

APPENDIX A:

VCUQatar Promotion Guidelines for the Liberal Arts & Sciences (LAS) Faculty

**VCUQatar Promotion Policies and Procedures for Term (Non-Tenure) Faculty
Amendment**

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1. WHO SHOULD KNOW THIS POLICY

The guidelines for promotion pertain to eligible Liberal Arts and Sciences (LAS) term faculty who hold rank in the program.

Designated to fulfill the University’s core curriculum requirements and general education electives, VCUQatar’s Liberal Arts and Sciences program supports a unique constituency of faculty, who would have been traditionally placed within different Colleges and Schools in VCU. At VCUQatar, these diverse faculty are placed under the umbrella of the Liberal Arts and Sciences (LAS) program.

Given the unique nature of the VCUQatar’s Liberal Arts and Sciences program, eligible LAS faculty will follow the approved VCUQatar Promotion Guidelines for the Liberal Arts & Sciences (LAS) Faculty. The procedures and policies meet the criteria set forth by University and VCUarts guidelines, while taking into consideration the specific parameters of faculty constituency in VCUQatar.

For additional clarification, see VCUarts Faculty Promotion and Tenure Policies and Procedures.

2. FORMAT FOR THE CURRICULUM VITAE

ALL CURRICULUM VITAE SUBMITTED FOR REVIEW WILL USE THE FOLLOWING FORMAT.

Candidates may add and/or reorganize sub-categories to best showcase achievements and delete sub-categories for which there are no entries. Consult departmental guidelines for augmentation and clarification.

Information must be listed (as appropriate) in the following sequence and identified as international, national, regional, state, community, university, School of the Arts, and department. The identification may be included at the end of an individual listing.

GENERAL INFORMATION

1. PERSONAL INFORMATION

Preferred name and name/s associated with CV entries. Citizenship/s. Office Address, preferred telephone number, and e-mail address.

2. LICENSURE, CERTIFICATION, REGISTRATION

Granting organization and location.

Document number. Date of issuance and expiration date.

3. EDUCATION

College/s and/or university/s, major, area of concentration, degree, date of degree. Thesis and/or dissertation titles.

Educational Honors.

Other significant education not leading to degrees.

4. POSTDOCTORAL TRAINING OR SPECIAL EXPERIENCE, AND HONORS RECEIVED

(Such as military service, Peace Corps, internships, residencies, fellowships, and specialized study.)

Honors Received. (Explain the significance of all honors.)

5. PROFESSIONAL PRACTICE/WORK EXPERIENCE

(Prior to VCU appointment)

6. ACADEMIC APPOINTMENTS

CONTINUING SCHOLARSHIP AND PROFESSIONAL GROWTH

7. SPECIAL AWARDS, FELLOWSHIPS, GRANTS, AND OTHER HONORS

(Explain the significance of all honors.)

8. SIGNIFICANT CREATIVE OR SCHOLARLY ACHIEVEMENTS

(Work created by the candidate). Including, but not limited to:

Abstracts and Papers Presented. Articles.
Published Books, Monographs and/or Chapters. * Collections (Identify type; museum, private, corporate). Commissions/Professional Practice/Consultancies.
Curator. Director/Investigator. Exhibitions. Exhibition Catalogues.
Gallery Affiliation/Representation. Performances.
Public Screenings and Broadcasts. Recordings, Films, and Videotapes. Reviews.

9. BIBLIOGRAPHY (Writing about the candidate, not authored by the candidate.)

Books, Monographs, and/or Chapters. Articles. Exhibition Catalogues.
Reviews (of the candidate's work). Video Documentations.
Citations.

TEACHING

10. TEACHING RESPONSIBILITIES — VCU arts Qatar

Courses and Responsibilities.
Thesis Committee Membership Dissertation Committee Membership. New Courses Developed and Taught.
Teaching — Outside VCU Curricula (Visiting educator/artist/professor, choreographer, etc. This may be located alternatively under Continuing Scholarship and Professional Growth).
Teaching Prior to VCU.

SERVICE

11. Service to the Profession
12. Service to the University
13. Service to the School
14. Service to the Department
15. Relevant or significant Public Service
16. Relevant Service to the Community

3. NUMERATION

The numeration in this document corresponds with items found in the VCU Faculty Promotion & Tenure Policy and Procedures document. Since it is not necessary to repeat all of the items from the university document, there are breaks in the numbering sequence of the school document.

4. FACULTY RANKS AND APPOINTMENTS

VCUQatar Criteria

The following criteria focus the specific nature of VCUQatar. These criteria shall be considered by all parties in their promotion reviews and will serve as policies and procedures for VCUQatar promotion recommendations by the peer review committee, VCUQatar Dean, VCUarts promotion and tenure committee, and VCUarts Dean and Vice Provost of International Affairs. VCUQatar criteria and policies follow the VCUarts and University Promotion & Tenure Policy and Procedures documents.

4.1 Application of Criteria and Criteria Ratings for Tenured, Tenure-eligible and Term (Non-tenure) Faculty

Faculty member performance with respect to continuing scholarship and professional growth, teaching, and service shall be rated (in descending order) as excellent, very good, satisfactory or unsatisfactory. Credentials and experience shall be rated as satisfactory or unsatisfactory. All written reports and evaluations of term faculty performance ratings shall use this terminology.

The candidate's continuing scholarship, professional growth, and research/creative activities shall be rated according to the following categories:

Excellent Continuing Scholarship and Professional Growth

A rating of excellent denotes a sustained pattern of exemplary accomplishment, making a high-level contribution to the discipline.

Very Good Continuing Scholarship and Professional Growth

A rating of very good signifies accomplishments of notable substantial quality over several years.

Satisfactory Continuing Scholarship and Professional Growth

A rating of satisfactory represents achievements in research/creative activities that suggest future potential for sustained growth and development.

Unsatisfactory Continuing Scholarship and Professional Growth

A rating of unsatisfactory represents an absence of research/creative activity, or research/creative activities whose quality or modest quantity do not meet the prevailing norms for the profession.

The candidate's teaching shall be rated according to the following categories:

Excellent Teaching

A rating of excellent denotes a sustained pattern of exemplary accomplishment in teaching, making a high-level contribution to students.

Very Good Teaching

A rating of very good signifies teaching accomplishments notable for substantial quality over several years.

Satisfactory Teaching

A rating of satisfactory represents achievements in teaching activities that suggest future potential for sustained teaching growth and development.

Unsatisfactory Teaching

A rating of unsatisfactory represents an absence of quality teaching, or modest teaching quality that does not meet the prevailing norms for the program, school or profession.

The candidate's service activities shall be rated according to the following categories:

Excellent Service

A rating of excellent denotes a sustained pattern of exemplary service accomplishment, making a high-level contribution to the LAS program, school, university, profession or community.

Very good Service

A rating of very good signifies service accomplishments notable for ongoing quality and quantity.

Satisfactory Service

A rating of satisfactory represents achievements in service activities that suggest future potential for sustained growth and development.

Unsatisfactory Service

A rating of unsatisfactory represents an absence of service activity, or service activities whose quality or modest quantity do not meet the prevailing norms for the LAS program, school, university, profession or community.

Promotion Procedures

Term (non-tenure) faculty members use the same promotion procedures and policies as tenure eligible faculty, in their respective departments, except a term faculty's efforts will be weighted by the duties assigned.

If, upon renewal of the contract, annually or at the end of a multi-year contract, the duties of a term faculty member change, any changes of duties will be agreed upon in writing, in consultation with the term faculty member, the VCUQatar Dean and the VCUarts Dean and Vice Provost for International Affairs.

Promotion Eligibility

In order to qualify for promotion, the term faculty member must complete a probationary period of at least three years at VCUQatar. The soonest a candidate is eligible for promotion review is during the fourth year. School of the Arts policies for third year review are highly recommended. A substantive and rigorous annual review during the year before the candidate wishes to apply for promotion is required. This serves to mentor and prepare the candidate for the full process of promotion the following year.

4.1 A. Ratings for Promotion

Continuing Scholarship and Professional Growth Criteria for Promotion to Each Academic Rank:

For promotion from assistant to associate professor, the candidate should have attained a sustained and recognized level of Continuing Scholarship and Professional Growth. The candidate must have continued to demonstrate potential in this area, currency in the discipline and commitment to personal growth in the field.

For promotion from associate professor to professor, the candidate must demonstrate a continuing, high level of proficiency and pattern of accomplishments in Continuing Scholarship and Professional Growth as recognized by colleagues and peers.

Teaching Criteria For Promotion to Each Academic Rank:

For promotion from assistant to associate professor, the candidate should have demonstrated the teaching capability indicated by the potential shown above in "For promotion from instructor to assistant professor" and must have shown leadership in departmental curricular development and program enhancement. Furthermore, the candidate must have continued to demonstrate through teaching the candidate's currency in the discipline and a commitment to personal growth in the field.

For promotion from associate professor to professor, the candidate must demonstrate a high level of proficiency in teaching recognized by colleagues and peers as well as students current and past.

Service Criteria for Promotion to Each Academic Rank:

For promotion from assistant to associate professor, the candidate should have attained a sustained and recognized level of service. The candidate must have demonstrated the potential for continued service.

For promotion from associate professor to professor, the candidate must demonstrate a high level of continued involvement in service as well as a commitment for future service contributions. The criteria of Appropriate Credentials and Experience must be rated as either satisfactory or unsatisfactory, and to rise to the next academic rank, candidates must be rated satisfactory on Appropriate Credentials and Experience. The following chart displays the minimum criteria (in terms of satisfactory, very good or excellent) for each academic rank for teaching, continuing scholarship and professional growth, and service.

4.1 B. Basic Criteria for Promotion

| | Associate | Professor |
|---------------------|------------------|------------------|
| Excellent* | 1 | 1 |
| Very Good | 1 | 2 |
| Satisfactory | 1 | |

* Rating of Excellent must be in the area of Teaching or Scholarship and Professional Growth.

For Promotion from Assistant Professor to Associate Professor

Promotion to or tenure at the rank of Associate Professor requires the candidate to be ranked “excellent” in either Scholarship and Professional Growth or in Teaching; at least “very good” in the other category, and at least “satisfactory” in Service.

For Promotion from Associate Professor to Full Professor

Promotion to or tenure at the rank of Full Professor requires the candidate to be ranked “excellent” in either Scholarship and Professional Development or in Teaching and at least “very good” in the other two categories.

Appointment, Promotion to Associate Professor

Promotion to associate professor requires a terminal degree or equivalent, a sustained, demonstrated pattern of accomplishments in the areas of teaching, continuing scholarship and professional growth, and service. Candidates for the rank of associate professor must have achieved sufficient quality and quantity of sustained endeavors which enable them to

be judged as (1) effective, conscientious, and impartial teachers, (2), creative, independent, and productive artist/researchers, and (3) individuals who have produced meaningful service. From among the criteria of teaching, continuing scholarship and professional growth, and service, the candidate for associate professor must be ranked “excellent” in either Scholarship and Professional Growth or in Teaching and at least “very good” in the other two areas. Candidates must be effective researchers and teachers and show a pattern of accomplishment in scholarship that indicates progress toward a national or international reputation or similar recognition by peers in their discipline.

Appointment, Promotion to Professor

Promotion to Professor requires a terminal degree or equivalent. Promotion to this rank is a significant achievement that demonstrates exceptional contributions in teaching, continuing scholarship and professional growth, and service. Promotion to Professor shall be reserved for those who have been recognized nationally by their peers for their professional achievements. From among the criteria of teaching, continuing scholarship and professional growth, and service, the candidate for professor must be ranked “excellent” in Scholarship and Professional Growth and also in Teaching and at least “very good” in Service.

Candidates must be effective researchers and teachers and show a pattern of distinguished accomplishment in scholarship that indicates progress toward a national or international reputation in their discipline. When the rank of professor is being considered, factors to be considered in evaluating national or international significance may include but are not limited to the following:

- a. books or articles in respected professional journals by or about the candidate
- b. grants, fellowships, prizes and awards of substantive consequence
- c. exhibitions in prestigious galleries and museums
- d. international exhibitions
- e. reviews by critics having national prominence
- f. representation of work in significant public and private collections
- g. presentation of papers, workshops, or seminars at national professional conferences
- h. election to office of a national professional organization
- i. assessment by external evaluators stating that the quality of the candidate’s work is equivalent to other work being presented on a national level
- j. the significance of the credentials of the external evaluators

4.2 Continuing Review of Faculty

The School of the Arts and VCUQatar annual review policy and process includes not only an evaluation process near the close of the academic year, but also an opportunity for faculty members to establish future goals which are agreed upon with the LAS director in accordance with the Faculty Roles and Rewards policy. Individual faculty and chair determine in writing the type and kind of individual emphasis to be placed upon the areas of Teaching, Continuing Scholarship and Professional Growth, and Service. However, it is understood that individual goal setting and evaluation does not preclude the

quality expectations of teaching and service contributions of faculty.

5.0 ACADEMIC REVIEW PROCEDURES FOR PROMOTION FOR TERM (NON-TENURE) LAS FACULTY

5.1 Peer-Review Committee Composition for LAS Faculty

In consultation with the VCUQatar Associate Dean of Academic Affairs or Dean's office designee, the LAS director will form a peer review committee to consider a candidate for promotion at VCUQatar.

The committee should include at least two (2) faculty, who are at the same rank or above the rank being sought by the candidate. The committee may include term faculty, who hold rank as Assistant Professor. Given the specific nature of the VCUQatar campus, Assistant Professor rank may be substituted for Associate Professor rank representatives until such time as there are greater numbers of faculty at rank. In these instances, justification/rationale should be addressed in the peer report. Eligibility criterion to serve on a peer review committee for VCUQatar Associate Professor is a minimum of five years at VCUQatar. This committee composition criterion will be reviewed, as eligible ranked faculty (Associate Professor or above) become available.

The peer review committee will consist of a total of five (5) members, from within VCUarts and VCUQatar.

- a) The LAS director will appoint two (2) representatives from the Liberal Arts & Sciences program at VCUQatar who are at the same rank or above the rank being sought by the candidate. If there are not enough qualified faculty members in the LAS program, the LAS director can request a qualified eligible faculty member from another VCUQatar department or program in a related field to join the committee.
- b) The LAS director will appoint one (1) VCUQatar faculty member from outside the program.
- c) The LAS director will appoint one faculty member from either VCU or from an Education City campus other than VCUQatar (such as Georgetown University in Qatar, Texas A&M University in Qatar, Carnegie Mellon University in Qatar, or other accredited universities within Education City). This faculty member should be at the same rank or above the rank being sought by the candidate and in a similar field or discipline.
- d) The LAS director will appoint one (1) VCUQatar student member. The student will not be enrolled in a class taught by the candidate while the review is in progress. If no eligible student is available, an alumnus will be substituted to serve as student representative.

The LAS director, in consultation with the VCUQatar Dean, will appoint the peer review

committee chair.

The LAS director will notify the candidate of the proposed peer review committee, and the candidate shall have the right to challenge any member of the committee for cause. Such challenges must be made in writing to the LAS director within five working days following the date the candidate is notified of the composition of the committee.

5.2 Peer Evaluation Procedures

The peer review committee shall conduct a substantive evaluation of the candidate's record and performance, including all accumulated student evaluations, individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations. Only the peer review committee shall solicit and receive external evaluations. Evaluations may be solicited from both persons suggested by the candidate and persons suggested by the committee. The file shall list all persons solicited for letters and identify each person as either named by the candidate or named by the committee. The committee shall state, in final reports, the qualifications of external evaluators and their positions within the profession.

Typically, the period of review is from the time of hire or from the last promotion. Activity prior to this should demonstrate a sustained pattern of growth and accomplishment, and may be considered.

The peer review committee shall add a written report to the candidate's file which shall include the numerical results of a secret ballot for or against recommending promotion and the rationale for the recommendation. The peer review committee shall forward the file to the LAS director.

In the case of a LAS director being recommended for promotion, the VCUQatar Dean functions, in the process, in relation to the LAS director the way the chair functions in relation to a faculty member. Thus, the Dean should initiate the review process, form the peer review committee, notify the chair of the proposed committee, and review the chair according to the appropriate policies and procedures.

External Evaluation

External evaluation shall be an integral part of the review process for promotion in rank. Evaluators will be selected from a list compiled by the peer review committee, including names of potential evaluators recommended by the candidate. Each candidate shall have a minimum of three external evaluators. Each shall be carefully selected to insure that all areas of the candidate's expertise are examined by qualified reviewers.

External reviewers must be individuals with expertise in the candidate's field or a related scholarly field, be from outside VCUQatar and VCU, and be an individual who can provide an independent review of the candidate's work. External evaluators need not have the same academic rank for which the candidate is being considered. Persons who have co-authored publications, collaborated on research, or been institutional colleagues or academic

mentors/advisors of the applicant should normally be excluded from consideration as outside evaluators. The peer review committee report shall list all individuals solicited for letters and identify each person as either named by the candidate or named by the committee, and identify the relationship of the external reviewer to the candidate. The external reviewer must describe the nature of his/her relationship with the candidate in the review letter.

Only the peer review committee shall solicit and receive external evaluations. All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to the external reviewers when letters are solicited. All solicited letters must be included in the candidate's file. The committee and LAS director shall state, in final reports, the qualifications of external evaluators and positions within the profession.

Evaluators agreeing to review the candidate's qualifications shall be instructed to evaluate the candidate's work and performance in the areas of continuing scholarship and professional growth and/or service against the criteria for excellence that have been established in the discipline. Evaluators are not to make recommendations for/against promotion.

In addition to the external evaluators, other external evaluation sources include reviews of books, exhibitions, and performances, inclusion in juried shows of professional significance, publication of professional papers and articles, and exhibition of work in galleries and museums with high curatorial standards. Such factors as the significance of exhibiting institutions, external evaluators' credentials, or publications carrying reviews may be used to establish a candidate's national recognition toward professorship.

The Sequence of Review

Each fall, the VCUQatar Dean's Office will announce the deadline for submitting application for promotion. The candidate will submit in writing the intent to seek promotion within the specified deadlines. The timeline, as well as policies and procedures for Promotion and Tenure (University, School and Department) documents will be available on the VCUQatar and VCUarts website. It is incumbent upon the candidate to compile two complete copies (one digital, one hardcopy), as recommended by the LAS director, of the necessary documents, and as described in the VCUarts department's Promotion and Tenure Policies and Procedures. The dossier will be submitted to the LAS director by the stated deadline.

- a) After being charged by the LAS director and receiving the candidate's materials (in digital format), the peer review committee will conduct a substantive evaluation of the candidate's record and performance in accordance to the policies and procedures of the LAS and VCUarts guidelines. The review will include Appropriate Credentials and Experience, Teaching, Continuing Scholarship and Professional Growth, and Service. The peer review committee will add a written report to the candidate's file, which shall include the numerical results of a secret ballot for or against recommending promotion and the rationale for the recommendation. The peer review committee chair will tabulate

the confidential vote. The origin of the votes will remain anonymous.

- b) The peer review committee will forward the file to the LAS director. After receiving the file from the peer review committee, the LAS director will review the dossier using the VCUarts policies and procedures as a reference, request supplementary material as needed, and will prepare a written recommendation.
- c) The LAS director will forward the recommendation and file to VCUarts promotion and tenure committee for their evaluation.

The VCUarts promotion and tenure committee will review the complete file using the policies and procedures of VCUarts as a reference. The school committee will review prior recommendations and enters a written report of its proceedings, including the results of a secret ballot for or against recommending promotion and the rationale for the recommendation. The complete file is forwarded to the Dean of VCUQatar.

- d) After receiving the file, the VCUQatar Dean will review the file and adds a recommendation, following the VCUarts guideline. The Dean forwards the complete file with the recommendation to the VCUarts Dean and Vice Provost for International Studies. After receiving the file, the Dean will review the file and adds a recommendation. The Dean will forward the original file to the Vice President for Academic Affairs. A copy of the file, complete with all reviews and recommendations, is given to the candidate.

If the recommendation is not supported by the peer review committee, the VCUQatar Chair, the VCUarts promotion and tenure committee, the VCUQatar Dean, or the VCUarts Dean have the option of returning the file, no more than once, to those review bodies that did not support the proposed personnel action and request consideration. When promotion is not recommended, the VCUQatar Dean will inform the candidate of this decision. At this time the VCUQatar Dean also gives the candidate a copy of the file, complete with all reviews and recommendations and notifies the candidate of the right to add a written statement to be included in the file. The candidate has ten (10) working days after notifications by the VCUQatar Dean to add a statement to the file. The VCUarts Dean will forward the original file, containing the candidate's written response and all recommendations and letters to the Vice-President for Academic Affairs.

- e) The Vice President for Academic Affairs will receive and review the file and add a recommendation. If the Vice-President for Academic Affairs supports the promotion, the Vice-President shall forward the original complete file to the President with that recommendation. If the Vice-President does not support promotion, the Vice-President shall inform the candidate of the decision in writing and notify the candidate about the option to reapply at a future date.

6.0 APPEAL PROCESS

6.1 Grounds for Appeal

A decision to deny promotion may be appealed by the candidate only on the following grounds:

1. The proper procedures, as specified by the university, school and department guidelines were not followed.
2. Factually incorrect information was provided by someone other than the candidate, and utilized in the peer review or administrative review process.
3. Inadequate consideration of unit criteria or use of impermissible criteria.

6.2 Appeal Process

The University Appeal Committee shall receive all appeals. The candidate must provide a written request to appeal a decision to deny promotion to the chair of the Appeal Committee. The request must specify how proper procedures were not followed, and/or the information that is factually incorrect, and/or inadequate consideration of the unit criteria or use of impermissible criteria. The Appeal Committee will review the documents in question and decide if grounds for an appeal exist.

If the committee decides that adequate grounds for an appeal exist, then it shall contact those review bodies identified in the denial and extend to them the opportunity to respond to the appeal in writing and/or at a scheduled meeting of the Appeal Committee. The Appeal Committee should provide a copy of the appeal to the review bodies and request a written response to the appeal. The candidate may attend all open meetings of the Appeal Committee and may be accompanied by one nonparticipating advisor.

The candidate shall receive the right to address the Appeal Committee at a time convenient for both the candidate and the committee members. Such presentations shall be limited in scope to the specific errors in procedure or judgment alleged in the written appeal request. New subject areas, not addressed in the appeal, may not be introduced.

The candidate may suggest to the Appeal Committee the names of additional witnesses to speak at the hearing. The Appeal Committee may decide that it needs limited additional information of testimony and may call appropriate witnesses. It shall confine any such hearings to those questions or issues specified in the appeal.

After reviewing the record and hearing testimony, the University Appeal Committee shall take one of the following actions and shall forward its recommendation to the president.

- a. Vote to support the appellant. When the Appeal Committee votes to support the appellant, the committee shall forward the file to the president with a letter describing their recommendation with copies to the appellant, the vice-president and the VCUQatar Dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision.

- b. Vote to deny the appeal. When the Appeal Committee votes to deny any appeal, the committee shall forward the file to the president with a letter describing the recommendation with copies to the appellant, the vice-president, and the VCUQatar Dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision. In the event of a tie vote the appeal is considered denied.
- c. Decide that the candidate's file should be reconsidered at a prior level of review and remand it to the VCUQatar Dean for reconsideration. The Appeal Committee may direct the formation of a new peer review committee using the processes specified in section 7.11 of the *VCU Faculty Promotion & Tenure Policy and Procedures* document. When a new peer review committee is ordered or when the addition or deletion of material has altered the file, the file shall go through all previous review steps including new internal letters from all review bodies. New material may be added to the file only by this option.

7.0 PROCEDURES FOR REVIEW AND AMENDMENT OF THIS DOCUMENT

Any LAS full-time faculty member can propose an amendment to this document by forwarding the written proposed amendment to all LAS members and asking the VCUQatar Dean to place the proposal on the agenda for the next full faculty meeting.

When university or school policy changes, requiring alteration to this document, or if the VCUQatar Dean desires a revision, they shall appoint an ad hoc committee to prepare a proposal for revision to submit to the faculty as outlined above.

A majority vote of the LAS full-time faculty is required for approval of a proposed amendment. Approved changes will be forwarded to the VCUarts promotion and tenure committee for review for compliance with VCUarts and University Promotion and Tenure Policies and Procedures. Following this review, proposed amendments will follow the amendment process as specified in the VCUarts Promotion and Tenure Policies and Procedures. Final approval for amendments to this policy lies with the University Promotion and Tenure Policy Review Committee, as specified in the University Promotion and Tenure Guidelines.

(Approved by VCU Promotion and Tenure Policy Review Committee, October 19, 2015.)

(Amendments approved by VCUQatar full time faculty, May 2023)