



A'SHARQIYAH UNIVERSITY
Staff Appraisal and Personal Development Review

Confidential

Name	Einas Awad Ibrahim Osman
Job Title	Assistant professor in Medical Laboratory Sciences
Date of Appraisal	2/6/2025
Appraiser	Prof. Nasiruddin Khan
Appraiser Job Title	Head of Department

This review is a means of reflecting on your work role over the last twelve months. Your reflections form the basis of discussion with your line manager or a nominated appraiser.

ASU Vision, Mission, Values and Strategic Objectives

VISION

ASU aspires to be a leading higher education institution in Oman that promotes authentic values, innovation and socio-economic development

MISSION

ASU advances knowledge through innovative learning and applied research that will contribute to the economic and social development of the region by providing a conducive environment enhanced by international collaboration.

VALUES

- Endeavour: we will seek to perform our best in everything we undertake individually and collectively.
- Respect: we will treat others with consideration and regard.
- Openness and trust: we will be honest, sincere and trustworthy.
- Integrity: we will act in accordance with principles of moral and ethical conduct with consistency between words and actions.
- Accountability: we will be accountable for and in charge of our actions.

STRATEGIC OBJECTIVES

The strategic objectives of the University are to:

- Contribute to knowledge and innovation through fundamental and applied research and scholarship in priority areas
- Strengthen the information and knowledge management systems to better decision-making processes
- Promote Innovation in all areas
- Recruit, develop and retain talented staff and provide them with an enabling and satisfying work environment
- Achieve cost optimization
- Generate maximum funds to invest in our future
- Develop a set of high value local, regional and international partnerships to leverage strategic priorities
- Provide state-of-the-art facilities, systems and infrastructure for students and staff
- Develop and maintain innovative curriculum for the University's programs
- Enhance the effectiveness of governance and management structures
- Improve participation, success and retention of students
- Develop and maintain innovative curriculum for the University's programs
- Improve quality of teaching & learning
- Contribute to the community's cultural, social and economic development
- Provide students with an accessible and supported study experience and transition to employment
- Promote values

Completing the appraisal form:

Prior to your Staff Appraisal and Personal Development Plan Review meeting with your manager or nominated appraiser, please complete the Self-Review pages below in this form. This information will help you in your appraisal discussions.

Pre-Appraisal Self Review

Section 1 – Your Work

1. In terms of your role please consider what you find more and less interesting. Some examples are included below to help prompt your thoughts.

	More interesting	Less interesting
Interaction with students	X	
Variety of tasks	X	
Working independently/organizing own workloads	X	
Learning new things	X	
Preparing lecture and practical materials	X	
Marking student work	X	
Problem solving	X	
Examples may include: enabling students and/or staff members to achieve their potential, interaction with staff/students, diversity of staff/students, variety of tasks, working independently/organizing own work loads, working as part of a team, dealing with difficult customers/students, problem solving/dealing with queries, professional development activities		

Section 2 - Your Performance and Achievements

Thinking back over the last 12 months please list below your achievements?

1. ACADEMIC ACHIEVEMENTS:

Developed three comprehensive laboratory manuals for Medical Mycology, Molecular Biology, and Basic Microbiology with detailed explanations, visual aids, and atlas-like resources

Successfully delivered diverse courses across medical laboratory disciplines including Bacteriology, Mycology, Microbiology, Molecular Biology, and Toxicology

Created innovative teaching materials and methodologies that enhanced student understanding and practical application

Prepared comprehensive evaluation forms for students during training in MDLS200 Clinical Practicum I and MDLS300 Clinical Practicum II

2. RESEARCH ACHIEVEMENTS:

Published book "Essential Medical Mycology" (Noor Publishing, 2025)

Co-authored 4 research papers in high-impact international journals. Two of them under publication process

Attended African Researcher Career Development Workshop (November 13-15, 2024) in Johannesburg, South Africa

Presented poster at 8th UAE International Conference on Antimicrobial Resistance (February 21-22, 2025)

Delivered keynote presentation at BUC's 8th National Conference on Metaverse and AI (May 5-6, 2025)

