



**CAPE COAST
TECHNICAL
UNIVERSITY**

CRITERIA FOR APPOINTMENTS & PROMOTIONS OF SENIOR MEMBERS (TEACHING & RESEARCH)

CCTU P NO. 01





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TECHNICAL
UNIVERSITY**

GAZETTE

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OF SENIOR MEMBERS (TEACHING AND RESEARCH)**

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1 Introduction

The purpose of this policy is for the Appointments and Promotions of Senior Members (Teaching) of Cape Coast Technical University to be in tune with the regulatory documents of Technical Universities.

These criteria, among others, are to help:

- Facilitate the appointments and promotions of Senior Members (Teaching)
- Grade Senior Members according to their qualifications and experiences.
- Recognize and reward sustained excellence and scholarship.
- Ensure that appointments and promotions are considered only on merit.
- Ensure that appointments and promotions are transparent, fair and consistent with the principles of equal opportunity without regard to gender, ethnicity, age, disability, cultural background, religion, and membership of trade union or by nature of their contract.

The Guiding Statutes for Technical Universities provide some procedures for appointment and promotion of Staff. However, this policy will streamline appointments and promotions within the Technical Universities.

2 Criteria for Appointments and Promotions of Senior Members (Teaching)

Appointments and promotions of Senior Members (Teaching) shall follow the criteria below.

2.1 Assessable Areas for Appointments and Promotions

2.1.1 Appointments

Applicants for appointment shall be assessed based on:

- i. Qualification
- ii. Experience
- iii. Appearance
- iv. General Knowledge
- v. Reliability
- vi. Background
- vii. Aptitude.

At each level of assessment, the following will be checked:

- i. Quality and impact of research output
- ii. Satisfactory promotion of scholarly work
- iii. Qualitative contribution to one's discipline/profession
- iv. Quality and effectiveness of teaching and contribution to all aspects of teaching and learning
- v. Demonstrated leadership in one's discipline/profession, and community.

2.1.2 Procedure and Criteria for Promotion

Subject to the provisions dealing with basic qualifications, Senior Members (Teaching) applying for promotion will be evaluated on the basis of:

- i. Teaching
- ii. Research, Scholarly works, Innovation and Inventions
- iii. Community Service (University, National and International)
- iv. Professional Activities

Other factors that may be considered include:

- (a) The recommendations of the Faculty Appointments and Promotions Review Committee
- (b) applicant's formal qualifications

i. Teaching

- (a) Where teaching is the primary and core duty of a senior member, the candidate for promotion shall be required to demonstrate an ability to teach effectively in addition to his /her other responsibilities.
- (b) In judging a candidate's effectiveness in teaching, the appointing authority shall consider the candidate's command of the subject; continuous growth in the field; ability to organize and present materials with clarity; ability to excite intellectual curiosity in the students and to stimulate advanced-students to original work; and the extent of skill of participation in the general guidance/ counselling of students.
- (c) The Appointing Authority is required to consider the following factors and criteria in the evaluation of teaching performance:
 - demonstrated competence in the subject matter in the classroom and public presentations, including seminars, colloquia, conferences and inter-faculty lectures;
 - effectiveness in the development and use of innovative methods in teaching;
 - guidance and leadership in student activities;
 - initiation and participation in curriculum development (e.g., introduction of new courses or programmes);
 - authoring of textbooks;

- effectiveness in supervising research projects and graduate students; and
- teaching load.

ii. **Research, Scholarly Works, Innovation and Inventions**

- (a) For purposes of appointment and promotion of senior members, the appointing authority shall take account of research and creative scholarship of demonstrable quality. Evidence of research and scholarship should be based upon the senior member's published research in refereed journals, conference proceedings, monographs, technical reports or an original professional work such as architectural or engineering designs, computer software or film or drama productions or other creative works.
- (b) In the evaluation of a candidate's research and scholarly contribution, the following shall be recognised:
 - ***Independent Research***: This is based upon the candidate's own interests and needs;
 - ***University Sponsored Research***: This is research based on specific areas of interest of the University.
 - ***Published Text and Reference Books***: This is research aimed at publishing textbooks and reference question. The research may be either basic or applied;
 - ***Contract Research***: This is research based upon the needs and interests of an external client materials and includes translation of specialized scientific and scholarly works, reviews of rare books and published research by scientific societies approved by the Academic Board;
 - ***Inventions and Novelties***: This research consists mainly in scientific inventions or new discoveries which have

been patented by the researcher or the University with recognised patent agencies in any part of the world.

(c) The appointing authority shall also consider the following in the evaluation of a senior member's research and scholarly accomplishments:

- Contributions in the area of coordination of knowledge such as survey articles and books reviews;
- Service on editorial boards of scholarly journals;
- Membership of technical committees of international or national conferences or symposia;
- Technical reports authored;
- Prizes and awards received for scholarly achievement; and
- High level consulting work.

(d) For purposes of this section, publication shall mean:

- Papers in internationally recognized refereed journals;
- Papers in refereed proceedings in international conferences and specialized symposia;
- Refereed, published or accepted-for-publication technical reports from specialised university research centres or other internationally recognized research and policy institutions;
- Refereed textbooks and reference books;
- Refereed authentication review of rare books;
- Refereed translation of specialized scientific books and other scholarly works;
- Refereed books and research reports published by scientific societies approved by the Academic Board;
- Inventions and novelties that patents from recognized patent agencies approved by the Academic Board; and

- Distinguished creative activities in accordance with criteria approved by the Academic Board.
- (e) In the evaluation of books, articles, technical reports, inventions and novelties and other scholarly works accepted as publication, the key ingredient should be significance not volume. The faculty/evaluator is required to judge the significance of publication by ensuring that it is done in approved faculty peer reviewed journals. In the case of a textbook, it should have been published by a recognized publisher.

iii. Community Service (University, National and International)

The appointing authority shall give due recognition to and take account of the contribution of a Senior Member to the University, National and International:

- (a) In the case of service to the University, account shall be taken of a senior member's contribution to the administration and development of his/her Department, Faculty or Institute including but not limited to effective participation in committee work within the Department, Faculty and University at large.
- (b) Service rendered by a senior member to the local (non-university) community and the country, both in their special capacities as scholars and in areas beyond these special capacities when the work done is at a sufficiently high level and quality, shall likewise be recognized in the promotion process. These may include organizing short courses, national or international conferences, seminars, workshops, technical projects, authoring articles for the general public, translations, identifying needs and elaborating coherent training programmes in some areas of expertise, as well as

establishing a link for technical cooperation between the University and other institutions in specific areas of expertise.

iv. Professional Activities

The professional activities of a senior member shall be recognized in the evaluation of their applications for appointment and or promotion. In particular, account shall be taken of the candidate's contribution to the development of his/her profession through those activities where appropriate.

