	Academic Personnel Policies Manual	Policy Number	AP-06
جامعة الإمارات العربية المتحدة United Arab Emirates University UAEU		Effective Date	02-Mar-2014
	Subject	Most Recent Review Date	01-Dec-2013
	Faculty Promotion	Due Date for Next Review	01-Sep-2016
	Responsible Office: DVC for Academic Affairs	Pages of this Policy	**1** of **1**

6. Faculty Promotion

Overview

Gives detail of the UAEU promotion process, including faculty member eligibility, promotion requirements, timeline, the roles of different committees and external referees, and appeals.

Scope

Applies to all faculty members except those in the College of Medicine and Health Sciences.

Objective

Provides a standard mechanism to evaluate the professional development of faculty members and their achievements in teaching, scholarship and service.

Policy

1. Promotion in academic rank gives formal recognition by the University of a substantial record of achievement by the faculty member, appropriate to a given rank. It confirms that the individual has the potential to make a continuing contribution to the UAEU's Mission in teaching, scholarship, and service.

2. Promotion is based on application of defined standards.

3. Although individual faculty members may differ in the emphasis they give to teaching, scholarship and service, some level of accomplishment is expected in all three areas.

4. Faculty members will provide a portfolio of evidence for each of the three domains of activity: teaching, scholarship and service. This evidence is supplemented by the outcomes of performance reviews, evaluations of scholarship by external peer reviewers, and both student and peer evaluation of teaching.

5. The promotion standards detailed in this policy are a minimum. On the approval of the Provost, a College may identify additional criteria at or above the UAEU standards as appropriate to the requirements of the discipline or the profession.

![UAEU logo] جامعة الإمارات العربية المتحدة United Arab Emirates University **UAEU**	**Academic Personnel Procedures Manual**	Related Policy	AP-06
		Effective Date	01-Sep-2014
	Subject Faculty Promotion	Most Recent Review Date	01-Dec-2013
		Due Date for Next Review	01-Sep-2016
	Responsible Office: DVC for Academic Affairs	Pages of these Procedures	**1** of **22**

Procedures of Policy No. (6) - Faculty Promotion

1. Application Procedure and Requirements

a) The process commences at the end of September when the faculty member submits a formal request for promotion together with his/her portfolio of evidence. Candidates applying for promotion must ensure that all required materials are available and that supporting documents have been prepared properly.

b) The promotion file should include the following documents:
   (i) The Basic Information Form.
   (ii) Six copies of the applicant's resume.
   (iii) Copies of all "Performance Review Reports" and/or any other evaluation forms used in previous reviews.
   (iv) A performance and achievements report of no more than 15 pages detailing how the performance of the applicant meets the criteria for promotion to the particular academic rank.
   (v) A publication summary table, including the publication title, name of publisher, date of publication (or letters of acceptance), pages, volume reference and name(s) of author(s), should also be provided.
   (vi) To a maximum of 10 scholarly publications, six copies of each publication submitted to support the promotion application and for consideration by external reviewers.
   (vii) A report on the candidate's participation and contribution to joint publications. If the candidate was not the first author in a publication to which he/she claims a major contribution, supporting documentary evidence of the degree of participation may be provided.
   (viii) A copy of the candidate's thesis or dissertation and a list of any subsequent publications related to the MSc/MA thesis or PhD dissertation.
   (ix) A list of five prospective external reviewers. The candidate may also request that individual external reviewer(s) be excluded on the grounds of potential conflict of interest.
   (x) A CD including the basic information form, applicant resume, performance and achievement report, list of prospective external reviewers, and a separate folder including all the papers submitted for external review and a summary table/list of these papers.

c) If the candidate is serving as a Department Chair, the Dean takes over all responsibilities herein assigned to the Department Chair. The promotion file should be submitted to the Dean who should refer the case to the College Promotions Committee and submit the final report and other supporting documents to the Provost.

2. Timeline for Promotion Review

The tentative timeline of different review milestones is provided in the following table. This timeline may differ slightly from one year to another based on the academic calendar and national holidays.

