

PL-RESEARCH-003: Research Faculty Recruitment Policy

Contents: <ul style="list-style-type: none">• Source / Authority• Purpose• Who Should Know This Policy• Policy Description• Policy Statements	Version Number: 1.0
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Source / Authority

This policy and accompanying procedures were developed by the Office of the Vice President for Research & Graduate Studies (VPRGS), reviewed as per QU review system and endorsed by the University President.

The Office of the VPRGS is responsible for overseeing and monitoring the implementation of this policy and accompanying procedures.

Purpose

The purpose of this policy is to establish and implement a clear research recruiting policy to standardize the recruiting process for research faculty at QU.

Who Should Know This Policy

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



Policy Description

Highly qualified faculty recruitment is essential for the success of Research & Graduate Studies, since only high caliber research faculty and staff would be able to help the University fulfill its mission of being a center of excellence in research, and service to the community.

Policy Statement

Consistent with the mission of Qatar University, the criteria for hiring of research faculty and staff must meet the highest possible standards of excellence. The following are the Guiding Principles of recruitment in Qatar University:

- Recruit and hire the most highly qualified candidates who have the potential to further the vision, mission, and goals of the University.
- Recruit and hire faculty who will bring diversity to the University in terms of experience, qualifications, education, and schools of thought.
- Seek, whenever possible, to recruit and hire Qatari researchers who will reinforce Qatar's plans for sustained development and self-reliance.
- Recruit and hire researchers without regard to their gender, race, nationality, or belief.
- Recruit and hire researchers who are proficient in the usage of Information Technology and English language skills.
- Recruit and hire researchers with excellent research experience in their field.
- Recruitment should be based on clear and measurable selection criteria.

Recruitment Procedure

1. Every department/center/institute prepares a three-year analysis to determine the needed research positions for the following 3 years to deliver on the Department's/center's/institute's mission and strategic plans. This analysis will be used to develop and/or update the department/center/institute organization structure as needed.
2. If needed, the analysis should be revisited annually, and should consider factors such as research focus areas, number of research projects, researchers' work load analysis, needs for new projects, administrative release, research release, strategic plan, and results from different assessment processes such as academic program review.
3. The department/center/institute submits the appropriate recruiting forms to the VPRGS for every needed research position on the organization chart.
4. If the position is not on the organization chart, the director of the center/department/institute submits a request for an additional position to the VPRGS, with supporting justification, forms and job description.
5. The appropriate forms will be submitted to the VPRGS for approval. The VPRGS will review the documents and may utilize a committee at his/her office to review the submitted requests. The VPRGS will meet with each center/institute director to finalize the needed positions.
6. The VPRGS office will provide HR with all approved positions to upload on the QU on-line recruiting system and to advertise based on the department/center/institute request.
7. Every department/center/institute may also establish a "Search and Screen Committee" to review applications for professorial rank positions. The Search and Screen Committee is established in consultation with center/institute director and must include at least one member who is external to

the requesting unit, and preferably from a close field. The center/institute director may appoint the departmental chair to serve as chair of the search committee. The purpose of this committee is twofold. First, committee members should be actively searching for appropriate candidates for the needed position(s). Second, the committee should screen applicants to determine the best fit for the advertised positions.

