



QATAR UNIVERSITY COLLEGE OF ARTS AND SCIENCES (CAS)

Promotion Guidelines
Effective Spring 2015

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COLLEGE OF ARTS AND SCIENCES Promotion Policy and Procedures

The purpose of the promotion policy at CAS is to:

1. Promote faculty members whose performance demonstrates particular merit in teaching, research, administration, service and leadership in the university and professional activities to the community; and,
2. Provide CAS guidelines and procedures for promotion, consistent with QU promotion guidelines.

Assessment of candidates for promotion:

The candidate is evaluated for eligibility for promotion to the next academic rank based on performance in the following areas:

1. Teaching;
2. Scholarship; and,
3. Service.

Requirements for Promotion to the Rank of Associate Professor:

The faculty member desiring to be promoted to the rank of associate professor must have demonstrated his/her ability to engage in scholarly endeavor and to publish.

The *minimum* requirement to apply for promotion to **Associate Professor**:

1. Must be a regular faculty member, and must have spent at least one year at Qatar University, and must have spent no fewer than five years in their current rank
2. The applicant must submit a minimum of four refereed (not edited) publications that are not extracted from his/her Masters or Ph.D. thesis, to be considered for promotion and external peer review evaluation;
3. The applicant must ensure that the following conditions are met:
 - a. Publications include only reputable peer-reviewed journal articles, peer reviewed scholarly books and/or book chapters, and/or other creative work (the latter if applicable);¹
 - b. At least two out of the four submitted publications have been published;
 - c. At least two of the publications must show Qatar University as the primary affiliation for the author (applicant for promotion);
 - d. The applicant must be the sole or the senior author of at least two of the submitted publications for promotion.
 - e. The senior author is generally defined as the person who leads a study and makes a major contribution to the work. The Senior Author is typically takes overall responsibility for its content. CAS defines senior author to mean:
 - ✓ First author or
 - ✓ First faculty following student (or research assistants, post-docs).
 - ✓ The last written name in the list of authors.
 - f. In all cases of multiple authors, the applicant shall submit the "Contribution in Collaborative Research Form" (http://www.qu.edu.qa/offices/vpcao/faculty_promotion.php) signed by the applicant and all the co-authors indicating that the weight of his/her work is the highest amongst all authors.

- g. For applicants from liberal arts, humanities, and social sciences, at least two of the submitted publications must be journal articles; the applicant should be the sole or senior author for at least one of them.
 - h. Applicants from liberal arts, humanities and social sciences disciplines may submit a maximum of two peer reviewed, refereed books, or book chapters to be counted as part of their required publication.
 - i. Applicants from sciences disciplines may submit a maximum of one refereed review article, refereed book, or book chapter, as long as this is not counted in lieu of a senior author paper.
4. The applicant should ensure that the submitted publications meet quality standards;ⁱⁱ
 - a. Any submitted scholarly books or book chapters must be peer reviewed and have the mandatory international ISBN number to be considered;
 - b. Quality of submitted articles is assessed based on the ranking of the publication medium/journal and impact factor;
 - c. Publications in journals that charge acceptance fees prior to the peer-review decision are not acceptable for consideration in promotion applications.
 - d. The applicant should provide as much evidence as possible on the quality of the journals, book, or book chapter or creative work;
 - e. Conference proceedings and presentations do not count for promotion.
 5. The applicant's teaching and service evaluation should be no less than "meet expectation" during the promotion period or at least during the immediately preceding year of his/her application.

The above are only meant to represent minimum criteria and general guidelines. Applicants are expected to exercise due persistence and care in ensuring that they are publishing in quality outlets.

Requirements for Promotion to the Rank of Professor:

The faculty member desiring to be promoted to the rank of professor must have established a reputation of being a scholar and authority in his/her field.

