



QATAR UNIVERSITY
POLICY
FOR
Promotion

PL-ACADEMIC-006: Promotion Policy

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Policy Description

This policy defines the basis for academic promotion at QU, and its procedures.

Who Should Know This Policy

- President
- Vice President
- Legal Advisor
- Dean
- Director/ Departmental Head
- Faculty
- Accounting/ Finance Personnel
- Student
- All Employees

Standards for Promotion

In order to support the University's tripartite mission of teaching, scholarship and service, faculty members are expected to strive for excellence in all three of these areas. Although individual Colleges may create additional specific criteria to reflect their particular specialty, the University requires a set of baseline expectation that contribute to the accomplishment of the University's mission. The standards for promotion for all members of the faculty must always stay consistent with and in the spirit of the University-wide standards.

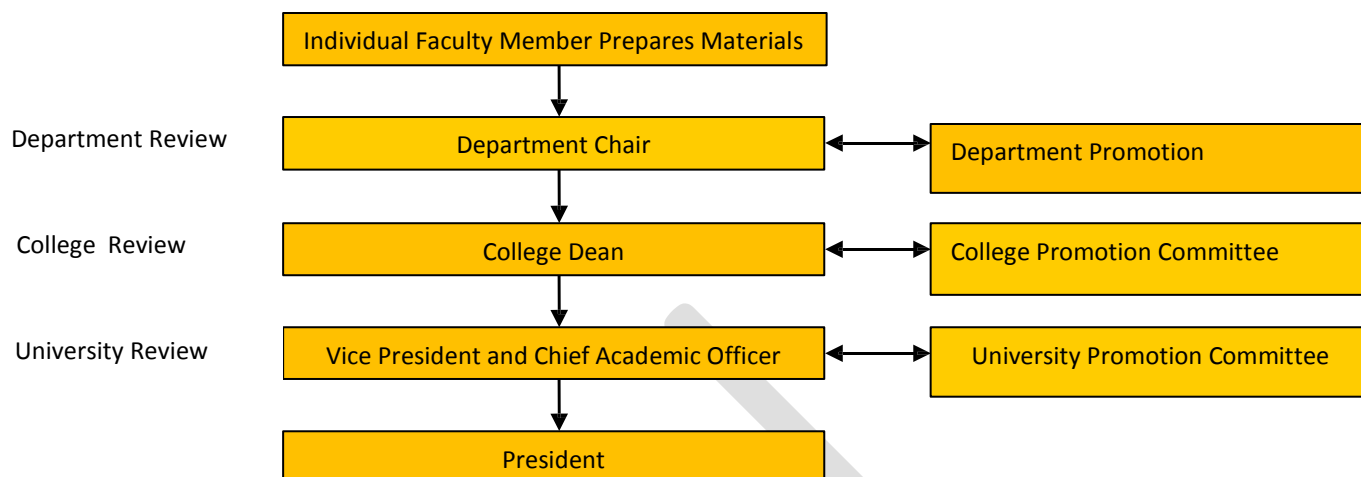
To maintain consistency across departments at the University, the definitions for each faculty rank are:

- Assistant Professor*: This rank is for individuals who have earned the doctorate (or other appropriate terminal degree), as well as having demonstrated ability and desire to achieve excellence in both teaching and scholarship. Such individuals must demonstrate high potential for future growth, accomplishment and contributions to all three areas of teaching, scholarship and service.
- Associate Professor*: The individual must show excellent achievement in either teaching or scholarship, and high-quality performance in all three areas. The candidate should also have demonstrated behavior that indicates that the individual will continue to do so. A satisfactory or adequate record as an assistant professor is not sufficient; there must be very clear indication, based on hard evidence and outside peer evaluations, that the candidate has in fact attained high levels of accomplishment.
- Professor*: This rank is reserved for individuals who have established reputations in their respective fields and whose contributions to their profession, as well as work in support of the University's mission, are deemed excellent. There should be evidence of significant development and achievement in teaching, scholarship and service since being appointed to the rank of associate professor. The candidate must have clear evidence as documented by outside peer evaluations as well as other materials.

Procedures

The promotion procedures are decentralized, such that applications are made initially at the departmental level, and the candidate's materials are then forwarded to the college and eventually university level for review and recommendations. At both department and college levels, committees comprised by other faculty members review the materials and make recommendations; this is to ensure that faculty members are involved in the process, and that the final recommendations take into account the faculty perspective.

The sequence of the promotion process is depicted in the figure below.



Candidate's Rights and Responsibilities

Faculty members have both the right and responsibility to understand all departmental, college and University promotion standards, policies, and practices. They should plan their academic development and activities with this information in mind.

To apply for promotion, a faculty member must be a regular faculty member, and must have spent at least one year at Qatar University.

A faculty member may apply for promotion according to the following schedule:

- To apply for the rank of Associate Professor, the candidate must have spent no fewer than five years in the rank of Assistant Professor
- To apply for the rank of Professor, the candidate must have spent no fewer than five years in the rank of Associate Professor

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. In addition, prior to initiating the promotion process, the candidate must compile an appropriate record of teaching, scholarship and service. The candidate must also ensure that there is sufficient documentation of this record in order to justify the promotion.

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 University baseline is that an applicant should submit for consideration of promotion and external peer review evaluation at least four refereed (not edited) publications. Publications to be considered include reputable peer-reviewed journals, scholarly books and book chapters, review articles, and other creative work. The type of publications acceptable for promotion in the discipline is determined by colleges and approved by the Vice President and Chief Academic Officer.

At least two must have been published. The applicant must be the sole or senior author of at least two of the submitted publications.

Note: For candidates applying for the Associate Professor's rank, the date of submission of the file from the Dean's office to the VP&CAO's office should be counted as the date after which further papers can be counted for the next promotion application.

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 University baseline is that an applicant should submit for consideration of promotion and external peer review evaluation at least six refereed (not edited) publications beyond the Associate Professor level, published or accepted for publication in reputable peer-reviewed journals, scholarly books and book chapters, review articles, and other creative work.

The type of publications acceptable for promotion in the discipline is determined by colleges and approved by the Vice President and Chief Academic Officer.

At least four of the submitted publications must have been published.

The applicant must be the sole or senior author of at least four of the submitted publications.

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 chairperson 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 and best demonstrates her/his individual case. Other than (a) the letters solicited from peer reviewers, and (b) the written recommendations (described below) of each reviewing body, 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.) 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.

The candidate has the right to withdraw his/her application before their application is submitted for external review.

Departmental Responsibilities

Each department within the University will compose a promotion committee which will include senior members appointed by the department chairperson. The Committee members must consist of faculty at or above the rank to which the candidate seeks promotion. If the department does not have sufficient senior faculty members, a promotion committee at the college level will suffice. The committee will evaluate the individual dossiers based on the University baseline expectations and any additional college-specific criteria. The results of

the department promotion committee will be reported in writing to the Department Chairperson. The department's letter of recommendation (which is addressed to the Department Chairperson) must include the numerical vote, indicate the committee's reasons for the decision, be signed by all members of the committee, and be submitted in writing to the Department Chairperson. If applicable, a signed minority opinion should be included as an appendix to the committee's recommendation.

The department chairperson will review the candidate's dossier, and then make a decision to support or not support the promotion of the candidate. The chairperson will prepare a written recommendation for submission to the respective college dean, a copy of which is included in the file to be sent to the college promotion committee. 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. Any disagreements with the department committee's recommendations should be explained in this letter. Meanwhile, the candidate will be notified verbally about the recommendations of the committee.

College Responsibilities

Each college within the University will constitute and keep a promotion committee which includes senior members appointed by the college dean, 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). The committee will evaluate the individual dossiers based on the University baseline expectation and any additional college criteria to ensure that there is reasonable uniformity across the college or department.

The general requirements regarding the number of publications required for promotion which are specified in this policy, are to be considered as the minimum baseline requirement. 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.

The College Promotion Committee should make available (by publishing and distributing) its standards and procedures, and seek to ensure their consistency over time. These standards and procedures must be approved by the University Promotions Committee and by the Vice President and Chief Academic Officer.

The promotion 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. A college that does not have enough faculty members at the appropriate levels of rank should seek faculty from another college in related academic disciplines. Although the committee should seek the consultation of the Departmental Chairperson, she/he should not participate in the deliberations or vote on any recommendations. She/he will make separate and independent recommendations.

The College Promotion Committee will review the dossier forwarded to it by the respective College Dean, and submit its written recommendation to him/her. Any disagreements with the Department Chairperson's recommendations should be explained in this letter. This letter will be added to the dossier and submitted to the College Dean. The college's letter of recommendation (which is addressed to the College Dean) must include the numerical

vote, indicate the committee's reasons for the decision, be signed by all members of the committee, and be submitted in writing to the College Dean. If applicable, a signed minority opinion should be included as an appendix to the committee's recommendation.

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.

The College Dean will then review the dossier and prepare a written letter to either support or reject the recommendations of the college promotion committee. Again the College Dean may request additional or clarifying information from the candidate, the Department Chairperson and/or the college promotion committee. If application is approved, the College 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. In cases where College 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.

University Responsibilities

The University promotions committee has two primary roles. First, in conjunction with the Vice President and Chief Academic Officer, it helps colleges develop and revise their criteria and procedures for promotion. Second, it consults with the Vice President and Chief Academic Officer concerning all applications for promotion.

The committee receives the dossiers from all candidates, and makes recommendations. The committee should review the criteria and evidence, with an eye towards ensuring comparable decisions are being made university-wide. Before reaching a final decision, the committee may request additional information from the candidate, the Department Chair, the College Promotion Committee, or the College Dean.

Committee members may not discuss promotion candidates from their own departments, and must excuse themselves from voting on these cases. After completing this review, the committee will forward the dossier and its recommendations, to the Vice President and Chief Academic Officer.

The final review of the applications for promotion is made by the Vice President and Chief Academic Officer. Before reaching a decision, the Vice President and Chief Academic Officer may solicit additional information from the candidate, the Department Chairperson, the College Promotion Committee, the College Dean, or the University Academic Promotion Committee regarding additional evidence that might clarify the dossier.

In the event that the Vice President and Chief Academic Officer rejects recommendations made by the University Academic Promotion Committee, she/he must state his/her report to the committee the reasons for the rejection, and then meet with the committee in an attempt to resolve the differences.

Following consultation with the University Academic Promotion Committee, the Vice President and Chief Academic Officer forwards his/her recommendations to the President

for final approval. In the event that the Vice President and Chief Academic Officer recommends not to support an application for promotion, the Vice President and Chief Academic Officer will supply in writing reasons for the decision which will be given to the candidate, the Department Chairperson, the College Promotion Committee, the College Dean, and the University Academic Promotion Committee. The decision of the President is final.

Promotion Criteria & Guiding Principles

1. Faculty are promoted to the rank of associate professor or professor based on the judgment of the committee and the recommendations of the external reviewers.
2. External referees must be recognized as authorities in their field .
3. Faculty who are denied promotion cannot resubmit their applications before at least one year (two review cycles) has elapsed, and substantial additions have been made to their application file.

Promotion Process Schedule

1. A candidate notifies Department Chairperson in writing that she/he intends to apply for promotion and submits her/his dossier on October 1 / March 15.
2. Department Chairperson forwards this notice to the Department Promotion Committee.
3. Department promotion committee generates a recommendation and this is added to dossier and forwarded to Department Chairperson.
4. Department Chairperson recommendation added to dossier and forwarded to College Dean who in turn forwards it to the College Promotion Committee by November 1 / April 15].
5. College Promotion Committee recommendation added to dossier and forwarded to College Dean.
6. College Dean recommendation added to dossier and forwarded to VPCAO who in turn forwards it to the University Academic Promotion Committee by December 1 / May 15.
7. University Academic Promotion Committee solicits four independent referee evaluations. However, in exceptional cases, if the candidate has achieved credentials superior to the requirement used at QU, this step may be waived based on the recommendations of the Department, College and University Academic Promotion Committees.

8. University Academic Promotion Committee recommendation added to dossier and forwarded to Vice President and Chief Academic Officer.
9. Vice President and Chief Academic Officer's recommendations made.
10. Recommendations forwarded to the President for approval.
11. The promotion, if successful, is effective on the date of the President's decision.

Anonymity

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. Deliberations from all promotion committee meetings shall be kept confidential, and the recommendations shall not be shared with anyone other than the candidate and the committee members and administrators who participated in the process.

Appeals

There are three levels of appeal, depending where the promotion application is rejected.

Appeal the Department Decision:

If promotion is denied at the department level, the department decision may be appealed by candidates. The candidate's appeal shall be submitted to the college dean within 10 working days of being informed of the denial. The appeal letter must include the reasons for appeal. The candidate must present compelling evidence to demonstrate that evaluation judgments were not sound or policies and procedures were not followed. The Dean, within 10 working days of receiving the appeal will render a decision. 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.

Appeal the College Decision:

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

Appeal the University Decision:

If promotion is denied at the university level, the candidate may appeal the university decision. The appeal shall be submitted to the president within 10 working days of being informed of the denial. The appeal letter must include the reasons for appeal. The candidate

must present compelling evidence to demonstrate that evaluation judgments were not sound or policies and procedures were not followed. The president, within 20 working days of receiving the appeal will render a decision. The President may solicit feedback from VP&CAO, APC, college dean, college promotion committee, department promotion committee, and/or Department Head. The President's decision is final and the candidate shall not pursue further appeals.

Dossier

The candidate's promotion dossier should include the following information:

1. Introduction
 - 1.1. Table of contents
 - 1.2. Copy of University, college and department promotion criteria
 - 1.3. Candidate's letter requesting promotion
 - 1.4. Curriculum vitae
2. Internal recommendations
 - 2.1. The Department Promotion Committee's recommendation
 - 2.2. The Department Chairperson's recommendation
 - 2.3. The College Promotion Committee's recommendation
 - 2.4. The College Dean's recommendation or endorsement
 - 2.5. The University Academic Promotion Committee's recommendation
3. External recommendations
 - 3.1. Letters of evaluation from four peer reviewers and related supporting material
4. Evidence
 - 4.1. Teaching: Teaching is a systematic and creative activity designed to foster students' learning, their ability and desire to undertake scholarly work, and their personal development and creativity. Teaching draws upon the professional and disciplinary expertise of staff and is continually revitalized by research, scholarship, consultancy or professional practice. Teaching includes the design, implementation and evaluation of curriculum materials for all modes of delivery. In accordance with the above definition, this criterion may include: face-to-face classroom teaching; the preparation of print, voice, visual or electronic materials and contact with students; postgraduate supervision; curriculum, course and instructional design; educational leadership and scholarship associated with teaching. Evidence of this may include:
 - 4.1.1. Peer evaluations of pedagogical skill, knowledge of the subject matter, organization and preparation, ability to stimulate intellectual curiosity, and capacity for innovative teaching (which may also include descriptions of innovative or content-rich course syllabi, as well as the introduction of innovative teaching methods or materials).

- 4.1.2. Student evaluations (including procedures used to administer and compile information, as well as indications of type and size of courses). If possible, include comparisons to others in the department.
 - 4.1.3. Testimonials from a selection of current and former students (including a discussion of how the sample was drawn).
 - 4.1.4. Indication of student performance in later sequential courses, and long-term follow-up of students.
 - 4.1.5. Self-evaluation and reflection on teaching philosophy, ability and experience.
- 4.2. Scholarship: Scholarship refers to the analysis and interpretation of existing knowledge aimed at improving, through teaching or by other means of communication, the depth of human understanding. While research is a major component of scholarly endeavor, scholarly endeavor by no means is limited to it. Research is taken to mean systematic and rigorous investigation aimed at the discovery of previously unknown phenomena, the development of explanatory theory and its application to new situations or problems, and the construction of original works of significant intellectual merit. Scholarly endeavor encompasses all forms of original intellectual or cultural achievement including: research, exhibitions, performance, unique consultancy and the leadership, scholarship, publication, commercialization and information/technology transfer associated with these activities. It can be demonstrated through, but not limited to:
- 4.2.1. Evidence of scholarly work, including:
 - 4.2.1.1. Published materials (books, articles, conference proceedings, works of art, and other forms of scholarship). For any collaborative works, candidate must indicate her/his level of contribution. For all works, candidate should indicate if/how the work was peer reviewed. Candidate should also include any reviews of the published works.
 - 4.2.1.2. Unpublished works (materials must be sent to an outside reviewer for critical assessment).
 - 4.2.1.3. Awards and prizes at the regional or international levels.
 - 4.2.1.4. Presentations at conferences or productions at other institutions, as well as in regional or international settings.
 - 4.2.1.5. Participation in national, regional, or international studies for recognized organizations or associations.
 - 4.2.1.6. Conducting action-oriented research in the classroom or field.
 - 4.2.1.7. Supervising student masters or doctoral theses or dissertations.
 - 4.2.1.8. Patents and other innovations.
 - 4.2.1.9. Grants from inside and outside QU
 - 4.2.1.10. Research collaboration with other faculty members from inside and outside QU.
 - 4.2.1.11. Invited keynote speaker.
- 4.3. Service
- 4.3.1. Documentation of work that benefited the department, college, university, community, profession or country. These may include:

- i. Contributions to the formulation and implementation of academic policy.
- ii. Initiation (or active maintenance) of linkages between the University and the community, employers of graduates and professional institutions.
- iii. Membership or chairpersonship of departmental, college, or university committees
- iv. Holding administrative positions in the University.
- v. Recognition as an effective student advisor.
- vi. Serving on local boards of organizations and societies, especially those related to the applicant's field.
- vii. Mentorship of junior faculty members.

- viii. Participation or chairing local, regional, or international task forces or committees related to the applicant's discipline.
- ix. Membership in professional editorial boards of journals Reviewer for professional publications.
- x. Holding office in regional or international professional organizations.