8. The committee should set clear standards and procedures for recruiting such as:
 - Find highly qualified candidates.
 - Recruit Qatari researchers when available.
 - Review distribution of research ranks (i.e. assistant, associate, professor).
 - Bring diversity to the university in terms of experience, qualifications, education, and schools of thoughts.
 - Apply equal opportunity employment principles regardless of gender, race, nationality, or beliefs.
 - Recruit researchers who are proficient in the use of information technology and English language skills.
 - Hire faculty who have excellence and specialized research experience.
 - Ensure that next of Kin should not be recruited on positions in the same departments where they interact directly with each other, unless authorized by the president.
 - Rank candidates based on clear and measurable selection criteria.
9. The department/center/institute Screen and Search Committee identifies finalists for the positions. The committee should conduct interviews with short-listed applicants using either telephone, Skype, or other available technologies, or direct face-to-face if needed.
10. During the interview, the Search and Screen Committee should try to form a judgment regarding the effectiveness of research productivity, teaching, and commitment to service. The Committee should evaluate external reference letters. Candidates should lead a 30-60-minute research seminar (via video conferencing if a campus visit is not possible). The committee should keep the following in mind during the interview:
 - Convincing the applicant that QU is the place to be by mentioning some of the benefits of research at Qatar University including research infrastructure and research grants.
 - The committee should set clear expectations for a new research faculty member in terms of research, teaching and service.
 - The committee should allow the candidate some time to ask questions and express concerns and views about various aspects of the position. Samples of interview questions as well as other important information about conducting the interview can be found in Qatar University "Interviewing Techniques and Tips."
 - Applicants on the level of research professor, associate, and assistant research professors should provide a research statement to summarize the future direction and potential of their work.
11. The department/ center/ institute Screen and Search Committee complete the interview form to determine the best-fit applicant(s) for the position. The committee will submit its recommendation report to the director.
12. The director reviews the recommendations of the short-listed applicants in consultation with the Institute Advisory Committee. The director may meet with the Screen and Search Committee to discuss the recommended applicants. The director will make sure all paperwork is complete and will forward the approved applicants to the VPRGS. The VPRGS may consult a committee at his/her office if needed.

13. The director or his/her designate will negotiate the financial package with applicants and submit the candidates' files and proposed offers to the VPRGS office for the final approval. Centers/departments/institutes must submit with the application the following supporting documents:
 - Contract Information (length, type, starting date, suggested title and salary)
 - Recommendation Letter
 - Candidate CV
 - Candidate Letter of Interest
 - Interview Report
 - Reference Letters (at least two for research assistant professors). For research associate professors and research professors at least three or four external letters should be solicited from referees other than those provided by the candidate.
 - Faculty Credential Form
 - Copy of the Latest Terminal Degree
 - Other supporting documents
14. The VPRGS, upon receiving the applications, reviews and if approved issues a formal offer to the candidate. The VPRGS may utilize any mechanism that fit the office needs. *
15. Upon accepting the job offer, the following should be done:
 - VPRGS sends the paperwork of the candidate to the appropriate departments (i.e. HR and appropriate director).
 - Human Resources department informs all appropriate departments within QU, including housing, immigration, IT and other departments as needed.
 - Center/institute director assigns a mentor to the researcher to start communicating with the candidate and resolve any possible issues or concerns.
16. Screen and Search Committee and directors should review the recruiting process periodically, and should always consider the long-term consequences of hiring.
17. The VPRGS office should review the recruiting process periodically.

* For appointment in a higher rank, full promotion process should be arranged per QU procedures.

Research Faculty Salary Structure

Research Faculty salary, benefits and contract terms will match the same grade assigned to the Academic Faculty.

The following table lists the Research Faculty ranks, titles, salary grade, and academic faculty rank equivalency. Research Faculty joining QU will be offered the rank as per the Research Faculty Classification Policy:

Research Rank	Salary Grade	Equivalent Academic Rank
Research Professor	B	Professor

Research Associate Professor	C	Associate Professor
Research Assistant Professor	D	Assistant Professor
Post-Doc/Research Associate	E	Lecturer
Senior Research Assistant	F	Teaching Assistant
Research Assistant	G	Teaching Assistant
Visiting Research Faculty	Based on Qualification	Visiting Faculty

1.1 Salaries and allowances shall be the same as the academic faculty salary scale.

1.2 The teaching load for research faculty shall be governed by the Research Faculty Load Policy.

Altering the Rank at Recruiting

Centers/institutes or candidates may request consideration to alter the academic rank from that in the advertised position.

