



College of Arts and Sciences CAS Recruitment Guidelines

Revised September 2011

1. Introduction

Successful faculty recruitment is essential for the success of the College and the University, since only high caliber faculty and staff would be able to help the University fulfill its mission of being a center of excellence in teaching, research, and service to the community.

The purpose of the proposed Guide is to offer departments in the College of Arts and Sciences (CAS) **clear and easy-to-follow procedures** for the process of recruitment. Such procedures would help department Heads and search committees in selecting the most suitable candidates for the vacant positions in their programs and to ensure fairness and equality of opportunity for all applicants. Needless to say, these procedures are to be followed in a manner that is consistent with QU policies, rules, and regulations.

2. Preparation for Recruitment

2.1 Identifying Vacancy: Vacancies in departments may occur as a result of a variety of factors, including **reduction in faculty workload, introduction of new programs and courses, curriculum revisions, need for new skills, departure of faculty, etc.**

Once a vacancy occurs, the department should seize the opportunity to discuss the requirements for the position, taking into consideration the **strategic goals** of the Department, College, and University as well as the vision of the Department for the coming few years. Furthermore, in reviewing these requirements, the Department should consult the departmental, college, and university set priorities and action plans. Vital questions such as how and where to advertise, the structure of the search committee, the form of the interview, and the questions to be asked of candidates need to be addressed. Vacancies are to be identified during the Spring semester and revised during the first two weeks of September, in order to take into account for any emergencies or arising needs.

2.2 Obtaining Dean's Authorization for Recruitment: Once the vacant position in an academic unit is identified, a **request to initiate the recruitment process** is sent to the Dean by the Head of the unit. The **Authorization Request** should normally include 3 forms (a position authorization form, an advertisement form, and an advertisement authorization form). These forms should include:

- a. Title of position and academic rank sought
- b. Description of academic qualifications for the position in teaching, research, and service
- c. Description of the academic responsibilities at QU expected of successful candidates in the areas of teaching, research, and service
- d. A copy of advertisement
- e. List desired channels of advertisement

2.3 Obtaining the approval of the VP CAO for Recruitment: The approval of the VP CAO of the authorization request sets the recruitment process in motion.

3. The Recruitment process

3.1 Advertising for the Position: The academic unit is responsible for **preparing its own advertisement**, and the Dean's Office is in charge of sending the approved advertisement to the Vice President and Chief Academic Officer for approval. If approved, the advertisement would be sent by the VP & CAO to HR which ensures that the advertisement is placed on QU website and in the venues recommended by the Department. **The content of the advertisement, regardless of the format, should be as comprehensive and as clear as possible** in presenting the position and detailing its requirements. We are attaching samples of advertisements in **Appendix I** for the benefit of departments.

All advertisements will normally be placed on the University website. In addition, the positions will be advertised externally, both regionally and internationally, in print and electronic media (e.g. *Chronicle of Higher Education*, *Times Higher Educational Supplement*, specialized journals, and newspapers) and on specialized websites. Advertisements must run for the right length of time in order to bear fruit; this normally translates into 2 months in monthly publications, one issue in quarterlies, 3 weeks in weekly publications, and three days in daily newspaper. However, this period could be shortened in cases where there is urgency, or it could be extended if the pool of applicants is not deemed suitable.

Furthermore, it is advisable for departments, represented by the chair, **to contact well-known graduate programs** in the US, UK, and Canada to advertise the positions to their **graduating students**. It is also useful to try to reach candidates through **personal contacts**. But no matter what method is used to obtain applications for positions, **all these applications will go into the same pool and will be studied together**. No preferential treatment will be given to any group of applicants. All will be studied using the same criteria.

3.2 Recruitment Plan: The recruitment plan by the department involves establishing **firm deadlines for receiving applications**, review of files by department search committee, setting date for sending shortlist of selected candidates to the Dean, and setting interview format and dates (on campus, via video conference, or abroad). The Head is responsible for contacting candidates for each position.

It is important to note that efficient management of this part of the process will reflect positively on the College and the University in the eyes of candidates who would feel that, by joining QU, they will be joining a professional group of scholars.

3.3 Access to Applications: The Dean, College Recruitment Committee, and Head of department are given access to all applications that are received by HR in response to

advertisement; the departmental Search Committee may be given “Read Only” access. It is advisable, at this time, that the Dean would name the search committee for each department in the College after consultation with the Head. Later on, when the College and departments reach a steady state, the Department would form its own committee, either by consensus or by vote, from among the faculty members in the department.

3.4 Review of Applications: After the deadline (usually mid of November) set for receiving applications, the department starts the process of reviewing these applications. Members of the departmental search committees will meet with the Head to discuss the applications after having carefully studied the dossiers of the candidates. It is advisable that those involved in recruitment make notes about each file in preparation for the discussion. The criteria for determining the suitability of a candidate for the position should be applied consistently to all. The decision/recommendation of the department to place candidates on a shortlist for interview should be based upon comparison among candidates in order to be able to rank order those candidates. **Appendix II** provides guidelines as to what to look for in the record of the candidates in the areas of teaching, research, and service.

