SOKOINE UNIVERSITY OF AGRICULTURE

MOROGORO

UP THE LADDER

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

Fifth Edition

CONTENTS

LIST OF APPENDICES

PREFACE

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

In recognition of the above institutional obligations and in keeping with the regulations governing the terms and conditions of service made in Part III Section 20 and Part IV of the Universities Act, 2005, and the Harmonized Scheme of Service for Academic Staff in Public Universities and Constituent Colleges of 2014; this fifth edition of the Up the Ladder explicitly describes the criteria and conditions for employment and engagement of the teaching staff at SUA; criteria for promotion of academic staff; rules and regulations governing Sabbatical Leave, the use of Tanzanians in the Diaspora, conditions for leave without pay. In cases where the provision of the Up the Ladder conflicts the requirements set by the Harmonized Scheme of Service for Academic Staff in Public or guidelines issued by the Government/higher authorities such requirements shall prevail.

Professor Gerald C. Monela
VICE-CHANCELLOR

Date ……………………………………..

DEFINITION OF TERMS

In these Guidelines unless the context requires otherwise;

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

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

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

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

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

"**International Journal**" means one with an International Editorial Board, an International classification index and internationally retrievable.

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

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

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

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

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

"**Unit**" means measurement used to grade papers and other publications

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

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

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

PART ONE: RECRUITMENT AND ENGAGEMENT OF ACADEMIC STAFF

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

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

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

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

1.4   Applicants should have a minimum GPA of 3.8 or its equivalent at undergraduate level, with minimum scores of ''B+'' in relevant subjects or its equivalent. For those with Masters qualification they should have a minimum **GPA of 4.0** and in addition have a minimum **GPA of 3.8** at undergraduate level, with minimum scores of **B+** in relevant subjects or its equivalent. Candidates with PhD qualifications should have **GPA of at least 4.0** at Masters level and **3.8** at undergraduate level, with minimum scores of **B+** in relevant subjects or its equivalent. For unclassified degrees as it applies with veterinary and medical graduates, they should have an average of **''B+''** grade at undergraduate level.

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

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

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

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

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

2.1 Procedure for Engagement of retirees

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

2.1.2   The Head of Department may contact a prospective retiree or former SUA staff for contractual employment. The retired staff and former SUA staff intending to be employed on contract terms shall be required to apply to the Principal/Dean/Director through the Head of Department. Such applications should be made at least six months before the end of the contract or retiring.

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

2.1.4   The Principal/Dean/Director shall form a Committee of not less than 6 members out of which at least 3 members will be from the concerned Department including the Head of Department or his/her appointee and the rest from outside the Department. Members shall comprise Senior Lecturers and above and where they are not available the Principal/Dean/Director can co-opt lecturers in the exercise. The Human Resource Officer in the respective College/Faculty/School/Institute/Centre shall serve as the Secretary to the Committee.

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

2.1.6   The Chairman of the Committee will submit a report based on the deliberations and recommendations of the Committee to the Principal/Dean/Director. The submission should be accompanied with the minutes, one's *Curriculum Vitae* (*CV*), *Succession Plan* and other relevant documents.

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

2.2 Terms and conditions of retiree on contracts

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

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

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

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

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

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

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

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

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

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

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

3.1   Eligibility
3.1.1 Diaspora
  a) Tanzanian Diaspora working outside Tanzania in Universities, Research Institutions, donor agencies or International Organizations.
  b) African Diaspora working with Universities or Research Institutions or donor agencies outside the African continent

3.1.2   Other Experts
  (i)   African scientists working in Africa
  (ii) Former SUA staff and other nationals working in-country, Africa or elsewhere

3.2   Positions and Qualifications
3.2.1   **Visiting Professor-** Holder of PhD with in teaching and research experience and having at least **ten (10)** publications

3.2.2   **Visiting Lecturer-** Holder of Masters or PhD qualifications as well as teaching and research experience with at least **five (5)** publications

3.3   Procedure for Appointment

3.3.1   University may publicize or solicit involvement of Tanzanian and African Diaspora and other experts in academic activities through various means, such as use of existing Memoranda of Understandings/ Agreements, collaborative research projects and training programmes and other academic links.

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

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

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

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

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

3.4   Appointment and Duties

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

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

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

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

3.5   Facilitation

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

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

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

3.5.4 The person engaged as a Visiting Professor/Lecturer shall not be deemed to be employed under the Employment and Labour Relation Act, Cap 366 or any other law.

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

SECTION 4: ENGAGEMENT OF PART-TIME STAFF

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

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

4.1.3 Candidates will only be considered for appointment only when there is a need for engagement of Part-time staff and the request will be approved by the Chairman of AHRMC (Academic).

4.2 Eligibility
A person to be appointed as a Part-time staff should have a Masters/PhD degree with a GPA of not less than **4.0** at Masters level and **3.8** at Bachelor level or an average of **"B+"** grade for Veterinary Medicine and Medical graduates at undergraduate.

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

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

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

SECTION 5: ENGAGEMENT OF POSTGRADUATE STUDENTS

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

5.1.2 PhD student with a GPA of at least **3.8** or an average of **"B+"** for unclassified degree at undergraduate level and a good GPA at **Masters level (≥ 4)** is also eligible for appointment as a Teaching Assistant.

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

5.1.4   Masters and PhD candidates will have to undergo an English proficiency test to satisfy the University Authority in respect of communication competencies.

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

5.2   Appointment Procedure

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

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

5.2.3   Postgraduate students in Departments, Faculties, Institutes, Schools and Colleges, where such positions do not exist or have not been justified or approved may apply to volunteer (with no financial implications on the part of the university) to serve as Teaching Assistants.

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

5.3   Teaching Load

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

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

5.4   Termination

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

PART TWO: CONFIRMATION OF ACADEMIC MEMBERS OF STAFF

SECTION 6:   REQUIREMENTS FOR CONFIRMING ACADEMIC STAFF

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

6.1   Involvement in Teaching

6.1.1   Tutorial Assistant, Assistant Librarian Trainee and Research Fellow Trainee being training positions, Staff in these cadres are expected to only participate in duties and responsibilities specified under **Section 8** Hence shall not serve as substantive staff in offering courses.

6.1.2   In order to be eligible for an academic duty, an academic member of staff is required to have an academic qualification at least one level higher than the level he/she is allowed to teach/train.

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

6.1.4   Students and peer review assessments shall be an integral part of the evaluation of one's involvement in teaching. For those with a Mentor, the Mentor's assessment will be shall be an integral part of the evaluation.

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

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

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

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

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

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

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

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

PART THREE: ATTRIBUTES, DUTIES, RESPONSIBILITIES AND WORKLOAD OF ACADEMIC MEMBERS OF STAFF

These shall be as stipulated by the Harmonized Scheme of Service

SECTION 7:   GENERAL ATTRIBUTES

7.1 Tutorial Assistant/Research Fellow Trainee/Assistant Librarian Trainee

A Tutorial Assistant/Research Fellow Trainee/Assistant Librarian Trainee must have the following attributes;
a) Adherence to professional ethics;
b) Language proficiency in the medium of instruction;
c) Ability to communicate information, knowledge and skills to others;
d) Computer literacy;
e) Good interpersonal skills;
f) Ability to work as part of a team;
g) Enthusiasm and self-motivation;
h) Ability to exercise initiative and be proactive; and
i) Motivation for innovation, further learning and continuing professional development.

7.2 Assistant Lecturer/Assistant Librarian/Assistant Research Fellow

An Assistant Lecturer/Assistant Librarian/Assistant Research Fellow must exhibit Cluster 1 attributes and the following;
a) Adherence to professional ethics;
b) Ability to prepare and deliver own teaching materials;
c) Problem solving and innovation skills;
d) Ability to recognize students having difficulties, intervene and provide help and support; and
e) Ability to prepare quality research proposals.

7.3 Lecturer/Librarian/Research Fellow

A Lecturer/Librarian/Research Fellow must exhibit Cluster 2 attributes plus the following;
a) Adherence to professional ethics;
b) Ability to design, set, administer and supervise different assessment items;
c) Ability to recognize students having difficulties, intervene and provide help and support;
d) Ability to mark student scripts and course work assessment items and provide feedback;
e) Computer skills and application;
f) Ability to prepare and deliver own teaching materials;
g) Potential to be a good role model and steer students towards dedication to learning, creativity and problem solving;
h) Possession of sufficient breadth and depth of specialist knowledge in the relevant discipline and of teaching methods and techniques to work within own area;
i) Ability to carry out independent research and provide feedback; and
j) Ability to supervise research and other knowledge generating and development activities.

7.4 Senior Lecturer/ Senior Librarian/ Senior Research Fellow

A Senior Lecturer/ Senior Librarian/ Senior Research Fellow must exhibit Cluster 3 attributes and the following;
a) Adherence to professional ethics;
b) Ability to establish academic or professional chairs for the institution;
c) Ability to recognize students having difficulties, intervene and provide help and support;
d) Ability to promote the vision of the institution;
e) Ability to attract funding for different activities of the institution;
f) Leadership and management abilities;

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g) Ability to solve complex institutional problems.

7.5 Associate Professor/Associate Library Professor /
Associate Research Professor

An Associate Professor/ Associate Library Professor/ Associate Research Professor must exhibit Cluster 4 requirements and the following;

a) Adherence to professional ethics;
b) Demonstration of experience in the application of course materials;
c) Ability to recognize students having difficulties, intervene and provide help and support;
d) Ability to apply specialist knowledge and skills to the resolution of problems in the society;
e) Ability to offer examples from a variety of sources to support course content;
f) Ability to remain current in his/her field through active consultation and continuing education;
g) Ability to establish academic or professional chairs for the institution; and
h) Ability to maintain vibrant relationships with academic and professional colleagues through attendance at and participation in various activities.

7.6 Professor/Library Professor/Research Professor

A Professor/Library Professor/Research Professor must exhibit Cluster 5 attributes plus the following;

a) Adherence to professional ethics;
b) Ability to recognize students having difficulties, intervene and provide help and support;
c) Ability to command authority in a specific field of ones profession or discipline;
d) Ability to establish academic or professional chairs for the institution;
e) Ability to spearhead new knowledge, innovation and processes taking into account the current state of development as well as forecasting the future trends; and
f) Ability to establish a professorial chair

SECTION 8: DUTIES AND RESPONSBILITIES

8.1 Tutorial Assistant/Research Fellow Trainee/Assistant Librarian Trainee

A Tutorial Assistant/Research Fellow Trainee/Assistant Librarian Trainee is expected to;

a) This is a training post; the staff is required to undergo a Masters Degree training programme;
b) Undergo an induction course in pedagogic skills for those who had none before;
c) Understudy senior members, including attending lectures and seminars, tutorials and practical training;
d) Conduct tutorials, seminars and practicals;
e) Assist in research, consultancy and outreach activities;
f) Perform any other duties that may be assigned by the relevant authorities.

8.2 Assistant Lecturer/Assistant Librarian/Assistant Research Fellow

A member of staff in this level is expected to perform the following functions:

a) To undergo an induction course in pedagogic skills for those who had none before;
b) To carry out lectures, conduct tutorials, seminars and practicals for undergraduate programmes;
c) To prepare and present case studies;
d) To conduct and publish/disseminate research results;
e) To recognize students having difficulties, intervene and provide help and support;
f) To participate in consultancies and community services under supervision;
g) To attend workshops, conferences and symposia; and
g) To perform any other duties that may be assigned by the relevant authorities.

8.3 Lecturer/Librarian/Research Fellow

A member of staff in this level is expected to perform the following functions:

a) To undertake an induction course in pedagogic skills for those who had none before;

b) To carry out lectures, conduct tutorials, seminars and practicals for undergraduate and postgraduate programmes;
c) To mentor junior staff in relevant fields;
d) To participate/contribute in curriculum development;
e) To participate in developing and managing various university/constituent college activities;
f) To undertake research and publish/disseminate results;
g) To carry out consultancy and community services;
h) To write teaching manuals and compendia;
i) To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses;
j) To attend/organise workshops, conferences and symposia; and
k) To perform any other duties that may be assigned by the relevant authorities.

8.4 Senior Lecturer/ Senior Librarian/ Senior Research Fellow

A member of staff in this level is expected to perform the following functions:
a) To undertake an induction course in pedagogic skills for those who had none before;
b) To carry out lectures, conduct tutorials, seminars, practicals, invigilation and assessment for undergraduate and postgraduate programmes;
c) To play a leadership role at the level of the Department, Faculty, Institute/Directorate, School and Regional Centre;
d) To mentor junior staff in relevant fields;
e) To develop curricula;
f) To develop and manage various university/constituent college activities;
g) To undertake research and publish/disseminate results;
h) To establish academic or professional chairs for the institution;
i) To carry out consultancy and community services;
j) To write teaching manuals and compendia;
k) To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses;
l) To organise and participate in workshops, conferences and symposia; and
m) To perform any other duties that may be assigned by the relevant authorities.

8.5 Associate Professor/Associate Library Professor/ Associate Research Professor

An Associate Professor/Associate Library Professor/ Associate Research Professor is expected to perform the following functions:
a) To undertake an induction course in pedagogic skills for those who had none before;
b) To carry out lectures, conduct tutorials, seminars, practicals, invigilation and assessment for undergraduate and postgraduate programmes;
c) To play a leadership role at the level of the Department, Faculty, Institute/Directorate, School, Regional Centre and University/Constituent College top Management;
d) To mentor junior staff in relevant fields;
e) To develop curricula;
f) To develop and manage various university/constituent college activities;
g) To undertake research and publish/disseminate results;
h) To carry out consultancy and community services;
i) To publish books that advance frontiers of knowledge;
j) To formulate academic policies and offer technical assistance to University/Constituent College organs;
k) To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses;
l) To organise and participate in workshops, conferences and symposia; and

m) To perform any other duties that may be assigned by the relevant authorities.

8.6 Professor/Library Professor /Research Professor

A member of staff in this level is expected to perform the following functions:

a) To prepare and deliver a professorial inaugural lecture within six years;
b) To carry out lectures, conduct tutorials, seminars, practicals, invigilation and assessment for undergraduate and postgraduate programmes;
c) To play a leadership role at the level of the Department, Faculty, Institute/Directorate, School, Regional Centre and University/Constituent College top Management;
d) To mentor junior staff in relevant fields;
e) To develop curricula;
f) To develop and manage various university/constituent college activities;
g) To supervise Masters and PhD dissertations/theses;
h) To undertake research and publish/disseminate results;
i) To carry out consultancy and community services;
j) To publish scholarly books in the relevant speciality that advance frontiers of knowledge;
k) To formulate academic policies and offer technical assistance to University/Constituent College organs;
l) To supervise field practicals, undergraduate special projects, Masters and PhD dissertations/theses;
m) To organise and participate in workshops, conferences and symposia; and
n) To perform any other duties that may be assigned by the relevant authorities.

SECTION 9:   WORKLOAD FOR ACADEMIC MEMBERS OF STAFF

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

9.2 Teaching loads for TAs, Assistant Lecturers, Lecturers, Senior Lecturers, Associate Professor/Professor shall be 222**,** 290, 348, 348 and 290 hours (per 29 teaching weeks) respectively (**Appendix 5**). The study and examination weeks shall not be included in the calculations.

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

9.4 Teaching workloads for Research Fellows shall be less than that of regular teaching staff as indicated in **Appendix 5.** Indeed, it is approximately 60% of the workloads for teaching staff/librarians. This in keeping with the research lead obligations and hence in support of their higher requirements in respect to publication rates. Teaching loads for those with teaching tasks shall thus be 145, 174, 174 and 145 hours for Assistant Research Fellows, Research Fellows, Senior Research Fellows and Associate/Professor Research Fellows, respectively.

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

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

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

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

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

PART FOUR: REVIEW OF STAFF PERFORMANCE

SECTION 10: REVIEW TEAM

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

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

10.3   The College/School/Faculty/Institute/Centre Review Teams will consider recommendations from Departmental Review Teams.

SECTION 11: CRITERIA FOR RECOGNITION OF PUBLICATIONS

11.1   For the purpose of Academic staff review, publications include all those listed in **Appendix 6**.

11.2   All journals, bulletins and other relevant publications shall be evaluated and recognized by the University.

11.3   To be recognized as a journal/bulletin, the following criteria shall apply:-
   i)   The journal/bulletin must have an Editorial Board whose members should be known by names.
   ii) Target readership should include tertiary and research institutions.
   iii) Types of articles should deal with basic and applied knowledge.
   iv) The circulation of the journal/bulletin should be wide covering national and international boundaries.
   v)   The production of the journal/bulletin should be by recognized methods such as conventional printing, electronic etc.
   vi) Frequency of publications should be regular.

11.4   All papers published online and in pay to publish journals, should adhere to the criteria provided in Appendix 12, in order to be accepted and recognized for promotion

SECTION 12: REVIEWERS OF PUBLICATIONS
12.1   For promotion to Associate Professor/Associate Research Professor/Associate Library Professor and Professor/Research Professor/Library Professor, the assessment of publications by persons academically senior to the one under review and external to the University is mandatory.

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

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

12.4 Journal papers published by a Tutorial Assistant/Research Fellow Trainee/Assistant Librarian Trainee need not be subjected to review but proceeding papers have to be evaluated by senior staff.

SECTION 13: ASSESSMENT OF PUBLICATIONS

The following shall be considered during the evaluation of a publication: *coverage of subject matter, originality, presentation, contribution to knowledge, relevance to academic discipline & overall quality*.

Publications shall be evaluated and weighted on a point scale. For the purpose of this exercise, criteria for awarding points is as indicated in **Appendix 6**.

The evaluation should be in a descriptive form plus a summary of the report in a standard format (**Appendix 7**).

13.1 Papers

13.1.1 A paper in recognized international journals shall score **1 point if awarded Excellent (A), Very Good (B+) or Good (B) and 0.5 if awarded a satisfactory (C) status.**

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

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

13.1.4 For co–authored papers the sharing of points be done as per the declared contribution of the authors (**Appendix 8**); otherwise Appendix 6 (6) shall apply.

13.2 Case Reports
A case report appearing in the refereed journal should weigh a maximum of 0.5 point.

13.3 Books and Dictionaries
13.3.1 Books, general and discipline specific dictionaries that have been published internationally or locally by a Publishing House which has Editorial Board. The book and dictionaries, which in addition must bear an ISBN Number, shall be evaluated and graded as follows:-
Excellent   (A)   =   6 points
Very Good   (B+)   =   4 points
Good   (B)   =   3 points
Satisfactory   (C)   =   2 points

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

13.3.3 Published books meant for lower cadres (Secondary Schools, diploma and certificate courses) and approved by relevant Ministry shall weigh a maximum of 0.5 point.

13.4 Book Reviews
A book review that has been approved by a recognized publisher should weigh a maximum of **0.5 point** and should have been published in a peer reviewed journal.

13.5 Extension Materials

13.5.1 Positively evaluated publications in the form of other forms of extension materials such as manuals shall be awarded **0.5 point**.

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

13.6 Clinical/Community Services

Effectiveness of community/clinical service delivery shall be accorded a maximum of **1 point**.

13.7 Patents and other Intellectual Property

Patents and other Intellectual Property shall be awarded a maximum of 6 points as guided in **Appendix 10.**

13.8 Consultancy Reports

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

SECTION 14: TEACHING EFFECTIVENESS

14.1 Students' assessment of teaching by academic members of staff is mandatory and shall be taken into account in their assessment of the teaching effectiveness. Special forms shall be used for this exercise (**Appendix 9**).

14.2 The students' assessment shall be considered alongside that of the Peer Review Team formed from Departmental/College/School/Directorate/Institute and Quality Assurance Committes, for assessing teaching effectiveness of staff. Assessment by the Peer Review Team shall also use a special form (**Appendix 10**).

14.3 Teaching effectiveness as evaluated by students and the Peer Review Team shall be scored as follows:-

Excellent	**(A)**	**=**	**2 points**
Very Good	**(B+)**	**=**	**1.5 points**
Good	**(B)**	**=**	**1 point**
Satisfactory	**(C)**	**=**	**0.5 point**
Poor	**(D)**	**=**	**0.0 point**

14.4 Assessment for teaching effectiveness shall have a maximum of 2 points. The points shall be achieved from three (3) consecutive years of teaching.

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

SECTION 15: RESEARCH EFFECTIVENESS

15.1 Assessment as a researcher shall include; the level of participation in research projects, attraction of research funds, publications and supervision of undergraduate and postgraduate research projects.

15.1.1 **Excellent** shall be awarded to staff who is serving as Project Leader or has attracted research funds, has published at least 2 papers in a year and has supervised undergraduate and/or postgraduate students.

15.1.2 **Very Good** shall be awarded to staff who is a partner in research project(s); has participated in attracting research funds, has published at least one paper in a year and has supervised undergraduate and/or postgraduate students.

15.1.3 **Good** shall be awarded to staff who has published at least 1 paper or has supervised at least 2 undergraduate and/or one postgraduate students.

15.1.4 **Satisfactory** shall be awarded to staff who is not involved in research including not being involved in supervising students.

SECTION 16: ASSESSMENT OF TUTORIAL ASSISTANTS, RESEARCH FELLOW TRAINEE AND ASSISTANT LIBRARIAN TRAINEES IN TERMS OF RESEARCH, CONSULTANCY AND OUTREACH ACTIVITIES

16.1 Tutorial Assistants/Research Fellow Trainees/ Assistant Librarian Trainees should be assessed in terms of their participation in seminars, tutorials and practicals by students as it applies for other cadres (60% marks).

16.2 They should also be assessed by mentors in terms of conduct and academic performance (40 marks) of the mentor. This thus calls for the need to officially assign mentors when Tutorial Assistants/Research Fellow Trainees/Assistant Librarian Trainees are recruited and whose roles shall include but not limited to providing three -years guidance to candidates.

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

SECTION 17: OTHER GUIDELINES PERTAINING TO STAFF REVIEW AND PERFORMANCE

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

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

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

17.4 An academic member of staff (Tutorial Assistant or Assistant Lecturer) who registers for a Masters degree must obtain a minimum GPA of **4.0** or an average of **B+** for unclassified degrees. For graded Theses and Dissertations, the grade should not be lower than **B+** where applicable. For ungraded Theses and Dissertations, the decision of the University which assessed it will be respected, i.e., there will be no new assessment.

17.5 It is mandatory that any staff reporting back from Masters Degree studies to submit both original and copies of academic transcripts and certificates. After submission the staff should

be informed in writing on whether his/her performance meets the guideline **17.4** above or not and his/her fate. Those whose performances do not meet the guideline **17.4** above shall **cease to be an academic member of staff**.

17.6   Academic members of staff at any level who are registered for higher degree and fail in their studies, this includes staff who fail to submit original MSc and PhD certificates and copies of Thesis within one year of their completion of studies as implied in the Contract Agreement between Staff and SUA shall cease to be members of the academic staff of the Sokoine University of Agriculture. Hence shall be liable for re-categorization if position exists and one qualifies or be advised to seek for alternative employment.

17.7   Except in exceptional cases, newly recruited Assistant Lecturers, Assistant Research Fellows and Assistant Librarians should not be above the age of 35 years. The aim is to recruit young persons who can be molded and nurtured academically and professionally.

17.8   Filling of OPRAS forms is mandatory for all staff including those on study leave. Staff who does not submit their OPRAS forms in a given year, that particular year will not be counted when considering them for promotion.

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

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

17.11 Staff who are on study leave and are involved in teaching at SUA shall be remunerated accordingly as it applies to the existing Heavy Teaching Load rates. Their teaching roles will not contribute to their promotion.

17.12 Staff on leave without pay or on secondment and who are involved in teaching at SUA shall be considered as part time Lecturers/Professors. Their teaching roles will not contribute to their promotion. Their teaching roles will not contribute to their promotion.

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

PART FIVE: CRITERIA FOR PROMOTION OF ACADEMIC MEMBERS OF STAFF

SECTION 18:   LECTURERS, RESEARCH FELLOWS AND LIBRARIANS

	Position	**Qualification**
18.1	**Tutorial Assistant/ Research Fellow Trainee/Assistant Librarian Trainee**	Possession of Bachelor degree qualification with a Minimum GPA of 3.8 or an average of B+ for unclassified degrees such as that of veterinary and medical graduates and assessed to be potentially good academically. In addition, one must have scored a B+ in the relevant subjects or its equivalent.
18.2	**Assistant Lecturer/ Assistant Research Fellow/Assistant Librarian**	**(a) Direct Employment** Employment of a candidate in possession of a good Masters in a relevant field with at least a GPA of 4.0 out of 5 and having a minimum GPA of 3.8 or equivalent (i.e. an average of B+ for BVM and medical graduates) in the First degree with a minimum score of B+ in the relevant subjects or its equivalent.

(b) In-service
Promotion of a Tutorial Assistant/Research Fellow /Assistant Librarian Trainee after attainment of a Master's Degree in the relevant field.

18.3	**Lecturer/Librarian/ Research Fellow**	**(a) Direct Employment** Employment of a candidate with PhD, a Masters Degree in the relevant field with at least a GPA of 4.0 out of 5, and a minimum GPA of 3.8 or its equivalent (i.e. an average of B+ for BVM and medical graduates) in the First degree with minimum scores of B+ in the relevant subjects or its equivalent

OR

A masters Degree in Medicine/Dentistry in the relevant field with a least a GPA of 4.0 out of 5, and a minimum GPA of 3.8 or its equivalent (i.e. an average of B+ for BVM and medical graduates) in the First degree with Minimum scores of B+ in the relevant subjects and MUST undergo an induction course in basic teacher training skills PLUS three (3) years' work experience in a related field.

(b) In-service
Promotion of an Assistant Lecturer/Assistant Librarian/Assistant Research Fellow who has obtained a PhD in the relevant field

OR

By promotion of an Assistant Lecturer/Assistant Librarian/ Assistant Research Fellow with a Masters Degree and a good progress report on the PhD programme and at least 2 points (1 point from teaching and 1 point from peer reviewed publications) PLUS three years working experience

OR

By promotion of an Assistant Lecturer/Assistant Librarian /Assistant Research Fellow with a Masters Degree and a least 3 points (1 point from teaching and 2 points from peer reviewed publications) PLUS three years working experience

18.4	**Senior Lecturer/ Senior Librarian/ Senior Research Fellow**	**(a) Direct Employment**

(a) Direct Employment
Employment of a candidate with PhD; a Masters Degree in the relevant field with at least a GPA of 4.0 out of 5, and a minimum GPA of 3.8 or its equivalent (i.e. an average of B+ for BVM and medical graduates) in the First degree with Minimum scores of B+ in the relevant subjects or its equivalent. In addition, one must have experience of 3 years in a related field and 5 points from peer reviewed publications (from at least two sources including a minimum of 35% from diversified journal publications).

(b) In-service
Promotion of Lecturer, Librarian or Research Fellow with a PhD or at least MMed/MDent and three years of working experience since last promotion and at least 5 points (2 cumulative points from teaching, 3 points from peer reviewed publications from at least two sources including a minimum of 35% from diversified journal publications).

18.5 Associate Professor/ Associate Library/ Associate Research Professor

(a) Direct Employment
Employment of a candidate with PhD; a Masters Degree in the GPA of 3.8 or its equivalent (i.e. an average of B+ for BVM and medical graduates) in the First degree with Minimum scores of B+ in the relevant subjects or its equivalent. In addition, one must have post PhD working experience of 6 years and 12 points from international peer reviewed publications (from at least two sources including a minimum of 40% from diversified journal publications).

(b) In-service
Promotion of Senior Lecturer/ Senior Librarian/ Senior Research Fellow with a PhD and with at least three years of working experience since last promotion and at least 9 points since last promotion (3 cumulative points from teaching and 6 points from international peer reviewed publications from at least two sources including a minimum of 40% from diversified journal publications).

18.6 Professor /Library Professor/Research Professor

(a) Direct Employment
Employment of a candidate with PhD; a Masters Degree in the relevant field with at least a GPA of 4.0 out of 5, and a minimum GPA of 3.8 or its equivalent (i.e. an average of B+ for BVM and medical graduates) in the First degree with Minimum scores of B+ in the relevant subjects or its equivalent. In addition, one must have post PhD working experience of 9 years and 18 points from international peer reviewed publications (from at least two sources including a minimum of 45% from diversified journal publications).

(b) In-service
Promotion of an Associate Professor/Associate Library Professor/Associate Research Professor with a PhD and with at least three years of working experience since last promotion and at least 9 points since last promotion (2 cumulative points from teaching and 6

points from international peer reviewed publications from at least two sources including a minimum of 45% from diversified journal publications).

SECTION 19: NEWLY EMPLOYED LECTURERS, RESEARCH FELLOWS AND LIBRARIANS

19.1 Tutorial Assistants/Assistant Librarian Trainees/ Research Fellow Trainees employed up to 30th September of any year be promoted to Assistant Lectures/Assistant Librarians/Assistant Research Fellow after fulfilling approximately three-year (33-42 months) requirements.

19.2 Tutorial Assistants/Assistant Librarian Trainees/ Research Fellow Trainees employed from 1st of October to December 31st of any year shall not be promoted on the same date as those employed before October of employment year in question.

19.3 This requirement (19.2) shall not apply to those being promoted to Assistant Lecturers/Assistant Librarians/ Assistant Research Fellow positions after attaining requisite postgraduate qualifications.

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

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

SECTION 20: RULES AND REGULATIONS GOVERNING SABBATICAL LEAVE

20.1   Eligibility
20.1.1 One must:-
  i) Be on permanent terms of employment at the Sokoine University of Agriculture.

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

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

20.1.2 For Units/Departments/Faculties/Institutes/Schools/
    Colleges which have more than one candidate eligible for sabbatical leave at a given period,
  i) The order of priority of taking the Sabbatical leave shall be determined by the relevant Units/ Departments/Faculties/Institutes/Schools/Colleges.

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

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

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

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

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

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

20.3   Sabbatical Activities
20.3.1 While on sabbatical leave, a member of staff shall channel his/her efforts towards undertaking the following or equivalent activities:-
  i.   Advancing frontiers of knowledge and gaining experience through research.

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

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

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

20.4   Financial Arrangements

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

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

20.5   Sabbatical Report

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

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

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

SECTION 21: LEAVE WITHOUT PAY AND SECONDMENT

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

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

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

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

21.4 Staff appointed by the President of the United Republic of Tanzania, the position will remain open until the end of the appointment and staff who replaces them shall be employed on contract terms of two years.

21.5 Staff appointed into the government/public system under the non-presidential appointment system on secondment shall be required to express their willingness to extend their Secondment after every two years for a maximum duration of 10 years.

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

21.7 Leave without pay excludes Staff appointed within the government appointment and administrative/ management positions in Public Universities/ Institutions/ Agencies/ Office.

21.8 Staff on leave without pay/secondment who take up teaching assignments on voluntary basis will be treated as Part-time lecturers.

21.9 Staff on leave without pay/secondment are not entitled to fringe benefits for the whole period which are/ were not providing their service to SUA.

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

SECTION 22: POSTDOCTORAL FELLOWSHIP

22.1 Eligibility

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

22.2 Guidelines for Postdoctoral Research Fellowship

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

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

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

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

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

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

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

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

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

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

SECTION 23: VISITING PROFESSORS/LECTURERS SERVING IN OTHER INSTITUTIONS UNDER THE INTER–UNIVERSITY COUNCIL OF EAST AFRICA (IUCEA)

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

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

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

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

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

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

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

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

24.0 REVIEW

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

PART SEVEN: APPENDICES

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

SOKOINE UNIVERSITY OF AGRICULTURE

1. The Colleges /Faculties/ Schools/Institutes/Centers/ Directorate/ Departments/ Sections in collaboration with the Office of the Deputy Vice Chancellor-Academic will prepare adverts which will eventually be sent to at least two popular newspapers. The adverts will also be uploaded into the SUA website and posted on local (SUA) notice boards.
2. For the purpose of upholding fairness amongst applicants, the qualifications of the positions must be clearly articulated to allow calling candidates with same qualifications (i.e. BSc/BA) only for interviews.
3. The office of the Deputy Vice Chancellor – Academic shall, upon receiving letters of application, forward them to respective Colleges/Faculties/ Schools/ Institutes/ Centres/Directorates/ Departments for the purpose of short listing.
4. The Principal/Dean/Director shall immediately contact indicated referees for reference letters. For the purpose of the recruitment exercise, Principals, Deans, Directors and Heads of recruiting College/Faculty/School/ Directorate/Institute/Centre and Department, respectively shall not serve as referees of applicants.
5. Other staff in the College/Faculty, Institute, Centre or Department may serve as referees but shall not form part of the interview panel composed as in indicated in Paragraph 7 paragraph 1. *Panelists shall also declare interest where applicable in order to assist in composing an impartial panel*.
6. After short listing the applicants, the Departments/Colleges/Schools/Faculties/Institutes/ Centres/Directorates shall submit a list of those short listed and the criteria used to allow the Office of Deputy Vice Chancellor (Academic) to approve calling and holding of interviews.
7. *The interviewees shall be called/contacted through advertisement in daily papers (news media) as well as by both formal letter s/ emails and where applicable also through phone calls*.
8. The respective Principal, Dean or Director shall appoint an Interviewing panel comprising of nine (9) members as follows:
   (i) The Chairperson who shall be a Senior Faculty/College/School/Institute/Centre Member of staff in the Rank of Associate Professor or Professor but from outside the prospective department
   (ii) Four Departmental/Section academic staff including the Head of Department/Section where applicable.
   (iii) Three members of staff from outside the Department/Faculty/College/School /Institute/ Center who are experts in the field.
   (iv) One Communication Skills staff from the Faculty of Science
9. The College/Faculty/School/Institute/Directorate
   Human Resource Management officer who shall serve as Secretariat.
10. Candidates must submit original certificates, transcripts and other relevant documents during the interview session.
11. The interview process shall consist of three stages as follows:

(i) Stage I: shall involve each candidate sitting for an English proficiency test to be offered by the Language unit.
(ii) Stage II: candidate shall be interviewed by interview panelists.
(iii) Stage III: will require each applicant to present a short lecture that is open to all staff within the university.

11. For an interview to be conducted there should be at least six members of the panel. This excludes the Faculty Human Resource Management Officer.

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

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

SOKOINE UNIVERSITY OF AGRICULTURE

Name of Candidate:…………………………….………

Qualification: ………………………..…………………….

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

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

Position applying for: ……………………………………

Department: ……………………………………………

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

Date: …………………………….…………………

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

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

S/N	ITEM OF EXAMINATION	SCORE				
		1	2	3	4	5
	reading the prepared notes					
	READING SKILLS					
1	Ability in comprehending concepts from written texts					
2	Ability in making associations of various ideas in a text					
3	Ability in inferring meaning of unfamiliar words using context					
4	Ability in extracting information from written text using own words					
5	Ability in making prediction using context					
	WRITING SKILLS					
1	Ability in writing coherently and accurately					
2	Ability in expressing complex ideas in writing					
3	Ability in organizing ideas in a continuous prose					
4	Ability in clarifying issues through examples, anecdotes					
5	Ability in indicating relationships/ connection between various points					
	SUBTOTAL					
	GRAND TOTAL					

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

RANGE OF MARKS	DESCRIPTION
A: 75-100	Excellent
B+: 70-74	Very Good
B: 60-69	Good
C: 50-59	Average
D: 40-49	Poor
E: 0-39	Very Poor

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

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

B: ASSESSMENT OF THE INTERVIEWEE **(20 MARKS)**

S/N	Criteria	Maximum Score	Score
1	General Appearance	**4**	
2	Ability to express him/herself	**6**	
3	Ability to answer questions correctly.	**6**	
4	Self confidence	**4**	
	TOTAL SCORE	**20**	

C: PUBLIC LECTURE SCORE FORM **(60 MARKS)**

S/N	Criteria	Maximum Score	Score
1	Relevancy of the subject matter to the applied teaching post	**10**	
2	Ability to express himself/herself in presenting the subject matter, voice etc.	**20**	
3	Presentation skills i.e. use of teaching aids e.g. power point, use of illustrations etc.	**10**	
4	Confidence in delivering lecture	**10**	
5	Ability to respond to the questions	**10**	
	TOTAL SCORE	**60**	

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

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

E: SCORING GUIDE:

RANGE OF MARKS	DESCRIPTION
A: 75-100	Excellent
B+: 70-74	Very Good
B: 60-69	Good
C: 50-59	Average
D: 40-49	Poor
E: 0-39	Very Poor

F: SUMMARY OF INTERVIEW SCORE

Potential for Teaching as Demonstrated in the Interview Sessions (A – C):-
Total Marks: ……………………………………………………
Grade: ……………………………………………………
Additional comments about the Candidate:
………………………………………………………………………..
………………………………………………………………………..
………………………………………………………………………

G: Additional requirements for a candidate to be employed
1. One should score 50% in each of the interview phases.
2. The Candidate must attain a minimum overall score of 60%.
3. For candidates who attain the above and have some difficulties in communication skills competencies, they could be employed but compelled to undergo Communication Skills remedial course.

H: SIGNATURE OF THE INTERVIEW PANELIST:
NAME **SIGNATURE**
1. ………..…………………… …………………. (Chairman)
2. ………………………….. ………………….. (Member)
3. ………………………….. ………………….. (Member)
4. ………………………….. …………………… (Member)
5. ………………………….. …………………… (Member)
6. ………………………….. …………………… (Member)
7. ………………………….. …………………… (Member)
8. ………………………….. ………………….. (Member)
9. ………………………….. ………………….. (Member)
10. ………………………….. ………………….. (Member)

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

SOKOINE UNIVERSITY OF AGRICULTURE

1. **Staff profile**
   1.1 Full name: ……………………….…………….
   1.2 Title: ……………………………………….
   1.3 Age: ……………………………………………
   1.4 Sex……………………………………………

Note: An up to date CV must be attached.
2. Field   of   contract   employment   applied   for:
   ……………………………………………………….
3. Retirement date ………… End of current contract date……….
4. Contract employment application frequency (tick whichever is applicable)
   1st time…………2nd time………..3rd time………..4th time………5th time or more
5. Staff member effectiveness as a Lecturer/Researcher/Extensionist/Librarian before the current application
   5.1 Effectiveness as a lecturer
       Assessment by HoD: Excellent………
       Very Good…………. Good……………
       Satisfactory………… Poor……………
       Assessment by students: Excellent ……….. Very Good …….... Good ………
   5.2 Teaching load: Heavy…………….. Normal…………….. Light…………….
   5.3 Supervision of postgraduate students within the current employment and beyond

MSc/PhD program	**Name of student**	**Period of study**
………………………..	………….…………...	………………………..
………………………..	………….…………...	………………………..
………………………..	………….…………...	………………………..
………………………..	………….…………...	……………………….
………………………..	………….…………...	…………………….. **(**more)

   5.4 Staff member effectiveness as a researcher
       Excellent………Very Good……… Good ……… Satisfactory….. Poor……..
6. Participation in public service in the University and/or outside the university
   6.1 Participation in Departmental matters
       Very active ……. Active…... Indifferent……….. Not had opportunity……..
   6.2 Participation in Faculty/Institute matters
       Very active ……. Active…... Indifferent……….. Not had opportunity……..
   6.3 Participation in other University activities
       Very active……. Active…... Indifferent……….. Not had opportunity……..
   6.4 Participation in National/Community activities
       Very active……. Active…... Indifferent……….. Not had opportunity……..

7. General comments on staff member's behavior
   7.1 Respect for people
       Excellent…….Very Good…………… Good……… Satisfactory…….. Poor………
   7.2 Dedication to work
       Very dedicated…… Dedicated……….. Moderately dedicated …… Not dedicate ……
   7.3 Spirit of cooperation with Head of Department and other worker
       Excellent…….. Very Good…….. Good…….. Satisfactory…….. Poor………

Any other weakness (please specify)
8. Adherence to filling the OPRAS Forms: Yes/No

9. Name of Mentee: ………………………………

Recommendation by the Head of Department

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

Name………………………………   Signature………………………………   Date ……………

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

SOKOINE UNIVERSITY OF AGRICULTURE

1.0   PART TIME LECTURERS

1.1.0   Teaching:
1.1.2   Lectures: Senior Lecturers and below shall be paid 20,000/= per lecture hour whereas Associate Professor and Professor shall be paid 30,000/= per lecture hours.

1.1.3   Seminars and Practicals: Senior Lecturers and below shall be paid 10,000/= per seminar/practical hour whereas Associate Professor and Professor shall be paid 15,000/= per seminar/practical hour.

1.2.0   Transport:
1.2.1 Part –time staff from within Morogoro Municipality shall be paid 20,000/= per day, those from outside Morogoro Municipality shall be paid 20,000/= and those from outside Morogoro Region be paid 50,000/=.

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

1.2.3 The above (1.2.1 & 12.2) shall be considered /provided if the University will not be able to provide transport.

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

1.4.0   Marking of scripts: marking of scripts will paid 1,500/= for the extra 100 scripts. If more than one individual staff is marking the scripts shall be divided among the staff.

2.0 TEACHING ASSISTANTS

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

2.2   MSc students be paid **5,000/= per hour** if involved in lectures and **3,000/=** if involved in seminars/tutorials/practicals.

2.3   PhD students be paid **6,000/= per hour** if involved in lectures and **4,000/=** when involved in tutorials/seminars/practicals**.**

2.4   Masters and PhD candidates with the above qualifications and who would not have been appointed as "Teaching Assistants" be paid **3,000/= per three hour** examination, if involved

in invigilation tasks. To note that this applies to those not formerly engaged in teaching assignments.

2.5   Candidates involved in marking scripts will be paid.

3.0   The rates shall be amended/ amended from time to time as per prevailing conditions.

APPENDIX 5: WORK LOADS FOR ACADEMIC MEMBERS OF STAFF
(*Made under Section 9*)

SOKOINE UNIVERSITY OF AGRICULTURE

Table 1: Weekly and yearly workloads for Teaching staff

ACIVITY	TAs		Assistant Lecturer		Lecturer		Senior Lecturer		Associate Professor		Professor	
	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs
Teaching workload per week	20	8	25	10	30	12	30	12	25	10	25	10
Research	70	28	55	21	45	18	40	16	55	21	55	21
Public service	9	3.6	15	6	15	6	20	8	15	6	15	6
Administration	1	0.4	2	0.8	5	2	5	2	2	0.8	2	0.8
Counseling	-	-	3	1.2	5	2	5	2	3	1.2	3	1.2
Hrs/week	40		40		40		40		40		40	
Normal teaching load per academic year (29 weeks)	222		290		348		348		290		290	

Table 2: Weekly and yearly workloads for Librarians

ACIVITY	Assistant Librarian Trainee		Assistant Librarian		Librarian		Senior Librarian		Associate Library Professor		Library Professor	
	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs
Teaching workload per week	7.5	3	15	6	15	6	17.5	7	10	4	10	4
Information users needs identification and analysis	32.5	13	20	8	17.5	7	25	10	12.5	5	12.5	5
Compilation of bibliographies and control	-	-	10	4	12.5	5	12.5	5	17.5	7	17.5	7
References and readers advisory services	5	2	20	8	20	8	15	6	10	4	10	4
Research and Consultancy	30	12	17.5	7	12.5	5	12.5	5	15	6	15	6
Classification and Cataloguing	17.5	7	7.5	3	7.5	3	-	-	-	-	-	-
Public Service	5	2	5	2	5	2	10	4	21.5	9	21.5	9
Counseling/ Mentoring	-	-	2.5	1	5	2	7.5	3	7.5	3	7.5	3
Administration	2.5	1	2.5	1	5	2	7.5	3	5	2	5	2
Hrs/week	40		40		40		40		40		40	
Number of Teaching weeks	29		29		29		29		29		29	
Normal yearly teaching load	87		174		174		203		116		116	

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

ACIVITY	Ass. Research Fellow		Research Fellow		Senior Research Fellow Hrs		Associate Research Professor		Research Professor	
	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs
Teaching workload per week	12.5	5	15	6	15	6	12.5	5	12.5	5
Research and publications including compendia and book writing	75	30	60	23	50	20	42.5	17	42.5	17
Public service	7.5	3	15	6	20	8	25	10	25	10
Administration	2	0.8	5	2	10	4	10	4	10	4
Counseling	3	1.2	5	2	5	2	10	4	10	4
Hrs/week	40		40		40		40		40	
Number of Teaching weeks	29		29		29		29		29	
Normal yearly teaching load	145		174		174		145		145	

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

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

APPENDIX 6: CRITERIA FOR AWARDING POINTS TO ACADEMIC MEMBERS OF STAFF

(Made under Section 11)

S/N	Source of Points	Condition for Recognition and Number of Points
1	Conference papers	Peer reviewed Conference papers in retrievable proceedings should weigh a maximum of 0.5 point each
2	Consultancy reports	Registered Consultancy reports should weigh a maximum of 0.5 points
3	Journal Papers	Peer reviewed Journal Papers should weigh a maximum of 1 point
4	Scholarly Books in relevant specialty	• A maximum score for an individual's contribution or authorship in a book with an ISBN No. shall be 6 points • A maximum score for an individual's contribution or authorship in a book with an ISBN No. for lower levels (e.g. secondary and college) and approved by the responsible Ministry shall weigh the maximum of 0.5 points
5	Chapter in a Book	A Chapter in a Book should weigh the maximum of 1 point
6	Multi-authored Chapter in a Book	Points for multi-authored chapter in a book shall be shared by the authors equally
7	Book reviews	A review of a Book that has been approved by a recognized publisher should weigh a maximum of 0.5 point and should have been published in a peer reviewed journal
8	Editors of books and book reviews	Editorship should not be awarded points where one does not contribute any chapter
9	Case reports	A case report appearing in the refereed journal should weigh a maximum of 0.5 points
10	Dictionaries (Subject & General)	Dictionary approved by a recognized book publisher: • A maximum score for an individual's contribution to a Dictionary (Subject & General) with an ISBN No. shall be 6 points • A Letter in a Dictionary shall weigh the maximum of 1 point • Points for multi-authored letters in a Dictionary shall be shared by authors equally
11	Extension Materials	Reviewed Extension publications should weigh a maximum of 0.5 point
12	Patents	Patented materials should be awarded the maximum of 6 points
13	Co-authored papers	A maximum of 1 point should be shared amongst the authors
14	Teaching effectiveness	Departmental/Institute and Quality assurance committees should be used in assessing teaching effectiveness to a maximum of 2 points. The points shall be achieved from

		three (3) consecutive years of teaching. Guidelines for "Teaching effectiveness and assessment" should be specified by TCU
15	Clinical/Community Services	Effectiveness of community/clinical service delivery shall be accorded a maximum of 1 point. Guidelines for "Effectiveness of community/clinical service delivery" shall be specified by TCU in consultation with relevant professional body

APPENDIX 7: EVALUATION OF PUBLICATIONS
(Made under Section 13)

SOKOINE UNIVERSITY OF AGRICULTURE

Name of staff: ……………………………………………

Title of publication………………………………………

Name of Reviewer: …………………………………..……

Title of Reviewer: ……………………………………….

SUMMARY OF ASSESSMENT

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

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

APPENDIX 8: DECLARATION OF CO-AUTHORSHIP

(*Made under section 13*)

SOKOINE UNIVERSITY OF AGRICULTURE

1.0 Title of the publication: _____

2.0 Name of the Journal: _____

3.0 Author's contribution

Authors	Element of the work	Contribution (%)	Signature
Corresponding author	Formulation the research problem		
	Methods specification		
	Carrying the research		
	Results analysis and conclusions		
	Total		
Co-author 1	Formulation the research problem		
	Methods specification		
	Carrying the research		
	Results Analysis and conclusions		
	Total		
Co-author 2	Formulation the research problem		
	Methods specification		
	Carrying the research		
	Results Analysis and conclusions		
	Total		
Co-author 3	Formulation the research problem		
	Methods specification		
	Carrying the research		
	Results Analysis and conclusions		
	Total		
Co-author 4	Formulation the research problem		
	Methods specification		
	Carrying the research		
	Results Analysis and conclusions		
	Total		
Others	Formulation the research problem		
	Methods specification		
	Carrying the research		
	Results Analysis and conclusions		
	Total		

4.0 Comments……………………………………………………………………………..

APPENDIX 9: CONFIDENTIAL TEACHING EVALUATION FORM

(Made under Section 14)

SOKOINE UNIVERSITY OF AGRICULTURE

CONFIDENTIAL TEACHING ASSESSMENT FORM FOR STUDENTS
(To be filled by all undergraduate and postgraduate students at the end of each course)

Degree programme: ……………………………………..

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

Semester: ………………………………………….………..

Course ante: ……..……..…………………………………

Name of the course: ....

Name of Instructor: ………………………………………….

Academic Rank of Instructor: Professor/Assoc. Prof/Senior Lecturer/Lecturer/Assistant

Lecturer/Tutorial Assistant **(circle appropriate rank)**

PART 1: ASSESSMENT ON STUDENT LEARNING

NOTE: The Expected Learning Outcomes should be provided by the instructor to students when teaching of the course begins.
1.0 Was a course outline provided at the beginning of the course? (circle one)   **Yes/No**
2.0 Were you provided with the Expected Learning Outcomes for the course at the beginning of teaching? (circle one) **Yes/No**

3.0 Using the scale provided, the level of achievement of the
    listed expected learning outcomes was: **5 = Excellent; 4 =   Very good; 3 = good; 2 = satisfactory; 1 = Poor** (Mark the relevant column with an X)

S/N	Expected learning Outcome	Rating (mark with an x)				
		5	4	3	2	1
1.						
2.						
3.						
4.						
5.						

4.0 What were the three most important things you learnt in the course?
    i.   …………………………………………………………
    ii.   …………………………………………………………
    iii. …………………………………………………………

5.0 To learn better, the instructor (tick applicable answers):
    i.   Provided his/her teaching notes
    ii.   Provided handouts
    iii. Provided articles/book chapters
    iv. Provided titles of reference materials
    v.   Placed important references on "Special Reserve" desk in the Library
    vi. Gave assignments
    vii. Complemented lectures with practicals (if applicable)
    viii.   Assigned seminar topics
    ix. Gave written and/or oral tests as required
    x.   Used other means (specify)………………………………

6.0 Out of the list in **section 5.0** above, list the 3 best options that helped you learn better in this course?

i ………………………………………………………………
ii ………………………………………………………………
iii………………………………………………………………

7.0 How would you rate the availability of the instructor for consultation to students outside classroom time? (circle one)
    5 = Excellent; 4 = Very good; 3 = good; 2 = satisfactory;
    1 = Poor

8.0 Did the instructor encourage team work? (Circle one)   Yes/No

9.0 If the answer to **section 8** is **YES** explain how:
i………………………………………………………………
ii…….……………………………………………………………
iii………………………………………………………………

PART 2: TEACHING AND CONTINUOUS COURSE ASSESSMENT

Please assess the following aspects using the following scale: **5 = Agree completely; 4 = Agree; 3 = Moderately agree 2 = Satisfactory; 1 = Do not agree**

S/N	Assessment Criteria	Rating (mark with an x)				
		5	4	3	2	1
1.	The instructor presents his/her lectures in an organized manner					
2.	Instructor takes time to synthesize the lecture materials to ensure students understand the subject matter					
3.	The instructor is able to express himself/herself in English					
4.	The instructor encourages questions and dialogue					
5.	The instructor is available for					

	consultation					
5.	The instructor provided feedback on assignments, tests, practical reports and other continuous assessment					
6.	**Any other comments regarding; i) teaching; ii) continuous assessment; iii) conduct of practicals and iv) conduct of seminars**					
i.	…………………………………………………………..					
ii.	…………………………………………………………..					
iii.	……………………………………………………………					

APPENDIX 10: CONFIDENTIAL TEACHING EVALUATION FORM
(Made under section 14)

SOKOINE UNIVERSITY OF AGRICULTURE

CONFIDENTIAL TEACHING ASSESSMENT FORM FOR PEER REVIEW

(To be filled by the Peer Review Team at the end of the course for the instructor being assessed)
1.0 **Name of instructor**: ………………..………………
     Academic Rank: ………………...…………….....

2.0 **Department**: ………..………………………………
     Faculty/Institute/ Centre: ………..………………

3.0 **Course ante**: ……………………..………………………
     Name of the course:…………………................

4.0 **Degree programme(s) taught and semester**: ……………

5.0 **Based on the peer Review Teams' assessment** of the performance of the staff in the lecture room and/or laboratory (this assessment should be based on the peer review observations when the staff is delivering lectures/ practicals), the staff is doing well in: (circle appropriate items)
   i.   Preparation of content
   ii.   Delivery of subject matter
   iii. Expression in English
   iv.   Use of teaching aids
   v.   Engaging students during class
   vi.   Encouraging student participation in class
   vii. Other (describe) ……………………………

6.0 **Based on the students' assessment, the staff needs to improve in the following areas:**
   i……………………………………………………………
   ii……………………………………………………………
   iii……………………………………………………………
   iv……………………………………………………………
   v……………………………………………………………

7.0 **OVERALL ASSESSMENT:** On the basis of the peer review and the student assessment forms, the overall assessment for this instructor is (circle appropriate grade):

Grade	Description	Points
A	Excellent	2.0
B+	Very good	1.5
B	Good	1.0
C	Satisfactory	0.5
D	Poor	0.0

ANY OTHER COMMENTS BY THE PEER REVIEW TEAM

i…………………………………………………………………

ii…………………………………………………………………

iii…………………………………………………………………

APPENDIX 11: GUIDELINESS FOR ASSESSMENT OF PATENTS AND INTELLECTUAL PROPERTY

SOKOINE UNIVERSITY OF AGRICULTURE

(Made under section 13)

The Government through the Harmonized Scheme of Service for Academic Staff in Public Institutions and Constituent Colleges (2014) provides that patented (protected) inventions be awarded a maximum of 6 points for the purpose of tenure advancement. While bearing in mind this directive and the varying quality of patents granted with or without substantive examination the following evaluation process and distribution of points for each category of protected intellectual property.

Intellectual Property (IP) Review Team:

i. A team of reviewers led by the University Officer responsible for Intellectual Property Management shall review IPs submitted for promotion purposes.

ii. The IP Review Team shall comprise the Officer leading the Intellectual Property Office of the University, the Legal Officer (or Practicing Lawyer Employed or appointed by the University)) and one Senior member of Departmental Review Team or College/School/Directorate /Faculty/Institute/Centre Review Team representing the College/School/Directorate/ Department/ Faculty/Institute/Centre which developed the IP.

iii. The recommendations of the IP review team shall be submitted to the Appointments and Human Resource Management Committee (Academic) for further consideration.

Assessment of Intellectual Property:-

For the purpose of promotion, **protected patents, utility model, new plant varieties, traditional knowledge, traditional cultural expressions, geographical indications and** Copyrighted materials other than traditional works of scholarship shall be considered.

In order for an intellectual property which was developed using University's resources defined in IPR policy Article 4 to qualify for evaluation for tenure advancement purposes, the ownership of such property must belong to the University. Contrary to that, the IP will not qualify for evaluation.

Patents

i. A patent granted in any Jurisdiction without being subjected to substantive examination shall score 3 points if it was reviewed and filed through the University's Intellectual Property Office.

ii. A patent granted by any Jurisdiction after undergoing substantive examination shall score 6 points if it was reviewed and filed through the University's Intellectual Property Office,

otherwise shall be awarded 2 points. In the context of this exercise, substantive examination means patent assessment conducted according to Part III of Patent Cooperation Treaty (PCT) of 1980 and its subsequent amendments. The office conducting substantive examination must meet the standards described in Article 16(3) of the PCT and its subsequent amendments

iii. For the purposes of tenure advancement, a patent granted in multiple jurisdictions shall be considered only once and the evaluation will be based on one jurisdiction appointed by the submitting candidate.

New Plant Varieties

i. Breeder(s) of a new plant variety protected in a jurisdiction whose Plant Breeders' Rights legislation fulfills the requirements of the Convention for the Protection of New Varieties of Plants (1961) and its subsequent amendments shall score 6 points if filed through the University's Intellectual Property Office, otherwise shall be awarded 2 units.

ii. New Plant Varieties protected under sui generis system or any other system which does not meet the criteria set out in 2.2.2(i) shall be awarded 2points if filed through the University's Intellectual Property Office, otherwise shall be awarded 1 point.

Utility Models and/or Industrial designs

i. Utility Model and/or Industrial designs granted by any Jurisdiction shall score 2 points if it was initially reviewed and filed through the University's Intellectual Property Office, otherwise shall be awarded 1 unit.

Copyrighted Materials

i. Copyrighted materials other than the traditional works of scholarship, which are already licensed for commercialization or commercialized in any other manner, shall qualify for award of points provided that they demonstrate originality, creativity, contribution to knowledge and relevance to academic discipline. Such materials shall include but not limited to Computer programs, Layout-Designs (Topographies) of Integrated Circuits, and creative architectural designs.

ii. A copyrighted material that fulfills the requirements of Article 2.2.4(i) and both licensed and/ or commercialized through the University's Intellectual Property Office shall be awarded 6 units otherwise shall be awarded 2 points.

Traditional Knowledge, Traditional Cultural Expressions and Geographical Indications

i. A scholar or scholars who successfully facilitates protection and/ or commercialization of Traditional Knowledge (TK), Traditional Cultural Expression (TCE) or Geographical Indications (GI) for the benefit of the community owning such IP, shall qualify for award of tenure advancement points.

ii. Scholars vying for award of points for facilitating TK,TCE and GI protection/ commercialization have to submit a report demonstrating the originality, creativity and relevance of their contributions. Such reports need to be positively supported by the community owning such IP.

iii. Protected TK, TCE or GI which meets the criteria set out in 2.2.5(i and ii) shall be awarded 6 points, provided such protection and/or

iv.   commercialization was processed through the University's Intellectual Property Office, otherwise shall be awarded 2 points.

APPENDIX 12: CRITERIA FOR EVALUATING SCHOLARLY ONLINE JOURNALS

(Made under Section 11)

SOKOINE UNIVERSITY OF AGRICULTURE

Considering the increased complexity in journal publishing industry, a number of aspects should be considered in deciding the quality of a particular journal. A single criterion such as journal's impact factor or indexing by well-known online databases may be adequate in accepting a journal but in other cases more than one criterion must be considered. This is mainly because not all journals have impact factors or indexed in *Web of Science* and other major databases.
Therefore, the following aspects should be considered either singly or in combination:

1.0 Check whether the journal is indexed in major indexing databases such as *Web of Science* and *Scopus* or major international journal rankings such as the *SCImago Journal & Country Rank* (SJR).

1.1 Check whether the journal is covered in major international abstracting and indexing services; most of which are subject-specific. E.g. **African Index *Medicus*, Bioline International, CABI, Linguistics Abstracts Online.**

1.2 Check whether the journal is covered by major international online journal databases and publishers such as **Blackwell, Emerald, Nature Publishing Group,** *PubMed,* **SAGE,** *ScienceDirect,* AJOL, DOAJ, HINARI, AGORA and OARE.

1.3 Check whether the journal has an impact factor. However, for some newer journals or journals not indexed by *Web of Science*, impact factors will not be available. Nevertheless, there are other metrics such as h-index that are provided by *SCImago Journal & Country Rank*.

1.4 Identify whether the editorial board has sufficient, diverse (especially for journals that claim to be international in scope or coverage) and qualified members, and who are not serving in more than one Journal.

1.5 Examine who is the publisher of the journal and check for the integrity of the publisher.

1.6 Check whether the publisher has an optional "fast-track" fee-based service for expedited peer review which appears to provide assured publication with little or no vetting.

1.7 Check whether the journal is listed under "predatory journals" or "predatory publishers".

APPENDIX 13: SALARY SCALES FOR ACADEMIC MEMBERS OF STAFF

SOKOINE UNIVERSITY OF AGRICULTURE

1. SCHEME OF SERVICE POSTS

CLUSTER	ACADEMIC RANK	SALARY SCALE
1	Tutorial Assistant/ Assistant Librarian Trainee/Research Fellow Trainee	*PUTS 1*
2	Assistant Lecturer/ Assistant Librarian /Assistant Research Fellow	*PUTS 2*
3	Lecturer/Librarian /Research Fellow	*PUTS 3*
4	Senior Lecturer/ Senior Librarian/ Senior Research Fellow	*PUTS 4*
5	Associate Professor/ Associate Library Professor /Associate Research Fellow	*PUTS 5*
6	Professor/Library/ Research Professor	*PUTS 6*

NOTE: In the context of the Scheme of Service for Academic members of Staff, Librarians and Research Fellows are only those involved in students' training programmes leading to a degree offered by the University.

2. STARTING SCALES FOR EACH POST

S/N	POST	QUALIFICATION	STARTING SCALE
1	Tutorial Assistant/ Assistant Librarian Trainee/ Research Fellow Trainee	First Degree – three (3) years training	PUTS 1.1
		First Degree – Four (4) years training	PUTS 1.2
		First Degree – Five (5) years training	PUTS 1.3
2	Assistant Lecturer/ Assistant Librarian / Assistant Research Fellow	Masters	PUTS 2.1
3	Lecturer/ Librarian / Research Fellow	Masters degree	PUTS 3.1
		MMed/MDent	PUTS 3.2
		PhD	PUTS 3.3
4	Senior Lecturer/ Senior Librarian / Senior Research Fellow	PhD	PUTS 4
5	Associate Professor/ Associate Library Professor/ Associate Research Fellow	PhD	PUTS 5
6	Professor/ Library / Research Professor	PhD	PUTS 6