

# FACULTY PERFORMANCE REVIEW & DEVELOPMENT SYSTEM

—College of Engineering Specific Criteria—

November 2021

**Note:** This document complements the Qatar University "Faculty Performance Review and Development System Guidelines" with College of Engineering Specific Criteria. It does not contradict any of the general guidelines and policies.

# **College of Engineering Faculty Performance Review and Development System (FPRDS)**

Evaluation components, evaluation activities and their weights range are as in the Qatar University "Faculty Performance Review and Development System Guidelines" for regular faculty, research track faculty, clinical track faculty, lecturers and teaching assistants. Teaching is weighted between 40 and 60 percent of the total evaluation for professorial ranks; for regular faculty (teaching emphasis track), lecturers and teaching assistant who are teaching on a full time basis in college, the weighting is between 60 and 80 percent. The weight for the teaching component should be allocated in increments of 10-15% for each course taught, irrespective of the sections. Research and Innovation is weighted between 30 and 60 percent for regular track faculty and between 0 and 30 percent for lecturers, and between 0 and 20 percent for teaching assistants. The research faculty can be accommodated with the following ratings for teaching (15-35%) as per the university guidelines, and Research and Innovation (60-70%); the weighting for Professionalism and Service will remain as for regular faculty members, lecturers, and teaching assistants (10-20%). The total percentage of teaching and research should not be below 80%.

**Table 1: Appraisal Weights** 

		Table 1. Appraisal Weights	Weigh	t
Domain	Range	Sub-domain	Regular Faculty	Research Faculty
		Teaching Portfolio	30%	30%
		Student course evaluation	20%	20%
Teaching and	50-60% regular faculty 40% if course reduction	Peer observation (full process including reflection) (optional)		
Learning	20-25 % research faculty	Innovation in teaching and utilizing excellence themes in teaching	10-20%	10-20%
		Course management and administration	10-20%	10-20%
		Curriculum Development/Enhancement	10-20%	0-20%
	30-40% regular faculty	Publications	40-80%	60-80%
	nd 40% if course reduction for service-related roles 50% if course reduction for research-related roles 60-70 % research faculty	Grants	0-30%	10-30%
Research and		Scholarly and Creative activities	0-10%	0-10%
Innovation		Quality and Impact	10-30%	10-30%
		Relationship with students, colleagues and supervisors	10%	10%
		Service to Department, Center, College, University, Community, and Profession	30-60%	30-60%
	10-20% regular faculty 20% if course reduction for service-related roles 10% if course reduction for research-related roles	Support Department, Center, College and University Strategic KPIs	10-20%	10-20%
Professionalism and Service		Teaching Willingness and Diverse Ability to Teach Different Types of Courses	0-10%	0-5%
	10-20% research faculty	Leadership, Teamwork, and Effective Communication skills	15-25%	15-25%
		Awareness and Compliance with Qatari Culture and	0 or 1 Yes/No	0 or 1
		University Policies and Procedures		Yes/No
		Career Professional Development	10-20%	10-20%

# 1. Evaluation Criteria for Teaching and Learning

Table 2 shows the related performance indicators and rubrics. The total score for teaching and learning can be cumulated using a combination of all of the categories to indicate the level of achievement of the faculty member under the overall "Teaching and Learning" component.

**Table 2: Performance Indicators and Rubric for Teaching and Learning** 

No	Teaching/Learning Effectiveness	ance Indicators and Rubric for Teaching ai	ilu Leariilig	
			of and in the all-	1.0
1	Teaching Portfolio*: Maximum 10 pages. Should include:	Evidences / documentations provided for (1) Challenges faced in teaching these courses (2)Improvements and actions made to the courses taught (3) Suggestions for future improvements (4) Analysis of student grades		
		No evidences provided		0.0
2	Feedback on the student course questionnaire (course	An average score of 2.8 (70%) or higher out of 4.0		1.0
	evaluation) **			(ME
		Less than 2.8 out of 4.0		0.0
				(BE)
3	Peer observation / evaluation (optional)	Satisfactory observation by peers		1.0
	(optional)			(ME)
		Non-satisfactory observation by peers		0.0
				(BE)
4	Innovation in teaching and utilizing excellence themes in	Show compelling evidence on student engagement through using different learning activities such as: 1.	Show compelling evidence on student engagement through	1.0
	Evidence of utilization of excellence in teaching (learner centric, experiential, researchinformed, entrepreneurial, and digitally enriched)     Use of several teaching	Evidence of utilization of excellence in teaching (learner centric, experiential, researchinformed, entrepreneurial, and digitally enriched)  Interactive lectures; 2. Guided discovery approach; 3. Case studies; 4. Field studies; 5. Group discussions; 6. Collaborative learning; 7. Independent learning; 8. Information Literacy; 9. Extracurricular experiments; 10. Others to encourage student engagement to enhance Critical thinking, Communication skills, and/or Problem solving)	using 2 different learning activities throughout the semester.	(ME)
			Show compelling evidence on student engagement through using a single learning activity throughout the semester.	0.0 (BE)
	effective participation of	Integrates creative technology in teaching and	Integrates effectively technology in teaching and	1.0
	students in the educational process and the achievement of the course learning outcomes.	process and the effectiveness (e.g., developed an e-learning achievement of the course environment, use of Blackboard, blended e-learning,	learning within the basic requirements throughout the semester.	(ME)
			Does not integrates technology in teaching and	0.0
			learning	(BE)
5	Course management and	Adopted different types of assessment methods (i.e.	Adopted 3 types or more	1.0
	administration	essay, project, quizzes, exams, assignments, etc.)		(ME)
			Adopted less than 3 types of	0.0
			assessment	(BE)
		Provided evidence of effective assessment methods for utilizing the three types of assessment	Evidences provided	1.0
		(diagnostic, formative, and summative) with samples	No evidence	(ME)
		of student work showing how the student performance level has been improved.		0.0
				(BE)

		Evidence of reviewing course evaluations from previous semesters and incorporating the feedback into the current courses	Evidences provided  No evidence	1.0 (ME) 0.0 (BE)
		Managing and coordinating the course in a professional manner; Selecting appropriate and upto date resource materials to students; Providing clear information and expectations in course syllabit o prevent misunderstandings between faculty and his/her students	Evidences provided  No evidence	1.0 (ME) 0.0 (BE)
6	Curriculum Development / Enhancement ***	Evidence of curriculum development / enhancement such as developing a new course, new concentration / minor / major or substantive changes to a course or courses	Evidences provided  No evidence	1.0 (ME) 0.0 (BE)

ME: Meet Expectations; BE: Below Expectations

<sup>\*</sup> Teaching portfolio is needed from lecturers and TAs only when they are not fully responsible of a whole course or separate lab

<sup>\*\*</sup> This is the cumulative student feedback rating achieved by the faculty member on all courses taught during the evaluation period.

<sup>\*\*\*</sup>Lower range to cater for Research faculty at centers who do not have control on the courses they would like to teach. It depends on needs by department

#### 2. Evaluation Criteria for Research and Innovation

Tables 3-6 show the rubrics for 4 major categories of research productivity indicators (publications, grants/ research funding, scholarly and creative activities, and quality and impact of research) based on the quality and quantity of the reported research activities. The total score can be cumulated using a combination of the 4 major categories to indicate the level of achievement of the faculty member under the overall "Research and Innovation" component.

Table 3: Performance Indicators and Rubric for Publications

	Unit Scores							
	Top Tier*			Second Tier*				
Publications	Full Professor		Others		Full Professor		Others	
	Senior Author**	Co- Author	Senior Author**	Co- Author	Senior Author**	Co- Author	Senior Author**	Co- Author
Journal Paper***	0.22	0.18	0.25	0.22	0.15	0.12	0.18	0.15
Book (Max. 1 will be counted)	0.22	0.18	0.25	0.22	0.15	0.12	0.18	0.15
Book Chapter/Edited Book (Max. 1 counted)	0.1	0.08	0.15	0.12	0.06	0.05	0.1	0.08
Conference Paper (Max 2 will be counted)	0.1	0.08	0.15	0.12	0.06	0.05	0.1	0.08
Granted Patent	0.22	0.18	0.25	0.22	0.15	0.12	0.18	0.15
Standards	0.12	0.1	0.12	0.1	0.12	0.1	0.12	0.1
Other (Specify/Justify)								

<sup>\*</sup> See APPENDIX for definitions of Top and Second Tiers

Table 4: Performance Indicators and Rubric for Grants/ Research Funding

Ongoing Research Funding		Unit Scores*				
		Received		ning		
		PI	LPI	PI		
Exceptional/Large Grants**	1.0	0.75	1.0	0.75		
External/Industrial Grants	1.0	0.50	0.75	0.50		
QU i-Grants	0.5	0.25	0.5	0.25		
Other (Such as; UREP; PDRA, etc.)	0.5	0.25	0.5	0.25		

<sup>\*</sup>Maximum total is 1.0

<sup>\*\*</sup> As defined in the CENG promotion criteria for senior authorship

<sup>\*\*\*</sup> To encourage high quality scholarship, the top tier journal publications shall be granted full credit in two successive evaluation periods.

<sup>\*\*</sup> More than QR 4,000,000.00

**Table 5: Performance Indicators and Rubric for Scholarly and Creative activities** 

Other Research Activities	Sub-Category	Unit Score*
	Internationally	0.5 (0.25 for Provisional Patent)
Research Excellence Award or Registration of Patent (Granted full).	Regionally	0.25 (o.125 for Provisional Patent)
Engagement in external competitive proposal written and submitted during the evaluation year but no funded	LPI & Co-LPI	0.5
evaluation year but no fundeu	PI	0.25
Supervision of students involved in research grants (not part of the workload).	Such as; UREP	0.5
Practical applications derived from research and with proven impact (i.e. software, tools, protocols, novel drugs, procedures used in clinics, research or education.		0.5
Others (Specify/Justify)		

<sup>\*</sup>Maximum total is 1.0.

Table 6: Performance Indicators and Rubric for Quality and Impact of Research

Quality and Imp	Quality and Impact Indicators				
Quality	Number of Papers in Q1: at least 1				
	H-Index: Within Program Average	0.25			
	Citation: Within Program Average	0.25			
	Author identifiers profiles: Scopus ID, ORCID and Google Scholar	Yes/No			
Impact (at least two of the indicators)	Outputs in top percentiles: It indicates how many articles are in the top 1%, 5%, 10% or 25% of the most cited documents.	0.25			
	Support of QU/CENG Ranking: Among top 50% of CENG authors contributing to QU and CENG Ranking in QS or THE.	0.25			
	Commercialization of Research Product (Technology Readiness Level (TRL 5) or above	0.25			
	Impact of research to Qatar (Community, Industry, Branding, Image)	0.25			

<sup>\*</sup>Maximum total is 1.0.

#### 3. Evaluation Criteria for Professionalism and Service

The faculty professionalism and service is evaluated through evidence-based and shall be well documented in Digital Measures and is based on the significance and impact of the activities as well as on the role played by the faculty in providing this such accomplishment (Table 7).

- 1. Relationship with students, colleagues, and supervisors:
  - Conducts interactions with students, colleagues and supervisors in nearly all circumstances with a professional and ethical mind-set, sense of duty, and sense of accountability.
  - Demonstrates conduct that illustrates insight into his/her own behavior.
  - Shall not be subject to any disciplinary sanction or investigation or misconduct or behavioral incidents related to students, peers and supervisors
- 2. Service to department, college, university, community, and profession:
  - Evidence of constructive and impactful service to department, college, university, community, and profession;
  - Evidence of editorial board membership or chairmanship and/or non-paid consultancy. Examples can be found in Tables 8, 9 and 10
- 3. Support department, college, and university strategic KPIs:
  - Evidence of support to the strategic plans (KPIs) of department or college or university
- 4. Teaching willingness and diverse ability to teach different types of courses (undergraduate vs. graduate, senior projects, thesis/project supervision...):
  - This should be documented by actual work load of faculty members.
  - Diversity in teaching courses (UG vs. Graduate courses, thesis supervision).
- 5. Leadership, teamwork and effective communication skills:
  - Evidence of leadership, such as mentoring students and/or junior faculty members
  - Evidence of effective teamwork such as working together in teams/committees
  - Faculty effectively communicates with others (Technicians, Admin Assistants, TAs, RAs...)
- 6. Awareness and compliance with Qatari Cultural and university policies and procedures:
  - Demonstrates awareness and compliance with Qatar University culture, policies, and procedures.
- 7. Career professional development:
  - Attending workshops on teaching excellence themes and assessment as explained in the reflection paper and action plan for improvement
  - Participating in follow-up sessions
  - Implementing new knowledge and/ or skills gained (i.e. presenting in front of participants how implementation took place and what was the added value in class, how it enhanced students learning, and inviting peer(s) for class observation
  - Registering for online training programs, participating in these programs, their followup sessions and the results received
  - Using different technology means to enhance teaching, assessment and research after taking workshops / training programs
  - Participating in training programs on research including follow-up sessions (on student engagement in research, grant writing, research techniques, etc.
  - Attending seminars on service-related issues (e.g., program assessment, program continuous improvement, accreditation, etc.)

