SOKOINE UNIVERSITY OF AGRICULTURE

UP THE LADDER

Criteria and Conditions for Employment and Promotion of Academic Members of Staff

Fourth Edition

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PREFACE

Academic Excellency of any Institution of higher learning is embodied in the factors that influence quality of training programmes, research and public services which are the pillars of institutional missions. Academic excellency is a key factor in ensuring that SUA becomes a centre of excellence and valued member of the global academic community and in achieving this institution has striven to ensure that excellence is embodied in the quality of its staff, students, infrastructure and other components of the teaching and learning environment. The maintenance of such excellency is thus governed by the institutional vision, missions and the corporate strategic plans. It is thus of great importance to ensure quality training, research and outreach activities for the betterment of the stakeholders this institution serves. This in turn depends on the presence of a vibrant, motivated and action-oriented academic staff body.

In recognition of the above institutional obligations and in keeping with the regulations governing the terms and conditions of service made in Part III Section 20 and Part IV of the Universities Act, 2005 this fourth edition of the Up the Ladder explicitly describes the criteria and conditions for employment and engagement of the teaching staff at SUA; criteria for promotion of academic staff; rules and regulations governing Sabbatical Leave, the use of Tanzanians in the Diaspora, conditions for leave without pay; and criteria for nomination of Principals, Deans, Directors and Heads of Departments.

Professor Gerald C. Monela
VICE-CHANCELLOR
Date: …………………

DEFINITION OF TERMS

In these Guidelines unless the context requires otherwise;

"**Academic Staff**" means Teaching Staff, Research Fellow and Librarian of the University.

"**Adjunct Professor**" means scientists with jobs elsewhere but hired to teach some courses on contractual basis.

"**African Diaspora**" means an African scientist working outside the African continent.

"**Contract staff**" means Staff employed on contract.

"**Honorary Professor**" means a non-university staff who will be appointed to be a Professor because of his or her renowned contribution to University missions.

"**Part time Lecturer**" means Academic Staff of the University engaged on temporary basis as opposed to permanent staff and staff on contract term.

"**Professor *Emeritus***" means Professor that retired in good academic standing.

"**Other experts**" mean Tanzanian and African experts working in Tanzania and Africa respectively. This also includes those other nationals working in Tanzania and Africa

"**Tanzanian Diaspora**" means a Tanzanian including former SUA academic staff who is working and living abroad.

"**Teaching Assistants**" means postgraduate students involved in teaching

"**University**" means Sokoine University of Agriculture.

"**Visiting Lecturer**" means a person with qualifications provided under Part 1 subsection 3.2.2, and appointed by Senate in accordance with these Guidelines.

"**Visiting Professor**" means a person with qualifications provided under Part 1 subsection 3.2.1, and appointed by Senate in accordance with these Guidelines.

PART ONE: RECRUITMENT AND ENGAGEMENT OF ACADEMIC STAFF

SECTION 1: RECRUITMENT OF ACADEMIC MEMBERS OF STAFF ON PERMANENT TERMS

1.1 Each Department/Institute/Centre shall establish academic posts i.e. staff recruitment projections based on major disciplines taking into account its workload in terms of teaching both at undergraduate and postgraduate levels, research, extension and consultancy work.

1.2 Departments' recommendations for new academic posts shall be submitted through respective Faculties/Institutes/Centres for consideration by the Appointments and Human Resource Management Committee (AHRMC) (Academic) during October/November of each year.

1.3 The new positions approved by the AHRMC (Academic) shall be incorporated in the budget proposals sent to the Government by SUA.

1.4 Applicants should have a minimum GPA of 3.8 at undergraduate level. For those with Masters qualification they should have a minimum GPA of 3.8 and in addition have a minimum GPA of 3.5 at undergraduate level. Candidates with PhD qualifications should have GPA of at least 3.8 at Masters level and 3.5 at undergraduate level. For unclassified degrees as it applies with veterinary and medical graduates, they should have an average of "B" grade at undergraduate level.

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1.5   The Office of the Deputy Vice Chancellor (Academic) shall advertise the vacant academic posts within and outside the University. The advertisement shall require candidates to indicate names and addresses of the current and other previous employers if applicable and names and addresses of two referees. It will thus be the responsibility of the University to solicit reference letters.

1.6   The guidelines and procedures for recruitment are as stipulated in Appendix 1. Faculty/Institute Interviewing Panel will be responsible for interviewing candidates. Interviews shall include the candidate giving a short Public Lecture (Phase 1) on an area of interest so as to judge the candidate's ability to communicate and to undertake research activities. Academic members of staff in the Faculty/Institute/Centre shall form the audience. Thereafter, the interview panels will constitute the only audience of phase 2 of the interview. Applicants shall also undertake an English Language Proficiency Test.

1.7   Overall assessment should be summarized according to the format provided in Appendix 2.

1.8   Applicants shall be recommended in order of priority to the AHRMC (Academic), where possible, NOT more than three and NOT less than two applicants for consideration for the post(s).

SECTION 2: APPOINTMENT OF ACADEMIC MEMBERS OF STAFF ON CONTRACT TERMS

2.1 **Engagement of retirees**

2.1.1 Employment of SUA retirees is not an automatic process. It requires one to fulfill the needed requirements to enable him/her to be acceptable for contractual employment.

2.1.2 Retired Staff and former SUA staff intending to be employed on contract terms shall be required to apply to the Principal/Dean/Director through the Head of Department. Alternatively, the Head of Department will contact the prospective retiree or former SUA staff who shall indicate in writing his/her willingness to work on contract and apply to the Principal/Dean/Director through the Head of Department. Such applications should be made at least six months before the end of the contract or retiring.

2.1.3 The Head of Department when forwarding the application to the Principal/Dean/Director, he/she should justify the need for engagement of the staff by indicating among others the experiences on ones ethical conduct and practices (taking into account ones diligence in discharging duties, integrity, pursuit of excellence in service; impartiality in service and courtesy). **Note**: A special Confidential Form for engagement of retirees and former SUA staff on contract terms will be used for the purpose (Appendix 3).

2.1.4 The Principal/Dean/Director shall form a Committee of not less than 6 members out of which at least 3 members will be from the concerned Department including the Head of Department or his/her appointee and the rest from outside the Department. Members shall comprise Senior Lecturers and above and where they are not available the Principal/Dean/Director can co-opt lecturers in

the exercise. Note: Declaration of Interest form shall be used in this process.

2.1.5 The Principal/Dean/Director shall appoint the Chairman of the committee.

2.1.6 The Chairman of the Committee will submit a report based on the deliberations and recommendations of the Committee to the Principal/Dean/Director. The submission should be accompanied with the minutes, ones CV and other relevant documents.

2.1.7 The Principal/Dean/Director will then submit a report with recommendations and all relevant documents including minutes and CV to the Chair of AHRMC (Acad) through the DVC (Academic) for processing and recommendation for further action.

2.1.8 On successful completion of the contract, the staff shall be paid a gratuity as per Government and SUA Guidelines and/or Circular.

2.1.9 Other terms and conditions of employment not specifically stipulated under these guidelines shall be as provided in government requirements (standing orders, circulars, etc), SUA Charter, 2007; SUA staff Regulations, and the letter of appointment.

2.1.10 Contract staff shall be engaged for two years and renewable. The provision of clause 2.1.1 shall apply *mutatis mutandis* in relation to renewal of contract.

2.2 Engagement of other staff (from outside) on contract for positions created following granting of leave without pay

2.2.1 Advertisement and interview process shall be as per the procedures stated in Part One, Section 1.

2.2.2 Such staff will be employed on two-year contract and for longer periods only in cases where the staff being replaced is on leave without pay for over two years.

2.2.3 Upon the expiration of the first contract and if vacancy is still available, the staff will apply to the Head of Department for the application to be considered in the Departmental meeting. Thereafter, the Head shall recommend the same to the Chairman of AHRM (Acad) for consideration of the renewal of contract.

2.2.4 On successful completion of the contract, the staff shall be paid a gratuity as per Government Guidelines and/or Circulars.

2.2.5 Other terms and conditions of employment not specifically stipulated under these guidelines shall be as provided in government requirements (standing orders, circulars, etc), SUA Charter, 2007; SUA staff Regulations, and the letter of appointment.

SECTION 3: **ENGAGEMENT OF TANZANIAN AND AFRICAN DIASPORA AND OTHER EXPERTS**

In recognizing the attributes and the benefits related to brain circulation especially in reference to harnessing Tanzanian or African Diaspora as well as other experts, the following positions have been established:
(a) Professor *Emeritus*
(b) Visiting Professor or Lecturer
(c) Adjunct Professor

(d) Honorary Professor

3.1 Eligibility
3.1.1 Diaspora
a) Tanzanian Diaspora working outside Tanzania in universities, research institutions, donor agencies or international organizations.
b) African Diaspora working with universities or research institutions or donor agencies outside the African continent

3.1.2 Other Experts
(i) African scientists working in Africa
(ii) Other nationals working in Africa or elsewhere
(iii) Former SUA staff working in the country

3.2 Positions and Qualifications
3.2.1 **Visiting Professor-** Holder of PhD with in teaching and research experience and having at least **ten (10)** publications
3.2.2 **Visiting Lecturer-** Holder of Masters or PhD qualifications as well as teaching and research experience with at least **five (5**) publications
3.2.3 **Part time Lecturer/Professor-** Visiting Professors/ Lecturers as provided under sub-sections (3.2.1 and 3.2.2) and other cadres of staff that may be employed on part time or contract basis under local terms when need arises and funds permitting.

3.3 Procedure for Appointment
3.3.1 University may publicize or solicit involvement of Tanzanian and African Diaspora and other experts in academic activities through various means, such as use of existing Memoranda of Understandings/ Agreements, collaborative

research projects and training programmes and other academic links.

3.3.2 An individual wishing to be appointed may submit his/her application to the relevant Department which shall submit a Departmental request for appointment through SENATE.

3.3.3 A Department/Faculty/Institute/Centre/Directorate / College which wishes and has already identified an individual to be appointed as Visiting Professor or Lecturer as the case may be, shall submit an application to the College/Faculty/Institute/ Centre/ Directorate Board which shall scrutinize the application and submit such application and recommendation therein to the SENATE for AHRMC (Acad.)'s approval.

3.3.4 Applications submitted under subsection 3.3.2 and 3.3.3 above shall be accompanied with the following;
   (a) Dully signed and up-to-date individual *Curriculum Vitae* (*CV*) and other relevant documents
   (b) Summary of facts on benefits or value that the University will gain or acquire from such engagement,
   (c) Any other relevant information that can assist the SENATE and AHRMC (Acad) in making decision.

3.3.5 Notwithstanding sub-guideline 3.3.2 above Tanzania Diaspora and other categories of experts such as African Diaspora shall be involved as Visiting Professor/Research Professor/Library Professor/ Lecturer, upon recommendations to the AHRMC (Acad) by the Committee of Deans and Directors and SENATE.

3.3.6 In order to harness the expertise of Tanzanian Diaspora who retire in good standing and having served or not served as a Visiting Professor or Lecturer may be appointed as Part time staff or Contract staff, as the case may apply, using existing guidelines.

3.4   Appointment and Duties
3.4.1 The terms of appointment for Visiting Professors/ Lecturers shall be like those of Part-time Lecturers and renewable on mutual agreement.

3.4.2 Application for renewal will be made through the host Department/Faculty/Institute/Centre/Directorate / College and submitted for approval to Committee of Deans, SENATE and AHRMC (Acad).

3.4.3 Contract staff will be employed on a two-year term unless agreed otherwise for short durations.

3.4.4 The University shall establish data bank which will assist identification of person(s) to be appointed as Visiting Professor(s)/Lecturer(s)

3.5   Facilitation
3.5.1 Visiting Professor/Lecturer **may be** provided with some facilitations and assistance in form of transport and accommodation within Morogoro, Dar es Salaam and in any other locality.

3.5.2 Visiting Lecturers or Professors may be engaged to serve as External Examiners only when not involved in teaching.

3.5.3 Notwithstanding sub guideline 3.5.1 above no salary or other allowances will be paid to visiting Professor/Lecturer unless provided specifically under terms of appointment**.**

3.6   Termination of Contract
Any Party to the contract can terminate the contract by giving three months notice and stating the reasons thereto.

SECTION 4: ENGAGEMENT OF PART-TIME STAFF

4.1   Appointment Procedure
4.1.1 The Head of Department will be required to submit a formal request to the Chairman of the Appointments and Human Resource Management Committee (Academic) attaching relevant documents such as *curriculum vitae*, certificate and transcripts as well as a reference letter from the employer of the respective candidate. The Head of Department may also submit any other relevant documents or information that deems to be relevant to the application.

4.1.2 Staff who were previously employed by the University or who are/were working for other universities will not need to present their certificates.

4.1.3 Staff will only be considered for appointment only when there is a need for engagement of Part-time staff and the request will be approved by the Chairman of AH R M C (Acad).

4.2   Eligibility

A person to be appointed as a Part-time staff should have a Master/PhD degree with a GPA of not less than 3.8 at Master level and 3.5 at Bachelor level or an average of "B" grade for Veterinary Medicine and Medical graduates at undergraduate.

4.3 Time for Submission of Request

Requests should be submitted to the Chairman of the Appointments and Human Resource Management Committee (Academic) a semester before one is engaged. Moreover, requests should be for a single semester.

4.4 Part-time staff shall be employed on annual basis.

4.5 Part-time staff or those employed on contract will be remunerated according to the prevailing local rates.

SECTION 5: ENGAGEMENT OF POSTGRADUATE STUDENTS

5.1 Eligibility

5.1.1 Masters student who has a GPA of 3.8 at undergraduate level or an average 'B' grade for unclassified degrees are eligible for appointments/engagements as Teaching Assistants.

5.1.2 PhD student with a GPA of at least 3.5 or an average of B for unclassified degree at undergraduate level and a good GPA at Masters level (≥ 4) is also eligible for appointment as a Teaching Assistant.

5.1.3 For Masters students, they should in addition have undertaken a UTLIP course and satisfied the university authority that the candidates have enough teaching skills before taking up teaching assignments.

5.1.4 Masters candidates will have to undergo an English proficiency test to satisfy the university authority in respect of communication competencies.

5.1.5 Additional information may be sought about the integrity of candidate before being considered for engagement as a Teaching Assistant.

5.2 Appointment Procedure

5.2.1 Candidates will be considered for appointment only when the need for engagement of Teaching Assistants is identified, justified and approved by the Chairman of Appointments and Human Resource Management Committee (Academic).

5.2.2 The Head of Department shall be required to submit a formal request to the Chairman of Appointments and Human Resource Management Committee-(Academic), attaching relevant documents such as *curriculum vitae*, certificate and transcripts as well as reference letters from supervisors and other relevant authorities. The Head of Department may also submit any other relevant document or information that deems to be relevant to the application. In such applications, the financial implications will be sought centrally or using own College/ Faculty/ Institute/ Center/Department's sources.

5.2.3 Postgraduate students in Departments, Faculties, Institutes and Colleges, where such positions do not exist or have not been justified

or approved may apply to volunteer (with no financial implications on the part of the university) to serve as Teaching Assistants.

5.2.4   During appointment of Teaching Assistants the respective supervisors must be effectively involved.

5.3   Teaching Load

5.3.1   For Masters students who are in year 2 of their studies, the teaching load should not exceed **40 teaching hours** in a year.

5.3.2   During the second, third and fourth year of PhD studies, the teaching load should not exceed **60 hours** in year.

5.4   Termination

The University may terminate engagement of a Teaching Assistant if it is proven that the candidate's performance is deteriorating academically, unethical or unable to deliver.

PART TWO: CONFIRMATION OF ACADEMIC MEMBERS OF STAFF

SECTION 6: REQUIREMENTS FOR CONFIRMING ACADEMIC STAFF

Heads of Departments, Deans, Directors and Principals shall provide the following information when submitting recommendations for confirmation of Academic members of staff:

6.1 Involvement in Teaching

6.1.1 Tutorial Assistant and Assistant Librarian Trainee being training positions, Staff in these cadres are expected to only participate in practical training, tutorials/seminars, marking of scripts if marking schemes are provided, attending lectures when seniors are lecturing and assisting in preparation of teaching material/library works etc. Hence shall not serve as substantive staff in offering courses.

6.1.2 This must be supported by students' assessment of ones involvement in practical training, tutorials/seminars

6.1.3 For Assistant Lectures/Assistant Librarians and above, Head of Departments'/Directors' reports should indicate courses taught and hours involved; numbers of students involved as it indicates the magnitude of ones involvement in marking assignments and scripts and development of training materials with special reference to compendia.

6.1.4 For Assistant Research Fellows who have teaching assignment as one of their responsibilities, assessment by students will

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also be an integral part of the evaluation of ones involvement in teaching. For Research Fellows with no teaching assignments guidelines No. 6.1.2 – 6.4 should apply.

6.2 Involvement in Veterinary Clinic activities:

6.2.1 For newly graduated veterinarians, one is required to work for one year in the veterinary clinic and this applies to even those recruited from the field. Exception shall apply to those who have worked in veterinary clinics for more than one year.

6.2.2 The report from the supervisor i.e. the Clinician In-charge of the clinic shall be used to evaluate the suitability of the candidate as a permanent employee of SUA. This will be used along with the report from the respective Head of Department in reference to tasks.

6.3 Progress in training

Assessment is by the Head of Department with reference to the task that may have been assigned to a candidate prior to ones commencement of Postgraduate studies and/or the study progress report shall be used in evaluating ones performance.

6.4 Involvement in Research and Consultancy

Heads of Departments are required to evaluate ones performance in research and consultancy and it is of importance to indicate ones involvement in the development of research and/or consultancy proposals; participation in funded projects. Papers published must also be indicated.

6.5 **Participation in symposia, conferences and workshops**
The report from the HoD must also include information about ones participation in conferences, workshops etc. Papers presented in conferences also need to be indicated.

6.6 **Involvement in administrative duties**
Where staff is involved in any form of administrative duty such as being a member of some committees etc this has to be captured in the report

6.7 **Cooperation with other staff**
In order to promote team building, which is one of the pillars of institutional operations, the report must indicate this aspect and other allied attributes

6.8 Consideration for promotion of staff at any level and study leave shall only be effected/granted after one has been confirmed.

PART THREE: DUTIES AND WORKLOAD OF ACADEMIC MEMBERS OF STAFF

SECTION 7: DUTIES OF ACADEMIC MEMBERS OF STAFF

7.1 Tutorial Assistant shall have the following duties and responsibilities;

(a) Understudying senior members including attending lectures and seminars, tutorials and practicals
(b) Undertaking tutorials, seminars and practicals
(c) Assisting in research, consultancy and outreach activities
(d) Any other duty that may be assigned by the relevant authority

7.2 Assistant Lecturer shall have the following duties and responsibilities;

(a) Conducting lectures and practicals for undergraduate programmes and assisting senior staff in lectures and practicals, seminars, tutorials for postgraduate programmes as part of their learning
(b) Preparing case studies
(c) Conducting and/or assisting in tutorials and seminars
(d) Working in co-operation with senior members on specific projects
(e) Supervising special projects for undergraduate students
(f) Designing and developing research proposals
(g) Conducting and publishing research results
(h) Carrying out consultancy and community services
(i) Assist in writing teaching manuals and compendia

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(j) Attending workshops, conferences and symposia

(k) Any other duty that may be assigned by the relevant authority

7.3 Lecturer shall have the following duties and responsibilities;

(a) Teaching through lecturing, conducting tutorials, seminars and practicals for undergraduate and Masters programmes

(b) Carrying out field supervision

(c) Mentoring junior staff in all relevant matters

(d) Participating in curricula development

(e) Participating in developing and managing of various university projects

(f) Designing and developing research proposals

(g) Undertaking research and publishing research results

(h) Carrying out community/outreach services

(i) Undertaking consultancy

(j) Writing teaching manuals and compendia

(k) Supervising undergraduate and postgraduate student projects

(l) Attending/organising workshops, conferences and symposia

(m) Any other duty that may be assigned by the relevant authority

7.4 Senior Lecturer shall have the following duties and responsibilities;

(a) Teaching undergraduate and postgraduate (Masters and PhD) students through lecturing, conducting seminars, tutorials and practicals

(b) Carrying out field supervision

(c) Mentoring junior staff in all relevant matters

(d) Participating in curricula development

(e) Participating in developing and managing of various university projects

(f) Designing and developing research proposals

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(g) Undertaking research and publishing research results
(h) Carrying out community/outreach services
(i) Undertaking consultancy
(j) Writing teaching manuals, compendia and books
(k) Proposing new courses and programmes
(l) Supervising undergraduate and postgraduate student projects
(m) Participating and organising workshops and participating in conferences and symposia.
(n) Any other duty that may be assigned by the relevant authority

7.5 Associate Professor
Duties
(a) Teaching through lecturing, conducting seminars, tutorials and practicals for undergraduate, masters and PhD programmes
(b) Carrying out field supervision
(c) Mentoring junior staff in all relevant matters
(d) Participating in curricula development
(e) Participating in developing and managing of various university projects
(f) Designing and developing research proposals
(g) Soliciting funds for research and development
(h) Undertaking research and publishing research results
(i) Carrying out community/outreach services
(j) Undertaking consultancy
(k) Writing teaching manuals and compendia and books
(l) Proposing new courses and programmes
(m) Supervising undergraduate and postgraduate students
(n) Providing leadership role to the university
(o) Participating in the establishment of research hubs and resource centres
(p) Participating and organising workshops, conferences and symposia.

(q) Any other duty that may be assigned by the relevant authority

7.6   Professor shall have the following duties and responsibilities;
(a) Teaching through lecturing and conducting seminars, tutorials and practicals for undergraduate and postgraduate programmes
(b) Carrying out field supervision
(c) Mentoring junior staff in all relevant matters
(d) Participating in curricula development
(e) Participating in developing and managing of various university projects
(f) Designing and developing research proposals
(g) Soliciting funds for research and development
(h) Undertaking research and publishing research results
(i) Carrying out community/outreach services
(j) Undertaking consultancy
(k) Writing teaching manuals and compendia and books
(l) Proposing new courses and programmes
(m) Supervising undergraduate and postgraduate students
(n) Providing leadership role to the university
(o) Participating in the establishment of research hubs and resource centres
(p) Presenting Professorial Inaugural Lecturers
(q) Participating and organising workshops and participating in conferences and symposia.
(r) Any other duty that may be assigned by the relevant authority

7.7   Assistant Research Fellow
(a) Administering research instruments
(b) Compiling research data
(c) Supervising special projects for undergraduate students
(d) Drafting research proposals and assisting in carrying out research

(e)   Teaching undergraduate students, where applicable
(f)   Understudying senior members including attending lectures and seminars
(g)   Publishing of papers
(h)   Attending conferences, workshops and symposia
(i)   Any other duty that may be assigned by the relevant authority

7.8   Research Fellow shall have the following duties and responsibilities;
(a)   Supervising undergraduate and Masters students
(b)   Teaching undergraduate and Masters students, where applicable
(c)   Designing and developing research proposals
(d)   Carrying out field supervision
(e)   Conducting research, consultancy, outreach and community services
(f)   Publishing research findings
(g)   Providing guidance to junior staff
(h)   Publishing teaching manuals and compendia where applicable
(i)   Participating and organising conferences, workshops and symposia
(j)   Any other duty that may be assigned by the relevant authority

7.9   Senior Research Fellow shall have the following duties and responsibilities;
(a)   Supervising undergraduate and postgraduate students including PhD students
(b)   Designing and developing research proposals
(c)   Teaching undergraduate and postgraduate students, where applicable
(d)   Carrying out field supervision
(e)   Conducting research, consultancy, outreach and community services
(f)   Publishing research findings

(g)   Identifying research areas

(h)   Soliciting funds for research

(i)   Organizing research panels, symposia, and workshops

(j)   Providing guidance to junior staff

(k)   Publishing teaching manuals, compendia and text books

(l)   Any other duty that may be assigned by the relevant authority

7.10 Associate Research Professor shall have the following duties and responsibilities;

(a)   Supervising undergraduate and postgraduate students including PhD students

(b)   Designing and developing research proposals

(c)   Teaching undergraduate and postgraduate students where applicable

(d)   Carrying out field supervision

(e)   Conducting research, consultancy, outreach and community services

(f)   Publishing research findings

(g)   Identifying research areas

(h)   Soliciting funds for research

(i)   Organizing research panels, symposia, and workshops

(j)   Undertaking large scale research projects

(k)   Providing leadership role to Organization

(l)   Providing guidance and counselling to clients in the field

(m)   Providing guidance to junior staff

(n)   Participating in the establishment of research hubs and resource centres

(o)   Publishing teaching manuals, compendia and text books

(p)   Any other duty that may be assigned by the relevant authority

7.11 Research Professor shall have the following duties and responsibilities;

(a) Supervising undergraduate and postgraduate students
(b) Designing and developing research proposals
(c) Teaching undergraduate and postgraduate students where applicable
(d) Conducting seminars, workshops and participating in conferences and symposia.
(d) Carrying out field supervision
(e) Conducting research, consultancy, outreach and community services
(f) Publishing research results, teaching manuals, compendia and text books
(g) Identifying research areas
(h) Soliciting funds for research
(i) Organizing research panels, symposia, and workshops
(j) Undertaking large scale research projects
(k) Providing leadership role to Organization
(l) Providing guidance and counselling to clients in the field
(m) Participating in the establishment of research hubs and resource centres
(n) Taking a leading role in the development of the University
(o) Administering and coordinating research projects
(p) Monitoring of the implementation of research findings
(q) Mentoring of junior staff
(r) Participating in curriculum development
(s) Participating in developing and managing of various university projects
(t) Proposing new courses and programmes
(u) Presenting Professorial Inaugural Lecturers
(v) Any other duty that may be assigned by the relevant authority

7.12 Trainee Assistant Librarian shall have the following duties and responsibilities;

(a) Understudying senior members including attending lectures and seminars
(b) Assisting in handling matters pertaining to lending out and receipt of books and other reading materials in the library
(c) Assisting in automating the library services
(d) Assisting in cataloguing and classification of books
(e) Assisting in indexing of periodicals and journals
(f) Re-shelving of books left by readers on study tables
(g) Any other duty that may be assigned by the relevant authority

7.13 Assistant Librarian shall have the following duties and responsibilities;

(a) Handling matters pertaining to lending out and receipt of books
(b) Assisting in automating the library catalogue and circulation services
(c) Assisting in cataloguing and classification of books
(d) Assisting in indexing of periodicals and journals
(e) Re-shelving of books left by readers on study tables
(f) Assist in acquisitions of library materials by selecting, ordering, receiving and recording them
(g) Assisting readers in searching for information in the computer through the CD-ROMs, internet and shelves
(h) Assisting in abstracting service and giving advice to readers.
(i) Conducting lectures
(j) Preparing case studies
(k) Conducting and/or assisting in tutorials and seminars

(l) Working in co-operation with senior members on specific projects
(m) Supervising special projects for undergraduate students
(n) Conducting research and publishing research results
(o) Carrying out consultancy services
(p) Carrying out community services
(q) Writing teaching manuals and compendia
(r) Any other duty that may be assigned by the relevant authority

7.14 Librarian shall have the following duties and responsibilities;
(a) Handling matters pertaining to lending out and receipt of books
(b) Automating the library catalogue and circulation services
(c) Cataloguing and classification of books, indexing of periodicals, journals and other reference materials
(d) Assisting in indexing of periodicals and journals
(e) Re-shelving of books left by readers on study tables
(f) Assist in acquisitions of library materials by selecting, ordering, receiving and recording them
(g) Assisting readers in searching for information in the computer through the CD-ROMs, internet and shelves
(h) Assisting in abstracting service and giving advice to readers.
(i) Abstracting theses, journals and periodicals for library users
(j) Providing readers with reference services and appropriate advice
(k) Teaching through lecturing and conducting seminars

(l) Attending/organising workshops, conferences and symposia.
(m) Carrying out field supervision
(n) Participating in curricula development
(o) Conducting research and publishing research results
(p) Carrying out community/outreach services
(q) Carrying out consultancy services
(r) Writing teaching manuals and compendia
(s) Supervising undergraduate and Masters students
(t) Supervising special projects for undergraduate students
(u) Writing teaching manuals and compendia
(v) Any other duty that may be assigned by the relevant authority

7.15 Senior Librarian shall have the following duties and responsibilities;
(a) Teaching through lecturing and conducting seminars
(b) Participating and Organising workshops, conferences and symposia.
(c) Carrying out field supervision
(d) Mentoring junior staff
(e) Participating in curricula development
(f) Participating in developing and managing of various university projects
(g) Designing and developing research proposals
(h) Conducting research and publishing research results
(i) Carrying out community/outreach services
(j) Carrying out consultancy services
(k) Supervising undergraduate and Masters students
(l) Supervising special projects for undergraduate students
(m) Writing teaching manuals, compendia and books

(n)   Handling matters pertaining to lending out and receipt of books

(o)   Automating the library catalogue and circulation services

(p)   Cataloguing and classification of books, indexing of periodicals, journals and other reference materials

(q)   Identifying relevant titles for acquisition and stocking of library materials by selecting, ordering, receiving and recording them

(r)   Abstracting theses, journals and periodicals for library users

(s)   Providing readers with reference services and appropriate advice

(t)   Designing lending policies and inter-library lending procedures

(u)   Designing library courses

(v)   Any other duty that may be assigned by the relevant authority

7.16 Associate Library Professor shall have the following duties and responsibilities;

(a)   Teaching through lecturing and conducting seminars

(b)   Participating and Organising workshops, conferences and symposia.

(c)   Carrying out field supervision

(d)   Mentoring junior staff in all relevant matters

(e)   Participating in curricula development

(f)   Participating in developing and managing of various university projects

(g)   Designing and developing research proposals

(h)   Undertaking research and publishing research results

(i)   Carrying out community/outreach services

(j)   Undertaking consultancy

(k)   Writing teaching manuals, compendia and books

(l)   Proposing new courses and programmes

(m) Supervising undergraduate and postgraduate students
(n) Providing leadership role to the university
(o) Participating in the establishment of research hubs and resource centres
(p) Automating the library catalogue and circulation services
(q) Cataloguing and classification of books, indexing of periodicals, journals and other reference materials
(r) Identifying relevant titles for acquisition and stocking of library materials by selecting, ordering, receiving and recording them
(s) Abstracting theses, journals and periodicals for library users
(t) Providing readers with reference services and appropriate advice
(u) Designing lending policies and inter-library lending procedures
(v) Designing library courses
(w) Providing guidance and counselling to library users
(x) Liaising with Deans and Directors on matters pertaining to the establishment of resource centres
(y) Liaising with Deans and Directors on the matters pertaining to the acquisition of relevant titles and curricula development
(z) Any other duty that may be assigned by the relevant authority

7.17 Library Professor shall have the following duties and responsibilities;
(a) Teaching through lecturing and conducting seminars
(b) Participating and Organising workshops, conferences and symposia.
(c) Mentoring junior staff
(d) Undertaking curricula development

(e) Developing and managing of various university projects
(f) Designing and developing research proposals
(g) Undertaking research and publishing research results
(h) Carrying out community/outreach services
(i) Undertaking consultancy
(j) Writing teaching manuals, compendia and books
(k) Designing and developing of new courses and programmes
(l) Supervising undergraduate and postgraduate students
(m) Providing leadership role to the university
(n) Establishment of research hubs and resource centres
(o) Automating the library catalogue and circulation services
(p) Cataloguing and classification of books, indexing of periodicals, journals and other reference materials
(q) Identifying relevant titles for acquisition and stocking of library materials by selecting, ordering, receiving and recording them
(r) Abstracting theses, journals and periodicals for library users
(s) Providing readers with reference services and appropriate advice
(t) Designing lending policies and inter-library lending procedures
(u) Providing guidance and counselling to library users
(v) Liaising with Deans and Directors on matters pertaining to the establishment of resource centres
(w) Liaising with Deans and Directors on the matters pertaining to the acquisition of relevant titles and curricula development
(x) Taking a lead role in the development of the University

(y)   Presenting Professorial Inaugural Lecturers

(z)   Any other duty that may be assigned by the relevant authority

SECTION 8:   WORKLOAD FOR ACADEMIC MEMBERS OF STAFF

8.1   Teaching loads for academic members of staff at SUA shall not take into account the preparation time.

8.2   Teaching loads for TAs, Assistant Lecturers, Lecturers, Senior Lecturers, Associate Professor/Professor shall be 232**,** 290, 348, 348 and 290 hours   (per 29 teaching weeks) respectively(Appendix   5).   The   study   and examination weeks shall not be included in the calculations.

8.3   Teaching loads for Librarians shall be 87 hours for Trainee Librarian, 174 Assistant Librarian and Librarian, 203 for Senior Librarian and 116 for Associate Library Professor and Library Professor.

8.4   Teaching workloads for Research Fellows who embark in teaching shall be less than that of regular teaching staff as indicated in Appendix 5. Indeed, it is approximately 60% of the workloads for teaching staff/librarians. This in keeping with the research lead obligations and hence in support of their higher requirements in respect to publication rates. Research fellows who are not involved in teaching will be deemed to have teaching workloads of 0. Teaching loads for those with teaching tasks shall thus be 145, 174, 174 and 145 hours for Assistant Research Fellows, Research Fellows, Senior Research Fellows and Associate/   Professor   Research   Fellows, respectively.

8.5 Teaching loads of at most one credit hour shall be for both Deputy Vice Chancellor (Academic) and Deputy Vice Chancellor (Administration and Finance)

8.6 Teaching Loads for Heads of Departments/Deputy Deans/Directors, Deans/Directors, and Deputy Vice Chancellors shall be as indicated in Appendix 5.

8.7 Factors of **1 and 0.5** shall be used in calculating lecture and practical/tutorial/seminar workloads, respectively to teaching loads.

8.8 The teaching loads constitute teaching tasks for undergraduate and postgraduate programmes but shall not involve programmes such as evening, parallel and programmes under consultancy arrangements.

8.9 In addition, teaching loads exclude time spent in supervision of special projects and postgraduate students.

PART FOUR: REVIEW OF STAFF PERFORMANCE

SECTION 9: REVIEW TEAM

9.1 College/Faculty/Institute and Departments should elect review teams of NOT more than five and not less than three members for the purpose of Staff review.

9.2 A Review Team should normally comprise senior academic members of staff. For large Departments, the Departmental Review Team will be responsible for reviewing all staff. Smaller Departments of less than five academic members of staff, the review will be done by the College/Faculty/ Institute/Centre Review Team. The College/Faculty/Institute/Centre Review Teams will consider recommendations from Departmental Review Teams.

SECTION 10: CRITERIA FOR RECOGNITION OF JOURNALS/BULLETINS

10.1 All journals/bulletins shall be evaluated and registered with the University.

10.2 To be registered as a recognized journal/bulletin, the following criteria shall apply:-
   i) The journal/bulletin must have an Editorial Board whose members should be known by names.
   ii) Target readership should include tertiary and research institutions.
   iii) Types of articles should deal with basic and applied knowledge.

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iv)   The circulation of the journal/bulletin should be wide covering national and international boundaries.

v)   The production of the journal/bulletin should be by recognized methods such as conventional printing, electronic etc.

vi)   Frequency of publications should be regular.

SECTION 11:   REVIEWERS OF PUBLICATIONS

11.1   For promotion to Associate Professor/Associate Research Professor/Associate Library Professor and Professor/Research Professor/Library Professor, the assessment of publications by persons academically senior to the one under review and external to the University is mandatory.

11.2   For promotion to Senior Lecturer or Senior Research Fellows and Senior Librarians the assessment of publications, books and compendia must be done by persons academically senior to the one under review within the University.

11.3   For promotion to Lecturer or Research Fellow or Librarian, all papers published in peer review journals need not be reviewed. However, proceeding papers, compendia, chapter in a book and books need to be reviewed by persons academically senior to the one under review within the University.

11.4   Journal papers published by a Tutorial Assistant need not be subjected to review but proceeding papers have to be evaluated by senior staff.

SECTION 12:   ASSESSMENT OF PUBLICATIONS

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Publications shall be evaluated and weighted on a point scale. For the purpose of this exercise, dissertations and research reports including project performance/evaluation reports shall not be considered for promotion. The following shall be considered during the evaluation: coverage of subject matter, originality, presentation, contribution to knowledge, relevance to academic discipline & overall quality. The evaluation should be in a descriptive form plus a summary of the report in a standard format (Appendix 6).

12.1 Papers

12.1.1 A paper in recognized journals shall score **1 unit if awarded Excellent (A), Very Good (B+) or Good (B) and 0.5 if awarded a satisfactory (C) status.** One unit will be awarded to authors if a paper demonstrates multidisciplinary and/or is emanating from a known research group, the latter which comprises inter- and/or intra – discipline research partnership or linkages. Shared points will be awarded to papers that do not show the above attributes.

12.1.2 Papers graded C by reviewers will be used for promotion and in such situations a maximum of two such papers shall be used for promotion. However, papers graded C shall not be used for promotion to the ranks of Associate Professor and Professor.

12.1.3 A paper appearing in recognized proceedings of conferences, workshops, symposia and is positively evaluated (*awarded Excellent, Very Good or Good)* shall score **0.5 of a unit.**

12.2 Books

12.2.1 Books and discipline specific dictionaries that have been published internationally or locally by

a Publishing House which has Editorial Board. The book, which in addition must bear an ISBN Number, shall be evaluated and graded as follows:-

Excellent   (A)   =   6 Units
Very Good (B+) =   4 units
Good   (B)   =   3 units
Satisfactory   (C)   =   2 units

12.2.2 Chapters in books if positively evaluated shall be awarded as it applies with journal articles i.e. **1 unit if *awarded A, B+ or B grade and 0.5 if awarded C grade*.**

12.2.3 Published books meant for lower cadres (Secondary Schools, diploma and certificate courses) shall be evaluated and graded as follows:-

Excellent (A)   =   2 units
Very Good (B+)   =   1.5 units
Good   (B)   =   1unit
Satisfactory   (C)   =   0.5 unit

12.3 Compendia

Compendia should be sent out to reviewers for assessment of their quality and awarded as follows;

Excellent   (A)   =   3 units
Very Good (B+) =   2 units
Good   (B)   =   1.5 Units
Satisfactory   (C)   =   1 unit.

12.4 Extension Materials, Patents, Teaching Manuals and Software

12.4.1 Positively evaluated publications in the form of other forms of extension materials such as manuals shall be awarded **1 unit if** *graded A, B+ or B and shall be awarded 0.5 if graded C.*

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12.4.2 Patents and Commissioned Computer Software shall be awarded **2 Units.**

12.4.3 For purposes of the review process implied here, fliers and brochures do not constitute extension materials worth being used for promotion.

12.5 Consultancy Reports

Reports of Consultancies registered with SUA's Consultancy Unit(s) shall be considered for promotion and if positively evaluated *(A, B+ or B)* they shall be awarded **0.5 units. Such reports need to be supported by positive acceptance by the clients.**

12.6 Book Reviews

Review of books shall be used for promotion and if positively evaluated it shall be awarded **0.5 units.**

SECTION 13:   TEACHING EFFECTIVENESS

13.1 Students' assessment of teaching by academic members of staff is mandatory and shall be taken into account in their assessment of the teaching effectiveness. Special forms shall be used for this exercise (Appendix 7).

13.2 The students' assessment shall be considered alongside that of the Peer Review Team formed from within or outside the Department for assessing teaching effectiveness of staff. Assessment by the Peer Review Team shall also use a special form (Appendix 8).

13.3 Teaching effectiveness as evaluated by students and the Peer Review Team shall be scored as follows:-
Excellent   (A)   =   2 units
Very Good (B+) =   1.5 units
Good   (B)   =   1 unit

Satisfactory (C) = 0.5 unit
Poor (D) = 0.0 unit

To obtain the above grades one must have taught the normal work load prescribed *per annum*. For those whose teaching load is less than the prescribed, one will score half of the respective units.

A letter of warning will be written by the Deputy Vice Chancellor (Academic) to those Academic members of staff who score "D".

13.4 Teaching units acquired during the year of review shall be used in the promotion exercise and hence shall contribute to the cumulative units.

13.5 Units acquired prior to the year of review will not be used in the promotion exercise and hence shall not be used in contributing to the cumulative units.

13.6 For candidates vying for promotion to positions of Lecturer or Research Fellow or Librarian and who will be on studies during the third year of review, teaching units for the 1st or 2nd year will be considered for promotion.

SECTION 14: ASSESSMENT AS A RESEARCHER

14.1 Assessment as researchers shall be based on the level of participation in research projects, attraction of research funds, publications and supervision of special projects and postgraduate.

- ***Excellent will be awarded to staff who is serving as Project Leader; and has attracted research funds and/or has***

published 1 or 2 papers in a year. Supervision of undergraduate and/or postgraduate students will be an added merit.

- *Very Good be awarded to a candidate who is a partner in research project(s); has participated in attracting research funds and has published at least one paper. Supervision of undergraduate and/or postgraduate students will be an added merit.*
- *Good be awarded to one who has published paper(s) without having funded projects OR is actively involved in supervising at least 2 undergraduate and/or one postgraduate student*
- *Satisfactory be awarded to one who is not involved in research including not being involved in supervising students*

SECTION 15: ASSESSMENT OF TUTORIAL ASSISTANTS AND ASSISTANT LIBRARIAN TRAINEES IN TERMS OF RESEARCH, CONSULTANCY AND OUTREACH ACTIVITIES

15.1 TAs/ALTs should be assessed in terms of their participation in seminars, tutorials and practicals by students as it applies for other cadres (60% marks).

15.2 They should also be assessed by mentors in terms of conduct and academic performance (40 marks) of the mentor. This thus calls for the need to officially assign mentors when TAs are recruited and whose roles shall include but not limited to providing a two-year guidance to candidates.

15.3 With the exception of Veterinarians Tutorial Assistants, other Tutorial Assistants/ Assistant Librarian Trainees should not be assessed in terms of research, outreach and consultancy.

15.4 Tutorial Assistants who are veterinarians are required to work in the clinic for one year; during which they will also be required to participate in seminars, tutorials and practical. Performance in the clinic will be assessed by supervisors in the clinic and the appointed mentors whereas participation in practicals, tutorials and seminars will be evaluated by students.

SECTION 16: OTHER GUIDELINES PERTAINING TO STAFF REVIEW AND PERFORMANCE

16.1 Academic members of staff who have stagnated for more than six years in one rank should be encouraged by the Deputy Vice Chancellor (Academic) to be more active in research and publishing. This will be done in collaboration with the Principal/Dean/Director and Head of Department.

16.2 Individuals who are eligible for promotion but are not promoted should be informed as to why they were not promoted. Heads of Departments, Deans/Directors/ Principals and Deputy Vice – Chancellor (Academic) shall share the responsibility of informing the members of staff concerning the decisions made at different stages of staff review.

16.3 Individual staffs are allowed to request for review of their cases to the Chairman of Appointments and Human Resource Management Committee (Academic) if not satisfied with grounds advanced against his/her promotion.

16.4 An academic member of staff (TA or Assistant Lecturer) who registers for a Master degree must obtain a minimum GPA of 3.5 or an average of B for unclassified degrees. For graded Theses and Dissertations, the grade should not be lower than B where applicable. For ungraded Theses and Dissertations, the decision of the University which assessed it will be respected, i.e., there will be no new assessment.

16.5 It is mandatory that any staff reporting back from Master Degree studies to submit both original and copies of academic transcripts and certificates. After submission the staff should be informed in writing on whether his/her performance meets the guideline 16.4 above or not and his/her fate. Those whose performances do not meet the guideline 16.4 above shall be liable for termination.

16.6 Academic staff at any level who are registered for higher degree and fail in their studies, this includes staff who fail to submit original MSc and PhD certificates and copies of Thesis within one year of their completion of studies as implied in the Contract Agreement between Staff and SUA shall cease to be members of the academic staff of the Sokoine University of Agriculture. Such candidates shall be liable for termination.

16.7 Except in exceptional cases, newly recruited Assistant Lecturers and Assistant Librarians should not be above the age of 35 years. The aim

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is to recruit young persons who can be molded and nurtured academically and professionally.

16.8 Filling of the annual confidential report forms is mandatory for staff including those on study leave and leave without pay. Staffs who do not submit their annual confidential report forms without satisfactory reasons in a given year, that particular year will not be counted when considering them for promotion.

16.9 Presentation of inaugural lectures by Professors is encouraged in order to stimulate research vibrancy and motivation. Members will be facilitated in monetary terms to enable them to effectively prepare and deliver their lectures.

16.10 Letters of commendation shall be given to those who have acquired at least three publications over and above the minimum number of units required for promotion to a given rank but have not stayed for more than three years in their present ranks since last promotion. Such a staff shall be awarded a double salary increment if one has not reached the maximum of the respective scale.

16.11 In all cases involving staff in training, promotion shall be effected up to a Lecturer level. Staff who are on study leave and are involved in teaching at SUA shall be remunerated accordingly as it applies to the existing Heavy Teaching Load rates. Their teaching roles will not contribute to their promotion.

16.12 Staff on leave without pay and who are involved in teaching at SUA may be considered for promotion as it applies in Part VII; subsection 26.8. However, all other staff who are not

involved in teaching during the year of review shall not be eligible for promotion.

16.13 Staff who fail to register for PhD studies within five years after completion of MSc/MA studies after being given an opportunity by the University and **without compelling reasons** shall be liable for termination.

16.14 No Staff shall be re-categorized beyond Lecturer/ Research Fellow/ Librarian level after acquiring a PhD qualification**.**

PART FIVE: CRITERIA FOR PROMOTION OF ACADEMIC MEMBERS OF STAFF

SECTION 17: LECTURERS AND RESEARCH FELLOWS

Position	Qualification
17.1 Tutorial Assistant	Possession of Bachelor degree qualification with a Minimum GPA of 3.8 or an average of B for unclassified degrees such as that of veterinary and medical graduates and assessed to be potentially good academically.
17.2 Assistant Lecturer/ Assistant Research Fellow	**Direct employment** (i**)** Employment of a candidate in possession of a good Masters with Coursework and Dissertation (minimum GPA of 3.8) and having a minimum GPA of 3.5 or equivalent (i.e. an average of B for BVM and medical graduates) in the undergraduate degree programme (ii) Employment of a candidate with Bachelor degree qualifications with minimum GPA of 3.8 or an average of B for unclassified degrees such as that of Veterinary and

Medical graduates and with relevant work experience of at least three years.

OR

In service
Promotion of a Tutorial Assistant: The candidate should have a good teaching experience and overall good work performance of at least two years **OR** having a good working experience of one year and a good progress report in postgraduate studies at the end of year one of studies **OR** upon successful completion of Masters for someone with no working/teaching experience.

The minimum post for the cadre of Research Fellows will be Assistant Research Fellow and hence shall be recruited from candidates with postgraduate qualifications only and who would have shown to be potential in research.

17.3 Lecturer/Research   Direct employment

| **Fellow** | Employment of a candidate with PhD qualification. Such a candidate should in addition have a GPA of at least 3.8 at Masters level and 3.5 at undergraduate level or an average of B for Veterinary and Medical graduates. |

OR

In service

Promotion of an Assistant Lecturer /Assistant Research Fellow with satisfactory teaching and/or research and extension experience of at least three years.

Promotion of an Assistant Lecturer: the candidate should in addition have at least **two units** acquired through teaching and research (with one of the units having been acquired from publications).

Promotion of an Assistant Research Fellow with teaching

A candidate involved in teaching should in addition have at least **three units from publications** and at

least **one unit** acquired from teaching.

Promotion of an Assistant Research Fellow without teaching
The candidate should in addition have at least **four** units acquired through publications; with three points being from refereed journals.

17.4 Senior Lecturer/ Direct
Senior Research Fellow Employment of a candidate with PhD qualifications and with **four years** of relevant work experience post PhD Studies. Such a candidate should in addition have a GPA of at least 3.8 at Masters level and 3.5 at undergraduate level or an average of B for Veterinary and Medical graduates and should have published **four journal a**rticles.

In service
Promotion of Lecturer or Research Fellow with at least three years of professional work as Lecturer or Research Fellow with **satisfactory**

teaching and/or research and/or extension experience of at least three years.

Promotion of a Lecturer
A candidate should have a total of **seven units** of which **five units** should have been obtained since last promotion. Of the **five units**, at least **three units** (60%) shall be from papers published in recognized journals/published books, plus at least **one** unit from teaching. **The candidate should be the first author in at least two of the journal papers**.

Promotion of Research Fellow with teaching
A candidate should have accumulated a total of **nine units**. At least **six units** should have been obtained since last promotion. Of the **six units**, at least **four units** shall be from recognized journals/published books and at least **one uni**t should be acquired from teaching. **The candidate should be the first**

author in at least two of the journal papers.

Promotion of Research Fellow without teaching
A candidate should have accumulated **eleven units** with at least **seven units** obtained since last promotion. Of the **seven units, five** must come from recognized journals/published books. **The candidate should be the first author in at least three of the journal papers.**

No candidate shall be promoted beyond Senior Lecturer level without a PhD qualifications.

17.5　　　　　　**Associate Professor/**
In service
Associate Research　Promotion of Senior Lecturer
Professor　　　　　or Senior Research Fellow with at least three years of satisfactory teaching/ research and/extension experience.

Promotion of a Senior Lecturer
A candidate should have accumulated at least a total of **fifteen** units. The

candidate should in addition have a minimum of **eight** units acquired since last promotion of which at least **five units** (**60%)** should come from recognized journals/published books and at least **one unit** from teaching. **The candidate should be the first author in at least three of the journal papers.**

Promotion of a Senior Research Fellow with teaching task
A candidate who is involved in teaching should in addition have accumulated at least a total of **seventeen** units. The candidate should have a minimum of **ten** units obtained since last promotion, of which at least **seven units** should come from recognized journals/published books and at least **one unit** from teaching. **The candidate should be the first author in at least four journal papers.**

Promotion of a Senior Research_Fellows without teaching

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A candidate should have accumulated **23 units**, with at least **12 units** acquired since last promotion of which at least **ten units** should come from recognized journals /published books. The candidate must be the first author in at least six journal papers.

17.6	**Professor /Research** A candidate should have at
Professor	least three years of professional work as an Associate Professor or an Associate Research Professor with teaching and/or research and/or extension experience of at least three years.

In service
Promotion of an Associate Professor
A candidate must have accumulated a total of **twenty-four** units of which, **nine** units should have been obtained since last promotion. At least **six** of the **nine units** should come from recognized journals/ published books and at least **one unit** from teaching. **The candidate should be the first**

author in at least three of the journal papers.

Promotion of an Associate Research Professor with teaching
A candidate who is involved in teaching should have at least three years of Professional work as an Associate Research Professor with extensive research and teaching experience and at least a total of **twenty eight units** of which, **eleven units** should have been obtained since last promotion. Of the **eleven units**, at least **eight units** should come from recognized journals/published books and at least **one unit** acquired from teaching. **The candidate should be the first author in at least four journal papers.**

Promotion of an Associate Research Professor without teaching
A candidate not involved in teaching, should have accumulated **thirty seven units** of which

fourteen units should have been obtained since last promotion. Of the **fourteen units**, at **least eleven** should come from recognized journals/published books. **The candidate must be the first author in at least six journal papers.**

SECTION 18: LIBRARIANS

Position	Qualifications
18.1	**Trainee Assistant**
Librarian	Possession of BSc/BA with a Minimum GPA of 3.8 or an average of B for the BVM/Medical graduates and who have been assessed to be potentially good academically.
18.2 Direct	**Assistant Librarian**
	(i) Employment of a candidate in possession of a good (minimum GPA of 3.8 Masters Degree in addition to having a minimum GPA of 3.5 or equivalent in the undergraduate degree programme.
	(ii) Employment of a candidate with BSc or BA

qualifications with GPAs as indicated above and relevant work experience of at least three years.

In service
Promotion of a Trainee Assistant Librarian: A candidate should have good library work experience and performance of at least two years **OR** working experience of one year and good progress report of postgraduate studies at the end of year one of studies **OR** upon **successful** completion of Masters for one with no library work experience.

18.3 Librarian

Direct employment
Employment of a Holder of PhD qualification and a GPA of 3.8 at Masters level and a GPA of 3.5 at undergraduate level or equivalent. Such a candidate should have published four journal articles.

In service
Promotion of an Assistant Librarian: A candidate should have at least three years of

satisfactory service in library work and, research and/or teaching. The candidate should in addition have at least **two** units acquired through research and/or teaching (with one of the units having been acquired from publications).

18.4   Senior Librarian

Direct Employment

Employment of a candidate with PhD qualifications and with **fours years** of library or relevant work experience post PhD studies. Such candidate should in addition have a GPA of at least 3.8 at Masters level and 3.5 at undergraduate level or an average of B for Veterinary and Medical graduates and should have published **four journal** articles.

In service

Promotion of a Librarian: A candidate should have at least three years of good Library work including research and teaching. In addition, such a candidate should have a total of **seven units,** of which **five units** should have been

obtained since last promotion. Of the **five units**, **at least three** (60%) shall come from recognized journals/books and **one unit** from teaching. **The candidate should be the first author in at least two journal papers.**

*No candidate shall be promoted above the Senior Librarian level without PhD qualifications***.**

18.5	**Associate Library Professor**	**In service**

Promotion of Senior Librarian: A candidate should have a good working experience of at least three years in library work, research and extension/ teaching. In addition the candidate should have accumulated a total of **fifteen units** of which **eight units** should have been obtained since last promotion. Of the **eight units** at least **five units** should come from recognized journals/ published books and **one unit** from teaching assignments. **The candidate should be**

		the first author in at least three of the journal papers.
18.6	**Library Professor**	**In service**
		Promotion of an Associate Library Professor: A candidate should have at least three years of Library work experience with extensive library work, Extension, research/teaching experience. In addition the candidate must have a total of **twenty-four units**. Of the **twenty four units**, **nine units** should have been obtained since last promotion. Of the **nine units**, **six units** (60%) should come from recognized journals/ published books. **The candidate must be the first author in at least three journal papers.**

SECTION 19: **PROMOTION OF NEWLY EMPLOYED ACADEMIC MEMBERS OF STAFF**

19.1 Tutorial Assistants/Trainee Assistant Librarian and other cadres employed up to 30th September of any year be promoted to Assistant

Lectures/Assistant Librarians after fulfilling approximately the two- **(21 -30 months)** and three-year (33-42 months) requirements, respectively.

19.2 Tutorial Assistants/Trainee Assistant Librarians employed from 1st of October to December 31st of any year shall not be promoted on the same date as those employed before October of employment year in question (up to more than 9 months beyond the cut-off of 2 or 3 years *vs* 6 months for those employed a year before).

19.3 This requirement (19.2) shall not apply to those being re-categorised to Assistant Lecturer-ship or Lecturer-ship positions after attaining requisite postgraduate qualifications.

19.4 All newly employed academic members of staff who are employed up to September of the year of review shall be required to fill annual confidential forms and evaluated accordingly (with the year of review accounting for the fate in respect of promotions). Those employed thereafter shall also fill forms and evaluated based on duties assigned to them by the seniors.

PART SIX: APPOINTMENTS AND RESPONSIBILITIES OF PRINCIPALS AND DEPUTY PRINCIPALS; DEANS AND DEPUTY DEANS; DIRECTORS AND DEPUTY DIRECTORS; AND HEADS OF DEPARTMENTS

20.0 The appointment and responsibilities of Principals/Deans/Directors/Deputy Principals/ Deputy Deans/ Deputy Directors and Heads of Departments shall be as stipulated in the SUA Charter, 2007 and as amended from time to time.

PART SEVEN: STAFF SABBATICAL LEAVE, LEAVE WITHOUT PAY, POSTDOCTORAL FELLOWSHIP AND ENGAGEMENT WITH OTHER INSTITUTIONS UNDER IUCEA AS VISITING PROFESSORS/LECTURERS

SECTION 21: RULES AND REGULATIONS GOVERNING SABBATICAL LEAVE

21.0 Eligibility

21.1 One must:-

i) Be on permanent terms of employment at the Sokoine University of Agriculture.

ii) Have served at a level not less than a Lecturer/Research Fellow/Librarian at Sokoine University of Agriculture for a continuous period of at least four years after PhD or equivalent training.

iii) Have served the University for at least four years since previous sabbatical.

21.2 For Units/Departments/Faculties/Institutes/Colleges which have more than one candidate eligible for sabbatical leave at a given period,

i) The order of priority of taking the Sabbatical leave shall be determined by the relevant Units/ Departments/Faculties/Institutes/Colleges.

ii) Those who have served the University longer since completion of PhD or since the previous sabbatical leave, shall get a higher priority;

iii) Those who have just completed a full triennium as University administrators (e.g. Principals, Deans, Directors, Heads of Departments) during which period they had a relatively little time available for research, will also be placed on a high priority.

iv) Under no circumstances will teaching in a given Department be allowed to suffer as a result of staff members taking Sabbatical leave. Hence, the interest of the University shall supersede ones interests.

v) Prospective candidates for a Sabbatical leave must submit to Chairman, AHRMC (Academic), through their Departments and Colleges/Faculties/ Institutes/Centres, a comprehensive and acceptable research programme, which will be undertaken during the sabbatical leave period.

22.0 Duration

22.1 The duration of the Sabbatical leave shall be one year. Under very special circumstances extension of up to 3 months may be granted. Beyond this extension period (if granted) one must apply for leave without pay.

22.2 Where the sabbatical leave for a Principal/Deputy Principal of College/Dean/Deputy Dean of Faculty, Director/Deputy Director of Institute/Centre or Head of Department, or another approved category of academic Administrator, and where absence from office exceeds a period of six months, the candidate will be required to relinquish his/her leadership role.

23.0 Sabbatical Activities

23.1 While on sabbatical leave, a member of staff shall channel his/her efforts towards undertaking the following or equivalent activities:-

i. Advancing frontiers of knowledge and gaining experience through research.

ii. Processing of research data and publishing papers, books and compendia.

iii. Consultancy work, where there is evidence of research involvement.

iv. Teaching and/or Consultancy work where there is evidence of research involvement.

24.0 Financial Arrangements

24.1 Members of staff receiving only a stipend for living expenses from a donor agency during the Sabbatical Leave period will receive 100% of their University salaries during the approved Sabbatical Leave period. Those receiving a full salary and NOT just a stipend from a sponsor will for financial purposes only be regarded as being on Sabbatical Leave without pay.

24.2 SUA shall strive to make budgetary allocation for sabbatical leave for its staff.

25.0 Sabbatical Report

25.1 Every staff member shall, on completion of the Sabbatical leave activity, submit to the Chairman AHRMC (Academic) through the respective Head of Department and College Principal/Faculty Dean/ Institute and Centre Director and DVC (Academic), a comprehensive report describing the work accomplished.

25.2 Reports shall be submitted to the Chairman AHRMC (Academic) within three months of completion of the sabbatical leave activity.

25.3 Disciplinary action will be taken against staff members who do not adhere to the approved programme of sabbatical leave activities or fail to submit the sabbatical leave report within the stipulated deadline.

SECTION 26: LEAVE WITHOUT PAY

26.1 Staff intending to request for leave without pay should submit their request six months prior to the intended date of departure. This is intended to allow the University to process application for replacements.

26.2 Staffs who join organizations/institutions that have formal agreements with SUA will be allowed to work in such entities for up to five years. Such staff will be required to resume for duties and work for at least 10 years before being granted permission for another round of any form of leave without pay.

26.3 Staff working with organizations/institutions that have no formal links/agreement with SUA but which provide added value in SUA's missions in terms of facilitating funding for research, consultancy and training, be allowed to work in such organizations for two years but up to five years under the condition that renewal of leave without pay after the initial two years will be based on evaluation of benefits to SUA. The Department/College/_Faculty/Institute/Centre will be required to submit evidence of SUA's benefits emanating from the employment of the staff on leave without pay.

26.4 Staff joining organizations for which SUA has no formal links and for which there are no direct benefits, then such staff be allowed to work for up to two years and should be required to come back and work for at least four years before another round of leave without pay can be considered.

26.5 Staff appointed by the President of the United Republic of Tanzania, the leave without pay will remain open until the end of the appointment and staff who replace them shall be employed on contract terms of two years.

26.6 Staff appointed into the government/public system under the non-presidential appointment system, their leave without pay be granted for a maximum of 8-10 years.

26.7 Leave without pay of up to five years excludes Staff appointed within the government appointment procedures to serve in the administrative positions in universities. Such staff will be allowed to request for leave without pay to match with durations of their appointment (if it is within the five years).

26.8 For consideration for promotion, staff on leave without pay will only be eligible if the position is justified and approved by the AHRMC (Acad). In such situations, the candidate will be paid living and transport expenses and hence shall not be paid teaching allowance as it applies to Part-time staff. In addition, such staff should have the approved normal teaching load depending on ones position.

26.9 Staff who take up teaching assignments without the position being justified and hence working on voluntary basis will be treated as Part-time lecturers.

26.10 Staffs on leave without pay are not entitled to salary and other fringe benefits.

26.11 Under this arrangement, staff who work outside SUA for three years be required to work with SUA for six years and for the staff who would have been granted four years of leave without pay has to resume duties for eight years before being considered for another request for leave without pay.

26.12 Staff wishing to continue with their new jobs beyond the duration of their permitted period will be deemed to have lost the position at SUA but may re-apply if a vacancy is available at SUA.

SECTION 27: POSTDOCTORAL FELLOWSHIP

27.1 Eligibility
Staff with PhD qualifications and who have acquired such qualifications within the last five years.

27.2 Guidelines for Postdoctoral Research Fellowship

27.2.1 Staff can be engaged as Postdoctoral Research Fellow for up to a maximum of five years if working within SUA. Such staff shall have no restrictions in taking Leave without pay or Sabbatical leave.

27.2.2 Staff who wishes to take up such fellowships outside the University shall be required to report for duty at SUA after completing their PhD studies and shall be permitted to take such positions for a maximum of two years. These staff shall not be permitted to take Sabbatical Leave or Leave without pay within

five years after engagement as Postdoctoral Research Fellows.

27.2.3 Upon completion of Postdoctoral Research Fellowship, staff shall be required to service their training bonds prior to resigning or terminating employment with SUA.

27.2.4 Where the fellowship position pays only stipend, SUA will continue to pay salaries and other fringe benefits.

27.2.5 Those receiving full salary from the Sponsor and not just a stipend from the sponsor will for financial purpose only be regarded as being on Postdoctoral fellowship Leave without pay.

27.2.6 Eligible SUA staff shall apply to the Chairman of Appointment and Human Resource Management Committee (Academic) through the Heads of Departments/Principals/Deans/Directors and DVC (Academic). The applications should be supported by letters from Project Leaders or Partners and the Heads of Departments and project documents. The nature of the postdoctoral research engagements and their contributions to SUA research capacity should be given utmost consideration.

27.2.7 For staff who intend to take up engagement outside the University system, their applications must be supported by letters of Project Leaders and Heads of Departments or Institutions, with the nature of engagement and remuneration packages clearly spelt out. In addition, the applications should spell out clearly as to how such engagements will contribute to enhancing research capacity at SUA. SUA shall have the final say as to whether

the staff qualifies for the awards of the postdoctoral research fellowships.

27.2.8 Under no circumstances will teaching in a given Department be allowed to suffer as a result of staff members taking Postdoctoral Research Fellowships. Hence, the interest of the University shall supersede one's interests.

27.2.9 Staff on Postdoctoral Fellowships shall be required to submit progress reports to the Deputy Vice Chancellor (Academic) every six months and fill annual confidential forms. Failure to conform shall warrant disciplinary action.

27.2.10 Upon completion of the appointment, the Postdoctoral Research Fellows shall be required to submit comprehensive reports and the postdoctoral research documents to the AHRMC (Academic) through Heads of Departments, Principals/Deans/Directors and DVC (Academic) within three months.

SECTION 28: *VISITING PROFESSORS/LECTURERS SERVING IN OTHER INSTITUTIONS UNDER THE INTER-UNIVERSITY COUNCIL OF EAST AFRICA (IUCEA)*

28.1 Eligibility
28.1.1 Staff with PhD and Masters Qualifications and who have acquired such qualifications at least after three years from completion of the PhD or Masters study.

28.1.2 The staff must have carried out teaching or research activities for at least three years.

28.2 Guidelines

28.2.1 Staff can serve as Visiting Professors at any other Institution for up to a maximum of one semester. Such staff shall have no restrictions in taking semester off so long as he/she has no courses to offer in that particular semester.

28.2.2 Staff shall be required to service their training bonds prior to serving as Visiting Professors/ Lecturers.

28.2.3 SUA will continue to pay salaries and other fringe benefits.

28.2.4 Eligible SUA staff shall apply to the Chairman of Appointment and Human Resource Management Committee (Academic), through the Heads of Departments/Principals/Deans/Directors and DVC (Academic). The applications should be supported by letters from hosting Institution stating the terms and conditions of engagement.

28.2.5 Under no circumstances will teaching in a given Department be allowed to suffer as a result of staff members serving as a Visiting Professor/Lecturer in another Institution. Hence, the interest of the University shall supersede ones interests.

28.2.6 Upon completion of the service as a Visiting Professor/Lecturer, the staff within one month after the engagement shall submit a report approved by the hosting University.

29.0 REVIEW

These guidelines/ criteria may be reviewed from time to time as need arises.

PART EIGHT: APPENDICES

APPENDIX 1: GUIDELINES AND PROCEDURES FOR RECRUITMENT OF ACADEMIC MEMBERS OF STAFF ON PERMANENT TERMS
(Made under section 1)

SOKOINE UNIVERSITY OF AGRICULTURE
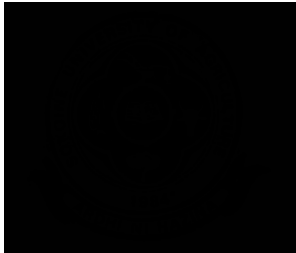
1. The Departments/Sections/Colleges/Faculties/ Institutes / Centers in collaboration with the Office of the Deputy Vice Chancellor-Academic will prepare adverts which will eventually be sent to at least two popular newspapers. The adverts will also be uploaded into the SUA website and posted on local (SUA) notice boards.

2. For the purpose of upholding fairness amongst applicants, the qualifications of the positions must be clearly articulated to allow calling candidates with same qualifications (i.e. BSc/BA) only for interviews.

3. The office of the Deputy Vice Chancellor – Academic shall, upon receiving letters of application, forward them to respective Departments/Colleges/Faculties/ Institutes/Centres/Directorates for the purpose of short listing.

4. The Principal/Dean/Director shall immediately contact indicated referees for reference letters. For the purpose of the recruitment exercise, Deans, Directors and Heads of recruiting Colleges/Faculties, Institutes, Centres and Departments, respectively shall not serve as referees of applicants. Other staff in the College/Faculty, Institute, Centre or Department may serve as referees but shall not form part of the interview panel composed as in indicated in section 7 subsection 1. *Panelists shall also declare interest where applicable in order to assist in composing an impartial panel*.

5. After short listing the applicants, the Departments/Colleges/Faculties/Institutes / Centres/ Directorates shall submit a list of those

short listed and the criteria used to allow the Office of Deputy Vice Chancellor (Academic) to approve calling and holding of interviews.

6. ***The interviewees shall be called/contacted through advertisement in daily papers (news media) as well as by both formal letter s/ emails and where applicable also through phone calls***.

7. The respective Principal, Dean or Director shall appoint an Interviewing panel comprising the following members:

(i) The Chairperson who shall be a Senior Faculty/Institute/Centre Member of staff in the Rank of Associate Professor or Professor but from outside the prospective department

(ii) Four Departmental/Section academic staff including the Head of Department/Section where applicable.

(iii) Three members of staff from outside the Department/Faculty/Institute/Center who are experts in the field.

(iv) One Communication Skills staff from the Faculty of Science

(v) The College/Faculty/Institute/Directorate Human Resource Management officer who shall serve as Secretariat

8. Candidates must submit original certificates, transcripts and other relevant documents during the interview session.

9. The interview process shall consist of three stages as follows:

   (i)   Stage 1 will require each applicant to present a short lecture that is open to all staff within the university.

   (ii) Stage 2 shall involve each candidate sitting for an English proficiency test to be offered by the Language unit.

   (iii) Each candidate shall be interviewed by interview panelists.

10.   The Chairman of the Interviewing Panel shall thereafter submit all relevant documents to the Appointing Authority (Dean/Director) for onward transmission to the Chairman of Appointments and Human Resource Management Committee-Academic

N.B: For an interview to be conducted there should be five members of the panel. This excludes the Faculty Human Resource Management Officer.

APPENDIX 2: JOB INTERVIEW SCORE GUIDE
(Made under Section 1)

SOKOINE UNIVERSITY OF AGRICULTURE

Name of Candidate: ……………………………………….

Qualification: ……………………….. ………………………..

GPA at Undergraduate level: ………… ……………………….

GPA at Postgraduate level: …………………………………

Position applying for: …………………………………….

Department:
……………………………………………….

Faculty/Institute/Centre:
……………………………………

Date: **…………………………………..…………………….**

A: PUBLIC LECTURE SCORE FORM **(40 MARKS)**

S/N	Criteria	Maximum Score	Score
1	Relevancy of the subject matter to the applied teaching post	**3**	
2	General appearance	**4**	
3	Presentation skills i.e. Ability to express himself/herself in presenting the subject matter, confidence in delivering lecturers, voice etc.	**20**	
4	Use of teaching aids i.e. power point, use of illustrations etc.	**7**	
5	Ability to respond to the questions	**6**	
TOTAL SCORE		**40**	

B: ENGLISH PROFICIENCY TEST **(20 MARKS)**

S/N	ITEM OF EXAMINATION	SCORE				
		1	2	3	4	5
LISTENING COMPREHENSION						
1	Following questions and conversations when spoken to					
2	Ability in seeking clarification/elaboration in conversational exchange					
3	Responding to questions correctly (i.e. giving relevant answers)					
4	Ability in elaborating points through the use of examples, anecdotes, etc.					
5	Ability in interpersonal skills (i.e. handling questions and objections on differences of opinion without undue interruptions					
ORAL PRESENTATION SKILLS						
1	Ability to speak fluently, correctly and being easily understood					
2	Ability in being brief and concise without undue superfluity					

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S/N	ITEM OF EXAMINATION	SCORE				
		1	2	3	4	5
3	Ability in expressing complex ideas in spoken English					
4	Ability in orienting the audience to the structure of the talk					
5	Ability in speaking from notes as opposed to reading the prepared notes					
READING SKILLS						
1	Ability in comprehending concepts from written texts					
2	Ability in making associations of various ideas in a text					
3	Ability in inferring meaning of unfamiliar words using context					
4	Ability in extracting information from written text using own words					
5	Ability in making prediction using context					
WRITING SKILLS						
1	Ability in writing coherently and accurately					
2	Ability in expressing					

S/N	ITEM OF EXAMINATION	SCORE				
		1	2	3	4	5
	complex ideas in writing					
3	Ability in organizing ideas in a continuous prose					
4	Ability in clarifying issues through examples, anecdotes					
5	Ability in indicating relationships/ connection between various points					
SUBTOTAL						
GRAND TOTAL						

KEY:

Score   Value
1   Poor
2   Satisfactory
3   Good
4   Very Good
5   Excellent

Using the candidate's accumulated points scored in the assessment please, please tick the appropriate category below about the candidate's general English Language Proficiency

KEY	SCORE	REMARKS
1	0 – 49	Poor
2	50 – 59	Satisfactory
3	60 – 69	Good

| 4 | 70 – 80 | Very Good |
| 5 | 81 – 100 | Excellent |

N.B.   Marks obtained shall be calculated out of 20

....   **Date**: ....
Name and Signature of Panelist (Communication Skills Expert)

C1: ASSESSMENT FOR TUTORIAL ASSISTANTS **(40 MARKS)**

S/N	Criteria	Maximum Score	Score
1	General Appearance	**4**	
2	Ability to express him/herself and answer questions correctly with confidence	**20**	
3	Enrollment in Postgraduate Training	**6**	
4	Positive progress report of Postgraduate Training	**5**	
5	Staff who have been working in the field, employers report present	**3**	
6	Staff who have been working in the field, no employers report present	**2**	
TOTAL SCORE		**40**	

C2: ASSESSMENT FOR ASSISTANT LECTURERS TO PROFESSORS (40 MARKS)

S/N	Criteria	Maximum Score	Score
1	General Appearance	**4**	
2	Ability to express him/herself and answer questions correctly with confidence	**20**	

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3	Research/Teaching/Consultancy/Other working experience	**8**	
4	Membership to academic/professional institution	**2**	
5	Master Qualification	**2**	
6	PhD Qualification	**4**	
TOTAL SCORE		**40**	

D: APPLICANTS COMPLIANCE SCORE (tick what has been submitted)

S/N	DOCUMENTS			SUBMITTED DOCUMENTS
1	Letter of application & Photocopies of transcripts			
2	Referee reports	1st referee	+ ve	
			- ve	
		2nd referee	+ ve	
			- ve	
3	Submission of original documents	Certificate		
		Transcript		
		Other Documents		
4	Employers report (Where applicable)	+ ve		
		- ve		

E: SCORING GUIDE:

RANGE OF MARKS	DESCRIPTION
A: 75-100	**Excellent**
B+: 70-74	**Very Good**
B: 60-69	**Good**
C: 50-59	**Average**
D: 40-49	**Poor**

E: 0-39	Very Poor

F: SUMMARY OF INTERVIEW SCORE

Potential for Teaching as Demonstrated in the Interview Sessions (A – C1/C2):-

Total **Marks**:

....

Grade:

....

Additional comments about the Candidate:

....

....

....

....

....

....

G: ADDITIONAL REQUIREMENTS FOR A CANDIDATE TO BE EMPLOYED.

1. One should score 50% in each of the interview phases.

2. The Candidate must attain a minimum overall score of 60%.

3. For candidates who attain the above and have some difficulties in communication skills competencies, they could be employed but compelled to under go Communication Skills remedial course.

H: SIGNATURE OF THE INTERVIEW PANELIST:

NAME	SIGNATURE
1.	....
(Chairman)	
2.	....
(Member)	
3.	....
(Member)	
4.	....
(Member)	
5.	....
(Member)	
6.	....
(Member)	
7.	....
(Member)	
8.	....
(Member)	
9.	
.... (Member)	

APPENDIX 3: ASSESSMENT FORM FOR ENGAGEMENT OF RETIREES AND FORMER ACADEMIC STAFF TO CONTRACT EMPLOYMENT
(Made under Section 2)

SOKOINE UNIVERSITY OF AGRICULTURE

1. **Staff profile**

    1.1   Full name: ....

    1.2   Title: ....

    1.3   Age: ....

    1.4:   Sex...

Note: An up to date CV must be attached.

2.   Field of contract employment applied for: ....

3.   Retirement date .... End of current contract date..........

4.   Contract employment application frequency 9tick whichever is applicable)

      1st time............2nd time...........3rd time...........4th time.........5th time or more

5. Staff member effectiveness as a Lecturer/Researcher/Extensionist/Librarian before the current application

   5.1 Effectiveness as a lecturer

   Assessment by HoD: Excellent………
   Very Good…………. Good……………
   Satisfactory………… Poor……………
   Assessment by students: Excellent ………
   Very Good ……. . Good……

   5.2 Teaching load: Heavy……………..
   Normal…………….. Light…………….

   5.3 Supervision of postgraduate students within the current employment and beyond

   MSc/PhD program   Name of student   Period of study

   ……………………..   …………..
   ………….. ……………………..   …………….
   ………….. ……………………..   …………….
   ………….. …………………..

   ………………………   …………………….
   ……………………

   ……………………..   …………………….
   …………………..(more)

   5.4 Staff member effectiveness as a researcher

Excellent………Very Good……… Good ……… Satisfactory….. Poor……..

6. Participation in public service in the University and/or outside the university

    6.1 Participation in Departmental matters

       Very active ……. Active…… Indifferent……….. Not had opportunity……..

    6.2 Participation in Faculty/Institute matters

       Very active ……. Active…… Indifferent……….. Not had opportunity……..

    6.3 Participation in other University activities

       Very active……. Active…… Indifferent……….. Not had opportunity……..

    6.4 Participation in National/Community activities

       Very active……. Active…… Indifferent……….. Not had opportunity……..

7. General comments on staff member's behavior

7.1 Respect for people

       Excellent…….Very Good……………

       Good……… Satisfactory…….. Poor………

7.2 Dedication to work

       Very dedicated…… Dedicated………..

       Moderately dedicated …… Not dedicate ……

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7.3   Spirit of cooperation with Head of Department
       and other worker
       Excellent........ Very Good........ Good........
       Satisfactory........ Poor.........
       Any other weakness (please specify)

8. Adherence to filling the Annual Confidential Forms: Yes/No

Recommendation by the Head of Department

Award/Renew contract: Yes/No ....
Reasons:
....
....
....
....

Name.............................
       Signature..............................
Date ....

Key:

Excellent: A; Very Good: B+ Good : B; satisfactory: C;
      Poor: D

APPENDIX 4: REMUNERATION PACKAGES
(*Made under Section 4*)

SOKOINE UNIVERSITY OF AGRICULTURE

1.0   PART TIME LECTURERS

1.1.0 Teaching:

1.1.2 Lectures: Senior Lecturers and below shall be paid 10,000/= per lecture hour whereas Associate Professor and Professor shall be paid 15,000/= per lecture hours.

1.1.3 Seminars and Practicals: Senior Lecturers and below shall be paid 5,000/= per seminar/practical hour whereas Associate Professor and Professor shall be paid 7,500/= per seminar/practical hour.

1.2.0 Transport:

1.2.1 Part –time staff from within Morogoro Municipality shall be paid 10,000/= per day.

1.2.2 Part-time staff coming from outside Morogoro shall be refunded fuel/local public transport fare depending on the mode of transport used i.e. air, bus etc.

1.2.3 The above (1.2.1 & 1) shall be considered /provided if the University will not be able to provide transport.

1.3.0 Per Diem: Per diems shall be paid to Part-time staff coming from outside Morogoro Region as per government rates.

2.0   TEACHING ASSISTANTS

2.1   Postgraduate students involved in Lectures/seminars/tutorials/practicals will be paid as per applicable rates.

2.2   Postgraduate Students with the above qualifications and who would not have been appointed as "Teaching Assistants" be paid **3,000/= per three hour** examination, if involved in invigilation tasks. To note that this applies to those not formerly engaged in teaching assignments.

2.3   Candidates involved in marking scripts will be paid.

APPENDIX 5: WORK LOADS FOR ACADEMIC MEMBERS OF STAFF

(*Made under Section 8*)

SOKOINE UNIVERSITY OF AGRICULTURE

Table 1: Weekly and yearly workloads for Teaching staff

ACIVITY	TAs		Assistant Lecturer		Lecturer		Senior Lecturer		Associate Professor		Professor	
	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs
Teaching workload per week	20	8	25	10	30	12	30	12	25	10	25	10
Research	70	28	55	22	45	18	40	16	55	22	55	22
Public service	9	3.6	15	6	15	6	20	8	15	6	15	6
Administration	1	0.4	2	0.8	5	2	5	2	2	0.8	2	0.8
Counseling	-	-	3	1.2	5	2	5	2	3	1.2	3	1.2
Hrs/week	40		40		40		40		40		40	
Normal teaching load per academic year (29 weeks)	232		290		348		348		290		290	

Table 2: Weekly and yearly workloads for Librarians

ACIVITY	Assistant Librarian Trainee		Assistant Librarian		Librarian		Senior Librarian		Associate Library Professor		Library Professor	
	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs
Teaching workload per week	7.5	3	15	6	15	6	17.5	7	10	4	10	4
Information users needs identification and analysis	32.5	13	20	8	17.5	7	25	10	12.5	5	12.5	5
Compilation of bibliographies and control	-	-	10	4	12.5	5	12.5	5	17.5	7	17.5	7
References and readers advisory services	5	2	20	8	20	8	15	6	10	4	10	4
Research and Consultancy	30	12	17.5	7	12.5	5	12.5	5	15	6	15	6
Classification and Cataloguing	17.5	7	7.5	3	7.5	3	-	-	-	-	-	-
Public Service	5	2	5	2	5	2	10	4	22.5	9	22.5	9

Counseling/ Mentoring	-	-	2.5	1	5	2	7.5	3	7.5	3	7.5	3
Administration	2.5	1	2.5	1	5	2	7.5	3	5	2	5	2
Hrs/week	40		40		40		40		40		40	
Number of Teaching weeks	29		29		29		29		29		29	
Normal yearly teaching load	87		174		174		203		116		116	

Table 3: Weekly and yearly workloads for Research Fellows involved in teaching

ACIVITY	Ass. Research Fellow		Research Fellow		Senior Research Fellow Hrs		Associate Research Professor		Research Professor	
	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs
Teaching workload per week	**12.5**	**5**	**15**	**6**	**15**	**6**	**12.5**	**5**	**12.5**	**5**
Research and publications including compendia and book writing	**75**	**30**	**60**	**24**	**50**	**20**	**42.5**	**17**	**42.5**	**17**
Public service	**7.5**	**3**	**15**	**6**	**20**	**8**	**25**	**10**	**25**	**10**
Administration	**2**	**0.8**	**5**	**2**	**10**	**4**	**10**	**4**	**10**	**4**
Counseling	**3**	**1.2**	**5**	**2**	**5**	**2**	**10**	**4**	**10**	**4**
Hrs/week	**40**		**40**		**40**		**40**		**40**	
Number of Teaching weeks	29		29		29		29		29	
Normal yearly teaching load	**145**		**174**		**174**		**145**		**145**	

Table 4: Teaching Loads for Heads of Departments, Deputy Deans and Directors, Deans/Directors

ACIVITY	HoDs, Deputy Deans and Directors		Deans and Directors	
	%	Hrs	%	Hrs
Teaching per week	20	8	15	6
Research	30	12	30	12
Public service	10	4	10	4
Administration	30	12	35	14
Counseling	10	4	10	4
Hrs/week	40		40	
Teaching Load	64		29	

APPENDIX 6: EVALUATION OF PUBLICATIONS
(Made under Section 12)

SOKOINE UNIVERSITY OF AGRICULTURE

Name of staff: ....

Title of publication...

Name of Reviewer: ....

....

Title of Reviewer: ....

SUMMARY OF ASSESSMENT

CRITERIA	SCORE FOR PUBLICATION NO.
(a) Coverage of subject matter	
(b) Originality	
(c) Presentation	
(d) Contribution to New Knowledge	
(e) Relevance to Academic discipline of staff	
(f) Overall Quality	
Additional information/self review:	
....	

Excellent = A; **Very Good** = B; **Good** = B;
Poor = C

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APPENDIX 7: CONFIDENTIAL TEACHING EVALUATION FORM

(Made under Section 13)

SOKOINE UNIVERSITY OF AGRICULTURE

(**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 scales:
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? ⬚

2.   Presentation of the subject matter:

♦ How well did the instructor systemize and organize 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 himself/herself? ⬚

♦ 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 reading? ⬚

3.   Conduct of seminars and practicals:

♦ Extent of seminar presentation as per the curriculum/course outline. ⬚

♦ Extent of practical coverage as per the course outline.

♦ How do you rank your practical exposure? ⬚

4.   Efficient use of classroom time:

♦ To what extent was the course adequately covered within the specified time? ⬚

5.   General appearance ⬚

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What is your overall opinion on staff's appearance?

6.   Availability for consultation
   ♦ To what extent was the instructor accessible/available for consultations outside classroom time?

7.   Assessment and release of continuous assessments/assignments
   ♦ Were the assessments of tests and assignments fair?
   ♦ Where the results and scripts returned promptly?
   ♦ Was there any opportunity for discussing examination questions after marking?

8.   Course coverage
   ♦ Were the course (theory and practicals) outlines provided?
   ♦ What was the scope of coverage of the course as per the outlines?

9.   ANY OTHER COMMENTS ESPECIALLY IN REFERENCE TO WEAKNESSES IN THE CONDUCT OF PRACTICALS/SEMINARS ETC.

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APPENDIX 8: CONFIDENTIAL TEACHING EVALUATION FORM
(Made under section 13)

SOKOINE UNIVERSITY OF AGRICULTURE

(**To be filled by the Peer Review Team 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 in classes and availability for consultation:

♦ How would you rank the overall attendance of

the instructor to all the lectures/practicals etc?

♦ How would you rate the availability of the instructor for consultation to students outside classroom time?

2.   Assessment of continuous tests (CATs) /assignments:

♦ How would you rank the instructor based on the number of expected
CATs given per course

♦ How would you rank the instructor in terms of prompt release of
Examination/assignment results?

3.   Course coverage:

♦ Was the course outline/schedule provided? YES/NO

♦ To what extent was the course covered per the outline ie. based on coverage of questions for CATs and end of semester examination

♦ To what extent did the instructor provide other learning materials to students i.e. handouts?

4.   Assessment in respect of extra teaching-related activities

♦ Extent of attendance to public seminars

♦ Scope of delivery of public seminars

5.   General appearance

♦ What is your overall opinion on the staff's [   ] appearance?

6.   ANY OTHER COMMENTS

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NB: - Teaching effectiveness as assessed by Peer Review Team and Students shall be evaluated as follows:-

Excellent	**2.0 units**	**(A)**
Very Good	**1.5 units**	**(B+)**
Good	**1.0 unit**	**(B)**
Satisfactory	**0.5**	**unit**
(C)		
Poor	**0.0 unit**	**(D)**

The Peer Review Team will award units to Staff using inputs from the assessment carried out by students.