



QATAR UNIVERSITY COLLEGE OF HEALTH SCIENCES

Academic Promotion Guidelines

Effective Spring 2017

College Approved Copy

May 07 2017

VPAA Approved Copy

May 07 2017

COLLEGE OF HEALTH SCIENCES

Promotion Policy and Procedures

The Purpose

The purpose of the College of Health Sciences' (CHS) promotion policy is to provide guidelines and procedures for promotion, consistent with QU promotion guidelines but reflecting specific requirements for CHS.

The College of Health Sciences (CHS) encourages its faculty members to apply for promotion when they fulfil the promotion criteria that are set by Qatar University (QU). QU requires that faculty members seeking promotion should have demonstrated excellence in all areas of teaching, scholarship and university and community service. QU and CHS consider the promotion as a means to recognize and reward faculty members' achievements in those areas.

The faculty member seeking promotion should read the latest promotion criteria indicated by QU as they provide the standards for promotion for all members of the University (http://www.qu.edu.qa/offices/vpcao/faculty_promotion.php). This document outlines further guidelines and requirements set by the CHS that are specific for academic promotion of its members, which take into consideration the characteristics and specificities of the College and its disciplines.

As per Qatar University policy, confidentiality will be maintained throughout the promotion application process. Individuals who have additional questions regarding the promotion process should consult their Head of Department (HoD) and the Associate Dean for Academic Affairs.

Criteria for promotion of faculty members in CHS:

I. Eligibility

A faculty member is considered eligible to apply for promotion having fulfilled all of the following criteria:

- 1.1** Having spent **no fewer than five years** in the rank of Assistant Professor for faculty applying for promotion to Associate Professor and 5 year at the rank of Associate Professor for faculty applying for Full Professor rank.
- 1.2** Holding a **regular** appointment. Those on short term or visitor appointments are not eligible to apply for promotion.

1.3 Must have spent **at least one year** at Qatar University at his/her current academic rank. Upon meeting the eligibility criteria outlined above, the promotion application will be evaluated on the following dimensions consistent with the rank applied for:

- Research & Scholarship.
- Teaching and/or Training.
- Departmental, Faculty, University and Community Service and/or Clinical Service

Evaluation Criteria for the Promotion to Associate Professor:

For promotion to the rank of Associate Professor, the candidate must show high-quality performance in all three areas of teaching, research scholarship as well as community and university service. The candidate should also have demonstrated a record of production and service that indicates that he/she 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 clear evidence and outside peer evaluations, that the candidate has in fact attained high levels of accomplishment that entitle him to be promoted to the Associate Professor rank.

The minimum requirements for each area are listed below:

1. RESEARCH & SCHOLARSHIP:

Research and scholarship, as demonstrated by publications of various types, are considered to be an essential factor in academic promotion. The most important element of research and scholarship evaluation is the quality of publications. The type of publications required for promotion depend upon the nature of the applicant's specialization, in conformity with international practice. To meet the minimum research requirements for promotion to Associate Professor, the applicant must meet the following criteria:

- 1.1. At least, four** refereed full-length (not edited) publications; Publications include peer-reviewed journal articles, scholarly books and book chapters, and other highly prized creative works in the field.
- 1.2.** Although scholarly books, creative works (including granted patents), and literature review papers are evidence of research activities, **only one publication of this nature** can be considered for promotion out of the four publications required provided that it has gone through peer-review and the publisher is reputable. This will be subject to the decision of the departmental and CHS promotion committees.
- 1.3.** The emphasis in evaluation of submitted research products is on the quality of the published papers and the quality of the outlets in which they are published, as measured by indicators such as ranking, impact factor, indexing and acceptance rates. Criteria related to quality include:
 - 1.3.1.** Papers to be considered toward the promotion evaluation must have been **published in journals that are indexed in major databases of the field.**
 - 1.3.2.** **All papers submitted for publication should have been published in journals with impact factor of at least 1.0.**
- 1.4.** The following types of publications are not acceptable for promotion purposes:

- 1.4.1 Non peer-reviewed publications such as letters to the editor, publication in mass media, opinion pieces, research reports or technical reports, consultation reports or conference edited or unedited publications may be considered as an evidence of vitality in scholarly work, but will not be counted toward the minimum required number of publications.
 - 1.4.2 Textbooks, similar books, or book chapters written for teaching or training purposes will **not** be counted as a research publication.
 - 1.4.3 Translated works will also **not** be considered towards research publication.
 - 1.4.4 Publications in predatory journals, journals that charge fees before peer-review, or in journals judged to be of inferior quality according to standard quality assessment criteria.
 - 1.4.5 The publications before earning the PhD degree or extracted from the applicant's Masters or Ph.D. thesis
- 1.5. **At least two of the submitted research products** must have been already published. The remaining two may be accepted for publication.
 - 1.6. The applicant must be the **first or senior author of at least two** of the submitted publications. With reference to co-authored publications, a senior author is defined as a first author, the first faculty name following a junior co-author (student, postdoc or research associate) or the last written name in the list of authors
 - 1.7. 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.
 - 1.8. **At least two** of the publications must show Qatar University as the primary affiliation for the applicant.
 - 1.9. The success in getting funding for research projects as lead PI or co-lead PI and generating publications from such projects is an important element in the promotion evaluation process for CHS faculty members. While there is no minimum for this category, faculty grantsmanship will be considered.

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

2. TEACHING REQUIREMENT:

Teaching is not limited to lecturing or training, but covers diverse activities in and out of the classroom. This also includes clinical training that CHS faculty often provide to students and community. The components of teaching include instruction and project/thesis supervision, curriculum development and teaching management, scholarly activities in teaching, teaching outside the course/classroom, and student advising.

The CHS considers the quality of teaching to be of paramount importance among factors determining promotion. Evidence to show that the faculty has developed novel and creative teaching methods, revised and developed curriculum that are of international standard and developed of assessment that drives learning can also be considered highly positively in the assessment. In this regard, CHS encourages faculty members to undertake research into creative teaching methods. Research publications related to teaching methods or teaching his/her discipline, if available, will be viewed positively.

The applicant should demonstrate competence in quality, productivity and professional development in teaching and learning through the following proven achievements.

- 2.1.** Participate actively in teaching/learning:
 - 2.1.1 Deliver effective instruction
 - 2.1.2 Conduct innovative teaching and associated assessment methods
 - 2.1.3 Supervise student's research papers, reports, and fieldwork
 - 2.1.4 Participate in teaching / learning at undergraduate and graduate levels (as applicable)
 - 2.1.5 Supervise/Co-Supervise graduate or postgraduate students (as applicable)
- 2.2.** Evidence should include, but not be limited to, student evaluation results, peer evaluation, and teaching appraisals.
- 2.3.** The applicant's teaching evaluation should be no less than "meet expectation" during the promotion period or at least during the year preceding his/her application.

3. UNIVERSITY AND COMMUNITY SERVICE

QU and CHS consider service to the department, college and University as well as, when appropriate, to the community at large to be an important part of an active academic life. The faculty member seeking promotion may provide evidence for his/her membership in committees and participation in activities at the department, college and University levels and activities completed at community level.

Service to the community may constitute a wide range of activities and responsibilities including technology transfer, editing and refereeing, presentation of public lectures, seminars, workshops, sponsorship of cultural or scientific activities, and directorship of sports teams and

events.

Contribution to the training of junior staff is also considered important to the University.

Service as a senior academic administrator should receive its due recognition as per QU policies.

The applicant's 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.

Examples of Service by category

3.1. Service to the University:

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

- 3.1.1 Effective and constructive involvement in various department/college/university committees;
- 3.1.2 Active participation in program assessment, evaluation, and continuous improvement efforts;
- 3.1.3 Leading the effort or contributing as a member of a task force to address issues facing the University or its community;
- 3.1.4 Contributing to student welfare through engagement in supporting extracurricular student activities, participating in student-faculty committees, or serving as advisor to student organizations, etc.