ACTION	TIMELINE
Submission of the promotion file to the department chair's office	No later than end of September
Review by the department promotions committee (including external reviewer's evaluation)	Begins October 1st and ends by February 1st
Review by the dean	Begins February 1st and ends by end of February
Review by the college promotions committee (if applicable)	Begins March 1st and ends by March 15th
Review by the promotions advisory committee	Begins March 15th and ends by end of April
Review by the Provost	Begins by May 1st and ends by May 15th
Review and decision by the Vice Chancellor	Starts by May 15th and decision made by the end of the first week of June.
Appointment in the new rank for promoted faculty	September 1st of the next academic year

3. Promotions Committees

Participation in evaluation and decisions related to promotion in the college shall be limited to faculty members whose academic rank is higher than the candidate's. Therefore, Assistant Professors may not be members of department or college promotions committees.

a) Promotions Advisory Committee
The Promotions Advisory Committee is chaired by the Provost or his/her designate. Normally, the committee will include a Professor from each College. The composition of this committee is at the discretion of the Provost.

b) College Promotions Committee
(i) At the beginning of the academic year, each Dean shall appoint a College Promotions Committee, and assign a chair for the committee.
(ii) All Departments should have at least one representative (at the rank of Professor) on the College Promotions Committee. Departments that do not have a faculty member at the rank of Professor should be represented by a faculty member at the rank of Associate Professor, who will participate in promotion applications only to the rank of Associate Professor.
(iii) Department Chairs may serve in the College Promotions Committee provided that they satisfy the condition of adequate academic rank.

c) Department Promotions Committee
(i) The Dean shall appoint for each department a Department Promotions Committee and shall select its Chair in consultation with the Department Chair at the

beginning of the academic year. Department Chairs may serve in the Department Promotions Committee but not as its Chair.

(ii) In case of no sufficient number of Professors within a Department, the Committee may include Associate Professors. Associate Professors may evaluate applications for promotion only to the rank of Associate Professor. If applications for the rank of Professor are under consideration in a department with insufficient number of professors, the case must be referred to the College Promotions Committee.

(iii) If there is no sufficient number of Associate and Full Professors in a Department and also for small departments, promotion cases should be directed to the College Promotions Committee.

4. Review Process

a) Review of the Department Promotions Committee

(i) Upon receipt of the promotion application, the Department Chair reviews the promotion file to verify that the candidate is eligible to apply. The Dean notifies the Provost of eligible applications by end of the first week of October.

(ii) The Department Chair submits the application to the Department Promotions Committee for initial review to determine the merits of the application. The Department Promotions Committee may request supplementary information to complete the initial review.

(iii) If the initial evaluation of the case by the Department Committee is not supportive of promotion, the candidate may be advised by the Department Chair or the Dean to withdraw the application. If the candidate wishes to proceed, the process should be continued. The application for promotion cannot be withdrawn once it has been sent to external reviewers for evaluation.

(iv) The Department Promotions Committee must consider all reports that are received from external reviewers.

(v) The Department Promotions Committee should conduct a comprehensive review and evaluation to assess the candidate's performance in teaching, scholarship and service.

(vi) Upon the completion of its review, the Department Promotions Committee should submit all external review reports/letters, its own evaluation report and its recommendation to the Dean of the College.

b) External Review

Each application must be reviewed by at least three external experts in the candidate's disciplinary specialty. Criteria for selection of external reviewers are:

(i) External reviewers are senior faculty members or administrators at international research universities. They should normally be full Professors but should at least hold the academic rank being applied for. External reviewers should not be friends, graduate school acquaintances, former professors or colleagues of the candidate. They should not normally have personal or academic connections with the candidate. Where this is unavoidable, the reviewer must declare and describe the nature of the relationship within their evaluation and only one of such reviewers may be utilized.

(ii) Prospective external reviewers must not be approached or contacted by the candidate prior to or during the review period. In addition to the individuals listed

in the candidate's promotion file, the Department Chair and the Department Promotions Committee will each prepare a list of prospective reviewers. The Chair of the Department Promotions Committee will submit the three lists of prospective reviewers to the Dean.

(iii) The Dean will review the three lists and prioritize and eliminate names on each list, based on their research specialties and qualifications, and communicate the names to the Chair of the Department Promotions Committee. The Chair of the Department Promotions Committee will write to the individual ranked first on each of the three lists, inviting them to participate as external reviewers. If no response is received within four days or the individual declines, the individual ranked second on the same list will be approached. At least one reviewer from each list must be selected to serve as an external evaluator. However, if the reviewers listed in any of the three lists are exhausted, reviewers might be selected from the other two lists.

(iv) Telephone conversations, if any, between the Chair of the Department Promotions Committee and potential reviewers must be documented.

(v) External reviewers should receive the candidate's publications and CV, a copy of the UAEU criteria for promotion, and evaluation templates that include additional College-specific standards as appropriate.