2.2 Documentation required for Appointments and Promotions

- i. For first appointments, documentation to be reviewed by the University Appointments and Promotions Board shall include:
 - (a) Completed Application forms;
 - (b) Curriculum Vitae;
 - (c) Copies of Certificates (with originals to be presented at interview);
 - (d) Relevant minutes of Faculty Appointments and Promotions Review Committee;
 - (e) An interactive report on applicant's demonstration of teaching or seminar from the Dean of Faculty; and
 - (f) For candidates seeking appointment to the grade of Senior Lecturer/ Senior Research fellow or higher, at least two (2) external assessors' reports out of three (3) assessment must be favorable.
- ii. For promotion to Lecturer or Senior Lecturer or Associate Professor or Professor and equivalent, documentations to be reviewed by the University Appointments and Promotions Board shall include:
 - (a) Application Letter;

- (b) Updated Curriculum Vitae;
 - (c) Relevant minutes of Faculty Appointments and Promotions Review Committee;
 - (d) Summary of student assessment of candidate dating back five (5) years if available; and
 - (e) Two external assessors' reports out of three (3) must be favorable.
- iii. 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 sub-area of specialisation.
 - iv. Proceedings of the Faculty Appointments and Promotions Review Committee and Appointments and Promotions Board shall be kept in the form of:
 - (a) minutes of general policy matters; and
 - (b) minutes of individual appointments.
 - v. The minutes of the Appointments and Promotions Board shall be provided to the members of the Board.
 - vi. Minutes on general policy matters shall be circulated to the Deans and Directors, Heads of Department and other members of the Academic Board.
 - vii. Letters on individual appointments shall be circulated to Heads of Department and Deans or Directors of the Faculties, Schools or Institutes concerned.
 - viii. Minutes covering the proceedings of the Appointments and Promotions Board shall be deposited at the Registry and access to them shall require the written permission of the Vice-Chancellor.
 - ix. The documents in the appointment process and the discussions at the Appointments and Promotions Board shall be confidential.

- x. The Registrar shall communicate the decision of the Appointments and Promotions Board to the applicant within two weeks, and in the case of appointments requiring prior approval by the University Council, within two (2) weeks after the approval.

3 Eligibility for Appointments

Applicant shall be assessed based on capacity or potential for:

- i. Teaching;
- ii. Scholarship;
- iii. Research;
- iv. Leadership;
- v. Industry related innovation, inventiveness and resourcefulness; and
- vi. Extension work and/or service to the University community, national and international services.

3.1 Procedure and Criteria for Appointments and Promotions

3.1.1 Vacancies

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

3.2 Submission of Application

- i. Applications indicating the position sought and the area or discipline concerned on appropriate University application form shall be submitted to the Office of the Registrar. The Registrar shall refer the application to the appropriate Head of Department for comments with copy of the forwarding letter to the Dean within Seven (7) working days and acknowledge receipt of application.
- ii. The Head of Department shall forward the application within seven (7) days of receipt with his comments to the Dean of the Faculty.
- iii. The Dean of Faculty shall, on receipt of the application dossier from the Head of Department, with comments and recommendations, refer the application to the Faculty Appointments and Promotions Review Committee by the next approved meeting schedule.
- iv. The Faculty Appointments and Promotion Review Committee shall consider the application and submit a comprehensive report with its recommendations to the Chairman of the University Appointments and Promotions Board through the Registrar within seven (7) days after the meeting.
- v. In the case of an application for promotion, where the Registrar considers that the application is complete, the effective date of promotion shall be the date on which the papers and any other documents submitted for assessment are received by the Office of the Registrar.
- vi. The effective date of all appointments and promotions shall be confirmed in the minutes of the Faculty Appointments and Promotions Review Committee and the University Appointments and Promotions Board.

3.3 Faculty Appointments and Promotions Review Committee

- i. There shall be a Faculty Appointments and Promotions Review Committee appointed by the Faculty Board for a two-year term with the Dean as the chairperson.
- ii. Inter-Faculty Appointments and Promotions Review Committees may be constituted, where necessary, the chairman of which shall be appointed by the Vice-Chancellor.
- iii. The composition of the Faculty Appointments and Promotions Review Committee shall be as stated in the Guiding Statutes.
- iv. The Committee may co-opt others as appropriate to assist its work.
- v. The Faculty Appointments and Promotions Review Committee shall meet at least twice a semester.
- vi. The review process shall include a report from the Head of Department's assessment of the applicant.
- vii. An application shall not be withheld from the Faculty Appointments and Promotions Review Committee.
- viii. The Committee shall consider the applications for appointments and promotions and shall forward each application dossier with its comments and recommendations to the Chairman of the University Appointments and Promotions Board.

3.4 Handling of applications at the Dean's Office

- i. An assessment shall not be provided by the Dean or Head of Department on the applicant's publications.
- ii. Upon receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Review Committee for

consideration. No application shall be withheld from the Faculty Appointments and Promotions Review Committee.

- iii. Where the applicant is seeking a higher rank than the Head of Department, the Head of Department shall submit the application without his comments to the Dean for consideration by Faculty Appointments and Promotions Review Committee within fourteen (14) days of receipt including weekends.
- iv. For promotion from lecturer to senior lecturer assessment of publications shall normally be outside the University by at least two (2) external assessors.
- v. An external assessor is a person of 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.
- vi. The assessor should not, however, have been associated with the applicant's formal studies (research work) at the graduate or professional level, nor should they have been collaborators.

3.5 Handling of Applications at the Registry

- i. 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 Appointments and Promotions Board at least once a semester indicating the state of processing of each application.
- ii. When the processing of an application is completed, the Registrar on being satisfied that everything is in order, shall list the application for consideration by the Appointments and Promotions Board, inviting the candidate for an interview where necessary.
- iii. In each case of an appointment or promotion, the Registrar shall provide the Appointments and Promotions Board with the:

- (a) approved departmental establishment, if applicable;
- (b) approved criteria for appointment or promotion;
- (c) reports of the Faculty Appointments and Promotions Review Committee; (d) report of the assessor(s); and
- (d) salary scale and the recommended entry point.

