	Funding Bodies	Amount by O.R.
1	1.						
	2.						
	3.						
	4.						
	5.						
2	1.						
	2.						
	3.						
	4.						
	5.						
3	1.						
	2.						
	3.						
	4.						
	5.						
4	1.						
	2.						
	3.						
	4.						
	5.						
5							

Table 28(31) The total number of active contracts projects with private sector
University: College:

Project		Project team / Researchers	Affiliation	Title of Projects	Date	Funding Bodies	Amount by O.R.
1	1.						
	2.						
	3.						
	4.						
	5.						
2	1.						
	2.						
	3.						
	4.						
	5.						
3	1.						
	2.						
	3.						
	4.						
	5.						
4	1.						
	2.						
	3.						
	4.						
	5.						
5							

Table 29(32-33)

The total number of activities/short training life-long courses directed to the community and

The total number of participants in life-long learning (continuing education) courses

University: **College:**

	Program/ activities/ short training life-long courses	Program/ Department	The total number of participants in life-long	Place	Date	The beneficiary	Amount by O.R.
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

Table 30(34)

Employment Rate of graduates (program/ institution)

University: **College:**

	Programs/Departments	Degrees	The total number of employed graduates	Percentages
1		Bachelor		
		Diploma (3years)		
		Diploma (2years)		
2		Bachelor		
		Diploma (3years)		
		Diploma (2years)		
3		Bachelor		
		Diploma (3years)		
		Diploma (2years)		
4		Bachelor		
		Diploma (3years)		
		Diploma (2years)		
5		Bachelor		
		Diploma (3years)		
		Diploma (2years)		
6				
7				
8				
9				
10				
	College			

Table 31(35)

The total number of participations in local/regional job fairs/competitions

University: **College:**

	The name of local/regional job fairs/competitions	Date and place	The total number of participants (academic staff)	The total number of participants (non-academic staff)	The total number of participants (students/programs/ departments)	Total Funds
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
	College					