(vi) The external reviewer should be asked to report in the following format:
- Refer solely to the candidate's scholarly performance and evaluate it with respect to the academic rank being applied for, using the indicators "excellent," "very good," "satisfactory," or "unsatisfactory."
- Comment on the extent to which the candidate's scholarly record makes a significant contribution to the discipline and has been recognized by others.
- Express a view on the candidate's potential for continued scholarly productivity.
- Form a judgment on whether the scholarship merits the award of the academic rank being applied for.
- Describe their relationship to the candidate (if any).

c) **Review of the Department Chair**
   (i) The Department Chair should provide an appraisal report that generally describes the candidate's performance in teaching, scholarship and service in comparison to other faculty members in the Department, and in the context of both the UAEU Code of Professional Ethics and Faculty Expectations. A statement on candidate's collegiality and professionalism should be included.
   (ii) The Department Chair's report and any other supplementary documents should be submitted to the Dean of the College.

d) **Review of the Dean**
   (i) The Dean shall provide his/her own assessment of the candidate's application taking into account all information received from the Department Promotions Committee. The Dean should also provide his recommendation on whether to proceed with the promotion of the candidate or not.
   (ii) In case that the Dean's recommendation is not in agreement with the recommendation of the Department Promotions Committee, the Dean should forward the case to the College Promotions Committee after the completion of his assessment.

(iii) In case that the Dean's recommendation is in agreement with the recommendation of the Department Promotions Committee, the Dean shall forward the following documents to the Provost's Office:
- The main promotion file compiled by the candidate including the CV and the performance and achievements report.
- Available faculty performance evaluation reports and students' evaluation of teaching.
- The Peer Evaluation of Teaching (PET) report.
- One copy of papers submitted for external review.
- All external evaluation reports and related communications.
- The Department Promotions Committee's report.
- The Department Chair's report.
- The Dean's report.

e) Review of the College Promotions Committee
(i) The College Promotions Committee should be consulted if the recommendation of the Dean is not in agreement with the recommendation of the Department Promotions Committee.
(ii) The College Promotions Committee should conduct an independent assessment of the candidate's performance with reference to the evidence it has received from the Department Promotions Committee, the Department Chair and the Dean of the College.
(iii) Upon completion of its review, the College Promotions Committee should submit to the Provost Office all the documents listed under (iii) of sub-item d) Review of the Dean, in addition to its own report.

f) Review of the Promotions Advisory Committee
The Committee shall review all submitted documents and reports that have been received from the Dean or the College Promotions Committee. If needed, the Committee may request additional information from the Dean of the concerned College. Each application should be reviewed independently by members of the Committee. The Committee should provide its recommendations to the Provost including detailed justifications.

g) Review of the Provost
The Provost receives the recommendations from the Promotions Advisory Committee and may:
(i) Endorse the recommendations of the Promotions Advisory Committee
(ii) Request a deliberation in a closed session with the Promotions Advisory Committee for further review and discussions to endorse or overturn the recommendation of the Committee by the majority of votes.
(iii) If the positive votes are equal to the negative votes, the case should be referred to the Provost who will submit final recommendations to the Vice Chancellor.

h) Decision of the Vice Chancellor
Based on the recommendation of the Provost and all other documents and reports, the Vice Chancellor approves or denies the request for promotion. This decision is communicated to the Provost who shall inform the decision to the Dean as well as to the Human Resources Department. The Deans should inform the candidate and the Department Chair/Program Coordinator.

5. Appeals

a) A faculty member whose application for promotion is denied may submit an appeal in writing to the Provost. Appeals may be made only on procedural grounds and must be made in writing within one week of notification of the results of the promotion process. Appeals are limited to five hundred words and should address the specific procedural grounds upon which the request is based.

b) The Provost will consider the appeal and make a recommendation to the Vice Chancellor to uphold or overturn the original decision. The Vice Chancellor may or may not endorse the Provost's recommendation. The decision of the Vice Chancellor is final and is communicated to the Dean and the concerned faculty member. Should the application for promotion be approved, the HR Department is notified.

c) Once a final decision has been reached, all original documents prepared and submitted by the candidate will be returned to the Dean. The Dean may return the same to the candidate. All confidential reports are withheld in the Provost's Office.