3.6 Appointments and Promotions

3.6.1 Age Limit for Appointment

The age limit for fresh appointment as Assistant Lecturer/Assistant Research Fellow/Junior Assistant Librarian for those without Ph.D. is 45 years except applicants who are already staff of the University.

3.6.2 Assistant Lecturer/Assistant Research Fellow (SM5)

For appointment to the rank of Assistant Lecturer/Assistant Research Fellow, candidates must have attained the following:

- i. The Assistant Lecturer/Assistant Research Fellow position is a temporary one designed for prospective Lecturers;
- ii. An Assistant Lecturer must hold a relevant Researched Master's degree. Such a candidate shall be appointed for a period of two (2) years and renewable for a further period of two (2) years only;
- iii. The appointment of the Assistant Lecturer may be terminated unless the candidate registers for and obtains a terminal degree to qualify for appointment as Lecturer within the above – mentioned period; and
- iv. The Assistant Lecturer/Research Fellow must go through the relevant Appointments and Promotions procedure.

3.6.3 Lecturer/Research Fellow (SM4)

For appointment to the rank of Lecturer/Research Fellow, candidates must have attained the following:

- i. Applicant must hold a terminal degree (PhD) or its equivalent professional qualification in a relevant subject area;
- ii. Appointment to the position of Lecturer/Research Fellow shall be for a term of six (6) years and may be renewed for a second term based on satisfactory performance;
- iii. A Lecturer/Research Fellow's appointment may be renewed up to a maximum of two (2) terms, that is, a total of twelve (12) years upon which the appointment may be terminated, unless the applicant qualifies for promotion to Senior Lecturer position; and
- iv. Lecturers already in service with Researched Master's degree must upgrade by the end of the second term renewal.

For promotion from the rank of Assistant Lecturer/Assistant Research Fellow to the rank of Lecturer/Research Fellow, candidates must have attained the following:

- i. Served as Assistant lecturer/Assistant Research Fellow or their equivalent for at least Two (2) years;
- ii. Satisfactory performance in Teaching and Promotion of Knowledge as certified by the Head of Department and the Appointments and Promotions Board.
- iii. Show evidence of Promotion of Knowledge (i.e., at least one (1) peer-reviewed publication);
- iv. Must obtain a minimum performance score of "Adequate" in Teaching;

- v. Must have enrolled in a PhD Programme;
- vi. Promotion to the rank of Lecturer/Research Fellow shall be for a term of six (6) years and may be renewed for a second term based on satisfactory performance;
- vii. A Lecturer/Research Fellow's promotion may be renewed up to a maximum of two (2) terms, that is, a total of twelve (12) years upon which the appointment may be terminated, unless the applicant qualifies for promotion to Senior Lecturer position;

3.6.4 Senior Lecturer/Senior Research Fellow (SM3)

For appointment or promotion to the rank of Senior Lecturer/Senior Research Fellow, candidates must have attained the following:

- i. Applicant must have a terminal degree (PhD) or its equivalent;
- ii. Must have served satisfactorily as a Lecturer for a minimum of Four (4) years;
- iii. Evidence of practical and applied scientific research and innovation shall be required;
- iv. Applicant shall demonstrate the capacity for continuous research and publication;
- v. Applicant must support his application with a minimum of six (6) publications in recognized reputable refereed journals;
- vi. Applicants in the Research Fellow grade shall be required to present a minimum of eight (8) publications since their last promotion. At least six (6) of the publications shall be in refereed journals.
- vii. In addition, evidence of technology or process innovations and/or patent, shall upon evaluation, have a value of not less than two (2) research publications.
- viii. The applicant must be assessed and recommended for promotion by at least two (2) external assessors.

3.6.5 Associate Professor (SM2)

For appointment or promotion to the grade of Associate Professor, candidates must have attained the following:

- i. Applicant must have a terminal degree (PhD) or its equivalent;
- ii. Must have served as a Senior lecturer for a minimum of four (4) years and shown evidence of outstanding performance in teaching, research and innovation in the candidate's subject area, as well as contribution to the intellectual reputation of the University;
- iii. Evidence of practical and applied scientific research and innovation shall be required;
- iv. Applicant shall demonstrate the capacity for continuous research and publication;
- v. Applicant must support his/her application with a minimum of eight (8) publications in recognized reputable peer reviewed journals after promotion to Senior Lecturer grade. At least six (6) publications shall be in refereed journals.
- vi. Applicants in the Research Fellow grade shall be required to present a minimum of twelve (12) publications since their last promotion. At least nine (9) of the publications shall be in refereed journals.
- vii. In addition, evidence of technology or process innovations and/or patent, shall upon evaluation, have a value of not less than two (2) research publications; and
- viii. The applicant must be assessed and recommended for promotion by at least two (2) external assessors out of three (3).
- ix. The appointment or promotion shall be by tenure.

3.6.6 Professor (SM1)

For appointment or promotion to the grade of Professor, applicants must have attained the following:

- i. Appointment or promotion to the grade of Professor shall be on the basis of the candidate being nationally and internationally acknowledged as a teacher, scholar and innovator in the candidate's field with significant contribution to industrial innovations, as well as, his/her contribution to the intellectual and professional reputation of the University;
- ii. Applicant must have a terminal degree (PhD) or its equivalent;
- iii. Must have served for at least three (3) years as an Associate Professor;
- iv. Evidence of practical and applied scientific research and industry-related innovation shall be required. Applicant shall demonstrate the capacity for continuous research and publication;
- v. Applicant must support his application with a minimum of ten (10) publications in recognized reputable peer reviewed journals after promotion to Associate Professor grade. At least eight (8) of the publications shall be in refereed journals.
- vi. Applicants in the Research Fellow's pathway shall be required to present a minimum of fifteen (15) publications since their last promotion. At least twelve (12) of the publications shall be in refereed journals; and
- vii. In addition, evidence of technology or process innovations and/or patent, shall upon evaluation, have a value of not less than two (2) research publications; and
- viii. The applicant must be assessed and recommended for promotion by at least two (2) external assessors out of three (3).
- ix. The appointment or promotion shall be by tenure.