The selection committee should forward its justification for altering the rank to the director who will thoroughly evaluate the request (through the related committee) to consider offering a higher or lower rank to a candidate. The director will then forward the recommendation to the VPRGS.

Altering the Rank Procedure

To offer a higher rank than the advertised rank

1. The center/institute/department director must send a justification to the VPRGS that includes the recommendation of the recruiting committee.
2. Additional external referee letters should be sought for the higher ranks. For research associate and full professors, at least three to four external referee letters should be solicited from referees other than those provided by the candidate.
3. The candidate must demonstrate that he/she has acquired the desired rank from his/her home institution.
4. The scholarly record must demonstrate that the researcher meets the rank requirements at Qatar University. This includes, among others, the length of service as well as the intensity of research output.

To offer a higher rank without previous attainment

1. The center/institute must submit a justification for the request to offer a different rank than that in the job posting to a candidate who has not attained the desired rank at his/her home institution. The merit of the justification should be primarily based on the scholarly achievement of the candidate. This may include scholarly output equal or higher than that of a

faculty cohort in the relevant center/institute from among the requested rank. The director may also provide other justification that may be acceptable by the VPRGS. The promotion bodies within the center/institute must vote on the submitted request.

2. For research associate and full professors, at least three to four external referee letters should be solicited from referees other than those provided by the candidate.
3. It is imperative that a substantially higher scholarly record than the minimum requirement for the requested rank, as per QU policies, be demonstrated in the candidate's record.
4. The Research Promotion Committee (RPC) must evaluate the scholarly output of the candidate. The RPC will conduct its review and draft a report that would be considered along with those received from qualified external reviewers. The RPC may use any tool to examine the record of the candidate. The RPC will deliberate and provide a collective recommendation that will be sent to the VPRGS.
5. Under no circumstance will an upgrade of more than one rank be considered.

To offer a lower rank

1. If the qualified pool of candidates is in a higher rank than that of the advertised rank, the academic unit must re-advertise the position at a higher rank or an open rank.
2. Under no circumstance will a candidate who has attained a given academic rank at a previous institution and demonstrated a scholarly record comparable to that of a faculty cohort from among the same rank in the academic unit, be offered a lower rank.
3. For unusual cases, which may require offering a lower rank (such as not meeting the length of service):
 - The Research Promotion Committee must evaluate the scholarly output of the candidate. The RPC must conduct a thorough review and draft a report that would be considered along with those received from qualified external reviewers. The RPC may use any tool to examine the records of the candidate. The RPC will deliberate and provide a collective recommendation that will be sent to the VPRGS.
 - Candidates who are demoted by more than one academic rank should not be recommended for hiring.

Research Faculty Credentials Requirements

Qatar University seeks to employ competent researchers qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its researchers, the University gives primary consideration to the highest earned degree in the research discipline in accordance with the following guidelines:

- Researcher must meet the university's requirements to do research in their discipline and the requirements of applicable accrediting and approval agencies.
- The University shall also consider competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in research, or other demonstrated competencies and achievements that contribute to effective research and services outcomes.
- Qatar University requires the following academic and professional qualifications:
 - The minimum degree requirements for each position as per the Researcher Classification Policy.



- Employed faculty member must be proficient in oral and written communication in the English and preferably in Arabic.

Faculty Credential Standards:

1. A terminal degree is generally accepted as the highest degree in a field of study. An earned academic doctorate such as a Doctor of Philosophy is considered the terminal degree in most academic fields of study. Many professional degrees are also considered terminal degrees because they are the highest professional degree in the field.
2. Two original and official transcripts/degree certificate letters for the degree used for credentialing must be on file prior to joining for full-time and by the end of the semester for part-time, visiting and adjunct faculty.
3. Transcripts/degree certificate letters must be sent in a sealed envelope by the awarding institution. In certain limited cases, the faculty credential committee may allow exceptions where transcripts/certificate letters can be delivered in a sealed envelope by the prospective faculty member.
4. All transcripts/degree certificate letters submitted may be evaluated for equivalency by a university approved agency based on Faculty Credential Committee recommendation.
5. All original transcripts/certificates, and the third part verification, shall remain in the custody of QU even after the faculty member is no longer affiliated with the University.
6. Hiring units shall complete the Faculty Credentials Form to demonstrate sufficient evidence that the credentials of the prospective hire meet QU policy and guidelines on Faculty Credentials. Upon completion of the form by the hiring unit, the form shall be forwarded to the appropriate Director who will approve and forward to the VPRGS
7. Documentation of the credentials of all full-time and part-time researchers will be retained by Human Resources in both print and digital format. Documentation shall include:
 - Demonstration of academic preparation per review of official academic transcripts.
 - Two original and official transcripts/degree certificate letters for the degree used for credentialing must be on file prior to the beginning of the course(s) to be taught.
 - Approved university agency degree evaluation report if recommended by Faculty Credential Committee.
 - An updated CV and (if applicable) professional licensure and certifications, honors and awards, other qualifications, records of publications demonstrating professional and work experience, technical and performance competency.

Faculty Credential Verification Processes Responsibilities

Research Staff Responsibilities

- Candidates for research positions are responsible for assuring that two official transcripts/certificates are submitted to the Human Resources Department.
- This documentation must be received no later than thirty days (30 days) after the return date of acceptance of the offer letter or assignment letter.
- A candidate's failure to provide such documentation in a timely manner or falsification or misrepresentation of credentials may subject the appointment to termination and/or disciplinary action.

Direct Supervisor Responsibilities

- Hiring Managers shall complete the “Faculty Credentials Form” and send it with the hiring request to the director for approval.
- Review and verify the alignment of highest earned degree with assigned courses and compliance with QU faculty credential policy and procedures.

Directors Responsibilities

- Review and approve the completed Faculty Credentials Form submitted from the hiring manager with hiring request.
- Ensure that hired faculty credentials and qualifications are in compliance with QU faculty credential policy and procedures standards.

Faculty Credential Committee

Faculty Credential Committee will review and check the compliance of the credentials with the standards. The committee is responsible for conducting the final review by verifying the compliance of each candidate faculty credential.

HR- Responsibilities

- An appropriate office within HR is responsible for following up with the candidate to ensure the collection of credentials within the specified timeframe.
- After receiving the credentials, HR is required to conduct an initial review of the credential, to ensure it is original, signed and received sealed by the awarding university’s official, is on that university’s letter-head, and clearly mentions that the degree has been awarded with a date of award (retain the envelop).
- After conducting a review, the HR should inform the candidate of the initial review result.
- The HR director, and/or his designated staff, shall call for the Faculty Credential Committee to meet and review that credential against established institutional standards and requirements. The committee is responsible for conducting the final review by verifying the compliance of all faculty credentials. The HR should inform the candidate, center/institute and VPRGS, about the final review result by sending an email including the faculty credential committee feedback, as applicable.
- Failure to comply with the credential standards after the review by the faculty credential committee shall lead to a committee recommendation to the office of VPRGS to terminate the contract.
- The HR director is responsible for assigning staff to perform the scanning of the official transcript/certificate, logging, uploading a copy on the system and making it accessible to centers/institutes directors, communicating and informing him/her of the upload, and filing the original copy in the faculty file. (Note: For verification purposes, a candidate faculty member is required to submit two-sealed transcripts/certificates. The assigned staff must ensure keeping one of the copies sealed and pass it to the Faculty Credential Committee in that sealed form when it is requested.)
- HR will maintain a master personnel file for each research faculty member that includes the appropriate credentials and other materials that qualify the research faculty member to conduct research and teach.
- It is the HR responsibility to monitor and maintain the files in good order through an annual review.
- HR will be responsible for managing the third-party evaluation process.

