College of Communication and Media Sciences
Zayed University

Guidelines for Faculty Promotions

(Update: October 2017)

Policies and Procedures

I.   The College of Communication and Media Sciences of Zayed University will adhere to the University's policies on Evaluation of Faculty Performance and Faculty Promotions in considering faculty for promotion in rank. Faculty members seeking promotion are well advised to check these applicable references on the University Intranet:

   a. 6a. ACA-FAC-06 Faculty Promotion Policy (PCDC 10Sep2017) 12Sep2017.docx http://webapp15.zu.ac.ae/policies/Policies
   b. 6b. ACA-FAC-06 Faculty Promotion Procedures (PCDC 10Sep2017) 12Sep2017.docx http://webapp15.zu.ac.ae/policies/Policies

II. Faculty members become eligible for promotion to a higher rank upon providing satisfactory evidence of achievements that fulfill the University criteria for higher rank (ACA-FAC-06 Faculty Promotion Policy). Faculty members who do not meet the criteria for time-at-rank should submit a pre-application to determine their eligibility for consideration for promotion to the dean who will make a recommendation to the provost.

III. Evaluation of faculty for promotion in rank in the College of Communication and Media Sciences will be guided by the College's mission and the degree to which faculty members seeking promotion have contributed to achieving that mission:

   • Provide baccalaureate students with the communication theories, concepts and skills they will need to be successful in professional communication and/or media fields, and in leading productive lives.
   • Provide post-baccalaureate, professional development and continuing education opportunities for communication and media practitioners that enable them to stay at the cutting edge of their fields.
   • Assist in the development and growth of communication and media industries and organizations in the United Arab Emirates and the region through the research and creative activity contributions of its faculty and students.
   • Achieve international recognition as a leading communication/media college.

IV. The dean will appoint, in consultation with the faculty, a College Promotion Committee to review and evaluate applications for promotion and to forward its conditional comments and recommendations to the dean. Terms of service will be staggered to

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ensure both continuity from year to year and some rotation of membership and viewpoints. The committee will consist of at least three faculty members, with representation from both Abu Dhabi and Dubai campuses, at the rank of Associate Professor or Professor. If a committee member is seeking promotion, the dean will name an alternate to temporarily replace the member in the year of application.

The senior committee member will normally be appointed chair, and he/she will serve as the College representative in the University promotions committee. Members will participate in discussions and recommendations of faculty applying to the rank they hold or lower ranks. Associate Professor committee members will not participate in the review and/or vote regarding candidates seeking promotion to full professor. In this case, full professors may be recruited from within the college and outside the college to serve on the committee to review candidates for full professor.

V.   Candidates for promotion must strictly follow the timeline publicized in the University's annual Calendar of Personnel Actions (distributed each fall semester and available on the University's Intranet), and submit their digital promotion dossier (portfolio) to the dean by the date at the start of the Spring semester that is set by the College Promotions Committee. The dossier must be in the format specified by the template "Format for Promotion Dossiers" in document 6b. ACA-FAC-06 Faculty Promotion Procedures. Materials should be categorized according to this format, including those related to teaching and advising effectiveness, research and creative scholarship, and service since last promotion

VI.   Supporting materials, such as books, journals, and copies of articles or samples of creative scholarship, should be submitted along with the dossier to the dean's office where they will be kept in case a college or university committee member wants to view them.

VII. Applicants for promotion must submit names and contact information for 3 potential external reviewers of the rank to which they are applying or above, by the date identified in the Calendar of Personnel Actions. The college promotion committee shall produce a list of 3 scholars qualified to review the Applicant's scholarly work. The dean will submit 3 more external reviews for each applicant applying for promotion to the rank of Associate Professor or Professor. Names of prospective external reviewers must be submitted by the dean to the provost for approval. The promotion process will be terminated for candidates who fail to follow these procedures.

VIII. The College Promotion Committee will review materials submitted by each candidate for promotion and submit to the dean a written conditional evaluation of the degree to which the submitted materials support each candidate seeking promotion. Once external reviews are received, the College Promotion Committee and the dean will finalize their recommendations and forward them to the provost.

Evaluation Areas and Criteria

The College of Communication and Media Sciences at Zayed University has three Major Concentrations that include Media Production and Storytelling, Integrated Strategic Communication and Tourism and Cultural Communication. The College expects its faculty to be excellent teacher-scholars who engage in innovative and effective teaching practices, and in significant scholarship in their disciplinary, creative and professional areas. The College values a diverse range of contributions in the scholarship and practice of communication, that demonstrate visibility and impact, and the effective integration of that scholarship with teaching that fulfills the vision and mission of both the College and the University.

I. Teaching and Advising Effectiveness

Teaching and academic advising effectiveness is a fundamental consideration in the awarding of promotion in rank. Student evaluations of teaching, classroom observations by the dean or his/her designee, and grade distributions will be considered in every case. In addition to these, applicants are also expected to demonstrate many of the following attributes.:

- Mastery of their subject area.
- Ability to integrate research and new knowledge with teaching to shape course content.
- Ability to integrate theory and practice in course design and delivery.
- Ability to create a learning experiences and assessments that reflect integration of discipline-specific and generic abilities.
- Ability to refine teaching practices based on self-assessment and feedback.
- Ability to organize and present material in ways that promote learning and assist students to achieve learning outcomes.
- Ability to engage students and motivate them to learn.
- Ability to develop and apply appropriate assessment practices and be fair in evaluating student work.
- Ability to provide feedback directed toward specific abilities and individual need.
- Accessibility to students outside of class.
- Ability to mentor and provide accurate academic advice to students.
- Demonstrate respect for students' opinions, backgrounds, beliefs, and culture.

It is acknowledged that individual faculty interact and engage with students academically in various ways. All faculty are encouraged to promote student learning by taking leadership in developing materials and professional development presentations that address curriculum and teaching enhancement, creating co-curricular and/or extra-curricular links between classroom learning and the application of learned skills and abilities as well as through student-faculty collaborative research.

Evaluation Criteria for Teaching and Advising

Whereas, the trajectory of a candidate's career in teaching and student advising is an important consideration in evaluating continued progress in—and/or dedication to—teaching effectiveness, only evidence of teaching and advising since the candidate's last promotion will be considered. Examples of the types of teaching and academic advising effectiveness may be demonstrated by, but are not limited to, any of the following areas. Areas 1-4 are required for all portfolios:

Number	Areas	Types of Evidence
1. **REQUIRED** (2-6 points)	Student evaluations and self-analysis of these evaluations in the context of overall grade distribution (must demonstrate teaching excellence)	Student evaluation average should be no less than 3.75 with a standard deviation of no greater than 1. Grade distribution reports (and summary thereof); self-analysis must demonstrate excellence.
2. **REQUIRED** (2-6 points)	Peer evaluations /Classroom observations and self-reflection (must demonstrate teaching excellence).	Examples of supervisory peer classroom observations (from Chair, Dean or Peer), faculty's average score should be no less than 4.0 overall; self-analysis must demonstrate teaching effectiveness.
3. **REQUIRED** (2-4 points)	Student Advising	Formal, written feedback from advisees; effective and regular use of advising information system; positive reference to the same in Chair/Dean evaluation or in official correspondence from Assistant Dean Students
4. **REQUIRED** (2-4 points)	Complete Course Files as per Faculty Roles and Responsibilities Policy and Procedures.	Reference to specific outstanding examples in portfolio; reference to the same in Chair/Dean evaluation.
5. (0-4 points)	Engagement with teaching and learning activities (within or outside ZU) • Completion of professional training or certification related to teaching • Participation in teaching workshops.	Certification or other direct evidence of completion of training/workshop attendance

6. (0-6 points)	Innovative Pedagogy (one or more of the below): • Organizing and leading study abroad trips directly linked to curriculum • Application of technology in the classroom • Other applications of innovative teaching in the classroom • Teaching awards	Evidence of professional development activities; classroom materials; copies of awards or other direct evidence
7. (0-4 points)	Learning Outcomes Assessment results: • Involvement in learning outcomes assessment activities at the department, college and/or university levels.	Email from quality assurance coordinator; reference to the same in Chair/Dean evaluation; reference to particular course files.
8. (0-4 points)	Student Research • Supervision of senior's thesis • Student/faculty research publication or conference paper. • Supervision of graduate programs' projects or thesis	Reference to the same in Chair/Dean evaluation; examples of honors thesis projects; examples of student-faculty publications or conference papers.
9. (0-4 points)	Co-Teaching	Syllabi and reference to the same in Chair/Dean evaluation
10. (0-4 points)	Leadership in programmatic and curricular development	Memos or decrees appointing the faculty to task forces or committees related to programmatic and curricular development

Evaluation Points for Teaching and Advising

• **23-31 points** (of which 16 must come from categories 1-4) **= Good**
• **32-40 points** (of which 18 must come from categories 1-4) = **Excellent**
• **41-46 points** (of which 18 must come from categories 1-4) = **Exemplary**

II. Research and Creative Scholarship

Both research and creative scholarship are treated as equal in promotion decisions. In addition to the reviews by committee members, the recommendations of the external reviewers are extremely important in determining the quality of the candidate's scholarship and activities

Candidates involved in scholarship should make a substantive contribution to the discipline or creative or professional practice that reflects high standards of quality and professional competence. Those seeking promotion will be expected to demonstrate the relevance and significance of their scholarship within their academic community. Scholarship is defined broadly to include disciplinary and interdisciplinary research, creative work, and scholarship on pedagogy. Scholarly work presented as evidence will be evaluated in the context of the norms and expectations within the scholar's disciplinary field.

To receive an Exemplary rating in scholarship, a candidate for promotion should demonstrate a pattern of accomplishment that is distinguished, one through which the candidate has earned a national, regional and/or international reputation. A rating of Excellent requires a pattern of accomplishment that indicates substantial progress toward a national, regional and/or international reputation. A rating of Good requires a pattern of ongoing scholarly activity and a significant contribution to scholarship in the candidate's field.

Research Scholarship
Candidates will also be expected to present and document their achievements in activities appropriate to assigned duties in the College. Faculty are expected to demonstrate excellent performance that can take a range of possible scholarly activities, that can demonstrate impact, peer recognition, clear contribution to knowledge, and sustained productivity:

- Publish in an established refereed scholarly journal.
- Present research papers at conferences
- Publish in peer-reviewed proceedings (full paper) from scholarly conferences
- Author or edit scholarly books and/or textbooks, and/or chapters of books and/or monographs that advance scholarship in a discipline
- Develop connections and collaborations with the professional community
- Participate in professional development activities for the professional community
- Pursue scholarly activity that integrates the discipline and teaching
- Maintain current knowledge in a discipline
- Relish intellectual challenges
- Pursue specialized research that advances knowledge in the field or discipline
- Apply specialized research to the needs of the UAE
- Seek collaborators in scholarly pursuits
- Engage students in research and scholarly activity
- Share scholarship and new knowledge with faculty colleagues, professionals and community
- Translating, normally a service, may be considered research when the translation is a major part of an academic project, especially when it involves research and adaptation of concepts to a second language. Work should include an original introduction placing the translated work into the greater body of knowledge of the discipline.

Only published works, works in press or works accepted for publication since the time of last promotion are evaluated at the time of application to promotion. Points are allocated based on the quality of the candidate's work as per the criteria indicated below. Publications that do not meet the criteria will not be awarded points.

The College Promotion Committee and the Dean rely primarily on external reviews in evaluating faculty research scholarship. Peer evaluation of the candidate's research and overall contribution to the field of study is vital in the process, as well as a consistent/ongoing pattern of publication that contributes to a particular body of knowledge relevant to the scholar's discipline, and the range and types of publications (multiple publications in the same journal, for instance, may not be given the same weight as publishing in different journals).

Faculty submitting research works are expected to provide evidence of their impact. Evidence of impact could include reviews, documentation of the citation counts of their journal articles, books and book chapters in bibliographic databases such as Scopus, Google Scholar, Social Science Index, letters from colleagues in the discipline, and others.

Creative/Professional Scholarship
Creative activities are intellectual works whose significance is validated by professional peers or recognized experts in the field nationally, regionally and/or internationally. Such works in their diverse forms must be original (or adaptations of original works) and based on a high level of professional expertise.

Examples of creative activities include (but are not limited to) short and feature length films that have played in a least one recognized international or regional festival, screenplays that have been judged "meritorious" in academic &/or professionally juried screenplay competitions, or produced/optioned by a reputable producer, creation of software or development of innovative or interactive platforms and contributions in emerging media that have had applied use, and photo exhibitions at galleries.. The College recognizes that contributions to the field will be diverse according to the creative/professional activity being pursued. A creative activity should meet the same standards of quality, peer evaluation and impact as more traditional research

Indicators of productivity in creative scholarship may take many forms, such as (but not limited to):

- Development of new technologies, materials, or methods
- Integration of knowledge or technology leading to new interpretations or applications
- Production of creative work such as audio-visual, graphic, video, short and feature length film, scripts, screenplays, photographic productions or multi-/transmedia that require original research or creativity.
- Presentation of work in prestigious and established forums, including conferences, exhibitions, festivals, art centers, galleries, museums, etc. (e.g., photographs in a major established publication, exhibits, etc.)
- New media and methods

- Author of original significant computer software programs for use within the field. Documentaries or extended background reports for print, broadcast or online media
- Funded grants received based on a competitive process.

Evaluation Criteria for Research and Creative/Professional Scholarship

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A - Category where work counts for 50-60 scholarly activity points

- Book-length research monograph, single author;
- Book-length translation with introduction or critical edition, single author;
- Textbook in field, single author;
- Editor of a book-length collection of articles, with authorship of a chapter (or article) or a significant introduction;
- Feature length (40+ minutes for film/video) artifact or regional/international campaign in print, online, broadcast, video/film, games, or emerging media where the candidate serves as one or more of the following: Producer/Director/Writer/Editor
- Weekly local, national, international broadcast television/radio show – a minimum of 30 minutes broadcast time, where the candidate serves as one or more of the following: Producer, Host, Writer-Researcher. A minimum of 35 weeks in an academic year.

B- Category where work counts for 35-49 scholarly activity points

- Book-length research monograph – joint author or lead author;
- Book-length translation with introduction or critical edition, joint author
- Guest editor of journal special issue with introduction and/or article;
- Textbook in field, joint author;
- Joint editor of a book-length collection of articles, with authorship of a chapter/ article or a significant introduction
- Medium length (20-39 minutes for film/video) artifact in print, online, broadcast, video/film, games, or emerging media where the candidate serves as one or more of the following: Producer/Director/Writer/Editor
- Professional Campaign accomplishment which may include, but is not limited to significant involvement as a: strategist, researcher, writer, or data analyst for a planned, research based national/regional persuasive or informational campaign
- Monthly local or national broadcast television/radio show where the candidate serves as one or more of the following: Producer, Host, Writer-Researcher (9+ months)
- Monthly national/regional/international newspaper column or editorial- minimum of one year.
- Visual Exhibition individual regional/international exhibition such as photography or photojournalism.

C - Category where work counts for 20-34 scholarly activity points

- Article in academic journal, in English, Arabic, or other foreign language, listed in Scopus or other reputable database – single author;
- Article in academic journal, in English, Arabic, or other foreign language, listed in Scopus or other reputable database – 1st or 2nd author;
- Book chapter in a refereed scholarly book single author;
- Book chapter in a refereed scholarly book 1st or 2nd author;
- Keynote address to a recognized scholarly conference in the candidate's (sub)-discipline;
- Short artifact (5-19 minutes for film/video) in print, online, broadcast, video/film, games, or emerging media where the candidate serves as one or more of the following: Producer/Director/Writer;
- Weekly academic blog podcast, video podcast, streaming artifact with points determined by audience and impact
- Visual Exhibition individual national exhibition such as photography or photojournalism;
- Visual Exhibition as part of a larger themed regional/international exhibition such as photography or photojournalism.

D - Category where work counts for 6-19 scholarly activity points

- Article in an academic journal, in English, Arabic, or other foreign language not listed in Scopus or reputable database – single author;
- Article in academic journal, in English, Arabic, or other foreign language, listed in Scopus or other reputable database – 3rd or 4th author (or more, depending on the nature of the research);
- Chapter in textbook;
- Monthly academic blog, podcast, vodcast, streaming artifact with points determined by audience and impact;
- Small artifact/campaign (30 sec – 4 minutes for film/video) in print, online, broadcast, video/film, games, or emerging media that could be defined, but is not limited to: public service announcement; broadcast/film crew position; web design; web development; web content; newspaper article; newspaper editorial; book review; broadcast news/feature assignment; photography assignment;
- Visual Exhibition as part of a larger themed national exhibition such as photography or photojournalism;
- Encyclopedia article (survey-length entry)
- Article-length paper in peer reviewed conference proceedings
- Book review in academic journal;
- Academic conference presentation peer reviewed;
- Academic conference poster peer reviewed;

- Other academic conference contribution: invited paper/panelist; as organizing a conference or panel; top paper award;
- Feature length investigative article in national/regional/international online or print magazine or newspaper with points determined by audience and impact;
- Externally funded research grant;

E - Category where work counts for 1-5 scholarly activity points

- Internally funded research grant as PI or co-PI;
- Article in conference proceedings, not peer reviewed
- Conference or poster presentation, not peer reviewed;
- Consumer publication;
- Trade publication;

Faculty submitting creative works are encouraged to document how and when their works were disseminated (shown) and reviewed (evaluated). This includes submitting official event documentation (program, catalog, announcement, DVD, etc.), letters of invitation, peer reviews, awards of merit and/or jury awards, published critiques, selection criteria, reviews published in academic or professional journals, whether in print or electronically.

Faculty conducting research scholarship should take note of the following:
Articles
Points will be given on the following criteria: Scope of the journal (international, regional, or national), Indexing of the journal, editorial process of the journal, ranking in SCImago (or other reputable database) and editorial board members (and the credibility this confers on the publication).
The significance of a publication is often determined by the journal's acceptance rate and circulation. Candidates for promotion must clarify their role in joint efforts and describe their research agenda.

Refereed conference paper presentations, published in conference proceedings, are not valued on the same level as those refereed and published in scholarly journals.

Book chapter
Point allocation will be determined on the basis of reputation of the publisher (university publishers or publishers with solid track records in academic research will receive the most points); the reputation of the book editors, the length of the chapter, and the geographical scope of the publication.

Books
Point allocation will be determined on the basis of the reputation of the publisher; the geographical scope of the publication; length of the book; and the review process. Factors that will also be considered include the impact of the book (e.g., citations, public discussion, prizes won for the publication), the print run and the reviews received by

manuscript reviewers and in scholarly publications. *Self-published books will not be considered.*

For edited books, the point allocation will also be for writing introduction and/or preface, number of chapters and length of the book, as well as for copy editing, proofreading and indexing roles.

For textbooks, point allocation will be higher for sole author or co-author and lower if three or more authors; international, regional, or national; length; and includes teaching aids (such as glossary, chapter summaries, key terms, review questions/exercises, additional readings, supplemental CD or online information).

Evaluation Points for Research and Creative Scholarship
It is expected that at least 75% of the required points earned will be in either categories A, B and/or C.

Promotion to Associate Professor:

Scholarly Points	Promotion Credits	Category
100	2	Good
120	4	Excellent
140	6	Exemplary

Promotion to Full Professor

Scholarly Points	Promotion Credits	Category
120	2	Good
140	4	Excellent
160	6	Exemplary

III. Service

Preface:
CCMS Faculty are expected to engage actively in service to their college, the university, their profession, and the wider community. Service does not include those activities integral to the role of a teacher and a scholar. The candidate's service contributions in the following categories should be properly documented and should demonstrate sustained and consistent engagement over the period since last promotion.

Depending on each faculty's workload designation during the period preceding the promotion application, the contribution of service can be lower or higher than average (4 hours per week). For example, academic administrators' service contribution to the overall workload is higher because of the nature of their assignments, whereas faculty who are heavily involved in scholarship can be expected to have a lower involvement in service. The presumption is that all faculty should have a service commitment of 4 hours per week as a minimum. This includes time given for administrative work, college and

committee meetings, university events, internship supervision, student club/society/association supervision, outreach activities, etc.

There are internal and external dimensions to service. This document includes internal and external service contributions in four main domains: (1) the college, (2) university, (3) profession and (4) community. Examples include the following items:

- Fulfilling administrative responsibilities at the college level,
- Contributing to College or University policy, procedure or program development,
- Participating in faculty governance through college and university committees, councils and task forces that are essential to the effective decision-making of the college and/or university,
- Organizing, directing or implementing faculty development activities,
- Contributing to curriculum development and review,
- Reviewing scholarly or professional works submitted to conferences or journals,
- Chairing or serving in a faculty or staff search committee,
- Advising student organizations,
- Mentoring and/or contributing to the professional development of colleagues,
- Contributing to student recruitment efforts to the college,
- Organizing, developing or participating in professional activities, such as
    - Workshops, seminars and special events,
    - consultancies and giving professional advice to organizations,
    - Serving on public committees and boards of corporations,
    - key local, national or international initiatives and programs,
- Active membership in local, national or international professional society/society/association,
- Serving in a leadership role in a national or international society/society/association,
- Serving as a referee in national or international competitions,
- Providing expert information or opinion to the national media,
- Mentoring and supporting public service work by students,
- Mentoring and supporting college alumnae,
- Receiving a service honor or award from an academic or professional society /society/association
- Contributing to other outreach activities that have a positive impact on UAE society,
- Teaching, training and mentoring national human resources (other than contributions classified under "Teaching").
- Fulfilling other forms of service requested or required by the college or university,
- Providing translating and interpreting services to the College or University

Evaluation Criteria for Service

The following table presents each service item and supporting evidence required:

I. SERVICE TO THE COLLEGE	
Item	**Supporting Evidence** (*please select the evidence that applies best in each case below*)
Curriculum Development (10-20 Points) • Curriculum development and review at the college level, • New program development/revision, • New course development/revision,	Email from Dean/Associate/Assistant Dean; Minutes, Reports, Reference to the same in Dean evaluation, E-mail from Committee chair, etc.
Learning Outcomes & Assessment (10-20 Points) • Learning outcome review and assessment at the college level,	Minutes, Reports, Reference to the same in Dean evaluation, E-mail from Committee chair, etc.
Administration (30-40 Points) • Fulfilling administrative responsibilities at the College level, including serving as Associate Dean, Assistant Dean, Graduate Program Director, Quality Assurance Director, Internship Coordinator, etc. • Contributing to College policy, procedure or program development,	Email/letter/memo/decree evidencing the role, Letter of appointment, E-mail from Dean/AD, Minutes, Reports, etc.
Student Orientation & Recruitment (10-20 Points) • Contributing to student orientation activities, • Advising student organizations, society/associations and/or clubs, • Participating in student recruitment efforts (e.g., Majors' Day, Parents' Evenings, etc.), • Supervising student interns during their work experiences, • Organizing and/or participating in alumnae reunions, • Serving as references for students, including writing reference letters to students & alumnae.	Email/letter/memo/decree evidencing the role, Email from Internship Supervisor, Reference to the same in Dean evaluation, etc.

Faculty Advising & Mentoring (10-20 Points) • Organizing, directing or implementing faculty development activities, • Contributing to the professional development of colleagues, • Mentoring faculty members for a minimum of one semester, • Providing technical assistance to colleagues (e.g., Blackboard, Grades First)	Email from Dean/AD, E-mail from colleague, Reference to the same in Dean evaluation, E-mail from mentored faculty, etc.
Faculty Governance (20-30 Points) Actively participating in faculty governance at the college level • Chairing a college committee or council or task force, • Serving as an active member of a college committee, council or task force (a minimum of two per year), • Chairing or serving in a faculty or staff search committee, • Other related & evidenced roles, assignments,	Minutes, Reports, Reference to the same in Dean evaluation, Email from committee chair, etc.
Additional Teaching Assignments classified as service (10-20 Points) • Additional teaching assignments in special cases (e.g., small classes, independent studies for graduating students, etc.) as required by college or university. • Teaching assignments in another campus	Workload report, Email from Dean/AD, Reference to the same in Dean evaluation, Class Observation Report, etc.
Other (5-10 Points) • Provide translating and interpreting services to the college, • Other tasks as appropriate,	Email/letter/memo/decree evidencing the role, etc.

II. SERVICE TO UNIVERSITY	
Item	**Supporting Evidence** (*please select the evidence that applies best in each case below*)
Faculty Governance: (20-30 Points) Actively leading or participating in faculty governance through University committees and task forces: • Chairing a university committee or task force • Serving as an active member of a university committee or task force	Email/letter/memo/decree evidencing the role, Minutes, E-mail from Committee chair, etc.
Curriculum Development: (10-20 Points) • Leading or participating in curriculum development and review at the university level,	Email/letter/memo/decree evidencing the role, Minutes, E-mail from Committee chair, etc.
Learning Outcomes & Assessment (10-20 Points) • Leading or participating in learning outcomes review and assessment at the university level,	Minutes, Reports, Reference to the same in Dean evaluation, E-mail from Committee chair, etc.
Administration (10-20 Points) • Fulfilling administrative responsibilities at the University level	Email/letter/memo/decree evidencing the role, etc., Reference to the same in VP/Provost/ Dean communication, etc.
Other: (5-20 Points) • Mentoring & supporting students to present research and/or creative works at conferences, or participate in national or international events,	Email/letter/memo/decree evidencing the role,
III. SERVICE TO THE COMMUNITY AND/OR THE PROFESSION	
Item	**Supporting Evidence** (*please select the evidence that applies best in each case below*)
Leadership Roles Supporting Scholarship (20-30 Points) • Serving as Editor, Managing or Associate Editor of an academic or professional journal/e-journal (note: if this role includes	Email/letter/memo/decree evidencing the role, copy of journal, etc.

significant scholarly contributions, it should be listed under scholarly contributions), • Serving on the Editorial Advisory Board of an academic or professional journal/e-journal, etc.	
Reviewer/Referee (10-30 Points) • Serving as a referee reviewing works submitted to conferences or journals or exhibitions or competitions, or festivals, etc., nationally and/or internationally, • Serving as a referee/external reviewer in a promotion case at another university • Reviewing for a funding agency,	Email/letter/memo/decree evidencing the role,
Community/Profession Support: (10-20 Points) • Serving on public committees and boards of corporations • Providing consultancies and professional advice to organizations • Developing connections and collaborations with the professional community, • Supporting key national initiatives and programs, • Engaging in community outreach activities, • Participating in professional development activities, such as workshops and seminars, for professionals and/or the community	Email/letter/memo/decree evidencing the role,
Supporting Public Service by Students: (5-10 Points) • Mentoring and supporting public service work by students	Documented evidence demonstrating role, Email, etc.
Media Support & Engagement: (5-10 Points) • Contributing expert information or opinion to national and/or international media, • Representing the university in a public media forum	Publication, recording, Documented evidence demonstrating participation, Email, etc.
Advancing the work of a professional society or organization: (10-20 Points)	Email, Letters or other documented evidence from concerned external

• Active membership in professional society/associations nationally and/or internationally, • Serving as an elected officer of a professional society, • Organizing a professional conference, workshop or symposium, • Participating in accreditation activities for other institutions, • Providing consulting to organizations,	organization(s) demonstrating participation, Membership list, Publication, Website information, etc.
Other: (10-20 Points) • Engaging in national and/or international humanitarian work or similar activities, • Contributing to other outreach activities that have a positive impact on UAE society, • Receiving a service honor or award from an academic or professional society/society/association, • Other types of evidenced service will be evaluated on a case by case basis,	Email/letter/memo/decree evidencing the role,

Evaluation Points for Service

Service Points	Promotion Points	Category
80-99	2	Good
100-119	4	Excellent
120 & Above* (from all domains; college, university, profession and community)	6	Exemplary

- A minimum rating of "Good" (or 2 promotion credits is required for promotion to Associate Professor rank. A minimum rating of "Excellent" (or 4 promotion points) is required for promotion to the rank of Professor.

To receive an exemplary rating in service (six points), a candidate for promotion should demonstrate a pattern of accomplishment that is distinguished and sustained in all domains, the college, university, profession and community. A rating of excellent (4 points) requires a pattern of accomplishment that indicates substantial and regular contributions in most service domains. A rating of good (2 points) requires a pattern of accomplishment that indicates ongoing service in at least two service domains.

Overall Promotion Requirements

In evaluating teaching, service and research/creative scholarship, the following ratings will be used (Research/Creative activities are evaluated after receipt of external reviews):

Exemplary: Saliently high quality; presents evidence of achievement that reveals an exceptional record; achievements rank in quality and quantity with those of the best colleagues of the same rank in the same discipline at comparable institutions.

Excellent: Solid performance; exceeds expectations; makes significant contributions; achievements are recognized higher in quality and quantity than those of most colleagues of the same rank in the same discipline at comparable institutions.

Good: Meets expectations in all areas; standard performance with no major weaknesses; contributes satisfactorily at the unit level; achievements compare favorably in quality and quantity with those of most colleagues of the same rank in the same discipline at comparable institutions.

Evaluation Points and Criteria

The College Promotion Committee will use the following university wide evaluation standard for each academic rank in considering candidates for promotion in rank:

Good = 2 points   Excellent = 4 points   Exemplary = 6 points

Promotion to the Rank of	Teaching and Academic Advising	Research	Service
Associate Professor	Exemplary	Excellent	Good
	Or		
	Excellent	Exemplary	Good
Professor	Exemplary	Excellent	Excellent
	Or		
	Excellent	Exemplary	Excellent

1. Revised and approved by faculty on November 18, 2008.

2. Revised and approved by faculty on February 15, 2014.
   Change: Equated research with teaching and service for requirement for promotion to the rank of Professor.

3. Revised and approved by the Promotion Committee in October 2017.
   Change: Clarified references to creative work, added specific examples of research and creative scholarship, teaching and service, as well as evaluation criteria in alignment with University Guidelines. Endorsed by CCMS College Council October 2017