

UNIVERSITY OF HEALTH AND ALLIED SCIENCES



GUIDELINES FOR THE APPOINTMENT AND PROMOTION OF SENIOR MEMBERS

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SCHEDULE H

PROCEDURES AND CRITERIA FOR THE APPOINTMENT AND PROMOTION OF SENIOR MEMBERS

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PART ONE: SENIOR MEMBERS (TEACHING)

1 Introduction

The University of Health and Allied Sciences (UHAS) seeks to maintain excellence through the commitment of its academic staff. In this regard, the academic staff is expected to be effectively engaged in research, teaching, and service in fulfilment of the mission of UHAS and the realization of its vision. In considering academic staff members for promotion, a comprehensive assessment of their research, teaching and service is to be conducted. A quantitative system is to be adopted in the assessment of these, based on clearly defined criteria.

The research assessment includes quality of scholarly work and the establishment of an independent scholarly identity, focus and coherence of research objectives, collaborations and grant acquisition, to name but a few. Research publications play a main role in the assessment of research, where they are evaluated according to their originality, quality of content, and contribution to state-of-the-art knowledge. In this regard, originality indicates the clear presentation of evidence-based contributions and new findings based on experimentation, simulation, studies, or other methods.

The assessment of teaching is based on demonstration of competence in teaching, assessment and evaluation, course and programme development, curricular innovations, mentoring and supervising, as well as professional development. Academic staff members are expected to positively influence and actively contribute to the intellectual and academic development of students.

The assessment of service includes dynamic and effective engagement in different service activities. Effectiveness is evaluated per contribution significance, impact, and relevance to the emerging needs of the University, society, and the profession. Academic staff members are expected to commit to professional practice, academic honesty, and ethical behaviour in accordance with the code of ethics.

Preparation of the promotion dossier is the responsibility of the candidate, with the assistance of his/her unit head. Academics are encouraged to regard personal promotion as part of a larger developmental process. The requirements for the various academic ranks should be studied far in advance of any actual application, so that academics can have a realistic understanding of how they need to develop in order to be eligible for promotion, and begin building up the necessary evidence. The individual considering applying for promotion is encouraged to discuss the application with his/her Head of Department and Dean or Director. Such individuals are able to provide guidance to the academic with regards to the prospects of personal promotion, as well as provide guidance on technical aspects of the application process.

The purpose of this guideline is:

1. To provide a clear process for the promotion of academic staff whose performance demonstrates **contribution to the University**, with merit in

teaching, research and scholarship and, service in the University and external community

2. To provide a fair, transparent, and equitable method of assessment
3. To enable flexibility in assessment in order that the over-riding consideration is contribution to the achievement of the University's strategy, recognising that the strategy will inevitably evolve, that minimum levels of achievement will be required in all activities, but that individuals will contribute with different emphasis in the different areas, and that rewards will be on the basis of consistently applied standards

Section 2 of this document presents the general policies and procedures that apply to all academic staff appointments and promotion at UHAS. Section 3 presents the guidelines for appointment of academic staff to UHAS. Section 4 presents the general promotion guidelines, while specific guidelines for the promotion of academic staff are presented in Section 5.

2 Policies and Procedures

Appointments and Promotions Committees

2.1.1 University Appointments and Promotions Board

The composition and functions of the University Appointments and Promotions Committee are as follows:

- (1) Vice Chancellor – Chairman
- (2) Pro-Vice Chancellor
- (3) Registrar – Secretary
- (4) Three Professors elected by Academic Board as Assessors
- (5) Two Professors elected by Academic Board as alternates to the Assessors
- (6) The Dean/Director of the School/Institute of the candidate under consideration
- (7) The Head of Department of the candidate
- (8) The Dean/Director of the cognate School/Institute
- (9) The Head of the cognate Department

2.1.2 School Appointments and Promotions Review Committee

- (1) There shall be a School Appointments and Promotions Review Committee appointed by the School Board for a two-year term with the Dean as the chairperson.
- (2) In the absence of the School Appointments and Promotions Review Committee, the Academic Planning and Management Committee may review applications and promotions where necessary.
- (3) The School Appointments and Promotions Review Committee shall comprise of confirmed staff of a minimum of seven members, where possible, it shall include a professor from a cognate School appointed by the Board of that

School, and a representative each from the grades of Lecturers and Senior Lecturers and two professors.

- (4) The Committee may co-opt others as appropriate to assist its work.
- (5) The School Appointments and Promotions Review Committee shall meet at least once a month.

2.1.3 Teaching Evaluation Teams

The schools shall constitute Teaching Evaluation Teams with the following composition:

- Professorial rank – 1
- Senior lecturer – 2
- Lecturer – 2

The Chairperson of the Team will be of a Professorial rank and the Team will serve for a period of two (2) years. Where a School is constrained by the availability of qualified staff members to serve, a Joint-School Teaching Evaluation Team with the same composition, may be established between schools. The Teaching Evaluation Team will be regulated by the Directorate of Quality Assurance and shall have the following Terms of Reference:

- a) To evaluate the Teaching Portfolio of the candidate.
- b) To organize in-class teaching assessment.
- c) To examine the Student's Evaluation Reports on the candidate.
- d) To prepare a Teaching Evaluation Report on the candidate.
- e) To share the Teaching Evaluation Report with the candidate, Head of Department and Dean.

Promotion Timeframe

Timely promotion consideration is encouraged to recognise and reward accomplishments, to develop productive academics, and to promote career advancement for the benefit of the individual and unit. Academic ranks constitute a **career ladder**, and the minimum time period between ranks is four years. Early promotion is not routine. Faculty who are performing significantly above the expectation for their current rank may be considered for early promotion to the next rank before term, provided that strong justification is presented in their application dossier. In this case, applicants may be promoted before they satisfy all the normally applied conditions.

Accelerated Promotions

This route is special and has to be based principally on a ground-breaking and extraordinary scholarly achievement that significantly impacts society and enhances the University's visibility. An individual who attracts large research grants to the University with the research output resulting in significant impact shall also be considered for accelerated promotion. Consideration for accelerated promotion shall

not be based on the number of publications only. A candidate seeking promotion under the accelerated promotion path in the University must:

- a. Serve for at least half of the minimum number of years required for regular promotion
- b. Score at least twice the points assigned for research and scholarly works for the position applied
- c. Participate actively in the programmes and activities of the department, school and university and be engaged in community service
- d. Demonstrate exceptional performance over the period including:
 - i) Earning a patent right with a potential financial worth exceeding Ten Million United States Dollars. The patent right should be in the name of the University and the candidate should be the lead researcher; or
 - ii) Receiving international research grants (in their capacity as Principal Investigator for three times) with a financial worth exceeding Five Million United States Dollars in each of the research grants. Each of the research grants should have a minimum of a three-year life span.

Appointment and Promotion Application Procedures

The candidate submits the promotion dossier to the Dean of his/her faculty through the Head of Department. After a thorough review, the respective Dean submits the promotion dossier to the Chair of the UAPB through the Registrar. The APC and UAPB should review all documents submitted in accordance with the promotion criteria. The UAPB then recommends the promotion decision to the University Council.

In the case of initial appointment, the APC and UAPB may review the documents of the applicant and recommend the relevant rank based on their qualifications in research, teaching, and service. For appointment or promotion to the rank of Associate Professor or Professor, the UAPB will recommend the promotion decision to the University Council for approval.

External Assessors' Requirements

The APC and/or UAPB may select external assessors to evaluate the publications of the candidate for appointment or promotion. An external assessor is a person of good standing in the applicant's field, normally of the status of Professor or equivalent but not employed by or in any way currently connected with the University. All applications for appointment and promotion to the rank of Associate Professor or Professor will be sent to a minimum of two external assessors identified by the Vice Chancellor on the recommendation of the relevant Dean or Director. Applications for appointment and promotion to the rank of Senior Lecturer will be sent to a minimum of one external assessor. External assessors must meet the following requirements:

1. Assessors must be experts in their disciplines and capable of providing an independent and balanced opinions on the candidate's achievements measured against the promotion criteria;
2. Assessors should not have been associated with the applicant's formal studies at the graduate or professional level and should not have been a collaborator;
3. Assessors must hold a more senior academic rank than that of the applicant;
4. Assessors must be furnished with the following documents to facilitate the assessment of applicants:
 - a) The University's promotion criteria
 - b) The candidate's updated CV
 - c) Candidate must submit copies of required number of publications which have been produced since his/her last promotion
5. Assessors will be required to give an evaluation of the impact of the candidate's published work;
6. Assessors will be required to maintain strict confidentiality of their work, and report and present same only for the purpose for which they were commissioned.

Policy on Plagiarism and Misconduct in Research

In relation to appointment and promotion, international standards of professional integrity in research will be adhered to in UHAS. The standards apply to the integrity of analysis and use of research data, as well as the presentation of research results; appropriate and clear attribution of authorship; and the appropriate use of research funds. Any intentional falsification, fabrication, or plagiarism in publications, as well as acts of cheating, scientific fraud, dishonesty, or ill-use of work done by others is subject to disciplinary actions.

Authorship

According to the definition of the International Committee of Medical Journal Editors (ICMJE), an author is **someone who takes public responsibility for the published work and can also attest to making substantial contributions to** (a) conception and design, or analysis and interpretation of data; and (b) drafting the article or revising it critically for important intellectual content; and (c) the final approval of the version to be published". By this definition, any listed author deserves credit. The order in which authors are listed on published works is a decision made by the authors themselves and how they arrived at it may never be known to readers or assessors.

Non-Authorship

Anyone who does not meet all the requirements mentioned above is not acknowledged as an author. Examples of non-authorship include acquisition of funding and administrative support, and proofreading. Non-authors should be acknowledged separately.

Conflict of Interest

To maintain objectivity and confidentiality, external assessors should declare any relationship they may have with the candidate, including supervisory and other professional relationships.

Confidentiality

The contents of the promotion dossier and the final promotion decision are confidential until the promotion decision is made by the UAPB or by the University Council.

Decisions and Appeals

1. The University Appointment and Promotion Board or Council, as the case may be, may, on application, review its own decisions affecting an appointment or a promotion.
2. Unsuccessful applicants shall be provided with written feedback for developmental purposes.
3. The feedback shall address identified deficiencies and advise on what unsuccessful applicants could do to address these deficiencies.
4. Unsuccessful applicants can also request oral feedback, which would be provided by their Dean or Director, in the presence of their immediate supervisor.
5. There is no provision for an appeal against an unsuccessful application other than in cases where the applicant has a reason to believe there has been a significant procedural irregularity.
 - a. All appeals shall be made in writing and forwarded to the UAPB through the Registrar within twenty-one calendar days of the date of notification of the outcome of the application for promotion.
 - b. Applications for appeal must clearly state the grounds for appeal and demonstrate how the perceived breach of procedure affected the outcome. Written appeals should include supporting facts.
 - c. All appeals will be considered by the UAPB, whose decision shall be final.

6. In the case of a negative promotion decision, the candidate may reapply for promotion not earlier than six months after the date of the negative decision.

3 Appointments

Vacancies

1. Vacancies shall be announced by internal and/or external advertisements as appropriate;
2. The vacancies may be filled through:
 - a. Secondment from other universities under a scheme of staff exchange.
 - b. Technical assistance between the University and another agency
 - c. A recommendation to the Vice-Chancellor by the Dean in consultation with the Director or Head of Department, as appropriate
 - d. Application by individuals on their own initiative

Eligibility for Appointment

A. Tutor

- 1) Applicant must hold a master's degree in a specialized area
- 2) Candidates must have extensive practical experience and/or specialized expertise in his/her area of interest.
- 3) There shall be no scheme of promotion for this category. However, appointees may apply for appointment to any of the teaching/research positions on obtaining the required minimum qualification.

B. Demonstrator/Assistant Lecturer

- 1) Applicant must hold a researched master's degree.
- 2) Appointments shall be for a maximum period of five years.
- 3) By the end of the second year, the applicant must have registered for a PhD or a terminal professional degree on appointment or show evidence of PhD offer.
- 4) The appointment shall be reviewed before the end of the fourth year based on item (2) above and for such period as may be determined by the Council.
- 5) The appointment is non-renewable except in special situations.

C. Lecturer

- 1) Applicants on application must normally have a PhD in the relevant discipline or must have membership of a recognised postgraduate health professions college, with considerable professional experience or an equivalent terminal professional qualification in the relevant discipline.
- 2) Ideally applicants should have two (2) publications in reputable peer-reviewed journal.
- 3) In exceptional cases, applicants with researched masters with considerable teaching and research experience may be considered for appointment to this position.
- 4) The appointment shall normally be for six (6) years, the first year of which shall be regarded as a period of probation.

- 5) The appointment shall be subject to satisfactory performance in an interview conducted by the Appointments and Promotions Board.
- 6) The appointment shall be reviewed before the end of the sixth (6th) year and may be renewed for such periods as may be determined by the Council.

D. Senior Lecturer

Appointment to the grade of Senior Lecturer shall be considered on the basis of the following:

- 1) Applicants must possess a PhD in the area or discipline being applied for or must have the Fellowship of a recognised Postgraduate Health Professions College or other terminal professional qualification.
- 2) Applicants must possess a minimum of four (4) years post-qualification experience on application.
- 3) Applicants must have at least six (6) publications in reputable peer-reviewed journals.
- 4) At least one external assessor shall be required to evaluate the application.
- 5) The publications shall earn the applicant good performance in the promotion of knowledge, provided they are evaluated by External Assessor to be of good quality.
- 6) The appointment shall normally be for six (6) years, the first year of which shall be regarded as a period of probation for fresh appointment into the University.
- 7) The appointment shall be reviewed before the end of the sixth (6th) year and may be renewed for such periods as may be determined by the Council.

E. Associate Professor

Appointment to the grade of an Associate Professor shall be considered on the basis of outstanding scholarship in the candidate's field of teaching and research. The application for appointment shall be evaluated in accordance with the criteria set below:

- 1) Applicants must normally have a minimum of sixteen (16) publications in reputable peer-reviewed journals.
- 2) Applicants must possess a minimum of eight (8)-year post-qualification experience on application.
- 3) The publications shall earn the applicant good performance in the promotion of knowledge, provided they are evaluated by an external assessor to be of good quality.
- 4) Applicants must provide evidence of mentoring junior academics and internationally recognised leadership.
- 5) Applicants must provide evidence of postgraduate or fellowship supervision.
- 6) At least two external assessors shall be required to assess the application dossier of the applicant.
- 7) Appointment is tenured.

F. Professor

Appointment to the grade of Professor shall be considered on the basis of internationally acknowledged scholarship in the candidate's field of teaching and research. The application for appointment shall be evaluated in accordance with the criteria set below:

- 1) Applicants must possess a minimum of twelve (12) years post-qualification experience on application.
- 2) Applicants must have at least twenty-six (26) publications in reputable peer-reviewed journals.
- 3) The publications shall earn the applicant's good performance in the promotion of knowledge, provided they are evaluated by an external assessor to be of good quality.
- 4) Applicants must show evidence of mentoring junior academics and internationally recognised leadership.
- 5) Applicants must provide evidence of postgraduate or fellowship supervision.
- 6) At least two external assessors shall be required to assess the application dossier of the applicant.
- 7) Appointment is tenured.

G. Research Fellow

For the appointment of a Research Fellow, training in research, as evidence by a higher researched degree, preferably a doctorate degree or its equivalent or higher professional qualification, is required.

- 1) Applicants must have at least two (2) publications in a reputable peer-reviewed journal.
- 2) The appointment shall normally be for six (6) years, the first year of which shall be regarded as a period of probation.
- 3) The appointment shall be subject to satisfactory performance in an interview conducted by the Appointment and Promotion Board.
- 4) The appointment shall be reviewed before the end of the sixth (6th) year and may be renewed for such periods as may be determined by the University Council.

H. Senior Research Fellow

The appointment or promotion to the grade of Senior Research Fellow shall be considered on the basis of the criteria set below:

- 1) Applicants must possess a PhD.
- 2) Applicants must possess a minimum of four (4)-years post-qualification experience on application.
- 3) The Head of Department, Dean or Director shall provide assessment on the applicant's research potential.
- 4) Applicants must have at least twelve (12) publications in reputable peer-reviewed journals.
- 5) At least one external assessor shall be required to evaluate the application.

- 6) The publications shall earn the applicant good performance in the promotion of knowledge, provided they are evaluated by an external assessor to be of good quality.
- 7) The appointment shall normally be for six (6) years, the first year of which shall be regarded as a period of probation for fresh appointment into the University.
- 8) The appointment shall be reviewed before the end of the sixth (6th) year and may be renewed for such periods as may be determined by the Council.

I. Associate Professor (Research Track)

The appointment to the grade of Associate Professor in the Research Track shall be considered on the basis of outstanding scholarship in the candidate's field of teaching and research. The application for appointment shall be evaluated in accordance with the criteria set below.

- 1) Applicants must normally have a minimum of twenty-six (26) publications in reputable peer-reviewed journals.
- 2) Applicants must possess a minimum of eight (8)-year post-qualification experience on application.
- 3) The publications shall earn the applicant good performance in the promotion of knowledge, provided they are evaluated by external assessor to be of good quality.
- 4) Applicants must provide evidence of mentoring junior academics and internationally recognised leadership.
- 5) Applicants must provide evidence of postgraduate supervision.
- 6) At least two external assessors shall be required to assess the application dossier of the applicant.
- 7) Evidence of grantsmanship is desirable.
- 8) Appointment is tenured.

J. Professor (Research Track)

The appointment to the grade of Professor in the Research Track shall be considered on the basis of internationally acknowledged scholarship in the candidate's field of teaching and research. The application for appointment shall be evaluated in accordance with the criteria set below.

- 1) Applicants must possess a minimum of twelve (12)-year post-qualification experience on application.
- 2) Applicants must have at least forty (40) publications in reputable peer-reviewed journals.
- 3) The publications shall earn the applicant's good performance in the promotion of knowledge, provided they are evaluated by an external assessor to be of good quality.
- 4) Applicants must show evidence of mentoring junior academics and internationally recognised leadership.
- 5) Applicants must provide evidence of postgraduate supervision.

- 6) At least two external assessors shall be required to assess the application dossier of the applicant.
- 7) Evidence of grantsmanship is desirable.
- 8) Appointment is tenured.

K. Visiting Scholar

In consultation with the Dean or Director and Head of Department, the Vice-Chancellor may, in urgent cases, approve a temporary appointment for a period of up to one year, to which the designation "visiting scholar" shall apply. The designation may also be used for individuals accepted to spend their sabbatical leave at the University. The appointment letter shall indicate the tier and level to which the appointment is being made. Professorial level appointments shall require the Council's approval.

L. Director

- 1) Appointment to the directorship of a semi-autonomous Institute shall be by an open advertisement, and only persons of the grade of Associate Professor or Professor may be considered for the appointment.
- 2) Applicants who are not of the professorial grade may be considered only if they have qualified for appointment as Associate professor.
- 3) Appointment shall be made for a fixed term which may be renewed.
- 4) Appointment as director shall be made by the University Council on the recommendation of the Appointment and Promotion Board.

M. Adjunct Appointments

- 1) An adjunct scholar is a person with expertise needed by the University and is qualified to provide specialised teaching services but who may otherwise be engaged elsewhere.
- 2) The person may apply on his/her own or may be invited by the Department to apply.
- 3) The appointment shall be for a period to be determined by the Appointment and Promotion Board.
- 4) The Appointment and Promotion Board may recommend a person to the Council for an adjunct academic appointment.
- 5) Subject to the foregoing, the normal procedures for the appointment for senior members shall apply to adjunct appointments.

N. Emeritus Professorship

- 1) The candidates for the position of Emeritus Professor shall be active in their field and within easy reach of the University.
- 2) The title of Emeritus Professor shall be conferred on only a full professor who has left the services of the University.
- 3) Nominations shall be considered by the Department, reviewed by the School Board, recommended to the Appointment and Promotion Board, and approved by the Council.
- 4) A stipend is not attached to the position of Emeritus Professor, but the appointee shall have access to university facilities such as the library and secretarial support

and may assist the work of the Department for which the expenses of the Emeritus Professor shall be paid.

O. Honorary Appointments

- 1) Honorary appointments may be conferred on persons who have achieved distinction in their fields.
- 2) Nominations shall be reviewed by the School Appointment and Promotion Review Committee which shall submit a recommendation including curriculum vitae to the Appointment and Promotion Board.
- 3) Nominations for honorary professorships shall be subject to the Council's approval.

4 Promotion

Eligibility

Promotion will be based primarily on performance and accomplishment since appointment to the University, or last promotion at the University, whichever is the most recent. All permanent academic staff members are eligible to apply for promotion, with the following exceptions:

- a) Staff on sabbatical leave or leave of absence.
- b) A staff member who has resigned or has submitted notice of resignation.
- c) A staff member whose performance is found to be unsatisfactory in any area.
- d) A staff member who is on retirement or has less than six months left for him/her to retire.

General Requirements

- a) Candidates applying for promotion to senior lecturer, associate professor and professor must hold PhD degrees or equivalent.
- b) The candidate will be eligible for promotion after spending a minimum of four years at the current rank as required by the Ghana Tertiary Education Committee (GTEC).
- c) The candidate must be fully aware of the promotion rules and procedures. He/she is responsible for submitting all relevant information and supporting documents.
- d) The Head of Department and Dean of the respective schools and directorates through the prescribed procedures must review the application of the candidate as per the promotion criteria, and forward the promotion dossier to the Registrar.
- e) The candidate should prepare statements about his/her research, teaching and service aligned with the promotion criteria. The quality of the written statements is important in the promotion decision recommendation made by the School Appointment and Promotion Committee and the University Appointment and Promotion Board.

- f) Appointment or promotion shall be made to a named department or departments in a named discipline or profession and in the broad subject area rather than to a sub-area of specialisation.
- g) The candidate must earn a minimum total of required points for specified ranks in the categories of research, teaching and service.
- h) The candidate must submit publications on topics related to his/her programme/department of affiliation, and published during the current rank.
- i) The candidate must submit the minimum number of publications required for specific ranks.
- j) Candidates who re-apply soon after an unsuccessful promotion attempt should emphasise in their submission what has been achieved since the previous promotion application.
- k) Years of service, even exemplary service, are not sufficient for promotion on their own.
- l) All applications for promotion must be justified with evidence of performance and accomplishment and not the possibility of what may come to pass.
- m) An academic staff member who is on sabbatical leave or leave of absence but has not served the required duration for promotion to the next rank is not eligible to apply for promotion to any rank until completing at least one academic year following resumption of duty.

Progression from one Rank to Another

- (1) Promotion shall normally proceed from one rank to the next rank and that is, from lecturer to senior lecturer to associate professor to professor.
- (2) Without prejudice to **subsection (1)**, a senior member of the University may apply at any time to be promoted to a rank for which that member feels qualified.
- (3) In the case of an application for promotion from lecturer to senior lecturer, the applicant should have completed the first one year of probation before becoming eligible to apply.
- (4) Faculty members seeking promotion to any academic rank are expected to demonstrate the extent to which they reflect the values (excellence, innovation, integrity, service and care) of the University in teaching and educational development, scholarly activities, and service as appropriate to their respective disciplines.

Submission of Application for Promotion

- (1) Applications indicating the positions sought and, in the areas, or disciplines concerned shall be submitted to the Deans through the Heads of Department. Each

one of the applications must have a covering letter and a copy submitted to the Registrar.

- (2) The Head of Department shall forward the application within seven (7) days of receipt to the Dean of a School.
- (3) Where the Dean considers that the application is complete, the effective date shall be the date on which the papers and any other documents submitted for assessment are received by the Head of Department.
- (4) The effective date shall be confirmed in the minutes of the School Appointment and Promotion Review Committee.
- (5) The Dean shall forward a copy to the Registrar within seven (7) days of receipt of each **complete application submitted** as confirmation that the application has been received and the forwarding letter shall be copied to the applicant.
- (6) The review process begins with interactive assessment of the applicant by the Head of Department, who shall submit a report to the School Appointment and Promotion Review Committee.
- (7) An application shall not be withheld from the School Appointment and Promotion Review Committee for whatever reason except for incomplete application.
- (8) Where the Head of Department or Dean is of a rank lower than the one for which the application is being made, then the Head or Dean shall make arrangements for a person of the appropriate rank to present the application to the School Appointment and Review Committee or the University Appointment and Promotion Board, as the case may be.

Handling of Application at the Dean's Office

- (1) On receipt of an application, the Head of Department shall refer it to the Dean. The Dean shall refer it to the School Appointment and Promotion Review Committee for consideration.
- (2) Following consideration by the School Appointment and Promotion Review Committee, the Dean shall, in consultation with the Head of Department, nominate persons who may be asked to undertake an assessment of the applicants' works.
- (3) The Committee shall consider the applications for promotion and shall forward the list of the applicants with its comments and recommendations to the University Appointment and Promotion Board.

Handling of Applications at the Registry

- (1) The Registrar shall maintain a register of applications received in the office of the Registrar indicating the dates of receipt and shall bring the register to the attention of the Appointment and Promotion Board at least once a semester indicating the state of processing of each application.

- (2) When the processing of an application is completed, the Registrar, satisfied that everything is in order, shall list the applications for consideration by the Appointment and Promotion Board, inviting each one of the candidates for an interview where necessary.

Documentation Required by the Appointment and Promotion Board

- (1) In each case of appointment or promotion, the Registrar shall provide the Appointment and Promotion Board with:
- (a) the approved Departmental establishment, if applicable.
 - (b) the approved criteria for appointment or promotion.
 - (c) the reports of the School Appointment and Promotion Review Committee.
 - (d) the report (s) of the assessor(s)
 - (e) the salary scale and the recommended entry point.
- (2) For promotion to Senior Lecturer or Associate Professor or Professor and equivalent, documentation to be reviewed by the University Appointment and Promotion Board shall include:
- (a) Completed Application Forms.
 - (b) Updated Curriculum Vitae.
 - (c) Relevant Minutes of the School Appointment and Promotion Review Committee.
 - (d) A summary of annual reports on a candidate dating back to last appointment or promotion.
 - (e) A summary of students' assessment of candidate dating back three (3) years if available.
 - (f) A summary reports of peer evaluation of teaching dating back to three (3) years if available.
 - (g) External assessors' reports.

Appointment and Promotion Information Management

- (1) Proceedings of the School Appointment and Promotion Review Committee and the Appointment and Promotion Board shall be kept in the form of;
- (a) minutes of general policy matters, and
 - (b) minutes of individual appointments.
- (2) The minutes of the Appointment and Promotion Board shall be provided to the members of the Board.

- (3) Minutes on general policy matters shall be circulated to the Deans and Directors, Heads of Department, and other members of the Appointment and Promotion Board.
- (4) Minutes on individual applications shall be circulated to Heads of Department and Deans or Directors of the Schools or Institutes concerned.
- (5) The minutes on individual applications shall be kept under security and access to them shall require the written permission from the Vice-Chancellor.
- (6) The documents used in the appointment and promotion processes and the discussions at the Appointment and Promotion Board shall be confidential.
- (7) The Registrar shall communicate the decision of the Appointment and Promotion Board to the applicant within two weeks, and in the case of appointments requiring prior approval by the University Council, within two weeks after the approval.

Assessable Areas for Promotion

The assessable areas to be considered for promotion shall be:

4.1.1 Teaching

Where teaching is the primary and core duty of a senior member, the candidate shall be required to demonstrate the ability to teach effectively in addition to his/her other responsibilities. Candidates should submit up-to-date **teaching statements** to present their achievements, visions, and plans in **no more than two pages**. Candidates should present their teaching philosophies, achievements in teaching, assessment and evaluation, course and programme development, curricular innovations, mentoring and advising, and professional development. To assist in the assessment of the teaching of candidates, it is proposed that all candidates for promotion put together a "Teaching Portfolio" which will provide a summary of their teaching output over time. The teaching portfolio should outline the following evidences of teaching:

- (a) A chronological list of courses taught per semester, in descending order, in the last three years at UHAS. The list should include the number of students, dates, and overall student score average, as well as instructor ratings per course.
- (b) Teaching Goals
- (c) Outlines of the courses taught over the previous three years.
- (d) Student course evaluations.
- (e) Teaching innovations
- (f) Evidence of the development of teaching aids such as books, videos, computer-assisted learning materials, etc.
- (g) Evidence of attendance of education-related workshops, conferences, and seminars.
- (h) Recognition and awards for teaching or supervision effectiveness.

- (i) Successfully supervised students' projects and theses/dissertations:
 - a. Undergraduates' projects
 - b. Postgraduates' theses and dissertations
 - c. Training/internship
- (j) Participation in master's and PhD dissertation/thesis defenses as a committee chairperson or member.
- (k) Evidence of course, curriculum, and programme development.
- (l) Evidence of teaching at clinical sites when applicable.

4.1.2 Peer evaluation of teaching

Effective Teaching is defined as a demonstration of reflective teaching practices that illustrate the scope and quality of the lecturer's teaching. It is evidenced by teaching practices that are focused on the improvement of student learning. Excellence in teaching effectiveness is assessed primarily through peer evaluation of classroom teaching, submitted as written statements, analysis of student evaluations and the candidate's assigned teaching workload and evidence of the candidate's teaching methods, self-assessment, and student learning.

Evidence in support of effective teaching includes, but is not limited to the following:

- (a) Clarity in the organization and presentation of a syllabus and course content
- (b) Maintaining a level of academic rigor appropriate to the level of the courses
- (c) Fairness in lecturer-student relationships, including making oneself available for consultation and establishing clear and reasonable measures for assessing students' progress.
- (d) Initiative and creativity in the design or modification of courses in the curriculum.
- (e) The ability to communicate (including clear and audible speech)
- (f) A positive attitude to students
- (g) Proven initiatives or the ability to give guidance to students.
- (h) The ability to plan, organise and facilitate learning opportunities.
- (i) Skills in the preparation, management and organisation of learning materials.
- (j) Skills in effectively and efficiently assessing learning.
- (k) Favourable reports from external examiners on the standard of examining students.
- (l) The ability and skills in teaching and guiding students with regard to research methodology.
- (m) The development of study materials and the facilitation of learning opportunities for students.
- (n) Involvement in curriculum development, and the revision and compilation of module frameworks (including the development of learning outcomes) and study guides.

Table1 presents activities and corresponding weights to be assigned for the evaluation of teaching that a faculty may use to demonstrate their contribution to teaching. The items in Table 1 are not inclusive or exclusive and are **NOT A CHECKLIST** to be completed; rather, the items represent examples of objective, documentable aspects of teaching that can be used to show excellence.

Table 1: Teaching Activities Assessment

Teaching Activities	Points Up to	Points earned
Demonstration of competence in teaching based on peer evaluation results.	20	
Advising of undergraduate and postgraduate students	10	
Development and incorporation of problem-based learning activities and case studies into courses	5	
Development of pedagogical methods and materials to encourage students' self- learning	5	
Development of new methods for delivering the curriculum; course design and curricular development	5	
Usage and development of up-to-date technology-based teaching methods	5	
Participation in teaching-related workshops, seminars, and conferences	15	
Substantial contribution to professional development and training activities related to teaching and education at UHAS	15	
Ability to complete the syllabus on schedule.	10	
Librarianship	25	
Punctuality in setting examination questions and marking of examinations scripts.	10	
Comments of external examiners and moderators on applicant's examination questions and marking schemes.	5	
Supervision of project works and theses of undergraduate and postgraduate students.	10	
Students' evaluation and assessment of applicant's teaching.	10	

4.1.3 Research and Scholarly Contribution

- (a) Each of the candidates applying for promotion should engage in research that significantly contributes to his/her field, profession, and the wider community. Significant contributions are demonstrated through quality publications. The quality and quantity of publications are both important factors that are considered for promotion.
- (b) Each of the candidates should submit an up-to-date **research statement** to present his/her achievements, vision, and plan in **no more than two pages**. The statement should state the candidate's research plans and a description of his/her trajectory of growth including his/her potential demonstration of developing leadership as recognised at the national and international levels. The statement should include

information relevant to the candidate's achievements during the current rank and present an action plan for future development.

- (c) Candidates may support their applications for promotion with evidence of research activity leading to scholarly outcomes.
- (d) Evidence of research and meritorious scholarship may include but not limited to:
 - a. **Publications** listed in descending chronological order. Entries may include, but are not limited to the following:
 - i. academic books
 - ii. chapters in books
 - iii. edited books
 - iv. papers fully reviewed prior to publication that have appeared in highly ranked scientific journals and/or conference proceedings.
 - v. sections or chapters in an edited monograph or similar volume
 - vi. discussions, or reviews written by the candidate
 - vii. other writings including project reports, papers published or distributed without critical review, letters to the editor, and editorials.
 - b. Patents
 - c. Other research activities
 - d. Editorial roles (reviewer, editor)
 - e. **List of Grants:** Candidates should identify grants awarded to them by title, funding source, and the period and amount of support. Information about received grants should be in descending chronological order. Items under this entry may include:
 - i. grants for the candidates as a Principal Investigators (PI)
 - ii. grants for the candidates as a Co-Principal Investigators (Co-PI)
- (e) In the evaluation of books, articles, technical reports, inventions and novelties, and other scholarly works accepted under this Schedule as publications, **the key ingredient should be significance not volume.** The evaluators can judge the significance of publications by examining the quality of the journals in which it appears, the use which other researchers have made of them or by requesting testimonies of the candidates from distinguished scholars or authors in the candidates' fields of research.
- (f) In collaborative publications, the candidate should clearly specify his/her role in each publication and the role of each co-author. For these publications, the allocated points per research work are subject to the role and position of the candidate on the author list. The corresponding, lead, and senior authors should be awarded 100% of the allocated points. All other authors listed on the publication will be awarded 50% of the allocated points.
- (g) Applicants are encouraged to publish in but are not limited to journals indexed or published by the following:
 - a. AJOL (African Journals Online)
 - b. American Physical Society (APS)

- c. Association for Computing Machinery (ACM)
- d. BioMed Central
- e. Copernicus
- f. DOAJ (Directory of Open Access Journals)
- g. ebrary
- h. EBSCO Host
- i. IEEE
- j. JSTOR
- k. Nature Publishing Group
- l. Open Access Scholarly Publishers Association
- m. ProQuest
- n. PubMed
- o. Science Direct
- p. Scopus
- q. Springer
- r. Web of Science

Table 2 presents activities and corresponding weights to be assigned for the evaluation of research and scholarly works that a faculty may use to demonstrate their contribution to scholarly activity. The items in this table are not inclusive or exclusive and are **NOT A CHECKLIST** that must be completed; rather, the items represent examples of evidence that can be used to show excellence.

Table 2: Research Activities Assessment

Publications /Scholarly works	Points Up to	Points earned
Publications achieved minimum requirement for promotion as judged by external assessors	40	
Academic books published by a reputable publisher	10	
Patents (international)	20	
Original full papers published in peer reviewed indexed journals (corresponding or lead author)	10	
Original full papers published in peer reviewed indexed journals (any other authorship position)	5	
Chapters in books (one or many chapters) published by a reputable publisher	5	
Original full papers presented and published in the proceedings of international peer reviewed conferences	5	
Edited books published by a reputable publisher	3	
Translated books published by a reputable international publisher	3	
Editorials or Commentaries in peer reviewed journals	3	

4.1.4 Service to the University, Profession and Community

The University shall give due recognition to and take account of the contribution of an academic staff member to the University, profession, and community. Candidates should submit up-to-date **service statements** to present their achievements, visions, and plans in **not more than two pages**. Candidates should present their accomplishments in service to

the University, society, and their profession. Service to the University, profession, and community involves initiatives in which academic staff apply and utilise their expertise, as follows:

- (a) **University service** entails active participation in governance and institutional activities through membership of statutory and non-statutory committees, boards, task forces, project teams and other working groups at various levels of the University. Contributions to students' welfare as may be evidenced, for example, by work as a tutor, senior tutor, warden or master of a hall or academic advisor shall also be recognised and considered.
- (b) **Professional service** refers to active engagement in professional activities, including participation in professional bodies or learned societies, presentations at professional fora, conference organisation, consultancies, membership of international organisations and so forth.
- (c) **Community service** involves utilisation of expertise through active involvement with external communities and stakeholders in capacities such as advisory work for community projects and membership of private and public sector boards and national commissions.

Emphasis will be placed on the contributions made in the committees served or the impact of a candidate's contribution in committees, and not just membership of committees. A candidate may not be deemed to meet this criterion if he/she does not achieve at least 60% of the items which the criterion entails, inclusive of serving in committees beyond the operational unit where he/she is based. Leadership and administration achievements should be accounted for in the portfolio of evidence.

The candidate can submit the following evidences of service:

- Committee and board membership and civic appointments
- Membership and activities in professional societies and associations
- Various editorial roles (Reviewer, Editor, etc.)
- Seminars, talks, and other presentations.
- Awards and prizes for service
- Evidence of participating in continuous professional development (CPD)
- Volunteer work
- Other service

Table 3 presents activities and corresponding weights to be assigned for the evaluation of service that a faculty member may use to demonstrate his/her contribution to service for promotion. The items on this table are not inclusive or exclusive and are **NOT A CHECKLIST** that must be completed; rather, the items represent examples of evidence that can be used to show excellence.

Table 3: Services Activities Assessment

Service Activities	Points Up to	Points earned
Examinations Officer	10	
Assistant Examinations Officer	6	
Academic Tutor	8	
Head of Department	10	
Dean /Director	16	
Graduate/Programme/ Sectional/Unit Coordinator/Vocational Training Coordinator	8	
Chairman of Statutory Boards/Committees	10	
Member of Statutory Boards/ Committees	8	
Chairman of Non- Statutory Boards/ Committees	8	
Member of Non- Statutory Boards/ Committees	6	
Hall Master/Hall Warden/ Senior Tutor	10	
Patron of recognised associations	4	
Financial/Material Resource Mobilization		
Above 200,000 USD	20	
50,000-200,000 USD	15	
10,000-50,000 USD	10	
5,000-10,000 USD	6	
Below 5,000 USD	4	
Chairman of National/International Boards/Committees	10	
Secretary of National and International Boards, Committees and Organizations	8	
Member of National and International Boards, Committees and Organisations	6	
Resource Person/Facilitator	6	
Prior Declared Technical/Consultancy Work	6	
Member of the Editorial Boards of Recognised Journals	10	
External Examiner/Moderator	10	
External Assessor for Promotion of Research/Academic/Professional/Administrative Staff	10	
Invigilator of Internal Examinations	4	
Invigilator of External Examinations	6	
Keynote/Guest Speaker (at Special/ Regional/ National/ International Conferences, etc.)	6	
Community Impact Projects and Extension Work	10	
Special Awards/Recognition Received	10	
Offering Consultation and other Service in the Discipline to Serve the Community	4	
Voluntary Work at the National and Regional Levels to Build a Stronger Relationship between the University and the Community and to Serve the Mission of the University	4	
Memberships and Strong Roles in Professional Organizations	4	
Support for Student Organizations or Campus Activities	4	

Service Activities	Points Up to	Points earned
Engagement in Collaborative Projects Outside UHAS Including Public Involvement, Patient Care, and Co-production	4	
Engagement with mass media and social media	4	

5 Attainment and Performance Standards for Promotion to Various Ranks

Assessment of attainment and performance

Assessment of applications for promotion shall be made at five levels as follows:

- I. The Applicant (Self-Assessment)
- II. The Head of Department
- III. The Dean
- IV. The School Appointments and Promotions Committee
- V. The University Appointments and Promotions Board

At each level, applicants' performance attainment in each of the three assessable areas shall, for the purposes of promotion, be evaluated using a point system and scored at one of the five levels indicated in Table 4 based on the total points earned.

Table 4: Norms for Assessable Areas

Performance Score	Total Points	Definition
High	80 – 100	Exceptional performance that exceeds expectations for the rank.
Very Good	70 - 79	Performance that is marked by high quantity and quality of work.
Good	60 – 69	Performance that regularly meets all requirements of the rank.
Fair/Satisfactory	50 – 59	Performance that generally meets expectations for the rank but has significant room for improvement.
Unsatisfactory	Below 50	Inadequate performance that fails to meet minimum expectations for the rank.

In considering the candidature of applicants for promotion, applicants will be assessed under each of three assessable areas, namely teaching, research and service. The set of requirements per rank are cumulative with an increasing scope of achievement expected for higher ranks. Requirements for higher ranks subsume those of lower ranks and imply that expectations of all the lower ranks have been met to a large extent.

The weightings attached to each assessable area vary between and within the different categories and ranks, depending on rank and assigned responsibilities at any given time (Table 5). It is recognised that there are varying combinations of academic activities, the balance of which may change over time for any staff member. Hence the committees responsible for promotion will be responsible for confirming and assigning weightings to each assessable area. To qualify for

promotion to a higher rank, an academic staff member must attain the minimum performance standards for the rank he/she is applying for.

Table 5: Assessable area weightings according to academic staff category

Category of Staff	Rank for Promotion	Weighting (%)		
		Teaching	Research & Scholarly Works	Service
Teaching Track	Lecturer to Senior Lecturer	65	25	10
	Assistant Librarian to Senior Assistant Librarian	65	25	10
	Senior Lecturer to Associate Professor	50	40	10
	Senior Assistant Librarian to Deputy Librarian	50	40	10
	Associate Professor to Professor	30	60	10
	Deputy Librarian to University Librarian	30	60	10
Research Track plus 25% Teaching	Research Fellow to Senior Research Fellow	25	65	10
	Senior Research Fellow to Associate Professor	20	70	10
	Associate Professor to Professor	15	75	10
Research Track (Zero Teaching)	Research Fellow to Senior Research Fellow	0	90	10
	Senior Research Fellow to Associate Professor	0	90	10
	Associate Professor to Professor	0	90	10

Criteria for promotion to Specific Ranks

The criteria for promotion are based on a point scoring system that combines the three dimensions into one overall score. A minimum overall weighted score of 55% is required for promotion to senior lecture, 65% for promotion to associate professor and 75% for promotion to full professor.

For example, a lecturer seeking promotion to senior lecturer earned total scores of 75, 70 and 74 respectively in teaching, research, and service. Based on Table 5, his overall **weighted score = $0.65 \times T + 0.25 \times R + 0.1 \times S = 0.65 \times 75 + 0.25 \times 70 + 0.1 \times 74 = 73.65\%$** . *T* stands for the total score on teaching, *R* is the total score on research and *S* is the total score on services. As an illustration, Table 6 shows how much needs to be scored on each of the key performance areas in order to obtain the minimum overall weighted scores for promotion to the respective ranks.

Table 6: An illustration of calculation of minimum weighted scores required for promotion to the stated ranks.

	Teaching	Research	Service	Total Score	Promotion to
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Earned Score	55	55	55	55	Senior Lecturer
Weighted Score	35.75	13.75	5.5		
Earned Score	65	65	65	65	Associate Professor
Weighted Score	32.5	26	6.5		
Earned Score	75	75	75	75	Professor
Weighted Score	22.5	45	7.5		

By this point system, the maximum total points that can be scored by the applicant in **each assessable area is 100**. The basis for every assessment shall be fully defined at all levels of performance evaluation by, namely, applicant, the Head of Department, the Dean, the School Appointment and Promotion Review Committee and the University Appointment and Promotion Board.

5.1.1 Promotion from Lecturer to Senior Lecturer

The promotion to the rank of **Senior Lecturer** is based on the candidate's scoring at least a satisfactory performance in each of the key performance areas (teaching, research and service). He/she must also show evidence of taking steps at the current rank to develop himself/herself to excel in research, teaching and service.

The candidate should specifically fulfil the following:

- (a) Apply for promotion after a minimum of 4 years spent as Lecturer.
- (b) Earn a minimum weighted overall score of 55 points.
- (c) Submit for assessment, a minimum of six (6) publications to their credit since their last promotion.
- (d) The publications should be in the candidate's field of concentration and affiliated to UHAS.

A candidate who started as an assistant lecturer seeking promotion to the rank of Senior Lecturer must:

1. possess a PhD in the relevant field of specialisation
2. have been upgraded to the rank of Lecturer
3. have cumulatively three to five years teaching experience in the University
4. have served at least one (1) year post PhD qualification in the University
5. have satisfied the requirements of each of the three assessable areas required for promotion to the rank of Senior Lecturer

In all cases, teaching or equivalent experience does not include the period of full-time studies, post-doctoral studies, sabbatical leave, leave of absence and secondment.

This provision applies also to promotions from assistant research fellow and junior assistant librarian to senior research fellow and senior assistant librarian respectively.

5.1.2 Promotion from Senior Lecturer to Associate Professor

The promotion to the rank of **Associate Professor** is based on the candidate scoring a minimum of good in each of the key performance areas (teaching, research and service). He/she must also show evidence of taking steps at the current rank to develop him/herself to excel in research, teaching, and service.

The candidate should fulfil the following:

- (a) Apply for promotion after a minimum of 4 years spent as a senior lecturer
- (b) Earn a minimum weighted overall score of 65 points
- (c) Submit for assessment, a minimum of ten (10) publications to their credit since their last promotion
- (d) The publications should be in the candidate's field of concentration and affiliated to UHAS.

5.1.3 Promotion from Associate Professor to Professor

Promotion to the rank of **Professor** is based on the candidate scoring a minimum of very good in each of the key performance areas (teaching, research and service). He/she must also show evidence of taking to steps at the current rank to develop him/herself to excel in research, teaching, and service.

The candidate should fulfil the following:

- (a) Apply for promotion after a minimum of 4 years spent as an associate professor.
- (b) Earn a minimum overall score of 75 points.
- (c) Submit for assessment, a minimum of ten (10) publications to his/her credit since their last promotion.
- (d) The publications should be in the candidate's field of concentration and affiliated to UHAS.

5.1.4 Promotion from Research Fellow to Senior Research Fellow

Promotion to the rank of **Senior Research Fellow** is based on the candidate scoring at least a satisfactory performance in each of the key performance areas (teaching, research and service). He/she must also show evidence of taking steps at the current rank to develop him/herself to excel in research, teaching and service.

The candidate should specifically fulfil the following:

- (a) Apply for promotion after a minimum of 4 years spent as a lecturer.
- (b) Earn a minimum overall score of 55 points.
- (a) Submit for assessment, a minimum of ten (10) publications to his/her credit since his/her last promotion.
- (b) The publications should be in the candidate's field of concentration and affiliated to UHAS.

5.1.5 Promotion from Senior Research Fellow to Associate Professor

Promotion to the rank of an **Associate Professor** is based on the candidate scoring a minimum of good in each of the key performance areas (teaching, research and service). He/she must also show evidence of taking steps at the current rank to develop himself/herself to excel in research, teaching and service.

The candidate should fulfil the following:

- (a) Apply for promotion after a minimum of 4 years spent as a senior lecturer.
- (b) Earn a minimum overall score of 65 points.
- (a) Submit for assessment, a minimum of fourteen (14) publications to his/her credit since his/her last promotion.
- (b) The publications should be in the candidate's field of concentration and affiliated to UHAS.

5.1.6 Promotion from Associate Professor to Professor

Promotion to the rank of Professor is based on the candidate scoring a minimum of very good in each of the key performance areas (teaching, research and service). He/she must also show evidence of taking steps at the current rank to develop himself/herself to excel in research, teaching and service.

The candidate should fulfil the following:

- (a) Apply for promotion after a minimum of 4 years spent as associate professor.
- (b) Earn a minimum overall score of 75 points.
- (c) Submit for assessment, a minimum of fourteen (14) publications to his/her credit since his/her last promotion.
- (d) The publications should be in the candidate's field of concentration and affiliated to UHAS.

Dossier Preparation Guidelines

Since promotion decisions are taken after careful review and evaluation of the achievements of an academic staff member as evidenced by his/her dossier, it is the responsibility of the candidate to ensure that all necessary documents, reflecting his/her achievements in research, teaching, service, and related activities, are enclosed within this dossier. An academic staff member may seek advice from the Dean of his/her school regarding the content of the dossier and other concerns. Deans should make sure that the dossiers are complete before submission to the Appointment and Promotion Board. The candidate must submit a comprehensive description of her/his activities. The candidate's dossier should include the required documentation listed in section 4.7. The candidate should submit two hard copies and one soft copy.

PART TWO: SENIOR MEMBERS (NON-TEACHING CATEGORY)

6 Criteria for Appointment and Promotion to Senior Administrative/Professional Positions

Appointments

1. For all appointments in the senior member administrative/professional category, the minimum qualification shall be a master's degree, and in some cases, a master's degree plus relevant professional qualifications. Appointment to all positions shall be based solely on existing vacancies as determined by the manpower requirements of the respective offices/departments. Every appointment shall be through the conduct and passing of an interview and aptitude test.
2. All first-time appointees in this category are not eligible for promotion unless they have duly served the minimum probation period.

Promotions

1. Candidates who have served the required minimum years in a particular rank and are seeking promotion from one rank to another shall complete and submit the appropriate promotion forms and submit their dossiers to the Registrar, through the Head of Unit/Department or Director.
2. The Head of Unit/Department/Director shall acknowledge receipt of the document and forward the application dossier together with his or her written assessment on the applicant to the Registrar within two (2) weeks. Where the Head of Unit/Department/Director is below the rank of the position being considered, all papers of the candidate shall be forwarded to the Registrar.
3. The Registrar shall, within two (2) weeks of receipt of the application dossier, submit it together with his or her assessment (where applicable) to the Registry Appointment and Promotion Review Committee (RARC) after acknowledging receipt of the documents with a copy of the letter to the applicant.
4. The Registry Appointment and Promotion Review Committee shall, within one (1) month of receipt of the application dossier, forward to the University Appointment and Promotion Board (UAPB) the following:
 - a. The completed application forms of the applicant.
 - b. The written assessment report of the Head of Unit/Department/Director and (where applicable) of the Registrar.
 - c. The Registry Appointments and Promotions Review Committee's Assessment of the applicant for Promotion or otherwise.
 - d. The University Appointment and Promotion Board

- e. The University Appointment and Promotion Board (UAPB) will consider the recommendations of the Registry Appointment and Promotion Review Committee.
 - f. The applicant's papers shall be sent for external assessment at this time.
5. The Secretary to the UAPB, in consultation with the Chairperson of the UAPB, shall periodically update applicants on the status of their applications and any arrangements thereof.
 6. A final decision on the status of an application shall be communicated to the applicant by the UAPB within one (1) month of receipt of an external assessment report on application for promotion to any grade.
 7. There shall be an option for the conclusion of a promotion process after the respective deadlines through the constitution of a panel by the UAPB of the University.
 8. The effective date of promotion shall be the exact calendar year and month in which a senior member attains the minimum number of years required for promotion to the next rank.
 9. However, where a senior member does not apply for promotion upon attaining the year required, the effective date of his or her promotion shall be the date of submission of his or her application to the Head of Department.
 10. If after three (3) months, one or no assessor has sent an assessment report, the applicant shall be informed of the outcome, and the Registrar shall repackage and reassign the applicant's documents to a new set of assessors when none of the assessors' reports have been received, and to one more assessor in the case that one assessor's report has been received. The effective date for an eventual favourable assessment shall remain as the date of submission of the application dossier to the Head of the applicant's Department.
 11. Where a third opinion is sought to resolve an assessment impasse, a positive third opinion shall mean the effective date of promotion shall be determined from the date of submission of the application to the Head of Department.

Registry Staff

6.1.1 Junior Assistant Registrar

For the appointment to the grade of Junior Assistant Registrar, a candidate should possess:

- I. a master's degree or equivalent professional qualification.
- II. have at least two (2) years relevant post-qualification experience

6.1.2 Assistant Registrar

Candidates seeking appointment or promotion to the grade of Assistant Registrar must:

- I. Possess a master's degree or equivalent professional qualification.
- II. ideally have at least two (2) years relevant post-qualification experience in administration or Junior Assistant Registrar.
- III. have at least two (2) publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/her area of specialization.

NB: Having an additional professional qualification in a relevant field of specialization will be an added advantage.

6.1.3 Senior Assistant Registrar

Candidates seeking for appointment or promotion to the grade of Senior Assistant Registrar must:

- I. possess a master's degree or equivalent professional qualification.
- II. have served satisfactorily in the grade of Assistant Registrar in the University or equivalent grade in a comparable institution for at least **five (5) years**.
- III. have at least **five (5)** additional publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/her area of specialization.

NB: (a) **Two (2)** external assessors' reports will be required. However, the better one will be considered and submitted.

(b) Possession of additional professional qualification in a relevant field of specialization will be an added advantage.

6.1.4 Deputy Registrar

Candidates seeking for appointment or promotion to the grade of Deputy Registrar must:

- I. Possess a Master's degree or equivalent professional qualification.
- II. Have served satisfactorily in the grade of Senior Assistant Registrar in the University or equivalent grade in a comparable institution for a minimum period of four (4) years.
- III. Have at least five (5) additional publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/ her area of specialization.
- IV. Two (2) external assessors' reports will be required.
- V. Possession of additional professional qualification in a relevant field of specialization will be an added advantage.

6.1.5 Registrar

- I. The appointment to the position shall proceed as provided by the Statutes.
- II. The appointment shall be by tenure.

Finance Directorate

6.1.6 Assistant Accountant

Candidates seeking appointment to the grade of Assistant Accountant must:

- I. possess a first degree and a master's degree (with option in Accounting or Finance).
- II. have 75% completion of a professional certificate in any of the following major professional accountancy bodies or their equivalents:
 - a. Institute of Chartered Accountants, Ghana (ICA, Ghana).
 - b. Association of Chartered Certified Accountants (ACCA).
 - c. Chartered Institute of Management Accountants (CIMA).
 - d. Certified Public Accountants (CPA)

OR

- I. have a good first degree in accountancy or finance or related field of specialization.
- II. have a final examinations certificate of any of the following professional bodies or their equivalents:
 - a. Institute of Chartered Accountants, Ghana (ICA, Ghana)
 - b. Association of Chartered Certified Accountants (ACCA).
 - c. Chartered Institute of Management Accountants (CIMA)
 - d. Certified Public Accountants (CPA)

6.1.7 Accountant

Candidates seeking appointment or promotion to the grade of Accountant must:

- I. have a first degree and a master's degree (with option in Accounting or Finance).
- II. be a member of the following major professional accountancy bodies or their equivalents:
 - a. Institute of Chartered Accountants, Ghana (ICA, Ghana)
 - b. Association of Chartered Certified Accountants (ACCA).
 - c. Chartered Institute of Management Accountants (CIMA)
 - d. Certified Public Accountants (CPA)
- III. have a minimum of **two (2)-years** relevant post-qualification experience in the service of the University or in a comparable institution.
- IV. have at least **two (2)** publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/her area of specialization.

6.1.8 Senior Accountant

Candidates seeking appointment or promotion to the grade of Senior Accountant must:

- I. have a first degree and a master's degree (with option in Accounting or Finance)

- II. be a member of the following major professional accountancy bodies or their equivalents:
 - a. Institute of Chartered Accountants, Ghana (ICA, Ghana).
 - b. Association of Chartered Certified Accountants (ACCA).
 - c. Chartered Institute of Management Accountants (CIMA).
 - d. Certified Public Accountants (CPA).
- III. have served satisfactorily in the grade of Accountant in the University or equivalent grade in a comparable institution for at least **five (5) years**
- IV. have at least **five (5)** additional publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/her area of specialization

NB: Two external assessors' report will be required. However, the better one will be considered and submitted.

6.1.9 Deputy Director of Finance

Candidates seeking appointment or promotion to the grade of Deputy Director of Finance must:

- I. have a first degree and a master's degree (with option in Accounting or Finance)
- II. be a member of the following major professional accountancy bodies or their equivalents:
 - a. Institute of Chartered Accountants, Ghana (ICA, Ghana).
 - b. Association of Chartered Certified Accountants (ACCA).
 - c. Chartered Institute of Management Accountants (CIMA).
 - d. Certified Public Accountants (CPA).
- III. have a minimum of **four (4) years** relevant post-qualification experience as Senior Accountant in the service of the University or an equivalent grade in a comparable institution.
- IV. have at least **five (5)** additional publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/ her area of specialization.

NB: Two external assessors' reports will be required.

6.1.10 Director of Finance

The appointment to the position shall proceed as in the Statutes. Appointment shall be by tenure

Directorate of Internal Audit

6.1.11 Assistant Internal Auditor

Candidates seeking appointment to the grade of Internal Assistant Auditor must:

- I. possess a bachelor's degree in Auditing or Accounting or related field of specialization.
- II. have a master's degree in Auditing or Accounting or related field of specialization.

- III. have 75% completion of a professional certificate in any of the following major professional bodies or their equivalents:
 - a. Certified Internal Auditor (CIA)
 - b. Institute of Chartered Accountants, Ghana (ICA, Ghana).
 - c. Association of Chartered Certified Accountants (ACCA).
 - d. Chartered Institute of Management Accountants (CIMA).
 - e. Certified Public Accountants (CPA).

OR

- I. have a good first degree in Auditing or Accounting or related field of specialization.
- II. final examinations certificate of any of the following professional bodies or their equivalents:
 - a. Certified Internal Auditor (CIA)
 - b. Institute of Chartered Accountants, Ghana (ICA, Ghana)
 - c. Association of Chartered Certified Accountants (ACCA).
 - d. Chartered Institute of Management Accountants (CIMA)
 - e. Certified Public Accountants (CPA)

6.1.12 Internal Auditor

Candidates seeking appointment or promotion to the grade of Internal Auditor must:

- I. possess a bachelor's degree in Auditing or Accounting or related field of specialization.
- II. possess master's degree in Auditing or Accounting or related field of specialization.
- III. be a member of the following major professional auditing or accountancy bodies or their equivalents:
 - a. Certified Internal Auditor (CIA)
 - b. Institute of Chartered Accountants, Ghana (ICA, Ghana)
 - c. Association of Chartered Certified Accountants (ACCA).
 - d. Chartered Institute of Management Accountants (CIMA)
 - e. Certified Public Accountants (CPA)
- IV. have a minimum of two (2)-years relevant post-qualification experience in the service of the University or in a comparable institution.
- V. have at least two (2) publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/her area of specialization.

6.1.13 Senior Internal Auditor

Candidates seeking appointment or promotion to the grade of Senior Internal Auditor must:

- I. possess a Bachelor's degree in Auditing or Accounting or related field of specialization.

- II. possess master's degree in Auditing or Accounting or related field of specialization.
- III. be a member of the following major professional auditing or accountancy bodies or their equivalents:
 - a. Certified Internal Auditor (CIA)
 - b. Institute of Chartered Accountants, Ghana (ICA, Ghana).
 - c. Association of Chartered Certified Accountants (ACCA).
 - d. Chartered Institute of Management Accountants (CIMA)
 - e. Certified Public Accountants (CPA)
- IV. have served for a minimum period of **five (5) years** as Internal Auditor in the service of the University or an equivalent grade in a comparable institution.
- V. have at least **five (5)** additional publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/her area of specialization.

NB: Two external assessors' reports will be required. However, the better one will be considered and submitted.

6.1.14 Deputy Director of Internal Audit

Candidates seeking appointment or promotion to the grade of Deputy Director of Internal Audit must:

- I. possess a Bachelor's degree in Auditing or Accounting or related field of specialization
- II. possess a master's degree in Auditing or Accounting or related field of specialization
- III. be a member of the following major professional auditing or accountancy bodies or their equivalents:
 - a. Certified Internal Auditor (CIA)
 - b. Institute of Chartered Accountants, Ghana (ICA, Ghana).
 - c. Association of Chartered Certified Accountants (ACCA).
 - d. Chartered Institute of Management Accountants (CIMA)
 - e. Certified Public Accountants (CPA)
- IV. have a minimum of **four (4)-years** post-qualification relevant experience as Senior Internal Auditor in the service of the University or an equivalent grade in a comparable institution
- V. have at least **five (5)** additional publications (refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions/ projects) in his/ her area of specialization

NB: Two external assessors' reports will be required.

6.1.15 Director of Internal Audit

The appointment to the position shall proceed as in the Statutes. Appointment shall be by tenure.

Directorate of Works and Physical Development

6.1.16 Assistant Engineer/Architect/Planner/ Quantity Surveyor/Land Economists/Estate Officer/Maintenance Officer/Transport Officer

Candidates seeking appointment to the grade of Assistant Engineer or any of its analogous positions must:

- I. have at least a bachelor's and a master's degree in his/her related area of specialization.

Candidates appointed under such conditions must take steps to obtain full membership of a recognised professional body in his/her area of specialization, at most two (2) years after appointment, before being promoted to the next higher position of Engineer/Architect/Planner/Surveyor/Land Economist/Estate Officer.

6.1.17 Engineer/Architect/Planner/ Quantity Surveyor/Land Economists/Estate Officer/Maintenance Officer/Transport Officer

A candidate seeking appointment or promotion to the grade of Engineer or any of its analogous positions must:

- II. possess a bachelor's and a master's degree or its equivalent in his/her related area of specialization.
- III. be a registered member, in good standing, of a professional body in his/her related area of specialization.
- IV. have a minimum of two (2)-years relevant post-qualification experience in the service of the University or in a comparable institution.
- V. have at least two (2) publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization.

6.1.18 Senior Engineer/Architect/Planner/Quantity Surveyor/Land Economists/Estate Officer/Maintenance Officer/Transport Officer

A candidate seeking appointment or promotion to the grade of Senior Engineer or any of its analogous position must:

- I. possess bachelor's and master's degrees or their equivalent in his/her related area of specialization.
- II. be a registered member, in good standing, of a professional body in his/her related area of specialization.
- III. have served satisfactorily for at least five (5) years in the grade of Engineer or an analogous position in the University or equivalent grade in a comparable institution.
- IV. have at least five (5) additional publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization.

NB: Two external assessors' reports will be required. However, the better one will be considered and submitted.

6.1.19 Deputy Director (Engineer/Architect/Planner/Quantity Surveyor/Land Economists/Estate Officer/Maintenance Officer/Transport Officer)

Candidates seeking appointment or promotion to the grade of Deputy Director must:

- I. possess bachelor's and master's degree or its equivalent in his/her related area of specialization.
- II. be a registered member, in good standing, of a professional body in a related area of specialization.
- III. have served satisfactorily for at least four (4) years in the grade of Senior Engineer or any of its analogous positions in the university or an equivalent grade in a comparable institution.
- IV. have at least five (5) additional publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/ her area of specialization.

NB: Two external assessors' reports will be required.

6.1.20 Director

Appointment to the position of Director in any of the analogous disciplines shall proceed as provided by the Statutes. Appointment shall be by tenure.

Directorate of ICT

Senior Member positions within the ICT Directorate will have the following specializations:

- (a) Systems Administration
- (b) Networks Administration
- (c) Database Administration
- (d) Systems Analysis
- (e) Data Centre Management
- (f) Programming
- (g) IT Security
- (h) Webmaster

6.1.21 Assistant Programmer/Networks Administrator/Systems Administrator/Systems Analyst/ Data Centre Officer/ Webmaster

Candidates seeking appointments to the grade of **Assistant Systems Analyst** or any of its analogous positions must:

- I. possess master's degree in Computer Science or any other ICT related discipline
- II. in very exceptional cases, candidates who possess first degrees in any of the above-mentioned areas with a recognised professional certification, and minimum of four (4) years working experience may be considered. Such applicants however will need to obtain master's degree before being promoted to the next higher grade

6.1.22 Programmer/Networks Administrator/Systems Administrator/Systems Analyst/ Data Centre Officer/ Webmaster

Candidates seeking appointment or promotion to the grade of Systems Analyst or any of its analogous positions must:

- I. possess master's degree in Computer Science or any other ICT related discipline.
- II. professional certification with a recognised professional body will be an added advantage.
- III. have a minimum of two (2) years' relevant post-qualification experience in the service of the University or in a comparable institution.
- IV. have at least two (2) publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization.

6.1.23 Senior Programmer/Networks Administrator/Systems Administrator/Systems Analyst/ Data Centre Officer/ Webmaster

Candidates seeking appointment or promotion to the grade of Senior Systems Analyst or any of its analogous positions must:

- I. possess master's degree in Computer Science or any other ICT related discipline
- II. have served satisfactorily for at least five (5) years in the grade of Systems Analyst or an analogous position in the University or equivalent grade in a comparable institution
- III. have at least five (5) additional publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization

NB: (a) *Professional certification with a recognised professional body will be an added advantage*

(b) *Two external assessors' reports will be required. However, the better one will be considered and submitted.*

6.1.24 Deputy Director

Candidates seeking appointment or promotion to the grade of **Deputy Director** must:

- I. possess master's in Computer Science or any other ICT related discipline.
- II. Professional certification with a recognised professional body will be an added advantage
- III. have served satisfactorily for at least **four (4) years** in the grade of Senior Systems Analyst or an analogous position in the University or equivalent grade in a comparable institution

NB: Two external assessors' reports will be required.

6.1.25 Director

The appointment to the position shall proceed as in the Statutes. Appointment shall be by tenure.

Procurement Unit

6.1.26 Assistant Procurement/Supply Officer

Candidates seeking appointment to the grade of **Assistant Procurement/Supply Officer** or any of its analogous positions must:

- I. possess a master's degree in Procurement, Purchasing and Supply or Logistics and Supply Management; and
- II. take steps to obtain full membership of a recognised professional body in his/her area of specialization at most **two (2)** years after appointment, before being promoted to the next higher position of Procurement or Supply Officer.

6.1.27 Procurement/Supply Officer

A candidate seeking appointment as **Procurement/Supply Officer** must:

- I. possess master's degree in Procurement, Purchasing and Supply or Logistics and Supply Management;
- II. be a member of a relevant professional body, preferably the Chartered Institute of Procurement and Supply (CIPS).
- III. have two (2) years' relevant post-professional qualification experience in the service of the University or in a comparable institution.
- IV. have at least two (2) publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization.

6.1.28 Senior Procurement/Supply Officer

A candidate seeking appointment as **Senior Procurement /Supply Officer** must:

- I. possess a master's degree in Procurement, Purchasing and Supply or Logistics and Supply Management.
- II. be member of a relevant professional body, preferably the Chartered Institute of Procurement and Supply (CIPS).
- III. have a minimum of five (5) years' relevant post-qualification experience in the University or an analogous institution as Procurement/Supply Officer
- IV. have at least five (5) additional publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization.

NB: Two external assessors' reports will be required. However, the better one will be considered and submitted.

6.1.29 Deputy Head, Procurement/ Supply Officer

A candidate seeking appointment as **Deputy Head Procurement/Supply Officer** must:

- I. possess a master's degree in Procurement, Purchasing and Supply or Logistics and Supply Management
- II. be member of a relevant professional body, preferably the Chartered Institute of Procurement and Supply (CIPS)
- III. have a minimum of four (4) years' relevant post-qualification experience in the University
- IV. have at least five (5) additional publications (projects/ refereed/ position papers/ memoranda/ reports/ proposals/ legal opinions) in his/her area of specialization

6.1.30 Head of Procure/Supply

The appointment to the position shall proceed as in the Statutes. Appointment shall be by tenure.

Assessment for Promotions

All Senior Members (Administrative/Professionals) shall be promoted on the basis of competence and satisfactory performance in all the five (5) areas of assessment (See Appendix A). The grading of the assessment of the five areas shall be as follows:

Marks	Grade	Remarks
80 – 100%	A	High
60 – 79%	B	Good
40-59	C	Adequate
Below 40	D	Inadequate

However, a total assessment score below 70% shall not be used to promote an applicant.

APPENDIX A

UNIVERSITY OF HEALTH AND ALLIED SCIENCES

ASSESSMENT CRITERIA FOR SENIOR MEMBERS (NON-TEACHING)

CRITERIA FOR ASSESSING PROFESSIONAL COMPETENCIES

S/N	INDICATORS	EVIDENCE	MAXIMUM SCORE	APPLICAN T'S SCORE	EVIDENCE (I.E. SP NO.)	RARC'S SCORE
I	Proven Ability/knowledge of work (Professional Competence and Work Output in relation to Schedules held)	Schedules Held/ Appraisal Reports/ Additional Certifications (CPDs, Conferences Attended, Seminars/ Workshops and Contributions Made)/ Competency Assessment Reports	25			
II	Initiative, Resourcefulness & Drive	Memos/ Reports/ Position Papers/ Proposals/ Major Projects or Assignments undertaken	30			
III	Sense of Responsibility	General contribution of work/ Ability to meet deadlines	10			
IV	Leadership/ Coaching/ Mentoring	Team Work/ Managerial Competences/ Supervisory Ability/ General Contribution of Work	15			
V	Evidence of University/ Community/ National/ International Service	Chairmanship/ Secretary/ Membership/ Recorders/In-Attendance	20			
	Total Score obtainable = 100		100			

Rate: A candidate is deemed to have passed for promotion if he/she obtains a total score of 70% or more.

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
ASSESSMENT CRITERIA FOR SENIOR MEMBERS (NON-TEACHING)

Table I: Proven Ability/Knowledge of Work

S/N	Assessable Area	Relevance	Possible Impact on University's Work	Total Mark
I	Schedules Held	4	6	10
II	Appraisal Reports	3	2	5
III	Additional Certifications Obtained	2	3	5
IV	CPDs, Conferences/Seminars Attended, Contributions Made)/ Competency Assessment Reports	3	2	5
TOTAL				25

Rate: A candidate's Proven Ability/Knowledge of Work is rated as follows:

- Inadequate if < 12
- Adequate if 13-17
- Good if 18 –21
- High if 22-25

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
ASSESSMENT CRITERIA FOR SENIOR MEMBERS (NON-TEACHING)

Table II. Initiative, Resourcefulness & Drive

Type of Paper	Clear Statement of Problem (PS)	Effectiveness of Suggested Solution (SS)	Clarity of Expression (E)	Expected Impact on Policy if Implemented(I)	Total Mark
Written Report	1	1	1	2	5
Position Papers	1	1	1	2	5
Memoranda	1	1	1	2	5
Proposal	1	1	1	2	5
Projects	1	1	1	2	5
Technical Publications	1	1	1	2	5
TOTAL					30

NB: In view of the nature each directorate or office's work, a combination or similar material submitted should be considered and assessed individually (E.g. Five reports or a combination of materials submitted should be assessed individually).

Rate: A candidate's Proven Ability/Knowledge of Work is rated as follows:

- Inadequate if < 14
- Adequate if 15-20
- Good if 22-25
- High if 26-30

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
ASSESSMENT CRITERIA FOR SENIOR MEMBERS (NON-TEACHING)

Table III: Sense of Responsibility

S/N	Assessable Area	Relevance	Possible Impact on University's Work	Total Mark
I	General Contribution of Work	2	3	5
II	Ability to Meet Deadlines	2.5	2.5	5
	TOTAL			10

Rate: A candidate's Sense of Responsibility is rated as follows:

- Inadequate if < 5
- Adequate if 6-10

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
ASSESSMENT CRITERIA FOR SENIOR MEMBERS (NON-TEACHING)

Table IV: Leadership/Coaching or Mentoring

S/N	Assessable Area	Relevance	Possible Impact on University's Work	Total Mark
I	Team Work	1	1	2
II	Managerial Competences	2	2	4
III	Supervisory Ability	2	2	4
	TOTAL			10

Rate: A candidate's Leadership/Coaching or Mentoring ability is rated as follows:

- Inadequate if < 5
- Adequate if 6-10

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
ASSESSMENT CRITERIA FOR SENIOR MEMBERS (NON-TEACHING)

Table V: Evidence of University/Community/National/International Service

S/N	Assessable Area	Relevance	Possible Impact on University's Work	Total Mark
I	Chairmanship of Committee/Board	1	1	2
II	Secretary/Technical Services	2	2	10
III	Membership	2	2	2
IV	Recorder/In-Attendance	3	3	6
	TOTAL			20

Rate: A candidate's Evidence of University/Community/National/International Service is rated as follows:

- Inadequate if < 10
- Adequate if 11-15
- High if 16-20

7 Resignation, Retirement and Termination of Appointment of Senior Members

- I. Except as may otherwise be provided by Council, a Senior Member may resign his/her appointment and thereby terminate his/her employment with the University on giving, in writing under his/her signature to the Vice-Chancellor, at least six (6) months' notice terminating on the last day of July of the year in which his/her resignation takes effect, or in default, he/she shall pay to the University six (6) months' salary in lieu of notice.
- II. Except as may otherwise be provided in special cases by Council, a Senior Member appointed to a full-time post in the University or on a renewable contract shall retire from his/her appointment and all other statutory offices held by him/her in the University by virtue of his/her appointment at the end of the academic year in which he/she retains the compulsory retirement age of sixty (60) years. For the purpose of this clause, the academic year is presumed to end on the 31st day of July.
- III. Subject to the approval of Council, the Vice-Chancellor may terminate the appointment of any Senior Member by giving him/her six (6) months' notice in writing or in default, pay to him/her six (6) months' salary in lieu of notice, except that the person concerned shall, before the termination of his/her appointment becomes effective, have the right to appeal to the University of Health and Allied Sciences Appeals Board within one month of receipt of the notice.
- IV. The University of Health and Allied Sciences Appeals Board shall on hearing the appeal make recommendations to Council.
- V. Where a person appeals against a notice of termination of his appointment, Council shall consider the appeal within three (3) months and Council's decision thereon shall be final.

8 TEMPLATES

APPLICATION FOR PROMOTION

Download the required form <https://www.uhas.edu.gh/en/public/staff-employment-forms.html> but make sure you have the minimum elements suggested in the one here.

UNIVERSITY OF HEALTH AND ALLIED SCIENCES

APPLICATION FOR PROMOTION

(SENIOR MEMBERS – TEACHING/RESEARCH STAFF)

Name of Applicant (in block capitals)

Present Designation:

I wish to apply for the post of:

In the Department of:

1. EDUCATION: INSTITUTIONS ATTENDED AND DEGREES\ CERTIFICATES EARNED WITH DATES

(a) **Academic Degrees earned with dates**

(b) **Institutions attended with dates**

2. UNIVERSITY TEACHING AND/OR RESEARCH EXPERIENCE WITH DATES.

(A) Academic Ranks held and Subjects Taught

Academic Ranks

Subjects Taught

(B) Supervision of Students project work/theses/research

(C) Other Professionally Related Experience

3. DETAILS OF RESEARCH OR PROJECTS UNDERTAKEN SINCE LAST APPOINTED TO THE UNIVERSITY OR PROMOTED

(A) Research Conducted (Topic with dates)

(B) Publications arising out of the above research since last promotion

(C) Journals in which papers are published

4. EXHIBITIONS:

5. CONFERENCES/SEMINARS AND WORKSHOPS AT WHICH PAPERS WERE READ.

6. LIST OF ALL OTHER PUBLICATIONS

7. RECORD OF SERVICE TO THE COMMUNITY (UNIVERSITY/NATIONAL/INTERNATIONAL)

(A) Service to the University

(B) Service to the Nation

(C) Service to the International Community

8. APPLICANT'S EVALUATION OF HIS/HER PERFORMANCE IN THE FOLLOWING THREE AREAS OF ATTAINMENT WITH REASONS AND JUSTIFICATION:

(A) TEACHING

Evaluation:

Justification:

Assessment indicator	Score
TOTAL	

B) PROMOTION OF KNOWLEDGE

Evaluation:

Justification:

A. Research Projects

B. Publications arising out of my research

Publication title		Score
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
TOTAL		

C. Invention arising out of research

SERVICE

Evaluation:

Justification:

A. Service to the University

Assessment indicator	Score
ADMINISTRATIVE EXPERIENCE	
MEMBERSHIP OF COMMITTEES	
FINANCIAL / MATERIAL RESOURCE MOBILIZATION	
EXTENSION WORK/WORKSHOPS	

B. Service to national and international community

Assessment indicator	Score
TOTAL	

Appendix: Photocopies of Supporting Papers (SP)

A. University Teaching and/or Research Experience

B. Publications arising out of the above research

C. Conference\Seminars and workshops at which papers were read.

D. Record of Service to the community (University/Nation/International)

APPLICANT

SIGNATURE DATE:

HEAD OF DEPARTMENT

SIGNATURE DATE:

DEAN

SIGNATURE DATE:

RECOMMENDED CURRICULUM VITAE FORMAT

In an effort to produce a more uniform reporting procedure, the following outline is recommended for the curriculum vitae in promotion dossier. At a minimum, the vita should reflect responsibilities and expectations as specified in the Appointment Letter and any addendums to the Appointment Letter.

A. Academic History

1. Name
2. Present rank
3. Administrative title (if any)
4. Highest degree, the institution, the date
5. List of academic positions in chronological order with titles and inclusive dates
6. Other professional employment (current and previous), dates
7. Awards (fellowships, lectureships, etc)

B. Teaching

1. Courses Taught, including title, enrolments, and credit hours
2. Development of new courses
3. Supervision of Graduate Student Teaching or Research
4. Supervision of Undergraduate Research
5. Internship supervision
6. Recognitions and Outstanding Achievements (teaching awards, prizes, fellowships, awards won by your students etc)
7. Academic Advising
8. Professional development

C. Scholarly Activities/Creative Work (as applicable)

Peer-reviewed and invited items should be identified as such in the CV by the candidate. If joint endeavours are listed on the CV, faculty should briefly describe their contribution to the publication.

1. Books authored or co-authored (in print or accepted) distinguish original editions and revisions
2. Books edited and co-edited (in print or accepted) distinguish original editions and revisions
3. Chapters in books (in print or accepted)
4. Monographs (longer than articles, in print or accepted)
5. Journal articles (in print or accepted)
6. Bulletins or reports (in print or accepted)
7. Abstracts (in print or accepted)
8. Book reviews (in print or accepted)
9. Patents
10. Creative contributions other than formal publications

11. Grants received (dates, amounts [total & amount to the candidate], principal investigator, co-principal investigator, or co-investigator status)
12. Recognitions and outstanding achievements (teaching awards, prizes, fellowships, etc)
13. Supervision of student research (including number of theses and dissertations supervised)
14. Convention papers/Proceedings
15. Presentations
16. Invited seminars/lectures.
17. Conference talks
18. Poster presentations

D. Service

1. Extension
2. International programmes
3. Local community services and relationships
4. To governmental and non-governmental agencies
5. Service to professional societies, governmental organizations, or non-governmental agencies
6. Editorships or editorial board memberships for journals or other learned publications
7. Ad hoc manuscript reviewer
8. Grant review panel member
9. Ad hoc grant reviewer
10. External evaluator of promotion/tenure dossier
11. Service on departmental, college, or University committees
12. Special administrative assignments
13. Service to student groups and organizations
14. Service to support units such as libraries, computing services and health services

D. Referees

E. Date and signature

UNIT HEAD COVER LETTER FOR PROMOTION

Summarize the evidence supporting the candidate's promotion. Include the information specified below. The cover letter shall be the principal letter of evaluation from the promotion unit. The letter should also include the unit head's recommendation to support or not support the promotion application.

A. *Background*. List the candidate's position and key professional accomplishments. Use his/her appointment letter and any addendums to guide the emphasis on particular areas.

B. *Summary of the Candidate's Achievements*. Summarize the candidate's professional accomplishments and the quality of these contributions to the unit and/or university as they relate to the requirements for the requested rank and the candidate's teaching effectiveness. Anchor these comments with references to the pages of the dossier where the evidence is presented.

C. *Assessment of the Candidate's Stature*. Evaluate the candidate's stature within the unit and/or school/institute. Again, anchor these comments with references to the pages in the dossier where the evidence is presented.

D. *Need for Services*. Demonstrate a continuing and long-range need for the candidate. Show how the duties assigned to the candidate are essential to the unit fulfilling its mission at present and in the future.

ASSESSMENT FORMS

LIST OF PUBLICATIONS

NUMBER	FULL CITATION OF R/S ITEM IN AUTHOR DATE FORMAT	Points earned
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
.		
.		
N		

Note: This form should be filled by the candidate.

PUBLICATIONS ASSESSMENT FORM

Publications /Scholarly works	Points Up to	POINTS EARNED ON ASSESSMENT			
		Applicant	Dean/Director	SAPC	UAPB
Publications achieved minimum requirement for promotion as judged by External Assessors	40				
Academic books published by a reputable publisher	12				
Patents (international)	20				
Original full papers published in peer reviewed indexed journals (lead or corresponding author)	10				
Original full papers published in peer reviewed indexed journals (any other authorship position)	5				
Chapters in books (one or many chapters) published by a reputable publisher	5				
Original full papers presented and published in the proceedings of international peer reviewed conferences	5				
Edited books published by a reputable publisher	3				
Translated books published by a reputable international publisher	3				
Editorials or Commentaries in peer reviewed journals	3				
Total					

PUBLICATIONS ASSESSMENT SUMMARY FORM OF EXTERNAL ASSESSOR

NAME OF APPLICANT: _____

SCHOOL/INSTITUTE: _____ DEPARTMENT: _____

Assessment Criteria	Points up to	Publication Number											
		1	2	3	4	5	6	.	.	.	N		
Originality	10												
Contribution to Knowledge	10												
Relevance to applicant's	10												
Quality of publication	10												
Total Points	40												

Recommendation:

External Assessor's Signature: _____

Date: _____

SUMMARY OF PUBLICATIONS ASSESSMENT FORM

Candidate's Name _____

School/ Institute: _____ Department: _____

Publication #	Publications Scores Given by External Assessors			Average Score per Publication	Publications Assessment (Points by UAPB)	Total Points Earned
	1 st Assessor	2 nd Assessor	3 rd Assessor			
1						
2						
3						
4						
5						
6						
.						
.						
.						
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Note: This form should be completed by the UAPB

TEACHING ACTIVITIES ASSESSMENT

Teaching Activities	Points Up to	POINTS EARNED ON ASSESSMENT		
		Applicant	SAPC	UAPB
Demonstration of competence in teaching based on peer evaluation results.	20			
Advising of undergraduate and postgraduate students	10			
Development and incorporation of problem-based learning activities and case studies into courses	5			
Development of pedagogical methods and materials to encourage students' self- learning	5			
Development of new methods for delivering the curriculum; course design and curricular development	5			
Usage and development of up-to-date technology-based teaching methods	5			
Participation in teaching-related workshops, seminars, and conferences	15			
Substantial contribution to professional development and training activities related to teaching and education at UHAS	15			
Ability to complete the syllabus on schedule.	10			
Librarianship	25			
Punctuality in setting examination questions and marking of examinations scripts.	10			
Comments of external examiners and moderators on applicant's examination questions and marking schemes.	5			
Supervision of project works and theses of undergraduate and postgraduate students.	10			
Students' evaluation and assessment of applicant's teaching.	10			
Total				

UHAS CLASSROOM OBSERVATION FORM

Lecturer:

Peer Observer:

Type of Activity: Lecture Seminar Workshop Practical Other (Specify) Date & Time:

Duration:

Title of Activity:

Level:

Course Code:

No. of Students:

(Please use criteria that apply to format of course activity observed).

Observation Review	Criteria-related Comments	Score
1. LEARNING OBJECTIVES/OUTCOMES		
2. SUBJECT MATTER KNOWLEDGE/TEACHING QUALITY		
3. ORGANIZATION/LEARNING RESOURCES		
4. CLASSROOM RAPPOR T		
5. TEACHING STRATEGIES/METHODS		
6. PRESENTATION		
7. CLASSROOM MANAGEMENT		

Observation Review	Criteria-related Comments	Score
8. SENSITIVITY/RELATIONSHIPS		
9. STUDENT SUPPORT		
10. INTERPERSONAL RELATIONSHIPS		
11. ENVIRONMENT/PHYSICAL ASPECTS OF CLASSROOM		
12. FEEDBACK		

Strengths observed:

Suggestions for improvement:

Overall impression of teaching effectiveness:

A. Outstanding B. Good C. Requires Improvement D. Inadequate

Score (%):

ACTIVITY OBSERVATION FORM B			
CRITERIA FOR SCORING OF OBSERVATION			
OUTSTANDING (4 Pts Each)	GOOD (3 Pts Each)	REQUIRES IMPROVEMENT (2 Pts Each)	INADEQUATE (1 Pt Each)
1. Learning objectives: Clearly stated and criteria for excellence shared, displayed & understood; Main points summarized & emphasized.	1. Learning objectives are stated, displayed & understood; Main points summarized & emphasized.	1. Learning objectives are stated & displayed; Main points are summarized.	1. Learning objectives are not stated & displayed; Main points are not summarized.
2. Subject matter/teaching knowledge: Excellent command and knowledge of subject matter; demonstrates breadth and depth of mastery; evidence of thorough planning, delivery/demonstration in the activity.	2. Subject matter/teaching knowledge: Good command and knowledge of subject matter; demonstrates good breadth and depth of mastery; evidence of good planning, delivery/demonstration in the activity.	2. Subject matter/teaching knowledge: Some command and knowledge of subject matter; demonstrates some breadth and depth of mastery; evidence of some planning in the activity.	2. Subject matter/teaching knowledge: Limited command and knowledge of subject matter; demonstrates little breadth and depth of mastery; no evidence of planning in the activity.
3. Organization/Learning Resources: Well-organised subject matter; evidence of thoroughness in preparation; ready availability of learning resources/materials & their easy accessibility.	3. Organization/Learning Resources: Well-organised subject matter; evidence of good preparation; ready availability of learning resources/materials.	3. Organization/Learning Resources: Fairly well-organised subject matter; evidence of some preparation; availability of some learning resources/materials.	3. Organization/Learning Resources: Not well-organised subject matter; little of evidence preparation; little or no learning resources/materials.
4. Classroom Rapport: Evidence of holding interest of students, courtesy / respect; demonstrates fairness & impartiality; encourages active participation; interacts with students, shows enthusiasm.	4. Classroom Rapport: Evidence of holding interest of students, courtesy / respect; demonstrates fairness & impartiality; encourages active participation; interacts with students, shows enthusiasm.	4. Classroom Rapport: Some evidence of holding interest of students, courtesy / respect; demonstrates fairness & impartiality; encourages some participation.	4. Classroom Rapport: Little evidence of holding interest of students, courtesy / respect; No demonstrated fairness & impartiality; does not encourage participation.
5. Teaching Strategies & Methods: Using relevant teaching methods, aids, materials, techniques, & effective use of technology; includes variety, balance, imagination, group activity/involvement; use of simple, clear, precise & appropriate examples and contexts; Clearly focused on & meets stated objectives; a wide range of questions used which challenge	5. Teaching Strategies & Methods: Evidence of using relevant teaching methods, aids, materials, techniques & effective use of technology; includes variety, balance, imagination, group activity/involvement; use of simple, clear, precise & appropriate examples; focused on, & meets many stated objectives; a range of questions used which challenge students & stimulate good discussion.	5. Teaching Strategies & Methods: Evidence of using some relevant teaching methods, aids, materials, techniques & use of technology; includes some variety, balance; use of simple, & appropriate examples; meets some stated objectives; a few questions used which challenge students & stimulate discussion.	5. Teaching Strategies & Methods: Little use of relevant teaching methods, aids, materials, techniques & little or poor use of technology; includes little or no variety, balance; does not use simple & appropriate examples; meets few or no stated objectives; does not use questions to challenge students & stimulate discussion.

students & stimulate high quality discussion.			
6. Presentation: Thorough planning at appropriate level; establishes classroom environment conducive to learning; maintains eye contact; uses a clear voice projection; activity is paced and structured to engage, motivate & maintain student's interest; proper enunciation & use of standard English.	6. Presentation: Good planning at appropriate level; establishes classroom environment conducive to learning; maintains eye contact; uses a clear voice projection; activity is paced and structured to engage, motivate & maintain student's interest; evidence of proper enunciation & use of standard English.	6. Presentation: Planning at appropriate level; establishes classroom environment conducive to learning; maintains some eye contact; voice projection is not very clear; activity is somewhat paced and structured; fair enunciation & use of standard English.	6. Presentation: No evidence of planning; does not create classroom environment conducive to learning; maintains minimal eye contact; voice projection is not clear or poor; activity is not well structured; poor enunciation & use of standard English.
7. Classroom Management: Meets class at scheduled times; is punctual & demonstrates wise time management; attends to course interaction; demonstrates leadership ability; maintains discipline and control.	7. Classroom Management: Meets class at scheduled times; is mostly punctual & demonstrates good time management; attends to course interaction; demonstrates leadership ability; maintains discipline and control.	7. Classroom Management: Meets class at scheduled times; is sometimes punctual & demonstrates some time management; attends to course interaction; demonstrates some leadership ability; maintains some level of discipline and control.	7. Classroom Management: Does not meet class at scheduled times; is not punctual & demonstrates poor time management; demonstrates poor or no leadership ability; does not maintain good discipline and control.
8. Sensitivity/Relationships: Demonstrates emotional intelligence & sensitivity to students' personal culture, gender differences, equity & disabilities; shows empathy & responds appropriately in a non-threatening, pro-active learning environment.	8. Sensitivity/Relationships: Demonstrates emotional intelligence & sensitivity to students' personal culture, gender differences, equity & disabilities; shows empathy & responds well in a non-threatening, pro-active learning environment.	8. Sensitivity/Relationships: Demonstrates some sensitivity to students' personal culture, gender differences, equity & disabilities; shows some empathy & responds in a non-threatening, pro-active learning environment.	8. Sensitivity/Relationships: Demonstrates little or no sensitivity to students' personal culture, gender differences, equity & disabilities; shows limited empathy & responds in a poor or threatening way in a learning environment.
9. Student Support: Clear recognition and differentiation of levels of ability & supports/assists students with academic problems and/or special needs; encourages all students to ask questions & gives opportunities for them to think, listen & explain their own answers to questions.	9. Student Support: Evidence of clear recognition and differentiation of levels of ability & generally supports/assists students with academic problems and/or special needs; encourages students to ask questions & gives opportunities for them to think, listen & explain their own answers to questions.	9. Student Support: Some recognition and differentiation of levels of ability & generally supports/assists students with academic problems and/or special needs; encourages students to ask and answer questions.	9. Student Support: Little or no recognition and differentiation of levels of ability & does not support/assist students with academic problems and/or special needs; does not encourage students to ask questions.
10. Interpersonal Relationships: Ensures relationships between	10. Interpersonal Relationships: Ensures relationships between	10. Interpersonal Relationships: Ensures relationships between	10. Interpersonal Relationships: Does not

students &/or staff is excellent; evidences self-confidence; maintains professional comportment and appearance.	students &/or staff is good; evidences self-confidence; mostly maintains professional comportment and appearance.	students &/or staff is good; evidences some level of self-confidence; maintains professional comportment and appearance.	ensure relationships between students &/or staff is good; low level of self-confidence; little or no professional comportment and poor appearance.
11. Environment/Physical Aspects: Environment is well-organised, purposeful, stimulating & suited to students' needs. Location and physical attributes of activity site/classroom are ideal for number of students in attendance & layout of room; No distractions affecting content delivery.	11. Environment/Physical Aspects: Environment is well-organised, purposeful, stimulating & suited to students' needs. Location and physical attributes of activity site/classroom are good for number of students in attendance & layout of room; minor distractions affecting content delivery.	11. Environment/Physical Aspects: Environment is fairly well-organised & suited to students' needs. Location and physical attributes of activity site/classroom are fairly good for number of students in attendance & layout of room; Some distractions affecting content delivery.	11. Environment/Physical Aspects: Environment is not well-organised & suited to students' needs. Location and physical attributes of activity site/classroom are fairly good for number of students in attendance & layout of room; Major distractions affecting content delivery.
12. Feedback: Opportunity for student feedback & attention paid to their concerns, suggestions & recommendations; criteria for assessment are clear, feedback provided for work; students have opportunity to discuss feedback & how to improve; previous learning is built with opportunities for reflection & expectations for excellent student progress.	12. Feedback: There is opportunity for student feedback & attention paid to their concerns, suggestions & recommendations; criteria for assessment are clear, feedback is provided for work done; students have good opportunity to discuss feedback.	12. Feedback: There is some opportunity for student feedback & attention paid to their concerns, suggestions & recommendations; criteria for assessment are clear; students have some opportunity to discuss feedback.	12. Feedback: There is little or no opportunity for student feedback & little or no attention is paid to their concerns, suggestions & recommendations; no clear discussion of criteria for assessment; students have little or no opportunity to discuss feedback.

SERVICE ACTIVITIES ASSESSMENT

Service Activities	Points Up to	POINTS EARNED ON ASSESSMENT			
		Applicant	HoD	Dean	UAPB
Examinations Officer	10				
Assistant Examinations Officer	6				
Academic Tutor	8				
Head of Department	10				
Dean /Director	16				
Graduate/Programme/ Sectional/Unit Coordinators/Vocational Training Coordinators	8				
Chairman of Statutory Boards/Committees	10				
Member of Statutory Boards/ Committees	8				
Chairman of Non- Statutory Boards/ Committees	8				
Member of Non- Statutory Boards/ Committees	6				
Hall Master/Hall Warden/ Senior Tutor	10				
Patron of recognised associations	4				
Financial/Material Resource mobilization					
Above 200,000 USD	20				
50,000-200,000 USD	15				
10,000-50,000 USD	10				
5,000-10,000 USD	6				
Below 5,000 USD	4				
Chairman of National/International Board/Committee	10				
Secretary of National and International Boards, Committees and Organizations	8				
Member of National and International Boards, Committees and Organisations	6				

Service Activities	Points Up to	POINTS EARNED ON ASSESSMENT			
		Applicant	HoD	Dean	UAPB
Resource person/Facilitator	6				
Prior Declared Technical/Consultancy Work	6				
Member of Editorial Boards of recognised journals	10				
External Examiner/Moderator	10				
External Assessor for Promotion of Research/Academic/Professional/Administrative Staff	10				
Invigilator of internal examinations	4				
Invigilator of external examinations	6				
Keynote/Guest speaker (at special/ regional/ national/ international conferences, etc.)	6				
Community impact projects and extension work	10				
Special Awards/Recognition received	10				
Offering consultation and other service in the discipline to serve the community	4				
Voluntary work at the national and regional levels to build a stronger relationship between the University and the community and to serve the mission of the University	4				
Memberships and strong roles in professional organizations	4				
Support to student organizations or campus activities	4				
Engagement in collaborative projects outside UHAS including public involvement, patient care, and co-production	4				
Engagement with mass media and social media	4				
Total					