

Office of
Vice President for Academic Affairs

Faculty Handbook
Academic Year 2021 – 2022

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1. Introduction

Qatar University is a national academic institute that was established through Law Number (2) of 1977 and was ratified by superseding Decree (34) of 2004. Qatar University, a legal entity, (Corpo Morale,) has an independent budget and is governed by an appointed Board of Regents and University President.

This Faculty Handbook is published by the Office of Vice President for Academic Affairs and it brings together the rules, regulations, obligations and rights of Qatar University Faculty members.

This Faculty Handbook is subject to change and update according to the changes of any related academic policy, and only the Arabic versions of the related policies, bylaws or University decisions are the official legal versions.

2. Teaching Load

1. The teaching load is calculated as per the following table:

Title (with Academic Rank)	Load	Distributions Period
President and Vice Presidents	Exempted	N/A
Deans, Associate (Assistant) Vice Presidents, and Directors reporting to President.	3 Credit Hours	Academic Year (Fall, Winter, Spring)
Directors reporting to Vice Presidents (with academic rank)	6 Credit Hours	Academic Year (Fall, Winter, Spring)
Associate Deans, Assistant Deans (with academic rank), and Head of Departments.	6 Credit Hours	Academic Year (Fall, Winter, Spring)
Directors (reporting to AVP or Dean).	6 Credit Hours	Academic Year (Fall, Winter, Spring)
Program Coordinators and Program Directors reporting to a Head of Departments	12 Credit Hours	Academic Year (Fall, Winter, Spring)
Externally Funded Chair Positions	Minimum of 6 Maximum of 18 Credit Hours	Academic Year (Fall, Winter, Spring)
Assistant, Associate, and Professor	18 Credit Hours	Fall, Spring and Winter (if applicable) semesters
Visiting Faculty for one semester	15 Credit Hours	One semester
Faculty hired on one academic year contract	24 Credit Hours	Fall, Spring and Winter (if applicable) semesters
Faculty with teaching emphasis (college recommendation and approval by VPAA)	24-30 Credit Hours	Fall, Spring and Winter (if applicable) semesters
Lecturers and Teaching Assistants	36 Contact hours	Fall, Spring and Winter (if applicable) semesters

2. All consideration should be taken by the Head of Department not to assign a teaching load involving more than 3 preparations per semester, and not to exceed 12 Credit Hours per semester. Intensive teaching faculty loads should not exceed 15 credit hours per semester. Exceptions to this teaching load allocation must be approved by the College Dean.
3. VPAA with the recommendation of a college dean may assign a faculty member teaching load ranging from 24 to 30 credit hours per year for those faculty whose major emphasis is teaching. The assignment is effective for renewable periods of 3 years. The percentage of faculty with teaching emphasis shall not exceed 20% of program faculty.
4. Teaching load calculation table clearly identify the load factor for each course type
5. Teaching load calculation table are reviewed every two years with the relevant policy or in line with approved policy review schedule
6. Any update to Teaching load calculation table must be approved by the Vice President for Academic Affairs.
7. Teaching load for summer semesters is maximum of 9 credit hours, summer teaching compensation will follow the Teaching Overload and Part-time Compensation policy.
8. Maximum teaching load for faculty in the Winter semester is 3 CH, any exception must be approved by the VPAA.
9. In special circumstances, Head of Department may assign a teaching overload to a faculty member; this is not to exceed 3 CH per academic year. Any additional load should be approved by the VPAA.
10. Academic Administrators will not be entitled to teaching overload compensation.
11. Faculty who are granted load reduction will only be entitled for overload compensation, if teaching above the maximum approved load for his/her equivalent academic rank. Senior academic officials (President, Vice President for Academic Affairs, Dean) may commission a faculty member to perform specific functions or duties, and therefore be given a reduction in their teaching load according to the following formula:
 - a. The President may free a faculty member partially or completely from teaching duties in order to engage in a commissioned assignments.
 - b. The Vice President for Academic Affairs may free partially a faculty member from teaching duties provided the reduction does not exceed 6 CH/semester.
 - c. A College Dean may free partially a faculty member from teaching duties provided the reduction does not exceed 3 CH per year.
 - d. Any reduction for commissioned assignments shall be requested on a semester-by-semester basis. Reductions will be coordinated with Heads of Departments through the office of their respective College Deans. Heads of Departments may request a faculty member to perform assigned duties if the faculty member has a teaching under load. Heads of Departments may hire part-time or full-time faculty to cover the freed teaching loads, provided they do not exceed the allotted FTE number of faculty for the Department, and the replacing faculty member is of equal or lower rank than the replaced faculty member whenever possible.
12. A faculty member's teaching load may be reduced for purposes of research provided any one of the following conditions is met:
 - a. Faculty granted teaching load reduction on the National Capacity Building Program.
 - b. The faculty member has been awarded an external research grant and the reduction is incorporated (buy-out time) within the grant.
 - c. The faculty member requests a load reduction in order to conduct his/her research. The request should be documented and a rationale be made for the load reduction. The Head of Department shall review the request and make a recommendation to the Dean who is authorized to approve a reduction of up to 3 CH per year for research purposes.
 - d. Request of Load reduction beyond 3 course credit hours will require the approval of the Vice President for Academic Affairs. The request should be documented and a rationale be made for the load reduction. Head Department shall review the request and make a recommendation to the Dean who in turn review, approve and make recommendation to the VPAA who is authorized to approve any further load reduction

beyond the 3 credit hours.

- e. Subsequent requests are based on whether the faculty member has used the reduction efficiently, and other criteria deemed by the university important to its mission.
13. Faculty members who served in a senior administrative position (i.e. president, Vice Presidents, Deans, Directors reporting to President, and Vice-Presidents,) for a full term are given a teaching load of 9 credit hours per year for one year following their service; and teaching load of 12 credit hours per year for one year following his/her completion of the sabbatical leave.

3. Sabbatical Leave

1. A faculty member is eligible to be awarded up to three (3) sabbatical leaves.
2. First sabbatical leave for regular full-time faculty on indefinite or rolling contracts is available for those who have been in service for at least four years and who have been in continuous full-time service.
3. Regular full-time faculty members on regular three or more years-contract who spent at least seven successive years at QU may be granted one semester sabbatical leave after meeting the requirements.
4. Faculty members on Assistant Professor Rank should demonstrate scholarly productivity to apply for sabbatical leave
5. Faculty members in a leadership or management position (at the level of Dean or higher) may be granted a year of sabbatical leave after completing one full term of administrative service.
6. Sabbatical leaves may be for either one semester or for two semesters.
7. Faculty shall spend their sabbatical leave in institutions other than Qatar University. Faculty members shall provide evidence of a formal affiliation with either a local or international institution, for the duration of the sabbatical leave period.
8. Faculty members will receive 100% of their basic salary and all fringe benefits.
9. Faculty members granted sabbatical leave outside of the country are entitled to reimbursement for the roundtrip airfare for self, spouse and up to three children under the age of 18.
10. The appropriate Department Chairperson and/or College Dean shall make arrangements for carrying on the duties of a person on leave.
11. Faculty members are obligated to return to active service for a minimum time equal to the sabbatical period. In the event that the faculty member resigns or leaves the University during the sabbatical or upon return, she/he must reimburse the University for all funds contributed to the sabbatical leave.
12. Faculty members must complete a written report about the work completed during sabbatical leave and submit to his/her department head.

4. Teaching Overload and part-time Teaching Compensation

1. The part-time faculty and regular faculty teaching overload will be compensated according to course credit/contact hours they have been assigned.
2. The compensation rate for approved overload teaching will be a fixed amount per overload course credit/contact hours.
3. The compensation rate is specified by the Vice President for Academic Affairs (VPAA). Review of the rate will be made periodically at the VPAA's request to determine the appropriateness of the amount and to make adjustments for cost of living.
4. Any changes to the amount will be announced by beginning of the fiscal year in which the compensated overload teaching will occur.

5. The teaching overload compensation rules is applicable to all courses listed in the QU Course Catalog and Students Information System Banner and it is governed by approved policies.
6. The compensation rate for Lecturers/Teaching Assistants will be a fixed rate per contact hour. Review of the rate will be made periodically at the VPAA's request to determine the appropriateness of the amount and to make adjustments for cost of living.
7. The Department Head will be responsible for the following:
 - a. Assigning overload teaching
 - b. Verification of number of courses/credit assigned
 - c. Ensure that overload teaching is assigned equitably among all faculty
 - d. Ensure quality and teaching effectiveness of assigned overload/summer offerings
8. Courses for teaching overload compensation cannot be co-taught.
9. Faculty members must be scheduled to teach a full load based on the University governing Teaching Load Policy, prior to requesting teaching overload compensation.
10. Academic administrators at level of Program Coordinator or higher, regardless of number of excess teaching hours they perform beyond their regular teaching load, do not qualify for teaching overload compensation.
11. Faculty on reduced load (either by the dean or research bought time) will only be entitled to teaching overload compensation, if and when he/she fulfill their normal teaching load (typically 18 CH per academic year) based on teaching load policy.
12. Faculty members may teach no more than 3 credit hours as an overload for additional compensation during any one academic year. Any additional credit/contact hours overload must be approved by the VPAA. Faculty will be allowed a maximum of 9 CH per academic year.
13. Compensations of the overload teaching for full-time faculty must be paid in full no later than the immediate conclusion of the academic year for which the teaching services are performed.
14. Compensations of the part-time teaching must be paid in full no later than the immediate conclusion of the semester for which the teaching services are performed, but not prior to the completion of the course, which includes the submission of grades on banner.
15. The compensation rate for summer teaching assignments is specified by the VPAA and is applicable for full-time, visiting and part time faculty.
16. The teaching overload policy does not apply to continuing education workshops. Continuing education courses may qualify for extra compensation under policies and procedure applied in the continuing education.

5. Faculty Professional Conduct

- 1- Faculty member must abide by the provisions, laws, by-laws, decisions, and regulations applicable in the University in addition to University norms and traditions including but not limited to the following:
 - a. Carry out their duties by themselves precisely and honestly.
 - b. Observe integrity, honesty, and justice in words, language, speech and acts or deeds.
 - c. Adhere to official class schedule and dedicate work hours to perform the job duties.
 - d. Maintain dignity and high reputation in work.
 - e. Co-operate with their superiors, colleagues, and with the various University committees whenever requested.
 - f. Safeguard the University's property and abide by all rules and instructions regarding their use.
 - g. Demonstrate conduct that protects their and others' health and safety.
 - h. Avoid conflict of interest by, taking immediate measures to end all evaluation or supervision activities related to those of kith and kin, financial or moral interests, or refrain from assuming duties, which would place them in a conflict of interest situation.
 - i. Show respect to others and appreciate their contributions.

