

Qatar University Health Colleges (QU Health)

(College of Pharmacy, College of Medicine, College of Health Sciences.
College of Dental Medicine, College of Nursing)



Academic Promotion Guidelines

**Approved Fall 2022
Effective Fall 2023**

The Purpose

The purpose of this document is to provide QU Health colleges (Pharmacy, Medicine, Health Sciences, and Dental Medicine) with guidelines and procedures for promotion, which are consistent and aligned with Qatar University (QU) promotion guidelines and which reflect specific requirements for QU Health (also referred to as “the cluster”). QU Health colleges will have unified guidelines with two levels of promotion committees: department and cluster. The cluster committee, appointed by the Vice President for Health and Medical Sciences, will replace college promotion committees.

QU Health encourages its faculty members to apply for promotion when they fulfill the promotion criteria set by the university and by QU Health. QU requires that faculty members seeking promotion should have demonstrated excellence in all areas of teaching, research and scholarship, and services. QU and QU Health consider promotion as a means to recognize and reward faculty members’ achievements in these areas. Given the importance and magnitude of promotion deliberations during department and cluster committees, each faculty member must assume responsibility for ensuring that pertinent information concerning teaching, research, scholarship, and services is communicated through official channels.

Faculty seeking promotion should refer to the latest QU promotion criteria as they provide the standards for promotion for all members of the university

<https://tinyurl.com/294d7x9z>

Faculty should also read and abide by QU Authorship Policy http://www.qu.edu.qa/static_file/qu/offices%20and%20departments/VPAA/documents/ACADEMIC_042_Authorship%20policy%20-%20English.pdf

As per QU policy, confidentiality will be maintained throughout the promotion application process. Individuals who have additional questions regarding the guidelines in general or the promotion process (i.e., no questions specific to the status of their submitted promotion files) should consult their Head of Department (HoD) and/or the Chair of the QU Health Cluster Promotion Committee.

In exceptional cases, the Office of the Vice President for Academic Affairs (VPAA) can exempt the applicant’s file from external evaluation based on the recommendation of the Dean, department, cluster, and university promotion committees, and upon fulfilling the following two conditions:

1. Achieving three times the research requirements of the rank sought per this guideline. Note that a Scopus *H* index of double that required for the sought rank is expected.
2. Publishing 50% of the required papers in Q1 journals.

A QU Health full-time faculty member who holds a clinical rank (clinical assistant or clinical associate) can apply to the next level of clinical rank if he/she meets the eligibility criteria as per this guideline. In addition, he/she must achieve the clinical competencies as per the sought rank given in the table at the end of this document.

The definitions for each faculty rank are as follows:

Assistant Professor: This rank is for individuals who have earned Doctor of Philosophy (PhD) (or other equivalent terminal degrees) degrees and have demonstrated the ability and desire to achieve excellence in teaching, research and scholarship, and services. Such individuals must demonstrate high potential for future growth, accomplishment, and contributions to all three areas.

Associate Professor: The individual must demonstrate excellent achievements in teaching, research and scholarship, and services, and that performance indicates that the individual will continue to do so. A satisfactory or adequate record as an assistant professor is not sufficient; there must be a very clear indication, based on clear evidence and external 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 achievement in research and scholarship, and services since being appointed to the rank of associate professor. The individual must have clear evidence as documented by external peer evaluations and other materials.

Criteria for promotion of faculty members in QU Health

Eligibility

A faculty member is considered eligible to apply for promotion if he/she fulfills the following criteria:

- The applicant must have spent **no less than five years** in the rank of Assistant Professor to apply for promotion to Associate Professor and **at least five years** at the rank of Associate Professor to apply for Professor rank. Exceptions to these minimum requirements can only be granted by the **President**, based on the recommendation of the **Vice President for Academic Affairs**. A faculty can apply for promotion after 4 years if have achieved double the research requirements of the sought rank. In addition, prior to initiating the promotion process, the applicant must provide evidence of teaching, research and scholarship, and service. The applicant must also ensure that there is sufficient documentation to justify the promotion.
- The applicant must hold a **regular full-time** appointment. Those on short-term or visitor appointments are not eligible to apply for promotion.
- The applicant must have spent **at least one year** at Qatar University at his/her current academic rank.
- The applicant cannot apply for promotion if a decision has been taken to terminate his/her contract.
- The applicant's annual appraisal in the year that precedes application for promotion should at least "meets expectation".
- To calculate eligibility, the date of submission of the file from the Dean's office to the VPAA office should be considered as the date after which further papers can be counted for the **next promotion application**.

Upon meeting the eligibility criteria outlined above, the promotion application will be evaluated on the following dimensions, consistent with the rank applied for:

- **Research and Scholarship.**
- **Teaching.**
- **Service (Departmental, College, University, and Community).**



The evaluation criteria for the promotion to Associate Professor and Professor ranks will be implemented in two phases to ensure fairness and readiness as QU Health is aiming for a higher level of achievement than the minimum required by QU Promotion Guidelines. The 1st phase will be effective in Fall Cycle 2023 & the 2nd phase will be effective in Fall Cycle 2025. Thus, the evaluation criteria below for the Associate Professor and Professor ranks are bound by the time specified.



Evaluation Criteria for the Promotion to Associate Professor

Apply from Fall Cycle 2023 till Spring Cycle 2025

The candidate applying for the academic rank of Associate Professor must demonstrate excellent achievements in all three areas of teaching, research and scholarship, and service. The candidate should also demonstrate performance 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 a very clear indication, based on strong evidence and external peer evaluations, that the candidate has in fact attained high levels of accomplishment. To apply for the rank of Associate Professor, the candidate must be a regular full-time faculty and must have spent at least one year at Qatar University and **no fewer than five years** in his/her current academic rank, after completing the PhD (or equivalent).

The minimum requirements for each area are listed below:

1. RESEARCH & SCHOLARSHIP

Publications:

- The **minimum** requirement to apply for promotion to the rank of Associate Professor is **FIVE** high-quality, original refereed papers published after PhD.
- At least **THREE** of the publications must list Qatar University as the sole affiliation (no secondary affiliation).
- Papers must not have been used for previous promotion and the acceptance and publication of all papers must be **after the previous promotion**.
- Papers must not have been extracted from his/her master's or PhD theses.
- At least **THREE** of the **FIVE** papers must have been published. The rest may be fully accepted for publication or in the press. The candidate is responsible for providing evidence thereof.
- The emphasis is on the quality of the articles and journals as measured by variables such as abstraction, acceptance rate, impact factor, and quartile status.
 - **ALL** papers submitted must have been published in journals that are abstracted either in Scopus or Web of Science.
 - No more than **THREE** publications can be considered from the **same journal**. In case of a high impact, high quality specialized, and limited volume of journals in the field, an adjudication process by the promotion committees will be conducted to advise on the acceptability of additional publications. No less than two different journals will be accepted.
 - At least **TWO** of the research papers with the applicant being **senior** must have been published in **Q1** or **Q2** journals and the remaining research



- papers must be published in **Q3/Q4** journals. Quartile status considered is that at the year of publication.
- For papers published in **Q3/Q4** journals, the acceptance rate expected is not to exceed **30%**.
 - All **FIVE** papers presented for evaluation must have been published in journals with an impact factor higher than **1.0**. Impact factors considered are those at the year of publication.
 - Although scholarly books and literature review papers (including systematic reviews without meta-analysis/synthesis) are evidence of research activities, only **ONE** publication of this nature can be considered for promotion out of the FIVE publications required if it has gone through peer-review and the publisher is reputable. This will be subjected to the decision of the departmental and cluster promotion committees. In case of submission of a book chapter, candidates must submit evidence of peer review communications with the editor.
 - No more than **TWO** papers can be in exclusively open-access journals that charge publication fees (fees for publication after peer review and acceptance). In the case of high impact, high-quality, reputable Q1 journals, additional Open Access publications are allowed. Hybrid journals (subscription-based journals that allow authors to make individual articles open access on payment of article publication fees) are acceptable.
 - Short or brief communications, mini review editorials, letters to the editor, or other opinion articles are not counted towards promotion.
 - For publications in a journal where the applicant is a member of the editorial board or is the editor, or has served as such in the past, the applicant must declare such association and submit evidence to prove that the paper has gone through a thorough and rigorous review. Applicants must clearly declare that they are or were members of the editorial board or associated with the journal (currently or in the past) through society membership or any other capacity of involvement should be declared. Failure to declare any potential conflict of interest with the publisher/journal/society can lead to disqualification.
- The applicant must be the **senior author in at least THREE** of the submitted publications.
The senior author is the principal investigator who leads the work and has the most contribution, and is defined as:
 - **First author OR**
 - **Corresponding author**
 - In case a publication involves **more than one author**, a standard author contribution form will be required.
 - **Two faculty members from QU** cannot claim senior authorship for the **same publication**. The candidate should make sure that the papers listed

are not claimed by any other co-authors to be senior authors either previously or concurrently.

- The Department and Cluster Promotion Committees reserve the right to contact the co-authors to ascertain seniority if deemed necessary.
- Candidates must provide evidence that their publications meet all the above criteria.
- Candidate must provide a similarity report for each publication.

Research grants

- Success in securing 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. Evidence of receiving at **least one competitive medium-size (up to 75 K \$) research grant as Lead or PI** is required. Candidates must provide all evidence related to research grants. The investigation type (LPI or PI) and the start and end dates must be provided.

Other REQUIRED quality measures

- For promotion to the rank of Associate Professor, the candidate must demonstrate that he or she has attained excellent achievements in teaching, research and scholarship, and services. Of importance are the quality and quantity of published work during the promotion period and its impact on the scientific community. One of the indices that the promotion committee must assess this through the Scopus H- index. While there is no universal agreement on the level of the H-index that is appropriate for an Associate Professor appointment, an **H-index in the range of 8 to 10** is expected.
- Candidate should provide evidence of sustained quality research productivity that spans over at least the last 3 years.

2. TEACHING

Teaching is the first responsibility of the university and excellence in teaching must be continuously encouraged and rewarded. No nomination for promotion should be made without accompanying evidence of the nominee's effectiveness as a teacher, where teaching is a part of the individual's work assignment. However, teaching is not limited to lecturing or training but covers diverse activities in and out of the classroom.

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. QU Health considers the quality of teaching to be of paramount importance in determining promotion. Evidence of faculty developing

novel and creative teaching methods, revising and developing curricula that are of international standards, and developing assessments that drive learning will also be considered positively in the assessment. In this regard, QU Health encourages faculty members to undertake research into creative teaching methods. Those with research publications related to teaching methods or teaching his/her discipline will be viewed positively.

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

Evidence of meritorious teaching must include:

Student evaluation: students' feedback is an effective tool for faculty development and the process is well established through university student surveys. Candidates must achieve average scores of at least **70%** for all their courses in the last four years prior to the application for promotion. They also must provide documented reflections for courses with less than **70%**.

Peer review evaluation: Peer observation is conducted through peer assessment of the teaching and learning/college retention committee during probation and renewals and can be submitted as evidence of satisfactory teaching performance. Alternatively, a faculty member may request peer review from HoDs or CETL and provide documented self-reflection in response to the peer review process. Candidates must have received at least **meets expectations** during the peer review.

Teaching portfolios: A candidate should submit a teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and its impact on student learning, and the application of new methods into teaching practice including industry and other end-user engagement in support of enhancing employability of students. Candidate must submit at least **ONE** teaching portfolio.

In addition to the above, the teaching portfolio should also cover the following areas.

- Evidence of student, peer, and any other informal evaluations over the past four semesters.
- Demonstrated evidence to illustrate enhancement carried out in conducting innovative teaching.
- Demonstrated evidence in developing the best evidence-based assessment methods.
- Reflection paper on one's teaching practices, including areas identified for further development.
- Evidence of the uptake of innovative teaching practices such as blended or online learning, active learning, collaborative learning, and authentic assessment, as appropriate for the course.

Provide additional evidence of TWO of the following:

Curriculum development: Contributions to curriculum, course development, and/or pedagogy. To meet expectations, a faculty member must document one contribution to

curriculum, course development, or new program/ academic program review/ self-study.

Supervision and mentorship: Supervision of at least **two** capstone projects or graduate thesis/projects or any other supervised research papers, reports, and fieldwork. It is in the interest of the candidate to highlight if the project supervised had any local or international impact and list any publications from supervised projects. Evidence of mentoring junior faculty and senior students is expected.

Professional development: Involvement in department, college, university, or international development of professional teaching practice methods, including details of activities. Also considered are courses, workshops, and programs attended towards developing professional teaching practice along with reflections on lessons learned and how they were used in one's teaching.

Any of the following contributions to the candidate's teaching profile will be positively evaluated toward the overall teaching assessment.

- Awards for excellence in teaching and learning.
- Fellowship of recognized teaching and learning societies.
- Publication of a university teaching text in recognized outlets.
- Publication of scholarly work in refereed (teaching and learning) journals.
- Presentations on reflections on teaching practice at teaching and learning conferences.
- Demonstration of how principles to promote excellence in learning and teaching practices have been implemented.
- Researching into one's professional teaching practices and research publications or reports that arise from such activities will be viewed favorably

3. SERVICES

QU and QU Health consider service to the department, college, and university, and the community at large to be an important part of an active academic life. The faculty member seeking promotion must provide evidence for his/her membership in committees and participation in activities at the department, college, and university levels and activities completed at the 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. The contribution to mentoring of junior staff is also considered important to the university. Service as a senior academic administrator must receive its due recognition, as per QU policies. Candidates must score at least meet expectation in services during the three last years of annual appraisals preceding the year of his/her application.

Applicant must provide documented evidence as follows:

Services to the college (at least evidence of 2)

- Effective and constructive involvement in various department/college committees.
- Representing the college in public media forums.
- Representing the college in university committees.
- Active participation in program development and review.
- Effective contribution to college outreach activities – press releases and effective social media campaigns.
- Participation in interprofessional activities within QU-Health.

Services to the university (at least evidence of 1)

- Representing QU in external (national and international) committees.
- Development of new university initiatives and /or bringing such initiatives to function.
- Contributing as a member or a task force to address QU issues.
- Representing the university in public media forums.
- Initiating memoranda of understanding between QU and national and international stakeholders.

Services to the profession (at least evidence of 1)

Service to the profession includes active involvement in the applicant's profession at national and international levels.

- Holding affiliations with recognized professional associations.
- Active contribution to services related to professional organizations.
- Serving in professional events (forums, panel discussions, conferences, and scientific meetings).
- Participating in external professional visits as external program reviewer, competition judge, or accreditation organization.
- Serving as an editor or member of an editorial board for a scientifically recognized journal (QU and college affiliation).
- Serving as a peer reviewer of scientific manuscripts, grants, and proposals submitted to competitive funding organizations.

Services to the community/society (at least evidence of 1)

- Active collaboration with schools, government agencies, and/ or the industry.
- Consulting with private and public organizations.
- Dissemination of research outcomes to the public via mass media/ social media.
- Contributing to educational and health awareness activities for the public community.



Evaluation Criteria for the Promotion to Professor

Apply from Fall Cycle 2023 till Spring Cycle 2025

This rank is reserved for candidates 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. The candidate should also demonstrate performance that indicates that he/she will continue to do so. The candidate must provide strong evidence of excellent and significant development and achievement in teaching, research and scholarship, and services since being appointed to the rank of associate professor. The candidate must provide solid evidence to demonstrate excellent track records.

To apply for the rank of Professor, the candidate must have spent **no fewer than five years** in the rank of Associate Professor, after completing their PhD.

1. RESEARCH & SCHOLARSHIP:

Research and scholarship:

Research track record as demonstrated by high-quality publications in a **focused research area** is expected to be promoted to the rank of Professor.

Publications:

- The **minimum** requirement to apply for promotion to the rank of Professor is **SEVEN** high-quality original refereed papers published after PhD.
- At least **FOUR** of the publications must list Qatar University as the sole affiliation (no secondary affiliations).
- Papers must not have been used for previous promotion and the acceptance and publication of all papers must have taken place after the previous promotion.
- Papers must not have been extracted from his/her master's or PhD thesis.
- At least **FIVE** of the **SEVEN** papers must have been published. The rest must be fully accepted by publication or in the press.
- The emphasis is on the quality of the articles and journals measured by variables such as abstraction, acceptance rate, impact factor, and quartile status.
 - **ALL** papers presented must have been published in journals that are abstracted either in **Scopus or Web of Science**.
 - No more than **THREE** publications can be considered that have been published in the **same journal**. In case of a high impact, high quality specialized, and limited volume of journals in the field, an adjudication process by the promotion committees will be conducted to advise on the acceptability of additional publications. No less than two different journals would be acceptable.



- At least **FOUR** of the papers with the applicant being **senior** must have been published in **Q1** or **Q2** journals. The remaining must be published in **Q3/Q4** journals. Quartile status considered is that at the year of publication.
 - For papers published in Q3/Q4 journals, the acceptance rate expected is not to exceed **30%**.
 - No more than **TWO** papers can be in exclusively open-access journals that charge publication fees (fees for publication after peer review and acceptance). In case of a high impact, high-quality, reputable Q1 journal, additional publications are allowed. Hybrid journals (subscription-based journals that allow authors to make individual articles open access on payment of article publication fees) are acceptable.
 - All papers presented for evaluation must have been published in journals with an impact factor higher than **1.0**. Impact factors considered are those at the year of publication.
 - Although scholarly books and literature review papers (including systematic reviews without meta-analysis) are evidence of research activities, only **ONE** publication of this nature can be considered for promotion if it has gone through peer review and the publisher is reputable. This will be subjected to a decision by the departmental and cluster promotion committees. In case of submission of a book chapter, candidates must submit evidence of peer review communications with the editor.
 - Short or brief communications, editorials, letters to the editor, or other opinion articles are not counted towards promotion.
 - For publications in a journal where the applicant is a member of the editorial board or is the editor, or has served as such in the past, the applicant must declare such association and submit evidence to prove that the paper has gone through a thorough and rigorous review. Applicants must clearly declare that they are or were members of the editorial board or associated with the journal (currently or in the past) through society membership or any other capacity of involvement should be declared. Failure to declare any potential conflict of interest with the publisher/journal/society can lead to disqualification.
- The applicant must be the **senior author in at least FOUR** of the submitted publications.
A senior author is defined as:
 - **First author OR**
 - **Corresponding author**
 - Where a publication involves more than one author, a standard author contribution form will be required.
 - In case a publication involves **more than one author**, a standard author contribution form will be required.
 - **Two faculty members from QU** cannot claim senior authorship for the **same publication**. Candidates should make sure that the papers listed are

not claimed by any other co-authors to be senior authors either previously or concurrently.

- The Department and Cluster promotion committee reserve the right to contact the co-authors to ascertain seniority if deemed necessary.
- Candidate should provide evidence that their publications meet all the above criteria.
- Candidate must submit a similarity report for each publication.

Research grants

- Success in securing funding for research projects as lead PI or PI and generating publications from such projects is an important element in the promotion evaluation process. Evidence of receiving **two competitive medium-large (more than 75 K \$) research grants**, the investigation type (LPI or PI), and the start and end dates must be provided.

Other REQUIRED quality measures

- For promotion to the rank of Professor, the candidate has to demonstrate an established reputation in their respective field contributing to their profession which entitles them to be promoted to the Professor rank. Of particular importance are the quality and quantity of published work during the promotion period and its impact on the scientific community. The rank of Professor requires name recognition of the applicant in the scientific community. One of the indices that the promotion committee is the Scopus H- index. While there is no universal agreement on the level of the H-index that is appropriate for a professor-level appointment, an **H-index in the range of 14-18** is expected.
- Faculty members promoted to or hired at the rank of Professor should provide evidence of sustained high-quality professional productivity and national recognition in the academic discipline, as demonstrated by the spread of publications spanning over at least 3 years.

2. TEACHING

Teaching is the first responsibility of the university and excellence in teaching should be continually encouraged and rewarded. No nomination for promotion should be made without accompanying evidence of the nominee's effectiveness as a teacher, where teaching is a part of the individual's work assignment. However, it is not limited to lecturing or training but covers diverse activities in and out of the classroom. 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. QU Health considers the quality of teaching to be of paramount importance among factors determining promotion. Evidence to show that the faculty member has developed novel and creative teaching methods, revised, and developed curricula that are of international standard, and developed assessment that drives learning would also be considered positively in the assessment. In this regard, QU Health 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 for the rank of Professor must demonstrate **documented evidence of teaching excellence and superior contribution** to students' learning and development. **Sustained leadership** is expected and can be demonstrated through the enhancement of teaching, the engagement of students, the development of educational achievement by other academics, external educational policy development, and/or societal change.

Evidence of meritorious teaching may include but is not limited to:

Student evaluation: Student feedback is an effective tool for faculty development and the process is well established through university student surveys. Candidates should achieve average scores on all courses of at least **70% during the last three years prior to the application to the promotion** and provide documented reflections for courses that achieved scores of less than **70%**.

Peer review evaluation: Peer observation is conducted through an assessment of the teaching and learning/college retention committee during probation and renewals. A faculty member may request peer review from HoDs or CETL and provide a documented self-reflection in response to the review. Candidates must have received **meet expectations** during the peer review

Teaching portfolios: A candidate must submit a teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and its impact on student learning, and the application of new methods into teaching practice including industry and other end-user engagement in support of enhancing employability of students.

Candidates must submit at least **ONE** teaching portfolio.

In addition to the above, the comprehensive teaching portfolio should also cover the following areas.

- Evidence of student, peer, and any other informal evaluations over the past four years.
- Demonstrated evidence to illustrate the enhancement carried out in conducting innovative teaching.
- Demonstrated evidence in developing the best evidence-based assessment methods.



- A reflection paper on how one's teaching will develop during the coming years.
- Evidence of the uptake of innovative teaching practices such as blended or online learning, active learning, collaborative learning, and authentic assessment.

Provide evidence of THREE of the following:

Curriculum development: Contributions to curriculum, course development, and/or pedagogy. To meet expectations, a faculty member must document one contribution to curriculum, course development, or new program/ academic program review/ self-study.

Supervisions and mentorship: Supervision at least **two** capstone projects or graduate thesis/projects or any other supervised research papers, reports, and fieldwork. It is in the interest of the candidate to highlight if the project supervised had any local or international impact and list any publications from supervised projects. Evidence of mentoring of junior faculty and senior students.

Professional development: Involvement in department, college, university, or international development of professional teaching practice and methods including that curriculum activities. Also considered are courses, workshops, and programs attended towards developing professional teaching practice along with reflections on lessons learned and how they were used in one's teaching.

Any of the following contributions to add to the candidate's teaching profile will be evaluated positively toward the overall teaching assessment.

- Awards for excellence in teaching and learning.
- Fellowship in recognized teaching and learning societies.
- Publication of a university teaching text in recognized outlets.
- Publication of scholarly work in refereed (teaching and learning) journals.
- Presentations on reflections on teaching practice at teaching and learning conferences.
- Demonstration of how the principles to promote excellence in learning and teaching practices have been implemented.
- Researching one's professional teaching practices; research publications or reports that arise from such activities will be looked at favorably

3. Services

QU and QU Health consider service to the department, college and university, and the community at large to be an important part of an active academic life. The faculty member seeking promotion must provide evidence for his/her membership in committees and participation in activities at the department, college, and University levels and activities completed at the 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 mentoring 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.

Examples of Services by category:

Faculty members must show documented evidence for active engagement in services to their college and the university, the health profession, and the community/society. Services must be as aligned with the college and university's mission and vision. Evaluation will be based on the level of engagement (active and effective participation in the service) and the positive impact of the service on the college and university needs. Candidates must score at least meet expectations in services during the last three years of annual appraisals preceding the year of his/her application.

The applicant must show leadership in his/her service portfolio and must provide documented evidence as follows:

Services to the college (at least evidence of two)

- Chairing one of the college committees at least once.
- Representing the university in public media forums.
- Representing the college on university committees.
- Leading an academic program development.
- Leading program assessments, APR evaluation, and continuous improvement efforts.
- Leading college outreach activities – press releases and effective social media campaigns.

Services to the university (at least evidence of 1)

- Representing QU in external (national and international committees).
- Leading the development of new university initiatives and /or bringing such initiatives to function.

- Leading as a member or a task force to address QU issues.
- Representing the university in public media forums.
- Initiating MOUs between QU and national and international stakeholders.

Services to the profession (at least evidence of 1)

Service to the profession includes active involvement in the applicant's profession at national and international levels.

- Holding affiliations with recognized professional associations.
- Active contribution to services related to professional organizations.
- Serving in professional events (forums, panel discussions, conferences, and scientific meetings).
- Participating in an external professional visit as external program reviewer, competition judge or an accreditation organization.
- Serving as an editor or member of an editorial board for a scientifically recognized journal (with QU and college affiliation).
- Serving as a peer reviewer of scientific manuscripts, grants, or proposals submitted to competitive funding organizations.

Services to the community/society (at least evidence of 1)

- Leading collaboration with schools, government agencies, and/ or the industry.
- Consulting with private and public organizations.
- Dissemination of research outcomes to the community effectively via mass media/ social media.
- Leading educational and health awareness activities for the public community.

Clinical Services (if applicable):

The below is intended for those who hold a clinical rank. The department committee, department head, cluster committee, and the Dean will evaluate the clinical services based on the promotion dossier and applicants' appraisal (last 3 years). The applicant should provide evidence to support along with a letter of recommendation from the clinical site.



❖ Assessment of Competencies in Clinical Services:

Dimension	Assessment	
	To Clinical Professor	Associate To Clinical Professor
Leadership	Member of a committee in a clinical setting.	Chair of a committee in a clinical setting or demonstrates a major leadership role.
Initiative	Demonstrates the ability to provide clinical rotation sites for students, and/or training of clinical site staff, and/or educational in-services to other health professionals, and/or promotion of patient advocacy initiatives	Distinguished ability to provide clinical rotation sites for students, and/or training of clinical sites staff, and/or educational in-services to other health professionals, and/or promotion of patient advocacy initiatives Serving on boards of regional and or international professional organizations
Community service	Serving on hospital committees, and or professional organizations	
Professional membership	Member of professional organizations.	Leadership in professional organizations.
Clinical Practice	Demonstrates ability in the development and establishment of clinical service, and or development of collaborative practice agreements, and or development of clinical protocols or institution-based guidelines, and or documentation of interventions	Leadership and innovative ability in the development and or establishment of clinical service, and or development of collaborative practice agreements, and or development of clinical protocols and or institution-based guidelines, documentation of interventions



Evaluation Criteria for the Promotion to Associate Professor

Apply from Fall Cycle 2025

The candidate applying for the academic rank of Associate Professor must demonstrate excellent achievements in all three areas of teaching, research and scholarship, and service. The candidate should also demonstrate performance 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 a very clear indication, based on strong evidence and external peer evaluations, that the candidate has in fact attained high levels of accomplishment. To apply for the rank of Associate Professor, the candidate must be a regular full-time faculty and must have spent at least one year at Qatar University and **no fewer than five years** in his/her current academic rank, after completing the PhD (or equivalent).

The minimum requirements for each area are listed below:

2. RESEARCH & SCHOLARSHIP

Publications:

- The **minimum** requirement to apply for promotion to the rank of Associate Professor is **SEVEN** high-quality, original refereed papers published after PhD.
- At least **FOUR** of the publications must list Qatar University as the sole affiliation (no secondary affiliation).
- Papers must not have been used for previous promotion and the acceptance and publication of all papers must be **after the previous promotion**.
- Papers must not have been extracted from his/her master's or PhD theses.
- At least **FIVE** of the **SEVEN** papers must have been published. The rest must be fully accepted publication or in the press.
- The emphasis is on the quality of the articles and journals as measured by variables such as abstraction, acceptance rate, impact factor, and quartile status.
 - **ALL** papers submitted must have been published in journals that are abstracted either in Scopus or Web of Science.
 - No more than **THREE** publications can be considered from the **same journal**. In case of a high impact, high quality specialized, and limited volume of journals in the field, an adjudication process by the promotion committees will be conducted to advise on the acceptability of additional publications.
 - At least **THREE** of the research papers with the applicant being **senior** must have been published in **Q1 (minimum of one paper)** or **Q2 (minimum of**



- two papers**) journals and the remaining research papers must be published in **Q3/Q4** journals. Quartile status considered is that at the year of publication.
- For papers published in **Q3/Q4** journals, the acceptance rate is expected not to exceed **30%**.
 - All **SEVEN** papers presented for evaluation must have been published in journals with an impact factor higher than **1.0**. Impact factors considered are those at the year of publication.
 - Although scholarly books and literature review papers (including systematic reviews without meta-analysis/synthesis) are evidence of research activities, only **ONE** publication of this nature can be considered for promotion out of the SEVEN publications required if it has gone through peer-review and the publisher is reputable. This will be subjected to the decision of the departmental and cluster promotion committees. In case of submission of a book chapter, candidates must submit evidence of peer review communications with the editor.
 - No more than **TWO** papers can be in exclusively open-access journals that charge publication fees (fees for publication after peer review and acceptance). In case of a high impact, high-quality, reputable Q1 journals, additional publications are allowed. Hybrid journals (subscription-based journals that allow authors to make individual articles open access on payment of an article publication fees) are acceptable.
 - Short or brief communications, mini review editorials, letters to the editor, or other opinion articles are not counted towards promotion.
 - For publications in a journal where the applicant is a member of the editorial board or is the editor, or has served as such in the past, the applicant must declare such association and submit evidence to prove that the paper has gone through a thorough and rigorous review. Applicants must clearly declare that they are or were members of the editorial board or associated with the journal (currently or in the past) through society membership or any other capacity of involvement should be declared. Failure to declare any potential conflict of interest with the publisher/journal/society can lead to disqualification.
- The applicant must be the **senior author in at least FOUR** of the submitted publications.
The senior author is the principal investigator who leads the work and has the most contribution, and is defined as:
 - **First author OR**
 - **Corresponding author**
 - In case a publication involves **more than one author**, a standard author contribution form will be required.



- **Two faculty members from QU** cannot claim senior authorship for the **same publication**. Candidates should make sure that the papers listed are not claimed by any other co-authors to be senior authors either previously or concurrently.
- The Department and Cluster Promotion Committees reserve the right to contact the co-authors to ascertain seniority if deemed necessary.
- Candidate must provide evidence that their publications meet all the above criteria.
- Candidate must provide a similarity report for each publication.

Research grants

- Success in securing 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. Evidence of receiving at **least one competitive medium-size (up to 75 K \$) research grant as Lead or PI** is required. Candidates must provide all evidence related to research grants. The investigation type (LPI or PI) and the start and end dates must be provided.

Other REQUIRED quality measures

- For promotion to the rank of Associate Professor, the candidate must demonstrate that he or she has attained excellent achievements in teaching, research and scholarship, and services. Of importance are the quality and quantity of published work during the promotion period and its impact on the scientific community. One of the indices that the promotion committee must assess this through the Scopus H- index. While there is no universal agreement on the level of H-index that is appropriate for an Associate Professor appointment, an **H-index in the range of 8 to 10** is expected.
- Candidate should provide evidence of sustained quality research productivity that spans over at least the last 3 years.

2. TEACHING

Teaching is the first responsibility of the university and excellence in teaching must be continuously encouraged and rewarded. No nomination for promotion should be made without accompanying evidence of the nominee's effectiveness as a teacher, where teaching is a part of the individual's work assignment. However, teaching is not limited to lecturing or training but covers diverse activities in and out of the classroom.

The components of teaching include instruction and project/thesis supervision, curriculum development and teaching management, scholarly activities in teaching, and teaching outside

the course/classroom and student advising. QU Health considers the quality of teaching to be of paramount importance in determining promotion. Evidence of faculty developing novel and creative teaching methods, revising, and developing curricula that are of international standards, and developing assessments that drive learning will also be considered positively in the assessment. In this regard, QU Health encourages faculty members to undertake research into creative teaching methods. Those with research publications related to teaching methods or teaching his/her discipline will be viewed positively.

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

Evidence of meritorious teaching must include:

Student evaluation: students' feedback is an effective tool for faculty development and the process is well established through university student surveys. Candidates must achieve average scores of at least **70%** for all their courses in the last four years prior to the application for promotion. They also must provide documented reflections for courses with less than **70%**.

Peer review evaluation: Peer observation is conducted through peer assessment of the teaching and learning/college retention committee during probation and renewals and can be submitted as evidence of satisfactory teaching performance. Alternatively, a faculty member may request peer review from HoDs or CETL and provide documented self-reflection in response to the peer review process. Candidates must have received at least **meets expectations** during the peer review.

Teaching portfolios: A candidate should submit a teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and its impact on student learning, and the application of new methods into teaching practice including industry and other end-user engagement in support of enhancing employability of students. Candidate must submit at least **ONE** teaching portfolio.

In addition to the above, the teaching portfolio should also cover the following areas.

- Evidence of student, peer, and any other informal evaluations over the past four semesters.
- Demonstrated evidence to illustrate enhancement carried out in conducting innovative teaching.
- Demonstrated evidence in developing the best evidence-based assessment methods.
- Reflection paper on one's teaching practices, including areas identified for further development.
- Evidence of the uptake of innovative teaching practices such as blended or online learning, active learning, collaborative learning, and authentic assessment, as appropriate for the course.



Provide additional evidence of TWO of the following:

Curriculum development: Contributions to curriculum, course development, and/or pedagogy. To meet expectations, a faculty member must document one contribution to curriculum, course development, or new program/ academic program review/ self-study.

Supervisions and mentorship: Supervision at least **two** capstone projects or graduate thesis/projects or any other supervised research papers, reports, and fieldwork. It is in the interest of the candidate to highlight if the project supervised had any local or international impact and list any publications from supervised projects. Evidence of mentoring junior faculty and senior students is expected.

Professional development: Involvement in department, college, university, or international development of professional teaching practice methods, including details of activities. Also considered are courses, workshops, and programs attended towards developing professional teaching practice along with reflections on lessons learned and how they were used in one's teaching.

Any of the following contributions to the candidate's teaching profile will be positively evaluated toward the overall teaching assessment.

- Awards for excellence in teaching and learning.
- Fellowship of recognized teaching and learning societies.
- Publication of a university teaching text in recognized outlets.
- Publication of scholarly work in refereed (teaching and learning) journals.
- Presentations on reflections on teaching practice at teaching and learning conferences.
- Demonstration of how principles to promote excellence in learning and teaching practices have been implemented.
- Researching into one's professional teaching practices and research publications or reports that arise from such activities will be viewed favorably

3. SERVICES

QU and QU Health consider service to the department, college and university, and the community at large to be an important part of an active academic life. The faculty member seeking promotion must provide evidence for his/her membership in committees and participation in activities at the department, college, and university levels and activities completed at the 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. The contribution to mentoring of junior staff is also considered important to the university. Service as a senior academic administrator must receive its due recognition, as per QU policies. Candidates must score at least meet expectations in

services during the three last years of annual appraisals preceding the year of his/her application.

Applicant must provide documented evidence as follows:

Services to the college (at least evidence of 2)

- Effective and constructive involvement in various department/college committees.
- Representing the college in public media forums.
- Representing the college in university committees.
- Active participation in program development and review.
- Effective contribution to college outreach activities – press releases and effective social media campaigns.
- Participation in interprofessional activities within QU-Health.

Services to the university (at least evidence of 1)

- Representing QU in external (national and international) committees.
- Development of new university initiatives and /or bringing such initiatives to function.
- Contributing as a member or a task force to address QU issues.
- Representing the university in public media forums.
- Initiating memoranda of understanding between QU and national and international stakeholders.

Services to the profession (at least evidence of 1)

Service to the profession includes active involvement in the applicant's profession at national and international levels.

- Holding affiliations with recognized professional associations.
- Active contribution to services related to professional organizations.
- Serving in professional events (forums, panel discussions, conferences, and scientific meetings).
- Participating in external professional visits as a n external program reviewer, competition judge, or accreditation organization.
- Serving as an editor or member of an editorial board for a scientifically recognized journal (QU and college affiliation).
- Serving as a peer reviewer of scientific manuscripts, grants, and proposals submitted to competitive funding organizations.

Services to the community/society (at least evidence of 1)

- Active collaboration with schools, government agencies, and/ or the industry.
- Consulting with private and public organizations.
- Dissemination of research outcomes to the public via mass media/ social media.
- Contributing to educational and health awareness activities for the public community.



Evaluation Criteria for the Promotion to Professor

Apply from Fall Cycle 2025

This rank is reserved for candidates 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. The candidate should also demonstrate performance that indicates that he/she will continue to do so. The candidate must provide strong evidence of excellent and significant development and achievement in teaching, research and scholarship, and services since being appointed to the rank of associate professor. The candidate must provide solid evidence to demonstrate excellent track records.

To apply for the rank of Professor, the candidate must have spent **no fewer than five years** in the rank of Associate Professor, after completing their PhD.

1. RESEARCH & SCHOLARSHIP:

Research and scholarship:

Research track record as demonstrated by high-quality publications in a **focused research area** is expected to be promoted to the rank of Professor.

Publications:

- The **minimum** requirement to apply for promotion to the rank of Professor is **TEN** High-quality original refereed papers published after PhD.
- At least **FIVE** of the publications must list Qatar University as the sole affiliation (no secondary affiliations).
- Papers must not have been used for previous promotion and the acceptance and publication of all papers must have taken place after the previous promotion.
- Papers must not have been extracted from his/her master's or PhD thesis.
- At least **EIGHT** of the **TEN** papers must have been published. The rest must be fully accepted publication or in the press.
- The emphasis is on the quality of the articles and journals measured by variables such as abstraction, acceptance rate, impact factor, and quartile status.
 - **ALL** papers presented must have been published in journals that are abstracted either in **Scopus or Web of Science**.
 - No more than **THREE** publications can be considered that have been published in the **same journal**. In case of a high impact, high quality specialized, and limited volume of journals in the field, an adjudication process by the promotion committees will be conducted to advise on the acceptability of additional



- publications.
- At least **SIX** of the papers with the applicant being **senior** must have been published in **Q1 (minimum of two papers)** or **Q2 (minimum of 4 papers)** journals. The remaining must be published in **Q3/Q4** journals. Quartile status considered is that at the year of publication.
 - For papers published in Q3/Q4 journals, the acceptance rate is expected not to exceed **30%**.
 - No more than **TWO** papers can be in exclusively open-access journals that charge publication fees (fees for publication after peer review and acceptance). In case of a high impact, high-quality, reputable Q1 journals, additional publications are allowed. Hybrid journals (subscription-based journals that allow authors to make individual articles open access on payment of article publication fees) are acceptable.
 - All papers presented for evaluation must have been published in journals with an impact factor higher than **1.0**. Impact factors considered are those at the year of publication.
 - Although scholarly books and literature review papers (including systematic reviews without meta-analysis) are evidence of research activities, only **ONE** publication of this nature can be considered for promotion if it has gone through peer-review and the publisher is reputable. This will be subjected to a decision by the departmental and cluster promotion committees. In case of submission of a book chapter, candidates must submit evidence\ of peer review communications with the editor.
 - Short or brief communications, editorials, letters to the editor, or other opinion articles are not counted towards promotion.
 - For publications in a journal where the applicant is a member of the editorial board or is the editor, or has served as such in the past, the applicant must declare such association and submit evidence to prove that the paper has gone through a thorough and rigorous review. Applicants must clearly declare that they are or were members of the editorial board or associated with the journal (currently or in the past) through society membership or any other capacity of involvement should be declared. Failure to declare any potential conflict of interest with the publisher/journal/society can lead to disqualification.
- The applicant must be the **senior author in at least SIX** of the submitted publications.
A senior author is defined as:
 - **First author OR**
 - **Corresponding author**

- Where a publication involves more than one author, a standard author contribution form will be required.
 - In case a publication involves **more than one author**, a standard author contribution form will be required.
 - **Two faculty members from QU** cannot claim senior authorship for the **same publication**. Candidates should make sure that the papers listed are not claimed by any other co-authors to be senior authors either previously or concurrently.
- The Department and Cluster promotion committee reserve the right to contact the co-authors to ascertain seniority if deemed necessary.
 - Candidates should provide evidence that their publications meet all the above criteria.
 - Candidate must submit a similarity report for each publication.

Research grants

- Success in securing funding for research projects as lead PI or PI and generating publications from such projects is an important element in the promotion evaluation process. Evidence of receiving **two competitive medium-large (more than 75 K \$) research grants**, the investigation type (LPI or PI), and the start and end dates must be provided.

Other REQUIRED quality measures

- For promotion to the rank of Professor, the candidate has to demonstrate an established reputation in their respective field contributing to their profession which entitles them to be promoted to the Professor rank. Of particular importance are the quality and quantity of published work during the promotion period and its impact on the scientific community. The rank of Professor requires name recognition of the applicant in the scientific community. One of the indices that the promotion committee is the Scopus H- index. While there is no universal agreement on the level of H-index that is appropriate for a professor-level appointment, an **H-index in the range of 14-18** is expected.
- Faculty members promoted to or hired at the rank of Professor should provide evidence of sustained high-quality professional productivity and national recognition in the academic discipline, as demonstrated by the spread of publications spanning over at least 3 years.

2. TEACHING

Teaching is the first responsibility of the university and excellence in teaching should be continually encouraged and rewarded. No nomination for promotion should be made without accompanying evidence of the nominee's effectiveness as a teacher, where teaching is a part of the individual's work assignment. However, it is not limited to lecturing or training but covers diverse activities in and out of the classroom. 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. QU Health considers the quality of teaching to be of paramount importance among factors determining promotion. Evidence to show that the faculty member has developed novel and creative teaching methods, revised, and developed curricula that are of international standard, and developed assessment that drives learning would also be considered positively in the assessment. In this regard, QU Health 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 for the rank of Professor must demonstrate **documented evidence of teaching excellence and superior contribution** to students' learning and development. **Sustained leadership** is expected and can be demonstrated through the enhancement of teaching, the engagement of students, the development of educational achievement by other academics, external educational policy development, and/or societal change.

Evidence of meritorious teaching may include but is not limited to:

Student evaluation: Student feedback is an effective tool for faculty development and the process is well established through university student surveys. Candidates should achieve average scores on all courses of at least **70% during the last three years prior to the application to the promotion** and provide documented reflections for courses that achieved scores of less than **70%**.

Peer review evaluation: Peer observation is conducted through assessment of the teaching and learning/college retention committee during probation and renewals. A faculty member may request peer review from HoDs or CETL and provide a documented self-reflection in response to the review. Candidates must have received **meet expectations** during the peer review

Teaching portfolios: A candidate must submit a teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and its impact on student learning, and the application of new methods into teaching practice including industry and other end-user engagement in support of enhancing the employability of students.



Candidates must submit at least **ONE** teaching portfolio.

In addition to the above, the comprehensive teaching portfolio should also cover the following areas.

- Evidence of student, peer, and any other informal evaluations over the past four years.
- Demonstrated evidence to illustrate the enhancement carried out in conducting innovative teaching.
- Demonstrated evidence in developing the best evidence-based assessment methods.
- A reflection paper on how one's teaching will develop during the coming years.
- Evidence of the uptake of innovative teaching practices such as blended or online learning, active learning, collaborative learning, and authentic assessment.

Provide evidence of THREE of the following:

Curriculum development: Contributions to curriculum, course development, and/or pedagogy. To meet expectations, a faculty member must document one contribution to curriculum, course development, or new program/ academic program review/ self-study.

Supervisions and mentorship: Supervision at least **two** capstone projects or graduate thesis/projects or any other supervised research papers, reports, and fieldwork. It is in the interest of the candidate to highlight if the project supervised had any local or international impact and list any publications from supervised projects. Evidence of mentoring of junior faculty and senior students.

Professional development: Involvement in department, college, university, or international development of professional teaching practice and methods including that curriculum activities. Also considered are courses, workshops, and programs attended towards developing professional teaching practice along with reflections on lessons learned and how they were used in one's teaching.

Any of the following contributions to add to the candidate's teaching profile will be evaluated positively toward the overall teaching assessment.

- Awards for excellence in teaching and learning.
- Fellowship in recognized teaching and learning societies.
- Publication of a university teaching text in recognized outlets.
- Publication of scholarly work in refereed (teaching and learning) journals.
- Presentations on reflections on teaching practice at teaching and learning conferences.
- Demonstration of how the principles to promote excellence in learning and teaching practices have been implemented.
- Researching one's professional teaching practices; research publications or reports that arise from such activities will be looked at favorably

3. Services

QU and QU Health consider service to the department, college and university, and the community at large to be an important part of an active academic life. The faculty member seeking promotion must provide evidence for his/her membership in committees and participation in activities at the department, college, and University levels and activities completed at the 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 mentoring 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.

Examples of Services by category:

Faculty members must show documented evidence for active engagement in services to their college and the university, the health profession, and the community/society. Services must be as aligned with the college and university's mission and vision. Evaluation will be based on the level of engagement (active and effective participation in the service) and the positive impact of the service on the college and university needs. Candidates must score at least meet expectations in services during the last three years of annual appraisals preceding the year of his/her application.

The applicant must show leadership in his/her service portfolio and must provide documented evidence as follows:

Services to the college (at least evidence of two)

- Chairing one of the college committees at least once.
- Representing the university in public media forums.
- Representing the college on university committees.
- Leading an academic program development.
- Leading program assessments, APR evaluation, and continuous improvement efforts.
- Leading college outreach activities – press releases and effective social media campaigns.

Services to the university (at least evidence of 1)

- Representing QU in external (national and international committees).
- Leading the development of new university initiatives and /or bringing such

- initiatives to function.
- Leading as a member or a task force to address QU issues.
 - Representing the university in public media forums.
 - Initiating MOUs between QU and national and international stakeholders.

Services to the profession (at least evidence of 1)

Service to the profession includes active involvement in the applicant's profession at national and international levels.

- Holding affiliations with recognized professional associations.
- Active contribution to services related to professional organizations.
- Serving in professional events (forums, panel discussions, conferences, and scientific meetings).
- Participating in an external professional visit as external program reviewer, competition judge, or an accreditation organization.
- Serving as an editor or member of an editorial board for a scientifically recognized journal (with QU and college affiliation).
- Serving as a peer reviewer of scientific manuscripts, grants, or proposals submitted to competitive funding organizations.

Services to the community/society (at least evidence of 1)

- Leading collaboration with schools, government agencies, and/ or the industry.
- Consulting with private and public organizations.
- Dissemination of research outcomes to the community effectively via mass media/ social media.
- Leading an educational and health awareness activities for public community.

Clinical Services (if applicable):

The below is intended for those who hold a clinical rank. The department committee, department head, cluster committee, and the Dean will evaluate the clinical services based on the promotion dossier and applicants' appraisal (last 3 years). The applicant should provide evidence to support along with a letter of recommendation from the clinical site.



❖ Assessment of Competencies in Clinical Services:

Dimension	Assessment	
	To Clinical Professor	Associate To Clinical Professor
Leadership	Member of a committee in a clinical setting.	Chair of a committee in a clinical setting or demonstrates a major leadership role.
Initiative	Demonstrates the ability to provide clinical rotation sites for students, and/or training of clinical site staff, and/or educational in-services to other health professionals, and/or promotion of patient advocacy initiatives	Distinguished ability to provide clinical rotation sites for students, and/or training of clinical sites staff, and/or educational in-services to other health professionals, and/or promotion of patient advocacy initiatives
Community service	Serving on hospital committees, and or professional organizations	Serving on boards of regional and or international professional organizations
Professional membership	Member of professional organizations.	Leadership in professional organizations.
Clinical Practice	Demonstrates ability in the development and establishment of clinical service, and or development of collaborative practice agreements, and or development of clinical protocols or institution-based guidelines, and or documentation of interventions.	Leadership and innovative ability in the development and or establishment of clinical service, and or development of collaborative practice agreements, and or development of clinical protocols and or institution-based guidelines, documentation of interventions