6. Eligibility and Length of Service Requirement for Promotion

a) Only faculty members with current appointments as assistant or associate professor and carrying out full-time duties are normally entitled to apply for promotion. Faculty members on sabbatical leave or on secondment are not eligible to apply for promotion, except with prior approval of the Provost and provided that they are formally teaching at least one course (or equivalent) in the academic semester in which the promotion application is submitted or they have a recent Peer Evaluation of Teaching.

b) Faculty members on exceptional or extended leave are not eligible to apply for promotion.

c) Faculty members who are in their terminal year of service at UAEU are not eligible to apply for promotion.

d) A faculty member whose promotion application was denied may reapply in the following academic year, with the approval of the Dean, provided the application is supplemented by substantial additional contributions and evidence of improvements made after the last submission.

e) Assistant Professors must complete at least three years of service in the rank before applying for promotion. Associate professors must complete a minimum of four years as Associate Professor prior to applying for promotion. In all cases, at least two years of service must have been completed at UAEU. In exceptional cases, the minimum number of years of required service in the rank may be reduced upon prior approval by the Provost.

f) Assistant Professors must apply for promotion no later than the beginning of the seventh year of service as a faculty member at UAEU. In all cases, an eighth year of service without promotion is considered the terminal year. However, there is no requirement for Associate Professors to make successful applications for promotion in order to continue their service and renew their contracts. Continuation of service and contract renewal are however dependent on continuing performance at a level commensurate with the rank of Associate Professor

7. Promotion Profiles

Evaluations of performance for the purposes of promotion will acknowledge service at other institutions but will be based primarily on performance while in post at UAEU.

a) Promotion to Associate Professor Rank

Promotion to the rank of Associate Professor must demonstrate either:

Profile A: "excellent" performance in teaching or scholarship and at least "satisfactory" in the other two areas of performance;

or,

Profile B: "very good" performance in two areas, one of which must be scholarship, and at least "satisfactory" in the remaining area of performance.

b) Promotion to Professor Rank

Promotion to the rank of Professor must demonstrate either:

Profile C: "excellent" performance in either teaching or scholarship; and "very good" performance in the remaining two areas;

or,

Profile D: "outstanding" performance in scholarship and at least "satisfactory" performance in the other two areas. Candidates in this category are expected to produce a consistent and convincing record of research, creative activity and scholarly achievement beyond the "excellent" level of performance. Candidates must be internationally recognized as distinguished researchers in their fields and should have a sustained record of success in securing external funding during their service at UAEU. External evaluations from scholars in the field must attribute excellent performance in scholarship at UAEU.

8. Promotion Standards

a) What follows are minimum performance standards in the areas of teaching, scholarship, service, and collegiality. With the approval of the Provost they may be supplemented by additional criteria of equivalent or higher standard to reflect the requirements of a particular discipline. Standards may therefore differ by College but will all meet the minimum standards required by the UAEU.

b) Assessments of performance are derived qualitatively based on the professional judgment of the evaluator.

c) The following guidelines apply:

(i) Teaching: Applicants are evaluated formally by students each semester. Successful applicants for promotion are expected to have positive student evaluations that suggest no evident shortcomings. Successful applicants are expected to have taught a variety of courses appropriate to their background and contributed to the development of undergraduate and graduate courses in their areas of specialization.

(ii) Scholarship: Applicants are expected to have developed and maintained a coherent research record in their field of specialization. They are expected to have supervised graduate students and supported them in publication of their thesis or dissertation in refereed scholarly publications. They will have obtained internal

and/or external research funding. They will have achieved recognition in their area of research specialization. A successful applicant for promotion will have published, as single/first or corresponding author, an adequate number of papers in referred journals of international reputation. They will have demonstrated the ability to write successful research proposals and will have completed funded projects.

(iii) Service: Successful applicants are expected to have contributed to the advancement of their disciplinary or professional field through active membership of appropriate forums such as committees or editorial boards. They should have contributed to the University through service on committees, student advising, and other similar duties.

(iv) Successful candidates should have a record of exemplary conduct commensurate with UAEU Code of Professional Ethics and expectations of the faculty.

d) Evidence of Performance in Teaching

(i) The evaluation of effective teaching and related instructional activities should be based on three sets of evidence:
  - Internal evaluation of the faculty member's teaching portfolio at the Departmental level;
  - Student evaluations for every course taught at UAEU while at the academic rank; and
  - Recent peer evaluation at the Departmental and/or College level. The peer-evaluation process should consist of a series of classroom visits rather than a single observation. Classroom observers should assess the faculty member's overall teaching performance in a qualitative fashion during each observation. (See policy and procedures for Peer Evaluation of Teaching.)