3.5 Shortlisting of Candidates: Making a shortlist is a process of narrowing down the choice to the most promising candidates, usually **three to four applicants**. Whenever possible, the names of candidates on the shortlist should be organized by rank order. Shortlisting should take place shortly after the deadline for receipt of applications. The shortlist is then sent to the Dean who will discuss the list with the Head and the College Recruitment Committee. CAS RC may recommend changed the rank order, removing one or more names from the short list, preparing another list, or re-advertising for the position. The Dean, with the help of the department, would make arrangements for interviews of the various candidates. It is important that **confidentiality** be maintained by all those involved in the recruitment process until the time the final selection is made.

3.6 Interviews for Selection: The interviews of the candidates would normally be conducted by the **Head of the department, members of the search committee, a representative from the Dean’s Office and CAS RC**. These interviews are the most basic method of selection that could be supplemented, but not replaced, by other methods. The interviews could take the form of face-to-face interviews, video conferencing, or phone interviews. For the sake of obtaining specific information and for uniformity purposes, interviewing should not be conducted through asking unstructured questions; it is much better to have structured interviews with basic questions that could be elaborated on if the need for elaboration arises during the interview. Management experts suggest creating a professional, and preferably relaxed, interview environment in order to create a comfort zone for the interviewee to allow him to show his best. Substantive, job-related questions could be interspersed with casual, personal remarks in order to reduce initial or mid-interview tension. A sample of possible questions is attached in **Appendix III** in order to help interviewers with their work. **Appendix IV** includes some tips on how the interview is conducted.

It is recommended that a variety of other selection methods be used in the recruitment process in order to help those involved make the most informed decision possible. These methods could include **presentations, seminars, lectures, or teaching a class, meeting with students.**

Right after the interview is completed, the interviewers should fill a form in which they records their impressions of weaknesses, strengths, potential, and points that need to be explored and investigated further (**Faculty Interview Form used at QU is attached as Appendix V**).

3.7 Making the Decision: The decision to make an offer to a certain individual should normally be on the basis of consensus reached among all those involved in the process of recruitment. It is the responsibility of the Head to send the recommendation to the Dean indicating the name of the selected candidate and the reasons the candidate is chosen over other candidates in the shortlist. The Head should also send the Dean a list of all other shortlisted candidates and a brief description of the reasons for their not being selected (e.g. no Ph.D.; not in specialization required; weak publication record; communication problems, etc.).

If there is agreement with the recommendation, **the Dean passes it on to the VP & CAO.**

3.7 Making the Offer: The Dean prepares a letter of nomination, with suggested salary, and sends it to the VP & CAO for approval as soon as the decision is made. After the VP & CAO approves the recommendation of the Dean, an offer is sent to the selected candidate. If the offer is accepted, HR will contact the candidate for obtaining the documents required for hiring him and issuing him a visa. No employee can consider himself/herself to be employed until a signed copy of the contract has been received, medical checkup has been satisfactorily completed, and a visa and a work permit have been obtained.

3.9 New Faculty Orientation: Once a candidate is appointed in the department, the Head should contact him in order to agree on the courses he would teach and their scheduled time. He should also put him in touch with his departmental “mentor” whose job is to ease the entry of the new faculty member into the department and the University.

3.10 Notification of other Candidates: Once the selected candidate has accepted the position, all **other candidates need to be notified** by email or letter that the position has been filled by someone else. There is no need to inform the candidates of the reasons they were not selected. The best approach is to inform them that the person selected was the most suitable for the position.

It is advisable, however, to let the candidates who made it to the shortlist know that you considered them as strong candidates. You could also ask them if they would like you to keep their files active in case another position opens.

Appendix I

Position Summary

Job Vacancy: Professor of Modern Linguistics Theory

The Department of Arabic at Qatar University, Doha, invites applications for Full Professor position in Modern Linguistics Theory, to begin in the Fall of 2012. The position is three years renewable. Application to this position is open to scholars with substantial research, academic and teaching experience in Modern Linguistics Theory with application to Arabic. Fluency in Arabic and proficiency in English or another European language is required. The candidate must use effective teaching methods that utilize modern technological innovation to ensure the creation of an environment most conducive to learning for the Master students joining the program. The Department of Arabic is committed to familiarizing students with a wide range of texts, theories and perspectives, and to helping create an inclusive intellectual community at Qatar University.

Essential duties and responsibilities include the following:

1. Teaching masters students specialized courses
2. Advising masters students academically
3. Supervising the thesis prepared by masters students
4. Provision of a general educational lectures and sessions for students
5. Active participation in the department, program and college committees

Application Deadline: November 15 , 2011

Position start date September 2012

Position Category: Academic

Academic Rank: Full Professor

Position Term: Three Years, Renewable Full Time Contract

Selection Criteria: Candidates will be considered for the position based on the following qualifications:

1. Experience in teaching.
2. Demonstrated success in accreditation.
3. Leadership qualities and experience with promoting team work.

4. A record of academic and research achievements that warrant appointment at the requested rank.

Qualifications:

1. A PhD in Linguistics
2. Teaching experience of not less than 3 years
3. Publishing an adequate number of academic research in reliable scientific journals
4. Publishing an adequate number of specialized scientific books related to the field of specialization

Required Documents:

Please apply online by submitting a cover letter and curriculum vitae, as well as a dossier that includes three letters of recommendation, academic transcripts and a writing sample of an administrative document that recommends a change or support of a new curriculum. Additionally, please prepare a descriptive letter that introduces and explains your research activities and teaching methods. Attach copies of your approved Master and Doctorate academic certificates, and email the package to Dr. Ali AlKubaisi, Head of the Arabic Department, at alialkbc@qu.edu.qa. For best consideration, please submit all the materials by February 1st, 2012. The position will remain open until filled. Finalists will be invited to campus.

Benefits:

A three-year renewable contract;
competitive tax-free salary;
furnished accommodation in accordance with QU HR policies;
annual round trip air tickets for the individual and immediate dependents;
educational allowance for candidate's children (eligible candidates only) and health insurance in accordance with QU HR policies;
annual leave in accordance with QU HR policies;
and end-of-contract indemnity.
Qatar University is an Affirmative Action/Equal Opportunity Employer.
Salary is commensurate with experience. This is a year-round position and will exist for the duration of at least three years.

Appendix II

Guidelines for Review of Applications

The indicators of effectiveness listed below under the three domains of teaching, research, and service are intended to help guide the chair and members of the Search committee in their evaluation of candidates.

Indicators of Effectiveness in Teaching

- Introduction of new courses or major revisions of existing courses
- Coordination of multi-section courses
- Serving as student academic advisor
- Above average student evaluation
- Clear and impressive teaching philosophy statement
- Use of innovative methods of teaching (e.g. Problem based learning; cooperative learning; technology in education)

Indicators of Effectiveness in Research

- Publications in international refereed journals in the area of specialization
- Receiving research grants
- Citations by other researchers
- Serving as editor or member of editorial board of a leading journal
- Serving as reviewer or referee for manuscripts for refereed journals
- Publication of book chapters
- Conference presentations

Indicators of Effectiveness in Service

- Membership of committees in professional organizations
- Administrative leadership experience (e.g. department chair, program coordinator, chair of major committee)
- Serving on university senate and on department, college, and university committees
- Serving as advisor to student clubs or societies
- Doing consultations for the university with clients in the community
- Giving public lectures

Appendix III

Sample Interview Questions

- How did you learn about the position?
- Where do you see yourself in three years from now, and what do you see yourself doing?
- Could you brief us on your research program/agenda; what has been completed and what you intend to do in the coming three years?
- What do you consider to be your major strengths as a faculty member? In other words, what would be the added value to the department when you join it?
- How has your university education prepared you for your career as a university professor?
- Why do you think we should offer the position to you and not to someone else?
- Could you briefly describe to us your methods of teaching and interacting with students?

The chair and search committee could ask specific questions about the research of the candidate.

- What are your expectations from this job?
- Have you lived or taught in a country other than your own before? Could you describe the experience for us/
- What do you want to know about 1) the position, 2) the department, 3) the university, and 4) the country?

Appendix IV

Tips on the Conducting of the Interviews

- Start the interview by extending a warm welcome to the candidate.
- Be tactful and considerate when asking questions and remember the unease that the candidate might be feeling.
- Ask questions that would generate specific examples of academic or administrative behavior.
- Make sure that no interruptions take place during the interview.
- Make sure the questions cover the three areas of teaching, research, and service.
- Use open questions (e.g. why, how, what) with candidates who are reserved and give cryptic answers.
- Use direct questions with chatty types of candidates who tend to digress often.
- Remember that the interview is meant to obtain information from the candidate; allow him to speak. A good ratio of your speech to the candidate's is 25% to 75%.
- Give the interviewee the opportunity to ask his/her own questions about the job, contract, and university.
- Fill out an assessment form right after the interview is completed instead of trying to restructure what happened later on. The form could include strengths, weaknesses, potential, and grey areas you want to explore further.

Appendix V

Recruitment Cycle

N	SUBJECT	RESPONSIBLE PARTY	DUE BY
1.	Determining the required needs in term of academic staff recruitment	Heads of Departments	June 1-4
2.	Preparation of the recruitment advertisement content and identification of ad avenues	Department Recruitment Committee	June 4-10
3.	Submitting the requirements to the VP and CAO	Deans	June 15
4.	Start advertising vacant position	College and HR	Sep. 1
5.	Deadline for receiving application	applicants	Nov 15
6.	Short-listing of candidates and sending report to Dean	Department Recruitment Committee	Nov 15- 30
7.	Final candidates recommended for the job with term of offer and financial package already negotiated with candidates	College Recruitment Committee and Department Recruitment Committee	Nov 30
8.	Sending offers to candidates	VPCAO	Dec 1-15
9.	Receiving of candidates acceptance	Recruitment Section, HR	Dec 15-30
10.	Start hiring process	Recruitment Section, HR	Jan 1