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University of Haifa
Office of the Rector
Academic Secretariat
Department of Appointments and Promotions

**Policy Guidelines for Appointments and Promotions in the
Regular Academic Track**

- The language in this document strives for gender neutrality.
- This document does not constitute a legal document and is not to be considered a legal proposal or commitment. It is merely a general document declaring policy guidelines and is not intended to replace the professional academic discretion of the university, its institutions and its authorized officials.
- For more details, see the regulations governing appointments and promotions.
This document does not in any way detract from any other university document regarding appointments and promotions.

Introduction

This document represents a summary of the guidelines to be taken into consideration by department heads, deans, the Rector, the Vice Rector and the Committee for Appointments and Promotions at the University of Haifa in the process of assessing the academic work and academic achievements of candidates for appointment or academic promotion. The document reflects the University of Haifa's aspirations for academic excellence. The document is intended to help heads of academic units, including deans and department heads, as well as faculty members understand the principles of the promotion policy.

The process of academic promotion or appointment is complex and takes into consideration the sum total of a faculty member's academic activities and achievements. First and foremost, the promotion or appointment procedure considers the quality and quantity of the candidate's scientific publications, the candidate's publication continuity,

research grants, scientific reputation in Israel and abroad, participation in scientific conferences, teaching quality, supervision of research students and the products of this supervision, fulfillment of academic-administrative obligations, and contributions to the university (department, faculty, university committees and more), to the scientific community in general and to society. As outlined, below, these various components are assigned different weights at different stages of the promotion process. At the same time it should be stressed that at all ranks, publishing scientific articles on high quality platforms (in the relevant field of research) that have undergone peer review and being awarded competitive research grants that reflect the researcher's academic level constitute the major and leading considerations in promotion decisions.

It is important to stress that both quality and quantity are important in assessing a candidate's portfolio. Quantity alone is not sufficient, and while high quality can to some degree compensate for quantity, a reasonable amount of achievement is still required. As a rule, in considering the different components the emphasis is on the following question: "Do the candidate's achievements indicate that he/she has sufficiently matured to be promoted?", with each rank evaluated based on its own requirements.

Moreover, the university expects research activity that aspires toward excellence in scientific research, as is customary in the best research universities in Israel and abroad. Nevertheless, because there is a great deal of variance in the fields of research between the different faculties and the various departments in each faculty, determining the rankings of research platforms, required types of research grants, types of publications (journals versus books), number and rate of publications required and the like in examining research excellence at the university will take into consideration what is customary in the researcher's field of study at the top universities in Israel and abroad.

Special Criteria for Each Rank

Following are special guidelines for promotions at each rank. Note that the criteria for promotion to each rank are cumulative with the criteria for the previous rank.

Senior Lecturer

For promotion to the rank of Senior Lecturer, the faculty member's achievements since the last appointment (delta) will be examined, together with his/her overall achievements. The first requirement is research independence as manifested in clear evidence that the candidate has begun developing a research path and engaging in productive research at the university. Fruitful cooperation with the candidate's doctoral or post-doctoral supervisor can continue, provided that at the same time the candidate shows evidence of independent research work.

Examples showing evidence of independent research development:

- Publication of articles in prestigious journals in the research field as the sole or main author; publication of a book at a prominent academic press that has a strict peer review process;
- Submission of research proposals to competitive grants as an independent or Principal Investigator (PI);
- Participation in conferences, especially international conferences;
- Initial evidence of student supervision (including collaboration with another supervisor from the department).

If promotion to the rank of Senior Lecturer entails tenure, significant weight will be given to high quality teaching and to the candidate's integration into the department and the university.

Associate Professor

Promotion to the rank of Associate Professor primarily entails examining the faculty member's achievements since the last appointment/promotion (delta).

Evidence is required to establish the faculty member's academic status and international reputation, together with evidence showing significant research progress since promotion

to senior lecturer. At this stage, the candidate is expected to have unequivocal international standing in his/her field of research.

Examples showing evidence of unequivocal standing in the field and significant research progress:

- Publication of articles in outstanding journals in the research field as the leading author and/or publication of a book at a prominent academic press as a leading author that has a strict peer review process; significant additions to the candidate's publications (a combination of quality and quantity is required);
- Joint publications with outstanding researchers in the field;
- Increase in number of citations and H-Index level;
- Being awarded competitive research grants;
- Active participation in conferences; invitations to lecture at international conferences and at academic seminars and symposia abroad;
- Membership in the organizational committees of outstanding international conferences in the field;
- International collaborations, serving as a journal referee, sitting on the editorial board of well-known journals in the field, serving as co-editor of a journal;
- Supervising student theses and doctoral and post-doctoral students, and including students in conference presentations and publications.

Full Professor

Promotion to the rank of Full Professor requires being a leading researcher in the field, attaining prominent international status, and making significant academic contributions in and beyond the research field.

Examples showing evidence of being a leading researcher in the field, of prominent international status and of significant academic contributions:

- Ongoing research publications on prestigious and high-quality academic platforms;
- Publications on less prominent platforms that have been frequently cited.
- Publication of an article that constitutes a critical summary of a body of knowledge that the researcher has led and that paves the way to his/her promotion;
- Publication of books considered to be milestones in the field;

- Numerous invited presentations at important conferences, and particularly invited lectures as keynote speaker; invitations to be visiting professor at prominent academic institutions.
- Being awarded competitive research grants, and especially highly competitive grants;
- Editor-in-chief or assistant editor of an international journal; membership on editorial boards of leading journals;
- Memberships on international and Israeli academic committees and university committees;
- Serving as referee or sitting on the board of research foundations;
- Supervision of doctoral and post-doctoral students, and contributing to their future success (as measured by their attaining positions at academic institutions, senior positions in the field, research products, and the like);
- Scientific prizes, particularly international prizes.

Details and clarifications regarding the major components considered in the promotion process:

A. Scientific Publications

This category includes papers or books which, after undergoing proper and meticulous academic review, have been published or accepted for publication by peer-reviewed academic journals or by publishers that require proper and meticulous academic review. (For other types of publications see Section 2 below.)

Independent publications (as single author or first author or second author when the author is the candidate's supervisee) are an indication of individual research work and independent thinking. In addition, jointly authored publications also point to teamwork ability. The extent of joint publications within a candidate's total publications varies in different fields, departments and faculties. In the humanities, for example, publications are usually books, whereas in the social sciences, education, law and the natural sciences it is customary to publish in journals and many of the publications are jointly authored. In this case the candidate for promotion is expected to be the leading investigator or an equal partner in at least half of these publications. In any case, the candidate must

provide academic evidence of the ability to work independently, whether as single author or as leading author among the other authors or as principal investigator (PI) in awarded research grants.

The exact and desirable ratio between joint publications and single-author publications is up to the discretion of the relevant committees (departmental personnel committee, procedural committee, appointments committee, the Rector, as appropriate—hereinafter the “relevant committees”) and in accordance to the rank. Independence is assigned less importance in cases in which the writing and the research contribution are interdisciplinary and collaboration is necessary for a research breakthrough. If necessary, the decision will be made after consulting with the relevant faculty dean and department chair.

1. Publishing Papers and Books

Publication quality and quantity. The quality and quantity of scientific publications will be taken into account. High quality publications on leading and prestigious international platforms in the field that have undergone scientific review (papers in high ranking journals in the relevant research field) constitute evidence of the scientific level of the researcher's work, indicating that the research is at the forefront of its scientific field and that its contribution meets the highest competitive academic standards. Note that the publications to be considered here are research articles or review articles and not letters to the editor or comments about other authors or previous articles.

The university expects a combination of high-level publications, a reasonable rate of publications over the years and publication continuity. Major time gaps during which a candidate did not publish any papers or books or did not apply for research grants require explanation.

Publications on especially high quality platforms under the candidate’s clear leadership are taken into consideration and can compensate for a lower number of publications or for less publication continuity. Nevertheless, it is important to stress that a small number of publications and a gap in publication continuity are issues that come up in evaluating promotion portfolios and are liable to make the promotion more difficult. A relevant

explanation for such gaps for whatever reasons is liable to improve the understanding of the candidate's achievements.

Publication platforms. The proven level of quality of international academic publication platforms serves as major and particularly important evidence of the excellence of a faculty member's research. In order to examine the quality of journals, those assessing candidates' CVs rely upon various quality indexes, including the ranking of the journal or quarterly in a particular field, the journal's impact factor, the journal's acceptance rate and others evaluation standards. For every discipline that ranks its journals, this ranking list will serve as the accepted ranking for that discipline, as is customary at the best research universities in Israel and worldwide.

The relatively high weight assigned to scientific publications in very high-quality journals increases at higher academic ranks, and is particularly significant in promotion to the rank of full professor. The expectation is that those holding the rank of full professor will have publications in very high-quality journals, along with a reasonable number of other publications. In certain fields, those holding the rank of full professor are usually expected to publish in general journals that are ranked high in the candidate's general research discipline and not only in journals that are very specific to the candidate's particular field of research.

Publication of an original scientific book. Publication of such a book is considered equivalent to publishing a number of papers, in accordance with the quality of the press, the scope of the book, the critical reviews it receives and the extent to which it is unique and adds to the candidate's other publications. Preference will be given to books published by leading academic presses worldwide and attention will be directed at external evaluation letters written for the press during the book's review process. A book that is based almost completely on the candidate's doctoral research will have less weight as a basis for appointment and promotion than a new and original book not based on the candidate's doctoral research. A book that is only partially based on the candidate's doctoral research will be evaluated, but clear evidence must be provided for research progress beyond the doctoral research.

2. Additional Publications

Editing a scientific book is of relatively less importance than writing a scientific book. Nevertheless, it does serve as an indication of candidate's status in the scientific community, contribution to the scientific community, and reputation. Various standards, such as quality of the press, importance of the book, level of the authors included in the book, and the nature of the academic review process in selecting the articles or chapters for the book, help determine the weight of this contribution. As a rule, and especially at the senior lecturer rank, it is best to give priority to articles published in high quality journals or to writing a book.

Publishing chapters in scientific books is considered to be less significant than publishing papers in academic peer-reviewed journals, as detailed above. Nevertheless, to a large extent this depends on the field, the level of the press, and primarily on the scientific review process for including the chapter in the book. The relevant committees will decide upon what weight to assign the chapter. As a rule, and especially at the senior lecturer rank, it is best to give priority to publication of articles in high quality journals or to writing a book.

Publishing papers in the proceedings of prestigious conferences. A paper that has undergone meticulous scientific review and is included in the proceedings of a conference will, in certain fields only, be considered a scientific publication in all senses, on condition that this is acceptable at the top research universities worldwide in this particular field and at the discretion of the relevant committees. Apart from these exceptions in certain fields, a paper appearing in the proceedings of a conference will be considered less significant than a paper published in a referred journal. Hence, the recommendation is that young researchers thoroughly investigate the weight of this type of publication in their research field.

Publication of entries in prestigious scientific encyclopedias that not only review and summarize the relevant material but also present new insights will be assessed positively.

Nevertheless, as a rule these are not considered publications in any way equivalent to academic papers. Participating in the editing of encyclopedias of this type and taking responsibility for a particular topic in them reflect the appreciation of the international scientific community.

A patent is not considered a paper. Nevertheless, in certain fields only, if the patent is registered and is not merely temporary, and subject to explanation provided to the head of the relevant academic unit and the dean, its academic importance may be deemed equivalent to that of a paper. This is conditional upon providing proof that the patent underwent external scientific review and at the discretion of the relevant committees. Hence, the recommendation is that young researchers thoroughly investigate the significance of patents in their research field.

Papers published in non-refereed journals (and papers that did not undergo scientific review published in any type of journal) are not considered scientific publications. Such papers will be considered as a contribution to society and to the community.

A book review published in a refereed journal is not considered to be a scientific paper, yet for the most part does provide an indication of the candidate's status in the scientific community and his/her professional reputation. Nevertheless, an extensive book review (essay review) that puts forward a different perspective and challenges the theories on which the book is based and that provides comprehensive scientific documentation is considered to be an article.

Publication of commentaries, research notes, and letters to the editor as well as papers published in journals designated for letters will be evaluated in accordance with their importance in the field and the status of the journal.

Publications in Hebrew: In accordance with the candidate's area of expertise and research discipline, the promotion process will take into consideration articles written in Hebrew that are published in reputable peer-reviewed journals in the Israeli scientific community and that are included on the list published by the Council for Higher

Education. This also applies to books published or edited in Hebrew, primarily by academic presses that require a strict scientific review process.

B. Research Proposal Application and Obtaining Research Grants

Every researcher at the university is expected to compete for and obtain external research funding by means of research grants for academic research. Being awarded research grants, particularly when the candidate is the leading researcher (PI) or partner in an international research group, is an important aspect in assessing a faculty member's research abilities. Such grants constitute a significant factor in academic promotion, alongside the quality and quantity of academic publications.

Special weight is assigned to being awarded research grants from competitive research foundations, particularly (but not exclusively) the twelve leading foundations as determined by the Council for Higher Education. See the following link:

<https://ra.haifa.ac.il/List%20of%20competitive%20Grants%20Register%20according%20to%20VATAT.pdf>

It is important to stress that the list of competitive research foundations published by the Council for Higher Education is only a partial list. There are other competitive and prestigious research foundations that are not included on this list. Obtaining a grant from any competitive research foundation is considered a significant factor in academic promotion.

Recruiting research funds from other sources (e.g., contracts with government ministries and the like) is also considered evidence of the candidate's ability to recruit sources of funding for research, though they are somewhat less important in assessing academic leadership. In some cases, obtaining a major research grant may be considered as the equivalent to a research article.

C. International Status and Reputation

Active participation in conventions, conferences, congresses, forums and scientific workshops testifies to a researcher's status in the international academic research community and ability to bring his or her research to prestigious international forums.

Thus, every faculty member is expected to participate every year in different types of conferences, both in Israel and abroad. (This has proven to be a major challenge during the COVID-19 pandemic. Although the impact of the pandemic will be taken into consideration, efforts in this direction, such as participation in online conferences, have value as well.)

Invitations to give keynote lectures or invited addresses at major and traditional conferences constitute a sign of the candidate's leadership and recognition in the particular field. Invitations to give keynote lectures are especially important for the rank of Full Professor. For candidates for the rank of Associate Professor, such invitations indicate preeminence in the field.

Being awarded scholarships or funds to serve as a research fellow at a prestigious research institution or invitations from a prestigious international university to serve as a guest professor also provide positive evidence of the candidate's status and reputation.

Editorship of scientific journals, membership on the editorial boards of well-known journals, and editing special issues or special collections of articles in a journal all are evidence that the candidate plays a central role in a particular field and has been recognized for academic leadership. Here the reference is to membership on the editorial board of well-known and prestigious journals in the field.

Academic reviewing for prestigious book publishers and high quality journals is evidence of the faculty member's international status in the relevant professional academic community.

D. Teaching and Supervision

The job of a faculty member at a research university is twofold: research and teaching. Hence the quality of a faculty member's teaching and supervision of graduate students is also an important criterion in the promotion process:

Teaching quality

The quality of a faculty member's teaching is taken into consideration when discussing whether the promotion process should be launched, when the promotion committee prepares the promotion file, and when the appointment committee discusses the case. This is particularly relevant in cases involving the granting of tenure. The committees

read the candidate's teaching evaluations, reports on observations of the candidate's lessons, and feedback provided by the students in the various courses. Being recognized for excellence in teaching or receiving positive student evaluations is of major value in assessing the overall quality of a faculty member's teaching.

Teaching that does not meet the minimum standard is an important component in promotion considerations, and particularly in determining whether to grant tenure. Sub-standard teaching is liable to delay starting the promotion process and even prevent the candidate from continuing to work at the university. Faculty members are expected to teach on an appropriate level.

Supervising graduate students (MA and Doctorate)

Supervising graduate students and guiding them toward academic excellence, as manifested by publications, collaboration in writing research grants and conference presentations, constitute an integral part of the job of a faculty member. This supervision testifies to the candidate's contribution to teaching and research as well as his or her status in the academic community. Prior to receiving tenure, young faculty members are expected to supervise master's degree students, but not necessarily doctoral or post-doctoral students.

Prior to being promoted to the rank of Full Professor, the issue of the success of the faculty member's students in their continued academic career will also be considered.

E. Contribution to the University Community and the Scientific Community

Serving on university committees and holding academic positions constitute a contribution to the university's academic community and are taken into consideration for promotions. It is important to stress that at the rank of senior lecturer, candidates are expected to make modest contributions only that will not harm their professional development in terms of research, teaching and supervision. At the ranks of associate professor and full professor, the university expects candidates to belong to committees, undertake jobs and more.

Conference organization, positions in scientific organizations and other professional academic activities constitute contributions to the scientific community in the relevant

field and are taken into consideration for promotions. Research-based activity that contributes to society as a whole will also be considered in the appropriate fields. Nevertheless, it is important to stress that this form of activity should not be at the expense of the candidate's primary academic contributions, among them publishing articles and books, obtaining research grants and supervising research students.