(ii) Evaluation of teaching by the Department Promotions Committee should include a behaviorally anchored statement that assesses the faculty member's contributions against each criterion in a qualitative fashion (Form T1). If evaluators are not able to provide information for any of the listed criteria on Form TI, the term "Not Applicable" should be used in the space provided. One overall rating should be assigned from the following list of classifications "Excellent", "Very Good", "Satisfactory" or "Unsatisfactory" (as described below). Ratings should be justified with examples of pedagogical strategies observed during the classroom observations.

  - Satisfactory
    (1) Faculty members considered "Satisfactory" in teaching should demonstrate at least a satisfactory performance in most of the criteria outlined in Form (TI).
    (2) A Satisfactory rating on Form (T1) suggests that the faculty member compares favorably to a cohort at the same rank in the home department. In addition, the candidate's statement on teaching should demonstrate the precise ways in which his/her teaching has strengthened the Department's profile of courses/programs. Candidates should be well regarded by peers and students as both effective and competent teachers.

- Very Good
  - (1) Faculty members rated "Very Good" in teaching should compare favorably to a successful cohort at the same academic rank in the candidate's home department.
  - (2) A Very Good or Excellent rating in most of the criteria outlined in Form (T1) suggests that the faculty member compares favorably to a cohort at the same rank in the home Department. In addition, the candidate's statement on teaching should demonstrate the precise ways in which his/her teaching has strengthened the Department's profile of courses/programs. Candidates should be highly regarded by their peers as both very good and competent teachers and student evaluations should rate the faculty member's teaching above the Departmental average.

- Excellent
  - (1) Faculty members rated "Excellent" in teaching should compare favorably to a cohort of excellent teachers at the same academic rank in the home Department. In addition, clear demonstration of significant contributions to teaching and/or the curriculum with College- or University-wide impact should be documented in the teaching statement. Evidence for this may include: significant contributions to the development of academic programs; curricular development; dissemination faculty-wide, university-wide or internationally of specific pedagogical practice(s); successful procurement of teaching grants; honors or awards for teaching; publications in peer-reviewed pedagogical journals with an international reputation; textbooks published by an internationally recognized press; presentations at international educational conferences; and service on editorial boards of internationally recognized educational journals.
  - (2) The peer review process should reflect high-quality performance in teaching, with excellent rating in most of the criteria outlined in Form (T1), and the majority of student evaluations must rate the faculty member's teaching performance as excellent.

e) Evidence of Performance in Scholarship
   The evaluation of scholarship activities should draw on two sets of evidence:
   (i) Internal evaluation of the faculty member's scholarship portfolio at the departmental level, with emphasis on publication record and its continuity and successful completion of research grants;
   (ii) Peer evaluation of the candidate's scholarship by at least three external reviewers.

f) Although there are many possible ways for candidates to establish and sustain a strong record of creative and scholarly activities, the UAEU will use research publications and creative activities as evidence of successful scholarship. The expectation is that candidates should have published a substantial number of articles, including single/first/corresponding author, in well-known reputable international journals in their disciplines (or the equivalent in the case of candidates whose disciplines fall within the creative, visual, or performing arts). In evaluating the record, consideration shall be given to all appropriate types of original scholarship, creative effort and professional activity relevant to the candidate's discipline. The weight placed on each

scholarly and professional activity will vary according to the ways in which the specific activity impacts the discipline and the candidate's overall professional stature.

g) In appraising the quantity and quality of a candidate's scholarly and creative contributions to the discipline, emphasis shall be placed upon the following criteria:

   (i) The amount, quality, and continuity of research, publication and creative activity, and whether this activity compares favorably to others who have achieved the rank of Associate Professor or Professor in the candidate's home Department;

   (ii) Evidence as to the substantive and consistent nature of the candidate's scholarly or creative efforts at UAEU and when relevant, at previous institutions;

   (iii) The quality of the refereed journals in which manuscripts have been published (juried or reviewed exhibitions, presentations, or performances);

   (iv) The caliber of the publications in which the candidate's works (other than refereed journal articles) have appeared;

   (v) Evidence of the impact of the candidate's work on the discipline or of the extent to which the candidate's publications have been recognized or cited by others;

   (vi) The emerging professional stature of the candidate;

   (vii) The quality of any invitations to conferences or professional meetings;

   (viii) The quality of any participation in external and internal research contracts or grant activities;

   (ix) The number of successfully completed supervised Master's or Doctoral students if applicable.