Served as Session Chair at BUC's 8th National Conference

Submitted two research proposals to High Ministry of Education through REMS as Co-PI: "Bioethanol production from lignocellulose biomass waste using local fungi strain" and as Co-I "Harnessing Oman's Indigenous Treasure: Advanced Nanoemulsion Technology of Frankincense Oil for Targeted Breast Cancer Therapy"

Submitted internal grant proposal "Epidemiological Investigation of Outbreak Vancomycin-Resistant Enterococcus spp. at Ibra Reference Hospital, Oman" (November 2024)

3. ADMINISTRATIVE ACHIEVEMENTS:

Successfully coordinated vaccination program for entire student population prior to hospital internships

Managed comprehensive clinical practicum distribution for 29 MDLS300 students across 11 healthcare facilities throughout Oman

Managed comprehensive clinical practicum distribution for 52 MDLS200 students across 6 healthcare facilities in North Al Sharqiyah

Implemented innovative supervision framework with unannounced visits for authentic assessment

Developed systematic evaluation methodology and comprehensive documentation systems

Successfully managed logistical coordination between university, hospitals, and transportation departments

4. COMMUNITY SERVICE ACHIEVEMENTS:

Led sustainable fuel research project with secondary school students, providing expertise in various oil extraction methods including solvent extraction, mechanical pressing, and supercritical fluid extraction

Guided green hydrogen production research project involving anaerobic compost preparation, bacterial strain identification, and safe hydrogen collection procedures

Provided comprehensive mentorship to school students and staff in renewable energy technologies and sustainable practices

5. UNIVERSITY SERVICE ACHIEVEMENTS:

Successfully spearheaded organization of Biomedical Day 2025 (April 21, 2025) including overall planning, coordination, stakeholder management, and logistics

Served as organizing committee member for 11th Students Cultural Week (February 5-8, 2025)

Active member of Teaching and Learning Committee, delivered induction presentation on ASU Teaching and Learning Policies to part-time faculty (February 13, 2025)

Delivered infection prevention and control presentation for nutrition students (December 16, 2024)

Collaborated with colleagues from Basic Sciences Department (Chemistry section) on interdisciplinary research proposals

Section A – Review of Past Year

* Appraisal meetings can be an opportunity for you to raise with your line manager any work life balance matters or other issues (e.g. disability or health matters) that are affecting your performance at work.

1 What were the key job role activities/work related objectives for the review period?

Teaching Excellence: Development of comprehensive laboratory manuals and enhancement of student learning experience

Research Development: Active participation in international conferences and publication of research papers

Administrative Leadership: Coordination of clinical practicum programs and student vaccination initiatives

Community Service: Collaboration with different secondary schools regarding various innovative research projects

University Service: Organization of Biomedical Day 2025, participation in 11th Students Cultural Week organizing committee, and active committee participation

2 Please comment below on whether the objectives were achieved during the period.

FULLY ACHIEVED - All major objectives were successfully completed:

- **Academic Achievement:** Developed three comprehensive laboratory manuals for Medical Mycology, Molecular Biology, and Basic Microbiology, creating atlas-like resources with visual aids that significantly enhanced student learning outcomes.
- **Research Excellence:**
 - Attended African Researcher Career Development Workshop (Nov 13-15, 2024) in Johannesburg
 - Presented poster at 8th UAE International Conference on Antimicrobial Resistance (Feb 21-22, 2025)
 - Delivered keynote presentation at BUC's 8th National Conference (May 5-6, 2025)
 - Served as Session Chair at the same conference
 - Published book "Essential Medical Mycology" (2025)
 - Co-authored 4 research papers in high-impact journals
 - Submitted proposal to High Ministry of Education through REMS as Co-PI for project "Bioethanol production from lignocellulose biomass waste using local fungi strain"
 - Submitted proposal for internal university grant "Epidemiological Investigation of Outbreak Vancomycin-Resistant Enterococcus spp. at Ibra Reference Hospital, Oman" (November 2024) - demonstrating active pursuit of research funding despite outcome
- **Administrative Excellence:**
 - Successfully coordinated vaccination program for entire student population
 - Managed clinical practicum distribution for 29 MDLS300 students across 11 healthcare facilities across in Oman
 - Managed clinical practicum distribution for 52 MDLS200 students across 6 healthcare facilities in North A 'Sharqiyah
 - Implemented innovative supervision framework with unannounced visits
 - Prepared comprehensive evaluation forms for students during training in both MDLS200 Clinical Practicum I and MDLS300 Clinical Practicum II to ensure standardized assessment and progress tracking
- **Community Service Excellence:**
 - Collaborated with multiple secondary schools on innovative research projects focused on sustainable energy solutions
 - Led sustainable fuel research project with school teams, providing expertise in various oil extraction methods including solvent extraction using hexane, mechanical pressing with hydraulic systems, and supercritical fluid extraction using carbon dioxide
 - Guided green hydrogen production research project involving anaerobic compost preparation through organic material fermentation, bacterial strain identification, methanogens inhibition using sustainable materials, and safe hydrogen collection procedures
 - Provided comprehensive mentorship to school students and staff, fostering understanding of renewable energy technologies and sustainable practices
 - Conducted extensive research optimization and result documentation for both projects
- **University Service Excellence:**
 - Successfully spearheaded the organization of Biomedical Day 2025 (April 21, 2025), managing overall planning, coordination, and execution including conceptualizing