3.6.7 Visiting Faculty

- i. Appointments of visiting scholars shall be upon the recommendation of the Head of Department.
- ii. The applications shall be reviewed by the Faculty Appointments and Promotions Sub-Committee which shall submit a recommendation including curriculum vitae to the University Appointments and Promotions Board.
- iii. Such appointment shall be for a period of one (1) year in the first instance and may be renewed for another one (1) year only.
- iv. In consultation with the Dean or 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 faculty' shall apply.

3.6.8 Emeritus and Adjunct Appointments

Emeritus Professorship

- i. The Appointments and Promotions Board may recommend a person to the Emeritus Professorship rank.
- ii. A candidate for the position of Emeritus Professor shall be active in his field and within easy reach of the University.
- iii. The title of Emeritus Professor shall be conferred only on a full Professor who has retired from the University.
- iv. Nomination shall be considered by the Department, reviewed by the Faculty Board, recommended to the Appointments and Promotions Board and approved by Council.
- v. A stipend is not attached to the position of Emeritus Professor, but the appointee shall have access to the 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.

Adjunct Appointments

The Appointments and Promotions Board may appoint adjunct Lecturers/Senior Lecturers and Professors upon consideration of applications from respective applicants through the approved procedures for an appointment. An Adjunct faculty is a person with expertise needed by the University who is qualified to provide specialized teaching services but who may otherwise be engaged elsewhere.

3.6.9 Junior Assistant Librarian (SM5)

For appointment to Junior Assistant Librarian an applicant must among others:

- i. Possess a postgraduate degree in library or information science related studies;
- ii. Must be a member of a relevant professional body in Ghana;
- iii. Be computer literate and be conversant with relevant library software applications;
- iv. Staff in this position shall be appointed for a period of three (3) years and renewable for further period of two (2) years only; and
- v. The appointment of the Junior Assistant Librarian may be terminated unless the candidate is able to progress to the Assistant Librarian grade within the above- mentioned period.

3.6.10 Assistant Librarian (SM4)

For appointment or promotion to Assistant Librarian an applicant must among others

- i. Possess a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable;
- ii. Must be a member of a relevant professional body in Ghana; and
- iii. Be computer literate and be conversant with relevant library software applications.

3.6.11 Senior Assistant Librarian (SM3)

For appointment or promotion to Senior Assistant Librarian, an applicant must among others:

- i. Possess a minimum of a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable. He/she must have served as an Assistant Librarian in a University or comparable grade in a similar institution/organisation for at least four (4) years;
- ii. Hold membership of a Professional Body in librarianship/ Information Science;
- iii. Support his application with a minimum of six (6) cumulative publications published in recognized peer-reviewed journals after promotion as Assistant Librarian/ analogous grade.
- iv. The applicant must be assessed and recommended for promotion by at least two (2) external assessors out of three (3).
- v. Be computer literate and be conversant with library software.

3.6.12 Deputy Librarian (SM2)

For appointment or promotion to Deputy Librarian an applicant must among others:

- i. Possess a minimum of a postgraduate degree in library or information science related studies. A PhD in Library Science or Studies is preferable;
- ii. He must have served as a Senior Assistant Librarian in a University or comparable grade in a similar institution/organisation for at least four (4) years;
- iii. Hold membership of a Professional Body in librarianship/Information Science;
- iv. Support his application with a minimum of eight (8) publications since the last promotion. At least twelve (12) of the publications shall be in refereed journals;
- v. In addition, evidence of technology or process innovations and/or patent, shall upon evaluation, have a value of not less than two (2) research publications; and
- vi. The applicant must be assessed and recommended for promotion by at least two (2) external assessors out of three (3).
- vii. Be computer literate and be conversant with library software.
- viii. The appointment or promotion shall be by tenure.

3.6.13 Librarian (SM1)

- i. The vacancy shall be advertised. Appointment to the position of Librarian shall be through a competitive search and interview and as provided for in the Technical Universities Act 2016, (Act 922) as amended and the Guiding Statutes of Cape Coast Technical University.

3.7 Probation Period

All newly appointed persons without university teaching experience shall serve a probation period of not less than one year.

3.7.1 Mentorship

If the Appointment and Promotions Board approves an application, the appointee may be assigned a Mentor for the period of his/her probation.

3.8 Confirmation of Appointments

All appointments on probation (other than temporary appointments) shall be subject to confirmation at the end of the probation period.

3.8.1 Procedure for Confirmation of Appointment

- i. At the end of the probation period, the appointee's Mentor shall submit a report in accordance with the approved guidelines for reporting on appointees on probation to the Head of Department.
- ii. On receipt of the Mentor's report, the Head of Department shall attach his/her completed confidential assessment form on the appointee and submit same to the Dean of Faculty/School.
- iii. The Dean shall forward the two reports for consideration by the Faculty /School Appointments and Promotions Committee.
- iv. The Faculty Appointments and Promotions Committee shall submit its report for University Appointments and Promotions Board.
- v. If the report(s) is/are found to be unsatisfactory, the period of probation may be extended for up to one academic year.
- vi. If the reports are satisfactory, the decision of the Appointments and Promotions Board shall include confirmation of the appointment for up to the first six years, with effect from the date of appointment, to mark the end of the appointee's first contract appointment.

- vii. The decision of the Appointments and Promotions Board shall be communicated to the appointee subject to ratification by the University Council.

3.9 Renewal of Contract Appointments

All non-tenure appointments are subject to renewal at the end of an existing contract period.

3.9.1 Procedure for Renewal of Contract Appointment

- i. At least six months to the end of his/her existing contract, the appointee should apply in writing, indicating his/her intention to renew the contract or otherwise. The following contract periods shall apply in relation to publications:
 - (a) Without any publication during the contract period, the contract shall be renewed for two years.
 - (b) With one publication during the contract period, the contract shall be renewed for four years.
 - (c) With two or more publications during the contract period, the contract shall be renewed for six years.
- ii. Any application under (i) shall specify the number of years for which the appointee intends the contract to be renewed, (e.g., 2, 4 or 6 years);
- iii. The applicant must indicate the publications in his/her updated curriculum vitae and also attach copies to the application.

3.9.2 Mode of Application for Renewal of Contracts

- i. An appointee seeking renewal of his/her contract appointment, shall submit his/her application addressed to the Chairman, Appointments and Promotions Board through the Head, and Dean.