h) Assistant Professors applying to the rank of Associate Professor should be evaluated based on research outcomes that have been accepted or produced after receiving their PhD degrees. They should also have tangible research accomplishments while serving at UAEU.

i) Associate Professors applying for promotion to the rank of Professor will be judged on the number and quality of publications that have appeared in print or been accepted for publication since their last promotion. Emphasis will be given to the candidate's consistent record of scholarly achievement and accomplishments and the potential for continued high performance at UAEU.

j) The portfolio should include a behaviorally anchored statement that assesses the faculty member's contribution to the relevant criteria in a qualitative fashion (Form R1). If evaluators are not able to provide information for any of the listed criteria on Form (R1), the term "Not Applicable" should be used in the space provided. One overall rating based on this evaluation shall be given using the classifications "Excellent", "Very Good", "Satisfactory" or "Unsatisfactory" (as described below). The Department Promotions Committee should justify its rating with clear examples that support the overall rating.

   (i) Satisfactory
   – Faculty rated "Satisfactory" in scholarship should demonstrate at least a satisfactory performance in most of the criteria outlined in Form (R1). Achievement of a satisfactory rating in the first two criteria of Form (R1) represents an absolute minimum for faculty members in this category. The types of publications and the reputation of the journals in which candidates have published should reflect evidence of quality. Impact on the discipline and

frequency of citation may also be considered. Faculty members with a satisfactory rating should compare favorably to a cohort of faculty at the same academic rank in the home department.

- The portfolio must include evidence of publication of numerous articles in reputable peer-reviewed journals including manuscripts that name the faculty member as the primary author, articles based on research carried out at UAEU and a significant number of articles showing productivity in areas that extend beyond the research conducted for his/her PhD dissertation.

(ii) Very Good

- Faculty rated "Very Good" in scholarship should compare favorably to a cohort at the same academic rank in the home department. Although very good and excellent performance in most of the criteria outlined in Form (R1) is necessary, special attention will be given to the first four criteria.

- The types of publications and the reputation of the journals and other outlets involved should reflect evidence of quality. The portfolio must include evidence of publication of numerous articles in reputable peer-reviewed journals, including papers that name the candidate for promotion as the sole, primary or corresponding author, papers that are based on research carried out at UAEU, and a significant number of articles showing productivity in areas that extend beyond the research conducted for his/her PhD dissertation.

(iii) Excellent

- Faculty rated "Excellent" in scholarship should compare favorably to a cohort at the same academic rank in the home department. The majority of the external reviewers must rate the candidate's scholarship as excellent and demonstrate in their letters the contributions of the faculty members and the ways in which the faculty member's research has impacted the discipline.

- Excellence in publication may be demonstrated by: key article(s), perspectives and/or reviews published in leading journals in the field, or widely acclaimed textbooks, where the faculty member's name appears as a sole or primary author; successful achievement of external funding for research; membership on editorial boards of internationally recognized, peer-reviewed professional journals; presentations as keynote speaker at international conferences; supervision of significant number of Master's or Doctoral students; development of a research group; and involvement in collaborative research with internationally renowned research universities or research centers.

k) Standards for Evaluation of Service Performance

(i) All faculty members of UAEU are expected to provide service to the Department, College and University. It is the University's policy to recognize service in academic management, university development, and community service, including national and international discipline-related and professional organizations. Examples of these types of services are listed in Form (S1).

(ii) Evaluation of service activities to the Department, College, University and community (including the discipline or profession) shall be based upon the candidate's service portfolio. The Department Promotions Committee should include a behaviorally anchored statement that assesses the faculty member's

contribution to each criterion listed in Form (S1) in a qualitative fashion. If evaluators are not able to provide information for any of the listed criteria on Form (S1), the term "Not Applicable" should be used in the space provided. Based on this evaluation, one overall rating should be given using the classifications "Excellent"; "Very Good"; "Satisfactory" or "Unsatisfactory" (as described below). The Department Promotion Committee should justify its rating with clear examples that support the assignment of the overall rating.

- Satisfactory
  (1) A satisfactory rating suggests that a candidate's record in service compares favorably to a cohort of faculty at the same academic rank in the home Department. In addition, the portfolio must reflect service that has impacted the Department, College, University and/or community (including the discipline or profession) in a positive fashion.
  (2) Faculty members whose service contribution is considered satisfactory should demonstrate satisfactory performance in most of the criteria outlined in Form (S1).
  (3) The criteria should not serve as a checklist; rather, the candidate's overall service contribution should be assessed in a qualitative fashion. Faculty members with service on Department, College or University committees should include a statement outlining their role and specific contributions to each committee.

