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CRITERIA FOR APPOINTMENTS AND PROMOTIONS SENIOR MEMBERS - ACADEMIC (REVISED)

1. GENERAL PROVISIONS FOR APPOINTMENTS AND PROMOTIONS

(i). Appointments and Promotions should be based on performance in the areas of attainment expected of staff, namely:

- Teaching
- Promotion of Knowledge
- Service

Equal weighting should be accorded to each of the areas of attainment.

- (ii) There should be a deadline for publication of results of the application which should be within the Academic year.
- (iii) Provision should be made for Appointments and Promotions to cope with exceptional performance.
- (iv) Criteria should be defined not only for Appointments but also for Promotions.
- (v) To ensure consistency in the application of criteria for Appointments and Promotions, the present practice of having one Committee for Appointments and Promotions should be maintained.

1. APPOINTMENTS AND PROMOTIONS COMMITTEES (from schedule B 1.3 of the statutes of KNUST)

2.1 University Appointments and Promotions Committee

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

2.1.1 Composition

- (i) Vice-Chancellor (Chairman)
- (ii) Pro Vice-Chancellor
- (iii) The Registrar
- (iv) Two Professors other than Associate Professors elected by the Academic Board.
- (v) Two Alternate Professors other than Associate Professors elected by the Academic Board.
- (vi) The Provost of the College of the candidate under consideration
- (vii) The Dean of the Faculty of the candidate under consideration provided that the Dean shall not be below the rank to which the candidate is seeking to be promoted. Where the rank of the Provost or the Dean is below that of the position being considered; another person (or persons) shall replace him or them at the meeting of the Committee.
- (viii) The Head of Department of the candidate shall be in attendance provided that he is not below the rank to which the candidate is seeking to be promoted.
- (ix) With regard to interviews for new appointment to the position of Professor, an External Assessor shall be appointed to serve on the Committee.
- (x) The Deputy Registrar (Human Resource Development) shall be the Secretary.

2.1.2 Quorum

One half (1/2) of its total membership.

With regard to Appointments and Promotions to the positions listed below, an External Assessor shall be appointed to serve on the Committee. No business shall be conducted unless the Vice-Chancellor is present:

Deputy Registrars
Deputy Finance Officers
Deputy Internal Auditors
Deputy Librarians

2.1.3 Functions

(i) To receive Applications for Appointments and Promotions from Senior Members. Such Applications shall in the first instance, be considered by either the College Appointments and Promotions Sub-Committee or the Administration Appointments and Promotions Sub-Committee as appropriate

- (ii) To make recommendations for the Appointments and Promotions of Professors, including Honorary and Visiting Professors, Heads of Department and other senior member positions other than those listed hereinafter in clause (iii) to Council, through the Academic Board, for approval.
- (iii) To make recommendations to the Academic Board for the Appointments and Promotions of Senior Lecturers and analogous ranks.
- (iv) To inform Applicants at six monthly intervals of the status of their Applications for promotion.
- (v) The Committee is empowered to make appointments and re-appointments up to Lecturer and analogous rank and report to the meeting of the Academic Board following the appointment, unless a Member of the Committee objects to the appointment being made, in which case the decision shall be referred to the Academic Board.
- (vi) To draw up Rules and/or Regulations and Procedures for Appointments and Promotions and to revise them periodically.

2.2 COLLEGE APPOINTMENTS AND PROMOTIONS SUB COMMITTEE

The composition and functions of the College Appointments and Promotions Sub-Committee shall be as follows:

2.2.1 Composition

- (i) The Provost Chairman
- (ii) All Deans of the College
- (iii) All Professors of the College

2.2.2 Functions

- (i) The College Appointments and Promotions Sub-Committee shall consider Applications for Appointments and Promotions to Senior Member positions in the Academic Departments of the University. The College Appointments and Promotions Sub-Committee shall meet at least once every two months for purposes of considering applications.

- (iii) Applications for Appointments and Promotions shall be forwarded to the Head of Department in the first instance with a copy of the Letter of submission to the Registrar. The Head of Department shall forward each Application with his comments to the Dean within one month after having acknowledged receipt of the Application. Upon his receipt of the Application, the Dean shall refer it to the College Appointments and Promotions Sub- Committee for consideration within two (2) weeks. No Application shall be withheld from the College Appointments and Promotions Sub-Committee.
- (iv) The Sub-Committee shall consider all Applications for Appointments and Promotions and shall forward all the papers of all Applicants with its comments and recommendations to the University Appointments and Promotions Committee within one month of receipt of the Application. This is after having acknowledged receipt of the Application with a copy to the Registrar and the Applicant. Any Member of the Sub-Committee being considered for promotion shall not participate in the discussion.

2.2.3 Conditions

- (i) Where the Provost is below the rank of the position being considered, all the papers of the candidate shall be forwarded directly to the University Appointments and Promotions Committee.
- (ii) Deans of Faculties below the rank of the position to which the candidate is seeking to be appointed or promoted.
- (iii) For new Appointments, the Head of Department of the candidate shall be in attendance.
- (iv) No business shall be conducted by the Sub-Committee unless there are, at least, three (3) members present, including the Provost of the College.
- (v) If in the observation of the provision of clauses (b) and / or (g) of Schedule B1.3 of the University Statutes, where the Membership of the Sub-Committee is less than three (3), the papers of the candidate shall be forwarded directly to the University Appointments and Promotions Committee for its consideration.

3.0 APPOINTMENTS

3.1 Assessable Areas for Appointments

The Three Assessable Areas for Appointments shall be as follows:

- (i) Teaching or equivalent professional experience (as defined in Section 5.1).
- (ii) Promotion of knowledge (as defined in Section 5.2).
- (iii) Qualification and service to current/previous employers or to the country or service within the framework of previous employer's authority.