Performance indicators and rubric for career professional development can be found in Table 11

It is the responsibility of the faculty member to provide all the necessary evidences that support his activities. The HoD evaluates these activities based on a holistic appreciation of the faculty member overall effectiveness, ethics, collegiality, professional behavior, impact and proactivity. The score must be in the range of 0 to 1 (Table 7)

Table 7: Performance Indicators and Rubric for Professionalism and Service

#	Professionalism and Meet Expectations (1)		Below Expectations (0)		
	Service	inicat Expectations (E)	Delott Expectations (c)		
1	Relationship with students, colleagues, and supervisors	Conducts interactions in nearly all circumstances with a professional and ethical mindset, sense of duty, and sense of accountability. Demonstrates conduct that illustrates insight into his/her own behavior. Shall not be subject to any disciplinary sanction or investigation or misconduct or behavioral incidents related to students, peers and supervisors	Demonstrates repeated lapses in professional conduct wherein responsibility to students, peers, and/or the program are not met. These lapses may be due to an apparent lack of insight about the professional role and expected behaviors. Be a subject of sanction or investigation or complains from students or colleagues that must be documented		
2	Service to department, college, university, community, and profession	Evidence of constructive and impactful service to department, college, university, community, and profession; OR Evidence of editorial board membership or chairmanship and/or non-paid consultancy	No any evidence of such service to any party is presented		
3	Support department, college, and university strategic KPIs	Evidence of support to the strategic plans (KPIs) of department or college or university	No any evidence is presented		
4	Teaching willingness and diverse ability to teach different types of courses	Evidence of teaching willingness and diverse ability to teach different courses to different levels of students (UG and PG) and/or ability to supervise student thesis/projects	No any evidence is presented		
5	Leadership, teamwork and effective communication skills	Evidence of leadership, teamwork and effective communication skills	No any evidence is presented		
6	Awareness and compliance with Qatari Cultural and university policies and procedures.	Demonstrates awareness and compliance with Qatar University culture, policies, and procedures.	Evidence of failure of awareness or compliance with such societal and/or university parameters		
7	Career professional development	Evidence of professional self development such as attending workshops, continuous professional development, etc.	No any evidence is presented		
	Final score:				
	I .	<u> </u>	I .		

Table 8-10 show the examples of service to department, college, university, community, and profession:

### Table 8: Examples of Service to the Department/College/University

#### **Examples**

Effective and constructive involvement in various department/college/university committees

Active participation in developing the field of specialization in the university (i.e., program development, active participation in launching a new program, etc.)

Active participation in program assessment, evaluation, and continuous improvement efforts

Development of new university initiatives and/or bringing such initiatives to fruition

Leading the effort or contributing as a member of a task force to address issues facing the department/college/University or its community

Representing the University in public media forums

Contributing to student welfare through engagement in supporting extracurricular student activities, participating in student-faculty committees, or serving as advisor to student organizations, organization of events for the center/department, conferences, and inviting speakers.

# **Table 9: Examples of Service to the Community**

#### **Examples**

Collaborative endeavors with schools, government agencies, and/or the industry

Consulting with private and public organizations

Making research outcomes understandable and useable by the public, or by policy makers

Having a media communication in popular and non-academic media including newsletters, newspapers, radio, and television on issues of general interest to the public

Offering presentations, workshops, short courses for the industry, the government, or the public

Evaluating programs or policies for external agencies

Recruiting or informational visits to schools

Serving as a member of a board

# Table 10: Examples of Service to the Profession

#### **Examples**

Holding affiliations with professional associations in one's field of expertise

Contributions of time and expertise to serve external professional organizations and societies

Serving as an appointed or elected officer of an academic or professional association

Serving in areas of professional competence as a chair, an organizer or a program committee member for conferences, panel sessions, workshops, or meetings

Participating in external professional visits as an external program reviewer, competition judge, or accreditation organization representative

Serving as the editor or a member of editorial board of professional journals

Refereeing manuscripts submitted to journals or grant proposals submitted to competitive funding organizations

**Table 11: Performance Indicators and Rubric for Career Professional Development** 

Examples of CPD activities	Unit Scores*
Evidence of:  • Attending workshops on active learning and assessment as explained in the reflection paper and action plan for improvement.	0.25
Participating in follow-up sessions.	0.25
• Implementing new knowledge and/ or skills gained (i.e. presenting in front of participants how implementation took place and what was the added value in class, how it enhanced students learning, and inviting peer(s) for class observation).	0.25
Evidence of registering for online training programs, participating in these programs, their follow-up sessions and the results received	0.25
Evidence of using different technology means to enhance teaching, assessment and research after taking workshops / training programs	0.50
Evidence of participating in training programs on research including follow-up sessions (on student engagement in research, grant writing, research techniques, etc.),	0.50
Evidence of attending 3 or more seminars on service-related issues (e.g., program assessment, program continuous improvement, accreditation, etc.)	0.50

<sup>\*</sup>Maximum total is 1.0.

# **APPENDIX**

**Definitions of Top and Second Tiers' Publications** 

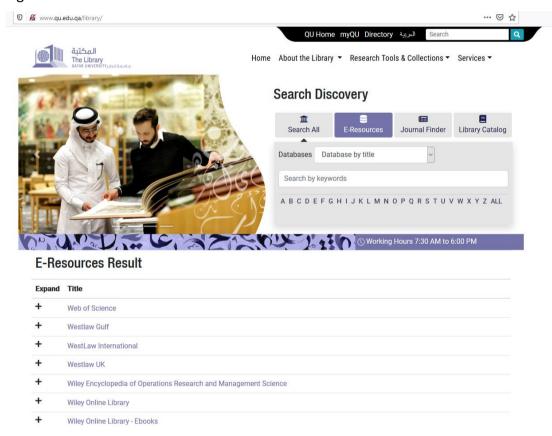
# **JOURNAL PUBLICATIONS**

- Top Tier: ISI Quartile Ranking Category Q1 & Q2
- Second Tier: ISI Quartile Ranking Category Q3 & Q4

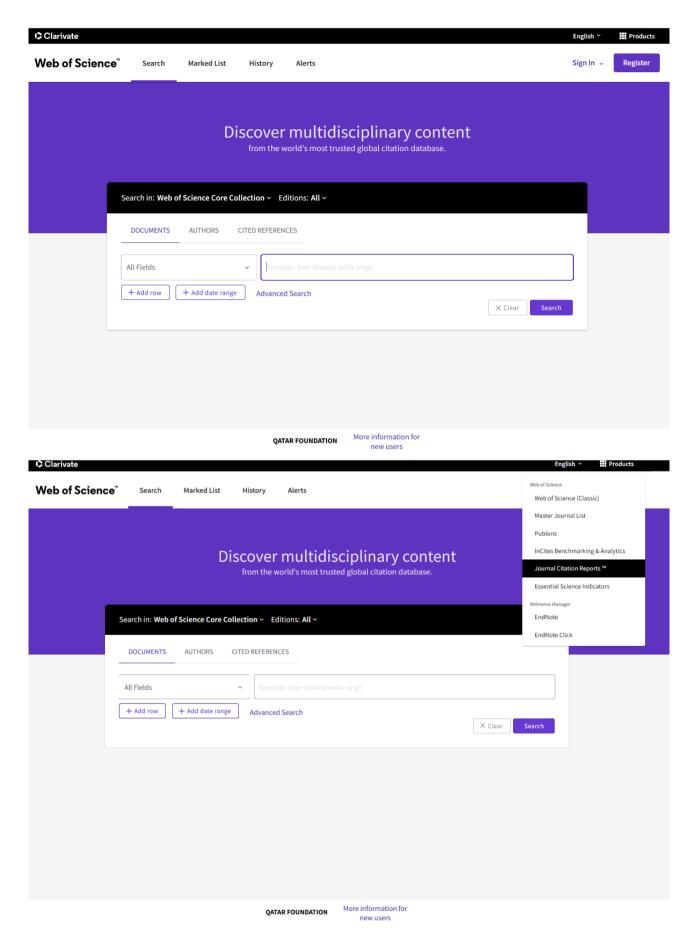
Based on Impact Factor (IF) data, the Journal Citation Reports (JCR) published by Clarivate Analytics provides yearly rankings of journals, in the subject categories relevant for the journal. Quartile rankings in a given year are derived for each journal in each of its subject categories according to which quartile of the IF distribution the journal occupies for that subject category. The quartile ranking categories are defined as follows:

- Q1 denotes the top 25% of the IF distribution,
- Q2 for middle-high position (between top 50% and top 25%),
- Q3 middle-low position (top 75% to top 50%), and
- Q4 the lowest position (bottom 25% of the IF distribution).

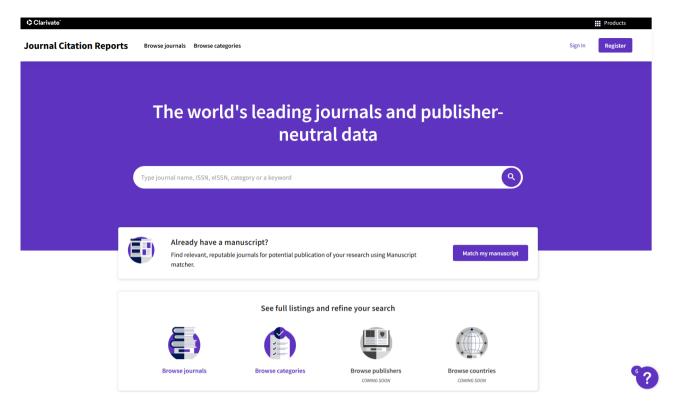
To know the Quartile ranking of any ISI indexed journal for any specific year, you need to use the ISI Journal Citation Reports (JCR). You can access the JCR website from the QU Library Website by searching for JCR as shown below:



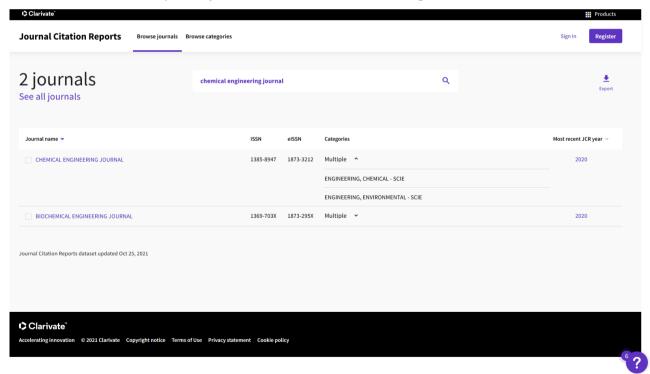
Click on "Web of Science" which is under E-resources. You'll get the following screen:



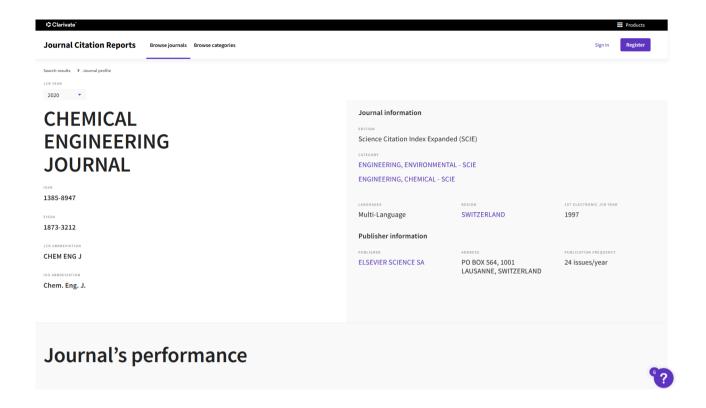
Click on "Products". By clicking on the Journal Citation Report (JCR) link, you'll get the following screen:



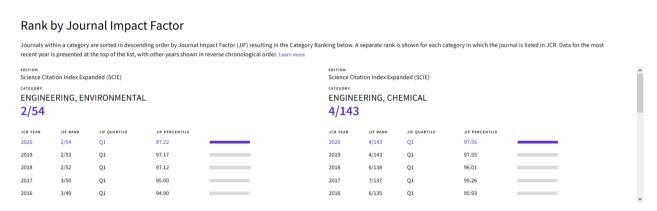
You search for the specific Journal (Chemical engineering Journal) and click on it to get the detailed information about the specific journal as shown in the following screen:



Then, click on one of the journals to see the journal performance and details about it. Example of the first journal "Chemical Engineering Journal".



You can see the "Rank by Journal Impact Factor" of this Journal as seen in the example below.



# **BOOKS AND BOOK CHAPTERS**

- Top Tier: Well recognized international publishers (e.g. Pearson, Wiley, McGraw-Hill, ...)
- Second Tier: Well recognized regional publishers

Note: Books and Book Chapters published from PhD Dissertations should not be counted.

# **CONFERENCE PUBLICATIONS**

- **Top Tier**: Conferences indexed in Web of Science
- Second Tier: Conferences indexed in Scopus.

<u>Note</u>: Sometimes, conference indexing takes time. In this case, it is possible to refer to previous years' history of the conference.

# **PATENTS & STANDARDS**

■ **Top Tier**: International

• Second Tier: Regional & National