- Very Good
  (1) Faculty rated "Very Good" in service should compare favorably to a cohort at the same academic rank in the home department.
  (2) In addition, candidates must include a statement that outlines how their service has impacted the Department, College, University and/or community (including the discipline or profession).
  (3) Faculty members with a rating of very good in service must demonstrate very good or excellent performance in most of the criteria outlined in Form (S1). The criteria should not serve as a checklist, but the candidate's service record should be assessed in a qualitative fashion.

- Excellent
  (1) Faculty rated "Excellent" in service should compare favorably to a cohort at the same academic rank in the home department. Service at this level should be far-reaching and reflect an impact on the community (including the discipline or profession) at the national or international level.
  (2) Faculty members that have held a leadership position in academic management (e.g. Department Chair, Vice/Assistant Dean, Director of a specific unit) with positive performance reviews by their respective superiors will generally have significant contributions reflecting excellence in the overall rating.

9. Evaluation of Collegiality

a) Department Chairs must include a statement concerning the candidate's collegiality in the "Appraisal Report". In addition, Deans must provide a written assessment of the collegial nature of the candidate in their appraisal of each candidate.

b) Department Chairs must refer to the outcomes of performance reviews to attest that the faculty member understands the nature of membership in a community of scholars, adheres to high standards of integrity and professional ethics, has the ability and desire to work as a member of a group while retaining all rights of individual expression, exhibits a sense of responsibility for the well-being of UAEU, and demonstrates a commitment to work for the accomplishment of its goals. If a majority of performance reviews express concern about the collegial nature of the candidate and/or judge the candidate unsatisfactory in this regard, sufficient grounds to recommend against promotion exist.

Scholarship Evaluation Form
(to be Used by External Reviewers)

Scholarship Evaluation Form (to be used by External Reviewers)
Summary Evaluation of Scholarship for Promotion in Rank

Name of Candidate _____ Department _____

Rank applied for _____ College _____

Summary of Candidate's Strengths in Scholarship*:

Summary of Candidate's Weaknesses in Scholarship*:

* Attach additional pages if necessary

Potential for Scholarship in the Future (e.g., does scholarship address current, viable topics; does candidate demonstrate sufficient independence in scholarship)*

What recommendations would you make to the candidate regarding his/her scholarly contributions to the discipline or profession and for improvement in his/her scholarship?*

Indicate your knowledge of the candidate and any previous relationships with the candidate:

The candidate's scholarship may be evaluated as

☐ Excellent　　　☐ Very good　　　☐ Satisfactory　　　☐ Unsatisfactory

Given the context of UAEU and the standards and criteria for promotion, is there sufficient convincing evidence of scholarship to merit promotion to the rank applied for? Please write down either "Yes" or "No" and explain.

☐ Yes　　　　　　　　　　☐ No

Name of Reviewer:　　　　　　　　　　　Date:

Institution/Agency:

Address:

Signature:

* Attach additional pages if necessary

Performance Evaluation Forms for Promotion

	Academic Personnel Procedures Manual	Related Policy	AP-06
جامعة الإمارات العربية المتحدة United Arab Emirates University UAEU		Effective Date	01-Sep-2014
	Subject Faculty Promotion	Most Recent Review Date	01-Dec-2013
		Due Date for Next Review	01-Sep-2016
	Responsible Office: DVC for Academic Affairs	Pages of these Procedures	**18** of **22**

Form T1

Performance Evaluation Criteria in Teaching and Instructional Activities

Name of Candidate _____ Department _____

Rank applied for _____ College _____

Criterion	Qualitative Assessment
Student evaluations for courses taught for each semester	
Peer evaluation at the Departmental/Program (and/or College) level, consisting of a series of classroom visits	
Teaching loads assigned to the faculty member and the diversity of courses he/she can deliver	
Methodology and documentation of the teaching process, including the development of course plans and the achievement of course outcomes	
Development of course content	
Use and development of modern teaching methods (e.g. integration of active and cooperative learning into courses) and techniques (e.g. use of computers and computer programs)	
Contribution to the development of academic programs, curricula and courses	
Preparation of appropriate examinations, development of effective student evaluation tools to support course objectives and to achieve course goals, and grade distribution curve	
Interaction with students and encouraging them to develop their skills and enhance their self-learning capabilities	
Supervision of hands-on training, graduation projects, laboratory activities and seminars	
Dissemination of teaching practices, methodologies, etc. at the Departmental/Program, College or University levels	
Honors or awards for teaching	
Grants awarded for teaching innovation	
Publications in peer-reviewed pedagogical journals of international standing	
Presentations (oral and/or poster) at international educational conferences	
Any other achievements in the area of teaching	