event themes, coordinating stakeholders, managing abstract submissions, securing sponsorships, and overseeing logistics

- Served as organizing committee member for the 11th Students Cultural Week (February 5-8, 2025), contributing to event planning, student engagement activities, and cultural program coordination
- Active member of Teaching and Learning Committee, delivering induction presentation on ASU Teaching and Learning Policies to part-time faculty (February 13, 2025)
- Delivered infection prevention and control presentation for nutrition students (December 16, 2024)
- Contributed to faculty development and ensured consistent implementation of university educational policies

3 What significant barriers or obstacles hindered progress during the review period?

- **Time Management:** Balancing extensive administrative responsibilities with research and teaching commitments
- **Logistical Coordination:** Managing complex scheduling across multiple healthcare facilities for student placements
- **Resource Allocation:** Ensuring adequate supervision coverage across geographically dispersed clinical sites

4. Can you suggest any improvements for the way your work is done?

- Implementation of digital tracking systems for student progress monitoring
- Development of standardized evaluation protocols across all clinical sites
- Enhanced communication platforms for real-time coordination with healthcare partners

Performance Score by the Appraisee based on Self-Appraisal

Please provide a self-evaluation of your performance in each of the three areas of service and provide reasons of your rating for superior or under-performance where applicable.

Activity	Score out of 100	Justification for the Score
Teaching	58	Successfully delivered diverse courses across medical laboratory disciplines including Bacteriology, Microbiology, Molecular Biology, and Toxicology; developed 3 comprehensive laboratory manuals with visual aids; successfully managed clinical practicums for 81 students across 17 facilities; implemented innovative supervision methods; and contributed to improved educational outcomes
Research	29	Published 1 book and 2 research papers, presented at 2 international conferences, attended professional development workshops, and demonstrated strong research productivity with high-quality publications
University and Community Service	09	Led organization of Biomedical Day 2025, coordinated vaccination program, served on Teaching and Learning Committee, delivered

		community workshops, and engaged in sustainable energy research projects
Overall Weighted Score	96	

Weighting

Depending on the academic rank, the proportion of time spent on each activity may vary. The following table provides a guide on the proportion of time that each member of academic staff is expected to spend on each activity. This weighting should therefore be used in arriving at the overall performance score.

Activity	Lecturer	Assistant Professor	Associate Professor	Professor
Teaching	80	60	50	40
Research	10	30	40	50
University and Community Service	10	10	10	10
Total	100	100	100	100

Section B - Evaluation

Corporate Development Evaluation

Please list below any training and development activities that you have undertaken in the last 12 months?

How would you rate the transfer of learning from the event to your workplace?

Activity attended	How would you rate the activity out of 10	Specific learning
African Researcher Career Development Workshop (Nov 2024)	10	Advanced grant writing skills, networking strategies, career development planning, collaboration techniques
8th UAE International Conference on Antimicrobial Resistance (21th of February 2025)	9	Latest trends in antimicrobial resistance, research presentation skills, international networking
BUC's 8th National Conference on AI and Metaverse (5 th of May 2025)	10	AI applications in education, translation technology evaluation, innovative teaching methodologies

Transfer of Learning: Excellent - Applied grant writing techniques in current research proposals, implemented AI tools in laboratory manual development, and established new international research collaborations.

Line Manager's comments

Performance Score given by the Appraiser

Please provide an evaluation of the performance of the member of academic staff using the above scales in each of the three areas of service and provide reasons of your rating for superior or under-performance where applicable.

Activity	Score	Justification for the Score
Teaching	58	Dr. Einas is hardworking, and got expertise in her field of interest. Her instructional strategies and clear communication of learning objectives effectively engage and improves student understanding and participation. Her creativity in finding alternative solutions to teaching obstacles is commendable. Being open to feedback and implementing suggested changes demonstrates her admirable commitment to continuous improvement. It is highly commendable as she adapts diverse learning styles, and this reflects her student-focused approach to teaching. Her abilities in extracurricular activities is appreciable as this enhances the overall educational experience for our students.
Research	29	Based on previous year records, her research performance is excellent and fulfills the requirement at her current position.
University and Community Service	09	The university and community service is satisfactory but needs to be enhanced in coming academic year with more engagement among students in her field.
Overall Score	96	

Performance Score Agreed by the Appraiser and the Appraisee

Please provide below the performance score agreed between the appraiser and the appraisee in each of the three areas of service and the overall score using the above scales and provide reasons of your rating for superior or under-performance where applicable.

Activity	Score	Justification for the Score
Teaching	58	The performance is excellent
Research	29	The performance is excellent
University and Community Service	09	The performance is appreciable but needs improvement.
Overall Score	96	

Section C – Plan for the Forthcoming Year

Please state below the objectives (after agreeing them with your line manager/dean) for the coming year. All objectives should be **Smart Objectives** (Specific, Measurable, Attainable, Results oriented, Time limited)

Objectives for the next review period	Key activities	Timeframe	Indicators of performance
Enhance Research Output	Submit grant applications (TRC Block Funding and Ministry of Health), publish 2 journal papers, attend international conference	12 Months	Grant approvals, publication acceptance letters, conference presentations
Expand Laboratory Manual Series	Develop 2 additional manuals for advanced courses, digitize existing manuals	8 Months	Completed manuals, student feedback scores >85%
Strengthening International Collaborations	Establish new research partnership, joint publication submissions	10 Months	Signed MOUs, collaborative publications
Improve Clinical Training Program	Implement digital tracking system, standardize evaluation protocols	8 Months	System implementation, improved assessment scores
Standardize Student Evaluation System	Develop comprehensive evaluation forms for all MDLS students in Clinical Practicum I and II (internship), seek approval from Teaching and Learning Committee	10 Months	Committee approval, standardized evaluation forms implementation

Section D – Personal & Professional Development Plan

Having set the objectives for the year ahead what personal and professional development is required to assist in the delivery of agreed goals?

Development Activities may include all or some of the following (the activities listed should not be considered prescriptive or exhaustive):

- Reading / Research (Library or Internet based), one-to-one skills coaching, one-to-one job role mentoring, short skills-based training courses, exposure (field visits, attachments, job shadowing, etc.), conferences, workshops/seminars, formal courses of study in further education, higher education, professional qualifications.

Knowledge/skills/development required	Priority 1 – High 2 – Medium 3 - Low	How will this be achieved?	Review date	Comments at review stage
Advanced Grant Writing Techniques	1 - High	Attend specialized workshops, online courses, mentorship	Sep 2025	Essential for research advancement
Molecular Biology Workshop Development	1 - High	Design and conduct molecular biology workshop for faculty and lab technicians from different clinical centers at North A 'Sharqiyah	Sep 2026	Enhance practical skills training
Research Publication Skills	1 - High	Focus on publishing at least 2 research papers in high-impact journals	Dec 2025	Increase research output and visibility
Conference Presentation Excellence	2 - Medium	Attend at least one international conference for networking and knowledge exchange	Feb 2026	Expand professional networks
Research Collaboration Management	2 - Medium	International networking events, partnership workshops	April 2026	Support international partnerships
Advanced technique in molecular biology	2 - Medium	Whole genome sequencing training, training for use different platform data analysis	June 2026	Essential for expanding research capabilities in genomics and enhancing laboratory curriculum. Will enable advanced research projects, strengthen grant applications, and provide cutting-edge practical training for MDLS students. Supports university's

				strategic objective of innovation and applied research excellence
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Section E - For Academic Staff only to complete

Employer engagement

How have you worked with employers (e.g., through internships, invited lectures) over the last 12 months to develop your role in ASU?

Actively collaborated with 7 healthcare facilities across North A 'Sharqiyah for student clinical placements, established strong partnerships with hospitals for practical training, and engaged with community schools for research projects in sustainable energy and green hydrogen production.

Interdisciplinary Collaboration within College:

Collaborated with colleague from the Basic Sciences Department (Chemistry section) to develop the "Bioethanol production from lignocellulose biomass waste using local fungi strain" research proposal submitted to the High Ministry of Education through REMS

Worked with Basic Sciences Department (Chemistry section) colleagues to develop "Harnessing Oman's Indigenous Treasure: Advanced Nanoemulsion Technology of Frankincense Oil for Targeted Breast Cancer Therapy" research proposal submitted to the High Ministry of Education through REMS

Worked closely with colleagues in the Medical Laboratory Sciences Department to provide comprehensive course coverage across different specializations

Fostered interdisciplinary research partnerships within the College of Applied and Health Sciences to enhance research capacity and educational delivery

Participated in cross-departmental initiatives to strengthen academic collaboration and resource sharing

Classroom Observation

Has your teaching been observed in the last 12 months? Yes/No

Have you got an action plan deriving from your classroom observation? Yes/No

Do you consider yourself on track with your objectives, targets and plans? Yes/No

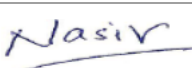
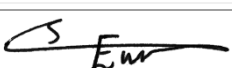
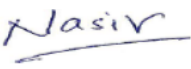
If no, please discuss below

Community Contribution

Please consider below what Continuous Professional Development you have undertaken over the last 12 months to help members of the community/industry.

Activity	Learning Objectives
Sustainable Fuel Research Project	Transfer knowledge of oil extraction methods, mentor students in renewable energy solutions
Green Hydrogen Production Research	Develop expertise in anaerobic fermentation, bacterial identification, hydrogen collection techniques
Infection Prevention Workshop for Nutrition Students	Enhance community health knowledge, professional development in healthcare education

Section F – Confirmation of Meeting

1. I agree: i) The proposed performance objectives plan ii) Personal and professional development plan, subject to appropriate resources being available			
Signed by Appraiser		Date:	04/06/2025
Signed by Appraisee		Date:	04/06/2025
Comments Appraiser: Dr. Einas is a knowledgeable and experienced faculty in the MDLS program with excellent performance in every field including teaching, research and community service. Her ability to inspire and motivate students and colleagues has contributed to a highly engaged and productive work environment. I hope she will perform much better in coming year contributing more success towards ASU's and college mission and vision. Appraisee: I appreciate for the thoughtful feedback and positive evaluation during this appraisal process. Achieving a score of 96/100 is truly encouraging and motivates me to continue giving my best to our students and the university community.			
Signed:		Date:	04/06/2025
Date of next review meeting:	05/06/2026	Time:	11:04 AM

APPENDIX
Criteria for Assessing the Performance of Academic Staff

TEACHING AND LEARNING

A'Sharqiyah University aims to deliver high quality academic programs using contemporary learning and teaching technologies to make a difference to the lives of students, staff and communities. College Deans and Heads of Department should take account of the following criteria when assessing the teaching performance of academic staff:

- Evidence of a recent and sustained teaching load.
- Students' evaluation of teaching with a target student satisfaction score of 80% minimum.
- Use of e-learning technologies.
- Timeliness and comprehensiveness of student advising reports
- HoD/Deans evaluation of teaching reports
- Peer review of teaching reports, if available
- Timely submission of Course Evaluation Reports, Course Syllabi, Course Files, Course Descriptors, etc
- University/National/international teaching awards
- Performance on student outcomes (e.g. student pass rates)
- Grants awarded for teaching innovations.
- Membership of Learning and Teaching Journals' Editorial Boards.
- Keynote addresses at national and international teaching conferences.
- Publications of academic books; etc.

Each member of academic staff as A'Sharqiyah University is advised to reflect on their own teaching practice and ensure that he or she:

- Organizes and facilitates learning experiences that assist students to achieve desired outcomes.
- Creates learning experiences and assessments that reflect the integration of discipline and transferable skills.
- Provides appropriate feedback directed to individual student needs.
- Responds to students in a variety of settings with sensitivity to background and learning style.
- Generates and fosters student enthusiasm for learning.
- Supports the development of students' ability to learn independently and with others.
- Refines teaching practice based on self-assessment and reflection; and on feedback from students and peers.
- Utilizes theory and publications on teaching and learning to develop course design, teaching and assessment.

RESEARCH AND/OR CONSULTANCY

The University aims to contribute to knowledge and innovation through applied research and scholarship in a selection of priority areas whilst building capacity in others. College Deans and Heads of Department should take account of the following criteria when assessing the research and consultancy performance of academic staff:

- Research publications output (journals papers, refereed conference publications, books, book chapters, original creative works, etc.)
- Benefit to the research community: high paper citation count
- Research and Consultancy income (number of grants, value of each grant)

- Editorship of national and international journals
- Prizes from international learned societies
- Keynote and invited addresses nationally and internationally
- Invited review papers in journals and conferences
- Chairmanship and program committee membership of well recognized conferences
- Professional awards
- Membership of grant awarding bodies
- Editorship of conference proceedings
- Organizing research conferences, symposia or exhibitions
- Best paper awards
- Impact of research: adoption of results, wealth creation
- Influential papers, awarded patents and licenses
- Learned society involvement
- External examiner for research degrees such as MPhil, PhD, and other doctoral awards
- Reviewer of research grant proposals
- Elected Fellowship of learned societies; etc.

All academic staff are expected to meet the following minimum key performance indicators in Research:

Lecturers:

Lecturers of the University are expected to engage in scholarly activities and to keep up to date with developments in their subject disciplines. A University lecturer who holds a Bachelors/ Master's degree and decides to actively pursue research opportunities leading to award of a higher degree (MPhil/PhD) will be encouraged and supported to do so.

Assistant Professors

Assistant Professors of the University are expected to

- Actively pursue and submit one research grant application under the TRC Block Funding Program or equivalent every year.
- Submit and publish one journal or conference paper every year.

Associate Professors

Associate Professors of the University are expected to

- Actively pursue and submit one Undergraduate Research Grant (URG) or Graduate Research Grant (GRG) application under the TRC Block Funding Program every year.
- Actively pursue and submit one Research Grant (RG) application every year.
- Submit, present and publish one conference paper every year.
- Submit and publish one journal paper every year.

Professors

Professors of the University are expected to

- Actively pursue and submit one Undergraduate Research Grant (URG) or Graduate Research Grant (GRG) application under the TRC Block Funding Program every year.
- Actively pursue and submit one Research Grant (RG) application every year.
- Submit, present and publish one conference paper every year.
- Submit and publish one journal paper every year.

A member of Academic Staff who fails to fulfill the above minimum key Performance Indicators in research will only be eligible to be compensated for overtime teaching after delivering 32 credit hours of teaching in a year.

College Deans and Heads of Department will incorporate the above KPIs in the performance targets of every member of academic staff during the appraisal interview process every year.

UNIVERSITY AND COMMUNITY SERVICE

All academic staff are required to make a contribution to University and Community service. College Deans and Heads of Department should take account of the following criteria when assessing the University and Community Service performance of academic staff:

- Membership of College and University Committees
- Program management and course co-ordination
- Managing and supervising teaching/research staff
- Formally or informally mentoring more junior staff
- Involvement and leadership roles with external and/or international committees
- Any activity that raises the profile of A'Sharqiyah University nationally and internationally
- Building beneficial relationships with industry and/or international partners
- Delivering workshops and lectures for the Community
- Contributions to the Higher Education Sector
- Any other contributions that serve the University or the Community.