- ii. The Head of Department, on receipt of the application, shall attach his/her report on the appointee and submit same for consideration by the Departmental Committee.
- iii. If the Departmental Committee finds the report satisfactory, the Head of Department shall refer same to the Dean of Faculty/School.
- iv. On receipt of the application together with the Departmental Committee's report, the Dean shall refer same for consideration by the Faculty/School Appointments and Promotions Committee.
- v. and Promotions Committee.
- vi. After consideration by the Faculty/School Appointments and Promotions Committee, the Dean shall submit its report, for consideration by the Appointments and Promotions Board.
- vii. The Appointments and Promotions Board shall communicate its decisions to the applicant subject to ratification by the University Council.

3.10 Promotion of Senior Members on Study/ Postdoctoral/ Sabbatical Leave/ Secondment

- i. A Senior Member who qualifies (that is, serves the required duration) for promotion and applies before leaving for study/postdoctoral/sabbatical leave or secondment shall have his/her application processed. If he/she is successful, the effective date of the promotion shall be the date of application.
- ii. A Senior Member who serves the required duration for promotion but did not apply may also apply while on leave. If he/she is successful, the effective date shall be the date he/she resumes duty from the leave.
- iii. A Senior Member who did not serve the minimum duration required for promotion before going on full-time leave does not qualify to apply while on leave. He may apply for the promotion

only after he/she returns to post and completes the required duration. However, a senior member who engages in teaching (evidence of graduate assistantship) while on study leave may apply for promotion when he or she obtains the minimum duration of service and the required number of publications. When he/she is successful, the effective date shall be the date of completion and return.

- iv. A Senior Member on part-time study leave may also apply for promotion when he/she obtains the minimum duration of service and the required number of publications/papers even while on study leave. When he/she is successful, the effective date shall be the date of application.
- v. Senior Members who apply for promotion after their postdoctoral leave periods shall adhere to the following:
 - (a) For a one-year leave period, the candidate shall be required to add one more publication to the minimum number of research publications required for promotion to the rank being sought.
 - (b) For a two-year leave period, the candidate shall be required to add two more publications to the minimum number of research publications required for the immediate rank.

3.11 Promotion of Senior Members due for Retirement

- i. Senior members who are due to retire and who wish to apply for promotion shall submit their applications for promotion at least six (6) months to the attainment of age sixty (60).
- ii. Applications submitted outside this limit shall not be considered.

4 Guidelines for Assessment

The three areas of Promotion of knowledge, Teaching and Service shall be assessed as follows:

4.1 Indicators for Assessment of Promotion of Knowledge

Promotion of knowledge shall be assessed by:

- i. Research output,
- ii. Publication arising out of research, and
- iii. Invention arising out of research.

For the purpose of clarity only the following shall be considered and scored towards promotion of Knowledge:

- i. Refereed Journal papers,
- ii. Published Books in one's area(s) of specialization in higher education.
- iii. Chapters in published books in one's area(s) of specialization
- iv. Conference Papers published in refereed conference proceedings/peer-reviewed documents on exhibition
- v. Course Manuals
- vi. Patented inventions, technical reports, technologies or products, and
- vii. Papers presented at Inter-Faculty/School lectures/ seminars/ conferences/ workshop.

4.1.1 Maximum Number of Research Publications for Promotion

In submitting additional research publications beyond the required minimum as stated, the applicant shall be permitted to submit a maximum as indicated in Table 1.

Table 1. Number of Research Publications for Promotion

Rank	Minimum	Maximum
Lecturer	1	3
Senior Lecturer	6	10
Senior Research Fellow	8	12
Associate Professor	8	12
Associate Professor (Research Track)	12	17
Professor	10	15
Professor (Research Track)	15	20

4.1.2 Authorship

- i. An applicant applying to the rank of Senior Lecturer/Senior Research Fellow/Senior Assistant Librarian should have at least one (1) sole-authored paper or should be the lead (first) or corresponding author in at least one (1) of the research publications.
- ii. An applicant applying to the rank of Associate Professor should have at least two (2) sole-authored papers or should be the lead (first) or corresponding author in at least two (2) of the research publications.
- iii. An applicant applying to the rank of Professor should have at least two (2) sole-authored papers or should be the lead (first) or corresponding author in at least two (2) of the research publications.

4.1.3 Weighting

Publications shall be weighted as indicated in Table 2.

Table 2. Weighting for Publications

Authorship	Books	Journal Paper	Book Chapters	Published Conference Paper	Patented Innovation/ Inventions	Published Technical Report	Exhibition	Scholarly Works
Single Author/ Innovator/ Inventor	30	10	10	5	30	10	10	5
1st, 2nd and 3 rd Authors/ Innovators/ Inventors	30	10	10	5	30	10	10	5
Other Co-authors/ Innovators/ Inventors of 4 or more	15	5	5	2.5	15	5	5	2.5

Note

- i. The University shall recommend a list of accredited peer reviewed journals and publishers as indicated in Appendix B;

- ii. As regard the number of publications:
 - (a) One (1) book (of not less than four {4} chapters) should count as three (3) refereed journal papers;
 - (b) Publications submitted in excess of the minimum requirements for promotion should be considered on their own merit;
- iii. Research publication tagged as ‘accepted and awaiting publication’ (both online and print) shall be supported with verifiable letters from the Chief Editor of the journal or publisher.
- iv. The number of research publications tagged as ‘accepted and awaiting publication shall not exceed 30 percent (approximate to the nearest whole number) of the minimum number of required research publications that have been prescribed for the promotion sought.
- v. Candidates applying for promotion shall have a Google Scholar profile with a verified email linked to the Cape Coast Technical University address, and any other relevant database.
- vi. Research publications tendered in for promotion should have the Cape Coast Technical University as one of the institutional affiliations of the candidate unless such research publications were produced prior to the candidate’s appointment by the Cape Coast Technical University.

4.1.4 Criteria for Grading Publications

External assessors shall be required to provide comprehensive comments on each publication basis on the criteria in Table 3.

Table 3. Criteria for Grading Publications

S/N	Criteria	Maximum marks
1.	Author's Awareness of Current Knowledge	15
2.	Originality of Publication Content	20
3.	Contribution of Knowledge in the area of Specialisation	35
4.	Quality of paper (Scholarship and standard of presentation and contents	30
Total		100

4.2 Indicators for Assessing Teaching

The teaching evaluation is an integral component of the staff appraisal form. Appendix C presents a form to assess teaching. This form should be filled, and marks submitted by the Head of Department. For the purpose of clarity, a critical assessment of each of the factors with justification and evidence shall be made.

To evaluate the candidate's performance in teaching, the following indicators shall be considered:

4.2.1 *Indicators for Assessment*

- a. Completion of syllabus on schedule.
- b. Lecture/Teaching load.
- c. Conduct of Quizzes, Assignments etc.
- d. Attendance and Punctuality to Lectures.
- e. Attendance and Punctuality to Departmental Meetings.
- f. Preparation of lecture materials (lecture notes, handouts, PowerPoints slides etc.).
- g. Promptness in Submitting Examination Questions, Marked scripts and Results.
- h. Provision of learning experience for students (practical, fields trip etc.).
- i. External Examiner's/Moderator's Evaluation of the Lecturer's Work on examinations.
- j. Maintenance of Attendance and Continuous Assessment Records of Students.
- k. Supervision of project works and theses of Postgraduate students.
- l. Students' assessment of applicant's teaching and supervision.

4.2.2 *Teaching/Supervision/Professional Practice Load*

- a. For Teaching/Supervision Load, a staff should indicate courses taught and projects supervised since his last promotion. To ensure equity in assessment, a credit of taught course should be scored ½ point while project supervision attracts 1 point.

- b. Teaching of diploma and other courses should be accepted as part of teaching load, but any contribution of less than ½ of a credit shall not be considered.

4.2.3 Weighting

For the purpose of clarity, an assessment of each of the indicators with justification and evidence shall be made and weighted as follows:

- 5. - Excellent performance
- 4. - Very good performance
- 3. - Good performance
- 2. - Average performance
- 1. - Below average performance
- 0. - Performance not acceptable.

The performance of an applicant in teaching shall be computed as percentage score of the total score in this assessable area.

4.3 Evaluation of the Performance in Service to Community

Service to the Community shall be assessed as:

4.3.1 *Service to the University:*

This refers to an extension and services to current/ previous employers or to the country or services within the framework of previous employer's authority activities other than teaching or promotion of knowledge formally assigned to staff at Department, Faculty, and University level. Examples of such acceptable services are:

- (a) Examinations Officer;
- (b) Coordinator/Supervisor of Industrial Attachment/Counselor; (c) Head of Section;
- (c) Head of Department;
- (d) Academic Tutor;
- (e) Dean of Faculty or Director of School/Institute; (g) Vice Deans/Deputy Directors;
- (f) Vice-Chancellor;
- (g) Pro Vice-Chancellor;
- (h) Member of Boards and Committees of the University Academic Counselor; (k) Hall Master;
- (i) Executive Members of Registered workers' organisation/ Trades Union/Staff Welfare;
- (j) Association; and
- (k) Securing a Grant

4.3.2 Service to the National or International Community:

This refers to activities in which the applicant has used his knowledge and expertise in his field of specialization for the benefit of the national and the international community. Examples of such acceptable services are:

- (a) Membership of National and International Boards Committees and Organisations;
- (b) Membership of Editorial Boards of recognized journals
- (c) External Examiner or Moderator
- (d) External Assessor for Promotion of research/academic Staff
- (e) Extension work/workshops
- (f) Accreditation Search for Ghana Tertiary Education Commission (GTEC)
- (g) Technical and consultancy work (evidenced by reports)
- (h) Reviewer of Journal Articles
- (i) Professional Activities

4.3.3 Weighting

For the purpose of clarity, a critical assessment of each of the factors with justification and evidence shall be made and weighted as follows:

i. Service to the University

In evaluating an applicant's service to the University, Table 4 shall be used.

Table 4. Service to the University

Service	Point
(i) Administrative Experience	
(a) Vice-Chancellor/Pro Vice-Chancellor	10
(b) Dean/Director	8
(c) Vice Dean/ Deputy Director	6
(d) Head of Department/Hall Warden/Master	5
(e) Head of Section/Units/Examination Officer/Vice Hall Warden/Master	4
(f) Coordinator/Supervisor of Industrial Attachment/Academic Counselor	3
An officer in an Acting Position shall be awarded a percentage of the maximum points that may be awarded to the substantive officer as:	
(a) Less than 3 months	25%
(b) 3-12 months	50%
(c) 12 months and above	75%

ii. Statutory Committees	
(a) Chairman	5
(b) Other Members/Secretary	4
iii. Non-Statutory Committee/Ad-hoc Committees/Associations/Unions	
(a) Chairman	5
(b) Other Members/Secretary	4
(c) Chairman of editorial board	5
(d) Secretary/ other officials	4
(e) Technical and consultancy work	3
(f) Development of Curricula of programmes	5
(g) Financial/Material Resource Mobilisation	4
(h) Extension Work/Workshops	4
(i) Academic Tutor	2

For Grants, Table 5 shall be used.

Table 5. Value of Financial/Resource Mobilization and Points attracted

Value	Point
Above USD 200,000.00	20
Between USD 50,000.00 and USD 200,000.00	15
Between USD 10,000 and USD 50,000.00	10
Between USD 5,000.00 and USD 10,000.00	6
Below USD 5,000.00	3

Note

- i. Service to the University shall score a maximum of 75% of the total point allocated to Services.
 - ii. A curriculum or an academic programme designed by two or more persons shall be credited with the same marks to each of the designers.
 - iii. Irrespective of the number of programmes designed, the total marks shall not exceed **5 marks**.
 - iv. A programme accepted by Academic Board but not implemented shall be credited as 75%, and when accredited by the Ghana Tertiary Education Commission (GTEC) and implemented it shall be accredited as 100%.
- ii. Service to the National or International Community*

In evaluating an applicant's service to the University, Table 6 shall be used.

Table 6. Service to the National or International community

Types of Service	Point
(a) Chairman of International committee	10
(b) Chairman of National Committees	8
(c) Secretary of National and International Committees	6
(d) Membership of National and International Committees	6
(e) Membership of editorial boards of recognized journals	8
(f) External Examiner/Moderator (PhD)	7
(g) External Examiner/Moderator (Masters)	5
(h) External Examiner for Undergraduate programme	2
(i) External Assessor for promotion of research/academic staff	6

Note

Service to the National or International Community shall score a maximum 50% of the total marks allocated for Service

5 Assessment/Criteria

5.1 Assessment of Promotion

There are four assessable areas:

- i. For **teaching**, the marks shall be provided over 100 and the equivalent per Table 7 on “summary score sheet” shall be derived.
- ii. For “**Research & Scholarly Works**” the total mark shall be derived from the best scoring papers among those presented by the applicant.
 - (a) The quantity shall not exceed the required number for promotion (1 for Assistant Lecturer to Lecturer, 6 for Lecturer to Senior Lecturer, 8 for Senior Lecturer to Associate Professor and 10 Associate Professor for Full Professor).
 - (b) For each assessor the overall mark shall be determined using the best scoring papers using the assessment
 - (c) The overall mark for “**Research & Scholarly Works**” shall be the average of the score of all positive assessments.
- iii. For “**University, Departmental & Public Service**” the marks shall be added based on the evidence submitted in conformity with the scoring described in Section 4. The total shall not exceed the maximum mark according to the approved weighting.

- iv. For “**Professional Activities**” the marks shall be added based on the evidence submitted in conformity with the scoring described in Section 4. The total shall not exceed the maximum mark according to the approved weighting.

5.2 Criteria for Pass

- i. For promotion to Senior Lecturer rank, candidates are required to obtain a minimum of 50% in each of the four assessable areas and an overall score of at least 50%.
- ii. For promotion to Associate Professor rank, candidates are required to obtain a minimum of 50% in each of the four assessable areas and an overall score of at least 60%.
- iii. For promotion to Professor rank, candidates are required to obtain a minimum of 50% in each of the four assessable areas and an overall score of at least 60%.

5.3 Summary Score Sheet

- i. The relative weights for Teaching, Research and Scholarly Works, University/ Public Service and Professional Activities shall be as indicated in Table 7.
- ii. The total mark for the areas of assessment shall sum up to 100 points.

Table 7. Summary Score Sheet

Promotion	Categories	Teaching	Research Fellow
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Lecturer/Research Fellow/ to Senior Lecturer/Senior Research Fellow	Teaching	55	25
	Research & Scholarly Works	25	55
	University, Departmental & Public Service	15	15
	Professional Activities	5	5
Senior Lecturer/Senior Research Fellow/Senior to Associate Professor	Teaching	55	25
	Research & Scholarly Works	25	55
	University, Departmental & Public Service	15	15
	Professional Activities	5	5
Associate Professor/ Full Professor	Teaching	55	25
	Research & Scholarly Works	25	55
	University, Departmental & Public Service	15	15
	Professional Activities	5	5

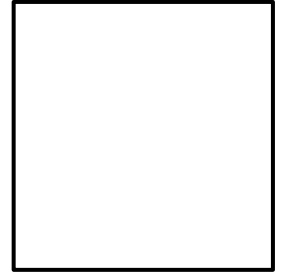
6 Appeals

- i. Any staff aggrieved and dissatisfied with the decision of the University's Appointment and Promotions Board may, within one (1) month of the notification of the decision to him/her, appeal to the Appointments and Promotions Board.
- ii. The University Appointments and Promotions Board may, on receipt of such application, review its own decisions affecting appointments/promotion of Senior Members.
- iii. If the Senior Member is still dissatisfied with the outcome of his petition to the Appointments and Promotions Board, he may appeal to Council.
- iv. In considering such appeals, the Council shall be assisted by an expert/experts appointed by Council when the need arises.

**APPENDIX A
CAPE COAST TECHNICAL UNIVERSITIES
APPLICATION FORM FOR PROMOTION OF TEACHING AND
RESEARCH STAFF**

UAPB FORM 3C. ACADEMIC STAFF

APPLICATION FOR PROMOTION



Four (4) copies of this Application Form should be completed and forwarded together with updated curriculum vitae and any other relevant document in support of your application to the:

REGISTRAR, Cape Coast Technical University

Application for promotion to the grade of in

the Department of

1. Personal Particulars

.....
Surname (BLOCK LETTERS)

.....
Other Names

.....
Date of Birth

2. Date of First Appointment

.....
3. Date of Last Promotion

.....
4. Details of Teaching since Appointment or Last Promotion:

- a. Courses Taught
- b. Curriculum Development
- c. Supervision of Students' Project Work, Dissertation and Theses
- d. Supervision of Students' Internships and Industrial Attachment
- e. Academic Counselling
- f. Mentoring of Junior Colleagues

5. List of Projects

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6. Conferences, Seminars and Workshops attended at which papers were presented, with dates and references where appropriate since Appointment or Last Promotion

- a. Conferences

- b. Seminars
- c. Workshops

7. Details of Peer-Reviewed Publications since Appointment or Last Promotion:

- a. Journal articles
- b. Books
- c. Book Chapters
- d. Technical Reports
- e. Conference Proceedings
- f. Exhibitions (Creative Works)
- g. Patents

8. List of Community Services for Promotion (Institutional, National, International):

- a. Institutional
- b. National
- c. International

9. Resources Mobilised for the University since Appointment or Last Promotion:

a. Funds/Grants

b. Equipment

c. Books

d. Others

10. Self-appraisal report (Refer to the self-appraisal form)

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11. Any other information relevant to this application in support of promotion

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Signature of Applicant

.....

Date

CONFIDENTIAL

ASSESSMENT BY IMMEDIATE SUPERVISOR OR HEAD OF DEPARTMENT

SIGNATURE **DATE**

IMMEDIATE SUPERVISOR/ HOD

Notes on EVALUATION

1. The applicant shall assess his own achievements giving justification in the four areas of attainment:
 - a. Promotion of knowledge through research and publication
 - b. Teaching
 - c. Service in areas other than (a) and (b)
 - d. Professional activities
2. The Head of Department and the School/Faculty Appointments and Promotions Review Committee shall assess and evaluate the candidate's achievements giving justification in the four areas of attainment.

APPENDIX B

LIST OF ACCEPTABLE DATABASES/PUBLISHERS FOR PUBLICATION

For the purposes of appointment and/or promotion, peer-reviewed refereed journal articles presented by faculty should either be published, or indexed by the publishing outlets listed below:

1. Access to Research for Development and Innovation (ARDI)
2. African Journals Online (AJOL)
3. American Physical Society (APS)
4. Association for Computing Machinery (ACM)
5. Association of Business Schools (ABS) Academic Journal Guide
6. Australian Business Deans Council (ABDC) Journal Quality List
7. BioMed Central
8. Cambridge University Press
9. Clarivate Analytics
10. Directory of Open Access Books (DOAB)
11. Directory of Open Access Journals (DOAJ)
12. Directory of Open Access Repositories (OpenDOAR)
13. EBSCOhost
14. Elsevier
15. Emerald Publishing

16. Emerging Sources Citation Index (ESCI)
17. Engineering Index (Ei) Compendex
18. Education Resources Information Centre (ERIC)
19. Global Online Research in Agriculture (AGORA)
20. Global Online Access to Legal Information (GOALI)
21. Harvard University Press
22. Hindawi
23. Hinari
24. IEEE
25. IGI Global
26. Inderscience
27. INSPEC
28. International Scientific Indexing (ISI)
29. IOP
30. JSTOR
31. MEDLINE
32. Nature Publishing Group
33. NOVA
34. Online Access to Research in the Environment (OARE)
35. Open Access Scholarly Publishers Association

36. Oxford University Press
37. Palgrave Macmillan
38. Project Muse
39. ProQuest
40. Public Library of Science (PLOS)
41. PubMed
42. Routledge
43. Royal Society of Chemistry Journal Archives
44. Sage
45. Science Citation Index (SCI)/ Social Science Citation Index (SSCI)
46. Science Citation Index Expanded (SCIE) / Social Science Citation Index Expanded (SSCIE)
47. Science Direct
48. Scimago
49. Scopus
50. Social Science Research Network (SSRN)
51. Springer
52. Taylor and Francis Group
53. Web of Science
54. Wiley and Sons

Note: The list above is not exhaustive; additional list of journals/databases may be accepted upon verification by the University Appointments and Promotions Board.

APPENDIX C
TEACHING EVALUATION FORM
(To be completed by the Head of Department)

Assessment of Quality of Teaching

Assessment of a Candidate's performance in Teaching shall be undertaken by the candidate's Head of Department or peers or students of the candidate's Academic Department, by the Faculty Appointments and Promotions Committee and by the Technical University Appointments and Promotions Board. The Head of Department should take cognizance of students' assessment of their Lecturers and External Examiners'/Assessors' Reports.

Name of Lecturer:

Department:

Weighting

For the purpose of clarity, a critical assessment of each of the factors with justification and evidence shall be made and weighted as follows:

- 5. - Excellent performance
- 4. - Very good performance

- 3. - Good performance
- 2. - Average performance
- 1. - Below average performance
- 0. - Performance not acceptable.

Indicators for Assessment

S/N	Indicators	Ratings					
		0	1	2	3	4	5
a.	Ability to complete the syllabus on schedule						
b.	Lecture/Teaching load						
c.	Conduct of Quizzes, Assignments etc.						
d.	Attendance and Punctuality to lectures						
e.	Attendance and Punctuality to Departmental Meetings						
f.	Preparation of lecture materials (lecture notes, handouts, PowerPoints slides etc.)						
g.	Promptness in Submitting Examination Questions, Marked Scripts and Results						

h.	Provision of learning experience for students (practical, fields trip etc.)						
i.	External Examiners'/Assessors' Evaluation of the Lecturer's Work on examinations						
j.	Maintenance of Attendance and Continuous Assessment Records of Students						
k.	Supervision of project works and theses of Postgraduate students						
l	Students assessment of applicant's teaching and supervision						

Points Scored	Maximum Points	Overall Assessment

The performance of an applicant in teaching shall be computed as percentage score of the total score in this assessable area. That is

$$\text{Overall score} = \frac{\sum \text{points scored}}{60} \times 100$$

Name of Assessor:

Date:

Signature of Assessor:

APPENDIX D

ASSESSOR’S REPORT

External assessors’ reports are used to assist the Technical University’s Appointments and Promotions Board in making recommendations regarding applicants. In Technical University, promotion is guided by a number of documents including the Technical Universities Act, 2016 (Act 922) and its amendment Act 974 of 2018, the Scheme of Service for Staff of TUs and the Guiding Statutes. For details on the promotion criteria, please refer to the attached guidelines for promotion in TUs. Please complete and sign the declaration below.

Thank you in advance for serving as an external assessor.

APPLICANT’S NAME

PROMOTION FROM

TO.....

- 1. Summary of Publications Presented for Promotion**

S/N	Publication's Title	Name of Journal/ Conference	List of Authors in order of Appearance
1			
2			
3			
4			
5			

2. Assessment of Publications

Provide an assessment of the papers in their order of appearance based on the criteria below:

1. *Author's Awareness of Current Knowledge (C1) 15 Marks)*
2. *Originality of Publication Content (C2) (20 Marks)*
3. *Contribution of Knowledge in the area of Specialisation (C3) (35 Marks)*
4. *Quality of paper (Scholarship and standard of presentation and contents (C4) (30 Marks)*

For each paper, you are required to provide a Mark according to your assessment of the paper and the maximum allowable mark.

S/N	Title of Paper	Criteria				Overall Score	Comment
		C1 (15)	C2 (20)	C3 (35)	C4 (30)		
1.							
2.							
3.							
4.							

3. Overall Score Computation

The scores are evaluated on the basis of the table below and also the position of the applicant in the authorship of the papers. On the basis of the above table, a summary of marks obtained by the applicant is presented below:

Publication S/N	Type of publication	Position on the paper	Mark awarded to the paper	Maximum Mark	Equivalent score based on Authorship criteria
1	Journal	1 st	8	10	8

2	Exhibition	1 st	10	10	10
3	Conference	2 nd	4	5	4
4	Book	2 nd	26	30	26
5	Patent	4 th	30	30	15
Overall Mark of Candidate based on best selected publications (For example: Promotion to Senior Lecturer – 6 papers)				60	

Note: 1 book or 1 patent is equivalent to 3 journal papers

4. General Remarks

The followings are guidelines to develop the general remarks:

- i. General impression on the writing style of the applicant;
- ii. General impression on the type of Journal published in;
- iii. Provide justifications and comments on conference papers, exhibit, book, patents and journals that could not be scored;
- iv. Relevance of publications and significant contributions to the area of study;

- v. Comment on the applicant's own professional/academic development as noted from his/her curriculum vitae
- vi. Comments on overall score.

5. Recommendation

Indicate one of the following statements and justify it with some few sentences.

- 1. I do not recommend the candidate for promotion to the rank of
- 2. I recommend the candidate for promotion to the rank of

Justification for your recommendation or otherwise.

Assessor's Details

- 1. Name of Assessor:
- 2. Institution of Assessor:
- 3. Address of Assessor:
- 4. Tel:
- 5. Email:
- 6. Signature of Assessor: