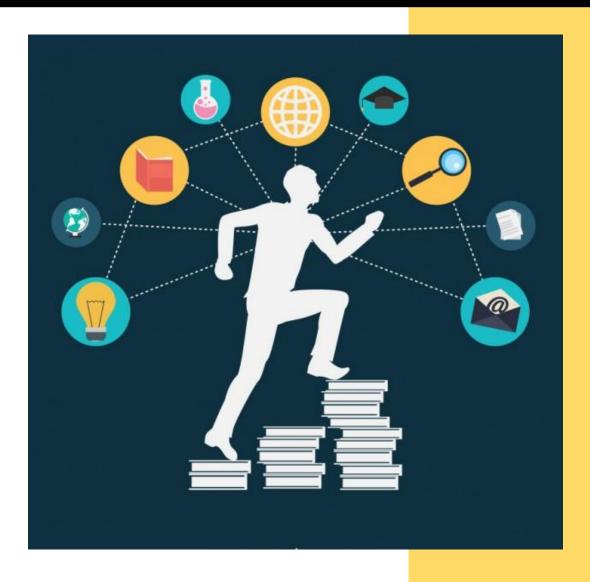November, 2024

ACADEMIC STAFF RECRUITMENT/APPOINTMENT AND PROMOTION GUIDELINES

Catholic University of Health and Allied Sciences

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The Academic Staff Recruitment/Appointment and Promotions Guidelines were approved by the 53rd Council Meeting on 15/11/2024.

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ACRONYMS AND ABBREVIATIONS

CUHAS	Catholic University of Health and Allied Sciences
GPA	Grade Point Average
HoD	Head of Department
ISBN	International Standard Book Number
MDent	Master of Dentistry
MMed	Master of Medicine
MSc	Master of Science
PhD	Doctor of Philosophy
SCI	Science Citation Index
TCU	Tanzania Commission for Universities

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1. INTRODUCTION

Activities of the Catholic University of Health and Allied Sciences (CUHAS) are guided by the following mission statements: "Train skilled and competent human resources in the health sector who are vested with moral and ethical values; search, discover and communicate the truth to advance the frontiers of knowledge; and provide quality services to the individual and the community". The goal of the appointment and promotion process at CUHAS is to encourage and reward faculty contributions and achievements that support the missions of the University. Furthermore, the process of appointment and promotion should adhere to the national and international standards so that CUHAS professionals meet the global standards and can be recognized globally. This recognition facilitates labour movements as CUHAS professionals can be employed universally.

The Appointments and Promotion Committee is charged with ensuring that scholarly achievements and excellence are the criteria for academic advancement, irrespectively of whether a faculty member's achievements derive primarily from research, teaching, or contributions through service and academic leadership to the department, institution, and medical and scientific communities. Selection of individuals for appointment and promotion to the CUHAS faculty must be by the highest standards while observing the minimum Tanzania Commission for Universities (TCU) Standards Guidelines.

Every faculty member is expected to strive for the highest academic rank within his/her selected specialization. The schools and their departments shall endeavour to provide mentoring to enable individuals to reach their full academic career potential. Faculty must receive feedback on their performance and potential for advancement to make informed choices regarding career paths. These guidelines focus on procedures and criteria for evaluation, appointments and promotion through the academic ladder at CUHAS to move the University to a higher rank.

To achieve all the above-mentioned issues, the 62nd CUHAS Appointments Committee meeting of 27th January 2022 declared that the CUHAS academic promotion guidelines of 2016 should be reviewed by benchmarking the current TCU guidelines, as well as referring to other national and international health universities. In the two years of implementation of the approved 2022 guidelines, some clarifications were requested by the stakeholders on specific sections of the document. The 65th CDD Committee therefore mandated the revision of the guidelines to provide the requested clarification to the stakeholders.

2. FACULTY APPOINTMENTS AND PROMOTION PROCEDURES

(a) All appointments/recruitments, reappointments and promotions of the faculty require approval of the University Appointments Committee except for appointments and promotions of the rank of Associate Professor and Professor which shall need further approval by the University Council.

(b) As provided in section 20 (1) (b) of the Universities Act, Cap. 346 of the Laws of Tanzania, the academic staff of a University shall comprise the following 6 categories of ranks:

Category 1: Tutorial Assistant / Assistant Library Trainee,

Category 2: Assistant Lecturer / Assistant Librarian / Assistant Research Fellow,

Category 3: Lecturer / Librarian/Research Fellow,

Category 4: Senior Lecturer / Senior Librarian / Senior Research Fellow,

Category 5: Associate Professor / Associate Library Professor / Associate Research Professor

Category 6: Professor / Library Professor / Research Professor.

2.1 APPOINTMENT AND RECRUITMENT PROCEDURES OF THE ACADEMIC STAFF

The University shall use a transparent process to attract, recruit, employ, deploy and maintain qualified staff to carry out the University's core functions. All positions must be advertised, and candidates recruited must be interviewed and employed by the guidelines provided under this part and by the TCU guidelines. The guidelines for recruitment and appointment of the academic staff are:

2.1.1. The Head of Department (HoD) shall prepare and submit the requirements for new staff to the Directorate of Human Resources and Administration.

2.1.2. The Director of Human Resources and Administration shall include the submitted request in the university recruitment plan and the annual financial budget after consultation with the office of the Deputy Vice-Chancellor (Academics, Research and Consultancy).

2.1.3. Subject to the approved annual recruitment budget, the Director of Human Resources and Administration shall prepare and advertise all required job positions publicly.

2.1.4. The respective Department shall ensure that candidates to be considered for employment at any of the rank categories in Guideline 2 (b) have fulfilled the requirements for the position applied as specified in **Table 1**.

2.1.5. During the recruitment process the respective Department/School/Directorate in collaboration with the Directorate for Human Resources and Administration shall establish a panel constituted of qualified senior staff to perform the following minimum activities:

2.1.5.1. Evaluating the documents submitted by candidates;

2.1.5.2. Preparing a shortlist of candidates to be invited for interview, based on an assessment of the documents submitted in the applications for employment and following established minimal recruitment criteria;

2.1.5.3. Conducting oral interviews for all shortlisted candidates. For the academic staff involved in practical sessions, written/practical assessment must be conducted before the oral interview; and

2.1.5.4. Preparing a full report on the interview proceedings for further processing to the relevant University Organs and record keeping for future reference and retrieval.

2.1.5.5. As part of the interview process, every candidate shall prepare a presentation / public lecture to assess his/her soft skills, including teaching language proficiency.

2.1.5.6. The lowest entry point for employment of the academic staff is Tutorial Assistant / Assistant Library Trainee which are trainees and not a teaching post. For the research fellow cadre, the lowest entry point shall be the Assistant Research Fellow.

2.1.5.7. If a candidate is not Tanzanian by nationality, the Department shall ensure the following guidelines are followed:

- o All national policies and laws /regulations are followed,
- o The candidate's qualifications shall be first validated by TCU,
- o The candidate must meet the minimum requirements and attributes for a position applied,
- o The candidate's academic achievements at his/her previous university before his/her recruitment in Tanzania shall be considered after employment.

2.1.6. A letter of appointment signed by the Deputy Vice-Chancellor (Planning, Finance and Administration), will confirm the rank and type of appointment made. The letter will contain details on the terms of the appointment and other relevant information.

Table 1: Recruitment and Appointment Requirements for Academic Staff

Category	Title	First Appointment Minimum Entry	First Appointment General Attributes
1	Tutorial Assistant / Assistant Library Trainee	A Holder of a Bachelor's Degree or equivalent Degree from a recognized institution with a GPA of at least 3.5 (Upper Second) and a score of at least B in the relevant subject	a) Adherence to professional ethics, b) Teaching language proficiency, c) Ability to communicate to others information, knowledge, and skills, d) Computer literacy, e) Good interpersonal skills, f) Ability to work as part of a team, g) Enthusiasm and self-motivation, h) Ability to exercise initiative and be proactive and i) Motivation for innovation, further learning and continuing professional development.
2	Assistant Lecturer/ Assistant Librarian / Assistant Research Fellow	A Holder of a Master's Degree or its equivalent from a recognized institution with a GPA of 4.0 and a bachelor's degree with a GPA of 3.5	Attainment of Category 1 attributes as well as the following: a) Ability to prepare and deliver own teaching materials. b) Problem-solving and innovation skills; and c) Ability to recognize students having difficulties, intervene and provide help and support d) Ability to prepare quality research proposals.
3	Lecturer / Librarian / Research Fellow	A Holder of a PhD or MMed/ MDent or its equivalent from a recognized institution with a GPA of 4.0 and above or an average of B+ performance, and a bachelor's degree with a GPA of 3.5	Attainment of Category 2 attributes as well as the following: a) Ability to design, set, administer and supervise different assessment items; b) Ability to mark student scripts and coursework assessment items and provide feedback; c) Potential to be a good role model and steer students towards dedication to learning, creativity and problem-solving;

Category	Title	First Appointment Minimum Entry	First Appointment General Attributes
			d) Ability to carry out independent research; and e) Ability to supervise research and other knowledge and skills development activities.
4	Senior Lecturer/ Senior Librarian / Senior Research Fellow	A Holder of a PhD/MMed/MDent or its equivalent from a recognized institution as well as: a) Publication points from scholarly activities of at least 6 points (at least 3 points from Peer Review Journal Articles and 3 points from other scholarly activities) for Senior Lecturer/ Senior Librarian and 8 points from Peer Reviewed Journal Articles for Senior Research Fellow since attainment PhD/MMed/MDent. At least 25% of the publication points should be from diversified journal publications. b) 3 years of notable academic services	Attainment of Category 3 attributes as well as: a) Ability to plan and promote the vision of the institution; b) Ability to establish academic or professional chairs for the institution; c) Ability to solve complex institutional problems; d) Ability to attract funding for different activities of the institution; and e) Leadership and management ability.
5	Associate Professor/ Associate Library Professor/ Associate Research Professor	Category 4 requirements as well as: a) Scholarly activities which on assessment produce 10 points (at least 6 from Peer Reviewed Journal Articles and 4 points from other scholarly activities) for Associate Professor and Associate Library Professor or 12 points from Peer Reviewed	Attainment of Category 4 requirements as well as the following attributes: a) Demonstration of ability to mentor and supervise postgraduate research students. b) Demonstration of actual experience in the application of course materials to real-life situations. c) Ability to apply specialist knowledge and skills to the

Category	Title	First Appointment Minimum Entry	First Appointment General Attributes
		Journal Articles for an Associate Research Professor since attainment of PhD/MMed/MDent. At least 30% of the publication points should be from diversified journal publications. b) 6 years of notable academic services	resolution of problems in the society; and d) Ability to remain current in his/her field through active consulting and continuing education. e) Leadership and management ability
6	Professor/ Library Professor/ Research Professor	Category 5 requirements as well as: a) Publications that on assessment produce 16 points (at least 10.4 points from Peer Reviewed Journal Articles and 5.6 points from other scholarly activities) for Professor/ Library Professor or 19 points from Peer Reviewed Journal Articles for Research Professor. At least 40% of the publication points should be from diversified journal publications since the attainment of PhD/MMed/; and b) Notable academic service experience of not less than 9 years.	Attainment of Category 5 requirements as well as the following attributes: a) Ability to command authority in a specific field of his/her profession or discipline; b) Ability to establish academic or professional and professorial chairs for the institution; and c) Ability to spearhead new knowledge, innovation and processes taking into account the current state of development as well as forecast future trends. d) Leadership and management ability

2.2 DUTIES AND RESPONSIBILITIES OF ACADEMIC STAFF ACCORDING TO RANKS

2.2.1 **Tutorial Assistant:** Tutorial Assistant is a training post for which the staff is required to undergo a Master's Degree training programme immediately after confirmation of his/her appointment. The duties and responsibilities of a Tutorial Assistant shall include:

a) Understudying senior members through attending lectures, seminars, tutorials and practical training;

b) Assisting in the supervision of tutorials, seminars and practical sessions;

c) Assisting in research, consultancy and outreach activities, and

d) Performing any other duties that may be assigned by senior members of staff.

2.2.2 **Assistant Librarian Trainee:** Assistant Librarian Trainee is a training post. Duties and responsibilities of an Assistant Librarian Trainee shall include:

a) Understudying senior faculty including attending lectures, seminars, tutorials and practical sessions where applicable

b) Studying and acquiring skills in training, research and consultancy;

c) Assisting in research and consultancy projects;

d) Understudying senior members, handling matters on lending out and receipt of books, automating the library catalogue and circulation services;

e) Assisting in cataloguing and classification of books;

f) Indexing of periodicals and journals, abstracting services and advising to readers under supervision, and

g) Performing any other duties that may be assigned by a competent authority.

2.2.3 **Assistant Lecturer:** An Assistant Lecturer shall be required to:

a) Register for PhD training within 5 years after employment;

b) Undertake an induction course in pedagogical skills/Teaching Methodology course for those who previously did not have such training. Duties and responsibilities of an Assistant Lecturer shall include:

o Conducting lectures, seminars, tutorials and practical sessions for undergraduate programmes;

- Assisting senior staff in practical sessions, seminars and tutorials for postgraduate programmes as part of their learning and building capacities in various aspects of teaching, learning, research and public service;
- Preparing case studies;
- Working in cooperation with senior members of staff on specific projects;
- Supervising special projects for undergraduate students;
- Conducting and publishing research results;
- Assisting in writing teaching manuals and compendia;
- Attending workshops, conferences and symposia, and
- Carrying out any other duties that may be assigned by a relevant authority.

2.2.4 **Assistant Librarian:** Duties and responsibilities of an Assistant Librarian shall include:

a) Assisting senior faculty including attending lectures, seminars, tutorials and practical sessions where applicable;

b) Studying and acquiring skills in training, research and consultancy;

c) Assisting in research and consultancy projects;

d) Assisting senior members, handling matters on lending out and receipt of books, automating the library catalogue and circulation services;

e) Supervising cataloguing and classification of books;

f) Supervising indexing of periodicals and journals, abstracting services and advising readers, and

g) Performing any other duties that may be assigned by a competent authority.

2.2.5 **Assistant Research Fellow:** An Assistant Research Fellow shall be required to undergo training to PhD level within 5 years after employment. Duties and responsibilities of Assistant Research Fellow shall include:

a) Preparing research proposals and carrying out research;

b) Supervising special projects for undergraduate students;

c) Teaching undergraduate students, where applicable;

d) Understudying senior members including attending lectures and seminars;

e) Organizing conferences, workshops and symposia, and

f) Carrying out any other duties that may be assigned by a relevant authority.

2.2.6 **Lecturer:** A Lecturer shall be required to undertake an induction course in pedagogical skills/Teaching methodology course for those who previously did not have such training. Duties and responsibilities of a Lecturer shall include:

a) Conducting lectures, tutorials, seminars and practical sessions for undergraduate and Masters' programmes;

b) Carrying out field supervision of undergraduate and postgraduate students;

c) Mentoring junior staff in all relevant matters;

d) Participating in curriculum development;

e) Participating in developing and managing various university projects;

f) Undertaking research and publishing research results;

g) Carrying out community/outreach services including promoting linkages with industry;

h) Undertaking consultancy services;

i) Preparing teaching manuals and compendia;

j) Supervising undergraduate and postgraduate student projects;

k) Attending/organizing workshops, conferences and symposia, and

l) Undertaking any other duties that may be assigned by a relevant authority.

2.2.7 **Librarian:** Duties and responsibilities of a Librarian shall include:

a) Supervising matters on lending out and receipt of books;

b) Supervising automation of the library catalogue and circulation services;

c) Supervising cataloguing and classification of books;

d) Supervising to index periodicals and journals;

e) Abstracting services and advising readers;

f) Preparing manuals and case studies for training and providing close supervision and guidance to students;

g) Working on consultancy projects and being responsible for guidance and coaching;

h) Developing curriculum and participating in its implementation;

i) Teaching undergraduate and postgraduate students on relevant matters;

j) Setting and marking assignments, tests and examinations and submitting results on time;

k) Invigilating students during examinations;

l) Mentoring junior staff in relevant matters;

m) Participating in developing and managing various university activities;

n) Undertaking research, publishing/disseminating results;

o) Writing teaching manuals;

p) Assisting digitalization of teaching materials, teaching techniques and research output produced at the University;

q) Attending/organizing workshops, conferences and symposia;

r) Setting, supervising and marking exams & tests for undergraduate and postgraduate students;

s) Assisting in the preparation of e-learning and library IT platforms, and

t) Undertaking any other duties as may be assigned by the supervisor or University Management.

2.2.8 **Research Fellow:** Duties and responsibilities of a Research Fellow shall include those for an Assistant Research Fellow as well as:

(a) Guiding to junior staff.

(b) Identifying research areas and developing research proposals on the same;

(c) Soliciting funds for research;

(d) Preparing and publishing teaching manuals and compendia where applicable;

(e) Carrying out community/outreach services including promoting linkages with industry;

(f) Undertaking consultancy services, and

(g) Undertaking any other duties that may be assigned by a relevant authority.

2.2.9 **Senior Lecturer:** Duties and responsibilities of a Senior Lecturer shall include those for a Lecturer as well as:

a) Mentoring junior staff in all relevant areas;

b) Designing and developing curricula;

c) Managing institutional projects and activities;

d) Writing teaching manuals, compendia and books.

e) Developing new courses and programmes;

f) Undertaking any other duties that may be assigned by a relevant authority, and

g) Fundraising through grant writing.

2.2.10 **Senior Librarian:** Duties and responsibilities of a Senior Librarian shall include those for a Librarian as well as:

a) Participating in large multi-disciplinary research projects;

b) Participating and facilitating curriculum development and implementation;

c) Participating and facilitating faculty development activities and managing various university activities;

d) Assessing the teaching skills of junior staff, grading them and providing feedback for improvement;

e) Assessing student's coursework and academic progress and supervision of Masters and PhD students;

f) Assisting digitalization of research output produced at the University;

g) Supervising field students and undergraduate special projects;

h) Developing teaching platforms and e-learning materials;

i) Developing, implementing and supervising library/IT systems;

j) Assisting and facilitating the development of electronic technology and learning aids, and

k) Performing any other duties that may be assigned by a competent authority.

2.2.11 **Senior Research Fellow:** Duties and responsibilities of Senior Research Fellow shall include those for Research Fellow as well as:

a) Supervising undergraduate and postgraduate students including PhD students;

b) Organizing research panels, symposia, and workshops;

c) Publishing teaching manuals, compendia and textbooks;

d) Plan and manage institutional research projects and activities;

e) Undertaking any other duties that may be assigned by a relevant authority, and

f) Fundraising through grant writing.

2.2.12 **Associate Professor:** Duties and responsibilities of an Associate Professor shall include those for Senior Lecturer as well as:

a) Providing a leadership role in the institution;

b) Participating in the establishment of research hubs and resource centres;

c) Promoting entrepreneurship in his/her field of specialization;

d) Establishing academic/professional links nationally, regionally and globally;

e) Undertaking any other duties that may be assigned by a relevant authority, and

f) Fundraising through grant writing.

2.2.13 **Associate Library Professor:** Duties and responsibilities of an Associate Library Professor shall include those for Senior Librarian as well as:

a) Planning acquisitions of library material by selecting, ordering, receiving and recording them;

b) Supervising cataloguing and classification of books, indexing of periodicals and journals and other reference materials;

c) Implementing automation of the library catalogue and circulation services;

d) Directing and supervising abstracting of students' thesis, journals and periodicals;

e) Carrying out library technology lectures, tutorials and seminars for undergraduate and postgraduate;

f) Playing leadership role at the level of Directorate;

g) Mentoring junior staff in relevant matters;

h) Training juniors and participating in curriculum development and its implementation;

i) Facilitating and participating in faculty development activities and all other activities for improvement of teaching and learning;

j) Participating in developing and managing various university activities and programmes;

k) Supervising Masters and PhD theses/dissertations;

l) Undertaking research, publish/disseminate results;

m) Carrying out consultancy and community services;

n) Publishing books that advance library and other knowledge;

o) Developing academic and other policies and offering technical assistance to the University organs;

p) Establishing collaborative links (within and outside the country) with other universities, industries, commercial and public organizations;

q) Providing personal guidance and advising to clients in the field;

r) Preparing and publishing manuals and professional papers in related fields;

s) Carrying out audit and evaluation of library practice in line with institutional and national standards framework;

t) Assisting in developing medical teaching and learning guides, platforms, skills learning and quality assurance standards, and

u) Performing any other duty that may be assigned by the relevant authorities.

2.2.14 **Associate Research Professor:** Duties and responsibilities of Associate Research Professor shall include those for Senior Research Fellow as well as:
   a) Undertaking large-scale research projects;
   b) Providing a leadership role in the institution;
   c) Providing guidance and advice to clients in the field;
   d) Participating in the establishment of research hubs and resource centres;
   e) Disseminating research findings to appropriate stakeholders;
   f) Promoting entrepreneurship in his/her field of specialization;
   g) Establishing academic/professional links nationally, regionally and globally;
   h) Undertaking any other duties that may be assigned by a relevant authority, and
   i) Fundraising through grant writing.

2.2.15 **Professor:** Duties and responsibilities of a Professor shall include those for Associate Professor as well as:
   a) Delivering a Professorial Inaugural Lecturer within 3 years after attaining the position of Professor;
   b) Establishing professorial chair in relevant disciplines;
   c) Spearheading innovation and forecasting future development of the institution;
   d) Promoting and enhancing the internationalization of the institution;
   e) Undertaking any other duties that may be assigned by a relevant authority; and
   f) Fundraising through grant writing.

2.2.16 **Library Professor:** Duties and responsibilities of a Library Professor shall include those for Associate Library Professor as well as:
   a) Abstracting of student's thesis, journals and periodicals;
   b) Directing re-shelving of books left by readers on study tables;
   c) Facilitating and participating in faculty development activities and all other activities for improvement of searching and learning;
   d) Fairly assessing the teaching skills of junior faculty, grading them and providing feedback for improvement;

e) Liaising with the Deans/Directors regarding requirements of books, pamphlets, and periodicals and journals;

f) Advising the Deputy Vice Chancellors on all matters about library services;

g) Handling matters of lending out and receipt of books;

h) Providing reader and reference services and giving appropriate advice;

i) Supervising acquisitions of library material by selecting, ordering, receiving and recording them;

j) Directing and supervising cataloguing and classification of books; indexing of periodicals and journals and other reference materials;

k) Carrying out digitalization of research output produced at the University, and

l) Performing any other duties assigned by the superiors.

2.2.17 **Research Professor:** Duties and responsibilities of Research Professor shall include those for Associate Research Professor as well as:

a) Planning and undertaking large-scale research projects;

b) Providing a leadership role in the organization;

c) Taking a leading role in the development of the institution;

d) Monitoring of the dissemination of research findings;

e) Undertaking research and publishing research results;

f) Delivering a Professorial Inaugural Lecturers within 3 years after attaining the position of Professor;

g) Establishing a professorial chair in a relevant discipline;

h) Promoting internationalization of the institution;

i) Undertaking any other duties that may be assigned by a relevant authority, and

j) Fundraising through grant writing.

2.2.18 **Professor Emeritus or Professor Emerita**

a) **Qualifications:** The title Professor Emeritus or Professor Emerita (for female staff) shall be conferred to a Renowned Retired Professor who has served the university with distinction over the years and may be awarded the title of Emeritus or Emerita (for females) upon retirement. He/she must have an outstanding performance and track record for soliciting and attracting research funding for the University. The post holder shall hold office as long as still active and able to attract research/project

funds for the University. He/she shall be remunerated from the funds that he/she generates/attracts from funders for the University.

b) **Duties and Responsibilities:** To solicit and attract research funds for the University in addition to performing academic duties as a professor.

2.3   PROMOTION PROCEDURES OF ACADEMIC STAFF

2.3.1   An individual academic member of staff is responsible for initiating the process of his/her promotion by submitting the required documents for review through the HoD.

2.3.2   The candidate applying for the promotion to professorial ranks, apart from the above, should also submit a motivation/candidate narrative showing the contribution to the academic, research and consultancy. The letter should clearly show the specific achievement in a particular research area of specialization.

2.3.3   The HoD shall ultimately be responsible for initiating recommendations for promotion to the University Appointments Committee through the School and relevant University Committees subject to the reviewers' assessments.

2.3.4   Recommendations for promotion shall be submitted to the Appointments Committee on staff review forms provided by the appropriate School.

2.3.5   An appropriate statement from the HoD shall be an essential part of each recommendation for promotion. The statement should explicitly document the scholarly, educational, clinical or other activities of the candidate that warrant promotion.

2.3.6   The HoD recommending an individual for a faculty promotion is responsible for verifying the curriculum vitae and bibliography of the candidate and organizing the peer review process of any publications submitted.

2.3.7   The candidate due for promotion is required to produce four (4) copies of the Curriculum Vitae and publications as required.

2.3.8   The HoD is expected to submit his/her recommendations to the Dean or Director of the School/ Directorate/Institute for further input.

2.3.9   If a HoD's recommendation for promotion is not approved, the reason(s) for such decision shall be communicated to that individual through the HoD. The individual may appeal through the HoD.

2.3.10 The Appointments Committee will consider a recommendation for promotion in at its earliest staff review meeting but will consider pending issues at its Mini-Staff Review meeting in September.

2.3.11 A letter of promotion signed by the Deputy Vice Chancellor (Planning, Finance and Administration), will confirm the rank of promotion made. The letter will contain details on the job descriptions and other relevant information.

2.3.12 Except for Research Fellows, **Scholarly activities alone, without an effective teaching grade of "B" and above for three consecutive years, will not be sufficient criteria for promotion.**

3. ACADEMIC PROMOTION PATHWAYS

3.1 TRADITIONAL PATHWAY

At CUHAS currently, members of staff in basic sciences as well as clinical departments have one pathway. The pathway starts from Tutorial Assistant / Assistant Library Trainee, Assistant Lecturer / Assistant Librarian / Assistant Research Fellow, Lecturer / Librarian / Research Fellow, Senior Lecturer / Senior Librarian / Senior Research Fellow, Associate Professor / Associate Library Professor / Associate Research Professor to Professor / Library Professor / Research Professor. To ascend on this academic ladder members of staff are expected to meet certain targets of Excellency which constitute the promotion criteria.

3.2 FAST TRACK PROMOTION

CUHAS is striving to be a research-intensive institution. CUHAS wishes to consider creating opportunities that allow some members of staff an accelerated promotion in which a candidate may seek promotion to a higher level before the required duration stipulated, but with at least twice as many scholarly activities or exhibitions as required in the Ordinary Track to encourage prolific researchers and writers to continue writing and publishing. In this regard, CUHAS has created a more flexible promotion with two avenues as follows:

i. **Ordinary Track Promotion:** Requiring a defined number of scholarly activities plus several years of teaching in a position.

ii. **Fast Track Promotion:** Requiring at least twice as many scholarly activities points or exhibitions as required in Ordinary Track minus the required defined number of years of teaching in a particular position.

4. ELIGIBILITY FOR PROMOTION

4.1. All continuing and fixed-term contract staff are eligible for promotion, with the following exceptions:

4.1.1   Staff on leave without pay for a period above 12 months;

4.1.2   Staff who have served in their current appointment for less than 3 years. In exceptional circumstances this may be waived by application for consideration for Fast Track Promotion;

4.1.3   A staff member who has resigned or has submitted notice of resignation, before the promotion processes were initiated;

4.1.4   A staff member whose performance is found to be unsatisfactory by the relevant Committee in any area;

4.1.5   Staff while on probation;

4.1.6   Staff who have not filled the Annual Performance Appraisal Forms for 3 consecutive years, and

4.1.7   Staff who have not obtained a certificate of the Teaching Methodology course.

4.2.   Promotion will be primarily based on performance since appointment to the University or last promotion at the University, whichever is the most recent.

4.3.   Furthermore, while not a requirement to have reached the top of the relevant scale to be considered for promotion, a staff member due for promotion will be presumed to have reached the top of the relevant salary scale and their performance will be assessed on that presumption.

5. PROMOTION CRITERIA

5.1 GENERAL CONSIDERATIONS

5.1.1   Candidates will be expected to have successfully performed the duties outlined in their current job as per their job description. For purposes of promotion, they will be assessed by reference to their scholarly and other contributions to the University as evidenced by:

Research: Contribution to the advancement of the subject by research and scholarship through the acquisition and synthesis of knowledge and understanding resulting in publication in peer-reviewed journals and the undertaking of other scholarly activities. For any promotion, the term 'research' is understood to mean scholarly publications of good quality.

Teaching: Contribution to the advancement of a particular subject area by teaching, and by educational innovations where appropriate.

Service and Academic leadership: Contribution through administrative service, clinical care, consultancy and community service as well as receipt of grant awards and development of novel innovations that enhance and build up the reputation of the institution.

Table 2: Weekly and Annual Workload Distribution for Basic Sciences Academic Staff

Category	Tutorial Assistant		Assistant Lecturer		Lecturer		Senior Lecturer		Associate Professor/ Professor	
Activity	**Hrs.**	**%**	**Hrs.**	**%**	**Hrs.**	**%**	**Hrs.**	**%**	**Hrs.**	**%**
Teaching/ Class Time	5	12.5	7	17.5	10	25	10	25	8	20
Preparations/ Resource Search	20	50	7	17.5	3	7.5	2	5	3	7.5
Research & Publications	11	27.5	19	47.5	18	45	18	45	14	35
Outreach/ Public Service	3.6	9	6	15	4	10	3	7.5	7	17.5
Administration	0.4	1	1	2.5	3	7.5	4	10	2	5
Mentoring/ Counselling/ Supervision	-	-	-	-	1	2.5	3	7.5	6	15
Hrs./Week	**40**	**100**	**40**	**100**	**40**	**100**	**40**	**100**	**40**	**100**
Annual Teaching Load	**175**		**245**		**350**		**350**		**280**	

NB: For academic staff appointed as Research Fellows, Senior Research Fellows, Associate Research Professors and Research Professors the weekly and annual workloads for Teaching/Class Time shall be incorporated in the Research & Publications (50%) and Outreach/ Community Service (50%) with all other categories remaining as indicated in the Table.

Table 3: Weekly Workload Distribution for Clinical Academic Staff

Category	Tutorial Assistant		Assistant Lecturer		Lecturer		Senior Lecturer		Associate Professor/ Professor	
Activity	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%
Lecturing	2	5	5	12.5	7	17.5	6	15	5	12.5
Involvement practical or clinical Session	10	25	7	17.5	10	25	8	20	6	15
Preparation of lectures/clinical Session	11	27.5	6.5	16.25	1	2.5	1	2.5	2	5
Setting up variables forms of examination	0	0	1	2.5	1	2.5	1	2.5	1	2.5
Marking scripts and dissertation /thesis	0.5	1.25	1	2.5	1	2.5	1.5	3.75	3	7.5
Compiling examination results	0	0	0.5	1.25	0.5	1.25	0.5	1.25	0.5	1.25
Consultation with students	0.5	1.25	0.5	1.25	0.5	1.25	1	2.5	2	5
Supervising undergraduate and postgraduate students	0	0	1	2.5	1	2.5	1.5	3.75	2	5
Supervising field practical were applicable	0	0	1	2.5	0.5	1.25	0.5	1.25	0.2	0.5
Research and publication	5	12.5	5.5	13.75	6.5	16.25	7	17.5	6.3	15.75
Patient care/ Consultancy/ Outreach	10	25	10	25	8	20	8	20	5	12.5
Administration	0.5	1.25	1	2.5	3	7.5	4	10	7	17.5
Hrs/Week	**40**		**40**		**40**		**40**		**40**	

Table 4: Promotion Requirements for Academic Staff (Table Six distribution should be adhered to)

Category	Title	Promotion Requirements
1	Assistant Lecturer/Assistant Librarian/Assistant Research Fellow	Promotion from Tutorial Assistant/Assistant Library Trainee to Assistant Lecturer/Assistant Librarian/Assistant Research Fellow requires possession of a Master's Degree from a recognized institution with a GPA of 4.0 and above or average of B+ performance
2	Lecturer/Librarian/Research Fellow	a) Attainment of a PhD or MMed/MDent from a recognized institution. For MMed a GPA of 4.0 and above or average of B+ performance is required. b) Promotion of Assistant Lecturers/Assistant Librarians/Assistant Research Fellow on PhD training, with satisfactory progress report on the PhD programme (as stated in 5.2.2.2) and at least 2 points from Peer Reviewed Journal Articles (which are not related to his/her PhD), and at least two years of commendable academic service as Assistant Lecturer/Assistant Librarian/Assistant Research Fellow with an average teaching grade of at least B.
3	Senior Lecturer/ Senior Librarian/Senior Research Fellow	Promotion from Lecturer/ Librarian to Senior Lecturer/ Senior Librarian requires: a) PhD or MMed/MDent, b) A minimum of three years of notable academic services since last promotion or appointment with an average teaching grade of at least B. c) At least 6.0 Scholarly points (At least 3 from peer-reviewed journal articles and 3 from other scholarly activities). d) At least 25% of the publication points should be from diversified journal publications. e) Should have supervised/co-supervised to completion at least 2 postgraduate students. f) Managerial/Leadership skills of at least B grade and above Promotion from Research Fellow to Senior Research Fellow requires: a) A PhD. b) A minimum of three years of notable academic service since the last promotion with an average teaching grade of at least B

Category	Title	Promotion Requirements
		c) At least 6.0 points from peer-reviewed journal articles d) At least 25% of the publication points should be from diversified journal publications. e) Should have supervised/co-supervised to completion at least 2 postgraduate students. f) Managerial/Leadership skills of at least B grade and above
4	Associate Professor/Associate Library Professor/Associate Research Professor	Promotion from Senior Lecturer/Senior Librarian/Senior Research Fellow to Associate Professor/Associate Library Professor, candidates should have: a) A minimum of three years of notable academic service since the last promotion with an average teaching grade of at least B b) Promotion of a Senior Lecturer/Librarian with PhD or MMed with super-speciality with a minimum of three years of notable academic service in that position and has acquired at least 8.0 scholarly points (at least 4.8 points from peer-reviewed journal articles and 3.2 points from other scholarly activities). At least 30% of publication points should be from diversified journal publications. c) Promotion of a Senior Lecturer with MMed/MDent with a minimum of three years of notable academic service in that position and has acquired at least 10 scholarly points (at least 6 points from peer-reviewed journal articles and 4 points from other scholarly activities). At least 30% of publication points should be from diversified journal publications. d) Promotion of Senior Research Fellow with a minimum of three years of notable academic service in that position and has acquired at least 10 points from peer-reviewed journal articles since last promotion. At least 30% of the publication points should be from diversified journal publications e) Should have supervised/co-supervised to completion at least 3 postgraduate students. f) Contribution in attracting at least one grant as Principal Investigator or Co-investigator and other resource mobilization activities or has applied for at least three grants.

Category	Title	Promotion Requirements
		g) Managerial/Leadership skills of at least B grade and above
5	Professor / Library Professor / Research Professor	Promotion from Associate Professor/ Associate Library Professor, Associate Research Professor to Professor/ Library Professor/ Research Professor requires: a) A minimum of three years of notable academic service since the last promotion with an average teaching grade of at least B b) At least 10 Scholarly points for Associate Professor/ Associate Library Professor (at least 6.5 points from peer-reviewed journal articles and 3.5 from other scholarly activities) since last promotion or at least 12.0 points from Peer Reviewed Journal Articles for Associate Research Professor since last promotion. At least 40% of the publication points should be from diversified journal publications c) In addition, the staff member should also have supervised/co-supervised to completion at least 4 postgraduate students. d) Contribution in attracting at least one grant as Principal Investigator or Co-investigator and other resource mobilization activities. e) Managerial/Leadership skills of at least B grade and above

5.2 RESEARCH/SCHOLARY ACTIVITIES

5.2.1 Objective evidence for excellence in research is required for faculty advancement for all members of the academic staff. Scholarly activities are an important benchmark and are evaluated on the **quality, focus, and impact of the contribution**. Work that has not been disseminated does not meet the definition of scholarship. An individual's role in scholarship is a factor to consider, for example, whether the individual has developed independence in an area of research or contributed with some level of independence as a collaborator with **a major role in a particular research endeavour**. Each department must judge the quality of the scholarship for faculty being considered for promotion.

5.2.1.1 **Scholarly works/activities** refer to any form of publication including Peer-reviewed Journal Articles, Books, Patents, Chapters of a Book, Published Conference Papers, Case Reports, Book Reviews, Research Reports, Protocol, Letters to the editor,

Commentaries, Consultancy Reports, Guidelines, SOPs, Extension Materials, Books for lower levels etc. **A single document cannot be used in more than one category**.

5.2.1.2 **Peer-Reviewed Journal Articles** refer to Full-length original articles, Systematic Reviews, Meta-analysis, Narrative Reviews, Scoping Reviews.

5.2.2 Under the category of research, the University will use the following academic materials/works for promotion: thesis, satisfactory PhD progress report, research reports, conference papers, technical notes, book reviews, chapters in a book, journal articles, case reports, students' supervision to completion, vetting of publications, review of article for publications. Each material/work shall be reviewed and graded according to the respective guidelines and criteria:

5.2.2.1 The **PhD thesis** can be counted for promotion if it has not been used for promotion before and if not mandatory for a promotion to a certain rank. A PhD monograph thesis like other books shall be awarded 3.0 points. In the case of PhD by publications, the published articles shall be evaluated and awarded like any other peer-reviewed journal articles. Post PhD thesis (Postdoc), post MMed/MDent thesis (MSc. Super-specialization Degrees) and Fellowships thesis shall be awarded 1.0 points. In case theses are by publications, the published articles shall be evaluated and awarded like any other journal article.

NB: Super-specialization is defined as an acquisition of a Master of Science or its equivalent qualification post MMed/MDent in the relevant areas of clinical care of specialization such as Cardiology, Nephrology, Neurology, Neurosurgery, Gastroenterology, Endocrinology, Cardiothoracic Surgery, Pulmonology, Infectious diseases, Neonatology, Interventional radiology etc.

5.2.2.2 **Satisfactory PhD Progress:** A candidate will be considered to have satisfactory PhD progress if he/she has completed at least one year since he/she was provisionally registered and has achieved the following:

- The candidate has developed a full proposal which has been approved by the higher degree committee.
- The candidate has been fully registered as a PhD candidate.
- The candidate has published at least one manuscript about his/her PhD work in a peer-reviewed journal and another manuscript has been approved by supervisors to

be submitted (OR in the case of PhD by monograph, the candidate has completed at least half of his/her research objectives)

5.2.2.3 **Research Reports/Case reports or Series/Short Communications:** Research reports are reports from research findings that have not been published. Research reports have to be officially registered with the relevant School/Institute before consideration and evaluation for promotion. Research reports shall be awarded $0 - 0.5$ points for each report.

5.2.2.4 **Conference/ Seminar Papers Retrievable from Proceedings:** Only papers retrievable from refereed proceedings shall be considered for promotion. Published papers in proceedings shall be awarded a maximum of 0.5 points. A maximum of three (3) conference papers can be used in the promotion to one rank. The conference/ seminar papers need to reflect evidence of oral or poster presentations.

5.2.2.5 **Technical Notes and Book Reviews:** Technical notes, books editorials and book reviews shall be considered for promotion. They shall be evaluated and awarded a maximum of 0.5 points. A maximum of three (3) Technical Notes/Book Reviews can be used in the promotion in one rank.

5.2.2.6 **Textbooks and Chapters in a book:**

a) A book that has been published locally or internationally by a recognized publishing house and bears an ISBN, shall upon evaluation, be taken to constitute a minimum of six chapters and shall be awarded 0-6 points as follows:

    A   -   6.0 points

    B+   -   4.0 points

    B   -   2.0 points

    C   -   0 points

b) In case a book is co-authored, points will be shared according to the authors' contribution. Confirmation of one's contribution shall be made in writing by the co-authors.

c) A chapter in a book that bears an ISBN shall be reviewed as a research peer-reviewed article and be awarded $0 - 1$ point only. This will only be considered if a faculty member is not the author of the book.

d) A teaching manual shall be sent to the reviewers for the assessment of quality and shall be awarded $0 - 2$ points. Only one teaching manual shall be considered in one specialized discipline in moving from one rank to another.

e) For subject dictionaries, e.g. Dictionary of Legal Terms, Medical Dictionary, Dictionary of Computer Sciences and Information Technology, Dictionary of Literary Terms etc., each dictionary shall be evaluated as a book and hence have a maximum of 3 points.

5.2.2.7 **Case Reports/*Case series:** A case report published in a retrievable and refereed journal shall be considered for promotion. Case Reports shall be evaluated by two reviewers and shall be awarded a maximum of 0.5 points

*A case series is a group of case reports involving patients who were given similar treatment/management.

5.2.2.8 Patents: Novel, useful and non-obvious inventions as registered in the Registrar of Patents (application to the Business Registration and Licensing Agency (BRELA)

5.2.2.9 Extension Materials: Materials intended to motivate a target audience following the results of a research work. This might include leaflets, brochures or videos containing simple messages on technical advice, information, and motivation.

5.2.2.10 Book Reviews: They shall be evaluated and awarded a maximum of 0.5 points. A maximum of three (3) book reviews can be used for promotion to one rank.

5.2.2.11 **Co-authored Peer-reviewed journal articles and awarding of points:** All co-authored articles shall be awarded a maximum of 1 point.

5.2.3 The University will approve the Journals to ensure that academic staff do not publish in Predatory Journals. Any article from a Predatory Journal will not be used for promotion purposes.

5.2.4 **Review of Journal Articles**

5.2.4.1 All journal articles from the Journals approved by the University submitted to the CUHAS Appointments Committee for consideration for promotion should have undergone peer review by at least two reviewers.

5.2.4.2 For the promotion from Assistant Lecturer to Lecturer, one reviewer will suffice.

5.2.4.3 For the promotion from Lecturer to Senior Lecturer, two internal reviewers will suffice.

5.2.4.4 For promotion to the ranks of Associate Professor and Professor, at least one reviewer must be external to the university.

5.2.4.5 The reviewer should hold an academic rank higher than that of the applicant.

5.2.4.6 At professorial rank, the reviewer must be a renowned Professor in the field.

5.2.4.7 The reviewer should, as far as possible, belong to the same or closely-related discipline; however, he/she should not be a co-author.

5.2.4.8 In the event that an internal reviewer cannot be available, two external reviewers can be used.

5.2.4.9 In case of a major discrepancy between two reviewers, a third reviewer must be consulted.

5.2.4.10 At professorial rank, the reviewer should indicate the area of the publications' focus in a specific area of specialization in the field.

5.2.4.11 Assessors should be requested to submit the following information on each publication:

a) Coverage of the subject matter,

b) Originality,

c) Contribution to knowledge,

d) Relevance to the individual's academic discipline,

e) Relevance or consistency to the individual's specialization in an academic discipline,

f) Presentation,

g) Overall quality/Overall assessment

h) The individual's contribution to the research endeavour/ Category of scholarly work,

i) Indicate if the article/document reflects the academician's potential for promotion.

5.2.4.12 Articles published in highly reputable journals listed under the Science Citation Index (SCI) or indexed in well-known databases shall only be reviewed based on:

a) Relevance to the academic discipline,

b) Relevance or consistency to the individual's specialization in an academic discipline.

5.2.4.13 For each aspect, a grade should be given as per the grading system shown below. For number (g) above (e.g., overall quality), the grade should reflect the average of numbers (a) to (f) above.

A	-	Excellent	75-100%	(1.0 point)
B+	-	Very Good	70-74%	(1.0 point)
B	-	Good	60-69%	(1.0 point)
C	-	Average	50-59%	(0 points)

5.2.4.14 To determine the points of publications, the letter grade awarded for "overall quality" should be used.

5.2.4.15 The University expects that there should be consistency in all Schools and Institutes in awarding authorship of co-authored papers. Points awarded to the co-authored papers in local or international journals shall take into consideration the contribution of each author as follows:

a) The first author can score up to a maximum of 0.35 points.

b) The corresponding author can score up to a maximum of 0.35 points.

c) The first and corresponding author can score up to a maximum of 0.7 points.

d) All other authors shall score equally unless there is an Agreement Between the authors.

e) At least **one-third** of the peer reviewed journal articles required for promotion by the candidate at all levels shall be derived from peer reviewed journal articles in which the candidate is either the first or corresponding author.

f) In the sharing of points, consideration should only be given to institutional staff as stipulated in the respective publication manuscript.

g) If the first or corresponding author is not from the institution, the points should be divided equally among all remaining authors.

h) If the applicant is not a first or corresponding author and all other authors are from other institutions, the applicant will score a maximum of 0.35 points.

i) If the applicant is either the first or corresponding author and all other authors are from other institutions, the applicant will score a maximum of 0.85 points.

j) If the applicant is a first and corresponding author and all other authors are from other institutions, the applicant will score a maximum of 1.0 points.

k) If the local authors in (h) are more than one, the points will be shared equally.

5.3 CONSULTANCY

Consultancy Reports: Defined as contributions outside the research, teaching and engagement roles that demonstrate the applicant's ability to either enrich knowledge and skills or to apply knowledge and skills in a particular situation. Other activities under this category include service in institutional, regional, national and/or international communities in developing or evaluating educational materials such as syllabi and curricula related to an area of expertise. Service in institutional, regional, national and/or international communities in developing or evaluating programs, guidelines and policies

for management in an area of expertise. Consultancy reports registered by Departments, Institutes, and Schools shall be considered for promotion at all ranks. Two reviewers shall evaluate and rate the registered consultancy reports/activities that demonstrate intellectual merit. For a consultancy report/activity to be used for promotion, there must be evidence of active participation/involvement from the applicant. Consultancy reports shall be awarded a maximum of 0.5. For more details regarding consultancy activities, refer to the CUHAS Consultancy Policy manual.

5.3.1 **Grant Awards:** Individuals who contribute to institutional development through a scholarly grant award shall be awarded points as follows:

Less than 10,000 USD	0.25 points
10,000 – 29,000 USD	0.5 points
30,000 – 49,000 USD	1.0 point
50, 000 – 99,000 USD	1.5 points
100,000 USD or more	2.0 points

If the grant is multi-authored, the points shall be proportionately shared according to contribution.

5.4 TEACHING

5.4.1 Evaluation of teaching effectiveness remains a critical component of the promotion process. Rating by learners (students, residents, and other trainees) has generally received the most weight, but peer ratings, course administration, mentoring, innovative curricula and other examples of teaching scholarship should also be considered.

5.4.2 The evaluation of teaching should be based on the quality and value of teaching interactions with students, residents, practising physicians, and other healthcare professionals.

5.4.3 **Teaching Effectiveness:** Teaching effectiveness shall be assessed by students and by the department staff evaluation team. The University shall evolve a system that will ensure the smooth assessment of staff members.

5.4.4 The contribution of teaching effectiveness will be as follows: Students (20% from undergraduates & 30% from postgraduates) and Department/School promotion review committee 50%.

5.4.5 Teaching effectiveness shall be evaluated annually and awarded grades as follows:

A	-	80-100%	(4.0 points)
B+	-	70-79%	(3.0 points)
B	-	60-69%	(2.0 points)
C	-	<60%	(0 points)

5.4.6   For promotion purposes, the average grade of the period in question will be considered

5.5 SERVICE AND ACADEMIC LEADERSHIP

5.5.1   **Administrative Duties:**

Effective administration of teaching, research, and clinical programs is crucial to departmental success. Effective leadership/administration is defined as significant involvement in the leadership activities of a Department, Faculty, School, Institute, or University or service on internal institutional Committees. Administrative work is a distinct and important activity that should be evaluated at the time of promotion, along with research, teaching, clinical care, and scholarship activities, though it is not a substitute for teaching and/or research. The evaluation under this category will be done by the immediate supervisor and peers. This shall be awarded a maximum of 1.0 points.

The University Management should give time-off of one month for each year as a way of balancing the workload of academic staff who are heavily involved in administrative duties such as Deputy Vice Chancellors/ Principals /Deans/ Directors/ HoDs with the view of making them discharge their core responsibilities (teaching, research and consultancy) efficiently. This time off shall not be transferable to the next triennium. The score will be as follows:

A	-	80-100%	(2.0 points)
B+	-	70-79%	(1.5 points)
B	-	60-69%	(1.0 point)
C	-	<60%	(0 points)

5.5.2   **Clinical Care:**

Faculty who provides clinical professional services as part of their expected academic responsibilities must have peer clinical evaluations as a component of academic advancement. The weight given to the quantity and quality of clinical service should be

aligned with the time spent in clinical activities. Peer clinical performance evaluations should be conducted regularly using a structured format. The evaluation should focus on two main areas: (1) medical knowledge, problem-solving skills, management of complex patients, psychomotor skills, and overall clinical skills; and, (2) humanistic qualities, responsibility, and compassion.

Peer clinical evaluations should be obtained from a combination of other faculty and residents who work with the individual in the same clinical setting. At least some of the faculty should be outside of the individual's specific area of expertise and no more than one-half of the evaluations should come from residents. Peer evaluators should be chosen by the HoD.

The score will be as follows. A= 2.0 points, B+= 1.5 points, B= 1.0 point and C= 0 points.

5.5.3 Supervision of students to completion

Supervision of graduate students to completion will also be awarded points that can be used for promotion. This is much encouraged, especially at professorial ranks. A maximum of 0.25 points shall be awarded to each supervisor per supervised thesis. The minimum number of theses to be used for promotions in one rank is as follows:

a) Lecturer to Senior Lecturer: At least 2 postgraduate students to completion.
b) Senior Lecturer to Associate Professor: At least 3 postgraduate students to completion.
c) Associate Professor to Professor: At least 4 postgraduate students to completion.

Table 5: Guidelines on Assessment of Scholarly Activities and Other Academic Works

SN	Types of Activity	Conditions for Acceptance	Maximum Points
1	Conference Papers	Should be retrievable from refereed proceedings with evidence of oral or poster presentations	0.5
2	Scholarly papers in proceedings of professional international symposia or conferences	Scholarly papers appearing in proceedings of professional international symposia or conferences recognized by the University and TCU for promotion. The papers must have been peer-reviewed like any other scholarly articles published in journals.	1.0
3	Consultancy Reports	Should be registered and approved by the Department and School/Institute	0.5
4	Teaching	Quality Teaching shall be a prerequisite for promotion of academic staff: a) Teaching effectiveness evaluated as per approved guideline over 3 consecutive years and graded as indicated in section 5.4.5 b) A "C" grade in teaching effectiveness should not be used for promotion at any rank.	4.0
5	Peer Reviewed Journal Articles	a) Full-length original articles, Systematic Reviews, Meta-analysis, Narrative Reviews, Scoping Reviews b) Published in recognized local, international and refereed Journals as per TCU guidelines. c) An international journal is one with an International Editorial Board, an International Classification Index and is internationally retrievable.	1.0
6	Scholarly Books	A scholarly book with an ISBN number in the relevant specialty should be evaluated	6.0
7	Chapters in a Book	Where authors contribute chapters to a scholarly book in the relevant specialty each chapter to be evaluated as a paper worth 1.0 point provided the total points awarded to whole book do not exceed 6.0.	1.0
8	Lower-Level Books	A book with an ISBN number for lower levels of education (e.g., secondary or college),	2.0

SN	Types of Activity	Conditions for Acceptance	Maximum Points
		which has been approved by the responsible Ministry, should be evaluated.	
9	Case Reports, Short Communications, Protocol, Commentaries, Letter to the Editor etc.	Case Reports /Short Communications/Letter to the Editor/Protocols/Commentaries published in recognized refereed journals should be evaluated.	0.5
10	Case series	Case series should include at least 3 cases	0.5
11	Subject and General Dictionaries	A dictionary both subject and general approved by a recognized book publisher and with an ISBN number should be evaluated as a book.	5.0
12	Co-authored Papers	a) Points awarded to co-authored publications within a specific discipline shall be shared as indicated in the section 5.2.4.15 unless there is a written justifiable mutual agreement by the authors	1.0
13	Extension Materials	Published Extension Materials should be evaluated as Consultancy Reports	0.5
14	Book Reviews	A review of a book that has been approved by a recognized publisher and which has been published in a recognized peer reviewed journal may be evaluated. However, editorship of a book should not be evaluated.	0.5
15.	Patents	Patented material registered by a duly recognized Patent Office should be evaluated and the points shared equally by all patent holders.	6.0
16	Guidelines, SOPs,	Retrievable guidelines and SOPs with clear contribution to clinical services or teaching	0.25

Table 6: Maximum and Minimum Weight of Scholarly Activities and Other Activities for Promotion

Types of Activity	Assistant Lecturer to Lecturer	Lecturer to Senior Lecturer	Senior Lecturer to Associate Professor	Associate Professor to Professor
Peer Reviewed Journal Articles(Full-length original articles, Systematic Reviews, Meta-analysis, Narrative Reviews, Scoping Reviews)	100%	Min. 50%	Min. 60%	Min. 65%
Books, Patents, Chapters of a Book, Published Conference Papers, Case Reports, Book Reviews, Research Reports, Short Communications, Protocol, Letter to the editor, commentaries.	0	Max. 30%	Max. 20%	Max. 15%
Consultancy Reports, Guidelines, SOPs, Extension Materials, Books for lower levels	0	Max. 20%	Max 20%	Max. 20%
Minimum Total Scholarly Points	2.0	6.0	8.0	10.0
Number of Postgraduate Students supervised to Completion	0	2	3	4
Minimum Teaching Grade (as per 5.4.5)	B	B	B	B
Teaching Methodology Certificate				

6. MEASURES TO BE TAKEN FOR STAFF WHO DO NOT FULFIL PROMOTION REQUIREMENTS

6.1   Staff on studies who fail to obtain the required GPA

6.1.1.   Tutorial Assistant/Assistant Library Trainee who fail to obtain a GPA of 4.0 and above on completion of their Master's training should be recategorized **or seek alternative employment after refunding all training-related costs as per the CUHAS bonding agreement**

6.2   Staff who do not submit original masters/PhD certificates and copies of dissertations

6.2.1.   Staff shall be required to submit copies of academic certificates and transcripts as well as a copy of the dissertation within one year after completion of studies as indicated in the "Terms and Conditions of Sponsorship"

6.2.2.   Staff who fail to submit copies of academic certificates and transcripts as well as a copy of the dissertation within the specified period shall be considered to have failed to complete the program and therefore liable for termination.

6.2.3.   Certificates and transcripts from unaccredited Universities shall not be recognized.

6.2.4.   For staff whose certificates and transcripts are from foreign universities, a certificate of award recognition by TCU must also be submitted within one year after completion of studies.

6.3   Staff who stay in one position for too long

6.3.1.   Measures to be taken against staff shall be diversified with regard to period and rank as shown in **Table 7.**

6.3.2.   A two-year period (after the normal three (3) years) shall be adopted for an (in-depth) assessment of progress made by staff in the implementation of directives.

Table 7: Measures to Be Taken Against Staff That Stays in One Position for Too Long

Post/ Years on post	5 years	7 years	9 years	>9 years
Asst. Lecturer/ Asst. research fellow/ Asst. Librarian	Within 5 years of service, staff should have registered for PhD or its equivalent. If failed, staff to explain why he /has not registered for PhD. Head of Department (HoD) to find out the reasons for the delay and create a conducive atmosphere for staff to be able to register for PhD.	The Appointments Committee to recommend staff to seek an alternative employment within or outside the University, if staff has failed to register for PhD. or its equivalent	Not applicable	Not applicable
Lecturer/ Research Fellow/ Librarians	Staff to explain why he/she has not published enough for promotion. HoD to find out the reasons for not publishing enough. HoD to remove/ diminish the obstacles.	If staff does not have enough publications, Dean/Director to warn staff on the possibility of re-categorization. Dean /Director to give support to the HoD to implement Head's action.	Seek for alternative employment	Not applicable
Senior Lecturer/ Senior Research Fellow/ Senior Librarian	Staff to explain why he/she has not published enough for promotion. HoD to encourage staff to publish more. HoD to create conducive atmosphere for staff to be able to intensify research and to publish	Dean/Director to find out reasons for not publishing enough. Dean to assist the HoD to reduce workload on staff, and/or ensure that staff concentrates on research/publications	DVC-ARC to give a 6-month time off to allow staff to do research and to publish more	Seek for alternative employment
Associate Professor/ Associate Research Professor/ Associate Library Professor	Staff to explain why he /she has not published enough for promotion. HoD to encourage staff to publish more. HoD to create conducive atmosphere for staff to do more research and to publish more	Dean to assist the HoD to reduce workload on staff, particularly the administrative one.	DVC-ARC to assist staff to arrange a sabbatical leave	The case should be considered by the Appointments Committee individually

References

1. The TCU Handbook for Standards and Guidelines for University Education in Tanzania (Third edition 2019).
2. CUHAS Scheme of Service, 2018.
3. CUHAS Academic Staff Promotion Guidelines (Promotion Process and Criteria), 2016.
4. MUHAS Academic Staff Performance Assessment Guidelines of April, 2009.
5. Makerere University, the Policy on Appointment and Promotion of Academic Staff of July, 2006.
6. MUHAS Scheme of Service for Academic Staff, 2013

FORM NO 1: ASSESSMENT OF THE PUBLICATIONS OF THE ACADEMIC STAFF

S/N	List of Publications – Full Authors list, Title, Peer-reviewed journal, volume, issue, year and page numbers/DOI.	A	B	C	D	E	F	G	H	I	J
1.										1.	
2.										2.	
3.											
4.											
5.											
6.											
7.										7.	
8.										8.	

Key to Assessment:
A = Coverage of Subject Matter; B = Originality; C = Contribution to knowledge; D= Relevance to individual's academic discipline.
E = Relevance to his/her specialty; F = Presentation; G = Overall Assessment; H = Category of Scholarly Work *; I = Indicate if the article/document reflects the academician's potential for promotion [YES/NO]; J = Indicate whether according to your opinion this article/document should be used as criteria for promoting the staff to the next academic rank [YES/NO].

* (H) Category of Scholarly Work

1	Peer-Reviewed Journal Articles (Full-length original articles, Systematic Reviews, Meta-analysis, Narrative Reviews, Scoping Reviews)
2	Books, Patents, Chapters of a Book, Published Conference Papers, Case Reports/Case Series, Book Reviews, Research Reports, Short Communications, Protocol, Letter to the Editor, Commentaries.
3	Consultancy/technical Reports, Policy briefs, SOPs, Guidelines, Manuals and Knowledge dissemination booklets, Extension Materials, Books for lower levels

Name--------------------------------Academic rank/Qualifications-------------------Signature----------------Institution-----------------------------

FORM NO 2: SUMMARY OF APPLICANT'S PUBLICATION POINTS

Name of the applicants:……………………………………………………………………..

Current academic Rank:……………………………………………………………………….

Department :…………………………………………………………………………………

School :……………………………………………………………………………………………

S/N	List of Publications – Full Authors list, Title, Peer-Reviewed Journal Articles, volume, issue, year and page numbers/DOI.	Type of publication	Authorship	Reviewer 1	Reviewer 2	Overall	Article point	Applicant's points
1.								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
	Total points							

Name of Reviewers, Qualifications and Academic ranks

Reviewer 1………………………………………………………………………………………

Reviewer 2………………………………………………………………………………………

Name of the HoD…………………………**Signature**………………………**Date**…………………………..

FORM NO 3: Summary of Distribution of points as per type of publications (refer Table 6 of the CUHAS promotion guidelines)

Name of the applicants:……………………………………………………………………………

Current academic Rank:……………………………………………………………………………

Department :……………………………………………………………………………………..

School :…………………………………………………………………………………………….

Types of Scholarly works	From Rank XX to Rank YY	Number of publications	Points obtained	Points required by the candidate
Peer-reviewed Journal articles(Full-length original articles, Systematic Reviews, Meta-analysis, Narrative Reviews, Scoping Reviews)	Min.			
Book Chapters, Case Reports, Patents, Books and Dictionaries, Conference Papers, Book reviews, Published Research Protocols, Editorials, Perspectives, Technical Notes, Short Communications and Regular Reviews	Max			
Consultancy/technical Reports, Policy briefs, SOPs, Guidelines, Manuals and Knowledge dissemination booklets	Max.			
Minimum Total Scholarly points				
Supervision of postgraduate students				
Minimum Teaching Effectiveness Grade (Consecutive three years)				
Managerial/Leadership skills				
Teaching methodology certificate				

HOD Comments:

HOD overall recommendation:

Name of the HoD …………………………Signature…………………………Date…………….

Dean comments:

Dean overall recommendations:

Name of the Dean ………………………………Signature……………………Date……………