3.2 Norms for Assessable Areas

Each of the Three Areas of Attainment and performance shall, for purposes of appointment, be assessed at one of the following four levels:

- High Performance
- Good Performance
- Adequate Performance
- Inadequate Performance

The basis for every assessment shall be fully defined at all levels of performance evaluation

namely, by the Head of Department, the College Appointments and Promotions Sub-Committee, and the University Appointments and Promotions Committee.

3.3 Eligibility for Appointment

3.3.1 Assistant Lecturer / Assistant Research Fellow For appointment to the grade of Assistant Lecturer or Assistant Research Fellow, Applicants must possess a Master's Degree or equivalent professional qualification in the relevant discipline but do not qualify for Lectureship/Research Fellow position as in: L3.2.

3.3.2 Lecturer / Research Fellow

For appointment to the grade of Lecturer or Research Fellow, Applicant must possess a Master's Degree in the relevant discipline with at least two years teaching/ research experience. Preference shall be given to Applicants with Doctoral Degrees.

3.3.3 Senior Lecturer / Senior Research Fellow

For appointment to the grade of Senior Lecturer or Senior Research Fellow, Applicants must have served as Lecturers /Research Fellows, or their equivalent for at least FOUR years in a recognized reputable institution.

In addition, the minimum scores in the three performance areas shall be as follows:

- either (i) "High" performance in ANY TWO areas plus 'Adequate" performance in the THIRD area.
- or (ii) Good performances in ALL THREE AREAS.

3.3.4 Associate Professor

For appointment to the grade of Associate Professor, Applicants must have served as Senior Lecturers / Senior Research Fellows or in equivalent grades for a minimum of FIVE years in a recognized reputable institution.

In addition, their minimum scores in the three performance areas shall be as follows:

- (i) "HIGH" performance in ANY TWO areas plus "Good" performance in the THIRD area.

3.3.5 Professor

For Appointment to the grade of Professor, Applicants must have served first as Associate Professors and/or analogous grade for a minimum of FIVE years.

In addition, their minimum scores in all three performance areas must be "HIGH"

3.4 Appointment Under Special Circumstances

[i] Appointment to Senior Lecturer Grade

In exceptional circumstances, candidates with extensive exceptional performance in only ONE AREA may be considered for appointment to Senior Lecturer grade provided they possess the minimum qualifications and requirements for appointment to the Lecturer or equivalent grade; this condition may be applied to candidates with special contributions to the development of the University or to Appointments to fill vacancies in Academic Departments facing prolonged critical staffing problems.

(ii) Appointments to Associate Professor Grade

In exceptional circumstances, Heads of Department through Deans of respective Faculties

and Provost of a College may be allowed to make special cases, in the areas of urgent need, for consideration of candidates who do not satisfy the normal criteria for Appointments to Associate Professor Grade. :

3.5 Procedure for Appointment

3.5.1 Invitation for Application for Appointment

- (i) Appointments shall be made with the approval of the Vice- Chancellor to fill vacant positions.
- (ii) Heads of Department who want Academic staff to be appointed shall write to the Provost through their Deans to seek approval of the Vice-Chancellor and copied to the Registrar.
- (iii) Upon receiving approval of the Vice-Chancellor, the Provost shall request the Registrar to advertise the position or direct prospective candidates to obtain Application Forms from the Registrar.
- (iv) Completed Application Forms shall be directed to the Registrar who in turn shall send them to the College Appointments and Promotions Sub-Committee.
- (v) The College Appointments and Promotions Sub-Committee shall write for confidential reports on the Applicants and invite the Applicants for interview.

3.5.2 Attainment and Performance Evaluation for Appointment

- (i) By the Head of Department
- (ii) By the College Appointments and Promotions Sub-Committee
- (iii) By the University Appointments and Promotions Committee

3.5.2.1 Assessment by Head of Department

The Head of Department shall use the information provided by the Applicants as a basis to assess the Applicants in the areas of attainment and performance. For each area, the Head of Department shall assess the Applicants as "high", "good", "adequate" or "inadequate" with justifiable reasons.

3.5.2.2 Assessment by College Appointments and Promotions Sub-Committee

The College Appointments and Promotions Sub -Committee shall use the information provided by the Applicants, Heads of Department's assessment, their interview results and confidential reports on the Applicants as a basis to assess the Applicants as "high", "good", "adequate" or "inadequate" with justifiable reasons.

3.5.2.3 Assessment by University Appointments and Promotions Committee

The final assessment shall be made by the University Appointments and Promotions Committee using, as a basis, evidence provided by the Applicant, the College Appointments and Promotions Sub-Committee, confidential reports and results obtained by interviewing the Applicants.

3.6 Deadline for Appointments

Successful Applicants shall be appointed as soon as practicable. Unsuccessful Applicants shall be notified accordingly.

3.7 Effective Date of Appointment

The effective date of appointment shall be from the date of assumption of duty by the

Applicant.

3.8 Withdrawal of Offer of Appointment

Successful Applicants who do not assume duty on the agreed date of assumption without justifiable reasons may have their appointments withdrawn.

3.9 Duration of Appointments

- (i) Assistant Lecturer/Assistant Research Fellow Grade: The duration of Appointments to the Assistant Lecturer/Assistant Research Fellow grade shall be for Two Years.
- (ii) Lecturer /Research Fellow/Senior Lecturer/Senior Research Fellow /Associate Professor Grades: Appointments shall normally be for six (6) years, with the first one (1) year of which shall be regarded as a period of probation. In special cases the probation period may be waived.
- (iii) Professorial Grade: This shall be a Tenure Appointment which shall expire upon the attainment of person's compulsory retiring age.

3.10 Renewal and Termination of Appointments

(i) *Assistant Lecturer/assistant Research Fellow:* Appointment to the Assistant Lecturer/Assistant Research Fellow Grade may normally be renewed for another two years at the end of which the appointment shall be terminated unless the Candidate has earned appointment as a Lecturer.

