

MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES



**Academic Staff Performance Assessment Guidelines**

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## INTRODUCTION

Muhimbili University of Health and Allied Sciences (MUHAS) is committed to recruiting, developing and retaining skilled, experienced and high-performing staff. The academic staff performance assessment guidelines (ASPAG) provide the means for assessments of academic and scholarly performance. The purpose of these guidelines is to set out the criteria to be used for appraisal process, and in consideration for confirmation of appointment and promotion.

Academic staff performance appraisal is conducted through an annual review. This review will assist in staff development and personal planning, assessment of achievements and performance, and recommendations relating to the formal processes in the University, including continuing appointment, promotion, and incremental progression. The review shall also be used as the basis for applying sanctions to staff that performs below expectation.

These MUHAS ASPAG therefore replace the University of Dar es Salaam guidelines which were last revised in 2004 and have been used by MUHAS until the year 2008.

# CHAPTER 1

## **1.0 GUIDELINES ON ACADEMIC MATERIALS AND SCHOLARLY WORK USED FOR PROMOTION**

The University will use a number of academic materials/works for the purpose of promotion. These materials/work shall include thesis, research reports, conference papers, technical notes, book reviews, consultancy reports and books, chapters in a book, journal articles, case reports, grant awards and teaching effectiveness. Each material/work shall be reviewed by two assessors and graded according to the respective guidelines and criteria.

### **1.1 Thesis**

PhD thesis can be counted for promotion if it has not been used for promotion before. It should be awarded **one point** for thesis by monograph. For the case of PhD by publications, the published articles shall be evaluated and awarded like any other journal articles. Post PhD, MMed and MMdent super-specialization MScs degrees shall be awarded 0.5 points.

### **1.2 Research Reports**

- a) Research reports shall be officially registered with relevant School/Institute before consideration and evaluation for promotion.
- b) The research reports shall be awarded 0-0.5 points for each report.

### **1.3 Conference Papers Retrievable from Proceedings**

- a) Only papers retrievable from refereed proceedings shall be considered for promotion.
- b) The published paper is to be awarded 0-1.0 point.

### **1.4 Technical Notes and Book Reviews**

- a) Technical notes, Editors of books and book reviews shall be considered for promotion.
- b) They shall be evaluated and awarded 0-0.5 points each.

### **1.5 Consultancy Reports**

- a) Consultancy reports registered by Departments/Institutes/Schools shall be considered for promotion to all ranks.
- b) Registered Consultancy reports shall be evaluated by two reviewers.
- c) Consultancy reports shall be awarded 0-0.5 point

### **1.6 Case Reports**

- a) A case report published in a retrievable and refereed journal shall be considered for promotion
- b) Case reports shall be awarded 0-0.5 points.

### **1.7 Co-authored Papers and awarding of points**

- a) There should be consistency in all Schools and Institutes in awarding authors of co-authored papers.
- b) Points awarded to the co-authored papers in local or international journals shall be shared among authors according to their contributions. Confirmation of one's contributions shall be made by signing the author's contribution forms.
- c) Each discipline in co-authored papers shall be awarded a maximum of **one point** if the publication is proven to be a multidisciplinary one and the disciplines involved are apparent.
- d) If a discipline has more than one author then the members in that discipline shall share the point according to author's contribution.
- e) In addition to meeting the relevant criteria for promotion, a minimum of three (3) papers from single or first authored papers shall be required for promotion from lecturer to the higher ranks.

### **1.8 Publications in Local Refereed Journals**

- a) Journals published in Tanzania, in the region or anywhere in the world, and do not meet criteria stipulated for international journal shall be regarded as "local journals"
- b) These should be regularly evaluated (every three years) by the MUHAS Senate Research and Publication Committee to ensure their quality and standards. The Senate shall determine whether the journal is local or international according to their disciplines.

### **1.9 Publication in International Refereed Journals**

- a) International Journals in this context refers to those recognized Journals Retrievable from international citation, international editorial board, international circulation, and regular frequencies.
- b) Similar to local journals, international journals should be regularly evaluated to ensure their quality and standard.
- c) Regardless of the position of authorship, a minimum of two (2) papers published in international journals shall be required for promotion to teaching professorial ranks.
- d) Regardless of the position of authorship, minimum of four (4) papers published in international journals shall be required for promotion to research professorial ranks.

### 1.10 Textbooks and Chapters in a book

- a) A book that has been published locally or internationally by a recognized publishing house and bears an ISSN, shall upon evaluation, be taken to constitute **six** articles and shall be awarded **0-6 points** as follows:
- A - 6 points**  
**B+ - 5 points**  
**B - 3 points**  
**C - 0 points**
- b) In case a book is co-authored, points will be shared according to author's contribution. Confirmation of one's contribution shall be made in writing by the co-authors
- c) A chapter in a book shall be awarded 0-1 points
- d) A teaching manual shall be sent to an external reviewer and internal reviewer 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 Science and Information Technology, Dictionary of Literary Terms etc., each dictionary shall be evaluated as a book and hence have a maximum of **0-6 points**.

### 1.11 Teaching Effectiveness

Teaching effectiveness shall be assessed by students and by the departmental staff evaluation team. The Senate shall evolve a system that will ensure smooth assessment of staff members.

Teaching effectiveness shall be evaluated and awarded average points for the year in question as follows:

- A - 2.0 points**  
**B+ - 1.5 points**  
**B - 1.0 point**  
**C - 0 point**

### 1.12 Grant awards

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





## CHAPTER 2.0

### GUIDELINES ON THE BALANCE OF JOURNAL PAPERS, PROCEEDINGS AND OTHER SCHOLARY WORK USED FOR PROMOTION

#### 2.1 Academic activities

Academic activities that shall be considered for promotion will include teaching effectiveness, research results dissemination, and consultancy and grant awards in addition to research and publications. Contribution of the activities to the overall assessment shall be differentiated for various ranks as follows and as summarized in tables 2 and 3:

- a. Weight of teaching shall be decreasing with a rise in rank
- b. Weight of publications shall be increasing with a rise in rank
- c. Weight of consultancy shall be increasing with a rise in rank

Contribution of teaching and supervision of postgraduate students shall only be applied to staff participating in teaching activities.

#### 2.2 Teaching staff

- a. Promotion from Assistant Lecturer to Lecturer requires possession of a MMed/MDent/Ph.D degree.
- b. A book or books will be considered for one's promotion to any level, as long as the book (especially a researched textbook or researched thematic book) is reviewed and vetted by senior academicians in the field/discipline and is published by an internationally acclaimed (well established, well-renowned) publishing house with a track record of professionally milled books and an in-house board of professional editors and advisors. As much as possible staff should make contributions by publishing in journals and writing of books both of which have equal importance to the advancement of knowledge and to the training of young scholars/students.
- c. Journal papers shall contribute to promotion according to proportions as reflected in Table 2.
- d. Contribution of consultancy reports and grant awards shall be limited to proportions as reflected in Table 2.
- e. Books, chapters in a book, conference papers, and research reports shall be limited to proportions as reflected in Table 2.

**Table 2: Balance between various types of academic activities (Teaching staff)**

<b>Type of publications</b>	<b>Lecturer to senior lecturer</b>	<b>Senior lecturer to Assoc. Professor</b>	<b>Assoc. Professor to Professor</b>
Journal papers/*Grants	Min 50%	Min 60%	Min 60%
Books, Chapters in a book, Conference papers, research reports, thesis, manuals etc.	Max 30%	Max 25%	Max 25%
Consultancy Services	Max 5%	Max 10%	Max 10%
Teaching effectiveness	Max 15%	Max 5%	Max 5%

\* Grants shall contribute a maximum of 30% towards the total points for promotion

### **2.3 Research Staff/Librarians**

- a. Promotion from Assistant Research Fellow/Assistant Librarian to Research Fellow/Librarian requires possession of a Ph.D. degree;
- b. Journal papers shall contribute to promotion according to proportions as reflected in Table 3.
- c. Contribution of chapters of a book, conference papers and research reports shall be limited to proportions as reflected in Table 3.
- d. Contribution of consultancy reports shall be limited to proportions as reflected in Table 3.

**Table 3: Balance between various types of publications (Research staff)**

Type of publications	Assist Research Fellow/Assist Lib to Research Fellow/Librarian	Research Fellow/Librarian to Senior Research Fellow/Librarian	Senior Research Fellow/Senior Librarian to Associate Professor	Assoc. Professor to Professor
Journal papers/*Grants	PhD	Min 60%	Min 70%	Min 70%
Books, Chapters in a book, Conference papers, research report		Max 25%	Max 20%	Max 20%
Consultancy Services		Max 15%	Max 10%	Max 10%

\* Grants shall contribute a maximum of 30% towards the total points for promotion

## 2.4 Summary on point distribution

Table 4 shows the contribution in point form of the various academic works to the promotion of eligible staff.

**Table 4: Summary of the point's distribution for various scholarly works**

Types of Paper/Publication	Conditions of acceptance	Number of points
PhD Thesis (Monograph)	Accepted if it has not been used for promotion	1
Research Reports	Should be officially registered by the School/Institute and peer reviewed	0-0.5
Conference Papers	Should be retrievable from refereed proceedings and peer reviewed	0-1
Consultancy Reports	Should be officially registered by the School/Institute and peer reviewed	0-0.5
Case Reports	To be peer reviewed	0-0.5
Technical Notes and Book Reviews	To be peer reviewed	0-0.5
Journal Articles Co-authored multi-disciplinary paper	Each discipline to get full points provided the paper is multi-disciplinary and peer reviewed	0-1
Co-authored paper mono-discipline	Points to be shared by authors according to contribution and peer reviewed	0-1
A Book	To be peer reviewed	0-6
Chapters in a Book	To be peer reviewed	0-1

Subject Dictionaries	To be peer reviewed	0-6
Teaching effectiveness	To be evaluated by students and peers	0-2
Grant awards	10,000.00 USD or more	0.5-2
MSc Super specialization degree	To be authenticated	0.5

### **2.5 Assessment of publications which appear in a single journal**

Academic members of staff should, as far as is possible, diversify journals in which they publish their articles. Except for the few disciplines that may have highly specialized or else limited journal titles, not more than 50% of papers for evaluation should come from one journal title, whether for a professorial or a non-professorial rank. In any case, for any divergence from this rule, departments will have to present a case to the appointment committee for consideration.

For the Chief Editor and Members of the Editorial Board a maximum of two papers published in that journal shall be considered for promotion. In the case of the Chief Editor single authored papers published in that journal shall not be considered for promotion.

## CHAPTER 3.0

## CRITERIA FOR ACADEMIC STAFF PROMOTION AND RECRUITMENT

The following criteria shall be used for new appointments or promotion to the next level. The criteria are as indicated in table 5 below.

**Table 5: Criteria for Recruitment and Promotion of Academic Staff**

S/N	Entry Point To	Minimum Promotion Requirements
1	Tutorial Assistant/Librarian trainee	First Degree with GPA of 3.5 or above.( Minimum of a B+ grade in the related subject.)
2	Assistant Lecturer/Librarian/ Research Fellow	Masters Degree by Coursework and dissertation with a GPA of 3.5 or above, and a GPA of 3.5 or above at undergraduate level <b>OR</b> Masters by Research with a GPA of 3.5 or above at Undergraduate level.
3	Lecturer	Ph.D. MMed, MDent with a GPA of 3.8 or above.
4	Research fellow/ Librarian	Ph.D. degree
5	Senior Lecturer	Ph.D., MMed, MDent plus a minimum of 3 years since last promotion or recruitment. At least <b>3 points</b> since last promotion/recruitment. Minimum of 3 single/first authored papers
6	Senior Research Fellow/ Senior Librarian	PhD plus A minimum of 3 years since last promotion or recruitment At least <b>6 points</b> since last promotion. Minimum of 4 single/first authored papers
7	Associate Professor	Ph.D., Med, MDent plus a minimum of 3 <b>years</b> since last promotion or recruitment. At least <b>6 points</b> since last promotion. Minimum of 3 single/first authored papers. At least 2 papers from international journals.
8	Associate Research Professor / Associate Library Professor	Ph.D. A minimum of 3 <b>years</b> since last promotion or recruitment At least <b>10 points</b> since last promotion. Minimum of 4 single/first authored papers. At least 4 papers from international journals.
9	Professor	A minimum of 3 <b>years</b> since last promotion or recruitment At least <b>6 points</b> since last promotion or recruitment. Minimum of 3 single/first authored papers. At least 2 papers from international journals.
10	Research Professor / Library Professor	A minimum of 3 <b>years</b> since last promotion or recruitment. At least <b>10 points</b> since last promotion. Minimum of 4 single/first authored papers. At least 4 papers from international journals.

## CHAPTER 4.0

### STAFF WHO DO NOT FULLFILL EMPLOYMENT REQUIREMENTS AND WHO ARE ON LEAVE OF ABSENCE

#### 4.1 Staff who do not fill annual confidential report forms (ACRF)

Filling of the ACRF shall be made part of the conditions of service. Each staff shall sign to accept the requirement and consequences of not filling the ACRF. Each academic member of staff is obliged to submit ACRF so as to give chance to the employer to review his/her academic performance in terms of efficiency and effectiveness:

- a) If one does not submit ACRF without acceptable reasons for the year under review, he/she shall be served with a warning by the Dean/Director of school/institute.
- b) If non-submission of ACRF is repeated the following year, he/she shall be served with a stern warning.
- c) If this occurs for a third consecutive year, the staff member shall be required to seek alternative employment.

The Deputy Vice Chancellor- Academics, Research and Consultancy, Deans, Directors and Heads of Departments shall ensure that each staff member gets the ACRF in good time.

#### 4.2 Delivery of professorial inaugural lectures

- a) Professors shall be required to deliver professorial inaugural lectures within three years after promotion.
- b) The University shall pay an equivalent of US\$ 3000 after the lecture is published and delivered
- c) The University shall give a one year time-off to Professors for preparation of the lecture if so needed. During this period, the University shall endeavor to pay for the respective expenses in accordance with the respective policy and procedures that have already been approved by the University.
- d) The University shall have a budget for the lectures. Each professor should submit a budget for approval before embarking on the preparation of the lecture.

#### 4.3 Staff who publish while on leave of absence

- a) For staff who are still employed by the University but have been away for some time, their publications should be evaluated and considered for promotion after they have served the University for at least one year after reporting back. However, the requirement of a minimum of three years on one post shall be maintained.
- b) Publications emerging from full-time research should be considered in the same way as any other publications of the staff in question.

#### **4.4 Staff members who tend to overstay their leave of absence without pay, without permission and thus resulting in terminating their appointments for failure to return**

Those who after being terminated or have resigned from the University services and later wish to continue serving the University can be recruited as new applicants provided their overstay does not exceed 2 years from the time of termination or resignation. Their allocation to the academic level shall be considered according to University Regulations. Any publication emanating from work done during his/her overstay shall not be considered for promotion.

#### **4.5 Staff who do not submit original masters/PhD certificates and copies of dissertations**

- a) Staff shall be required to submit original certificates and copy of dissertation within one year after completion of studies. Requirement to submit original certificates should be incorporated in the "Terms and Conditions of Sponsorship".
- b) Staff who fail to submit original certificates and copy of dissertation within the specified period shall be considered to have failed to complete the program and therefore liable for termination.
- c) Certificates from unaccredited Universities shall not be recognized.

#### **4.6 Staff availability for consultation or lack thereof**

- a) Each staff member shall be required to display clearly on his/her office door the times when he/she is available for consultations, indicating specific times for each subject.
- b) Heads of Department or Directors of Institutes where there are no departmental heads, should warn a non-complying member verbally in the first instance and in writing later when non-availability persists.
- c) Should warnings by a Head of Department fail to induce change, then the employer shall revert to the scheme of service and invoke it, treating the non-complying member in the same way as someone who absents himself/herself from duty without permission.

#### **4.7 Staff who stay in one position for too long**

- a. Measures to be taken against staff shall be diversified with regard to period and rank as shown in Table 6.
- b. A two-year period (after the normal three (3) years) shall be adopted for an (in-depth) assessment of progress made by staff in implementation of the directives.

**Table 6: Measures to be taken against staff that stays in one position for too long**

Post/Years on Post	5	7	9	>9
Asst. Lecturer/Asst. research fellow/Asst. Librarian	<p>Within 5 years of service, staff should have registered for Ph.D.</p> <p>If failed, staff to explain why he/she has not registered for Ph.D.</p> <p>Head of Department (HoD) to find out the reasons for the delay and create a conducive atmosphere for staff to be able to complete Ph.D.</p>	<p>The Appointments Committee (Academic) to recommend staff to seek an alternative employment within or outside the University; if staff has failed to register for Ph.D.</p>	Not applicable	Not applicable
Lecturer/research fellow/Librarians	<p>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.</p>	<p>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.</p>	Seek for alternative employment	Not applicable
Senior Lecturer/Senior Research Fellow/Senior Librarian	<p>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.</p>	<p>Dean/Director to find out the reasons for not publishing enough. Dean to assist the HoD to reduce workload on staff, and/or ensure that staff concentrates on the Prime TOR</p>	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 Librarian Professor	<p>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.</p>	<p>Dean to assist the HoD to reduce workload on staff, particularly the administrative one.</p>	DVC-ARC to assist staff to arrange a sabbatical leave	The case should be considered by the Appointment Committee individually



## CHAPTER 5.0

### AWARDING ADMINISTRATIVE LOADING

- a) Credit to Deans, Directors and Heads of Departments for administrative work shall be in form of meaningful monetary remuneration. Depending on the availability of funds, remuneration shall be as follows:
- i. 30% of annual salary per year for top officials i.e. VC and DVCs
  - ii. 25% of annual salary per year for Deans and Directors
  - iii. 20% of annual salary per year for Heads of departments
- b) Time-off shall be given to Heads, Deans and Directors. One month for each year of administrative work shall be provided to them to do research and publish. This time-off shall not be transferable to the next triennium.

**CHAPTER 6.0****STUDENT ASSESSEMENT OF STAFF PERFORMANCE**

- a) Assessment shall be uniform throughout the University in terms of forms being used and mode of administering the forms.
- b) A neutral person should administer the filling and returning of the forms.
- c) If students' assessments of staff are not available, then the Deans and Heads concerned to be taken to task.

## **CHAPTER 7.0**

### **GENERAL GUIDELINES FOR ASSESSMENT OF ACADEMIC STAFF**

#### **7.1 EVALUATION TEAM**

- a. Every School/Institute/Department/ should form an evaluation team for evaluating publications, research, consultancy and other materials used as part of the promotion criteria.
- b. An evaluation team should normally comprise of senior members of staff above the rank of the staff being evaluated. Independent assessors outside the School/Institute/Department should be used if and when necessary. Smaller Schools/Departments/ Institutes should be encouraged to merge or to co-opt senior members of staff from other units of similar disciplines to constitute the evaluation committee.
- c. Staff on leave of absence without pay will not be reviewed for the purpose of being promoted. Nevertheless, they must complete and hand in Annual Confidential Report Forms as usual.

## 7.2 TEACHING EFFECTIVENESS

a) To determine teaching effectiveness the following factors shown in table 7 shall be used

**Table 7:** Assessment of teaching effectiveness

No.	Activity				
		A	B+	B	C
1.	Planning/Preparation of the Subject Matter research base of the course				
2.					
	(i) Logical flow				
	(ii) Clarity of concepts				
	(iii) Use and quality of teaching/learning aids				
3.					
	(i) Appropriateness of the assessment procedure used (considering level and weighting of the course/topic)				
	(ii) Representativeness of the course contents sampled for assessment				
	(iii) Competence in grading scripts (see also comments from external examiners)				
	(iv) Head to provide students' evaluation rate for inclusion				
4.					
	(i) Punctuality to lectures, seminars and practicals				
	(ii) Availability for consultation by students and staff				

b) Comments

i. Teaching load

.....  
 .....

ii. Others

.....  
 .....

c) Overall Assessment

.....  
 .....

d) Key:

Excellent	A
Very Good	B+
Good	B
Unsatisfactory	C

### **7.3 ASSESSMENT OF PUBLICATIONS AND ADMINISTRATION**

Guidelines for assessment of academic staff performance should be followed:

- a. In recommending promotions, criteria for promotion of academic staff to corresponding positions as stipulated in table 5 should be followed.
  
- b. Full Professors are expected to give Professorial Inaugural Lectures in their fields of specialization within three years of promotion. The topic of the Professorial Inaugural Lecture will be decided in consultation with the DVC-ARC.

### **7.4 ASSESSMENT OF DEANS/DIRECTORS AND HEADS**

- a) The same evaluation teams in departments shall be used for assessing Deans, Directors and Heads of Department.

**APPENDIX****1.0 GUIDELINES FOR ASSESSMENT OF PUBLICATIONS FOR ACADEMIC STAFF  
REVIEW**

For staff members who are due and have met the minimum requirement for promotion, the following procedures for the assessment of publications shall be followed:

**1.1 Submission of publications**

1.1.1 The member of staff is required to submit to the Head of Department his/her published works together with a current CV. For every publication the following information should be indicated:-

- a. Authorship (indicate all authors for co-authored works)
- b. Title
- c. Publisher and Place
- d. Year of publication (indicate if before or after last promotion by use of star for publications made after last promotion)
- e. For a book, number of pages; for a journal article, page numbers, e.g. p.12-21.
- f. For co-authored works indicate contribution in percentage form and signed by the authors. External/Foreign authors may not necessarily sign the contribution forms.
- g. For works that are not yet published but have been accepted for publication (a-d) above apply. In addition a letter of acceptance by the publisher must be submitted. Publications that were published before the last promotion but have not been used for promotion before can be submitted for assessment for the next promotion.

1.1.2 The Head of Department or Dean of School or Institute Director (as the case may be) sends the submitted publications together with the CV and assessment criteria to an assessor. The Head/Dean/Director is required to check that the information provided is complete before the publications are sent to the assessor.

- a. For promotion to the ranks of Lecturer to Senior Lecturer the assessment is done internally by an academician with a rank above that of the individual being assessed;
- b. For promotion to the ranks of Associate Professor and Full Professor the assessment is done both internally and externally by an academician of the rank of Associate Professor and Full Professor respectively.
- c. The general regulation is that the reviewer/evaluator should be at least one rank higher than that of the person being reviewed.

## 1.2 Assessment of Publications

Assessors are required to submit the following information on each publication:

1.2.1 Assessment of the publication in relation to:

- a) Coverage of subject matter
- b) Originality
- c) Contribution to knowledge
- d) Relevance to academic discipline
- e) Relevance to individuals own specialization in an academic discipline
- f) Presentation
- g) Overall quality

**1.2.2** For each aspect (1.2.1) a-g above a grade should be given according to the grading system shown below. For (1.2.1) g (overall quality); the grade should reflect the average of (1.2.1) a-f above.

A	Excellent
B+	Very Good
B	Good
C	Unsatisfactory

## 1.3 Overall Assessment of the Author:

The assessor should provide the overall assessment of the author by indicating the following:

- a. Whether the quality of the publications assessed in general reflect the author's current academic rank (Yes/No).
- b. Whether the quality of publications assessed merit promotion of the author to the next academic rank (Yes/No).
- c. Any other comments, suggestions, or recommendations.

The assessor's name, academic qualifications, title, address and signature to be submitted together with the assessment report to the Head of Department.

**1.4 Assessment by the Department**

- a. After receiving the assessor's report the Departmental staff review committee is required to go through the assessment from 1.2.1 above, and submit its own recommendation on the assessments to the School/Institute Staff Review Committee.
- b. The Departmental Staff Review Committee should not consider and forward to the School/Institute Staff Review any assessments which are incomplete.
- c. In case of extreme discrepancy between the two reviewers the department review committee shall send the publication in question to the third reviewer.

**1.5 Assessment by the School/Institute**

- a. Schools or institutes Staff Review Committee shall receive assessment report files from departments for endorsement
- b. Schools or institutes Staff Review Committees shall evaluate the reports and make recommendations for further processing by the University Academic Staff Promotion Committee
- c. Schools and Institutes Staff review committees should not consider and forward to the University Staff Review Committee any assessments which are incomplete. Schools and Institutes shall return these documents to the departments for completion.

**1.6 Assessment by the University Academic Staff Review Committee**

- a. The University Academic Staff Review Committee shall receive assessment report files from Schools and Institutes for final processing
- b. The Committee shall give a detailed feedback to the staff regarding the outcome of the assessment process

**1.7. Appeal Committee**

- a. In case the staff does not agree with the assessment outcome, he/she shall have the right to appeal against the decision to the University Appeal Committee
- b. The appeal shall be submitted in writing through the Department, School/Institute