



THE KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

**Guidelines for Recruitment, Appraisal and Promotion of
Academic Staff**

Revised July 2022

Kilimanjaro Christian Medical University College,
Sokoine Road,
P. O. Box 2240, Moshi, Tanzania.
Tel: +255 (027) 2753616
Fax: +255 (027) 272751351
Website: www.kcmuco.ac.tz
Email: www.kcmuco.ac.tz

TABLE OF CONTENTS

TABLE OF CONTENTS	ii
GUIDELINES INDEXING DATA	iv
ABBREVIATIONS AND ACRONYMS	v
1.0 BACKGROUND.....	1
1.1 Preamble.....	1
1.2 KCMUCO VISION, MISSION, AND VALUES.....	1
(i) Vision.....	2
(ii) Mission	2
(iii) Values.....	2
2.0 CRITERIA FOR RECRUITMENT OF ACADEMIC STAFF.....	3
2.1 Criteria for Direct recruitment of Academic Staff	3
2.2 Criteria For Inservice Recruitment/Promotion of Academic Staff.....	5
2.2 In-service Recruitment (Promotion) for Lecturer to Professor ranks.....	5
2.3 In-Service Recruitment (Promotion) from Assistant Lecturer to Lecturer Rank	5
3.0 APPRAISAL OF STAFF FOR PROMOTION	7
3.1 Points from the Open Performance Review Appraisal System (OPRAS)	7
3.2 Overall OPRAS performance.....	7
3.3 Teaching activities/effectiveness.....	7
3.5 Point allocation for Publications and Scholarly Materials/Works.....	8
3.6 Allowable Maximum Points from Different Scholarly Materials.....	9
3.6.1 PhD Thesis.....	9
3.6.2 Published journal papers.....	10
3.6.3 Case Reports	10
3.6.4 Conference Papers Retrievable from Proceedings	10
3.6.5 Book Reviews.....	10
3.6.6 Consultancy/Technical Reports	11
3.6.7 Textbooks and Dictionaries	11
3.6.9 Book Chapters	11
3.6.10 Reviewed extension publications	11
3.6.11 Patents.....	12
3.6.12 Summary of the grading System for Publications	12
3.7 Contribution of Various Scholarly Publications Towards Total Publication Points.....	12
4.0 THE BALANCE OF POINTS AND CRITERIA FOR PROMOTION	13
4.1 Academic and non-academic activities.....	13
4.2 Processing at Various Levels and Turn-Around Time for promotion.....	14
4.3 Staff who do not fill out OPRAS forms	15
4.4 Staff who overstays their leave of absence without pays.....	15
4.5 Staff who do not submit Copies of masters/PhD certificates and f dissertations.....	15
4.6 Staff Unavailability for Consultation.....	16
4.7 Staff Who Stay in One Position for Too Long.....	16
5.0 ADMINISTRATIVE AND OTHER DUTIES GUIDELINES.....	18
5.1 Appointment and Awarding for Administrative Duties	18
5.2 Delivery of Professorial Inaugural Lectures (PILs).....	18
5.3 Staff who publish while on leave of absence.....	18
6.0 GENERAL ASSESSMENT GUIDELINES	20
6.1 The Review Committees.....	20
6.2 Guidelines for Assessment of Publications for Academic Staff Review	20
6.2.1 Submission of Publications.....	20

6.3 Assessment of Publications	21
6.3.2 Overall Assessment of the Author:	21
6.3.3 Assessment by the Department	22
6.3.4 Assessment by the Faculty/Institute	22
6.3.5 Assessment by the College Academic Staff Appraisal Committee (CASAC).....	23
6.3.4 Appeal Committee	23
7.0 GUIDELINES FOR EMPLOYMENT OF RETIRED ACADEMIC STAFF	24
7.1 Engagement of Retired Academic Staff on Contract	24
7.2 Engagement of a Retired Professor as Professor Emeritus	24
8.0 EMPLOYMENT OF STAFF ON CONTRACT BEFORE RETIREMENT	25
9.0 HONORARY, VISITING/ADJUNCT AND PART TIME STAFF	26
9.1 Introduction	26
9.2 General Guidelines for Adjunct/Honorary Staff Engagement	26
9.2.1 Adjunct Positions with Opportunity for Review and Ranking to Higher Levels	26
9.2.2 Fixed adjunct staff positions.....	27
9.3 General Criteria for Appointing Part Time Staff.....	32
10.0 PROCEDURES FOR NOMINATING ADJUNCT STAFF	34
10.1 Nomination and appointment of adjunct Staff.	34
10.2 Assessment of Adjunct Staff for Ranking.....	34
10.2.1 Assessment of Adjunct Staff Teaching Effectiveness and Points Allocation	34
11.0 CRITERIA FOR PROMOTION OF ADJUNCT STAFF.....	38
11.1 Weights Given to Teaching and Academic/Scholarly activities.....	38
11.2 Summary Steps In-service Rank Assignments for Honorary Lecturer to Professor Ranks .	39
11.3 General Administrative Issues.....	39
11.3.1 Duration	39
12.0 ENGAGING POSTGRADUATE STUDENTS AS TEACHING ASSISTANTS	41
13.0: ACADEMIC STAFF WORKLOAD	42
13.1 Procedures for Workload Estimation	42
14.0 CAREER DEVELOPMENT OF ACADEMIC STAFF	43
15.0 HUMAN RESOURCES MANAGEMENT SYSTEM	44
16.0 PROFESSORIAL INAUGURAL LECTURE	45
16.1 Introduction	45
16.2 Guidelines for Planning and Delivery of Professorial Inaugural Lectures (PILs)	46
16.2.1 General Guidelines	46
16.2.2 Procedures for Requesting and Preparing of PIL	46
16.2.3 Conduction of the Professorial Inaugural Lecture (PIL)	47
17.0 Related Policies	47
18.0 Key stakeholders	47
19.0 Effective Date of the Policy	47
20.0 Approval Details	47
17.0 APPENDICES.....	53
Appendix 1: KCMUCo OPRAS Form for Academic Staff	53
Appendix 2: KCMUCo Publication Assessment Form.....	65
Appendix 3: KCMUCo Authors, Contribution Agreement Form.....	66
Appendix 4: KCMUCo Summary of Assessment and Scores	67
Appendix 5: Adjunct Staff Nomination Form.....	69

GUIDELINES INDEXING DATA

Title	Guidelines for Recruitment, Appraisal and Promotion of Academic Staff
Reference Number of the guidelines	QAP/004/SENATE 90/ 2023/2.6
Date of Development	July 2022
Previous Revisions	New Policy
Current Revision	New Policy
Owner of the Policy	The Senate
Custodian of the Policy and Procedures	DPAA
Date of Approval	March 2023
Approved by	The Senate
Date of Next Review	March 2026

ABBREVIATIONS AND ACRONYMS

CAC	College Academic Committee
CASAC	College Academic Staff Appraisal Committee
DASAC	Department Academic Staff Appraisal Committee
DPAA	Deputy Provost, Academic Affairs
FASAC	Faculty Academic Staff Appraisal Committee
FMC	Faculty Management Committee
GRAPAS	Guidelines for Recruitment, Appraisal and Promotion of Academic Staff
HRH	Human Resources for Health
HHRMA	Head of Human Resource Management and Administration
HRMA	Human Resource Management and Administration
HRSAC	Human Resources and Students Affairs committee
ICT	Information Communication Technology
IASAC	Institute Academic Staff Appraisal Committee
IMC	Institute Management Committee
KCMUCo	Kilimanjaro Christian Medical University College
ISAR	Internal Self-Assessment Reports
SACDC	Staff Appointments Committee and Disciplinary Committee
TCU	Tanzania Commission for Universities
TPP	Total Publications Point
MDent	Master of Dentistry
MMed	Master of Medicine
TUMA	Tumaini University Makumira
SADC	Staff Appraisal and Disciplinary Committee

1.0 BACKGROUND

1.1 Preamble

Kilimanjaro Christian Medical University College (KCMUCo) has three core functions. The first is to provide undergraduate and postgraduate training to healthcare professionals; the second is to conduct research in health and allied sciences, and the third is to provide health related services. KCMUCo is committed to recruiting, developing, and retaining skilled, experienced, and high-performing faculty to fulfil its primary function as a higher-learning institution. The College became a constituent College of Tumbaini University (now Tumbaini University Makumira – TUMA) in 1997 and was accredited in 2021 by the Tanzania Commission for Universities (TCU).

After being Chartered (KCMUCo Charter and Rules, 2010), the College developed its first recruitment, appraisal, and promotion guidelines in line with TUMA guidelines, but since 2010 several changes have been introduced in the Standards and Guidelines for University Education in Tanzania aimed at improving the quality and harmonizing staff recruitment, appraisal, and promotion among University institutions since the practice was variable across Universities. Due to this and the importance of the University Institutions having clear guidelines for recruiting, appraising, and promoting of academic staff the Universities Regulator called for university institutions to develop guidelines that are aligned to the TCU Standards and Guidelines for University Education in Tanzania, Third Edition (2019). It was therefore necessary for KCMUCo to revise its Guidelines for Recruitment, Appraisal and Promotion of Academic Staff Academic Staff (GRAPAS). The KCMUCo guidelines intends to provide a harmonized, and objective means for direct recruitment and in-service appraisal of academic staff, primarily for promotion to higher ranks. The revised guidelines have also harmonized the nomination and engagement of adjunct/honorary and part time staff.

The KCMUCo GRAPAS incorporates staff performance appraisal according to the Open Performance Review Appraisal System (OPRAS) for annual performance appraisal. The guidelines are aligned with the TCU Standards and Guidelines for University Education in Tanzania, Third Edition (2019). Accordingly, prior academic credentials and expertise, journal publications and other scholarly works, as well as OPRAS scores, serve as the cornerstones for hiring academic personnel to a new job or academic rank at KCMUCo. The guidelines also outline the criteria for point distribution and balancing as well as what actions should be taken against academic staff members at KCMUCo who do not meet the requirements for in-service promotion and career advancement.

1.2 KCMUCO VISION, MISSION, AND VALUES.

In implementing its mandated functions, KCMUCo is guided by its Vision, Mission and Core values as described below: -

(i) Vision

A transformative Christian Centre of excellence providing evidence-based training in health with sustainable resources.

(ii) Mission

To provide an enabling environment for innovative and quality teaching, research and services responsive to national and global needs.

(iii) Values

To achieve its Vision through fulfilling its Mission, KCMUCo is guided by the following values:

- (i) Love,
- (ii) Mercy,
- (iii) Compassion,
- (iv) Integrity,
- (v) Transparency,
- (vi) Diversity,
- (vii) Creativity,
- (viii) Innovation,
- (ix) Excellence,
- (x) Accountability.

2.0 CRITERIA FOR RECRUITMENT OF ACADEMIC STAFF

Appointments to a vacant academic position at KCMUCo will be by direct recruitment from outside the College and by promotion of staff from within (in-service recruitment).

2.1 Criteria for Direct recruitment of Academic Staff

- (a) Direct recruiting of academic staff requires fulfilling prescribed educational and professional skills and experience. As provided in section 20 (1) (b) of the Universities Act, Cap. 346 of the Laws of Tanzania, the academic staff of the College shall comprise the following categories of ranks:
 - (i) Tutorial Assistant/Assistant Library Trainee
 - (ii) Assistant Lecturer/Assistant Librarian/Assistant Research Fellow
 - (iii) Lecturer/Librarian/Research Fellow
 - (iv) Senior Lecturer/Senior Librarian/Senior Research Fellow
 - (v) Associate Professor/Associate Library Professor/Associate Research Professor
 - (vi) Professor/Library Professor/Research Professor
- (b) A candidate to be considered for employment at any of the ranks in guideline (a) fulfils the requirements for the position applied, as summarized in **Table 1**.
- (b) The recruitment of academic staff at all levels shall be based on the candidate's GPAs of at least **3.5** at undergraduate and **4.0** at postgraduate levels.
- (c) The GPA grades stated in Guideline (b) shall not apply in recruiting academic staff who was admitted as college academic staff before **2014**.
- (d) Notwithstanding guideline (c) content, a person with no PhD degree may be appointed to Senior Lecturer or a professorial rank in clinical disciplines for those processing an MMed or MDent degree as guided by international practice.
- (e) The appointment of a person without a PhD degree to a professional rank as stated in guideline (d) shall be based on a positive outcome from peer review of the individual's scholarly works that merit them to be considered for such appointment and the peer review shall be undertaken by internationally renowned experts in the individual's discipline at the rank of **Professor**.

The criteria for direct recruitment at KCMUCo are summarized in **Table 1**.

Table 1: Criteria for Recruitment of KCMUCo Academic Staff at Various Levels.

S/N	Entry Point to:	Minimum Requirements
1	Tutorial Assistant/Assistant Librarian trainee/Research fellow trainee	First Degree with a minimum GPA of 3.5 (Minimum of a B+ grade in the relevant subject or its equivalent, where applicable).
2	Assistant Lecturer/Assistant Librarian/ Assistant Research Fellow	Master's degree in a relevant field with a minimum GPA of 4.0 AND First degree with a minimum GPA of 3.8 and at least a B+ grade in the relevant subject, or its equivalent, where applicable.

S/N	Entry Point to:	Minimum Requirements
3	Lecturer/Librarian/Research Fellow	<p>PhD Master's degree in a relevant field with a minimum GPA of 4.0 AND First degree with a minimum GPA of 3.5 and at least a B+ grade in a relevant subject, or its equivalent, where applicable. OR A master's degree in medicine/Dentistry in the relevant field with a GPA of at least 4.0 AND a First degree with a minimum GPA of 3.8 and at least B+ in a relevant subject, or its equivalent, where applicable.</p>
4	Senior Lecturer/Senior Librarian/Senior Research Fellow	<p>PhD AND master's degree in the field; AND minimum GPA of 4.0 at master's degree; AND GPA of 3.5 or its equivalent in the first degree with a minimum score of B+ in relevant subject or its equivalent; AND 3-year working experience in related field; AND a minimum of 5-points from peer-reviewed publications from at least two sources with minimum journal diversification of 35%.</p>
5	Associate Professor/Associate Library Professor/Associate Research Professor	<p>PhD AND master's degree in the field with a minimum GPA of 4.0; AND First degree with a minimum GPA of 3.5 and at least B+ grade in a relevant subject, or its equivalent, where applicable; AND 6-year working experience post-PhD/MMed/MDent in related field; AND 12-points from International peer-reviewed publications from at least two sources with minimum journal diversification of 40%.</p>
6	Professor/Library Professor/Research Professor	<p>PhD AND master's degree in the field with a minimum GPA of 4.0 AND First degree with a minimum GPA of 3.5 and at least B+ grade in the relevant subject, or its equivalent, where applicable; AND 9-year working experience post-PhD/MMed/MDent in related field; AND 18-points from International peer-reviewed publications from at least two sources with minimum journal diversification of 45%.</p>

NB: Recruited academic staff is expected to attend Pedagogical Skills Training Courses.

2.2 Criteria for In-service Recruitment/Promotion of Academic Staff.

Any academic staff will be eligible for consideration for promotion to higher academic rank provided that the following are fulfilled: -

- (i) The staff has been in the current rank for at least **three (3)** years at KCMUCo [in the same institution] since the last promotion.
- (ii) The overall average promotion eligibility score 1 from OPRAS for the last three years. [see OPRAS point allocation in subsequent sections, which should not be confused with OPRAS ratings].
- (iii) The staff shall have at least **three (3)** peer-reviewed original published papers as sole or first Author for promotion to Senior Lecturer, Associate Professor and Professor. All papers published by the staff after the last promotion shall be eligible for consideration in the next promotion, provided these were not considered in the last promotion.
- (iv) Regardless of the staff's position in authorship, a minimum of **two (2)** papers published in international journals are required for promotion up to Senior Lecturer/Librarian level or a minimum of **four (4)** papers published in international journals for promotion to Associate Professor or to Professor ranks.
- (v) For promotion from Lecturer to Senior Lecturer, Senior Lecturer to Associate Professor or Associate Professor to Professor ranks, the staff shall have a PhD (*Biomedical Sciences staff*) or MMed (*Clinical Sciences staff*) degree.
- (vi) At least three working years since the last promotion.
- (vii) Depending on academic rank, as per **Table 1**, evidence that between 12.5% to 25% of the time in each semester has been spent in providing clinical, practical, or in-class teaching (including lectures, facilitation of seminars and tutorials).

Unless the staff fulfils the above criteria, no further processing can be done for promotion during the year under consideration.

2.3 In-service Recruitment (Promotion) for Lecturer to Professor ranks

For academic staff to be promoted, the following steps shall be followed as summarized in **Table 4**: -

- (i) Ensure all criteria (I -IV) are fulfilled according to the rank.
- (ii) Ensure the calculated Total points in Category I and II have been accumulated according to rank.
- (iii) Ensure the minimum points have been attained for each item in Category I and II.
- (iv) Once all the above sections (i) – (iii) have been fulfilled, the academic staff shall qualify for promotion according to these guidelines.

2.4 In-Service Recruitment (Promotion) from Assistant Lecturer to Lecturer Rank

- (i) By promoting an assistant Lecturer who has obtained a PhD in the relevant field.

NB: Promotions will be processed annually to reflect OPRAS annual performance review. However, Tutorial Assistants or Assistant Lecturers acquiring MMed/MDent or PhD, respectively, can be promoted to Lecturer administratively at any month of the year upon submission of degree certificates and other relevant requirements.

3.0 APPRAISAL OF STAFF FOR PROMOTION

3.1 Points from the Open Performance Review Appraisal System (OPRAS)

Staff shall accumulate points for promotion through the Open Performance Review Appraisal System (OPRAS). Staff OPRAS shall be conducted annually based on prior agreed objectives between the staff and the supervisor. The agreed OPRAS objectives shall originate from institutional strategic plan objectives cascaded from the top to the staff level. OPRAS performance ratings shall be derived from three components for evaluation. The three components are:

- (i) Overall OPRAS performance
- (ii) Teaching activities
- (iii) Service provision [Clinical/Community/Pharmaceutical/Public/non-research consultancy etc.]

3.2 Overall OPRAS performance.

This will be evaluated using performance scores across ALL sections in the OPRAS (**Appendix 1**). Any academic staff who's overall OPRAS average rating score less than 1.0 points is (see the scoring below) shall not be eligible for promotion to any academic level, regardless of the total points obtained from any other source in these guidelines. Overall OPRAS average rating score points for promotion eligibility shall be derived from the average of all OPRAS ratings accumulated in the past three (3) evaluated years as follows: -

- (i) Overall average OPRAS Rating 1.0-2.5: **(1.0 points)**
- (ii) Overall average OPRAS Rating 2.6-3.0: **(0.5 points)**
- (iii) Overall average OPRAS Rating 3.1-5.0: **(0 points)**

NB: The points scored in this sub-section are to be used only for determining whether there should be further processing for the promotion of the candidate or not, as explained above.

3.3 Teaching activities/effectiveness

Teaching is among the day-to-day functions of all academic staff and is usually evaluated in **section 5B** of the OPRAS form. An overall average OPRAS rating for this section in the last three years shall be considered for promotion, provided the ratings have not been used for promotional purposes. The point assignment of the past three (3) years' average OPRAS ratings will be as follows:

- (i) Overall 5B average OPRAS Rating 1.0-2.5 **(3.0 points)**
- (ii) Overall 5B average OPRAS Rating 2.6-3.0 **(1.5 points)**
- (iii) Overall 5B average OPRAS Rating 3.1-5.0 **(0 points)**

NB: Modalities for students' evaluation of teaching effectiveness are in place as guided by TCU, and CAC must be periodically enhanced to guarantee accurate student evaluations of the lessons being taught.

This section includes all non-research activities undertaken by staff that will benefit patients or the public, such as clinical/laboratory/scientific/pharmaceutical, library, community outreach, non-research consultancy services done for the government/government partners/agencies, Continuing Professional Education and Professional Development (CPE/CPD) provided to healthcare workers and trainees elsewhere and other similar forms of public services provided in line with the specialty or discipline (**Academic Staff OPRAS Form Section 5D**). Moreover, recognizing that academic staff in administrative posts usually divides their time between executive roles and service provision, OPRAS ratings for managerial staff (**Academic Staff OPRAS Form Section 5A**) and Clinical/Community sub-sections (**Academic Staff OPRAS Form Section 5D**) shall be compared. The one with higher 3-year average points shall be used for promotion. The point assignment for three-year average OPRAS ratings will be as follows: -

- | | |
|---|---------------------|
| (i) Overall 5D average OPRAS Rating 1.0-2.5 | (3.0 points) |
| (ii) Overall 5D average OPRAS Rating 2.6-3.0 | (1.5 points) |
| (iii) Overall 5D average OPRAS Rating 3.1-5.0 | (0 points) |

3.5 Point allocation for Publications and Scholarly Materials/Works.

- (i) The departments and faculties shall use several scholarly materials/works for promotion.
- (ii) The scholarly materials/works shall include PhD thesis and peer-reviewed publications of all types, including journal articles, case reports and conference papers retrievable as conference proceedings, dictionaries, technical notes, research and consultancy reports, books, book reviews and chapters in a book.
- (iii) *For promotion at any level, article manuscripts, unpublished dissertations, unpublished and non-retrievable conference proceedings, unregistered consultancy reports, or consultancy report with no end-users (employer's views/report), editing of a book, and writing/developing of curricula shall not be awarded any point.*
- (iv) Publications, like the overall OPRAS rating awarded, shall play an independent role in permitting the promotion process to continue. *Academic staff who has not published sufficient papers to accumulate the required points shall not further be processed for promotion.*
- (v) All permitted forms of publications shall be evaluated based on *coverage of the subject matter, originality, presentation, contribution to knowledge, relevance to academic discipline and overall quality.*
- (vi) The department, in consultation with the Dean/Director and DPAA, shall send papers published in a recognized journal or other scholarly material to two (2) reviewers who shall read and, upon being evaluated by reviewers, shall be awarded grades that correspond to following assigned points:
 - (a) A grade = 1 point
 - (b) B+ grade = 1 point
 - (c) B grade = 0.5 points

- (d) C grade = 0 points
- (vii) The reviewer shall enter the grades awarded for each publication into the KCMUCo Publication Assessment Form (Appendix 2).
- (viii) The Departmental/Faculty/Institute/College review committee, upon receipt of evaluated publications, shall accordingly assign points to the reviewer's grades as above and calculate average points for each publication.
- (ix) The average points for each publication shall then be multiplied by the percentage given to the Author according to the Author Contribution Agreement Form (**Appendix 3**).
- (x) The department review team shall then fill KCMUCo Form Summarizing Point Distribution (**Appendix 4**) and submit it to the Faculty/Institute.
Example: 1st **Reviewer** has given a **B+ grade** to a publication, and 2nd **Reviewer** has given a **B grade** to the same publication. If the publication type has a **maximum allowable point** of 1, the average points shall be $(1+0.5)/2=0.75$. If, for this publication, all eligible authors have agreed and signed to confirm that the **contribution** of this staff was 30%, then points that shall be allocated to this Author is 0.75×0.3 (i.e., 30%) = **0.225 points**.
- (xi) To determine publication points, all publications not used in the immediate past promotion **and dated after publication submission for the last assessment for promotion** shall be eligible for submission for the current promotion. It is essential to note the following:
- (a) Two reviewers are needed.
 - (b) Reviewers shall assign letter grades.
 - (c) Departmental/Faculty/Institute or College Review Committees shall translate letter grades into publication points.
 - (d) If there is a gross discrepancy between reviewers, e.g., one reviewer assigns a "C" grade and the second a "B+" or "A" grade (i.e., a 2-grade difference or more), the relevant Review Committee or DPAA must send the publication to a third reviewer. Subsequently, two of the three less divergent grades (i.e., similar or within one (1)-grade difference) shall be used in computing the final score.
 - (e) Staff must submit a signed KCMUCo Authors Contribution Agreement form (**Appendix 3**).
 - (f) Departments/Faculty/Institute or College Review Committee shall calculate the staff's average points and total points and fill in the KCMUCo Summary form (**Appendix 4**).
- (xii) Each publication type has a specified point ceiling. Points calculated from all the evaluated publications shall be added to obtain the total publication points. Scholarly material and maximum allowable points are given in the following section (3.6).

3.6 Allowable Maximum Points from Different Scholarly Materials.

3.6.1 PhD Thesis

- (i) PhD thesis shall be counted for promotion if it has not been used for staff recruitment or promotion either as a *monograph* or *published papers*.

- (ii) A thesis by monograph shall be awarded a maximum of **1.0 point** upon review.
- (iii) For a thesis by publications, the individual published articles shall be evaluated and awarded a maximum of **1.0 point** in the same manner as other journal articles.

3.6.2 Published journal papers

- (i) *Single-Authored journal publication:* A single-authored publication in a journal shall be awarded a maximum of **1.0 points** depending on the reviewer's evaluation.
- (ii) *Co-authored journal publication:* A co-authored publication in these guidelines is defined as any article published by **two or more authors**, regardless of their specialty or discipline. Points scored in publications shall be shared among ALL authors (both KCMUCo and non-KCMUCo staff).
- (iii) Co-authored peer-reviewed journal publications shall be awarded a maximum of **1.0 point**.
- (iv) Points awarded to a co-authored publication in local or international journals shall be shared among ALL authors as per their agreement. KCMUCo academic staff must sign the author's percent contribution form (**Appendix 3**). Tanzanian authors who are not KCMUCo will be asked by the staff to sign the form if they are within reach, but this may not be an absolute necessity. International co-authors must also receive their percentage share of points, but they shall not be required to sign the percentage contribution form.
- (v) Review Committees shall use the following guideline for author contributions:
 - (a) 1st Author: Not more than 70%.
 - (b) 2nd Author: Not more than 50%.
 - (c) 3rd Author: Not more than 30%.
 - (d) The remaining points to make 100% shall be shared equally by the remaining authors

3.6.3 Case Reports

- (i) Case reports published in peer-reviewed journals shall be awarded a maximum of **0.5 points**.
- (ii) As explained above, point sharing among authors shall follow a similar procedure as for co-authored journal publications.

3.6.4 Conference Papers Retrievable from Proceedings

- (i) Only papers retrievable from refereed proceedings shall be considered for promotion. The published conference paper shall be awarded a maximum of **0.5 points**.
- (ii) Point sharing among authors of a conference paper shall follow a similar procedure as for a co-authored journal publication.

3.6.5 Book Reviews

- (i) Book reviews shall be awarded a maximum of **0.5 points** each. *To qualify for point's allocation, a book review shall have been published in a peer-reviewed journal.*

- (ii) As described above, point distribution to authors shall be like for journal publications.

3.6.6 Consultancy/Technical Reports

- (i) Consultancy registered by Departments/Institutes/Faculties at KCMUCo shall be considered for promotion to all ranks.
- (ii) Registered Consultancy reports shall be evaluated by reviewers and awarded a maximum of **0.5 points** that shall be shared equally among all KCMUCo consultants as prescribed.
- (iii) To qualify for a point's award, a registered consultancy report shall have feedback from the end-user (the employer of the KCMUCo consultants).

3.6.7 Textbooks and Dictionaries

- (i) A scholarly book in the relevant specialty or a dictionary that has been published locally or internationally by a recognized publishing house and bears an **ISBN** shall, upon evaluation, be awarded a maximum of **6.0 points** as follows:
 - (a) A - 6 points
 - (b) B+ - 5 points
 - (c) B - 3 points
 - (d) C - 0 points
- (ii) Contribution or authorship in a book with an **ISBN** for lower health cadres or allied health sciences and approved by the responsible Ministry shall weigh a maximum of **0.5 points**.
- (iii) If the book is co-authored, points will be shared according to Author's contribution. The KCMUCo Author Contribution Agreement Form (**Appendix 3**) must be signed in order to confirm one's contribution.
- (iii) A letter in a Dictionary shall weigh a maximum of **1.0 point**. All the Authors regardless of their disciplines and affiliations shall equally share points for Multi-authored letters in a Dictionary.

3.6.9 Book Chapters

- (i) A chapter in a book shall be awarded a maximum of **1.0 point**.
- (ii) Contribution in an Encyclopedia shall be treated as a chapter in a book and awarded **1.0 point**.
- (iii) Regardless of their fields of study or connections, multi-authored chapter for a book or contributed to an encyclopedia shall split any points awarded equally and sign the KCMUCo Author Agreement Form. (**Appendix 3**).

3.6.10 Reviewed extension publications

- (i) Such publications shall weigh a maximum of **0.5 points**.
- (ii) The distribution of points among authors shall be like that of a journal publication and the KCMUCo Author Agreement Form (**Appendix 3**).

3.6.11 Patents

- (i) Patented material shall be awarded a maximum of **6.0 points**.
- (ii) Both KCMUCo and an authorized patent awarding body shall share the awarded points according to the level of contribution as agreed among contributors whose names are recognized. For points sharing, the formula for journal articles points sharing shall be used - **Section 3.6.2(v)**.

3.7. Summary of the grading System for Publications

- (i) The letter grade system shall be used.
- (ii) To determine publication points, the letter grade awarded for the "overall quality" of the publication shall be used.
- (iii) The publications points assigned to letter grades are summarized in **Table 2**.

Table 2: Conversion of Letter Grades to Points of Publication

Letter grade	Journal Papers	Conference Papers	Chapter in Book	Consultancy/Research Report	Case Report	Books or dictionaries & patents	PhD Thesis (Monograph)	Technical notes & Book Reviews
A	1.0	0.5	1.0	0.5	0.5	6	1.0	0.5
B+	1.0	0.5	1.0	0.5	0.5	6	1.0	0.5
B	0.5	0.25	0.5	0.25	0.25	3	0.5	0.25
C	0	0	0	0	0	0	0	0

3.7 Contribution of Various Scholarly Publications Towards Total Publication Points

The points earned from various scholarly publications (**Section 3.6**) and as summarized in **Table 2** shall contribute towards Total Publication Points (TPP) and weighted (**allowable percentage**) as indicated in **Table 3**: -

Table 3: Allowable Percentage Contributions to Total Publication Points (TPP)

S/N	Type of Activity	Lecturer to Senior Lecturer	Senior Lecturer to Associate Professor	Associate Professor to Professor
1	Journal papers	Minimum 60%	Minimum 60%	Minimum 60%
2	Books, Chapters in a book, Conference papers, Research Reports, Theses, Manuals etc.	Maximum 30%	Maximum 25%	Maximum 25%
3	Consultancy reports	Maximum 10%	Maximum 15%	Maximum 15%

4.0 THE BALANCE OF POINTS AND CRITERIA FOR PROMOTION

4.1 Academic and non-academic activities.

- (i) Promotion points shall be accumulated from evaluating several academic and non-academic activities as presented in the previous sections of these guidelines. The awarded points shall be categorized into those awarded from OPRAS evaluation (**services provision and teaching effectiveness**) and those awarded from the publication of journal articles and other scholarly works (**publications**). **Table 4** summarizes the balancing of points accumulated from the various activities according to academic Rank.

Table 4: Balance of Points from Various Types of Academic And Non-Academic Activities According to Academic Rank.

Category		Lecturer to Senior Lecturer	Senior lecturer to Associate Professor	Associate Professor to Professor
I	PUBLICATIONS	3*	6**	6***
II	OPRAS			
	a) Service provision [Clinical/Community/Pharmaceutical/Public services or non-research consultancy etc.]	1.0	1.5	1.5
	b) Teaching Effectiveness	1.0	1.5	1.5
Total minimum points		5.0	9.0	9.0
III	OTHER MANDATORY CRITERIA			
	a) Publications in International Journal	2	4	4
	b) Publications as first/sole Author	3	3	3
	c) Overall OPRAS points (average for 3yrs)	1.0	1.0	1.0
	d) Prior academic qualifications	PhD or MMed	PhD or MMed	PhD or MMed

NB: (a) An International Journal is one with an International Editorial Board (*at least 25% of editorial body members are from other countries*), has an International Classification Index (ISSN), regularly publications according to its schedule and is internationally retrievable.

- (b) Journal diversification % shall be computed by the number of types of journals from which submitted publications emanate divided by the total number of publications under consideration (JD = no. Journals/no. Publications)

* = At least 35% of points are from diversified journal publications

**= At least 40% of points are from diversified journal publications

***= At least 45% of points are from diversified journal publications

The weights given in the distribution of the points for each activity shall differ by academic Rank as summarized in **Table 4** and outlined below: -

- (i) The weight of publications shall increase with rank due to differences in experience.
- (ii) Publication points must be accumulated from at least two sources for each Rank. Points for publications in peer-reviewed journals shall increase with advancing Rank (*see Table 4 footnotes*).

- (iii) Mandatory prior academic qualifications include PhD, MMed or MDent for Associate and Professorial ranks and from Lecturer to Senior Lecturer.

4.2 Processing at Various Levels and Turn-Around Time for promotion

- (i) Promotion of Staff shall occur each year for assessment conducted through annual OPRAS. Assessments that are processed but require additional information to decide and conclude may be re-considered during the mid-annual OPRAS review session.
- (ii) The maximum time for processing the documents is indicated in **Table 5**. In case the time required to process the documents exceeds the stated time, the office in question shall inform the staff, informing them. Under no circumstances will the time for processing the promotions exceed two months for each of the College administrative levels counted from when the complete submission of documents was made.

Table 5. Turnaround Time for Processing Promotions at Various Administrative Levels

S/N	Processing Level	Turnaround time (weeks)
1	Department	4
2	Faculty	4
3	Deputy Provost-Academic Affairs	4
4	College Academic Committee (CAC)	4
5	Staff Appointments & Disciplinary Committee (SADC)	Next ordinary scheduled Meeting
6	Senate/Council (for professorial ranks)	Next ordinary Scheduled Meetings

- (iii) The effective date for promotion, which shall be stated in the promotion letter, shall be the date of the meeting of the highest organ that approved the promotion of the Staff.
- (iv) The exception to (iii) above is promotions from Tutorial Assistant to Assistant (TA) to Assistant Lecturer (AL) or Assistant Lecturer to Lecturer (L), which shall be administered and shall occur at any time, and immediately upon successful completion of MSc (AL) or MMed/PhD (L), respectively.
- (v) Since OPRAS points are cumulative, it is mandatory for the feedback on approved OPRAS points to be officially communicated to the staff during OPRAS interview by the supervisor and annually to the department level and again to the responsible Staff.
- (vi) Each Department shall keep and update OPRAS point records for its staff. OPRAS points to be used in the promotion shall be drawn from all the last three completed and evaluated years, irrespective of the points gained during the year of promotion.

4.3 Staff who do not fill out OPRAS forms

- (i) The Deputy Provost - Academic Affairs, Deans, Directors, and Heads of Departments shall ensure that each staff member fills out the OPRAS form when it is due.
- (ii) Filling out OPRAS forms shall be made part of the conditions of service. Each academic member of Staff is obliged to submit OPRAS to give a chance to the employer to review his/her academic performance in terms of efficiency and effectiveness.
- (iii) The Dean/Director of the Faculty/Academic Institute shall serve a staff failing to submit OPRAS without acceptable reasons for the year under review with a warning.
- (iv) If non-submission of OPRAS is repeated the following year, the Staff shall be served with a stern warning.
- (v) The College shall require a staff failing to submit OPRAS forms for three (3) consecutive years to seek alternative employment.
- (vi) In the most exceptional circumstance where a member of academic Staff may be due for promotion but did not fill all OPRAS forms in the past three consecutive years **for acceptable reasons**, he/she shall be allowed to use the three (3) years evaluated OPRAS form, done during the fourth or subsequent year, to obtain OPRAS points provided that:
 - (a) All three (3) evaluated forms have not been used for promotion before.
 - (b) The Staff has not missed two or more OPRAS evaluations for three consecutive three (3) years earlier.

4.4 Staff who overstays their leave of absence without pays.

- (i) Some staff may overstay their leave of absence without requesting permission, thus resulting in terminating their appointments for failure to return.
- (ii) Staff who overstays their leave of absence or have resigned from the College services and later wish to continue serving the College can be recruited using the direct recruitment guidelines.

4.5 Staff who fail to present copies of their dissertations and master's or doctoral credentials.

- (i) Staff shall be required to submit certified true copies of the original certificates and copies of the dissertations within one year after the completion of studies.
- (ii) During sponsorship of Master and PhD academic Staff, the requirement to submit certified copies of the original certificates shall be incorporated in the "Conditions of Sponsorship".
- (iii) Staff who fails to submit certified copies of the original certificates and copy of the dissertation within the specified period shall be considered to have failed to

- complete the program of study and, therefore, liable for termination.
 (iv) Certificates from unrecognized Universities shall not be recognized.

4.6 Staff Unavailability for Consultation.

- (i) Each academic Staff shall be required to display clearly on his/her office door the times when he/she will be available for consultations, indicating specific times for each discipline or subject.
- (ii) Heads of Department (*or Deans of Faculties and Director(s) of Institute(s) when Heads of Department are not available*) shall warn a non-complying academic staff verbally in the first instance and in writing later when non-availability persists.
- (iii) Suppose the Head of the Department's warnings fails to bring change. In that case, the College management shall apply the Staff Regulations and Conditions of Service and invoke them, 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

- (i) Measures to be taken against Staff staying in one position beyond the prescribed duration shall be diverse according to the period and Rank, as shown in **Table 6**.
- (ii) The College departments shall use two years, after the standard three (3) years, after which they should conduct an in-depth assessment of progress made by Staff in the implementation of the directives.

Table 6: Measures to Be Taken Against Staff Staying in One Position for Too Long

S/N	Post/Years on Post	3/5	7	9	>9
1	Tutorial Assistant/Ass. Trainee/Research Fellow Trainee	Within three (3) years, they should have registered for a master's degree. Failure to register for a master's program or Failure to pass a master's degree with a minimum GPA of 4.0 shall call for the Appointments Committee (Academic) to recommend Staff to seek alternative employment within or outside the College	Not applicable	Not applicable	Not applicable

S/N	Post/Years on Post	3/5	7	9	>9
2	Asst. Lecturer/Asst. research fellow/Asst. Librarian	<p>Within five (5) years of service, Staff should have registered for PhD and acquired at least one (1) publication point.</p> <p>If failed, Staff to explain why he/she has not registered for a PhD.</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 the PhD</p>	<p>The Appointments Committee (Academic) recommends that Staff seek alternative employment within or outside the College.</p> <p>If Staff has failed to register for a PhD</p>	Not applicable	Not applicable
3	Lecturer/ research fellow/Librarian	<p>Should have accumulated at least three (3) publication points.</p> <p>If not, staff should explain why they have not published enough for promotion. The HoD to find out the reasons for not publishing enough. The HoD to remove/diminish the obstacles.</p>	<p>If the staff does not have enough publications, Dean/Director to warn the staff of the possibility of re-categorization. Dean/Director to support the HoD to implement the Head's action.</p>	Seek alternative employment	Not applicable
4	Senior Lecturer/Senior Research Fellow/Senior Librarian	<p>The staff to explain why he/she has not published enough for promotion. HoD to encourage Staff to publish more. HoD to create a conducive atmosphere for staff to intensify research and publish.</p>	<p>Dean/Director to find out the reasons for not publishing enough. Dean to assist the HoD in reducing the workload on Staff and/or ensure that Staff concentrates on the core activities for teaching, research, and consultancy services</p>	DPAA to give a 6-month protected time to allow Staff to do research and to publish more.	Seek alternative employment
5	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 a conducive atmosphere for Staff to do more research and to publish more.</p>	<p>Dean to assist the HoD in reducing the workload on the staff, particularly the administrative workload.</p>	DPAA to assist staff in arranging a sabbatical leave	The Appointment Committee should consider the case individually

5.0 ADMINISTRATIVE AND OTHER DUTIES GUIDELINES

5.1 Appointment and recognition for Administrative Duties

- (i) The conditions of appointment for all administrative duties for Academic Staff shall be as prescribed in the KCMUCo Charter and Rules (2010).
- (ii) Search for Heads of Department, Dean and Directors shall be held after every three years (Triennium), and appointments shall be for three years, renewable once.
- (iii) Recognition of the Provost, DPs, Deans, Directors, and Heads of Departments for administrative work shall be in the form of meaningful monetary remuneration. The remuneration shall be as follows: -
 - (a) 30% of the annual salary per year for top officials, i.e., Provost and DPs
 - (b) ; 25% of the annual salary per year for Deans, Directors, and Deputy Directors.
 - (c) 20% of annual salary per year for Heads of departments.
- (iv) Implementation of this remuneration shall depend on the availability of funds and approval by relevant approved remunerations Policies/regulations.
- (v) Time off shall be given to the Provost, DPs, Deans, Directors, and Heads of Departments, for one month each year of administrative work for them to do research and publish. This time off shall not be transferable to the next Period of appointment or Triennium. Eligible staff shall use the appropriate form(s) for requesting sabbatical leave.

5.2 Delivery of Professorial Inaugural Lectures (PILs).

- (i) Professors are encouraged to deliver PILs within five years after promotion.
- (ii) Whenever possible, the College shall pay eligible professors a one-time honorarium equivalent to **US\$ 5,000** after the PIL is delivered and published.
- (iii) The College may give three-month time-off to professors who are ready to prepare for the PIL if they need it. During this period, the College shall endeavour to pay for the respective expenses following the policy and procedures approved by the College.
- (iv) Annually the College shall budget for PILs, guided by budgets submitted from Faculties/Institutes for professors who desire to give their PILs. Professors intending to give PILs shall first request money for approval before embarking on the preparation of the lecture.
- (v) Preparations and presentation of the PIL shall depend on the availability of funds in the College budget.

5.3 Staff who publish while on leave of absence.

- (i) For Staff who are still employed by the College but have been away for some time, their publications shall be evaluated and considered for promotion after they have served the College for **at least one year** after reporting back. However, they shall

- maintain the requirement of a minimum of three years at one rank before promotion.
- (ii) Publications from full-time research shall be considered like any other publications of the staff in question.

6.0 GENERAL ASSESSMENT GUIDELINES

6.1 The Review Committees.

- (i) Every Faculty/Institute/Department shall appoint a review committee to assess publications, research, consultancies, and other materials used as promotion criteria.
- (ii) The Committee at departmental level shall be known as Departmental Academic Staff Appraisal Committee (DASAC), at Faculty level Faculty Academic Staff Appraisal Committee (FASAC), at academic Institute level, Institute Academic Staff Appraisal Committee (IASAC), and at College level College Academic Staff Appraisal Committee (CASAC).
- (iii) A review committee shall usually comprise senior academic staff above the rank of the staff being assessed. Independent assessors outside the Faculty/Institute/Department shall be used if necessary.
- (iv) Smaller Faculties/Departments/Institutes shall be encouraged to merge or to co-opt senior academic Staff from other units of similar or related disciplines to constitute the review committee.
- (v) The Departments, Faculties, and Academic Institutes shall not review staff on leave of absence without pay to be promoted. Nevertheless, they must complete and hand in OPRAS Forms as usual.

6.2 Guidelines for Assessment of Publications for Academic Staff Review

For academic staff who are due and have met the minimum requirement for promotion, departments, faculties, and institutes shall use the following procedures for the evaluation of publications:

6. 2.1 Submission of Publications

- (i) The departments, faculties and institutes shall require staff applying for promotion to submit to the Head of Department his/her published works and a current CV in KCMUCo format. For reviewing the performance of the Head of the Department, he/she shall submit published works to the respective **Dean of Faculty or Director of an Academic Institute**, who, as documented in a Faculty Management Committee (FMC) and Institute Management Committee (IMC) meeting, may ensure documents are complete and request the submitting head of department to provide a list of at least four potential assessors in the applicant's area/field of specialization or discipline. An electronic copy of a list of the publications shall be submitted showing the following information: -
 - (a) Authorship (*indicating all authors for co-authored works*)
 - (b) Title.
 - (c) Publisher and Place.
 - (d) Year of publication.
 - (e) For a book, the number of pages; for a journal article or chapter in a book, page numbers, e.g., p.12-21.
 - (f) For works that are not yet published but have been accepted for publication

shall be accepted for review as described in (a-d) above. In addition, the staff must submit a letter of acceptance from the publisher.

- (g) Publications dated after the last submission of publications for promotion and have not been used for promotion before can be submitted for assessment for the next promotion.
- (ii) The Head of the Department, Dean of Faculty, or Director of the Institute (as the case may be) shall send the submitted publications with the CV and assessment criteria to assessors/reviewers. The Head/Dean/Director is required to check that the information provided is complete before the publications are sent to the assessors: -
 - (a) For promotions from Lecturer to Senior Lecturer, two KCMUCo academicians shall conduct the assessment with a rank of senior lecturer or above.
 - (b) For promotions to the ranks of Associate Professor and Professor, one KCMUCo assessor and one external assessor shall conduct the assessment. Each assessor shall be of at least one rank above the rank of the academic staff seeking promotion (Associate Professor or Professor, as the case may be).
 - (c) The general regulation is that the assessor shall be at least one rank higher than the person being assessed.

6.3 Assessment of Publications

Assessors shall be requested to submit the following information on each publication in the Publications Evaluation Form (**Appendix 2**): -

6.3.1 Assessment of the publication in relation to:

- (i) Coverage of subject matter
- (ii) Originality
- (iii) Contribution to knowledge
- (iv) Relevance to the academic discipline
- (v) Relevance to an individual's specialization in an academic discipline
- (vi) Presentation
- (vii) Overall quality
- (viii) For each aspect (**Section 6.3.1** (i)-(vi)) above, the assessor shall give a grade according to the grading system shown below. For the overall quality, the grade shall reflect the average of Section 6.3.1 (i)-(vi) above.

Letter grade	Journal Papers	Conference Papers	Chapter in Book	Consultancy/Research Report	Case Report	Books or dictionaries & patents	PhD Thesis (Monograph)	Technical notes & Book Reviews
A	1.0	0.5	1.0	0.5	0.5	6	1.0	0.5
B+	1.0	0.5	1.0	0.5	0.5	6	1.0	0.5
B	0.5	0.25	0.5	0.25	0.25	3	0.5	0.25
C	0	0	0	0	0	0	0	0

6.3.2 Overall Assessment of the Author:

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

- (i) Whether the quality of the publications assessed in general reflects the author's current academic Rank (**Yes/No**).
- (ii) Whether the quality of publications assessed merit promotion of the author to the next academic Rank (**Yes/No**).
- (iii) Any other comments, suggestions, or recommendations.
- (iv) The assessor's name, academic qualifications, title, address, and signature shall be submitted with the assessment report to the Head of the Department/Dean of Faculty/Director of the Academic Institute (**Appendix 2**).

6.3.3 Assessment by the Department

- (i) The Staff applying for promotion shall submit a signed authors contribution agreement form for co-authored works indicating contribution in percentages. All KCMUCo co-authors must sign the author contribution agreement form (**Appendix 3**).
- (ii) After receiving the assessor's report and a signed author contribution agreement form, the Head of Department shall appoint a Departmental Academic Staff Appraisal Committee (**DSAC**).
- (iii) The Head of Department shall chair the DSAC. The **DSAC** shall go through the assessment from section **6.3.1** and **6.3.2** above and submit its recommendation on the evaluations to the Faculty or Institute Staff Appraisal Committee (**FASAC/IASAC**).
- (iv) The Dean of the Faculty or Director of an Academic Institute, respectively, shall chair **FASAC/ or IASAC**.
- (v) The DSAC shall not consider and forward to the Faculty/Institute Staff Review any incomplete assessments or a staff is ineligible for promotion.
- (vi) The DSAC shall inform the Head of the Department not to process incomplete submissions or if the Staff is ineligible for promotion.
- (vii) In case of extreme discrepancy between the two reviewers, the department review committee shall send the publication to a third reviewer.

6.3.4 Assessment by the Faculty/Institute

- (i) Faculty or Institute Staff Appraisal Committee (FASAC/IASAC) shall receive assessment report files from departments for endorsement.
- (ii) Faculty, and Institute, Staff Review Committees shall evaluate the reports and recommend further processing by the College Academic Staff Appraisal Committee (**CASAC**).
- (iii) The FASAC or IASAC shall not consider and forward to the CASAC any incomplete assessments or a staff is ineligible for promotion. Faculties/Institutes shall return all submitted documents to the departments for completion as applicable and state the reason for ineligibility.

6.3.5 Assessment by the College Academic Staff Appraisal Committee (CASAC)

- (i) The CASAC shall receive assessment report files from Faculties and Institutes for final processing.
- (ii) CASAC shall be chaired by DPAA, but the DPA and Head of Human Resources Management and Administration shall be Members of the Committee.
- (iii) The CASAC shall give detailed feedback to the Staff regarding the outcome of the assessment process.
- (iv) The College Academic Staff Review Committee shall finalize the assessment and present the results to the College Academic Committee (CAC) for final processing to the Staff Appointment and Disciplinary Committee (SADC) through SCACA of Tumauni University Makumira (TUMA) for recommendations to Senate and then to Council as appropriate.

6.3.4 Appeal Committee

- (i) If the Staff does not agree with the assessment outcome, he/she shall have the right to appeal against the decision to the College Appeals Committee.
- (ii) The appeal shall be submitted in writing through the Department, Faculty/Institute to the DPAA, who shall trigger the Appointment of an Appeals Committee as prescribed in the Charter.
- (iii) The Appeals Committee shall review the case and submit its assessment to the Chairperson of the College Academic Committee for decision-making.
- (iv) Feedback after annual appraisal

7.0 GUIDELINES FOR EMPLOYMENT OF RETIRED ACADEMIC STAFF

7.1 Engagement of Retired Academic Staff on Contract

To address shortages of teaching staff, the College may engage staff on contract after retirement while observing quality standards and the College policy and other requirements regarding recruitment of retired staff. When employing such staff, the following shall be considered: -

- (i) Departments may request to employ academic staff who retire from active public or private academic service of the College, from other Health Sciences colleges/universities, or related academic institutions, on contract, provided that such staff are of good health and good academic standing and are at least at the **rank of lecturer**.
- (ii) When engaging staff who previously served as employees of the College or another university, at the rank of Associate Professor or Professor and retired with good academic standing or retired while working in national and/or international organisations/institutions or accredited colleges/universities, in good academic standing, no interviews shall be conducted.
- (iii) After engaging contract staff, departments, faculties, and institutes shall evaluate contract staff annually in terms of teaching, research and public service delivery following the **tools and criteria prescribed in the preceding sections for permanent staff**.
- (iv) Staff on contract **shall not be considered for promotion during the contract period** but can be considered for a higher post during renewal of contract under the conditions of meeting the promotion requirement.
- (v) While processing renewal of contracts departments, faculties, and institutes shall ensure that contract renewal is based upon satisfaction that the academic staff on contract has shown the highest degree of ability in mentoring/counselling junior staff and providing *overall leadership in teaching, research, consultancy, and public service*.
- (vi) Departments requesting to engage a retired staff on contract shall do so in writing giving reason as to why the staff shall be engaged; and attach a current CV, academic certificates & transcripts, and send the request and attachment to the Dean/Director for assessment by the FASAC or IASAC.
- (vii) If satisfied the Dean shall recommend the employment of staff through the CASAC, which shall recommend employment of staff by the Human Resources and Student Affairs Committee (HRSAC).

7.2 Engagement of a Retired Professor as Professor Emeritus

The College has established positions of professor emeritus in its academic departments. To be engaged in that position a professor should have made outstanding achievements in academics and reached retirement age while still in good health that could enable

continuation and effective contribution of the Professor's accumulated wealth of knowledge, experience, and wisdom to the advancement of the College and the nation at large. In engaging a professor emeritus, the college departments are guided as follows: -

- (i) Faculties and institutes shall assign a professor emeritus to carry out his/her duties in the College either on a full- or part-time basis as the College it deems appropriate upon availability of the relevant remuneration arrangements.
- (ii) The professor emeritus may be assigned some teaching activities, supervision of students and mentorship of young academic staff.
- (iii) Departments may assign the professor emeritus to provide professional and leadership advice in the College and participate in college activities including development of, and participation in research and other projects, as well as convocation activities.
- (iv) The departments shall provide a professor emeritus with an office space in an environment conducive for working.
- (v) Professor emeritus shall not be in the regular College payroll, but his/her remunerations may depend on a variety of sources, including part-time payments by the College, royalties, and other payments from authorship of books, consultancy fees, or effort compensation and salaries through project funds that he/she is able to mobilise.
- (vi) The position of professor emeritus is not automatic therefore a professor reaching retirement age shall be engaged to the position of professor emeritus at the College discretion because not all retired professors would be eligible.

8.0 EMPLOYMENT OF STAFF ON CONTRACT BEFORE RETIREMENT

The College may employ a staff on contract before they reach retirement age if quality standards are observed and where applicable, the College policy and other requirements regarding recruitment of such staff are followed. In employing academic staff who has not reached retirement age on contract, the College shall apply guidelines and procedures described for permanent staff recruitment and other requirements on employment at various ranks. Departments and faculties/academic institutes are guided as follows: -

- (i) The staff to be engaged on contract shall be not less than 45 years of age.
- (ii) Employment of such staff shall follow the guidelines for recruiting permanent staff described in **Section II** and elsewhere in these guidelines.
- (iii) The College Staff Regulations and Conditions of Service shall also apply to the engagement of such staff.
- (iv) Renewal of such a contract shall be processed through HHRMA and approved by HRSAC after considering the recommendation of a committee of senior members of staff in the department or faculty/institute and shall not involve an interview process.
- (v) Former College senior staff (Senior Lecturer and above) who terminates services in other organisations/institutions while in good academic and professional

standing prior to reaching retirement age shall not be subjected to an interview for engagement on contract.

- (vi) Engagement on contract of all former College junior staff terminating employment from other institutions/universities and seeking re-engagement with KCMUCo before reaching retirement age **shall need to be interviewed.**

9.0 HONORARY, VISITING/ADJUNCT AND PART TIME STAFF.

9.1 Introduction

- (i) With the expansion of KCMUCo student intake and improvements in several regional and districts hospitals in terms of infrastructure, as well as recruitment of non-faculty hospital staff, KCMUCo shall engage adjunct Staff for clinical and other skills training in secondary-level hospitals and other health-related institutions in Moshi and other proximity regions. With expanding international partners and collaborators in the spirit of internationalization, KCMUCo engages partner institutions' academic Staff as visiting, honorary or adjunct teaching staff.
- (ii) Honorary, visiting, or adjunct lecturers/professors shall be given non-monetary incentives in the form of an appropriate academic rank to acknowledge the support such Staff provide to biomedical, clinical, laboratory, and public health teaching to motivate them.
- (iii) In the current climate of severe shortage in Human Resources for Health (HRH), providing an opportunity to acknowledge the professional growth of KCMUCo adjunct Staff from within the country and internationally will ensure optimal use of existing HRH in professionals training, health services delivery, and health-related research in the country.
- (vi) In these guidelines, the nomination duration for an adjunct/honorary/visiting staff rank is three (3) years, allowing for review and placement at a higher rank after demonstrating evidence of engagement in professional development activities and academic growth. This will also guide the re-appointment of the adjunct/honorary or visiting staff.
- (VIII) Any category of part time staff shall be given monetary incentives on contact hours basis as prescribed in the College Allowances Policy and guidelines/procedures, regardless of where they come from.

9.2 General Guidelines for Adjunct/Honorary Staff Engagement

KCMUCo has two types of adjunct/honorary staff positions as follows: -

9.2.1 Adjunct Positions with Opportunity for Review and Ranking to Higher Levels

This is the engagement of younger adjunct Staff, who is professionals with the potential for growth as junior specialists to higher-rank adjunct faculty in their intended specialties. To

make the adjunct staff cadre committed to teaching and patient care, it is necessary to make it more attractive by creating ranks within the potential teaching cadre of practicing adjunct Staff. Thus, the adjunct Staff in this category shall: -

- (i) Include a full spectrum of academic ranks from honorary lecturers to professors.
- (ii) Be nominated to non-fixed adjunct positions amenable to be reviewed, and the ranks changed after every three years. The adjunct Staff shall be typically in positions where they plan to provide health services or are engaged in health-related service and clinical research. The College shall usually recruit such staff from institutions where KCMUCo students spend significant time learning clinical, laboratory, and other skills.
- (iii) In addition to 7.2.1 (ii) above, the Staff shall be employed by an institution, which is affiliated with KCMUCo (through research or non-research project contracts/sub-contracts or written agreements between the CEO of the institution and the Provost at KCMUCo) or has other contracts, or Memoranda of understanding.
- (iv) The criteria for nominating and appointing such adjunct Staff shall consider the potential for academic work provided by their primary roles and their demonstrated interest in:
 - (a) Effective teaching gave the adjunct Rank under consideration
 - (b) Research contributions relative to adjunct Rank under consideration
 - (c) Demonstrating Professional eminence in the daily activities
 - (d) Meeting the expected contributions to KCMUCo from the perspective of the person nominating the adjunct Staff.
- (v) At least one criterion from items **1-4 (as outlined in Matrix 1)** must be met for adjunct staff nomination consideration.
- (vi) As per KCMUCo guidelines, adjunct Staff will be nominated for a three (3) year period that is renewable. At each renewal, evaluation of adjunct staff performance in academic activities shall determine the Rank of the adjunct Staff.
- (vii) Academic activities considered for ranking adjunct staff will include teaching effectiveness and contributions to scholarly works, including dissemination of research results, for the latter (scholarly works).

9.2.2 Fixed adjunct staff positions.

There is a great need to foster University–Industry partnerships allowing the placement of undergraduate and postgraduate students in industry, workstations, and other works experiences, and expose them to clinical or practical experiences outside the College before graduation. To achieve this, the College shall do the following: -

- (i) Consider fixed adjunct staff positions for Staff of institutions where students will be placed.
- (ii) The work experience of such Staff will be considered as essential to help guide students on systems and practice issues related to the tasks undertaken in the institution to provide students with an orientation to future work environments.
- (iii) These positions shall include:

- (a) **Teaching Associate Rank:** A person nominated to assist in orienting undergraduate and postgraduate students in clinical or practical placements outside the College or the teaching hospitals (KCMC). The criteria for nominating teaching associates are outlined in **Matrix 2**.
- (b) **Teaching Assistant Rank:** KCMUCo will engage master's students who had attained a GPA of 3.5 or above at the undergraduate level to participate in
- (c) Tutorials, seminars, studios, workshops and practical sessions for undergraduates and Diploma students.
- (d) KCMUCo shall engage PhD students who have a bachelor's degree with a GPA of 3.5 or above and a good master's degree with a GPA of 4.0 or above to teach specified courses (or modules) for the undergraduate students, provided the student has completed the proposal writing stage and has been recommended by his/her supervisor as a Teaching Assistant.
- (e) Such students shall have been fully registered for master's studies for more than three semesters and commence their teaching assistant position at the beginning of semester three and after completing the Teaching Methodology course/module. This Rank does not preclude the teaching responsibilities of postgraduate students as part of their training, as prescribed by Regulatory and College postgraduate guidelines and regulations. The criteria for nomination of teaching assistants are outlined in **Matrix 3**.

(iv) The two adjunct positions (under (a) and (b)) shall be held for a renewable one-year duration.

Matrix 1: Criteria For Nomination and Ranking of Adjunct Staff.

S/N Rank &		Criteria			
(qualification)		(1) <i>Teaching:</i> <i>Evidence or potential to contribute to teaching/mentoring peers/junior staff</i>	(2) <i>Research:</i> <i>Evidence of, or potential to engage in health-related research</i>	(3) <i>Professional eminence:</i> <i>Has appropriate status within a profession or occupation.</i>	(4) <i>Expected contributions to the College</i>
1	Honorary Lecturer (Recognized Master's Degree in disciplines of medicine, dentistry, nursing, medical laboratory/biom	i. Successful contribution to teaching, including mentoring junior staff, facilitating seminars &/or clinical teaching if applicable.	i. A recognizable contribution to research in the department OR ii. Potential to attract productive research collaborations within the department.	i. Minimum of three (3) years working in a research or clinical position. ii. Demonstration of engagement in professional work such as	<ul style="list-style-type: none"> • To teach undergraduate and or postgraduate students. • To assist in or supervise undergraduate and postgraduate students' research projects. • Active in the development and implementation of new pedagogical methods

S/N	Rank & (qualification)	Criteria			
		(1) Teaching: Evidence or potential to contribute to teaching/mentoring peers/junior staff	(2) Research: Evidence of, or potential to engage in health-related research	(3) Professional eminence: Has appropriate status within a profession or occupation.	(4) Expected contributions to the College
	Medical sciences, environmental health sciences OR a Professional Clinical Qualification [Member or Fellow of a recognized Health Sciences College]		iii. Evidence of at least one publication iv. During the past three (3) years as the first author in a peer reviewed.	clinical practice and/or consultation, or evidence of involvement in any health program or work. iii. Committed to professional self-development, including active membership in professional or academic societies/professional bodies.	reflecting research findings. <ul style="list-style-type: none"> • Planning, preparing, and developing teaching materials and course outlines. • To assess students' coursework and academic progress. • To participate as a co-investigator in writing and implementing research grants
2	Hon. Senior Lecturer (PhD/MMed)	i. Successful/demonstrated contribution to teaching, including lectures, facilitating seminars, supervising master's theses and clinical teaching as Hon. Lecturer AND Is motivated	i. Attained the rank of Honorary Lecturer AND ii. Made significant contribution to research in the Department of interest with two (2) publication points with a minimum of two (2) first-	i. Minimum of five (5) years working in a research or clinical position, ii. Evidence of engagement in professional work such as clinical practice (as appropriate), consultation or	<ul style="list-style-type: none"> • To teach undergraduate and or postgraduate students. • To supervise undergraduate and postgraduate students' research projects. • Involved in the development and implementation of new pedagogical methods reflecting research findings. • Planning, preparing, and developing teaching materials and

S/N	Rank & (qualification)	Criteria			
		(1) Teaching: Evidence or potential to contribute to teaching/mentoring peers/junior staff	(2) Research: Evidence of, or potential to engage in health-related research	(3) Professional eminence: Has appropriate status within a profession or occupation.	(4) Expected contributions to the College
		to participate in academic and teaching activities	authored published articles OR iii. Made significant contribution to research in the Department of interest with two (2) publications points with a minimum of three (3) first-authored published articles AND iv. Ability to develop fundable research proposals and access funds locally or externally,	involvement in any health programme or health work. iii. Committed to professional self-development, including active membership in learned societies/ professional bodies	course outlines. <ul style="list-style-type: none"> To assess students' coursework and academic progress. To participate as principal investigator in writing and implementing research grants
3	Honorary Associate Professor (PhD/ MMed)	i. Successful contribution to teaching, including lectures, supervising master's & PhD theses, facilitating seminars and clinical teaching if	i. Attained the position of Honorary Senior Lecturer. ii. Made significant contributions to research in the Department of interest with at	i. Evidence of engagement in professional work such as clinical practice (as appropriate), consultation or involvement in any health	<ul style="list-style-type: none"> To teach undergraduate and or postgraduate students. To supervise undergraduate and postgraduate students' research projects. Involved in the development and implementation of new pedagogical methods reflecting research

S/N	Rank & (qualification)	Criteria			
		(1) Teaching: Evidence or potential to contribute to teaching/mentoring peers/junior staff	(2) Research: Evidence of, or potential to engage in health-related research	(3) Professional eminence: Has appropriate status within a profession or occupation.	(4) Expected contributions to the College
		applicable	least five (5) publication points, with a minimum of three (3) first-authored published articles.	ii. Committed to professional self-development, including active membership in learned societies/ professional bodies	findings. <ul style="list-style-type: none"> • Planning, preparing, and developing teaching materials and course outlines. • To assess students' coursework and academic progress. • To participate as principal investigator in writing and implementing research grants
4	Honorary Professor (PhD/ MMed)	i. Successful contribution to teaching, including lectures, supervising master's & PhD theses, facilitating seminars and clinical teaching if applicable	i. Attained the rank of Honorary Associate Professor AND ii. Made significant contributions to research in the Department of interest with at least five (5) publication points, with a minimum of two (2) first-authored published articles	i. Evidence of engagement in professional work such as clinical practice (as appropriate), consultation or involvement in any health program/work ii. Committed to professional self-development iii. , Including active membership in learned societies/ professional bodies	<ul style="list-style-type: none"> • To teach undergraduate and or postgraduate students. • To supervise undergraduate and postgraduate students' research projects. • Active in the development and implementation of new pedagogical methods reflecting research findings. • Planning, preparing, and developing teaching materials and course outlines. • To assess students' coursework and academic progress. • To participate as principal investigator in writing and implementing research grants.

Key: MD (Medical Doctor or Bachelor of Medicine & Bachelor of Surgery (MBBS) degree); DDS (Doctor of Dental Surgery Degree); BPharm (Batchelor of Pharmacy Degree), BScN (Bachelor or Nursing Degree); BMLS (Bachelor of Medical Laboratory Science Degree), BHLS/BLS (Bachelor of Health Laboratory Sciences Degree); BMLT (Bachelor of Medical Laboratory Technology Degree) BSc RTT (Bachelor of Radiotherapy Technology Degree); MMed (Masters in Medicine degree); PhD (Doctoral degree in the related health field)

Matrix 2: Criteria for Nominating Teaching Associates.

Criteria	Expected Contributions to the College
Teaching, Research, Professional Eminence	Expected Contributions to the College
Candidate.... (i) Must be an expert in his/her field of specialization (the level of expertise shall be determined by the respective Faculties after recommendations from the Department). (ii) Must have significantly contributed to his/her field of interest (iii) Must have a working experience of at least three (3) years in his/her field of specialization. (iv) Must have the ability to supervise students. (v) Must be able to commit time to teach and assessing students.	Clinical preceptorship. Where applicable, supervise students' practical placements involving laboratory, industrial or other relevant fieldwork. Provide other professional expertise that may not be available in the College.

Matrix 3: Criteria for Nominating Teaching Assistants.

Criteria	Expected Contributions to the College
Teaching, Research, Professional Eminence	Expected Contributions to the College
(i) All KCMUCo postgraduate students may be but are not necessarily entitled to nomination to this post. For nomination, candidates shall: (ii) Have the potential and interest in teaching diploma and undergraduate students and interns and must show specific teaching abilities. (iii) Be evaluated as per college procedures for the continuing evaluation of postgraduate students. (iv) Be closely supervised by respective departments.	Teach and supervise undergraduate students and doctors undergoing internship training.

9.3 General Criteria for Appointing Part Time Staff.

The College shall strive to employ enough qualified academic staff to be responsible for the management and delivery of its programmes and other activities in accordance with the prescribed staff/student ratios and academic disposition. However, to ensure adequate coverage and teaching load distribution the college will appoint part time staff as follows: -

- (i) The Part time staff shall be appointed for a period of one (1) year renewable after assessment for a period of another year up to three (3) consecutive years, depending on the need to have a part time staff.

- (ii) The **criteria for appointing** part time staff are like those of permanent staff described in **Table1**.
- (iii) Notwithstanding the requirements stipulated in subsection (ii), departments and Faculties Institutes shall give special consideration for clinical, professional part time applicants or persons with special talents in particular fields who shall not need the Minimum GPAs to be engaged as Part Time Academic staff. In such cases the Heads of departments, Deans of Faculties, and Directors of academic Institutes shall consider seniority and experience in the field of study or specialization as important factors that shall be assessed during appointments.
- (iv) Applicants for part time staff shall submit their letters of application to the Head of department, which require engagement of part time staff, and append the academic certificates, academic transcripts, and current detailed Curriculum Vitae (CV).
- (v) For appointment of part time staff, the appointed Departmental (DASAC), shall review the applicant's documents and if satisfied that the applicant meets the criteria stipulated in section (ii) and (iii) above DASAC shall recommend the applicants to the faculty or institute level.
- (vi) The faculty (FASAC), and Institute (IASAC) committees, like in the other categories of staff shall review the recommendations from the departmental committee and if satisfied recommend to the College Academic Staff Appraisal Committee (CASAC) for recommendations to CDD and CAC for approval.
- (vii) The College shall employ not more than 30% of part-time academic staff for any programme (undergraduate or postgraduate), regardless of how and where they have been sourced.
- (viii) In all programmes of the College part time staff shall not exceed 30% of the total academic staff body.
- (ix) To encourage inter-institutional staff mobility, the College shall enter partnership arrangements when engaging part time staff from sister health science colleges/universities, based on a Memorandum of Understanding (MoU) signed between or among the College/University involved, to assist in monitoring workload and quality of teaching of the staff members.

10.0 PROCEDURES FOR NOMINATING ADJUNCT STAFF

10.1 Nomination and appointment of adjunct Staff.

- (i) All adjunct Staff shall be nominated or re-nominated by the respective KCMUCo Head of Department or Head of a KCMUCo-affiliated teaching institution.
- (ii) The Head of Department/ Head of a Teaching Hospital affiliated with KCMUCo shall use nomination forms as shown in **Appendix 2** to nominate adjunct Staff.
- (iii) The Head of Department/Head of a Teaching Hospital affiliated with KCMUCo shall ensure nomination forms are correctly filled and copies of all supporting documents as per the checklist on page 5 of the nomination forms and submitted with the filled form.
- (iv) The Appointing Authority shall be the College Academic Committee (CAC). The Department or the head of teaching hospitals affiliated with KCMUCo shall nominate the potential candidates to fill any adjunct position when necessary.

10.2 Assessment of Adjunct Staff for Ranking.

Academic activities considered for ranking an adjunct staff will include teaching effectiveness and contributions to scholarly works, including research results dissemination.

10.2.1 Assessment of Adjunct Staff Teaching Effectiveness and Points Allocation

The teaching activities for which effectiveness shall be assessed will include lectures, facilitating tutorials, clinical/practical teaching, facilitating journal club sessions and seminars, facilitating grand rounds, conducting formative assessments, contributing questions and material for skills knowledge and skills assessments, invigilating examinations and supervising students' research work. The areas of teaching effectiveness that will be assessed include:

- (i) Planning/preparation of subject matter for a teaching session.
- (ii) Delivery of the teaching sessions.
- (iii) Appropriateness of assessment questions/materials provided.
- (iv) Quality in grading scripts and clinical/practical skills.
- (v) Students' rating of adjunct Staff's teaching.
- (vi) Punctuality to assigned teaching tasks.

10.2.2 Criteria for Determining Percent Scores and Teaching Effectiveness

A scale ranging will score each area of teaching effectiveness from 0 – 100 per cent using the following criteria for each area of assessment: -

- (i) Planning/preparation of subject matter for a teaching session that is shared with trainees

- (a) Participation in at least 50% of routine and 75% of examination department academic meetings.
- (b) The appropriate scope of content verifiable by submission to the Head of Department/course coordinator of a half to a one-page summary of the planned session, its objectives, and competencies to be assessed, as well as the strategies that will be used for teaching and learning, prepared for each assigned teaching activity, and provided to students with a list of references for required to reading where relevant.
- (ii) Delivery of sessions including scope covered and logical flow of content, clarity of concepts and use and quality of teaching/learning aids: -
 - (a) Staff shall be encouraged to attend sessions delivered by peers (both fully tenured and senior adjuncts). At least two (2) staff shall independently assess 10% of sessions delivered by a peer in each academic year and submit an evaluation sheet template approved by the Directorate of Quality Assurance to the head of the Department.
- (iii) Appropriateness of assessment questions/materials provided for a department question bank shall include the form of assessment items and representativeness of the content/scope sampled for assessment given assigned teaching activities: -
 - (a) Department examination/assessment committee members shall independently review and evaluate questions submitted by an adjunct staff and submit a summary of scores for each adjunct Staff to the head of the Department.
- (iv) Competence in assessment and grading scripts and clinical/practical skills (including a review of any comments from external examiners regarding the content taught by Staff). Each adjunct Staff shall be evaluated on the: -
 - (a) The quality of questions/material submitted for assessment.
 - (b) Fairness in grading scripts and clinical/practical skills.
 - (c) An open discussion during department examiner's boards will be a source of material for heads of departments grading staff competency.
- (v) Students' rating of adjunct Staff's teaching: -
 - (a) Students' rating of sessions taught by adjunct Staff, received from the KCMUCo Quality Assurance Committee, and feedback will contribute to the assessment. The score will be converted to a percentage score.
- (vi) Punctuality to lectures, seminars, tutorials, and bedside/practical sessions: -
 - (a) Adjunct Staff's ability to plan for being on time for all scheduled sessions shall be evaluated by the course coordinator and provided to the Head of the Department.
- (vii) A template endorsed by the College Academic Committee (CAC) shall be used to summarize the assessment of each of the **six (6)** items, as shown in **Table 7**. The average percentage across all six (6) areas will be used to get the overall teaching effectiveness per cent that shall be converted to points for teaching effectiveness as follows:

- (a) Overall average per cent >75% Excellent (A): **3.0 points**
 - (b) Overall average percentage 70-75% Very good (B+): **2.0 points**
 - (c) Overall average per cent 60-69% Good (B): **1.0 points**
 - (d) Overall average per cent <60 % Unsatisfactory (C): **0 points**
- (vii) All departments shall be required to have a signing out mechanism for teaching activities implemented by adjunct Staff that will provide a source for verification of some teaching effectiveness ratings given to these Staff.

Table 7: Summary of Assessment of Teaching Effectiveness

S/N	Activity*	Assessment Score Percent
1	Planning/preparation of subject matter	
a)	The proportion of routine and examinations department academic meetings attended	
b)	Quality of submitted summary – content scope, planned assessments and references for students.	
2	Delivery of the teaching sessions	
a)	The logical flow of the content of lectures	
b)	Clarity of concepts delivered to students when teaching	
c)	Appropriateness and quality of teaching/learning aides used	
d)	Responsiveness to questions from students	
3	Assessment	
a)	Timelines for submitting assessment questions and materials for summative and formative assessments	
b)	Quality of submitted questions and materials for summative and formative assessments	
4	Competence in grading scripts and clinical/practical skills	
a)	Fairness in giving students merit in formative assessments.	
b)	Fairness in giving students merit in summative assessments.	
5	Students Assessment	
a)	Average % score for sessions that Staff taught	
6	Punctuality and availability	
a)	Punctuality to lectures, seminars, tutorials, journal clubs & grand rounds, major rounds, clinics, and other practical training settings.	
b)	Availability for consultation by students and Staff	
Average % score _____ (*Subject to periodic change after reviewing by KCMUCo DQA)		TE Points: _____

TE = Teaching Effectiveness

10.2.3 Points Allocation for Adjunct Staff's Publications and Scholarly Works

Point's allocation for publications and scholarly materials/works will be like that outlined in Section III, Subsection 3.5 of this document and procedures for assessment as outlined in Section Six, Subsection 6.3.4.

11.0 CRITERIA FOR PROMOTION OF ADJUNCT STAFF.

11.1 Weights Given to Teaching and Academic/Scholarly activities.

The Department shall evaluate, and points shall be awarded to both teaching and academic/scholarly works of the adjunct Staff. The weighting of the contribution of points awarded to adjunct staff' teaching and scholarly works to the total number of points attained will vary. **Table 8** summaries the balance of minimum points that need to be earned for ranking consideration and the weights per type of assessed contribution of the adjunct Staff. The general guidance for the weights provided to specific activities can be summarized as follows: -

- (i) Weights of teaching effectiveness shall decrease as the Rank of an adjunct staff increase, assuming that with more experience, more quality in teaching is gained in a setting with monitoring of teaching effectiveness and Staff Continuing Professional Education (CPE) and Continuing Professional Development (CPD).
- (ii) Weights of publications shall increase with a rise in Rank due to differences in experience. They will also increase contributions from publications of scholarly works other than publications in peer-reviewed journals (e.g., teaching manuals, technical reports etc.).
 - (a) Publication points must be accumulated from at least two sources for each Rank.
 - (b) Mandatory prior academic qualifications include MSc/MMed or PhD for promotion to Honorary Lecturer up to Senior Honorary Lecturer. For Associate and Professorial ranks, an MMed or PhD will be required.

Table 8: Balance of Minimum Points Between Various Academic Activities at Each Rank Transition for Adjunct Staff.

S/N	Type of academic activity category	Hon. Senior lecturer	Hon. Associate Professor	Hon. Professor
1	Teaching effectiveness points	1.0	1.5	1.5
2	Publication points *	2.0**	4.0***	4.0***
	2a) % Of total	66.6 %	73.0%	73.0%
	2b) % Publication points to other academic/ scholarly works	Max. 10% or 0.2 points)	Max 20% or 0.8 points)	Max 25% or 1.0 points
3	Other mandatory criteria			
	3a) Employed by an institution affiliated to KCMUCo or with whom KCMUCo has a Memorandum of Understanding	Yes	Yes	Yes
	3b) Has held current adjunct Rank for a minimum of three completed years.	Yes	Yes	Yes
	3c) Minimum proportion of required publication points for peer-reviewed journals is attained	Yes	Yes	Yes
	3d) The Minimum number of peer-reviewed journal papers in which he/she is the first author in the current assessment is attained.	2	3	3
	3e) Prior academic qualifications include MSc/MMed or PhD for promotion to Honorary Lecturer up to Senior Honorary Lecturer. For Associate and Professorial ranks,	Yes	Yes	Yes

S/N	Type of academic activity category	Hon. Senior lecturer	Hon. Associate Professor	Hon. Professor
	an MMed or PhD will be required.			
	Total minimum points for ranking consideration if criteria under 3 met*¥	3	5.5	5.5

*¥ Total points for ranking consideration determined by items 1 & 2

* Publications points earned before nomination or used in previous ranking exercises will not be counted in the current assessment. Journal diversification % shall be computed by the number of journals from which submitted publications emanate divided by the total number of publications under consideration.

** Minimum of 90% of publication points from diversified publications

*** Minimum of 80% of publication points from diversified publications

**** Minimum of 75% of publication points from diversified publications

11.2 Summary Steps In-service Rank Assignments for Honorary Lecturer to Professor Ranks

For adjunct academic Staff to be ranked, the following shall be followed: -

- (i) Ensure that all category three (3) mandatory criteria **(a-e)** are fulfilled according to the rank **(Table 8)**.
- (ii) Ensure the calculated total points in Categories 1 and 2 have been accumulated according to rank **(Table 8 and Matrix 1)**.
- (iii) Ensure the minimum points have been attained for each item in Category **2a-b**.
- (iv) Once all three (3) steps have been fulfilled, the **Honorary Academic Staff** shall qualify for promotion according to these guidelines.

11.3 General Administrative Issues

11.3.1 Duration

- (i) The appointment duration for all adjunct staff positions except Teaching Assistant positions shall be three (3) years and renewable.
- (ii) The teaching assistant post shall last for one (1) year but is renewable.
- (iii) All renewals for teaching assistant posts shall be done by CAC, subject to annual appraisal by the relevant department, faculty/institute, and Directorate of Postgraduate Studies Committee (DPSC)

11.3.2 Performance Appraisal

- (i) The holders of all adjunct staff positions except Teaching Assistants shall be appraised annually using the existing College Academic Staff appraisal system/ or other in agreement with teaching hospitals/institutions affiliated to KCMUCo, or with whom a MoU exists.
- (ii) Teaching assistants will be assessed at the end of each semester using the relevant evaluation tools for postgraduate students.

11.3.3 Time Frames for Processing Nominations and Ranking of Adjunct Staff

- (i) The Departmental Academic Staff Appraisal Committee (DSAC) shall appraise the staff face to face and discuss his/her performance and agree on the scores objectively.
- (ii) The Faculty or Institute Academic Staff Appraisal Committee (FASAC or IASAC) will receive reports from DSAC, process them and forward them to the College Committee of Deans and Directors.
- (iii) The College Academic Committee (CAC) shall receive assessment report files from the CDD for final processing.
- (iv) The Committee shall give feedback to the Staff regarding the outcome of the assessment process and Approve Promotion or Re-engagement.
- (v) The commencement of service for Adjunct positions/titles shall be one month before the commencement of the academic year. The nomination and appointment process at different levels shall be completed as follows:
 - (a) Adjunct Staff submits materials for assessment at the departmental level **by October of each calendar year**. The head of the department processes materials by January 15th of each calendar year.
 - (b) At the Faculty level – March 15th of each calendar year.
 - (c) At the CDD – June 1st of each calendar year.
 - (d) CAC – by mid-June of each calendar year.
 - (e) SADC – Next ordinary scheduled Meeting
 - (f) Senate – Next regular scheduled Meeting.

11.3.4 Remuneration and Benefits of Adjunct Staff

Post holders of Adjunct Ranks shall be accorded non-monetary benefits as follows:

- (i) Using the Library and any for-fee IT facilities at staff rates. Therefore, Adjunct Staff shall be issued with special ID cards.
- (ii) Invitation to appropriate College functions such as graduation, anniversaries, and academic and professional development activities.
- (iii) Names listed in the College prospectus.
- (iv) Provision copies of the College prospectus, almanac, and other relevant College materials.
- (v) Support for grant applications and use of IRB at no cost.
- (vi) Exposure to faculty development workshops at no or Staff reduced prices, including but not limited to teaching methodology modules, laboratory training, clinical training modules etc., when available

11.3.5 Appeals Committee.

If the Staff does not agree with the assessment outcome, he/she shall have the right to appeal against the decision to the College Appeals Committee through procedures outlined in **Section VI – Subsection 6.3.4.**

12.0 ENGAGING POSTGRADUATE STUDENTS AS TEACHING ASSISTANTS

Postgraduate students may be engaged by departments in teaching as part of as part of postgraduate training and mentorship, as stipulated below: -

- (i) The College will engage master's (MSc/MMed) students who attained a **GPA of 3.5** or a "B+" grade average and above **at the undergraduate level to participate in tutorials, seminars, workshops, and practical/bedside sessions** for diploma and undergraduate students.
- (ii) KCMUCo shall engage PhD students who have a bachelor's degree with a GPA of 3.5 or "B+" grade average and above and a master's degree with a GPA of 4.0 or above to **teach specified courses (or modules) for the undergraduate students**, provided the student has completed the proposal writing stage and has been recommended by his/her supervisor as a Teaching Assistant.
- (iii) The postgraduate students in consideration as teaching assistants shall have been fully registered for master's studies for more than three semesters and commence their teaching assistant position at the beginning of semester three and after completing the Teaching Methodology course/module.
- (iv) The Teaching Assistant Rank does not preclude the teaching responsibilities of postgraduate students as part of their training.
- (v) The teaching load for teaching assistants under section (i) and (ii) shall not exceed 5 and 6 hours per week for master's and PhD student respectively.
- (vi) Circumstances allowing, the College may compensate efforts for assisting in tutorials, seminars, practical/bedside sessions and teaching financially using 50% of the contact hour rate.
- (vii) Notwithstanding section (i) to (iii) above, the teaching staff and supervisors shall have evaluated the students to be considered for Teaching Assistant position and satisfied that they are exceptionally good at teaching and in their field of specialization, in addition to the criteria for nomination of teaching assistants outlined in **Matrix 3**.

13.0: ACADEMIC STAFF WORKLOAD

Academic staffs have several responsibilities including teaching, research, clinical service, outreach, and consultancy service to the public. If not well-balanced members of academic staff may be overwhelmed by activities leading to poor quality of work performed. Thus, KCMUCo shall determine appropriate academic staff workload that allows effective and efficient implementation of the academic core functions including provisions allowing for staff career progression. For workload balancing department and faculties/institutes shall be guided as follows: -

- (i) The workload for academic staff shall be eight (8) hours a day and 40 hours per week, including teaching and non-teaching college tasks.
- (ii) Tutorial Assistantship/Assistant Library Traineeship are training position, and such staff shall be involved only in tutorials, seminars, practical/clinical classes and in marking scripts under the guidance of senior academicians.
- (iii) Assistant Lecturers shall be allocated a moderate workload to allow them to be fully integrated into the teaching system and participate in their postgraduate training.
- (iv) Lecturers, Senior Lecturers, Associate Professors and Professors are considered as academic leaders and expected to shoulder the highest teaching load.
- (v) Associate Professors and Professors are categorized as senior leaders and shall provide leadership in mentoring junior staff in respect of teaching, research and other academic as well as administrative leadership tasks.
- (vi) Since preparation and delivery of lectures differs significantly from seminar/practical/clinical preparations, departments, faculties, and institutes shall calculate teaching workload for academic staff by multiplying with factors of 1 and 0.5 for lectures and seminars/tutorials/practical/clinicals respectively.
- (vii) The workload of academic staff who are heavily involved in administrative duties such as Provost, Deputy Provosts, Deans, Directors, and Heads of academic departments shall be balanced with the view of making them discharge their responsibilities efficiently.

13.1 Procedures for Workload Estimation

- (i) To determine the minimum workload for teaching and non-teaching activities, departments and faculties/institutes shall use the notional working duration per week, which is 40 hours for any academic staff.
- (ii) Understanding the workload per academic rank is helpful during setting of OPRAS objectives and staff evaluations.
- (iii) **Table 9** gives workload estimates for academic and non-academic activities performed by academic staff at KCMUCo.

Table 9: Weekly and annual workload for KCMUCo academic staff

S/N	Activity	Tutorial Asst.		Asst. Lect.		Lecturer		Sen. Lecturer		Assoc Prof/Prof	
		Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%
1	Teaching/Class time	5	12.5	7	17.5	10	25	10	25	8	20
2	Preparations/Resource search	20	50	7	17.5	3	7.5	2	5	3	7.5
3	Research/publications/research consultancy	11	27.5	19	47.5	18	45	18	45	14	35
4	Service: Clinical/Lab/Community/Public etc.	3.6	9	6	15	4	10	3	7.5	7	17.5
5	Administration	0.4	1	1	2.5	3	7.5	4	10	2	5
6	Mentoring/Counseling/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	

Source: TCU Handbook for Standards and Guidelines for University Education in Tanzania, Third Edition 2019.

14.0 CAREER DEVELOPMENT OF ACADEMIC STAFF

To safeguard quality in the achievement of the mission and vision, the College shall enhance career development of its staff, using transparent policies and procedures. To achieve this the following shall be implemented: -

- (i) KCMUCo through its academic succession plan shall promote staff career development through activities like sabbatical leave, postdoctoral studies, as well as taking up assignments outside the College system, including engagement with industry whenever possible, consultant and specialized hospitals and international exposure.
- (ii) To keep up with the changing technology and learning environment, the College all academic staff shall attended compulsory pedagogical training sessions and is proficient in curriculum development and review, curricula implementation delivery and evaluation, teaching and learning strategies, and assessment & feedback.
- (iii) Head of department shall ensure departmental academic staffs are given opportunities to attend such trainings at least twice in a year.
- (iv) In addition to pedagogical training all Head of departments shall ensure that academic staff build capacity in their fields of specialization and accumulate the required credit points and fulfil requirements of the professional bodies and the College.
- (v) Departments, Faculties, and Institutes shall ensure all new and existing academic staff have been trained to use Information Communication Technology (ICT) in teaching and learning, through the Department of ICT and the unit of Learning Content Management Systems (LCMS) of the College.

- (vi) The Head of departments shall encourage and facilitate staff in all disciplines to acquire higher academic qualifications through postgraduate training to PhD level.
- (vii) The Head of departments and Head of Human Resource Management and Administration (HHRMA) shall ensure that all staff on training submit certified progress reports on academic performance to track progress and take remedial action in case of poor progress.
- (viii) Where staff (**section vii**) have deviated from the terms and agreements of employment the Heads of department shall advise the College to take appropriate disciplinary measures.

15.0 HUMAN RESOURCES MANAGEMENT SYSTEM

- (i) To guide career development the College shall manage its academic human resource through the Human Resource Management System (HRMS) in use at the College and other objectives tools and strategies for Human resources management.
- (ii) The Staff Regulations and Conditions of service shall regulate the human resource of the College.
- (iii) Each head of department, dean, director, and other units shall ensure staff under his/her supervision has carried out the annual appraisal with the immediate supervisor using the Open Performance Review Appraisal System (OPRAS) to maintain transparency and fairness.
- (iv) Heads of department, deans, directors shall ensure that staff evaluation metrics on performance agreements between the supervisor and the staff are carried out in accordance with the College strategic plan and agreed performance criteria based on activities, targets, and performance indicators.
- (v) The OPRAS process shall start with an agreement on objectives, activities, and targets of at the start of Financial Year, and Review of progress Mid-term and all metrics captured in the OPRAS Form (**Appendix 1**).
- (vi) The HHRMA shall ensure that all important human resource data is captured in the HRMS, and the system is configured to share information with the Commission.
- (vii) For implementation of (vi) the HHRMA shall use standard human resource information form (**Table 10**) from the TCU Standards and Guidelines for University Education in Tanzania, Third Edition (2019), which shall be submitted to the Commission from time to time.
- (viii) The College through the relevant Deans/ Directors and Head of relevant departments shall initiate and formalise the sharing of expertise of the teaching staff particularly in some specialised fields and sign MoUs. This enables the workload of teaching staff who offers teaching services in other colleges/universities to be counted during the staff appraisal process at KCMUCo.

Table 10: List of Academic Staff with Qualifications Directly Related to the Programme

SN	Name of the Academic staff	Nationality	Gender (M/F)	Age	Academic Rank	Academic Qualifications	Duration of studies (years)	Classification and GPA	Conferring Institution	Year of Qualification	Employment Status (FT/PT)	Teaching experience (Years)	Payroll Number	Teaching Courses (by name)
1.	James John	TZ A	M	56	Professor	PhD	4	Pass	Karolinska Institute, Stockholm	2004	Full Time	18	208	Anatomy
						MMed	4	4.0 (Upper second)	Kilimanjaro Christian Medical University College	2000				Histology
						MD	5	3.5 (NC)	Muhimbili University of Health and Allied Sciences	1995				Embryology
2.	Sophia Juma	TZ A	F											

Source: TCU Handbook for Standards and Guidelines for University Education in Tanzania, Third Edition 2019.

16.0 PROFESSORIAL INAUGURAL LECTURE

16.1 Introduction

Many Universities and Colleges in the world have established University/College Professorial Inaugural Lectureships to promote and celebrate the academic reputation of attainment of a full professorship. It is also aimed at promoting and publicizing the university to the community. Usually, this is the first public lecture of a newly promoted or created professor to broadly share knowledge with the university/college staff and students and the local community, including the professor's family members and friends.

In some Universities, it is a requirement that for each academic Staff promoted to the Rank of full professor, he/she will be asked by his or her Dean, Deputy Provost, or Provost, as the case may be, to present a lecture within one year of promotion to full professor title. The lecture could vary in the subject area and content representing the different College disciplines and should deal with cutting-edge research in the College and on issues pertinent to national and/or global development interests. In most Universities, the Professorial Inaugural Lecture is voluntary, as is the case for KCMUCo. This section sets KCMUCo requirements for the Professorial Inaugural Lecture (PIL).

16.2 Guidelines for Planning and Delivery of Professorial Inaugural Lectures (PILs)

16.2.1 General Guidelines

- (i) Professors are encouraged to deliver PILs within five years after promotion.
- (ii) Whenever possible, the College shall pay Professor a one-time honorarium equivalent of US\$ 5,000 after the lecture is delivered and published.
- (iii) The College shall give three months' time-off to Professors to prepare for the lecture if needed. During this period, the College shall endeavour to pay for the respective expenses in accordance with the respective policy and procedures that the College has already approved.
- (iv) The College shall have a budget for the lectures. Each professor should submit a budget for approval before embarking on the lecture preparation.

16.2.2 Procedures for Requesting and Preparing of PIL

- (i) Intending Professorial Lecturers must inform their Dean/Director of the day, time, venue, and title of the Lecture. They should then enclose a brief biodata with the date, venue and time and submit it to the Dean or Director. The Dean or Director shall inform the DPAA in writing. After endorsement by DPAA, the Dean or Director shall notify the Public Relations Officer to have the Lecture publicized in the local press and KCMUCo Website.
- (ii) In Faculties and Directorates, scheduling the PIL should start with the oldest standing professors to the youngest in that order, with expatriates first, followed by local Staff.
- (iii) The PIL shall strictly last for one hour, followed by discussion and questions sessions that will last up to another hour.
- (iv) Members of the audience shall be provided with a soft copy of the PIL before the day of the presentation; however, a few hard copies shall be made available during the lecture.
- (v) The Professor shall make the final copy of his/her PIL available to the Director of Research and Publications, who will print and bind the lecture for sale as a booklet.
- (vi) PILs given after five (5) years have elapsed since promotion to Professor shall be recognized as "Professorial Lectures (PLs)" rather than "PILs". The Professor shall bear costs for undertaking a PIL and shall not be entitled to an honorarium of US\$ 5,000 after the lecture is delivered.

16.2.3 Conduction of the Professorial Inaugural Lecture (PIL)

- (i) The Head of the Department from which the presenting professor belongs shall ensure that the lecture hall has sufficient seating and audio-visual facilities.
- (ii) The Provost or his nominee shall chair the lecture sessions.
- (iii) The DPAA or his/her appointee shall request a distinguished academician in the relevant Department to give a word of thanks or commendation to the PIL at the end.
- (iv) While delivering the PIL, the audience can jot down questions they may wish to ask and quietly pass these to the end of a seating line for ushers to pick and deliver to the podium or lectern, as available in the lecture hall. The choice of which questions to respond to be a prerogative of the presenter.
- (v) The professor should be formally dressed in full academic attire. Academic gowns/caps and hoods are available for loan on request from the Admissions Office.

The College (Faculty) may print each PIL individually or in a series of PILs. A reception may be held at the end of the PIL and at the discretion of the Provost, DPAA, or Dean. All PILs at the College or Faculty shall be held in the most attractive lecture halls of the College or Faculty for the convenience of the participants. Delivery of PILs is usually voluntary on the part of faculty members.

17.0 Related Policies

This policy will be implemented closely with:-

- a) KCMUCo Charter and Rules, 2010;
- b) KCMUCo Staff Regulations and Conditions of Services-*Revised*.
- c) KCMUCo Schemes Services for Academic Staff-*Revised*;
- d) Staff Welfare Policy;
- e) The Tanzania Commission for Universities (TCU) Handbook for Standards & Guidelines for University Education in Tanzania; and
- f) And any other related documents

18.0 Key stakeholders

The key stakeholders of this policy are all KCMUCo Academic Staff.

19.0 Effective Date of the Policy

This policy will be operational immediately after being approved by the Senate of Tumaini University Makumira.

20.0 Approval Details

This Records Management Policy and Procedures is hereby approved by the College Governing Board in its ____ meeting held on ____ day of _____ 2023.

Signature: _____

Name: _____

Position: Senate Secretary

Date: _____

Signature: _____

Name: _____

Position: Senate Chairperson

Date: _____

17.0 APPENDICES

Appendix 1: KCMUCo OPRAS Form for Academic Staff



KCMUCo OPRAS form for Academic Staff

(4 original copies to be filled)

From: to

(Note: Sections 1 and 2 shall be filled at the beginning of the appraisal year. i.e., before the 30th of July each year)

SECTION 1: PERSONAL PARTICULARS

1.1. Check Number	<input type="text"/>	1.2. Personal File No	<input type="text"/>
1.3. Date of birth	<input type="text"/>		
1.4. Name in total (3 name)	<input type="text"/>		
1.5. Date of the first appointment	<input type="text"/>	1.6. Sex	<input type="text"/>
1.7. Age	<input type="text"/>	1.8. Nationality	<input type="text"/>
		1.9. Marital Status	<input type="text"/>
1.10. No. of children(a) Total	<input type="text"/>	(b) No. of children below the age of 18	<input type="text"/>
		(c) No. of Children above 18 years who are in Facu	<input type="text"/>
1.11. Name of Faculty/Directorate/Institut	<input type="text"/>		
1.12. Name of Department	<input type="text"/>		
1.13. Academic Qualifications (Starts with the high	<input type="text"/>		
1.14. Duty post (Post on Leadership	<input type="text"/>		
1.15. Substantive Post (Post as Facul	<input type="text"/>		
1.16. Date of Appointment to present substantive post (last promotion	<input type="text"/>		
1.17. Salary Scale	<input type="text"/>	1.18. Period served under Present Supervisor in months	<input type="text"/>
1.19. Terms of Employment (put tick): Contract	<input type="text"/>	Permanent	<input type="text"/>

1.20 Supervisor Name

1.21 Employee Signature ----- Date: -----

SECTION 2 A: PERFORMANCE AGREEMENT

To be filled by the Academic Staff in consultation with the Supervisor.

(a) Agreed objectives as DP / Dean / Director / Head of Department/Unit where applicable

2.1(a) S/N	2.2 (a) Individual Agreed Objectives	2.3 (a) Agreed Performance Targets	2.4 (a) Agreed Performance Criteria/Mean Verification	2.5 (a) Agreed Resources

Note: Add more rows to accommodate all your objectives

SECTION 2 B: PERFORMANCE AGREEMENT

(b) Agreed Teaching and Assessment Objectives

2.1(b) S/N	2.2 (a) Individual Agreed Objectives	2.3 (b) Agreed Performance Targets	2.4 (b) Agreed Performance Criteria/Mean Verification.	2.5 (b) Agreed Resources

Note: Add more rows to accommodate all your objectives

SECTION 2 C: PERFORMANCE AGREEMENT

(c₁) Agreed Research Objectives

2.1(c ₁) S/N	2.2 (c ₁) Individual Agreed research grant/project and research consultancy Objectives	2.3 (c ₁) Agreed Performance Targets	2.4 (c ₁) Agreed Performance Criteria/Mean of Verification	2.5 (c ₁) Agreed Resources

Note: Add more rows to accommodate all your objectives

(c₂) Agreed publication Objectives

2.1(c ₂) S/N	2.2 (c ₂) Individual Agreed publication objectives*	2.3 (c ₂) Agreed Performance Targets**	2.4 (c ₂) Agreed Performance Criteria/Mean of Verification	2.5 (c ₂) Agreed Resources

*Please specify the publication, type (journal paper, case report, book, thesis, research report, consultancy report etc.), and the status as to whether to be published, accepted, or just submitted manuscript etc.

**Please indicate here the target number of publications.

SECTION 2 D: PERFORMANCE AGREEMENT

(d) Agreed non-research Consultancy/Clinical/Pharmacy/Public /Community/Service Objectives

2.1(d) S/N	2.2 (d) Individual Agreed Objectives	2.3 (d) Agreed Performance Targets	2.4 (d) Agreed Performance Criteria/Mean of Verification	2.5 (d) Agreed Resources

Note: Add more rows to accommodate all your objectives

Name of Appraisee (in capital letters):
letters):

Name of Supervisor (in capital

.....

.....

Signature: _____ Date _____
Date _____

Signature _____

Rating:

1 indicate Outstanding performance 2 = Performance above average 3 = Average performance
4 = Poor performance 5 = Very poor performance

SECTION 3A: MID-YEAR REVIEW (DECEMBER) (To be filled by the Academic Staff in Consultation with the Supervisor)

(a) Agreed objectives as DP / Dean / Director / Head of Department/Unit where applicable

3.1(a) S/N	3.2(a) Agreed Objectives (As per Section 2)	3.3(a) Progress Towards Target	3.4 (a) Factors Affecting Performance

Note: Add more rows to accommodate all your objectives

SECTION 3 B: MID-YEAR REVIEW (DECEMBER)

(b) Agreed Teaching and Assessment Objectives

3.1(b) S/N	3.2 (b) Agreed Objectives (As per Section 2)	3.3 (b) Progress Towards Target	3.4 (b) Factors Affecting Performance

Note: Add more rows to accommodate all your objectives

SECTION 3C: MID-YEAR REVIEW (DECEMBER)

(c₁) Agreed Research Objectives

3.1(c ₁) S/N	3.2 (c ₁) Individual agreed research grant/project and consultancy Objectives (As per section 2)	3.3 (c ₁) Progress Towards Target	3.4 (c ₁) Factors Affecting Performance

Note: Add more rows to accommodate all your objectives

(c₂) Agreed publication Objectives

3.1(c ₂) S/N	3.2 (c ₂) Individual Agreed publication objectives (As per section 2)	3.3 (c ₂) Progress Towards Target	3.4 (c ₂) Factors Affecting Performance

Note: Add more rows to accommodate all your objectives

SECTION 3 D: MID-YEAR REVIEW (DECEMBER)

(d) Agreed non-research Consultancy/Clinical/Pharmacy/Public /Community/Service Objectives

3.1(d) S/N	3.2 (d) Agreed Objectives (As per Section 2)	3.3 (d) Progress Towards Target	3.4 (d) Factors Affecting Performance

Note: Add more rows to accommodate all your objectives

Name of Appraisee (in capital letters):

Name of Supervisor (in capital letters):

Signature _____ Date _____
Date _____

Signature _____

Rating:

1 means Outstanding performance, 2 means Performance above average, 3 means Average performance, 4 means Poor performance, 5 means Very poor performance

SECTION 4 A: REVISED OBJECTIVES (if any)

a) Agreed Objectives as DP/Dean/ Director/ Head of Department/Unit as applicable.

4.1(a) S/N	4.2 (a) Agreed Revised Objective(s)	4.3 (a) Agreed Performance Targets	4.4 (a) Agreed Performance Criteria	4.5(a) Agreed Resources

Note: Add more rows to accommodate all your objectives

SECTION 4 B: REVISED OBJECTIVES (if any)

b) Agreed Teaching and Assessment Objectives (Staff)

4.1(b) S/N	4.2 (b) Agreed Revised Objective(s)	4.3 (b) Agreed Performance Targets	4.4 (b) Agreed Performance Criteria	4.5 (b) Agreed Resources

Note: Add more rows to accommodate all your objectives

SECTION 4 C: REVISED OBJECTIVES (if any)

c) Agreed Research and Consultancy Objectives (DP/Dean/Dean/Director/HoD)

4.1(c ₁) S/N	4.2 (c ₁) Individual Agreed research grant /project & consultancy Objectives	4.3 (c ₁) Agreed Performance Targets	4.4 (c ₁) Agreed Performance Criteria/Means of Verification	4.5 (c ₁) Agreed Resources

Note: Add more rows to accommodate all your objectives.

(c₂) Agreed publication Objectives (DP/Dean/Dean/Director/HoD)

4.1(c ₂) S/N	4.2 (c ₂) Individual Agreed publication objectives*	4.3 (c ₂) Agreed Performance Targets**	4.4 (c ₂) Agreed Performance Criteria/ Means of Verification	4.5 (c ₂) Agreed Resources

*Please specify the following: Publication type (journal paper, case report, book, thesis, research report, retrievable conference papers, books or chapters in a book, consultancy report etc.) and whether to be published, accepted, or submitted manuscript etc.

**Please indicate here the target number of publications:.....

SECTION 4 D: REVISED OBJECTIVES (if any)

(d) Agreed non-research Consultancy/Clinical/Pharmacy/Public /Community/Service Objectives

4.1(d) S/N	4.2 (d) Agreed Revised Objective(s)	4.3 (d) Agreed Performance Targets	4.4 (d) Agreed Performance Criteria	4.5 (d) Agreed Resources

Note: Add more rows to accommodate all your objectives

*Indicate the type of consultancy or service provided and the amount of funds served, if any.

Name of Appraisee (in capital letters):

Name of Supervisor (in capital letters):

Signature _____ Date _____
Date _____

Signature _____

Rating:

1 means outstanding performance, 2 means performance above average, 3 means Average performance, 4 means Poor performance, 5 means Very poor performance

SECTION 5 A: ANNUAL PERFORMANCE REVIEW & APPRAISAL (BY JUNE.....)

(To be filled by the Academic staff and the Supervisor).

a) **Where applicable, agreed objectives as DP/Dean/ Director/Head of Department/Unit.**

5.1(a) S/N	5.2 (a) Agreed Objective(s)	5.3 (a) Progress made	5.4 (a) Rated Mark		
			Appraiser	Supervisor	Agreed Mark
Overall Performance Mark: <i>Should reflect the average performance and achievement of the agreed objectives in Section 2a.</i>					

Name of Appraisee (in capital letters)

Name of Supervisor (in capital letters)

Signature _____ Date _____
Date _____

Signature _____

Rating:

1 means outstanding performance 2 means Performance above average 3 means Average performance
4 means Poor performance 5 means Very poor performance

SECTION 5 B: ANNUAL PERFORMANCE REVIEW & APPRAISAL (BY JUNE.....)

(To be filled by the Academic staff and the Supervisor)

(b) Agreed Teaching and Assessment Objectives

5.1(b)	5.2 (b) Agreed Objective(s)	5.3 (b) Progress made	5.4 (b) Rated Mark

S/N			Appraisee	Supervisor	Agreed Mark
Overall Performance Mark: This should reflect the average performance and achieving the agreed objectives in Section 2b.					

Name of Appraisee (in capital letters): _____

Name of Supervisor (in capital letters): _____

Signature _____ Date _____

Signature _____ Date _____

Rating:

1 means outstanding performance, 2 means Performance above average, 3 means Average performance
4 means Poor performance, 5 means Very poor performance

SECTION 5 C: ANNUAL PERFORMANCE REVIEW & APPRAISAL (BY JUNE.....)
(To be filled by the Academic staff and the Supervisor)

5C₁: List of ongoing Research Projects and consultancies (refer to sub-section 2C₁)

S/N	Project Title	Indicate whether this project or consultancy was reported in the last evaluation or not	Remarks on progress status since last evaluation or inception

5C₂: List all Publications including unpublished papers since the last evaluation (Those not yet used for promotion). These must appear in the updated CV and include those publications from sub-section 2C₂.

S/N	Authors/ Title of Published accepted or submitted paper, manuscript etc.	Publishers (Indicate: - Journal, Year, and Volume Issue No. And Page (s)/Doi	Remarks on status as Published/ Submitted for review/ submitted for Publication etc

5C₃: Thesis or book writing (whose contents have not been published as a paper in the previous or this evaluation)

S/N	Project Title	Indicate whether this thesis/book was reported in the last evaluation or not	Remarks on progress status since last evaluation or inception

5C₄: Overall Achievement in Research (consider sub-sections 2C1-2C

5.1 (c) S/N	5.2 (c) Agreed Objective(s) area	5.3 (c) Progress made	5.4 (c) Rated Mark		
			Appraisee	Supervisor	Agreed Mark

Overall Performance Mark: <i>Should reflect the average performance and achievement of agreed objectives in Section 2c.</i>			

 Name of Appraisee (in capital letters)

 Name of Supervisor (in capital letters)

Signature _____ Date _____
 Date _____

Signature _____

Rating:
 1 means outstanding performance, 2 means Performance above average, 3 means Average performance
 4 means Poor performance, 5 means Very poor performance

SECTION 5 D: ANNUAL PERFORMANCE REVIEW & APPRAISAL (BY JUNE.....)
To be filled by the Academic staff and the Supervisor.

(d) Agreed non-research Consultancy/Public service Objectives

5.1 (d) S/N	5.2 (d) Agreed Objective(s)	5.3(d) Progress made	5.4 (d) Rated Mark		
			Appraisee	Supervisor	Agreed Mark
Overall Performance Mark: <i>Should reflect the average performance and achievement of agreed objectives in Section 2d.</i>					

 Name of Appraisee (in capital letters)

 Name of Supervisor (in capital letters)

Signature _____ Date _____
 Date _____

Signature _____

Rating:
 1 means outstanding performance, 2 means Performance above average, 3 means Average performance
 4 means Poor performance, 5 means Very poor performance

SECTION 6: PERSONAL ATTRIBUTES

To be filled by the academic staff and the Supervisor.

6.1 S/N	6.2 MAIN FACTORS	6.3 QUALITY ATTRIBUTE	6.4 RATED MARK		
			Appraisee	Supervisor	Agreed Mark
1	WORKING RELATIONSHIPS	Ability to work in a team [Participate in team-based teaching (clinical, laboratory, seminars and other teaching and assessment) and multi-disciplinary research.			
		Ability to get on with other staff [Participation in the graduation ceremony and other social events at the College]			

6.1 S/N	6.2 MAIN FACTORS	6.3 QUALITY ATTRIBUTE	6.4 RATED MARK		
			Appraisee	Supervisor	Agreed Mark
		Ability to gain respect from others [Tidiness, respecting others, being a role model in professional ethics]			
2	COMMUNICATION AND LISTENING	Ability to express in writing [Submission of scholarly works for publication or as reports, including committee reports and teaching notes]			
		Ability to -express orally [Evidence of oral presentation of reports to a forum, public lectures etc., during the assessment period]			
3	MANAGEMENT LEADERSHIP AND MENTORSHIP	Ability to plan and organize [Organization of committee meetings, teaching schedules, symposia etc., during the assessment period].			
		Ability to initiate and innovate [Evidence of innovative ideas or approach used to achieve agreed departmental action plans]			
4	PERFORMANCE IN TERMS OF QUALITY	Ability to deliver accurate and high-quality output timely [Timely performance of roles including marking and Submission of results of student's exams; timely processing of results; timely uploading of results to SARIS, mentoring of students]			
		Ability to handle extra work [Evidence of participation in committees, community activities; professional association duties; board memberships and other extra curricula/professional assignments accomplished during the assessment period]			
		Ability to make right decisions [Evidence of lack of punitive procedures or warnings against performance in teaching, research and consultancy roles from your seniors or other authorities during the assessment period]			
		Ability to apply knowledge to benefit Government and not for personal gains			
		Ability to devote working time exclusively to work-related duties, e.g., Teaching/ Participation in departmental meetings/Availability for consultation			
5	CUSTOMER FOCUS	Ability to respond well to customers [Lack of justifiable complaints against ongoing support or services rendered to students or clients as a supervisor, mentor, teacher, or service provider during the assessment period]			
6	INTEGRITY	Acceptance not to initiate, solicit, receive, or accept bribes or any other form of corruption;			
		Ability and willingness to practice zero tolerance against corrupt procurement practices and any other unethical conduct			
	INTEGRITY (Contd.)	Willingness to promote good ethical practices both within and outside the College and continually guide other employees to be accountable for their behaviour at any time;			
		Ability and willingness to avoid all situations that may result in an actual or perceived conflict of interest and ensure that all issues of conflict of interest are disclosed and resolved in an efficient and transparent manner			

6.1 S/N	6.2 MAIN FACTORS	6.3 QUALITY ATTRIBUTE	6.4 RATED MARK		
			Appraisee	Supervisor	Agreed Mark
		Ability and willingness to promote transparency and efficiency at all levels within the College and contribution to the implementation of internal control systems to ensure good governance and institutionalize the values of ethics, integrity, accountability, and transparency within the College;			
		The willingness to ensure fair, competitive practices is an integral part of how we conduct our business, including transparency in all business transactions and good corporate governance.			
		Ability and willingness to refrain from engaging in business with parties who have demonstrated unethical practices of any kind			
		Willingness to support the development of an audit and certification program against corruption and participate in the implementation of tools and measures created to ensure transparency, efficiency, and ethical business practices			
		Willingness to support the nationwide campaign against corruption, which promotes fair market conditions, transparency with all College transactions and good governance			
Overall Performance Section 6					

Name of Appraisee (in capital letters)

Name of Supervisor (in capital letters)

Signature _____ **Date** _____
Date _____

Signature _____

Rating:

1 means outstanding performance, 2 means Performance above average, 3 means Average performance
4 means Poor performance, 5 means Very poor performance

SECTION 7: OVERALL PERFORMANCE (COMBINING SECTIONS 5 & 6)

Overall mean score:

7.1. COMMENTS BY APPRAISEE (if any):

Name of Appraisee

Signature

Date

7.2. COMMENTS BY OBSERVER (if any):

Name of Observer

Signature

Date

**SECTION 8: COMMENTS AND RECOMMENDATIONS BY SUPERVISOR ON
EMPLOYEE REWARDS/DEVELOPMENTAL MEASURES/SANCTIONS**

8.1. COMMENTS BY SUPERVISOR/HoD

**8.2. RECOMMENDATIONS BY SUPERVISOR ON EMPLOYEE REWARDS/
DEVELOPMENTAL
MEASURES/SANCTIONS**

The Supervisor shall recommend the most appropriate reward, developmental measures, or sanctions against the Academic staff according to the level of agreed performance targets.

Name of Supervisor

Signature

Date

8.3. COMMENTS BY DEAN

Name of Dean

Signature

Date

8.4. RECOMMENDATIONS BY DEPUTY PROVOST – ACADEMIC AFFAIRS (DPAA)

Name (DPAA)

Signature

Date

**8.5. RECOMMENDATIONS BY COLLEGE ACADEMIC STAFF APPRAISAL COMMITTEE
(CASAC)**

Recommended Reward or Sanction:

(a).....(b).....
.....

Remarks, if any:

CHAIRMAN CASAC SIGNATURE: _____ **Date:**

8.6. DECISION/RECOMMENDATIONS BY COLLEGE ACADEMIC COMMITTEE (CAC)

PROVOST Signature: _____ **Date** _____

Appendix 2: KCMUCo Publication Assessment Form.



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
OFFICE OF THE DEPUTY PROVOST, ACADEMIC AFFAIRS**

SUMMARY ASSESSMENT FORM FOR PUBLICATIONS BY.....

Item	Assessment in relation to:	PAPERS									
		1	2	3	4	5	6	7	8	9	10
1	Coverage of Subject Matter										
2	Originality										
3	Contribution to knowledge										
4	Relevance to individual's academic discipline										
5	Relevance to his/her specialty										
6	Presentation										
7	Overall Assessment										

Key to Assessment

A = Excellent B+ = Very Good B = Good C = Satisfactory D = Poor

Assessor's Comments if the Quality of publications, in general, reflects the author's current rank if publications merit promotion to the next rank and any other comments, suggestions or recommendations:.....

Name:.....(Academic Qualifications, Title)

Signature.....

Date.....

Appendix 3: KCMUCo Authors, Contribution Agreement Form.



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE OFFICE OF THE DEPUTY PROVOST-ACADEMIC AFFAIRS, AUTHOR PERCENT CONTRIBUTION FORM

A: PUBLICATIONS IN JOURNALS AND BOOK CHAPTERS

Guiding principle:

- 1st author: Not more than 70%
- 2nd author: Not more than 50%
- 3rd author: Not more than 30%.
- The remaining authors shall share the remaining points equally.

	Title	Author's name	% Contrib.	Signature
1	Kessy B, Mtui G, Moshi F, Juma S. Evaluation of a new test for detecting <i>Covid - 19</i> antigen in saliva. J Virol. 2023; 54(1): 201-210.	Kessy B	60	
		Mtui G	30	
		Moshi F	5	
		Juma S	5	
2	Kim S, Msuya R, Chande B, Salim K. Persistent detection of Cytomegalovirus antibodies in children aged 1-15 years in Rural Moshi, Kilimanjaro. J. Pediatrics. 2022; 78: 515-525.	Kim S	50	
		Msuya R	30	
		Chande B	10	
		Salim K	10	
3				
4				

NB: You do not need a signature for international authors

Appendix 4: KCMUCo Summary of Assessment and Scores



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE OFFICE OF THE DEPUTY PROVOST-ACADEMIC AFFAIRS, SUMMARY OF ASSESSMENT AND SCORES FOR PUBLICATIONS SUBMITTED BYFOR PROMOTION TO.....

A	B	C	D	E	F	G	H	I
S/N	List of Papers	Reviewer 1 (E) grade	R1 points	Reviewer 2 (I) grade	R2 points	Average points = (d+f)/2	% Contribution	Score = (g)x(h)
1	Kessy B, Mtui G, Moshi F, Juma S. Evaluation of a new test for detecting Covid -19 antigen in saliva. J Virol. 2023; 54(1): 201-210.	B+	1	B+	1	1	60	0.6
2	Kim S, Msuya R, Chande B, Salim K. Persistent detection of Cytomegalovirus antibodies in children aged 1-15 years in Rural Moshi, Kilimanjaro. J. Pediatrics. 2022; 78: 515-525.	B+	1	A	1	1	20	0.2
3								

Total Accumulated Points = _____

Comments:

Recommendations:

Name and Signature of the Departmental/Unit Review Committee Chairperson:

Name and Signature of the Head of Department/Unit:

Appendix 5: Adjunct Staff Nomination Form.



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

NOMINATION FORM: ADJUNCT STAFF POSITIONS

Nominating Department/Institution: _____

Faculty/Directorate/Department:

- Position nominated to (tick)
- Honorary Lecturer
- Teaching Associate
- Teaching Assistant

(To be filled in triplicate by Head of Department/Institution)

(Nominee to fill Section one, Section two to be filled by Head of Department/Institution and Section three by Dean of the Faculty/Director of Institute at KCMUCo)

SECTION ONE: PERSONAL PARTICULARS:

1. Name in full:.....
2. Date of Birth:.....
3. Place of Birth:
4. Nationality:.....
5. Sex:.....
6. Contact Address:

(a) Postal Address:.....

City/Town..... Country.....

(b) E-mail Address:
- (c) Telephone Number:

1.1 EDUCATION/TRAINING: (Begin with the highest level of professional education post-secondary level certification)

INSTITUTION AND LOCATION	DEGREE CERTIFICATE	YEAR(s)	FIELD OF STUDY (If applicable)

1.2a EMPLOYMENT POSITIONS IN THE PAST THREE YEARS AND HONORS/AWARD

NAME OF INSTITUTION	POSITION	YEAR

1.2b ACADEMIC HONORS/AWARDS (If applicable)

NAME OF AWARD	PLACE AWARDED	YEAR

1.3 PROFESSIONAL MEMBERSHIPS

NAME OF PROFESSIONAL BODY	YEAR OF REGISTRATION	REGISTRATION NUMBER

1.4 RESEARCH GRANTS AWARDED IN THE PAST FIVE YEARS

TITLE OF RESEARCH GRANT	GRANT SPONSOR	YEAR

1.5 PUBLICATIONS: (In past 3 years)

1. _____
2. _____
3. _____
4. _____

5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____

1.6 **PERSONAL STATEMENT OF ACCEPTANCE OF NOMINATION:** (provide reasons for acceptance and areas of personal commitment to academic and other works of the College: this section must be filled for Submission to be accepted by the office of the Dean/Director).

Date: _____ Signature of Nominee _____

SECTION TWO: *(To be filled by Head of nominating Department/Institution)*

1. Briefly outline potential ways in which the College may benefit from this nomination

2. Checklist for enclosed documents (tick)

- Copies of Academic transcripts/ certificates of professional qualifications, including first and subsequent degrees.
- Up-to-Date and detailed Curriculum Vitae
- The nominee has indicated in writing on this form acceptance of the nomination.
- Written Evidence of the willingness of the nominee's employer to accommodate students

Name of Head of Department/Institution:

Date: _____

Signature of the Head of Department/ Institution

SECTION THREE: *(To be filled by Dean of Faculty/Director of Institute at KCMUCo)*

1. COMMENTS ON THE HEAD OF THE INSTITUTION'S/DEPARTMENT'S NOMINATION

2. DEAN'S/DIRECTOR'S ASSESSMENT OF THE NOMINEE

Date: _____

Signature of the Dean/Director