- j. Demonstrate objectivity and integrity when evaluating others' performance.
 - k. Evaluate students based on objective and fair criteria based on academic performance and no other consideration.
 - l. Dress decently on campus in accordance with University norms and traditions.
- 2- Faculty member shall not violate University laws, regulations, decisions, and norms. In particular, faculty member shall not:
- a. Violate order on campus.
 - b. Commit any act or omission that conflicts with requirements, duties, or responsibilities of his/her job, which results in loss of any right of the State or the University.
 - c. Disclose any information to which he had access or otherwise privy to by virtue of his work, or circulate any documents, considered as confidential based on their nature or on specific instructions, without written permission by the President. This obligation shall remain in effect after the faculty member leaves QU.
 - d. Engage in a **Crime involving moral turpitude**.
 - e. Infringe IP rights.
 - f. Misuse of authority over students, or over anyone working under faculty member supervision, other faculty members, University employees, to harm others or attain personal interests.
 - g. Defame the reputation of University, or that of its faculty members, staff, or students.
 - h. Forming relationships that are not in line with professional and academic standards with any University's community member.
 - i. Engage in any act that would create a conflict of interest between faculty member activities and the University's interests and projects that would directly or indirectly affect faculty member interest or the interest of one of his kin up to the fourth degree.
 - j. Harassment.
 - k. Intentional violation of the University's policies and regulation.
 - l. Intentional assistance to others to violate the University's policies and regulations or help them to escape sanctions.
 - m. Misuse of the University assets, equipment, facilities, funds, or human resources.
 - n. Carry out outside activities without notifying dean of the college or the competent authority.
 - o. Include false information in content, research findings, statistics, surveys, reports, or documents.
 - p. Remove or impede others' efforts for personal interests or for interests of those with whom faculty has personal or family relations or financial or moral interests.
 - q. Undertake, act, or speak on behalf of the University and its colleges, departments, employees, colleagues or students, without prior authorization from the respective authorities.
 - r. Commit any act of retaliation against complainants, witnesses, or members of the Professional Conduct Committee or Appeal Review Committee
 - s. Making a false complaint about another faculty member misconduct, insulting or harming him/her.
 - t. Accept gifts, donations, tips, favors or any similar acts personally or through others, for doing his/her job or duty.
- 3- A faculty member is liable for action or omission that forms a violation of this by-law based on a directive issued by faculty member manager. If the faculty member proves that the violation was committed based on a written directive issued by his/her manager and the faculty member notified his/her manager in writing about the violation. The liability here rests with the manager, unless the directive involves a crime. In this case, the faculty member is criminally liability.
- 4- The Appropriate authority may impose one of the following sanctions:
- a. Oral warning.
 - b. Written warning.
 - c. Deduction of maximum of 15 days salary for each misconduct. In all cases, deduction should not exceed two months salary per year.
 - d. Withholding of promotion for a maximum of one year.

- e. Withholding of the annual increase for one year.
 - f. Suspension from work with half-pay for a maximum of three months.
 - g. Termination of the contract
- 5- The following authorities are competent to impose sanctions:
 - a. The Vice President for Academic Affairs can impose any of the sanctions prescribed in sub-section 1 - 6 of section 6 of this Regulation.
 - b. The President may dismiss the incident or impose any of the prescribed in section 6 of this Regulation.
 - 6- If the competent authority decides to terminate the faculty member contract during his suspension, termination of service shall date back to the date of suspension.
 - 7- Any faculty member held in pre-trial detention, or in execution of a judicial order or injunction, shall be suspended from work for a period equivalent to the period of faculty's detention. Faculty member salary shall be paid in full in the first case, and half of the basic salary in the second case. On faculty member return to his job, faculty member case shall be referred to the President who will determine whether to refer/or not the faculty to the Committee.
 - 8- The University's Vice President for Academic Affairs annually forms the Faculty member Professional Conduct Committee. The committee includes three faculty members and a stand-by member who will take the place of one of the members in one of the following cases:
 - a. Occurrence of a conflict of interest, including a kinship degree between a committee member and a faculty member summoned for investigation
 - b. The inability or decline of one or more of the three members to attend the meeting.
 - 9- The Committee members shall have the necessary experience and knowledge to address issues of misconduct. The committee is chaired by an experienced faculty member at the rank of professor. One of the committee members shall be a lawyer.
 - 10- The President forms an annual Grievance Review Committee to consider the grievance appeals. Committee shall comprise three members in addition to a stand-by member who will replace any committee member who fails to attend Committee meetings as the case is in section 10 of this Regulation.
 - 11- Committee members shall have the necessary experience and knowledge to address issues of misconduct. One of the Committee members shall be law specialist.
 - 12- If a Committee member believes that the alleged violation of the Professional Conduct Regulation includes a conflict of interests that prohibits the member from addressing the allegation, the respective member shall notify that in writing to the appointment authority within five working days from the date on which the Committee received the investigation request or appeal. Committee member shall state in his request the justifications for his/ her recusal or relief from Committee membership or chairmanship.
 - 13- The competent authority shall decide on that request within five working days, effective from the date of its submission. The stand-by member shall replace the recused member, upon acceptance of the request. The oldest member chairs the Committee in case that the recused member is its chair or when the position becomes vacant for whatever reason.
 - 14- When a committee member is replaced, the stand-by member will be a genuine member until the violation for which the replacement took place is closed. Committee genuine members remain as they are when conducting other misconduct investigations.
 - 15- Committee investigation sessions shall be confidential. Failing to observe this rule may make Committee members accountable.
 - 16- Committee recommendations shall be reasoned, signed by Committee chair and members, and must be referred to the competent authority for endorsement.

6. Adjunct Appointment

1. Adjunct status is considered as a courtesy or honorary appointment made by Qatar University to recognize support given by an individual to the University through either teaching, research, or fostering partnerships between the University and industry, the profession or the wider community. Adjunct titles may be conferred on persons who are recognized as an expert in an appropriate field and are not necessarily required to have an academic career background.

2. Adjunct Faculty shall be appointed to one of the following academic ranks: Adjunct Lecturer, Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor.
3. An Adjunct Faculty member's title shall be based upon the rank awarded and the academic program affiliated to.
4. An adjunct position is conferred for up to three years and may be renewed.
5. Adjunct faculty are subject to regular performance appraisal according to the rules and regulations set by the University.
6. The qualifications criteria for appointments of Adjunct Faculty are to be guided by the standards for Full-Time Faculty. This means that as a general baseline standard, those appointed require a doctorate or master's degree in the teaching discipline, or a master's degree with a concentration in the teaching discipline, which has a minimum of 18 graduate semester hours in the subject field to be taught. Alternatively, it is also acceptable for any of the following criteria to be used as justification: outstanding professional experience, professional licensure, certification, or a demonstrated competency which allows for effective teaching and fulfillment of student learning outcomes, to be used in lieu of formal academic qualifications.
7. In cases where an appointment is based on non-academic qualifications, the following criteria are to be used to determine the rank of the appointment:
 - a. To Adjunct Lecturer, any of the following criteria to be used as justification:
 - I. outstanding professional experience,
 - II. Professional licensure, certification,
 - III. Demonstrated competency, which allows for effective teaching and fulfillment of student learning outcomes, to be used in lieu of formal academic qualifications.
 - b. To Adjunct Assistant Professor
 - I. All pertinent qualifications indicated for Adjunct Lecturer.
 - II. The possession of a doctorate, or the typical terminal degree in the profession in which the doctorate is an uncommon or non-existent degree; or possession of the first professional degree in the field of law.
 - III. Normally, five years of experience as a Lecturer (Adjunct, Clinical, Research or Visiting, as appropriate) or other suitable professional experience.
 - IV. Demonstrated competence in teaching.
 - c. To Adjunct Associate Professor
 - I. All pertinent qualifications indicated for Adjunct Assistant Professors.
 - II. Normally, nine years of teaching or other professional experience.
 - III. Professional recognition as demonstrated by such achievements as election to a learned society in the relevant professional field, scholarly publications of quality, and/or other appropriate criteria.
 - IV. To Adjunct Professor
 - V. All pertinent qualifications indicated for Adjunct Associate Professors.
 - VI. Normally, twelve years of distinguished teaching or other appropriate professional experience.
 - VII. Established reputation among the leaders of the profession or discipline or notable contribution as a professional person in public service
8. The conferring of the adjunct title does not establish an employment relationship, nor alter any employment relationship that currently exists, nor does it entitle the recipient to any salary payments nor alter any salary payments that currently exist.
9. Adjunct faculty are expected:
 - I. Participate in instruction of students. Instruction may include delivering lectures, supervising practical instruction, developing course syllabi, developing and administering student assessments, and reporting grades.
 - II. Supervise student internship training.
 - III. Supervise student research projects.
 - IV. Collaborate with Qatar University faculty on research projects.
10. Adjunct faculty have the following rights/privileges:

- I. Access to University instructional and research resources in compliance with Qatar University regulations.
- II. Access and use of Qatar University facilities.
- III. Use of faculty parking.
- IV. Participation in Qatar University events.
- V. Access to Qatar University IT facilities.

7. Faculty Promotion

In order to support the University's tripartite mission of teaching, scholarship and service, faculty members are expected to strive for excellence in all three of these areas. Although individual Colleges may create additional specific criteria to reflect their particular specialty, the University requires a set of baseline expectation that contribute to the accomplishment of the University's mission. The standards for promotion for all members of the faculty must always stay consistent with and in the spirit of the University-wide standards.

To maintain consistency across departments at the University, the definitions for each faculty rank are:

- *Assistant Professor*: This rank is for individuals who have earned the doctorate (or other appropriate terminal degree), as well as having demonstrated ability and desire to achieve excellence in both teaching and scholarship. Such individuals must demonstrate high potential for future growth, accomplishment and contributions to all three areas of teaching, scholarship and service.
- *Associate Professor*: The individual must show excellent achievement in either teaching or scholarship, and high-quality performance in all three areas. The candidate should also have demonstrated behavior that indicates that the individual will continue to do so. A satisfactory or adequate record as an assistant professor is not sufficient; there must be very clear indication, based on hard evidence and outside 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 development and achievement in teaching, scholarship and service since being appointed to the rank of associate professor. The candidate must have clear evidence as documented by outside peer evaluations as well as other materials.

8. Part-time Faculty

1. The qualifications criteria for appointments of part-time faculty are to be guided by the standards for full-time faculty as per applicable policies.
2. Part-time faculty are subject to rules and regulations of Qatar University.
3. Part-time faculty performance shall be evaluated according to the rules and regulations set by the University.
4. Responsibilities of a part-time faculty is similar to regular faculty but executed in a temporary bases.
5. Part-time faculty members have the following rights and privileges:
 - (a) Access to University instructional and research resources in compliance with Qatar University regulations.
 - (b) Access and use of Qatar University facilities.
 - (c) Use of faculty parking.
 - (d) Participation in Qatar University events.

- (e) Access to Qatar University IT facilities.
- 6. Part-time faculty should not be assigned more than two courses per semester. Any extra teaching assignment must be approved by the VPAA based on recommendation of the Dean.
- 7. Part-time faculty will be compensated as per approved policies.

9. Program Initiation

1. New program proposals must be consistent with the College and University's mission, goals, and strategic plan.
2. Two levels of proposals (preliminary and comprehensive) are required for the initiation of new programs.
3. Review of the preliminary proposal by the Executive Management Committee and approval by the president are required before proceeding with the development of the comprehensive proposal.
4. Comprehensive new program proposals must be subject to external and internal review by subject matter experts.
5. New programs that rely upon the resources and/or course offering of other colleges or departments require consultation with and the agreement of the providing unit(s) prior to the review of the new programs by the Executive Management Committee and approval by president.
6. Implementation of approved new programs must be scheduled at the beginning of an academic year.
7. Approved new programs must be included in the version of the University catalog associated with their year of implementation.
8. An implemented new program must undergo a review within one to two years after its initiation, to ensure that it is meeting expectations in relation to enrolment, resources, and educational quality. If the program is indeed meeting these expectations, it will be included in the regular academic program review cycle.
9. Comprehensive proposals shall be submitted no later than one-and-a-half years following the president approval date of the new program's preliminary proposal.
10. New programs approved by the Board of Regents must be implemented no later than two years following the Board of Regents' approval

10. Academic Program Review

1. All academic programs offered within the university shall be subject to a comprehensive program review through a regular five to seven years continuous program review cycle to identify program strengths and weaknesses and to identify areas for improvement.
2. The Academic Program Review process should provide sufficient evidence to warrant a decision to maintain and improve, restructure, deactivate or terminate a program.
3. A master program review calendar shall be established by the appropriate Academic Program Review and Curriculum Enhancement (APRCE) committee and approved by the Vice President for Academic Affairs (VPAA) to plan for program reviews at the university level and to identify the semester of review for each academic program during the review cycle.
4. Programs may delay the scheduled review process subject to the VPAA's approval. All programs must be reviewed within a period not to exceed seven years.
5. For programs undergoing/scheduled for accreditation, the Academic Program Review should be scheduled while taking into account the accreditation review date in order to avoid duplication of efforts.

6. A college or department may request from the appropriate Associate Vice President (AVP) to schedule joint reviews for related academic programs offered at the department and/or the college.
7. The appropriate AVP, with the approval of VPAA, may recommend additional and/or more frequent reviews if determined to be appropriate based on the program learning outcome assessment processes and recommendations made during the last academic program review.
8. All academic program reviews shall go through external review. However, external visits for accredited programs may be waived with a recommendation of the college dean and the approval of the VPAA.

11. Curriculum Enhancement

- 1 All changes in the curriculum of an academic program shall follow the procedures and guidelines
- 2 Faculty and the department level learning outcomes assessment committees are responsible for periodically assessing the quality and effectiveness of the curriculum and for proposing curriculum changes as appropriate.
- 3 The department curriculum committee shall consult with the office of appropriate associate vice president (AVP) when reviewing curriculum enhancement proposals.
- 4 Curriculum enhancement proposals should identify and evaluate the impact of the proposed change on students currently enrolled in the program. The curriculum enhancement proposal should provide details of necessary measures to address identified issues.
- 5 Curriculum enhancement proposals that have an impact on other programs require prior consultation and agreement with other programs before their approval by the department.
- 6 All curriculum enhancement proposals must be routed through the appropriate AVP and only that office shall be authorized to communicate approved requests to the Registrar Office and other administrative units within the university.
- 7 Approved curriculum enhancement requests should be documented and a record including the date of approval and the effective date of the change should be maintained by the Registrar's office.
- 8 Courses not offered for five consecutive academic years shall be deactivated by the Registrar Office and notification shall be sent to the Department offering the course, the College Dean, and the Office of the VPAA and the relevant department. To reactive the course, department must follow new course development process. Registrar office will prepare and submit an annual report to the office of VPAA showing all courses not offered during the last three academic years.
- 9 Approved changes in curriculum shall be announced to students enrolled in the program.
- 10 Students already enrolled in an academic program subject to changes in its offered curriculum shall be given the opportunity to graduate under the new catalog requirements or under the catalog requirements effective at the time of their admission into the program provided that they do not delay their expected graduation date evaluated at the effective time of the curriculum change by more than two academic years.
- 11 If the curriculum enhancement proposal requires new resources or release of current resources allocated to the program, such impact shall be identified and evaluated and included within the proposal.

- 12 Curriculum enhancement requests should be approved in time to allow for their inclusion in the university catalog for the next academic year and implementation in the Banner Course Management System before the start of the Fall semester pre-registration period.

12. Rolling Contract

1. QU considers rolling contracts as an important investment in institutional excellence.
2. Rolling contracts serve to provide stability for faculty members whose expertise is deemed essential for promoting the university's strategic objectives.
3. QU offers rolling contract (in line with section 3.4.2.2 in the QU Academic Bylaws at the end of his/her regular contract term.
4. Faculty may be placed on rolling contract appointment subject to the following criteria:
 - (a) Completed two cycles of regular three years contracts;
 - (b) Recommended for a third contract renewal;
 - (c) Achieved no less than "expected" rating on the annual performance review in the last 6 years
 - (d) Has no disciplinary actions on his record.
 - (e) Holding the rank of Associate Professor or higher
 - (f) Meet at least one of the following:
 - I. Achieved "Above Expected" rating on their annual performance review, four times during the last five years.
 - II. Outstanding performance evidenced by volume of research and/or a national/international outstanding achievement award.
 - III. Achieved academic promotion within the last 5 years.
5. With the approval of the VPAA, rolling contracts can be used to entice and recruit high caliber faculty in areas of strategic importance to Qatar University.
6. Rolling contract shall be renewed annually for four years
7. In case of non-renewal, faculty member will be notified that his/her appointment will not be renewed and the faculty member will be allowed to finish the remainder of the rolling contract.
8. Rolling contract is renewed annually and for faculty to maintain their rolling contract status, the following must apply:
 - (a) Score no less than "expected" on their annual performance review system and at least one score of "above expected" in the previous two years
 - (b) Not to be subject to any disciplinary action
9. Rolling contract holders are eligible to apply for sabbatical leave and summer research grants as per governing policy.
10. The triggers for terminating a rolling contract type are as follows:
 - (a) If the outcome of the annual evaluation of a faculty member holding a four-year rolling contract is "less than expected" for two consecutive years or twice in three years.
 - (b) Disciplinary action.
 - (c) Program termination.
 - (d) Budget freezing or budgetary considerations.

13. Academic Freedom

1. Faculty members are entitled to freedom in the classroom in discussing their subjects in ways that enhance learning and promote student development;
2. Faculty members Are entitled to full freedom in research and in the publication of their findings, in adherence to the commonly acceptable practices of conducting and publishing research;
3. Faculty members should recognize that their special position in the community imposes special obligations including the following: they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should

make every effort to indicate that they are not necessarily representing the views of the institution;

4. Faculty members are entitled to participate in professional and representative academic bodies inside and outside Qatar.
5. Academic freedom does not exempt a faculty member from acting responsibly and carrying the responsibilities and duties defined in University bylaws, regulations, rules and similar management documents.
6. A faculty member should recognize that the right of academic freedom is enjoyed by all members of the academic community. The faculty member should be prepared at all times to support actively the right of the individual to freedom of research and communication.
7. A faculty member should maintain the mutual respect and confidence of his/her colleagues. He or she should endeavor to understand the customs and traditions of the academic community. He or she should also respect the culture and traditions of Qatar.
8. A faculty member enjoys the same freedom as defined in the Constitution of Qatar and other laws applicable in the country.

14. Faculty Credentials

1. Faculty Qualification: Qatar University employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, the University gives primary consideration to the highest earned degree in the teaching discipline in accordance with the following guidelines:
 - a. Faculty must be qualified to teach in the discipline.
 - b. Faculty members must meet the university's requirements to teach in their discipline and the requirements of applicable accrediting and approval agencies.
 - c. 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 teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes.
 - d. Qatar University requires the following academic and professional qualifications:
 - i. A minimum of a Master's degree in the teaching field is necessary to teach undergraduate level courses that are part of an academic program.
 - ii. A doctorate, professional or terminal degree is required to teach graduate courses.
 - iii. Faculty teaching baccalaureate courses: Must hold a doctor's or master's degree in their teaching discipline or master's degree with a concentration in their teaching discipline (minimum of 18 graduate semester hours in their teaching discipline).
 - iv. At least 25 percent of the discipline course hours in each undergraduate major are taught by faculty members holding the terminal degree (usually the earned doctorate) in the discipline.
 - v. Faculty members, who teach university courses below the collegiate level (courses that do not count toward an academic degree at QU) including the Foundation Program, must have at least a baccalaureate degree in a discipline related to their teaching assignment, appropriate relevant teaching certification, and have experiences that help them relate to the particular needs of the adult students.
 - vi. Employed faculty member must be proficient in oral and written communication in the language in which assigned courses will be taught.
2. A terminal degree is generally accepted as the highest degree in a field of study. An earned academic (or research) 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.

3. Two original and official transcripts/degree certificate letter 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.
4. Transcript/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.
5. All transcripts/degree certificate letters submitted may be evaluated for equivalency by a university approved agency based on Faculty Credential Committee recommendation.
6. 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.
7. 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 Dean who will approve and forward to the office of VPAA.
8. Documentation of the credentials of all full-time and part-time faculty who are instructors of record for one or more courses will be retained by Human Resources in both print and digital format. Documentation shall include:
 - a. Demonstration of academic preparation per review of official academic transcripts.
 - b. 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.
 - c. Approved university agency degree evaluation report if recommended by Faculty Credential Committee.
 - d. 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.
9. The office of the Strategy and Performance will review the teaching assignment against courses listed in "Faculty Credential Form" every semester. Justifications shall be required for deviations from listed courses on the form.

15. Academic Recruitment

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

1. Recruit and hire the most highly qualified candidates who have the potential to further the vision, mission, and goals of the University.
2. Recruit and hire faculty who will bring diversity to the University in terms of experience, qualifications, universities, and schools of thought.
3. Seek, whenever possible, to recruit and hire Qatari faculty who will reinforce Qatar's plans for sustained development and self-reliance.
4. Recruit and hire faculty without regard to their gender, race, nationality, or belief.
5. Recruit and hire faculty who are proficient in the usage of Information Technology and English language skills.
6. Recruit and hire faculty with excellent teaching practices.
7. Priority in recruitment is given to candidates who can teach a wide range of courses in each academic program.

16. Acceptance of Credit by Examination

1. Academic credit may be awarded for exams completed prior to admission into Qatar University.
2. First Year applicants, Transfer applicants, and currently enrolled QU students are eligible to apply for credit by examination.
3. Academic credit is to be awarded based on equivalencies approved by the Vice President for Academic Affairs and recorded in the "Acceptance of Credit by Examination" tables.
4. The Acceptance of Credit by Examination tables are to clearly identify the courses or academic activities for which students may be awarded credit based on their results and define the minimum requirements for awarding credit.
5. The Acceptance of Credit by Examination tables are to be revised at least once every academic year based on a careful review of related material.
6. Any update to the tables including minimum exam result requirements and the academic credit to be awarded is to be approved by the Vice President for Academic Affairs based on recommendations from the relevant college, departments, and committees before its implementation and inclusion in the Acceptance of Credit by Examination tables.
7. A maximum of 24 credit hours may be awarded to a student.
8. Students admitted to Qatar University may, after consulting their academic advisor, apply for the award of credit as appropriate to their degree program through the Registration Department at QU.
9. Students applying for the award of credit should have the pertinent organization (IBO, College Board, Cambridge) directly forward their scores to the Registration Department at QU.
10. Credit is posted to the student academic record once appropriate scores are received and the student has officially enrolled at QU.
11. A specific letter grade is to be used in the student transcript to identify credit awarded.
12. Credit awarded may not be used in calculating the student GPA.

17. Establishment of New Academic Entity

1. The establishment of a new academic entity represents a significant outlay of resources and thus must be subject to a thorough internal review by relevant university units and committees including the Academic Program Review and Curriculum Enhancement Committee, the Faculty Senate and the Academic Council. Proposals for Centers, Institutes, or Units which primary mission is to conduct research must be subject to additional internal review by the Research Council.
2. The Office of the Vice President for Academic Affairs is responsible for coordinating and overseeing the review and approval process for the establishment of a new academic entity.
3. Two levels of proposals (Preliminary and Full proposals) are required for the establishment of a new academic entity.
4. Proposals for the establishment of a new academic entity may be developed in collaboration with external bodies and organizations.
5. Approval of the preliminary proposal by the University President is required before proceeding with the development of the full proposal.
6. The preliminary proposal for the establishment of a new academic entity should be developed following the preliminary proposal template approved by the Vice President for Academic Affairs which is to include a feasibility study and a clear business plan.
7. The full proposal for the establishment of a new academic entity should be developed following the full proposal template approved by the Vice President for Academic Affairs that should include at minimum the following required information:
 - a. The proposed entity's mission, objectives and goals,
 - b. The purpose of the new entity including a description of the programs, courses, services, projects, or research to be offered by the entity.

- c. Relevance to the university mission and strategic plan, including the impact of the new proposed entity upon the existing academic entities,
- d. Description of intended impact and anticipated effects and benefits of the proposed entity on the instructional, research, and community service programs offered by the university,
- e. Justification that the proposed entity meets a need currently not being met by other entities within the university,
- f. Definition of quantitative measures of success including timetable for initial and periodic evaluation,
- g. Internal and external constituencies to be served and anticipated partnerships and collaborations with other institutions and organizations,
- h. Description of the administrative and organizational structure of the proposed entity including an organizational chart showing both the relationship of the proposed entity to the existing entities and the internal organization of the proposed entity,
- i. If funding is needed, budget estimates for the first year of operation, projections for the following four years, and anticipated sources of funding,
- j. Evaluation of human resources needs including faculty, administrators and staff,
- k. Statement of capital needs such as facilities, equipment and library resources,
- l. Description of immediate space needs and projections of future space needs.

18. Promotion for Teaching/Research Assistants and Lecturers

1. Full-time teaching /research assistants at colleges and research centers under colleges may be promoted if they meet the promotion criteria.
2. Full-time Teaching and Research Assistants may be promoted from grade G to grade F, if the following criteria are met:
 - a. The applicant holds a Master degree in a field related to the job from reputable and accredited university.
 - b. Applicant's GPA in the Master degree is no less than 3.0 or equivalent;
 - c. Has been working full time for the last three years, two of which after earning the master degree.
 - d. Must have scored "meet expectation" or better in the Annual Performance Review and Development System in the last three years, and scored "exceed expectation" in one of the three years;
 - e. Scored a minimum of 5.5 in IELTS for programs taught in Arabic and 6.5 for programs taught in English and proficiency in Arabic as needed by the discipline.
 - f. Have clean, disciplinary record in the last 3 years;
 - g. The applicant has published at least one research paper in referred journals for teaching assistants and 2 referred papers in referred journals for research assistants.
3. Full time Teaching and Research Assistants, working at QU, may be promoted from teaching/research assistants (grade F) to lecturers (Grade E), if the following criteria are met:
 - a. The applicant holds a master/Ph.D. degree in a field related to the job from reputable and accredited university.
 - b. Applicant's GPA in the Master or Ph.D. degree is no less than 3.0 or equivalent;
 - c. Has been working full time at Qatar University for five years, of which the last 3 years at Grade F.
 - d. Change in the nature of the work needed for the applicant to become that of a lecturer (i.e. instructor of records in undergraduate courses rather than teaching labs).
 - e. Department need for the teaching load.
 - f. Must have scored "meet expectation" or better in the Annual Performance Review and Development System in the last five years, and "exceed expectation" in one of years;

- g. Scored a minimum of 5.5 in IELTS for programs taught in Arabic and 6.5 for programs taught in English and proficiency in Arabic as needed by the discipline.
 - h. Have clean, disciplinary record in the last 5 years;
 - i. The applicant has published at least two research papers in referred journals for teaching assistants and four research papers in referred journals for research assistants.
4. Promotions should not impact the total FTE for the program and/or department/center. In other words, there will be no replacement position for the promoted individual.
 5. Full time lecturers and Post-doc fellows, working at QU, may be promoted to assistant professor or research assistant professor (Grade D), if the following criteria are met:
 - a. The applicant holds a Ph.D. degree in a field related to the job from reputable and accredited university.
 - b. Has been working full time as Lecturer during the last five years (of which three years at QU).
 - c. Availability of vacant assistant professor/research assistant professor position.
 - d. Must have scored “meet expectation” or better in the Annual Performance Review and Development System in the last five years, and “exceed expectation” in one of years;
 - e. Scored a minimum of 5.5 in IELTS for programs taught in Arabic and 6.5 for programs taught in English and proficiency in Arabic as needed by the discipline.
 - f. Have clean, disciplinary record in the last 5 years;
 - g. The applicant has published at least three research papers in referred journals for lecturers and six research papers in referred journals for post-doc.
 6. All promotion applications shall be submitted in line with the academic promotion cycles.
 7. Approved promotions shall be effective from the date of the president’s approval.

19. Distinguished Professor

1. The designation of Distinguished Professor recognizes extraordinary, nationally, regionally and internationally recognized, scholarly attainment in an individual’s discipline or field;
2. Attainment of the Distinguished Professor rank is the highest academic honor the University bestows on a faculty member;
3. It is intended to signify a selected group of faculty members who are exceptional leaders in their respective fields as attested by national, regional and/or international reputation;
4. Eligibility for designation as Distinguished Professor is limited to the selected few that exemplify the title and are making a special contribution to the intellectual advancement of Qatar University;
5. There is no obligation to confer the designation in a given year;
6. Conferring the title of distinguished requires a rigorous academic review and a final approval by the University President;
7. Title modifiers (e.g. Research, Visiting) may be applied based on the selection committee recommendations, approval of VPAA and the final approval of the University President.
8. A Distinguished Professorship is not a promotion and does not follow the promotion procedure.

20. Honorary Doctorate

1. An Honorary Doctorate is a recognition granted by the university to recipients without completion of degree requirements. It is awarded on a selective basis to distinguished individuals who merit special recognition for outstanding achievement or leadership in a field consistent with the University Values. Such distinction may be in areas as research, scholarship, education, artistic creation, social activism, human rights, innovation or invention beneficial to society, and humanitarian outreach;
2. Colleges and other University Academic Administrators may nominate an individual for an Honorary Doctorate;
3. The Honorary Doctorate will be “Honorary Doctorate of Philosophy”;

4. Only the Board of Regents may authorize the award of an honorary degree;
5. There is no obligation to confer the Honorary Doctorate in any particular year;
6. The candidate should have demonstrated extraordinary achievement over an entire career;
7. Philanthropy cannot be the sole or main criterion for awarding an honorary degree, but may be taken into account as a factor to be considered by the Honorary Degree Committee in a determination to award an honorary degree;
8. Current employees of the university are not eligible, but honorary degrees may be awarded to former employees who meet the criteria;
9. No degree will be conferred in absenteeism;

21. QU Credit Hour

1. This credit hour system applies to all courses at all levels (undergraduate and graduate) that award academic credit counting towards graduation requirements regardless of the mode of delivery of the course.
2. Exception to the standards set by the credit hour policy may be granted in order to comply with discipline or accreditation specific requirements.
3. The credit hour definition and requirements represent a minimum standard that does not restrict a program of study from setting a higher standard that requires more student work per credit hour. Determination of credit hours shall be made by faculty in accordance with the definition of a credit hour and in conformity with common accepted practices in higher education, guidelines of professional bodies and accrediting agencies.
4. The amount of credit hours assigned to a course is to be determined based on the amount of work a typical student is expected to complete within a specified amount of academically engaged time to achieve the intended learning outcomes.
5. Determination of credit hours is made when a new course or a revision to an existing course is proposed. The submitted course details or syllabus are to be examined for contact time as well as for assignments and evaluation mechanisms.
6. Courses that have less structured classroom schedules, such as research seminars, independent studies, internships, studio work, or any other academic work leading to the award of credit hours, at a minimum, should state clearly learning objectives and expected outcomes and workload expectations
7. Credit hours may not be divided. Thus, one-half credit hours may not be granted to courses.
8. All Curriculum related committees within the university at the program, college, or university levels are charged with the application of the policy on credit hours in their review and recommendation for approval of all courses and for certifying that the expected student learning for the course meets the credit hour standard.
9. The Scheduling office at the Office of the Vice President for Student Affairs responsible for creating the schedule for each semester and for the summer term shall ensure that the schedule is in compliance with the present policy and should notify the Office of the Vice President for Academic Affairs for any case of non-compliance.
10. To ensure that standards for assigning credit hours are maintained, Qatar University has adopted the guidelines recorded in the table below for the assignment of credit hours. The table below indicates the minimum amount of time and work required for the assignment of one credit hour for the different types of instruction and academic activities.

Type of	Minimum Required Time for the Assignment of (1)
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Instruction / Academic	Classroom Instruction	Out of Class Time
Lecture	50 min (per week)	2 h 00 min
Laboratory	2 h 00 min (per week)	-
Independent Study	3 h (per week) in instruction and/or out of class	
Internships	40 h (<i>per semester</i>) in instruction and/or out of	
Field Work	-	3 h (per week or
Studio Work	2 h 00 min (per week)	2 h 00 min
Clinical Practice	2 h 00 min (per week)	-
Preceptor	40 h (<i>per semester</i>) in instruction and/or out of	
Lecture / Seminars	50 min (per week)	2 h 00 min
Online / Hybrid	50 min (per week)	2 h 00 min

22. Curriculum Framework

1. Qatar University aims to offer high quality undergraduate and graduate degree programs that embody a coherent course of study appropriate to higher education and designed to provide quality education while fulfilling the university mission. All degree programs are designed to accomplish predetermined objectives and to equip students with a predetermined set of learning outcomes.
2. All undergraduate degree programs offered at the university shall be structured according to a standard curriculum framework and shall contain a minimum of 120 Credit Hours. In addition to the general education component that shall contain a minimum of 30 Credit Hours, each undergraduate degree program curricula shall be defined by some combination of the curriculum components defined below.
3. All post-baccalaureate, graduate, or professional level degree programs shall contain a minimum of 30 Credit Hours and require the completion of a number of courses and a comprehensive exam, thesis, and/or project.
4. Detailed description of specific graduate and undergraduate degree programs may be published in the University Undergraduate and the University Graduate Catalogs.
5. The standard curriculum framework for academic programs and the Curriculum components composing an academic program are defined as follows:
 - A. An academic program is a cohesive arrangement of courses and experiences designed to accomplish predetermined objectives and to equip students with a predetermined set of learning outcomes. Academic programs leading to a degree must include:
 - I. A minimum of at least 120 semester credit hours or the equivalent at the baccalaureate level;
 - II. A minimum of at least 30 semester credit hours or the equivalent at the post-baccalaureate, graduate, or professional level
 - B. An academic program is more than just a major, it may also include different curricular components including minors, concentrations, and packages. An academic program may or may not lead to the awarding of a degree, diploma, or certificate. Academic programs leading to a degree must demonstrate consistency and coherence in course sequencing, increasing complexity, and linkages between and among program curriculum components.

23. Graduation Requirement

Diploma Degree Requirements

1. Diploma degree students must complete a minimum of 30 credit hours of course work beyond the bachelor's degree;
2. A minimum cumulative grade point average of 2.50 at completion of the degree requirements;
3. Diploma degree students must file for graduation within three years of first registration in the graduate program. Failure will result in automatic dismissal.
4. Students must fulfill program's additional requirements if any.

Professional Graduate Degrees Requirements

5. Professional graduate degrees emphasize practical applications of the discipline and typically have the title Master of (name of discipline) or PharmD;
6. Professional Master's degree requires a minimum of 30 credit hours with a significant culminating experience, as determined by the program;
7. A minimum cumulative grade point average of 3.0 at the completion of the degree requirements;
8. Professional Master's degrees students must file for graduation within four years of first registration in the professional degree program. Failure will result in automatic dismissal;
9. Students must fulfill program's additional requirements.

Master's Degree Requirements

10. Research oriented Master's degrees are first graduate degree in a discipline culminated with a research-oriented experience. Master's students must complete 30 graduate credit hours including a maximum of 6 credit hours for thesis or 3 credit hours for closure project. Exemptions to maximum of 30 credit hours may be granted to programs with justifiable special needs;
11. A minimum cumulative grade point average of 3.00 at the completion of the degree requirements;
12. No more than 9 credit hours with B grade or higher can be transferred to Qatar University.
13. University. Thesis work must be supervised by a Qatar University faculty;
14. The Thesis Examination Committee consists of at least 3 members, preferably with Graduate Supervisory Status; one member is an external to the University. The Office of the Associate Dean for Research and Graduate Studies must submit nomination for up to three external examiner who must be experienced in the field of study, preferably hold the rank of professor at an internationally recognized institution, have a record of completed supervision of thesis and have no affiliation with Qatar University. Each of the evaluators submits a signed copy of the Examiners Evaluation Form. Students must submit a final approved thesis 14 days before the end of the semester to be considered for graduation that semester. A student who fails the oral examination may be permitted for one re-examination if

24. Chronic Low Performance

1. QU Faculty Performance Review and Development System (FRDR) sets an overall acceptable level of performance that meets the faculty academic responsibilities.
2. Each faculty member shall be evaluated annually using criteria and methods approved by the university.
3. Faculty members have the right to disagree during the annual performance and development process.
4. Decisions made in cases of chronic low performance may be appealed.
5. A professional development plan is prepared for a faculty member that has been identified as performing below expectations.
6. Chronic low performance is a cause for consideration of termination of services from the University

25. Academic Administrative Appointment

1. The following academic administrative positions are:
 - a. Deans
 - b. University Program Directors (Foundation Program – Core Curriculum Program - Honors Program)
 - c. Associate Deans
 - d. Assistant Deans
 - e. Heads of Academic Departments
 - f. Directors of academic program/academic units
 - g. Coordinators of academic programs (undergraduate and graduate)
 - h. Course coordinators
2. The University is committed to the diversity of its academic members and to providing equal opportunities for all.
3. Candidacy for academic administrative positions shall be among the full-time academic members.
4. Appointment in academic administrative positions shall be for a fixed renewable period depending on the type of job, the needs of the university and the annual performance of the incumbent.
5. The appointment of academic administrative posts may be terminated before the end of the appointment term if there is a case of miss-management of their university duties and responsibilities or for the best interest of the University.
6. In the case of academic administrative appointments to the rank of Dean or higher, after the expiration of appointment term, the person shall return to his / her academic department, while considering the following:
 - a. Maintaining the existing basic salary for the academic administrative position.
 - b. Change the financial grade to match his/her academic rank.
 - c. Allowances of the financial grade shall be canceled and the allowances of the academic rank shall be in effect in accordance with the applicable allowances of the University.
7. Academic members may be assigned an acting academic administrative position for a term of one semester, renewable for one or more semesters. Holder of the acting position shall obtain all the benefits of the position.
8. One person may hold two academic administrative positions at the same time, if necessary, and may be allocated allowances at the discretion of the appointee, with the appropriate approval.
9. The teaching load is applied to academic administrative positions according to QU teaching load policy.
10. The holders of academic administrative positions shall be evaluated according to the approved policies.
11. The policy of sabbatical leave approved by the university shall be applied to the holders of the academic administrative positions for the rank of Dean and higher.
12. The decision to appoint an academic administrative position shall be issued by the higher authority of the direct supervisor and upon recommendation of the latter, according to the following:
 - a. Appointing deans of colleges and program directors at the university level by a decision of the university president based on the recommendation of the appropriate vice president.
 - b. Appointing associate deans, assistant deans, heads of academic departments, academic program managers/directors and program coordinators by a decision of the appropriate vice president based on the recommendation of the Dean.
 - c. Appointment of the coordinators of academic programs and course coordinators by a decision of the Dean of the College upon the recommendation of the Head of the Academic Department and with the written consent of the appropriate Vice President, while complying with the procedures for appointing the coordinators stipulated below.
13. Administrative academics are at the level of head of department or higher and have direct responsibility for the management of their unit in terms of academic, administrative and financial and are responsible for the implementation of university policies and procedures in the unit as

well as the implementation of the strategy of the unit in line with the university strategy and mission in accordance with the powers vested in them.

14. Appointment and renewal period:
 - a. Appointments of deans, associate deans, assistant deans, university program directors, heads of academic departments and academic program directors for a period of three years, renewable based on performance reports and university needs.
 - b. Program coordinators shall be appointed for a period of two years, renewable for one period only, based on the performance reports and the requirements of the University.
 - c. Course coordinators shall be appointed for a period of one year, renewable for one period only, based on the performance reports and the university needs.
15. The administrative academic posts may be renewed if approved by the relevant authority and based on performance:
 - a. Performance indicators and the achievement of the goals of the academic unit.
 - b. Self-assessment of successful leadership in the management of academic unit.
 - c. Assessment of the direct supervisor.
16. The program coordinators shall be appointed according to the following rules:
 - a. An academic program coordinator shall be appointed if the academic department has more than one academic programs, and must be in a different specialization than the head of the department.
 - b. An academic program coordinator is appointed if it is an academic accreditation requirement.
 - c. A coordinator for graduate programs is appointed in general and not a coordinator for each graduate program in the academic department, taking into account number of students enrolled in these programs.
 - d. A coordinator may be appointed if the number of faculty in the department is more than 40 members.
 - e. A coordinator for minor is appointed only if the minor is self-contained and not subordinate to a core major.
17. Course coordinators shall be appointed according to the following rules:
 - a. One coordinator is appointed for each of the courses in which more than twenty sections are offered in the semester.
 - b. The teaching load of course coordinators is reduced by three credit hours per year (with the approval of the Dean) and there is no management allowance.
18. Advantages of Administrative Academic Appointments:
 - a. A reduced teaching load according to the teaching load policy.
 - b. Membership of the College Council in accordance with the University's approved policies and procedures.
 - c. Management allowance according to approved university policies and procedures.

26. Altering the Rank of a Candidate

1. Academic units or candidates may request consideration to alter the academic rank from that in the advertised position.
2. The selection committee should forward its justification for altering the rank to the Department Chair who will consult with the department/program promotion committee. The Chair must submit his/her recommendation to the Dean/Unit Administrator along with the department/program promotion committee's recommendation.
3. The Dean/Unit Administrator must thoroughly evaluate the academic unit's request to consider offering a higher or lower rank to a candidate.
4. The Dean/Unit Administrator requests the college promotion committee's input and forwards the recommendations to the VPAA.
5. Upon the VPAA's request, the Academic Promotion Committee (APC) is responsible for evaluating recommendations to alter a candidate's academic rank.
6. A maximum period of one week should be allotted for each administrative stage.

27. Postdoctoral Research Fellowship

1. Postdoctoral Research Fellowship (PRF) is only for academic Qatari staff (employed by Qatar University and on indefinite contract) who have received their doctorate degree or equivalent professional degree in the last 12 months; Fellowship must be approved by the VPAA taking into consideration the applicant home department/ and college/centre recommendations;
2. Postdoctoral Research Fellowship Program is for a one-year. However, in special cases, supported with evidence, the VPAA can grant an additional 12 month extension based on departmental and college recommendations;
3. The PRF leave is considered as leave with pay; fellow will be eligible for a monthly stipend above QU salary. The stipend amount will be the same used for scholarships;
4. PRFs will be eligible to all fringe benefits available to other Qatari faculty employed by QU;
5. PRFs are required to adhere to all applicable host organisation and Qatar University policies and procedures;
6. PRFs will be evaluated by his/her unit/department in Qatar University taking into account their host organisation external mentor/advisor evaluation report;
7. PRF will qualify for annual performance increases as normal employees based on their evaluation outcome;
8. On completion of the fellowship period, PRFs, are required to immediately resume their faculty role with Qatar University;
9. PRFs are expected to serve at Qatar University for at least a period of time double the period they were placed as part in the PRPF program, in addition to other periods of service required under the scholarship policy.

28. Enrollment Limits

1. Safeguarding against low enrollment requires an alignment with student admission rates to a major in order to ensure a satisfactory number of students are enrolled each academic year.
2. Good planning and early intervention are critical tools to be used in setting enrollment limits.
3. Course minimum enrollment shall follow the Class Scheduling Policy and Procedures.
4. Colleges have a responsibility to ensure the admission rates to the major allow it to operate without resulting in low enrolment on scheduled courses. Unless a major is approved by the VPAA to operate with less than what would normally be classified as an adequate admission to safeguard against low enrollment for the duration of the degree, the major, minor, or concentration should not be offered in the given academic year.
5. Lower division courses (which are 100 and 200 level lecture courses), should be scheduled with a capacity of no less than 45, unless it has been designated as a special category course and has approval to be scheduled with a lower ceiling from the VPAA.
6. The University has an obligation to offer a *required* course in the major/minor/concentration, as per the term specified in the University catalog, in order to safeguard student progression. A rationale is required where such courses have been offered with low enrolment.
7. It is the responsibility of Departments/Programs to ensure a suitable number of *electives* are offered as per the needs of the study plan.
8. Undergraduate *elective* courses should not be offered, without justification, in cases where they fall below the minimum enrolment rate (as stipulated by scheduling policy) designated for the type and nature of the course, as calculated on the last day of the add/drop week for closing a scheduled section.
9. In cases where a *service course* is scheduled based on the request of Colleges / Departments / Programs, it is the responsibility of the requesting unit to make sure that there is enough students demand for the course

29. Online Hybrid and Distance Offerings

1. Qatar University allows the offering of online, hybrid and distance courses and programs.
2. Qatar University shall provide sufficient infrastructure and facilities for offering online courses. This includes providing the appropriate equipment and technical expertise.
3. Qatar University shall provide the needed security measures to make sure that a student registered in a course is the same one who participates, completes and receives the credits of this course.
4. Qatar University faculty who is assigned as a lead instructor on courses, would have completed an approved training course offered by Qatar University.
5. Online, hybrid and distance courses and programs should follow QU relevant policies.
6. Qatar University owns the copyright and intellectual property of material developed by QU for online courses/programs.
7. Student transcripts should clearly identify the type of course that the student accomplished (distance, online, or hybrid course).
8. Mid-term and final exams are conducted at QU campus, and if the course is offered to students outside Qatar, exams will be conducted in an accredited testing center contracted by QU.
9. Student's interaction should be determined by assigning online discussion with the class teacher.

30. Syllabus

1. Qatar University requires that students are provided with clear information about the objectives; requirements; content; and the method of evaluation/assessment for each course taught at the University. The compilation of this information is presented in the form of a course syllabus.
2. Two syllabi are maintained at QU; master course syllabus, developed by academic program and approved by academic department; course syllabus developed by faculty, based on master syllabus, reviewed by academic department.
3. For courses taught in the Core Curriculum Program, copy of the master course syllabus and course syllabus must be maintained by the Core Curriculum Office.
4. Master Syllabi are to be kept within the specific college and/ or academic program and filed by the Office of Associate Vice President for Academic Planning and Quality Assurance.
5. Course syllabi includes all information contained in the Master syllabus without modification. It contains additional material which is developed by the faculty member.
6. Course syllabus must be clearly articulated to avoid any ambiguity and or disagreement between faculty and students on course content and/or evaluation.
7. The course syllabus of all courses should be accessible in electronic form through course management system for students registered in the course. The instructor may also provide a printed version of the syllabus to students.
8. Departments and /or academic programs shall review syllabi prior to their distribution to students in order to ensure compliance with University standards.
9. Colleges/ academic programs should ensure that syllabi are either presented based on a common format/template specific to a program/department, or that a college-wide common format/template is used.
10. Faculty should avoid modifying a syllabus after a course has commenced and the syllabus has been distributed to students.
11. All syllabi (master course syllabi and course syllabi) used should be maintained in a syllabi bank.
12. Colleges, Departments and/or academic Program are entitled to build on the minimum baseline requirements by adding additional requirements to what should be included in syllabi used.

31. Clinical Track

1. Qatar University adopts the clinical faculty track to strengthen professional education at the respective colleges.
2. Professionally qualified faculty, will help colleges and departments to connect theory to practice in their curriculum, and will be predominantly practice-oriented, heavily weighted on the teaching of clinical, practicum, and other pertinent courses offered.
3. Teaching workload, promotion, compensation and other faculty-related matters for clinical track faculty are governed by the QU relevant policy.
4. Like other QU faculty members, clinical faculty are expected to serve in committees work, administrative appointments and tasks, leadership of specific services, and any other relevant professional activities.
5. Clinical track faculty are subject to regular performance appraisal under the rules and regulations set by QU.

32. Course Numbering

1. Courses shall be identified by an Alpha-numeric descriptor that includes a Subject Area Code followed by a Course Number in accordance with the following guidelines:
 - a. Subject area codes serve as the official abbreviations used to designate disciplines, programs, fields, and sub-fields, in the Course Numbering System.
 - b. Each course shall be preceded by a four characters alphabetic abbreviation that designates the discipline or program emphasis.
2. More than one subject area code may be assigned to a program/discipline.
3. A three digit numeric code shall be used to designate course numbers. The first digit of the number shall determine the level of the course, and the other digits may be used for other course identifications.
4. The number assigned to a course should assist in identifying the student population for which the course is intended and should reflect the sequential development of knowledge and skills in a given area.
5. An Alphabetic character can be used before and/or after a course number to indicate specific criteria/condition.
6. Course code and number adjustment must follow the university relevant policies and processes.
7. An Honors course section shall be designated by the letter H to be appended at the end of the course number.

33. Academic Semester

1. QU offers the following semesters:
 - a. Two regular semesters namely Fall and Spring. Each semester shall have 15 weeks of teaching.
 - b. One regular summer semester with 6 weeks of teaching.
 - c. Four-week semesters for both undergraduate and graduate courses. These may be offered during summer and winter semesters; University will have two four-week sessions during summer semester as well as four-week session during winter semester
2. All courses, regardless of type of semesters they are offered, are subject to the highest standards of quality.
3. Courses offered during short semesters should be equivalent to courses offered during regular semesters in terms of quality, content, coverage and assessment.

4. Short semester classes and credit are the same as the regular 15-week sessions but at a faster pace.
5. Academic departments may, for justifiable reasons, develop course proposals for appropriate courses to be offered during short semesters.
6. Courses offered during academic semesters may not violate any QU policy, especially related to number of contact hours per credit hour (credit hour policy).
7. Course offerings during short semesters is subject to approval by VPAA.
8. A course offered during short semesters may be recognized for credit (awarded credit hours) if it has been approved in accordance with Qatar University Policies.
9. Course in short semesters may be offered on a 4-week session for both undergraduate and graduate courses.
10. Students are allowed to register for short or regular semesters as long as they do not violate student academic load.
11. Students may register in overlapping semesters (during summer) as long as they do not exceed student load allowed for summer.
12. Faculty workload will apply for winter semester.
13. Student academic load for winter semester is 3 credit hours.
14. Scheduling of short semesters must take into consideration final grade processing and posting to banner.
15. Drop and withdrawal policies apply for short semesters, but it will be adjusted to fit the short semester schedule.
16. Academic standing will not apply to winter semester.
17. All semesters shall be reflected on the university academic calendar.

34. Authorship

1. Academic members of Qatar University must abide by the ethical principles and standards adopted internationally regarding the integrity of scientific research and publication.
2. The honesty and fairness shall be observed for the contribution of the participating researchers.
3. The standards of authorship at Qatar University apply to all disciplines and all academic members, as well as to research provided for academic promotions and/or used in the annual performance appraisal system.
4. Academic members wishing to collaborate with other researchers inside or outside the university in research projects should agree in the early stages on how to make decisions about the distribution of intellectual property, the order of authorship, and any other related matters. The agreement must be documented in writing to avoid disagreements.
5. Academic members must follow the professional standards prevailing in their fields to determine the order of the authors in the production and publication of the joint academic work. The order of authors in disciplines that do not have professional standards is determined by the amount of work contributed by each researcher. In all cases, all parties participating in the academic work shall agree on the order of their names listed in academic work.
6. **Authoring Criteria:** The researcher who composes and publishes an academic work (article, report, book, book chapter, etc.) must achieve the following criteria:
 - a. Significant contributions to the idea and design of the academic work or in the collection, analysis and interpretation of data.
 - b. To contribute substantively to the formulation, editing or revision of the academic work.
 - c. To be able to clarify his/her contribution to the academic work and to defend it.
 - d. Approval of the final version of the academic work for publication.
7. **Recognition of contributions from third parties:** Contributions that do not meet the criteria for authorship must be recognized independently in the academic work.
8. **Scientific authoring and publishing for students:**
 - a. Graduate and undergraduate students must adhere to ethical principles and internationally accepted standards regarding the integrity of scientific research and dissemination.

- b. Academic members must respect the students' rights to their intellectual contributions, and their right to publish the results of their research and research projects or in the registration of intellectual property. Academic members must also acknowledge the contributions of students to academic works and include them as authors whenever they meet the criteria for authorship.

9. Unacceptable scientific authorship:

- a. No author shall be included in the production and publication of the academic work if he/she does not meet authoring standards.
- b. The general supervision (administrative) of a group of researchers or assistance in the provision of funding or the provision of technical administrative support alone shall not be considered as meeting authorship criteria and his/her name may not be included as co-author in the production and publication of the academic work.
- c. The inclusion of the honorary author as co-author is immoral and constitutes a violation of this policy.
- d. The use of the ghost author is immoral and constitutes a violation of this policy.
- e. Consultants or experts may be used in the production of the academic work, provided that his/her name is not included as an author as he/she does not meet the criteria of authorship.

10. Author's Order: The authors' order responsibility lies with the main author and must be based on the actual contribution to the production and publication of the academic work. All authors must sign a written agreement that determines the order of authors before publication of the academic work.

11. Authorship disputes: It is the responsibility of the main author, after consultation with the co-authors involved, to consider and decide on any disputes concerning the authorship and the order of authors. If authors cannot resolve these disputes, the resolution of the dispute shall be referred to the direct supervisor following approved administrative channels. The policies and procedures of the funding agency may be used if the dispute with authors of research funded by non-university research agencies.

12. Research funding: The main author and co-authors must acknowledge in the text of the academic work the source of funding in accordance with funding agency requirements.

13. Affiliation:

- a. The main author and co-authors of Qatar University must mention Qatar University as an affiliation in all academic works.
- b. The affiliation of an academic member with another academic institution other than Qatar University in the production and dissemination of academic works is a clear violation of QU policies and regulations.
- c. Academic member (during the first six months of his/her work at Qatar University) may mention another affiliation in the production and dissemination of academic works under two conditions:
 - i. Obtain the approval of College Dean before publication.
 - ii. Qatar University is mentioned as the first affiliation.
 - iii. Excludes researches and publications that are being published before joining Qatar University.
 - iv. Departing academic members from Qatar University must mention Qatar University as an affiliation in all academic works during the first six months after leaving Qatar University.

14. Conflicts of Interest:

- a. Sole authors, main authors and co-authors must ensure that the academic work does not conflict with the policies of professional conduct and conflict of interest at Qatar University. They must also avoid any situation that may involve a conflict of interest between their personal interests and the interests of the University.
- b. Authors shall take all appropriate scientific procedures and methods in the production and dissemination of academic works, and shall ensure the accuracy of reports, statistics, data and results.

- c. The inclusion of any inaccurate or misleading information about research activity within CVs, grant applications or employment applications is immoral and violations to university policies.
- d. It is not permissible to publish several academic works dealing with the same results, unless these academic works contain mention of other relevant academic works. Author who submit the same academic works to more than one publisher, or provide one or more similar or substantially similar academic works to publishers must inform the publishers that he/she is presenting such works.
- e. Any violations of this policy shall be subject to Qatar University's Professional Conduct Policy

35. Joint Appointment

1. A faculty member who is significantly engaged in interdisciplinary programs may hold appointments in more than one academic entity of Qatar University.
2. A joint-appointment reflects the active and substantial involvement of an academic staff in research and/or supervision of graduate students, in more than one academic entity in Qatar University.
3. Joint appointment may include department-to-department, college-to-college, college-to-research unit/center (or research unit/center to college) and research unit/center-to-research unit/center.
4. The principal criterion upon which a joint appointment shall be evaluated is whether the joint appointment would lead to significant **advantages to the QU community**, to both QU academic entities involved, and to the continued professional development of the faculty member.
5. Initiation and continuation of a joint appointment require consent of the individual, the Base and Host academic entities.
6. Joint appointments may be either continuing or fixed-term appointments.
7. The appointee is expected to spend a minimum of **65%** of his/her time in the Base academic entity and a maximum of **35%** of his/her time in the Host academic entity.
8. Recommendations concerning the joint-appointment of a faculty member are made at the Base academic entity level, in consultation with the Host academic entity.
9. A member's academic rank in the Base entity and in the Host entity shall be the same.
10. The period of fixed appointment will be up to three years (renewable).
11. Joint-appointee will be expected to provide an annual update of activities to both entities for annual reporting purposes.
12. The appointee must acknowledge his/her affiliation with the base and host entities in scholarly publications and communications, where appropriate.
13. Jointly-appointed faculty members are encouraged to participate in meetings of base and host entities.
14. Faculty members holding joint appointments will have full rights and privileges of the Base entity except as otherwise agreed in the joint appointment agreement.
15. For joint appointment, an agreement shall stipulate expectations for the faculty member in the areas of teaching, scholarship and service; procedures for faculty evaluation; agreements regarding the allocation of resources, the method(s) that will be used to solicit input from the Host entity for annual evaluations and promotion, buy-out time policy, and the weighting of performance criteria. Researchers with teaching role are encouraged to teach graduate level courses as well as supervise graduate students' research.
16. Individuals holding fixed-term joint appointments shall be expected to meet scholarly expectations of the Base entity with the acknowledgment that interdisciplinary research is likely to benefit both Base and Host entities.
17. Faculty holding either continuing or fixed-term joint appointments shall be evaluated/promoted according to the approved policies and procedures for faculty evaluation/promotion in the Base entity with feedback from the Host entity.

18. Normal contract renewal/termination will be based on established QU policies and procedures by the Base academic entity with feedback from the Host entity.
19. Joint appointments shall be renewed/terminated based on request by faculty, base academic entity or host academic entity with clear justification based on the performance of research and service to the entities.

36. Academic Support Staff Performance Development

1. All QU academic support staff (teaching and non-teaching) will be subject to annual performance evaluation and development process.
2. Academic support staff who are involved in teaching will be evaluated on their teaching effectiveness, service contribution to the entity, college and university, and professional development;
3. Academic support staff who are not teaching will be evaluated based on their job objectives set annually in agreement with their direct supervisor;
4. Evaluation process, rubrics and guidelines have to be made available to academic support staff before the beginning of the evaluation cycle.
5. The university, in coordination with the academic entity, will develop performance review and development guidelines that include evaluation baseline criteria. Academic entities may modify these guidelines; however, any modification must be approved by Vice President for Academic Affairs and distributed to academic support staff before the beginning of the evaluation cycle.
6. Academic support staff will be evaluated on a scale of 4 as indicated in the table below.

Qualitative Evaluation	Score
Exceptional	3.8 - 4.0
Exceed Expectations	3.4- 3.7
Meet Expectations	2.5 - 3.3
Below Expectations	2.4 and below

7. At the beginning of each evaluation cycle, academic support staff will meet with the direct supervisor to agree on objectives and weights for the various components of the evaluation.
8. Academic support staff who are in their probation year will be evaluated based on a process, criteria and required documentation that shall be shared with them at the start of their appointment.
9. Academic support staff who are on approved leave (most of the year) shall be given the evaluation score of the previous year.
10. Academic support staff who are pursuing their graduate education abroad will be evaluated based on their supervisor progress report. Those who are enrolled in course based master degrees, their evaluation will be based on their course grades.
11. The evaluation period for all categories of academic support staff is based on a calendar year; it begins with the start of the spring semester and ends with the conclusion of the fall semester.
12. Academic support staff may appeal their performance evaluation by submitting an official appeal letter to the next level of supervisory.

37. Emeritus Status

1. A faculty member on indefinite or rolling contract who has served the university with distinction over a period of no less than 15 years may be awarded the title of Emeritus or Emerita (for females) upon retirement.

2. The title will follow the regular academic rank professor/associate (restricted to associate professors and professors), emeritus (e.g. Professor Emeritus of History).
3. Emeritus faculty will maintain some privileges, such as Qatar University ID and email address, access to university services including, library, parking, recreational facilities, etc., office space secretarial assistance as available, attendance at graduation and convocation, listings in University catalogs and faculty/staff directory as emeritus faculty.
4. Emeritus faculty will be eligible to apply for research grants subject to governing rules and regulations.
5. Emeritus faculty may serve (ex officio) on department/college and university committees' membership as needed.
6. Emeritus faculty will be eligible to teach courses when and if needed in his/her discipline. In such cases, emeritus professors will be compensated per appropriate QU policies.
7. The appointee is subject to QU rules, regulations and conduct policy;
8. The emeritus status is granted for life; however, the university can rescind the title if appointee violates QU relevant rules, regulations and conduct policy.

38. Faculty Retention

1. Faculty members are normally hired on a three-year renewable contract. Contracts are renewed based on departmental need and faculty merit.
2. The university invests considerable effort and resources in recruiting, hiring, supporting, and developing highly qualified and diverse faculty.
3. Each college will determine the guidelines and criteria to be used for retention of faculty. Criteria used may include, but are not limited to:
 - a. needs of the program;
 - b. teaching effectiveness
 - I. including peer-visitation;
 - II. use of technology;
 - III. Students evaluation;
 - IV. use digital contents and resources;
 - V. learner centric approach to teaching;
 - VI. use research to enhance teaching and learning and students performance;
 - VII. integrate experiential and service learning when possible to achieve learning objectives; and,
 - VIII. Innovative teaching pedagogies.
 - c. research productivity;
 - d. maintenance of specialized or institutional accreditation requirements;
 - e. service contribution;
 - f. Annual faculty performance appraisal;
 - g. professional development;
 - h. collegiality, commitment and adaptability;
 - i. Innovative and technology enhanced teaching pedagogies; and,
 - j. Student learning outcomes assessment contributions leading to enhancement of academic programs and quality of graduates.
4. Retention of faculty is a major decision for both the university and the faculty member. Thus, transparency, objectivity, and fairness during the process are of paramount impact on the university community.

39. Retirement Teaching

1. Qatar University may appoint retired faculty members as part time teaching faculty in their respective areas of expertise.

2. Retired faculty members may be invited as guest members to participate in department and college councils and to serve on various committees.
3. Retired faculty members shall not hold administrative positions
4. Appointment of retired faculty members is for one year (9-months contract) renewable based on recommendation from the respective department head and college dean and the approval of the Vice President for Academic Affairs.
5. Retired faculty must have at least “meet expectation” evaluation of teaching in the last three years before retirement.
6. Appointed retired faculty members will receive a monthly stipend based on their academic rank as follow:
 - a. QAR 20,000 per month for “Assistant Professor”;
 - b. QAR 25,000 per month for “Associate Professor”; and,
 - c. QAR 30,000 per month for “Professor”.
7. Retired faculty members are not eligible for annual merit increase.
8. Appointed retired faculty members shall comply with all the duties and responsibilities of regular QU faculty.
9. University has the right to terminate the agreement in cases of violations of policies and/or best interest of university.
10. Teaching load shall be at least 12 credit hours in the academic year.
11. Overload payment will only apply if teaching load is above the maximum approved load for his/her equivalent academic rank (currently 18 credit hours).
12. All academic/faculty policies will be applied except faculty performance review and evaluation policy. The Vice President for Academic Affairs shall develop an evaluation system.
13. Colleges shall provide teaching assistants, where needed, to assist the faculty members in the teaching/learning process, especially in the integration of technology in teaching.

40. Regulating Textbooks

1. Evaluation of the textbooks and the conditions regulating their purchase and distribution in the University are subject to the rules stated herein after.
2. When evaluating textbooks, it is important to consider the following:
 - a. Textbooks shall be used for no less than 3 academic years, for the courses of Core Curriculum Program, and no less than 2 academic years for other courses unless there are serious reasons necessitating the change of the course textbook, such as ceasing publishing or becoming out of print; or the occurrence of major changes in the course description or the textbook.
 - b. Keep using the available edition of the textbook in the Textbook Section before requesting its new edition.
 - c. Using the same textbook for all sections and groups studying the same course.
 - d. Textbooks shall meet students with special needs requirements.
 - e. Use preferably E-books whose cost does not exceed the cost of the paper books.
 - f. Textbook cost shall be considered beside its expected educational value
 - g. Textbook shall cover most of the topics included in the course.
 - h. Originality of the textbook
 - i. Reputation of the publisher
 - j. Compliance of authors and publishers with of intellectual property regulation in the State of Qatar, and at QU.
 - k. Textbook academic review.
 - l. Textbook shall be approved by the dean of the College.
3. The University provides textbooks services within the campus for the registered students and faculty members.
4. The university subsidizes textbooks for all registered students (QU bears 50% of the textbooks whose price exceeds QR50 as specified by course instructors). Students pay for a

- textbook if its cost is less than QR50.
5. The Textbook Section shall:
 - a. Monitor and review the stock of textbooks annually,
 - b. Send a list of the available textbooks and their numbers to the relevant Colleges and Centers for reusing them.
 6. The Textbook Section may sell textbooks to educational institutions outside Qatar University after the approval of the VP for Administrative and Financial Affairs, provided that such selling does not violate the laws in force in the State of Qatar.
 7. The Textbook Section may exchange textbooks with other libraries and colleges. It may donate them to the college library or to charitable associations, faculty members or to students based on a proposal, made by the Dean or the Head of Textbook Section, and approved by the VP for Administrative and Financial Affairs. The donation is subject to the final approval of the President.
 8. The Textbooks Office specifies and announces annually the approved procedures relating to the textbooks distribution.
 9. Colleges and Departments shall provide training courses on E-books for all faculty members and students at the beginning of each semester in collaboration with the Center of Excellence in Teaching and Learning.
 10. College and Department faculty members shall not directly request textbooks for students from publishers, as this violates procedures followed by the Procurement and Contracts Department in the University.
 11. The Textbooks Committee prepares a form to evaluate the content of textbooks according to the pillars and criteria stated in Article (3). The committee may add other criteria as deemed appropriate. The VP for Academic Affairs approves the form which shall be reviewed every two academic years.

41. Regulating recording and capturing of lectures

1. A faculty member submits a written request to the Head of the Department before starting to record or capture of the lecture using the approved electronic system.
2. After receiving the faculty's request, the Head of Department coordinates with the ITS Department to record and capture the lecture.
3. Viewing the recorded and captured lectures shall not exempt students from attending physically classes, except lectures enclosed in distant (online) teaching programs.
4. The University supports lectures recording and capturing systems, and it also supports the use of computer's software used for capturing lectures to make effective active learning strategies in teaching.
5. All the recorded and captured lectures are the property of the University.
6. The recorded and captured lectures shall not be used for the performance appraisal system without the prior consent of the faculty member.
7. Broadcast of the recorded or captured lectures on external websites is not allowed without the consent of the respective faculty member and the VP for Academic Affairs.
8. The course instructor may review the lecture before broadcasting it on the approved learning management system.
9. While the recorded or the captured lectures are broadcasted on the approved electronic learning management system, the right of students not to appear in the recording or lecture capturing should be considered.
10. The recorded and captured lectures are saved and retained for two years. They will be deleted after this period unless the concerned entities request their retention.

42.E-learning Management Systems

1. All E-Learning Management Systems approved by the University must be used in all courses of all programs without any exception.
2. The academic departments and units may create electronic professional groups for the E-Learning Management Systems.
3. Users of E-Learning Management Systems must abide by the applicable regulations and policies related to the use of information technology as well as the bylaws and laws related to the intellectual property in force at Qatar University and in the State of Qatar.
4. The faculty member or student who upload content or links is fully responsible for the accuracy, integrity and legality of the uploaded content on the E-Learning Management Systems including electronic links.
5. The right to use the uploaded content is transferred to the University once the content is uploaded on the E-Learning Management Systems of the University.
6. The use of E-Learning Management Systems is not allowed for non-educational purposes or activities not related to the university.
7. All individuals who are entitled to access and browse the content uploaded on the E-Learning Management Systems must abide by the privacy policy in force at the University.
8. All users of E-Learning Management Systems must maintain the security of logging in, logging out, users' names and passwords.
9. All courses available on the approved E-Learning Management Systems are accessible to:
 - a. Faculty members before 8 weeks of the academic semester starting (except short semesters of study).
 - b. Students at least on the first day of the academic semester.
 - c. For the purpose of reading for all faculty and students at the end of the grading period, without being able to modify or enter new information after the announcement of students' grades on the Banner system.
10. The courses shall be saved and retained on the E-Learning Management Systems for six years. At the end of this period they will be deleted ,unless there is a request to retain them.
11. The Assistant Dean for Academic Affairs, Academic Head of Department and Academic Programs Directors or their representatives, may examine the reports of using the offered courses by their administration for the purpose of reviewing these academic programs.
12. The College Dean (or his representative) and the approved committees of the University may get a report from ITS Department containing information related to students' grades and dates of their entries.
13. The course instructor may, after the consent of the competent head of department, request to add another user.
14. Adding other users of the courses, is allowed, upon the request of the College Dean or any one authorized by the Dean in the case of reviewing academic courses, programs and appraisal of faculty members.
15. The Banner System automatically records adding/ withdrawing students into/ from courses on the E learning Systems
16. VP for Academic Affairs office, set yearly, in cooperation with ITS Department , a committee comprising representatives from the Academic Affairs Office and ITS Dept. and Students Affairs Sector. The committee is responsible for specifying all the executive procedures
17. After the consent of both College Dean and E-Learning Management Systems Committee, new modules and educational models may be added to the E-Learning Systems or integrated with other systems.
18. The ITS Department shall carry out the maintenance and upgrading of the used systems periodically based on a declared schedule which takes into account the academic schedule as far as possible to keep the learning process going on smoothly.
19. The ITS Department and the Center of Excellence in Learning & Teaching provide the technical and professional support to faculty members for all E-learning Systems used in the University.
20. The ITS Department establish the size of the uploaded files on the E-Learning Systems in

accordance with the learning and teaching requirements.

21. E-Learning Management Systems may be used in all tests intended for students'

43. Academic Awards

1. Awards are granted based on criteria and evidence proving that the faculty member's contributions are effective and in alignment with QU Vision, Mission and Strategic Plan.
2. The University grants the academic awards annually in the following fields:
 - a. Academic Excellence Award
 - b. Excellence in Teaching Award
 - c. Excellence in Faculty Service Award
3. The University grants the Research Excellence Awards annually in the following fields:
 - a. Science & Engineering,
 - b. Medical, Biomedical, Health and Pharmaceutical Sciences,
 - c. Humanities and Social Science
4. The nominees for the academic awards shall fulfill the following conditions:
 - a. Being a fulltime faculty member at the University for at least one academic year.
 - b. Having an academic rank no less than lecturer.
 - c. Has not won this award over the last three years.
5. A nominee for the Research Excellence Award shall fulfill the following conditions:
 - a. Being a fulltime faculty member/researcher at the University for at least five academic years,
 - b. Has not won this award over the last five years.
6. The same nominee shall not be granted more than one academic award and one research award in the same year.
7. The University may grant other academic awards related to the University's vision and mission.
8. Each college may grant financial or in-kind awards annually provided that:
 - a. The total sum of the awards shall not exceed the amount of 50,000 QRs.
 - b. The Award's monetary value granted by the College shall not exceed the Award's monetary value granted by the University in the same field.
9. The monetary value of each award is determined by the University based on the table below, which should be reviewed when necessary.
- 10.

Name of Award	Financial Value
Academic Excellence Award	Seventy-five Thousand Qatari Riyals (75,000)
Excellence in Teaching Award	Fifty Thousand Qatari Riyals (50,000)
Excellence in Service Award	Forty Thousand Qatari Riyals (40,000)
Research Excellence Award in Sciences & Engineering	Fifty Thousand Qatari Riyals (50,000)
Research Excellence Award in Medical, Biomedical, Health and Pharmacological Sciences	Fifty Thousand Qatari Riyals (50,000)
Research Excellence Award in Humanities and Social Sciences	Fifty Thousand Qatari Riyals (50,000)

11. The faculty member may nominate himself/herself or may be nominated by his/her direct supervisor.
12. The competent VP shall assign a committee to evaluate the nominees' files and recommend

granting or withholding the award based on the approved criteria of the award announced on the University website at the beginning of every academic year.

13. The competent VP announces the winner or winners of the award.

44. Regulating rewards of committees formed by the President or the Vice Presidents

1. In consideration of the applicable academic policies and bylaws, the President determines the value of the specified rewards to be paid to the chairperson and members of committees; he also approves the rewards proposed by his Vice presidents for the chairs and members of the committees they set.
2. If the committee is set by the President, the decision forming the said committee may contain special terms exempting the committee from some articles of this decision.
3. At the beginning of each academic year, All VPs are required to send a list of permanent committees to the President for approval.
4. At the end of each academic year, all Vice presidents are required to send to the president a list of the temporary committees that he wants to reward their members along with tasks and duties carried out by those committees, and the Vice Presidents' proposal of the reward value.
5. Reward payment of the committee chairs and members shall be made based on the following rules:
 - a. Permanent Committees: the amount of 15000 QR (Fifteen thousand) should be paid to the committee's chair (per academic year. The amount of 12000QR (Twelve thousand) should be paid to each committee member per academic year.
 - b. Temporary Committees: The president may decide to pay rewards to chairperson and members of a temporary committee he set; he may specify the amount of the reward as he deems appropriate. The Vice President may propose reward the chairperson and members of a committee he/she set; he shall specify the reward value as he/she deems appropriate, provided that the proposal is approved by the President.
 - c. The committee secretary: the amount of 4000 QR (four thousand) should be paid to the committee secretary per academic year if he/she meets two requirements:
 - i. He/she is not a member of the committee.
 - ii. His/her work in the committee is done beyond his/her job's duties.
 - d) In determining the reward amount , the following criteria should be considered:
 - i. Members shall attend the committee's meetings throughout its term of service.
 - ii. The tasks carried out by the member within the committee.
6. The president may increase the reward amount for the committee's members and chairpersons according to the nature and significance of those committee's tasks.
7. The Committee chair proposes the reward amount for the auxiliary member based on the following:
 - a. The number of meetings he/she attended with respect to the overall meetings held by the committee throughout its period.
 - b. The tasks he/she conducted within the committee.
8. Upon the request of the president or the competent VP, the University administration shall pay the committees' rewards at the end of the academic year.