Teaching

☐ Excellent   ☐ Very Good   ☐ Satisfactory   ☐ Unsatisfactory

Comment:*	

Name: Position:

Signature:

    * Attach additional pages if necessary

Form R1

Performance Evaluation Criteria in Scholarship and Creative Activity

Name of Candidate _____   Department _____

Rank applied for _____   College _____

Criterion	Qualitative Assessment
Peer evaluation by external reviewers	
Quantity and quality of research publications, noting particularly a continuation of this effort at UAEU	
Presentations (oral and/or poster) at international research conferences	
External and internal research grants	
Impact of candidate's research on his/her discipline	
Successful supervision of Master's or Doctoral students, if applicable	
Any other achievements in the area of scholarship	

Scholarship

☐ Excellent   ☐ Very Good   ☐ Satisfactory   ☐ Unsatisfactory

Comment:*	

Name: Position:

Signature:

* Attach additional pages if necessary

جامعة الإمارات العربية المتحدة United Arab Emirates University **UAEU**	**Academic Personnel Procedures Manual**	Related Policy	AP-06
		Effective Date	01-Sep-2014
	Subject	Most Recent Review Date	01-Dec-2013
	Faculty Promotion	Due Date for Next Review	01-Sep-2016
	Responsible Office: DVC for Academic Affairs	Pages of these Procedures	**20** of **22**

Form S1

Performance Evaluation Criteria in UAEU and Community Service

Name of Candidate [   ] Department [   ]

Rank applied for [   ] College [   ]

Criteria	Qualitative Assessment
Service in academic management (e.g. Department Chair, Vice-Dean, Program Coordinator) at the university, college or departmental/program level	
Participation in the activities of national, regional or international professional organizations/ associations committees in his/her field of specialization	
Provision of consultancy or advisory services related to area of expertise	
Contribution to the planning and/or delivering of continuous professional development activities for faculty	
Contribution and commitment to the application of international standards	
Participation in peer evaluations for academic purposes	
Contribution to student's advising and counseling activities, extra-curricular activities or any other activity pertaining to student services	
Contribution to the selection, development of orientation programs and offering other supportive services for new students	
Contribution to the organization of professional workshops and/or training programs off-campus	
Membership of editorial/advisory boards of academically refereed publications, such as scientific journals, periodicals and magazines	
Refereeing research papers submitted for publication in scientific periodicals or conference proceedings	
Any other achievement in the area of university and community service	

University and Community Service

☐ Excellent   ☐ Very Good   ☐ Satisfactory   ☐ Unsatisfactory

Comment:*	

Name: Position:

Signature:

* Attach additional pages if necessary

CHECKLIST FOR PROMOTION APPLICATION

Name of Candidate _____   Department _____

Rank applied for _____   College _____

Inclusions of Promotion File	Date	Signature
1. Basic Information Form		
2. Curriculum Vitae		
3. Performance and achievement report		
4. Teaching Evaluations (statistical summaries of each semester of the candidate's teaching effectiveness and students' evaluation)		
5. Peer Evaluation of Teaching (PET) Report		
6. A table including list of publications submitted for external review		
7. One copy of publications submitted for external review		
8. Performance Evaluation Forms (cumulative results of all evaluations by Department Chair and Dean)		
9. External Evaluations (at least three letters of external evaluation) and copies of all correspondence between the Department Chair and reviewers		
10. Recommendation of Department/Program Promotions Committee		
11. Appraisal Report and Recommendation of Department Chair		
12. Recommendation of the College Promotions Committee		
13. Appraisal Report and Recommendation of the Dean		

Name: Position:

Signature:

- All documents enumerated above must be submitted from the College to the Provost Office.
- The only publications to be forwarded to the Provost Office are those submitted for the promotion process.

BASIC INFORMATION FORM

Name of Candidate _____   Department _____

Rank applied for _____   College _____

Academic Progress at UAEU

Date of Employment			Rank	
Date of Promotion			Rank	
Current Rank				
Years of Service in rank at the time of application				

List of courses taught at UAEU (number of times taught in parentheses)

Undergraduate	Graduate

Name: Position:

Signature: