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MOSHI CO-OPERATIVE UNIVERSITY (MoCU)
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UP THE LADDER

**GUIDELINES FOR RECRUITMENT, PROMOTION AND
REWARDING OF ACADEMIC STAFF, 2024**

DECEMBER, 2024

PREAMBLE

Since its inception in 2014, the Moshi Co-operative University (MoCU) adopted the Sokoine University of Agriculture (SUA)'s "Up-the-Ladder" (4th Edition) for recruitment and promotion of its academic staff. This document is outdated because the University has updated policies related to engagement, promotion, rewards, training and sanctions of academic staff. The introduction of the Revised Harmonized Scheme of Service for Academic Staff in Public Universities and Constituent Colleges (2024) and its revision in 2022 (hereinafter referred to as the Harmonized Scheme of Service for Academic Staff (HSSAS)) necessitates incorporating some changes into the "Up-the-Ladder" to align with current requirements. Recent developments, particularly concerning inter-civil service transfers among government entities and predatory journals rising challenge underscore this revision's need. These guidelines establish criteria for academic staff recruitment, and performance evaluation, essential for promotion and career advancement, and provide a structured pathway to attain academic ranks.

This document was prepared after consultations with academic staff members at Moshi Co-operative University and other stakeholders. The document is expected to serve as a comprehensive guide for recruiting, promoting and rewarding academic staff at MoCU. It contextualises the HSSAS (2022) and Staff Regulations. In the event of any conflict between these guidelines and the provisions of the HSSAS (2022), or any regulations made under the Public Service Act, Cap 298, the latter documents shall take precedence.

Prof. Alfred S. Sife
VICE CHANCELLOR

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PART I PRELIMINARY PROVISIONS

- Citation* 1. These guidelines may be cited as Up the Ladder, 2024.
- Commencement* 2. These guidelines shall come into operation upon approval by the University Council.
- Application* 3. These guidelines shall apply to all academic staff.
- Interpretation* 4. Unless the context otherwise requires:
- ‘**DAHRM**’ means Directorate of Administration and Human Resource Management.
- ‘**DVC-ARC**’ means Deputy Vice Chancellor - Academic, Research and Consultancy.
- ‘**DVC-PFA**’ means Deputy Vice Chancellor - Planning, Finance and Administration
- ‘**Harmonised Scheme of Service**’ means the Harmonised Scheme of Service for Academic Staff in Public Universities and Constituent Colleges (2022)
- ‘**University**’ means Moshi Co-operative University (MoCU).
- Academic Staff** means individuals who are employed by MoCU whose primary roles are teaching, research, consultancy, and provision of outreach services. They include professors, research professors, library professors, associate professors, associate research professors, associate library professors, senior lecturers, senior research fellows, senior librarians, lecturers, research fellows, librarians, assistant lecturers, assistant research fellows, assistant librarians, tutorial assistants and trainee assistant librarians.

Academic Unit means an academic department, institute, directorate or faculty, Colleges, and Schools.

Full-time staff means a person employed on a permanent and pensionable term/ basis.

Outreach means an activity carried out by the University staff that provides service or advice to the society, community, or industry as guided by the MoCU Outreach Policy and Guidelines, 2022.

Part-time academic staff means a person employed on a temporally term/ basis.

Professor Emeritus/Emerita means a retired university professor, research professor, library professor, associate professor, associate research professor or associate library professor who has been granted the title to honour his/her outstanding performance.

Short-term staff shall include part-time academic staff, professor emeriti, visiting lecturers/professors and teaching assistants.

Teaching Assistants means Masters and PhD students who assist academic staff with teaching responsibilities in various roles assigned to them.

Visiting lecturers/professors means a lecturer /professor or any person from another university or institution who has been invited to undertake academic work at MoCU for a period not exceeding two years.

*Objectives of
these
Guidelines*

5. The objectives of Up the Ladder, 2024 are to:
- (i) Establish transparent and fair processes for the recruitment, promotion, and rewarding of academic staff, fostering a culture of fairness and trust within the university community;
 - (ii) Ensure that the recruitment, promotion, and reward practices are in line with national laws, regulations, government circulars and directives, and institutional policies, including the Harmonized Scheme of Service for Academic Staff in Public Universities and Constituent Colleges (2022);
 - (iii) Promote merit-based recruitment, promotion, and reward systems that recognise and reward academic excellence, teaching effectiveness, research productivity, and service contributions;
 - (iv) Provide clear guidelines and pathways for academic career advancement, including opportunities for professional development, training, and mentorship;
 - (v) Promote diversity, fairness, and inclusion in the recruitment, promotion, and rewarding of academic staff, ensuring equal opportunities for all qualified candidates and recognising diverse contributions to the university community; and
 - (vi) Enhance accountability and quality assurance by establishing clear criteria and procedures for assessing academic performance, maintaining high standards of teaching, research, and service, and regularly evaluating the effectiveness thereof.

PART II

GUIDING PRINCIPLES AND KEY STAKEHOLDERS' ROLES

- | | |
|-------------------------------|---|
| <i>Guiding Principle</i> | 6. Principles of meritocracy, transparency, fairness, and equal opportunity for all shall guide recruitment, promotion, and reward processes. |
| <i>Key stakeholders' role</i> | 7.(1) Academic staff members shall be responsible for their career advancement by meeting performance expectations, pursuing professional development, and engaging in research and scholarly activities.

(2) The University shall facilitate and guide academic staff members in their pursuit of career development and advancement. |

PART III

RECRUITMENT CRITERIA AND PROCEDURES

- | | |
|---------------------------------------|--|
| <i>Types of Engagement</i> | 8. Academic staff may be engaged in full-time, part-time, visiting lecturers/professors/professor emeriti and teaching assistants' basis/terms. |
| <i>Recruitment of academic staff</i> | 9. In consultation with DAHRM, the academic departments shall establish academic vacancies as per University Establishment based on their disciplines and by considering their workloads in undergraduate and postgraduate training, research, outreach, library services, community services, and consultancy work. |
| <i>Criteria for recruitment</i> | 10. The criteria provided in HSSAS, 2022 shall apply in recruiting full-time, part-time and other short-term academic staff at the University. |
| <i>Recruitment of Full-Time Staff</i> | 11. Full-time staff shall be recruited in accordance with the directives and procedures stipulated by the relevant body responsible for the recruitment of public servants. |

***Recruitment of
Part-Time Staff***

12. An academic unit shall adhere to the following procedures when recruiting Part-time staff:
- (a) There shall be a departmental meeting where members shall deliberate and resolve on short-term staff needs. The meeting shall agree on the number of part-time staff required, ranks, and activities to be undertaken.
 - (b) The head of an academic department shall communicate the resolutions of the departmental meeting to DAHRM through the respective director/faculty to request permission for engagement.
 - (c) Applicants will be shortlisted and interviewed.
 - (d) The interview panel shall consist of the head of the respective department, who shall be the chairperson, one member from the respective department and one human resource management officer from DAHRM.
 - (e) Upon completion of its task, the chairperson of the Interview Panel shall forward, through the relevant director/dean, details of successful applicants to DAHRM for onward action.

***Engaging
Teaching
Assistants***

13. The University may engage PhD candidates and/or Master's students in year two of their studies as teaching assistants.

***Conditions for
engaging
Teaching
Assistants***

14. (1) A postgraduate student aspiring for a teaching assistant post may apply to volunteer to serve in the academic department where such a position exists.
- (2) The University shall consult the applicant's supervisor during the engagement process.
- (3) The conditions for engagement of teaching assistants shall be as follows:
- (i) PhD candidates with a GPA of at least 3.8 out of 5 or an average of B+ or its equivalent for an unclassified degree at the undergraduate level and a good GPA at

the Master's level (≥ 4 out of 5) from a recognised University.

(ii) A Master's student with a GPA of 3.8 out of 5 at the undergraduate level or an average of B+ or its equivalent for an unclassified degree at the undergraduate level from a recognised University and a good accumulated GPA at the Master level (accumulated GPA for semester I and II of ≥ 4 out of 5).

*Induction
course for
teaching
assistant*

15. The University Management shall organise induction training programmes for newly engaged teaching assistants.

*Termination of
Teaching
Assistant*

16. The University may terminate the engagement of a teaching assistant if it is proven that the student's academic performance is deteriorating, unable to deliver, or has shown unethical behaviour.

*Selection
Committees*

17. (1) DAHRM shall appoint the selection committees to facilitate the shortlisting and recruitment.
(2) The composition of the selection committees shall include members of academic staff from relevant disciplines, department and administrative staff.
(3) The roles of selection committees shall include reviewing applications, shortlisting candidates, conducting interviews, and making recommendations for hiring to the appropriate authority.

*Interview and
assessment
processes.*

18. (1) Shortlisted candidates shall be invited for interviews.
(2) Evaluation criteria shall be established and applied consistently to all candidates to ensure fairness and objectivity.

(3) The interview shall assess candidates' academic qualifications, teaching ability/experience, research expertise, and suitability for the position.

(4) The Candidate's overall assessment shall be summarised according to the format provided in Appendices 2 and 3

*Reference
checks and
background
verification*

19. (1) After the interview, reference checks shall be conducted to verify candidates' qualifications, employment history, and professional reputation.

(2) References shall include previous employers, academic mentors, and other relevant individuals who can provide insights into the candidate's ability and character.

(3) The references shall be deemed to have no conflict of interest in the recruitment process of the individual applying for the job.

(4) Background verification shall also include checking credentials such as academic degrees and professional certifications to ensure authenticity.

PART IV

ENGAGEMENT OF FORMER UNIVERSITY ACADEMIC STAFF AND APPOINTMENT OF PROFESSOR EMERITUS

*Engagement
of former
university
Academic
Staff*

20. (i) The University may, depending on the prevailing needs, engage former University academic staff from the rank of senior and above.

*Conditions for
engaging
former
university
academic staff*

21. The university shall consider the following conditions before engaging former University Academic Staff:

(a) The critical shortage of staff in the specific discipline

(b) Ethical conduct and practices

<i>Procedures for the Engagement of Former University Academic Staff</i>	<p>22. The following procedures shall apply in the engagement of former University Academic Staff:</p> <ul style="list-style-type: none"> (a) The former University Academic Staff shall apply for the engagement as a part-time lecturer; (b) Upon receipt of the applications, the DAHRM shall submit the same to the respective Head of Department for scrutiny and consideration. (c) The Head of the Department shall convene a meeting for deliberations of the staff to be engaged. (d) The Head of an Academic Department shall communicate the resolutions of the departmental meeting to DAHRM through the respective director/faculty to request permission for engagement.
<i>Remuneration of the former University Academic Staff</i>	<p>23. Former University Academic Staff shall be paid remuneration per staff benefit guidelines/regulations and Government Circulars</p>
<i>Appointment of Professor Emeriti</i>	<p>24. A tenured professor who retires from the University in good standing, who has served for not less than 15 years, and who continues to be active in teaching and research with good professional conduct at the time of her/his retirement may be given the title "Professor emeritus/emerita".</p>
<i>Procedures for the Appointment of the Professor Emeriti</i>	<p>25. (1) The Head of the Academic Department shall be responsible for initiating and overseeing the engagement of professor emeritus/emerita.</p> <p>(2) The head of the academic department shall prepare a performance record with regard to academic activities and assignments. Such a report shall raise issues that attest to the need to engage Professor Emeritus/Emerita at their respective unit</p>

- (3) The Head of the Department shall submit the proposed list for the appointment of professor emeritus to the respective dean or director,
- (4) The dean or director shall appoint an assessment panel of not less than three members, one of whom shall be a professor from outside the University.
- (5) The dean or director shall submit the proposed list for the appointment of professor emeritus to the respective faculty/directorate board for deliberations.
- (6) The dean or director shall submit the Board's resolution to the DVC-ARC for consideration before submitting the same to the Senate for consideration and recommendation to the Council for approval.
- (7) After receiving the recommendation from the Senate, the Council shall appoint the professor for emeritus.

Terms and conditions for engagement

26. Professor Emeritus shall be appointed upon fulfilling the following conditions:
 - (a) Has made distinguished contributions to teaching, research, and public service in their academic field and service to the University in general.
 - (b) Has demonstrated the ability to secure or attract grants and projects.
 - (c) Has supervised Master's and PhD degree students.
 - (d) Has remained active in research and publication even after promotion to full professor.

Tenure for Professor Emeritus

27. The appointment shall be for three years, renewable for another term.

Roles of the Professor Emeritus

28. Professor emeritus/Emerita shall be engaged in the following roles:
 - (a) Teaching, research, consultancy and outreach activities;
 - (b) Supervision of postgraduate students;

- (c) Mentoring academic staff;
 - (d) Write project proposals to seek funding and obtain scholarships for staff; and
 - (e) Conducting induction courses for staff.
- Remuneration of the Professor Emeritus* 29.(1) Professor emeritus shall be paid a monthly allowance as per staff benefit guidelines/regulations.
- (2) Apart from the monthly allowance payable under Guideline 29 (1), a professor Emeritus/emerita who undertakes University functions may be considered for additional payment.

PART V

APPOINTMENT OF VISITING PROFESSORS/LECTURERS

- Visiting personnel* 30. The University may use academic staff from other Universities, other experts in academia, and from the industry to serve as visiting professors and lecturers in specific academic or expert areas.
- Procedure for appointment* 31.(1) Professors/lecturers may be engaged through various means, including but not limited to the memorandum of understanding, collaborative research projects, training programmes, and academic linkages.
- (2) Professors/lecturers shall submit their curriculum vitae for scrutiny to the DVC-ARC office through the faculty/institute.
- (3) DVC-ARC shall decide on the application's merit and inform the relevant academic unit whether or not to engage the applicant.

***Conditions for
appointment as
Professors/lecturers***

32. A person may be considered for appointment if he/she meets any of the following conditions:
- (a) He/she is a senior lecturer or equivalent or above working with a recognised University/College/Institute from inside or outside Tanzania, or
 - (b) For the case of an individual from the industry, he/she must be a professional practitioner with not less than five years of experience in a recognised establishment, or
 - (c) He/she is a renowned natural, applied, or social scientist, or a researcher from a recognised Research Institute.

***Appointment terms
of the Professors/
lecturers***

33. The terms of appointment for visiting professors, lecturers, scientists, or professionals shall be like those of part-time lectures and shall be renewable on mutual agreement.

***Database for
visitors***

34. The University shall establish a database to assist in the identification of individuals for appointment as visiting professors/lecturers/professionals.

***Tenure of
professors/lecturers***

35. (1) A visiting professor/lecturer shall be engaged for a maximum of a two-year term, which may be renewable once.
- (2) A person shall, immediately after the expiration of this tenure, cease to use the title of a visiting professor/lecturer.

***Engagement of
Professors/Lecturers
/Professional Title
as External
Examiner***

36. Visiting professors/lecturers/scientists/professionals may be engaged as external examiners if he/she is not engaged in teaching.

PART VI

APPOINTMENT, CONFIRMATION, AND DUTIES AND RESPONSIBILITIES OF ACADEMIC OF STAFF

- Appointment and confirmation of academic staff* 37. The appointment and confirmation of academic staff shall be as prescribed in the Harmonized Scheme of Service for Academic Staff, 2022, Public Service Act, CAP 298 and regulations made there under; and other relevant documents.
- Duties and responsibilities* 38. The general duties and responsibilities of the academic staff shall be as prescribed in the Harmonised Scheme of Service for Academic Staff and other relevant documents.
- Additional duties and responsibilities* 39. In addition to duties and responsibilities prescribed in the Harmonised Scheme of Service and other relevant documents, academic staff shall have the following additional duties and responsibilities:
- (a) To link and manifest their expertise with cooperative training, research, and consultancy; and
 - (b) To engage in outreach and or extension activities for cooperatives, grass-root communities, or in any subjects relevant to the University as stipulated in the University Research Agenda and other University policies;
- Duties and responsibilities of part-time staff* 40. Part-time staff shall have the following duties and responsibilities:
- (a) Teaching of non-degree, undergraduate and postgraduate programs;
 - (b) Supervising students' research/dissertation/thesis;
 - (c) Invigilating examinations in collaboration with full-time academic staff; and
 - (d) Marking examinations and compiling results.

PART VII

CRITERIA AND PROCEDURES FOR ACADEMIC STAFF PROMOTION

- Application of Harmonized Scheme of Service for Academic Staff* 41. (1) The Harmonised Scheme of Service for Academic Staff shall apply for the promotion of academic staff and shall take precedence over other documents.
- (2) These guidelines contextualise the application of the Harmonised Scheme of Service in staff promotion criteria and procedures at the University
- Procedures for promotion* 42. The following are procedures for promotion of Academic Staff:
- (a) The Academic Staff eligible for promotion shall apply for promotion to the respective head of an academic department.
- (b) The application shall be accompanied by a current curriculum vitae and evidence of meeting promotion criteria.
- (c) Upon receipt of the application, the head of the academic department shall cause the publications to be evaluated by relevant reviewers after scrutinisation.
- Transparency and feedback* 43. The Director of Administration and Human Resource Management shall inform the applicant of the outcome of his/her promotion.
- Evaluation of publications* 44. (1) The head of the academic department shall submit applicants' publications to the reviewer(s) with expertise outside the University on the applicants' publication areas, who shall review the publications, assign grades thereto and prepare a review/evaluation report(s).

(2) On receipt of the reviewers' report(s), the Head of the Academic Department shall calculate the total points for all publications.

*Evaluating
teaching
effectiveness*

45. 1) The Head of the Academic Department shall appoint a team of three members to evaluate the applicant's teaching effectiveness as prescribed in Appendix 1.

(a) The team shall administer relevant questionnaires to the students of the course taught by the applicant.

(b) The team shall compute the score using the formula in Appendix 1 and submit the results to the head of the academic department.

*Academic Unit
Meeting*

46. (1) Upon completion of the evaluation, the head of the academic department shall convene a meeting to deliberate and forward recommendations and departmental minutes to the faculty/directorate.

(2) On receipt of the recommendations, the dean/director shall appoint a team of five senior members above the rank of the applicant for review and make recommendations based on the review findings.

(3) The dean/director shall submit or cause to be submitted all documents to the relevant authority for approval.

*Promotion
Authority*

47. (1) The committee responsible for the development of academic staff shall have the mandate to approve promotion to the ranks of assistant research fellows, assistant lecturer, lecturer/librarian/research fellow and senior lecturer/senior librarian/senior research fellow.

(2) The University Council shall be responsible for approving the promotion to the ranks of associate professor/associate research professor/associate library professor and professor/research professor/library professor.

***Request for
review for
unsuccessful
application***

48. (1) Unsuccessful Applicants shall apply to the Chairperson of the committee responsible for academic staff development or, as the case may be, to the Chairperson of the Council for review of the decision on his/her promotion on procedural irregularity or unfair treatment grounds within fourteen days from the date of receiving the results.

(2) The Chairperson of the committee responsible for academic staff development shall review the application of unsuccessful applicants from the rank of tutorial assistant to senior lecturer, and the Chairperson of the Council shall review the application of unsuccessful applicants from the rank of senior lecturer to professor.

***Mandatory
Outreach
Service***

49. (1) The Academic Staff shall carry out at least one outreach assignment within three years.

(2) Apart from earning promotion points (through extension material), outreach activities shall form part of the annual performance assessments for academic staff.

PART VIII

EVALUATION CRITERIA FOR TEACHING AND PUBLICATIONS

Purpose of evaluation

50. Evaluation of teaching effectiveness and publications shall be done to establish whether the applicant has earned the cumulative points required by the Harmonised Scheme of Service.

Criteria for evaluation of publications

51. The following general criteria shall apply during the evaluation of publications:
- (a) The evaluator must be selected from outside the University;
 - (b) Seniority must be observed in selecting the evaluator;
 - (c) The evaluator must be an expert in the relevant field; and
 - (d) The evaluator must exercise independence and integrity.

Criteria for evaluation of teaching effectiveness

52. Evaluation of teaching effectiveness shall be done as prescribed in Appendix 1 and Appendix 2.

Publications where a staff is an editor

53. Articles published in journals/conference proceedings /books where an applicant is an editor shall not be acceptable for promotion.

Specific criteria for recognition of publications

54. The reviewer shall consider the following:
- (a) Coverage of subject matter;
 - (b) Originality;
 - (c) Presentation;
 - (d) Contribution to knowledge;
 - (e) Relevance to academic discipline;
 - (f) Relevance of the publication channel i.e. journal, book, conference, and
 - (g) Overall quality.

***Standard form
for publication
evaluation***

***Evaluation of
journal
article***

55. The evaluation shall be in a descriptive form plus a summary of the report in a standard format (Appendix 3)

56. A journal article shall be submitted for evaluation and subsequently considered for promotion if:

- (a) The journal publishing the article has an ISSN;
- (b) The journal publishing has an editorial board;
- (c) The journal publishing has a vigorous peer review system;
- (d) The topic of discussion reflects the authors' area of expertise;
- (e) The topic matches/ falls within the scope of the journal; and
- (f) The same author has not used it for promotion.

***Scores and
grading of an
article***

57. 1) An article shall score 1(one) point if awarded excellent (A), Very Good (B+), or Good (B) and 0.5 if awarded a satisfactory (C) status.

(2) An article graded 'C' will be used for promotion, provided that only a maximum of two papers shall be acceptable.

(3) An article graded 'C' shall not be used for promotion to the rank of Associate Professor and Professor.

(4) Retrievable articles appearing in recognised proceedings of conferences and symposia and positively evaluated (awarded excellent, very good or good) shall score 0.5 points.

***Points from
National and
International
Journals***

58. For promotion from Lecturer to Senior Lecturer, points earned from articles published in National Journals shall not exceed 50% of the total points from journal articles. For promotion from Senior Lecturer to Associate Professor and from Associate Professor to Professor, points earned from articles published in National Journals shall not exceed 30% of the total points earned from journal articles.

***Evaluation of
Books***

59. A book shall be submitted for evaluation and subsequently considered for promotion if:

- (a) It has an ISBN
- (b) It was published by a credible publishing house with an editorial board;
- (c) The topic is linked with the author's area of expertise;
- (d) The same author has not used it for promotion
- (e) Its structure includes:
 - (i) preliminary matters, (title page; title page verse bearing copyright notice, year of publication, cataloguing data; acknowledgment, dedication; table of contents, foreword, and preface)
 - (ii) the body, (most commonly divided into chapters) and
 - (iii) final section (bibliography or index)

***Evaluation of
Dictionaries***

60. A dictionary shall be submitted for evaluation and subsequently considered for promotion if:

- (a) It has the ISBN
- (b) It has been published by a credible publishing house with an editorial board
- (c) The area is one of the author's competencies
- (d) The author has not used it for a previous promotion

***Score and
grading of Books
and dictionaries***

61. Books and dictionaries shall be evaluated, and graded as follows:

SN.	Grade	Points
1.	Excellent (A)	6.0
2.	Very Good (B+)	4.0
3.	Good (B)	3.0
4	Satisfactory (C)	2.0

***Chapters in a
book***

62. A chapter in a book shall be submitted for evaluation and subsequently considered for promotion if:

- (a) The book in which it is published meets the requirements of Guideline 59
- (b) The topic in question is one of the authors areas of competence
- (c) It has not been used by the author for previous promotion
- (d) It forms part of the book as a chapter

Chapters in books shall be awarded as is the case with journal articles

i.e.1.0 (one) point if awarded an A, B+ or B grade and 0.5 if awarded a C

***Evaluation of
Extension
Materials***

63. Extension materials shall be submitted for evaluation and subsequently considered for promotion if:
- (a) It emanates from an outreach activity undertaken in the subjects relevant to MoCU as stipulated in the University Research Agenda and other University policies and
 - (b) It is in a retrievable form such as a manual, compendia or audio and video files.

***Point for
extension
materials***

64. (1) Positively evaluated extension materials shall be awarded 0.5 points.
- (2) Extension materials shall be evaluated using a form as indicated in Appendix 6.
- (3) For the review process implied here, flyers and brochures do not constitute extension materials

***Evaluation of
Book
Review***

65. A book review shall be submitted for evaluation and subsequently considered for promotion if:
- (a) The book reviewed is within the author's areas of knowledge and competence;
 - (b) The book reviewed has been published within the last ten (10) years, and

- (c) The book under review complies with the requirements of Guideline 59.
- (d) The applicant has obtained approval for review from the book author.

The score for book reviews 66. A positively evaluated book review report (A, B+, or B) shall be awarded a maximum of 0.5 points.

Conference Proceedings 67. Conference proceedings shall be submitted for evaluation and subsequently considered for promotion if:

- (a) The conference was organised by an academically reputable University or Institution;
- (b) They form part of the published conference proceedings;
- (c) The content of the manuscript aligns with the theme or sub-theme of the conference;
- (d) The author(s) of the manuscript have expertise in that area or field; and
- (e) They were peer-reviewed prior to their publication.

The score for conference proceedings 68. A positively evaluated conference proceeding report (A, B+, or B) shall be awarded a maximum of 0.5 points.

The score for Outreach Report 69. A positively evaluated community service delivery/ outreach report (A, B+, or B) shall be awarded a maximum of 1.0 points.

Evaluation of Consultancy Reports 70. A consultancy report shall be submitted for evaluation and subsequently considered for promotion if:

- (a) It has been declared to the University Bureau responsible for consultancies;
- (b) It is undertaken by a professional in the relevant field of specialisation;
- (c) The University fee has been paid in part or full;
- (d) The assignment is complete and the client has acknowledged the same through a special form

- indicating that the assignment was duly completed according to the terms of reference (Appendix 4)
- (e) The consultancy report is evaluated at a minimum of B grade by an independent evaluator (Appendix 5)

Score for evaluated consultancy reports

71. A positively evaluated consultancy report (A, B+, or B) shall be awarded a maximum of 0.5 points.

Use of consultancy reports for promotion

72. Consultancy reports shall be used for promotion of staff to academic ranks other than Associate Professor/ Associate Research Professor/ Associate Library Professor and Professor/ Research Professor and Library Professor

Works not amounting to consultancy

73. The following services, paid or unpaid, and whether in furtherance of scholarship or general dissemination of knowledge, including, shall not amount to consultancy:
- (a) Authorship of, or royalties from publication of books;
 - (b) Contract research as specified under University Research Policy and Guidelines;
 - (c) Editorship of academic publications or publication of academic articles;
 - (d) External examiner duties, lecture tours and conference presentations or attendance;
 - (e) Interactions with the media and
 - (f) Normal inter-institutional academic activities;
 - (g) Professional arts performances;
 - (h) Service on public sector or charitable committees;
 - (i) Special assignments from the Government, such as policy and law-making (where the Government requires the University to provide experts);
 - (j) Teaching programme preparations and teaching quality assessments;
 - (k) Pro bono/unpaid community services

***Collaborative
Publications***

74. To encourage collaborative publication and promote young researchers, total points earned by the applicant through sole authorship should not exceed 50% of the total points required from publications for promotion on that respective position or rank applied

***Annual
performance
evaluation***

75. In addition to the points earned from publications and teaching, the annual staff performance shall also be considered in the application for promotion.

**PART IX
TRANSFER AND RECATEGORISATION**

***Procedure for
transfer/
recategorisation***

76. (1) An applicant for transfer/re-categorisation from other Universities, Central Government, Local Government, or any Government Institution must submit a letter of intention for transfer/re-categorisation to the Vice Chancellor. The applicant shall channel the application through his/her current employer and include relevant publications for evaluations, as the case may be.

(2) Applicants for re-categorisation must submit a letter of intent to the Vice Chancellor channelled through the Head of Department and Dean/Director by including relevant publications for validation or evaluation, as the case may be.

(3) The concerned Head of Department shall contact the referees for reference letters. In this case, the Dean/Directors/Heads of Department shall not serve as referees for neutrality and independence.

*Scrutinisation of
the application
and interview*

77. (1) The concerned department shall scrutinise the application and submit an evaluation summary list and the criteria used to evaluate the applicant to the Vice Chancellor to approve the calling and carrying out the interview for qualified applicant(s).

*Waiver of
interview for Staff
from Public
Universities*

78. (1) Applicants from Public Universities (subjected to the Harmonised Scheme of Service) seeking transfer to MoCU shall not be subjected to interview. However, the staff shall submit their publications in advance for validation and slotting.

(2) The DAHRM shall inform successful applicants through their employers to proceed with their transfer arrangements and request from the Government Office responsible for Public Service for consideration

APPENDICES

APPENDIX 1

STUDENTS' EVALUATION OF TEACHING EFFECTIVENESS

NAME OF INSTRUCTOR _____

ACADEMIC YEAR _____

COURSE _____

NUMBER OF STUDENTS INVOLVED IN EVALUATING THE INSTRUCTOR (N) _____

S/N	EVALUATION ASPECTS	GRADES / MARKS / %					REMARKS
		A x5	B+ x4	B x3	C x2	D x1	
1.	Attendance and punctuality in class	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 1
2.	Presentation of the subject matter	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 2
3.	Animation of the class	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 3
4.	Conduct of seminars and practical	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 4
5.	Efficient use of classroom time	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 5
6.	Use of technology for teaching effectiveness	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 6
7.	General appearance	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 7
8.	Availability for consultation	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 8
9.	Assessment and release of continuous assignment	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 9
10.	Course coverage	N _A x 5	N _{B+} x 4	N _B x 3	N _C x 2	N _D x 1	=Sum of Row 10
AVERAGE							(Sum of Rows 1 to 10)/ (Number of Students x Number of Aspects)

1. KEY A=5; B+=4; B=3; C=2; D=1;

2. N_A, N_{B+}, N_B, N_C, and N_D represent the number of students who rated the instructor with grades A, B+, B, C, and D respectively in a particular evaluation aspect.

3. The calculated average of 4.5-5.0 earns an A; 4.0-4.499 earns a B+; 3.5-3.99 earns a B; 3.0-3.499 earns a C, and below 3.00 earns a D

4. The point to be taken for calculating the teaching point shall be the overall grade for each aspect

Signed: _____

HoD OF DEPARTMENT

APPENDIX 2

STUDENTS' EVALUATION OF TEACHING EFFECTIVENESS FORM

(To be filled by Undergraduate and Postgraduate Students, where applicable at the end of each course)

Department:

Faculty/Institute/Centre:

Course:

Academic

Year:

Name of Instructor:

Please rate the following aspects of this course on the following scale:

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

1. Attendance and punctuality in class:

- ☐ How would you rank the overall attendance of the instructor to all the lectures/practicals/seminars/tutorials etc?
- ☐ To what extent was the instructor punctual for the above?
- ☐ What is your overall assessment of the instructor about attendance and punctuality in class?

2. Presentation of the subject matter:

- ☐ How well did the instructor systemise and organise the lessons?
- ☐ To what extent did the instructor use a variety of teaching methods to make the course both interesting and rewarding?
- ☐ How do you rank the instructor in respect to ability to express him/her?
- ☐ What is your Overall rating of the instructor's presentation skills?

3. Animation abilities

- ☐ Did the instructor allow interactive teaching i.e. encouraging questions and dialogue?
- ☐ Did the instructor provide handouts, lecture notes/compendia?
- ☐ Did the instructor provide additional instructions for self-centred Readings?
- ☐ Did the instructor provide additional instructions for self-centred Reading?
- ☐ What is your overall assessment of the Instructor's animation ability of the subject matter?

4. Conduct of seminars/practicals:

- ☐ Extent of seminar presentation as per the curriculum/course outline
- ☐ The extent of practical coverage as per the course outline
- ☐ How do you rank your overall seminar/practical exposure?

5. Efficient use of classroom time:

- ☐ To what extent was the course adequately covered within the specified time?
- ☐ What is your overall assessment of the instructor in classroom time management?

6. Use of Technology

- ☐ The extent to which your instructor used technology tools/means such as audio-visual materials, flipped classrooms, automated grading systems?
- ☐ What is your overall assessment of the instructor in using technology in class to increase teaching effectiveness?

7. General appearance:

- ☐ Did your instructor wear neatly and in a presentable manner?
- ☐ What is your overall opinion on the instructor's appearance?

8. Availability for consultation

- The extent of the instructor's accessibility/availability for consultations outside classroom time?
- The extent of the instructor's advisory support apart from academic issues?
- What is your overall assessment of the instructor in providing consultation to students?

9. Assessment and release of continuous assessments/assignments

- Were the results and scripts returned promptly?
- Were the results and scripts returned promptly?
- Was there any opportunity for discussing examination questions after marking?
- What is your overall assessment of the instructor in using technology in class

10. Course Coverage

- Was the course outline provided at the beginning of the course?
- To what extent was the scope of coverage of the course as per the course outlines?
- What is your overall rating of the coverage of the course outline as per the course outline?

11. Any other comment (if any)

Based on the students' assessment, the staff needs to improve in the following areas:

- i
- ii.....
- iii.....

OVERALL ASSESSMENT:

On the basis of the peer review and the student assessment forms, the overall assessment for this instructor is (circle appropriate grade).

Grade	Description	Points
A	Excellent	2.0
B+	Very Good	2.0
B	Good	1.0
C	Satisfactory	0.5
D	Poor	0.0

APPENDIX 3
EVALUATION OF PUBLICATIONS FORM

1. Name of staff:
1. Title of publication
2. Name of Reviewer:
3. Title of Reviewer and specialty:
4. SUMMARY OF ASSESSMENT
CRITERIA
(a) Coverage of subject matter
(b) Originality
(c) Presentation
id) Contribution to New Knowledge
(e) Relevance to Academic discipline of staff
(Q Overall Quality
SCORE FOR PUBLICATION:
Excellent = A; Very Good = B; Good = B; Poor = C
Key: Excellent = A=75% or above; Good = B (60-75%); Satisfactory = C. (50-59%); Poor = D, (<50%)
Additional information/self-review:

APPENDIX 4
COMPLETION OF CONSULTANCY ASSIGNMENT
CLIENT ACKNOWLEDGEMENT FORM

Name of Client organisation _____

Official Email _____

Official Telephone _____ Name(s) of Consultants:

1. _____

2. _____

3. _____

4. _____

Name of Assignment Completed by the Consultants _____

Amount Contracted for the Assignment (Currency for example, TZS, USD e.t.c)

Amount already Paid to Consulting Organization _____

Remaining Amount Unpaid to-date _____

Has the assignment been completed as per contract? YES/NO

Comment on the Quality of Work _____

Comment (if any) _____

Client's Signature/Official Seal _____

Date _____

For Official use only:

I, the Director of the Bureau of Consultancy Services, after communicating with the Client, and after making my personal assessment, I verify that the information provided in the form represents the actual status of the mentioned consultancy work.

Name _____ Signature _____ Date _____

APPENDIX 5

CONSULTANCY WORK EVALUATION FORM

S/N	Item to be Evaluated	Remarks	Marks	Actual marks earned
1.	Was the Consultancy registered under the BCS?	Yes	10	
		No	5	
2	Was the Consultancy Assignment obtained through open source or head-hunting?	Open	10	
		Head- 5		
		Hunting		
3.	Was the consultancy proposal submitted through the BCS?	Yes	5	
		No	2	
4	Evidence of work completion (availability of acknowledgement from the client)	Available	10	
		Not 0		
		Available		
5.	Consultancy Report:			
	a) Adequacy of the Introduction in addressing client need/problem		10	
	b) Survey of the relevant policies, strategies and contemporary issues on the client need/problem	10		
	c) Linkage between Methodology and consultancy objectives	10		
	d) Relevance of consultancy outputs with respect to expected deliverables	10		
	e) General assessment of the quality of the consultancy report		10	
6.	Client's satisfaction with the Consultancy work as expressed in the client's acknowledgement letter		20	
	Total		100	

Key: Excellent = A=75% or above; Good = B (60-75%); Satisfactory = C. (50-59%); Poor = D, (<50%)

APPENDIX 6
OUTREACH REPORT/EXTENSION MATERIAL EVALUATION FORM

S/N	Item to be Evaluated	Remarks	Marks	Actual marks earned
1	Evidence of outreach intervention (availability of attendance list, addresses of trainees, mobile phones and signatures)	Available	20	
		Not Available	0	
2.	Outreach/Extension Report:			
	a) Adequacy of the Introduction in addressing the client need/problem		15	
	b) Survey of the relevant policies, strategies and contemporary issues on the client need/problem		10	
	c) Linkage between Methodology and outreach/extension objectives		15	
	d) Relevance of outreach/extension outputs with respect to the University outreach policy		15	
	e) General assessment of the quality of the outreach/extension report		15	
3.	Summary of client evaluation of the outreach/extension intervention work as expressed in the clients' filled Evaluation forms		10	
	Total		100	

Key: Excellent = A=75% or above; Good = B (60-75%); Satisfactory = C. (50-59%); Poor = D, (<50%)