3.2. Service to the Profession with professional associations in one's field of expertise

- 3.2.1. Contributions of time and expertise to serve external professional organizations and societies
- 3.2.2. Participating in external professional visits as an external program reviewer, competition judge, or accreditation organization representative;
- 3.2.3. Serving as the editor
- 3.2.4. Holding affiliations a member of editorial board of professional journals

3.3. Service to the Community

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

- 3.3.1 Collaborative endeavors with schools, government agencies, and/or the industry;
- 3.3.2 Offering presentations, workshops, short courses for the industry, the government, or the public;
- 3.3.3 Evaluating programs or policies for external agencies;
- 3.3.4 Serving as a member of a board.

Evaluation Criteria for the Promotion to Professor:

For promotion to the rank of Professor, the candidate must show high-quality performance in all three areas of teaching, research scholarship as well as community and university service. The candidate should also have demonstrated a record of production and service that indicates that he/she will continue to do so. A satisfactory or adequate record as an Associate Professor is not sufficient; there must be very clear indication, based on clear hard evidence and outside peer evaluations, that the candidate has in fact attained high levels of accomplishment that entitle him to be promoted to the Professor rank. Of particular importance is the quality and quantity of published work during the promotion period. The rank of full Professor requires name recognition of the applicant in the scientific community.

1. RESEARCH & SCHOLARSHIP:

Research and scholarship, as demonstrated by publications of various types, are considered to be an essential factor in academic promotion. The most important elements of research and scholarship evaluation are the quality of publications. The type of publications required for promotion depends upon the nature of the applicant's specialization, in conformity with international practice. To meet the minimum research requirement for promotion to the rank of Professor, the applicant must meet the following:

- 1.1. At least, SIX** refereed full-length (not edited) publications. Publications include peer-reviewed journal articles, scholarly books and book chapters, and other highly prized creative work in the field.
- 1.2.** Although Scholarly Books, Creative Works (including granted patents), or Literature Review Papers are evidence of research activities, **only one** can be considered for promotion out of the six publications required provided that it has gone through peer-review and the publisher is reputable. This will be subject to the decision of the departmental and CHS promotion committees.
- 1.3.** The emphasis is on quality of the articles and quality of the outlets as measured by indicators such as ranking, impact factor, indexing and acceptance rate. Criteria related to quality include:
 - 1.3.1.** Papers that are considered toward the promotion evaluation must have been published in journals that are indexed in major databases of the field.
 - 1.3.2.** All papers submitted for publication should have been published journals with impact factor of at least 1.0.
 - 1.3.3.** Since the Professor rank requires that the candidate has established a reputation of being a scholar and authority in his/her field, **at least 2 of the six papers**

should be of significant intellectual contribution as evidenced by the reputation of the publisher, the ranking and/or high impact factor of the journal relative to the field of specialization (Journal in the **Quartile 1 or 2**).

1.4. The following publication types are not acceptable for promotion purposes:

- 1.4.1.** Non peer-reviewed publications such as letters to the editors, publication in mass media, opinion pieces, research reports or technical reports, consultation reports or conference edited or unedited publications may be considered as an evidence of vitality in scholarly work, but will not be counted toward the minimum required number of publications.
- 1.4.2.** Text books or similar books or book chapters written for teaching or training purposes will **not** be counted as a research publication.
- 1.4.3.** Translated work will also **not** be considered towards research publication.
- 1.4.4.** Publications in predatory journals, journals that charge fees before peer-review, and those which are listed in journals judged to be of inferior quality according to standard quality assessment criteria are not considered.
- 1.4.5.** Publications before earning the PhD degree or extracted from his/her Masters or Ph.D. thesis.

1.5. At least **FOUR** out of the six publications must have been already published. The others two must have been accepted for publication, with evidence from publisher confirming acceptance of the publication (s).

1.6. At least **FOUR** of the submitted publications should have the candidate as the first, senior author. With reference to co-authored publications, a senior author is defined as a first author, the first faculty name following a junior co-author (student, postdoc or research associate) or the last written name in the list of authors.

1.7. 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.

1.8. At least **TWO** of the publications must show Qatar University as the primary affiliation for the applicant.

1.9. The success in getting funding for research projects as lead PI or co-lead PI and generating publications from such projects is an important element in the promotion evaluation process for CHS faculty members.

The above are only meant to represent minimum criteria and general guidelines. Authors are expected to exercise due diligence and due care in ensuring that they are publishing in

quality outlets.

2. TEACHING REQUIREMENT:

Teaching is not limited to lecturing or training, but covers diverse activities in and out of the classroom. This also includes clinical training that CHS faculty often provides to students and community. The components of teaching include instruction and project/thesis supervision, curriculum development and teaching management, scholarly activities in teaching, teaching outside the course/classroom and student advising.

The CHS considers the quality of teaching to be of paramount importance among factors determining promotion. Evidence to show that the faculty has developed novel and creative teaching methods, revised and developed curriculum that are of international standard and developed of assessment that drives learning can also be considered positively in the assessment. In this regard, CHS encourages faculty members to undertake research into creative teaching methods. Those with research publications related to teaching methods or teaching his/her discipline, if available, will be viewed positively.

The applicant should demonstrate competence in quality, productivity and professional development in teaching and learning through the following proven achievements.

- 2.1.** Participate actively in teaching/learning within assigned college courses
 - 2.1.1.** Delivery of effective instruction as evidenced by student and peer evaluations
 - 2.1.2.** Diversity of teaching (undergraduate and graduate teaching)
 - 2.1.3.** Supervision/Co-Supervision of Graduate students, supervision of student's research papers, reports, and fieldwork
 - 2.1.4.** Conducting innovative teaching and associated assessment methods
 - 2.1.5.** Mentoring of junior faculty
- 2.2.** Evidence of the above accomplishments should include but not limited to student evaluation results, peer evaluation, and teaching appraisal.
- 2.3.** The applicant's teaching evaluation should be no less than "meet expectation" during the promotion period or at least during the year preceding his/her application.

3. UNIVERSITY AND COMMUNITY SERVICE

QU and CHS considers service to the Department, College and University as well as when appropriate to the community at large to be an important part of an active academic life. The faculty member seeking promotion may provide evidence for his/her membership in committees and participation in activities at the department, college and University levels and activities serving the profession or community.

Contribution to the training of junior staff is also considered important to the University. Service to the community may constitute a wide range of activities and responsibilities

including technology transfer, editing and refereeing, presentation of public lectures, seminars, workshops, sponsorship of cultural or scientific activities, and directorship of sports teams and events.

Service as a senior academic administrator should receive its due recognition as per QU policies.

Evidence of effectiveness in service should be provided through evaluation, letters from the chair of committees, or receipt of service awards.

Examples of Service by category:

3.1. Service to the University:

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

- 3.1.1 Effective and constructive involvement in various department/college/university committees;
- 3.1.2 Active participation in program assessment, evaluation, and continuous improvement efforts;
- 3.1.3 Leading the effort or contributing as a member of a task force to address issues facing the University or its community;
- 3.1.4 Contributing to student welfare through engagement in supporting extracurricular student activities, participating in student-faculty committees, or serving as advisor to student organizations, etc.

3.2. Service to the Profession with professional associations in one's field of expertise

- 3.2.1 Contributions of time and expertise to serve external professional organizations and societies
- 3.2.2 Participating in external professional visits as an external program reviewer, competition judge, or accreditation organization representative;
- 3.2.3 Serving as the editor
- 3.2.4 Holding affiliations a member of editorial board of professional journals.

3.3. Service to the Community

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

- 3.3.1 Collaborative endeavors with schools, government agencies, and/or the industry;
- 3.3.2 Offering presentations, workshops, short courses for the industry, the government, or the public;
- 3.3.3 Evaluating programs or policies for external agencies;
- 3.3.4 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 CHS 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 the College 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. Alternatively, an Ad hoc committee from related fields can serve this role.
- 2.** The committee evaluates the individual dossiers based on the University baseline expectations and any additional CHS-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. Committee members normally consists of faculty at the rank of Professor.
- 2.** The committee will evaluate the individual dossiers based on the University baseline expectations, CHS 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.

Administrative 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 the college 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 or form an Ad hoc committee from related fields within QU;
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 Health 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 VPAA including an assessment of teaching, research, and service contributions of the applicant;
7. In case of a disagreement between the assessments of the Dean and the College Promotion Committee, the Dean will meet with the committee to try to resolve the differences.

Appeals:

Appeal of Department Decision:

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

- 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.

Appeal of College Decision:

If the promotion application 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.