(ii) Lecturer/Research Fellow/Senior Lecturer/Senior Research Fellow

Grades: Appointments shall be reviewed before the end of the sixth year and may normally be renewed for no longer than three more years. At the end of the ninth year, Appointments shall be terminated unless Candidates can be promoted to the next higher grade. In exceptional circumstances, Appointments may, upon the recommendations of the College Appointments and Promotions Sub-Committee, be extended for a further period not exceeding two years at the end of which the Appointments shall be terminated unless the Candidates have earned promotion to the next higher grade.

3.11 Contract Appointments

- (i) **Eligibility:** Appointments on contract beyond the compulsory retiring age may be recommended by the College Appointments and Promotions Sub Committee on evidence of the following:
- a. Good Health.
 - b. Non availability of staff in critical areas of specialization and where there are no prospects of immediate recruitment.
 - c. Continued academic activity after his / her last appointment! promotion that can earn him/her the following in the performance areas:
either (a) High performance in ANY TWO areas *plus* "Adequate" in the THIRD AREA.
or (b) "Good" Performance in ALL THREE AREAS

- [ii] **Duration:** Appointments on contract beyond the compulsory retiring age shall be for two years in the first instance and may be renewed for two (2) years in the second instance followed by a renewal for a further one (1) year, provided that there shall be justification for the renewal and that for each renewal the

applicant is eligible (as defined in Section :1.12(i) c). No appointment on contract shall be renewed after the candidate attains 70 years of age.

3.12 Appointment of Emeritus Professor [RECORDED No.274 June 2005 Vol. 37, No.3]

- (i) The candidates for the position of Emeritus Professor shall be active in their fields and easily accessible to the University.
- (ii) The title "Emeritus Professor" shall be conferred only on a full Professor who is no longer in the employment of the University.
- (iii) Nominations shall be considered by the Department, reviewed by the College Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee, whose report shall be placed before the Academic Board. The recommendations of the Academic Board shall be placed before Council for consideration and approval.
- (iv) No stipend is attached to the position of Emeritus Professor. However, the Appointee shall have access to University facilities such as library and secretarial support and may assist the work of the Department.

4.0 PROMOTIONS

4.1 Assessable Areas for Promotions

The three assessable areas for promotions shall be as follows:

- (i) Teaching
- (ii) Promotion of knowledge
- (iii) Service

4.2 Norms For Assessable Areas

Each of the three areas of attainment shall, for the purposes of promotion, be assessed at one of the following four levels.

- High Performance
- Good Performance
- Adequate Performance
- Inadequate Performance

The basis for every assessment shall be fully defined at all levels of performance evaluation, namely by the Applicant himself, the Head of Department, the College Appointments and Promotions Sub-Committee-and by the University Appointments and Promotions Committee.

4.3 Eligibility for Promotion

4.3.1 Lecturer/Research Fellow

For promotion to the grade of Lecturer/Research Fellow, Applicants must have attained the following:

- a. Served as Assistant Lecturer/Assistant Research Fellow or their equivalent for at least TWO years.
- ii) Assistant Lecturers/Assistant Research Fellows seeking promotion to Lecturer/Research Fellow grade must have performed satisfactorily in Teaching, Promotion of Knowledge and Service to the community as certified by the Head of Department, the College Appointments and Promotions Sub-Committee, and the University Appointments and Promotions Committee.
- iii) In the three performance areas, Applicant shall show evidence of Promotion of Knowledge and a minimum of "Adequate" performance for Teaching.

4.3.2 Senior Lecturer /Senior Research Fellow

For promotion to the grade of Senior Lecturer /Senior Research Fellow;
Applicants must have attained the following:

- a. Served as Lecturers / Research Fellows, or their equivalent for a minimum FOUR years.
- ii) Lecturers seeking promotion to Senior Lecturer grade must have conducted original research out of which they have a minimum total number of four (4) publications (as defined in Section 5.2) after their appointment as Lecturers to their credit. At least two (2) of the publications shall be published in refereed journals. The four (4) publications shall earn the applicant "Adequate" performance in the promotion of knowledge, provided they are all assessed to be of good quality
- iii) Research Fellows seeking promotion to Senior Research Fellow grade must have conducted original research out of which they have a minimum total number of six (6) publications (as defined in Section 5.2), after their appointment as Research Fellows to their credit. At least four (4) of the publications shall be published in refereed journals. The six (6) publications shall earn the Applicant "Good" performance in Promotion of Knowledge, provided they are all assessed to be of good quality
- iv) Their minimum scores in the three performance areas shall be as follows:
either (a) "High" performance in ANY TWO areas plus "Adequate" in the THIRD area
or (b) "Good" performance in ALL the THREE AREAS

****For promotion to Senior Research Fellow grade candidate must score "Good" in Promotion of Knowledge***

4.3.3 Associate Professor

For promotion to the grade of Associate Professor, Applicants must have attained the following:

- (i) Served as Senior Lecturers /Senior Research Fellows, or equivalent grades for a minimum of FIVE years.
- (ii) Senior Lecturers seeking promotion to Associate Professor grade must have conducted original research out of which they have a minimum total number of six in) publications (as defined in Section 5.2), after their promotion to Senior Lecturer grade to their credit. At least four (4) of the publications shall be published in refereed journals. The six (6) publications shall earn the applicant "Good" performance in the Promotion of Knowledge, provided they are all assessed to be of good quality
- (iii) Senior Research Yellows seeking promotion to Associate Professor grade must have conducted original research out of which they have) a minimum total number of eight (8) publications (as defined in Section 5.2), after their promotion to Senior Research Fellow grade to their credit. At least six (6) of the publications shall be published in refereed journals. The eight (8) publications shall earn the applicant "High" performance in the promotion of knowledge provided they are all assessed to be of good quality
- (iv) Their minimum scores in the three performance areas should be as follows:
 - (a) "High" performance in ANY TWO areas *plus*
 - (b) "Good" performance in the THIRD area

*** Senior Research Fellows seeking promotion to Associate Professor grade must score "High" in Promotion of Knowledge**

4.1.4 Professor

For promotion to the grade of Professor, Applicants must have attained the following:

- (i) Served as Associate Professor for a minimum of FIVE years.
- (ii) Conducted original research out of which they have a minimum total number of eight (8) publications (as defined in Section 5.2), after their promotion to Associate Professor, to their credit. At least six (6) of the publications shall be published in refereed journals. The eight (8) publications shall earn the applicant "High" performance in the promotion of knowledge, provided they are all assessed to be of good quality.
- iii). Their scores in ALL THREE areas of performance must be "HIGH".

4.4 Promotion Under Special Circumstances

For exceptional performance candidates may be promoted out of turn, or before they satisfy the normally applied conditions. However, their performance must significantly exceed the terms required for the normal conditions.

4.5 Procedures for Promotion (See *attached addendum*)

4.5.1 Applications for Promotion

- (i) Members of staff who wish to be considered for promotion shall complete Application Forms and submit them to the Heads of their respective Departments with a copy of their Letter of submission to the Registrar.
- (ii) Heads of Department who receive Applications for promotion shall forward them to the Provost of the College through their respective Deans of Faculties together with their assessments of the Candidates. They shall also acknowledge receipt of the Application with a copy of the Letter to the Registrar,
- (iii) The College Appointments and Promotions Sub-Committee shall consider all Applications in the College and submit their recommendations for the consideration of the University Appointments and Promotions Committee. In submitting the recommendations, the College Appointments and Promotions Sub-Committee shall attach the following:
 - a. The completed Application Forms of the Candidate.
 - b. The Head of Department's assessment in all three areas of performance.
 - c. The College's comprehensive assessment of each candidate in all three areas of performance.
- (iv) For promotion to Senior Lecturer /Senior Research Fellow grade, the University Appointments and Promotions Committee shall request and receive one External Assessment of the Candidate's publications. (*Assessment shall as much as possible be done internally (within Ghana but external to the University) unless otherwise stated*).
- (v) For promotion to Associate Professor/Professor Grade, the University Appointments and Promotions Committee shall request and receive **Two External Assessment** of the candidate's publications. At least one of these assessors must be from outside the country.

4.5.2 Attainment and Performance Evaluation for Promotion

Assessment of Candidates for promotion shall be made at four levels as follows:

- (i) The Applicant
- (ii) The Head of Department
- (iii) The College Appointments and Promotions Sub-Committee
- (iv) The University Appointments and Promotions Committee

4.5.2.1 Assessment by Applicant

Applicants for promotion shall assess their own performance ("high" "good" "adequate" or "inadequate") in the three areas of attainment and performance, stating reasons and justification for such assessments with supporting evidence and submit their Applications to their Heads of Department who would in turn submit the respective Application together with their assessment to their respective Provosts through the Deans of their Faculties.

4.5.2.2 Assessment by Head of Department

The Head of Department shall certify the research claimed to have been conducted by the Applicant and assess the applicant in the three areas of attainment and performance. For each area, the Head of Department shall assess the Applicant (as outlined in Appendix C) as "high" "good" "adequate" or "inadequate" with justifiable reasons. Where a Head of Department is below the rank of the grade to which the Applicant is seeking promotion, the Head of Department shall not assess the Applicant but shall forward the Application to the College Appointments and Promotions Sub-Committee through the Dean of the respective Faculty. If the Dean is of a higher or similar rank to the position applied for, he will assess the Applicant's Application and forward his assessments to the College Appointments and Promotions Sub-Committee.

4.5.3.3 Assessment by College Appointments and Promotions Sub-Committee

The College Appointments **and** Promotions Sub-Committee shall assess a candidate in all three areas (as outlined in Appendix D) and assess them as "high" "good", "adequate" or "inadequate" with justifiable reasons.

4.5.3.4 University Appointments and Promotions Committee

The final assessment shall be made by the University Appointments and Promotions Committee, using as basis evidence submitted by Candidate, Head of Department, the College Appointments and Promotions Sub-Committee and External Assessor] s)

4.6 Deadline for Publication of Promotion Results

The results of promotion exercises shall be published as soon as practicable. For non-professorial grades the results shall be made known immediately after the Academic Board's approval. For professorial grades, results shall be made known after approval by the University Council.

4.7 Effective Date of Promotion

The effective date of promotion of successful candidates shall be from **October 1** following the submission of the Application.

4.8 Right of Appeal

- a. Any Senior Member aggrieved and dissatisfied by a decision of the University Appointments and Promotions Committee may within **one month** of the notification of the decision to him petition the University Appointments and Promotions Committee.

- b. The University Appointments and Promotions Committee may, on receipt of such Application, review its own decisions affecting Appointments/Promotions of Senior Members at the next meeting of the Committee.
 - c. Appeals shall leave the University Appointments and Promotions Committee to the University Council within three (3) months.'
- a. In considering such appeals, Council may be assisted by an expert or experts appointed by Council.

5.0 GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION

5.1 Evaluation of Teaching

(i) Indicators for Assessment

In assessing the performance in Teaching, the following factors and indicators shall be taken into consideration:

- a. Lecture/Teaching load.
- b. Regularity and punctuality at lectures.
- c. Preparation of Lectures materials (lecture notes, hand outs, power points slides etc.).
- d. Provision of learning experience for students (practical, field's trips etc.).
- a. Ability to complete the syllabus on schedule.
- J) Quality of Examination Questions and marking schemes.
- a. Punctuality in selling Examination Questions and marking of examinations scripts.
- b. Comments of External Examiners and Moderators on Applicant's examination questions and marking schemes.
- c. Supervision of project works and theses of undergraduate and postgraduate students.
- d. Students reaction to and assessment of applicant's teaching and supervision.

(ii) Weighting

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

10 points shall be awarded for excellent performance.

6 points shall be awarded for good performance.

4 points shall be awarded for average performance.

3 points shall be awarded for below average performance.

By this point system, the maximum total points that can be scored by the Applicant-is hundred. The performance of an Applicant in Teaching shall be assessed to be as follows.

"High" if the total points scored is 80-100

"Good" if the total points scored is 60-79

"Adequate" if the total points scored is 40 - 59

"Inadequate" if the total points scored is below 40

(iii) Assessors

Assessment of a Candidate's performance in 'teaching shall be undertaken by the candidate himself, by the candidate's Head of Department or peers or students of the candidate's Academic Department, by the College Appointments and Promotions Sub-Committee and by the University Appointments and Promotions Committee.

5.2 Evaluation of Performance in the Promotion of Knowledge

(i) Indicators for Assessment

In assessing the performance of Promotion of Knowledge the following factors and indicators shall be taken into consideration:

- a. Research
- b. Publications arising out of research
- c. Invention arising out of research
- d. Development of technology or products arising out of research For the purpose of clarity only the following shall be considered and counted towards the number of publications:

- Refereed Journal papers
- Published Books in the areas of specialization for higher education
- Chapters in published books in the areas of specialization for higher education
- Conference Papers published in refereed conference proceedings/ peer reviewed documents on exhibition
- Patented inventions and technologies or products

(ii) Weighting

The following criteria shall be applied to publications:

Single authorship:

- A refereed journal paper shall be counted as one (1) publication
- A published book for higher education in the area of specialization shall be counted as one (1) publication
- A published conference paper/peer reviewed document on exhibition shall be counted as one (1) publication
- A Patented invention/ technology/product shall be counted as one (1) publication
- A chapter in published book in the areas of specialization for higher education shall be counted as half (1/2) a publication.

Co- authorship

- A refereed journal paper or a refereed conference paper /peer reviewed document on exhibition co-authored by three people shall be credited as such, i.e. one (1) publication to each of the authors provided that the Applicant made a significant contribution.
- A refereed journal paper or a refereed conference paper/peer reviewed documents on exhibition co-authored by four (4) or more people shall be credited as half (1/2) a publication to each of the authors provided that the candidate made significant contribution.
- A published book in the area of specialization for higher education co-authored by three (3) or more people shall be credited as half (1/2) of a publication to each of the authors.
- A chapter in published book in the area of specialization for higher education co-authored by two (2) or more people shall be credited as quarter (1/4) of a publication to each of the authors.

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

10 points shall be awarded for each refereed journal paper

- 10 points shall be awarded for each published book in the area of specialization for higher education
- 5 points shall be awarded for each refereed Conference Proceedings paper
- 5 points shall be awarded for each chapter in a published book in the area of specialization for higher education
- 5 points shall be awarded for each peer reviewed document on exhibition

The performance of an Applicant in Promotion of Knowledge shall be weighted as follows:

"High" if the total points scored is	80-100
"Good" if the total points scored is	60-79
"Adequate" if the total points scored is	40-59
"Inadequate" if the total points scored is below	40

(iii) Assessors

Research and publications shall be certified by the candidate's Head of Department, the College Appointments and Promotions Sub-Committee and by the University Appointments and Promotions Committee.

Publications shall be assessed by appointed External Assessor(s) who are competent in the fields of the Candidate's specialty.

For promotion to the grade of Senior Lecturer, one (1) Assessor shall be appointed.

For promotion to the grades of Associate Professor and Professor, Two (2) Assessors shall be appointed. At least one shall be from outside the country.

5.3 Evaluation of the Performance in Service

(i) Indicators for Assessment

In assessing the performance in Service, the following factors and indicators shall be taken into consideration:

(a) Service to the University: This refers to activities other than Teaching or Promotion of Knowledge formally assigned to staff at Departmental, Faculty, College or University level. Examples of such acceptable services are:

- Examination Officer
- Vacation Training Officer
- Academic Tutor
- Head of a Department
- Dean of a Faculty
- Provost of a College
- Pro Vice-Chancellor
- Vice-Chancellor
- Member of Boards and Committees of the University
- Senior Tutor
- Hall Master/Hall Warden etc.
-

(b) Service to the National or International Community: This refers to activities in which the Applicant has used his knowledge and expertise in his field of specialization for the benefit of the national or the international community.

Examples of such acceptable services are:

- Membership of National and international Boards, Committees and Organizations
- Membership of Editorial Boards of recognized journals
- External Examiner or Moderator
- External Assessor for promotion of research/Academic staff
- Extension work /workshops
- Technical and consultancy work (evidenced by reports) etc.

(ii) Weighting

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

(a) Service to the University

Administrative Experience

Vice-Chancellor/Pro Vice-Chancellor/ Provost of a College/Dean of School of Graduate Studies/Dean of International Programmes Office

Dean of a Faculty/Hall Master/Head of a Department/Examination Officer /Senior Tutor/Hall Council Member of Associate Professor level

Dean of a Faculty/ Hall Master/Head of a Department /Examination officer /Senior Tutor/Hall Council Member of Senior Lecturer level

Head of a Department /Examination officer / Senior Hall Tutor /Council Member of Lecturer level

Acting Positions **10**

Less than 3 months **6**

3 months and above **10**

Membership of Committees/Societies

i) Statutory Committees

Chairman **10**

Secretary/other officials **8**

Member **6**

ii) Non-Statutory Committees/ Ad-hoc Committees

Chairman **10**

Secretary/other officials **6**

Member **4**

Chairman of editorial board **8**

Secretary/other officials **6**

Member of editorial board of a refereed journal **4**

iii) Technical & Consultancy Work **2**

iv) Financial / Material Resource Mobilization **10**

v) Extension Work/Workshops **6**

vi) Academic Tutor **4**

(b) Service to the National or International Community

i) Chairman of National or International committees **10**

ii) Secretary/other officials **8**

iii) Membership of National and International Committees **6**

iv) Membership of editorial boards of recognized journals **10**

v) External Examiner/Moderator **10**

(vi) External Assessor for promotion of research/academic staff **10**

The performance of an applicant in Service shall be weighted as follows:

"High" if the total points scored is	80 -100
"Good" if the total points scored is	60 - 79
"Adequate" if the total points scored is	40 - 59
"Inadequate" if the total points scored is	below 40

(iii) Assessors

Assessment of service shall be undertaken by the applicant, the applicant's Head of Department, College Appointments and Promotions Sub- Committee and by University Appointments and Promotions Committee.

5.4 Appointment of Assessors

The appointment of assessors for Appointments and Promotions shall be the responsibility of the Vice-Chancellor who may act on the recommendation of the Provost of the candidate's College.

5.5 Status of Assessors

Assessors are basically advisors to the University Appointments and Promotions Committee. Their final recommendations are not binding on the Committee. However, the assessment of the qualities of the applicant's publications shall be used by University Appointments and Promotions Committee in arriving at the final decision.

5.6 Materials for External Evaluation

Materials (i.e. Publications of candidates) for external assessment shall not be excessive. Candidates are advised to select and submit the best and requisite number of their publications for external assessment. Candidates must select and submit the required numbers of publications (four copies of each) published since their last appointments/promotions for external assessment.

ADDENDUM
TO THE CRITERIA FOR APPOINTMENTS & PROMOTIONS [SENIOR MEMBERS (ACADEMIC)]

A. Criteria for Appointments and Promotions of Senior Members (Academic)

- a. Assessment of Publications for promotion from LECTURER to SENIOR LECTURER shall, as much as possible, be done INTERNALLY (within Ghana but external to the University), unless otherwise stated;
- ii. To ensure transparency and speedy processing of Applications, the following shall form part of the procedures contained in the Criteria:
 - a. The Head of Department, upon receipt of an Application, shall acknowledge receipt of same to the Applicant copied to the Registrar;
 - b. The College Appointments and Promotions Committee shall inform the Applicant and the Registrar of the receipt of the Application and arrangements for consideration of same;
 - c. The College Appointments and Promotions Committee shall meet, at least, once every TWO MONTHS for purposes of considering Applications;
 - d. The University Appointments and Promotions Committee (UAPC) shall acknowledge receipt of Applications from the Colleges copied to the Candidates concerned;
 - e. The Secretary to the UAPC shall periodically update Candidates on the status of their Applications and any arrangements thereof;
 - f. A final decision on the status of an Application shall be communicated to the Applicant by the UAPC within FIFTEEN MONTHS of receipt of Application for promotion from LECTURER to SENIOR LECTURE and TWENTY-FOUR MONTHS from SENIOR LECTURER to PROFESSORIAL Grade; and
 - g. There shall be an option for the conclusion of a promotion process after the respective deadlines through the constitution of a panel (including External Assessors) by the UAPC of the University.

(b) Qualifications (degrees, certificates, diplomas, with classes, distinctions, etc.) and membership/fellowship of Professional bodies, giving the date on which each was obtained: Photocopies of certificates should be attached).

1. TEACHING/RESEARCH/PROFESSIONAL/INDUSTRIAL EXPERIENCE:

(a) Present Employment

From (Date)	Name and Address Of Employer	State (A) Position held (B) Subjects taught! Particulars of work (C) Salary
		(A) (B) (C)

Date

(b) Previous Employment

		Name and address of employer	State (A) Position held (B) Subjects taught Particulars of work (C) Full-time or part time
From	To		
			(A)..... (B)..... (C)..... (D) Reason for leaving.....
			(A)..... (B)..... (C)..... (D) Reason for leaving.....

* (c) Slate Further Details of Teaching/Research/Professional/industrial Experience.

PUBLICATIONS/EXHIBITION (with Dates)

1. GENERAL

- (a) Have you ever lived in a tropical climate? If so, state when and where.
- (b) If engaged, how soon after notification of selection could you leave for Ghana or assume duty?

1. The space below may be used for any additional information you wish to give.

2. NAMES AND ADDRESSES OF THREE REFEREES

(At least two of them should be able to report on your Academic/ Professional competence. Names of relatives must not be given.)

- 1.
- ii.
- iii.

I certify that the information on this form is correct.

SIGNATURE OF APPLICANT

Date.....

APPENIDIX B
KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI
APPLICATION FOH. PROMOTION TO BE COMPLETED IN DUPLICATE
(SENIOR MEMBERS - TEACHING/RESEARCH STAFF)

Name of applicant (in block letters)

Present Designation

I wish to apply for the post of... ..

In the Department of.

I attach my full curriculum vitae including the following:

1. a) Academic degrees earned with dates
- b) Institutions attended with dates

2. University teaching and/or research experience with dates:

- a. Academic ranks held and subjects taught
- b. Supervision of students project works/these/research
- c. Other professionally related experience

3. Details of research, projects or exhibitions undertaken since last appointment/promotion to the University.

Research conducted (topics with dates)

- a. Publications arising out of the research
 - i) Refereed journal papers with exact references
 - ii) Books with exact references
 - iii) Published conference papers with exact references
 - iv) Peer reviewed document on exhibitions
- c) Contributions in co-authored publications

1. Conferences/Seminars and Workshops at which papers were read

2. List of the publications:

3. a. Published with exact references
- b. Unpublished

ii. Copies of selected publications for external assessment. For promotion to Professorship, two copies and should be supplied.

1. Record of service to the community (University, National, International with dates and supporting evidence.

2. My evaluation of my performance In the following areas of attainment with reasons and justification:

- a. Teaching
- b. Promotion of knowledge
- c. Service

SIGNITURE OF APPLICANT

DATE.....

Notes on EVALUATION (No.7)

1. The applicant shall assess his/her own achievements as "high" "good" "adequate" or "inadequate", giving justification in the three areas of attainment.
 - a. Teaching
 - b. Promotion of knowledge
 - c. Service in areas other than (a) and (b).

2. The Head of Department and the College Appointments and Promotions Sub-Committee shall assess and evaluate the candidate's achievements as "high" "good", adequate" or "inadequate" giving justification in the three performance areas.

APPENDIX C (CONFIDENTIAL)
ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT

[To be written or typed by the Head of Department himself and signed under the following headings]:

(i) Quality of Teaching

(This assessment should sum up the applicants performance as a University teacher, and how he discharges his Departmental assignments related to teaching).

- a. Lecture/Teaching load
- b. Regularity and punctuality at lectures
- c. Preparation of lecture materials (lecture notes, handouts, power points slides etc.)
- d. Provision of learning experience for students (practical, field trips etc.).
- a. Ability to complete the syllabus
- I) Quality of examination questions and marketing schemes
 - a. Punctuality in setting examinations' questions and marking 'of examinations scripts,
 - b. Comments of external examiners and moderators on applicant's examination questions and marking scheme.
 - c. Supervision of project works and theses of Undergraduate and Postgraduate students.

(ii) Promotion of Knowledge

- a) Certify the following statements made by the applicant:
 - Research conducted (Topics with dates)
 - Publications arising out of Research
 - Journals in which papers are published
 - Contributions to research resulting in co-authored applications.

Involvement in other Departmental research and development activities (new products/ technologies).

Certify publications/exhibitions listed by applicant.

(iii) Service

General contribution to the work of the University, national or international committees/organizations.

Assessment of the activities in which the applicant has used his knowledge and expertise in his field of specialization for the benefit of the University, his community, the national or international community.

APPENDIX D (CONFIDENTIAL)
**ASSESSMENT AND EVALUATION BY COLLEGE APPOINTMENTS
AND PROMOTIONS SUB-COMMITTEE**

The College Appointments and Promotions Sub-Committee will:

(1) Evaluate the candidate and the Head of Department's assessment of him under the following headings:

(i) Teaching

- a. Lecture/Teaching load
- b. Regularity and punctuality at lectures
- c. Preparation of lecture materials (lecture notes, hand outs, power points slides etc.).
- d. Provision of learning experience for students (practical, field Trips etc).
- a. Ability to complete the syllabus
- 1) Quality of examination questions and marking schemes
- a. Punctuality in setting examinations' questions and marking of examinations' scripts.
- b. Comments of external examiners and moderators on applicant's examination questions and marking schemes.
- c. Supervision of project works and theses of Undergraduate and Postgraduate students.
- d. Student's reaction to and assessment of applicant's teaching and supervision.

(ii) Promotion of Knowledge

- a) Certify the following statements made by the Applicant
 - Research conducted (Topics with dates)
 - Publications arising out of the Research
 - Journal in which papers are published
 - Contributions to research in co-authored publications
- a. Involvement in other Departmental Research and Development activities (new products/technologies) published/documentated in recognized peer reviewed journals or patented.
- b. Certify Publications/Exhibitions listed by Applicant.

(iii) Service

General contribution to the work of the University; National or International Committees/organizations.

Assessment of the activities in which the Applicant has used his knowledge and expertise in his field of specialization for the benefit of the University, his community, the national or international community.

(2) Make definite recommendations (with justification) on the candidate's application for promotion to the University Appointments and Promotions Committee

(3) Forward to the University Appointments and Promotions Committee:

- i. The original copy of the candidate's application;
- ii. The Head of Department's assessment;
- iii. The College Appointments and Promotions Sub-Committee's Evaluation and Recommendation and

- iv. The minutes of the meeting of the College Appointments and Promotion sub-Committee at which the candidate's application was considered.

APPENDIX E
PROMOTION OF ACADEMIC STAFF EXTERNAL ASSESSMENT ON
CANDIDATE'S PROMOTIONS OF KNOWLEDGE

This University is currently considering Prof/Dr./Mr./Miss/ Mrs for promotion from to Our criteria for promotion require that an external assessment of each candidate's promotion of knowledge as evidenced by his publications be sought, and you have been proposed an external assessor for this candidate.

For your information, two other criteria (Teaching and Service) will be used by the University in addition to your assessment to arrive at a final decision on the application.

We should therefore be grateful if you would kindly assist in this exercise by assessing the quality of the underlisted publications which Dr./Mr./ Prof./Mrs./Assoc has Submitted in support of his/her application and which are enclosed. (These are selected papers out of his publications).

- (i)
- (ii)

The trust of your assessment should be on quality rather than on quantity and should indicate whether the publications and others demonstrate scholarship creativity and arc worthy of an Academic seeking promotion to the grade were are considering.

It should certify clearly:

1. Extent to which each paper reflects the author's awareness of current knowledge in Subject areas.

- (i) Existing knowledge. and/or
- (ii) Technological development (local or otherwise) and/or
- (iii) Any other important areas

3.Scholarship and standard of presentation

4.Summary of your assessment which should touch upon:

Comments on the quality of research or work output

The general quality of the publications

A conclusion as to whether these are what one would expect of a person of the rank of:

Please forward your assessment and the papers to me after you have finished assessing them.

APPENDIX F

GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION BAREST MINIMUM

A. PROMOTION FROM LECTURER TO SENIOR LECTURER

Refereed Journal Paper Single or three authors	Refereed Journal Paper 4 or more authors	Books 1 or 2 authors	Book 3 or more authors	Book chapter 1 authors	Book chapter 2 or more authors	Conference/Exhibition 1 or 2 authors	Conference/Exhibition 3 or more authors	Patent/Etc. 1 or 2 authors	Patent/Etc. 3 or more authors	Min Score	Remarks
4	-	-	-	-	-	-	-	-	-	40	At least candidate must score "Adequate"
2	4	-	-	-	-	-	-	-	-	40	
2	-	2	-	-	-	-	-	-	-	40	
2	-	-	4	-	-	-	-	-	-	40	
2	-	-	-	4	-	-	-	-	-	40	
2	-	-	-	-	8	-	-	-	-	40	
2	-	-	-	-	-	4	-	-	-	40	
2	-	-	-	-	-	-	8	-	-	40	
2	-	-	-	-	-	-	-	4	-	40	
2	-	-	-	-	-	-	-	-	8	40	
2	-	-	-	-	-	-	-	-	4	40	
2	-	-	-	-	-	-	-	-	8	40	

Minimum Number of Publications required to qualify for promotion to Senior Lecturer Grade is 4 Refereed Journal papers or at least 2 Refereed Journal Papers and other publications as specified in this Table

B. PROMOTION FROM SENIOR LECTURER TO ASSOCIATE PROFESSOR

Refereed Journal Paper Single or three authors	Refereed Journal Paper 4 or more authors	Books 1 or 2 authors	Book 3 or more authors	Book chapter 1 authors	Book chapter 2 or more authors	Conference/Exhibition 1 or 2 authors	Conference/Exhibition 3 or more authors	Patent/Etc. 1 or 2 authors	Patent/Etc. 3 or more authors	Min Score	Remarks
6	-	-	-	-	-	-	-	-	-	60	At least candidate must score "Good"
4	4	-	-	-	-	-	-	-	-	60	
4	-	2	-	-	-	-	-	-	-	60	
4	-	-	4	-	-	-	-	-	-	60	
4	-	-	-	4	-	-	-	-	-	60	
4	-	-	-	-	8	-	-	-	-	60	
4	-	-	-	-	-	4	-	-	-	60	
4	-	-	-	-	-	-	8	-	-	60	
4	-	-	-	-	-	-	-	4	-	60	
4	-	-	-	-	-	-	-	-	8	60	
4	-	-	-	-	-	-	-	-	4	60	
4	-	-	-	-	-	-	-	-	8	60	

Minimum Number of Publications required to qualify for promotion to Associate Professor Grade is 6 Refereed Journal papers or at least 4 Refereed Journal Papers and other publications as specified in this Table

C. PROMOTION FROM ASSOCIATE PROFESSOR TO FULL PROFESSOR

Refereed Journal Paper Single or three authors	Refereed Journal Paper 4 or more authors	Books 1 or 2 authors	Book 3 or more authors	Book chapter 1 authors	Book chapter 2 or more authors	Conference/Exhibition 1 or 2 authors	Conference/Exhibition 3 or more authors	Patent/Etc. 1 or 2 authors	Patent/Etc. 3 or more authors	Min Score	Remarks
8	-	-	-	-	-	-	-	-	-	80	At least candidate must score "High"
4	4	-	-	-	-	-	-	-	-	80	
4	-	2	-	-	-	-	-	-	-	80	
4	-	-	4	-	-	-	-	-	-	80	
4	-	-	-	4	-	-	-	-	-	80	
4	-	-	-	-	8	-	-	-	-	80	
4	-	-	-	-	-	4	-	-	-	80	
4	-	-	-	-	-	-	8	-	-	80	
4	-	-	-	-	-	-	-	4	-	80	
4	-	-	-	-	-	-	-	-	8	80	
4	-	-	-	-	-	-	-	-	-	80	
4	-	-	-	-	-	-	-	-	8	80	

Minimum Number of Publications required to qualify for promotion to Full Professor Grade is 8 Refereed Journal papers or at least 6 Refereed Journal Papers and other publications as specified in this Table

D. PROMOTION FROM RESEARCH FELLOW TO SENIOR RESEARCH FELLOW

Refereed Journal Paper Single or three authors	Refereed Journal Paper 4 or more authors	Books 1 or 2 authors	Book 3 or more authors	Book chapter 1 authors	Book chapter 2 or more authors	Conference/Exhibition 1 or 2 authors	Conference/Exhibition 3 or more authors	Patent/Etc. 1 or 2 authors	Patent/Etc. 3 or more authors	Min Score	Remarks
6	-	-	-	-	-	-	-	-	-	60	At least candidate must score "Good"
4	4	-	-	-	-	-	-	-	-	60	
4	-	2	-	-	-	-	-	-	-	60	
4	-	-	4	-	-	-	-	-	-	60	
4	-	-	-	4	-	-	-	-	-	60	
4	-	-	-	-	8	-	-	-	-	60	
4	-	-	-	-	-	4	-	-	-	60	
4	-	-	-	-	-	-	8	-	-	60	
4	-	-	-	-	-	-	-	4	-	60	
4	-	-	-	-	-	-	-	-	8	60	
4	-	-	-	-	-	-	-	-	-	60	
4	-	-	-	-	-	-	-	-	8	60	

Minimum Number of Publications required to qualify for promotion to Senior Research Fellow Grade is 6 Refereed Journal papers or at least 4 Refereed Journal Papers and other publications as specified in this Table. The candidate must score "Good" in Promotional of knowledge.

B. PROMOTION FROM SENIOR LECTURER TO ASSOCIATE PROFESSOR

Refereed Journal Paper Single or three authors	Refereed Journal Paper 4 or more authors	Books 1 or 2 authors	Book 3 or more authors	Book chapter 1 authors	Book chapter 2 or more authors	Conference/Exhibition 1 or 2 authors	Conference/Exhibition 3 or more authors	Patent/Etc. 1 or 2 authors	Patent/Etc. 3 or more authors	Min Score	Remarks
6	-	-	-	-	-	-	-	-	-	60	At least candidate must score "Good"
4	4	-	-	-	-	-	-	-	-	60	
4	-	2	-	-	-	-	-	-	-	60	
4	-	-	4	-	-	-	-	-	-	60	
4	-	-	-	4	-	-	-	-	-	60	
4	-	-	-	-	8	-	-	-	-	60	
4	-	-	-	-	-	4	-	-	-	60	
4	-	-	-	-	-	-	8	-	-	60	
4	-	-	-	-	-	-	-	4	-	60	
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	60	
4	-	-	-	-	-	-	-	-	8	60	

Minimum Number of Publications required to qualify for promotion to Associate Professor Grade is 6 Refereed Journal papers or at least 4 Refereed Journal Papers and other publications as specified in this Table