The *minimum* requirement to apply for promotion to **Professor**:

1. The applicant must be a regular faculty member and have spent at least five years in the rank of Associate Professor;
2. The applicant must submit a minimum of six refereed (not edited) publications that are not extracted from Masters or Ph.D. thesis or used in previous promotion to be considered for promotion and external peer review evaluation.
3. The applicant must ensure that the following conditions are met:
 - a. Publications include only reputable peer-reviewed journals articles, peer-reviewed scholarly books and/or book chapters, peer-reviewed review articles, and other creative work (the latter if applicable);
 - b. At least four of the submitted materials have already been published; submitted publications must not have been used for previous promotion;
 - c. At least two of the publications must show Qatar University as the primary affiliation for the author.

- d. The applicant must be sole or the senior author of at least four of the submitted publications for promotion.
 - e. The senior author is generally defined as the person who leads a study and makes a major contribution to the work. The Senior Author is typically takes overall responsibility for its content. CAS defines senior author to mean:
 - ✓ First author or
 - ✓ First faculty following student (or research assistants, post-docs).
 - ✓ The last written name in the list of authors.
 - f. In all cases of multiple authors, the applicant shall must submit the “Contribution in Collaborative Research Form” (http://www.qu.edu.qa/offices/vpcao/faculty_promotion.php) signed by the applicant and all the co-authors indicating that the weight of his/her work is the highest amongst all authors.
 - g. For applicants from liberal arts, humanities and social sciences, at least three of the submitted publications must be journal articles; the applicant should be the sole or senior author for at least two of them.
 - h. Applicants from liberal arts, humanities and social sciences disciplines may submit a maximum of three peer reviewed, refereed books, or book chapters to be counted as part of their required publication.
 - i. Applicants from sciences disciplines may submit maximum of one refereed review articles, refereed books, or book chapters, as long as this is not counted in lieu of a senior author papers
4. The applicant should ensure that the submitted publications meet quality standards ⁱⁱ
- a. All submitted articles (including reviews if any) must be published in international peer-reviewed journals of reputable academic publishers where quality ranking and impact factor will be used to judge the quality;
 - b. Any submitted scholarly books or book chapters must be peer reviewed and have the mandatory international ISBN number to be considered ;
 - c. The applicant should provide as much evidence as possible on the quality of the journals;
 - d. Publications in journals that charge acceptance fees prior to peer-review decision are not acceptable for consideration in promotion applications;
 - e. The applicant should provide as much evidence as possible on the quality of the journals, book, or book chapter or creative work;
 - f. Conference proceedings and presentations do not count for promotion.
5. The applicant’s teaching and service evaluation should be no less than “meet expectation” during the promotion period or at least during the for the immediately preceding year of his/her application.

The above are only meant to represent minimum criteria and general guidelines. Applicants are expected to exercise due persistence and care in ensuring that they are publishing in quality outlets

Procedures for academic promotion:

The promotion process must draw upon sufficient expertise to make a competent assessment of the applicant's contribution and must enable the integration of a range of perceptions to achieve a balanced judgment. Therefore:

1. Each department within CAS will establish a promotion committee consisting of three members at an academic rank higher than that of the applicant;
2. If a department does not have sufficient senior level faculty, the College Promotion Committee may serve as department committee in addition to its college committee role;
3. The main task of the department promotion committee is to evaluate the applicant's promotion file based on the University baseline expectations and guidelines/requirements specified in the College of Arts and Sciences promotion policy;
4. Once the Department's Promotion Committee concludes its task and makes a recommendation, the department head will evaluate the candidate application emphasizing the quality of teaching, research, and service. The department head recommendation must include an assessment of teaching, research, and service contributions of the applicant. If disagreement occurs between department promotion committee and department chairperson, a meeting must be conducted to try to resolve the differences;
5. The Dean shall form a College Promotion Committee consisting of at least three faculty members at the rank of Professor. The College promotion committee will evaluate all promotion cases to assure fairness and consistent application of the promotion policies and guidelines and make its recommendation to the Dean;
6. The Dean will make a recommendation to the VPCAO including an assessment of teaching, research, and service contributions of the applicant;
7. If disagreement occurs between the college dean and the College promotion committee, the dean will meet with the committee to try to resolve the differences.

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Guidelines for assessment:

- a- Teaching:** The following aspects will be employed in assessing the quality of teaching for promotion:

Criteria	Assessment	
	Associate Professor	Professor
Student evaluation Annual Appraisal	The candidate's overall average on faculty appraisal during the promotion period should be expected or above expected.	The candidate overall average on faculty appraisal during the promotion period should be expected or above expected.
Peer evaluation Student and Peer evaluations	The candidate is expected to score 70 on average for student evaluation during the promotion period and at least 2 out of 4 in on peer evaluation?	The candidate is expected to score 70 on average for student evaluation during the promotion period and at least 3 out of 4 on peer-evaluation?
Course portfolio	Course portfolio must include a syllabus, learning outcomes, different assessment tools, pedagogical, sample of student's work, sample of faculty work, copies of the exams, projects used in the course, teaching philosophy, reflection statement. Applicant must submit a minimum of two course portfolios (lower level and upper level where applicable).	Course portfolio must include a syllabus, learning outcomes, different assessment tools, pedagogical, sample of student's work, sample of faculty work, copies of the exams, projects used in the course, teaching philosophy, reflection statement. Applicant must submit a minimum of three course portfolios (lower level, upper level, and graduate level here applicable).
Diversity in teaching	Candidate must have taught different levels of courses, including lower level and upper level if applicable.	Candidate must have taught different levels of courses, including lower level and upper level if applicable.

- b- Scholarship:** Publication outlet ranking and impact factor aspects will be employed in assessing the scholarship quality of candidates. Ranking of publication outlets must classify them into different tiers based on multiple criteria such as reputation in the field, rigor of peer-review, and/or impact factor. Relative ranking of type of publications (*e.g.*, books, book chapters, articles/papers) most prized in the academic field should be developed by the academic units within the department. Academic departments must develop a list of reputable publications in the field of expertise and agree on internal ranking of quality of such publications prior to the deadline for promotion applications. The list and relative quality ranking should be shared with faculty members.

Suggested Approach to Uniform Evaluation on Publications by category*

Research Activity	Top Tier (based on quality and rigor of peer-review as known in the discipline)	Rank *	Second Tier (based on quality and rigor of peer-review as known in the discipline)	Rank *
Publications	Paper in indexed journal with Impact Factor or top tier international journal in the field		Paper in peer-reviewed journal but without impact factor	
	Refereed book by top publisher		Refereed book	
	Peer-reviewed full paper in international specialized conf. proceedings		Peer-reviewed full paper in regional conf. proceedings	
	Peer-reviewed book chapter by top publisher		Peer-reviewed book chapter in regional conf. proceedings	
	Refereed edited book by top publisher in field		Edited book	
	Peer-reviewed book chapter by top publisher in field		Peer-reviewed Book chapter	
	Peer-reviewed publication in recognized international medium in the discipline		Peer-reviewed publication in recognized regional medium in the discipline	

*Rank: Order within each tier is discipline-specific, but shall be agreed upon prior to evaluation and used for all faculty members within the academic unit. Within each category, a list of publication outlets in the field should be agreed upon based on quality metrics, such as ranking by reputable third party, impact factor, citations, reputation of the publisher.

c- Service Contributions:

This will be evaluated based on:

1. Documented service accomplishments
2. The significance and impact of the activities
3. The faculty member overall effectiveness, collegiality, impact and pro-activity

It is an overall score for service activities in at least one of the three evaluation categories:

1. Service to the University,
2. Service to the profession and discipline,
3. Service to the community at large.

Sample Service for illustration purpose only**(A) Service to the University:**

Faculty members are expected to contribute to the University efficiency and effectiveness:

- a. **Effective and constructive involvement** in various department/college/university committees;
- b. Active participation **in program assessment**, evaluation, and continuous improvement efforts;

- c. **Leading the effort or contributing as a member of a task force** to address issues facing the University or its community;
- d. Contributing to student welfare through **engagement in supporting extracurricular student activities**, participating in student-faculty committees, or serving as advisor to student organizations (...)

(B) Service to the Profession with professional associations in one's field of expertise

- a. **Contributions of time and expertise** to serve external professional organizations and societies
- b. Participating in external professional visits as an **external program reviewer, competition judge, or accreditation organization representative**;
- c. Serving as the **editor or**
- d. Holding **affiliations a member of editorial board** of professional journals (...)

(C) Service to the Community

Faculty members are expected to be effectively involved in **voluntary and non-compensated activities**:

- a. Collaborative endeavors with schools, government agencies, and/or the industry;
- b. Offering presentations, workshops, short courses for the industry, the government, or the public;
- c. Evaluating programs or policies for external agencies;
- d. Serving as a member of a board (...)

Candidate's Rights and Responsibilities:

The Candidate has both the right and responsibility to understand all departmental, college and University promotion standards, policies, and practices. He/she should plan his/her academic development and activities keeping the following information in mind:

1. To apply for promotion, the candidate must be a regular faculty member, and must have spent at least one year at Qatar University;
2. The candidate may apply for promotion according to the following schedule:
 - a. To apply for the rank of Associate Professor, the candidate must have spent no fewer than five years in the rank of Assistant Professor;
 - b. To apply for the rank of Professor, the candidate must have spent no fewer than five years in the rank of Associate Professor;
3. Exceptions to the minimum schedule requirements can only be granted by the President, based on the recommendation of the Vice President and Chief Academic Officer;
4. Prior to initiating the promotion process, the candidate must compile an appropriate record of teaching, scholarship and service that meet the minimum requirement as described above
5. The candidate must ensure that there is sufficient documentation of this record in order to justify the promotion;
6. The faculty member desiring to be promoted to the rank of Professor must have established a reputation of being a scholar and authority in his/her field;
7. The candidate will use the standard University promotion application forms and organize his/her supporting materials into a promotion dossier. This dossier will be submitted to the department head for review. The submitted dossier is considered the foundation for the

promotion decision, and it is, therefore, the responsibility of the candidate to organize the material in a way that is reflective of University policy, consistent with the present CAS guidelines, and best demonstrates her/his individual case.

8. Any materials that are added to the dossier after submission must be approved by the candidate. For instance, the candidate may add publications or letters indicating journal acceptance; however, no member of the University community can add other letters or documentation to the candidate's dossier without the candidate's approval. Exceptions to this restriction are the following:
 - a. The letters solicited from peer reviewers, and
 - b. The written recommendations (described below) of each reviewing body,
 - c. In addition, any candidate's appeal (and rebuttal from individuals or review committees) will be added to the dossier to ensure a complete record of the processes undertaken.
9. The candidate has the right to withdraw his/her application before their application is submitted for external review.

Departmental Responsibilities:

1. Each department within CAS should establish a promotion committee which must include senior members appointed by the department head. If the department does not have sufficient senior faculty members, the promotion committee at the college level will serve the role of the department committee.
2. The committee evaluates the individual dossiers based on the University baseline expectations and any additional CAS-specific criteria.
3. The results of the department promotion committee will be reported in writing to the Department Head.
4. The department's promotion committee recommendation letter (which is addressed to the Department Head) must include the numerical vote, indicating the committee's reasons for the decision and signed by all members of the committee.
5. If applicable, a signed minority opinion should be included as an appendix to the committee's recommendation.
6. The department head will review the candidate's dossier, and then make a decision to support or not support the promotion of the candidate.
7. The Department Head will prepare a written recommendation for submission to the Dean, a copy of which is included in the file to be sent to the college promotion committee.
8. In cases where Department Head disagrees with the Department Promotion Committee, he/she shall meet with the committee to state the reasons for disagreement and attempt to resolve the differences.
9. Any disagreements with the department committee's recommendations should be explained in this letter.
10. The candidate must be notified in writing by the head of the department about the recommendations of the department promotion committee.

College Responsibilities:

1. The Dean must establish a promotion committee which includes senior members appointed by him/her, and should represent the set of departments within the college (not all departments can be represented, but the committee should include a range of perspectives). This committee must reflect the full range of perspectives of the faculty in the college. Committee members must consist of faculty at or above the rank to which the candidate seeks promotion.
2. The committee will evaluate the individual dossiers based on the University baseline expectation, CAS promotion guidelines, and internal department rules.
3. The general requirements are specified in this policy and are to be considered as the minimum baseline requirements.
4. The College has the responsibility for defining its own standards for promotion, as well as specifying the procedures to be followed. These standards (upon which all promotion recommendations will be made) must be clearly set forth in a formal statement of policies and procedures.
5. The College Promotion Committee should make available (by publishing and distributing) its standards and procedures, and seek to ensure their consistency over time.
6. The College Promotion Committee will review the dossier forwarded to it by the Dean, and submit its written recommendation to him/her.
7. Any disagreements with the Department Head's recommendations should be explained in this letter. This letter will be added to the dossier and submitted to the College Dean.
8. The college's letter of recommendation (which is addressed to the College Dean) must include the numerical vote, indicating the committee's reasons for the decision and signed by all members of the committee
9. If applicable, a signed minority opinion should be included as an appendix to the committee's recommendation.
10. Before reaching a final recommendation, the college promotion committee may consult with the candidate regarding any additional information or evidence that would elucidate concerns or questions that emerged during the review of the dossier.
11. The Dean will then review the dossier and prepare a written letter to either support or reject the recommendations of the college promotion committee.
12. The Dean may request additional or clarifying information from the candidate, the Department Head and/or the college promotion committee. If the application is approved, the Dean will include this letter in the dossier, and forward it to the Vice President and Chief Academic Officer who will in turn forward it to the University promotions committee.
13. In cases where the Dean disagrees with the College Promotion Committee, he/she shall meet with the committee to state the reasons for disagreement and attempt to resolve the differences.
14. The Dean should inform the department head in writing about the progress of the case.

Anonymity:

1. All reports should be prepared in such a way that the opinions of individual committee members remain confidential, such that the candidate is not able to determine how any individual voted or which comments included in the letter are attributable to any particular individual.

2. Deliberations from all promotion committee meetings shall be kept confidential, and the recommendations shall not be shared with anyone other the committee members and administrators who participated in the process. Recommendations can be shared with the candidate but only through the Dean and no member of the promotion committee can inform the candidate of the nature neither of the recommendation nor on internal committee deliberations. Any violation of this confidentiality by any member is a breach of ethical conduct.

Appeals:**a- Appeal of Department Decision:**

If promotion is denied at the department level, the department decision may be appealed by candidates.

1. The candidate' appeal shall be submitted to the college dean within 10 working days of being informed of the denial.
2. The appeal letter must include the reasons for appeal.
3. The candidate must present compelling evidence to demonstrate that evaluation judgments were not sound or policies and procedures were not followed.
4. The Dean, within 10 working days of receiving the appeal, will render a decision.
5. The Dean may solicit feedback from department promotion committee and/or Department Head, however the Dean's decision is final and the candidate shall not pursue further appeals.

b- Appeal of College Decision:

If promotion is denied at the college level, the candidate may appeal the college decision.

1. The appeal shall be submitted to the VP&CAO within 10 working days of being informed of the denial.
2. The appeal letter must include the reasons for appeal.
3. The candidate must present compelling evidence to demonstrate that evaluation judgments were not sound or policies and procedures were not followed.
4. The VP&CAO, within 15 working days of receiving the appeal, will render a decision.
5. The VPCAO may solicit feedback from college dean, college promotion committee, department promotion committee, and/or Department Head.
6. The VP&CAO decision is final and the candidate shall not pursue further appeals.

ⁱ **Creative work:** films, novels, poetry, verses...etc., should be published in a prestigious publishing house referred and reviewed.

ⁱⁱ **Academic departments** must develop a list of reputable publications in the field of expertise and agree on internal ranking of quality of such publications prior to the deadline for promotion applications. The list and relative quality ranking should be shared with faculty members. The department must set its standards and put a list of acceptable journals.