



UNIVERSITY OF DAR ES SALAAM

**PROMOTION OF CLINICAL ADJUNCT ACADEMIC
STAFF AT UDSM-MCHAS**

**AN ADDENDUM TO THE UDSM GUIDELINES FOR THE
ASSESSMENT OF ACADEMIC STAFF PERFORMANCE (2022)**

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LIST OF ACRONYMS AND ABBREVIATIONS

EAC	East African Community
MCHAS	Mbeya College of Health and Allied Sciences
MCT	Medical Council of Tanganyika
MD	Medical Doctor
MDent	Master of Dental Surgery
MMed	Master of Medicine
MOU	Memorandum of Understanding
MZRH	Mbeya Zonal Referral Hospital
SUZA	State University of Zanzibar
TCU	Tanzania Commission of Universities
UDOM	University of Dodoma
UDSM	University of Dar es Salaam
USA	United States of America

3.0 INTRODUCTION

The University of Dar es Salaam, Mbeya College of Health and Allied Sciences (UDSM – MCHAS) is a new and only institution of higher learning devoted to health professions training in the Southern Highland Zone of Tanzania. Its establishment in 2017 under the University of Dar es Salaam was published following the Government Notice No.447 of 2017 in the Government Gazette Issue No.9 of 4th November 2017. In a bid to implement the University of Dar es Salaam 50 years' vision (UDSM Vision 2061) of becoming a World Class University providing comprehensive services to society, UDSM established a School of Health and Allied Sciences in October 2015 within the Mwalimu Nyerere Campus in Dar es Salaam. Later in 2016, the school was relocated to Mbeya City, in its current location at the Mbeya Zonal Referral Hospital. The College started to enroll students for the Doctor of Medicine (MD) degree programme in the 2015/2016 Academic Year. From its endeavors to address health issues focusing on disease conditions affecting our society, it has set up the following seventeen departments: Social Sciences, Anatomy, Physiology and Pathology, Biochemistry, and Pharmacology. Others include; Microbiology/Immunology, Parasitology/Entomology, Internal Medicine, Pediatrics and Child Health, Orthopedics and Trauma, Surgery, Obstetrics and Gynecology, Otorhinolaryngology, Ophthalmology, Psychiatry, Clinical Diagnosis Services, Emergency Medicine, Anesthesia and Intensive Care, Radiology and Nuclear Medicine, as well as Community Health/Public Health.

The functions and activities of UDSM – MCHAS are guided by the mission of the University of Dar es Salaam as stipulated in the 2007 University Charter. Thus, UDSM – MCHAS aspires to provide a conducive environment for higher learning education, research, and services specifically in areas of health and allied sciences. UDSM – MCHAS must implement UDSM Vision 2061 which is supported by three key pillars namely; Inspired and Motivated faculty, staff, and students, Visionary Leadership, and Sustainable Resources. These pillars are composed of nine components: Teaching; Research; Knowledge exchange; Strategic governance and

management; Gender Equality; Quality Assurance; Financial resources; Critical networks; and Quality infrastructure.

There are two main challenges facing UDSM – MCHAS currently, which are inadequate teaching infrastructure and the lack of academic staff. There have been progressive efforts to acquire the land and resources for the construction of teaching infrastructure including the extension of the University-owned land in the Uzunguni area and the acquisition of 1000 acres of land in the Mbalizi sub-urban area. Regarding staffing, currently, the college has a total of 118 members of academic staff, of which 59% are not fully employed by UDSM. These are Mbeya Zonal Referral Hospital (MZRH) employees on contract with UDSM as adjunct academic staff. The staffing status is worse for the clinical departments with 88.5% of all academic staff being adjunct academic staff.

Medical teaching is conducted in teaching hospitals, and MZRH offers the most ideal clinical teaching area in the Southern Highlands Zone. Moreover, with the current government directive forbidding Universities to construct their own teaching hospitals, it means that MZRH will continue to serve as our main teaching hospital with the opportunity to offer adjunct clinical staff. Nevertheless, adjunct academic staff need to be motivated for them to deliver to our students. Currently, UDSM – MCHAS provides monetary incentives. From our observation and formal and informal communication with adjunct academic staff, monetary incentives may not be all that they need. They have consistently expressed the need for being recognized through academic promotion as well.

4.0 BENCHMARKING

Apart from UDSM, three other public institutions of Higher Learning provide training in health professions in Tanzania including the Muhimbili University of Health and Allied Sciences (MUHAS), University of Dodoma (UDOM), and State University of Zanzibar (SUZA, 2022). All these universities have affiliated teaching hospitals and variable experiences in recruiting and using adjunct academic staff for teaching. Outside Tanzania, many other institutions of higher learning have developed their modalities for promoting clinical faculties and clinical or adjunct academic staff. We reviewed the guidelines and practices at various international Universities including Pace University (Pace, 2021), University of Otago, New Zealand (Otago, 2023), University of Toronto, Canada (Toronto, 2016), Trinity College, Ireland (Trinity, 2016)), and Imperial College London (2023), just to mention a few. Although there are some variation, they have more in common. Almost all institutions use clinical or adjunct academic staff promotion alone as an incentive modality for Clinicians or in combination with monetary incentives. Across all the reviewed institutional guidelines; Service (Professional/Administrative/community), Research, and Teaching are the three domains used for assessment. Examples of incentive practices offered to Clinical/Adjunct Academic Staff by some of the reviewed institutions of higher learning are summarized in Table 1.

Table 1. Incentives provided by various Health teaching higher learning institutions to Clinical/ Adjunct Academic Staff

Institution	Type of incentive		Remarks
	Monetary	Academic Promotion	
MUHAS	No	Yes	Guidelines were developed in 2017 and the first academic promotion was realized 3 years ago
UDOM	Yes	Yes	Monthly monetary incentive is given to specialists only; Academic Promotion Guidelines have been recently introduced; no promotion yet
SUZA	Yes	No	Monetary incentive is recent and only to specialists. No consensus with the hospital on how best to do it.
Trinity College Dublin; University of Dublin	No	Yes	Promotion is confined to senior Clinicians with a consultant role and can be to Clinical Professor, Clinical Associate Professor, or Clinical Senior Lecturer
Imperial College, London, UK	No	Yes	Promotion starts after a Clinical Senior Lecturer level and this may be a direct promotion to Clinical Reader or Clinical Professor level provided the promotion criteria are met for that level. Promotion is based on 4 criteria: Education; research; leadership and management; and profession and practice.

5.0 RATIONALE FOR THE ADDENDUM GUIDELINES

UDSM Vision 2061 is supported by three key pillars namely; Inspired and Motivated faculty, staff, and students, Visionary Leadership, and Sustainable resources. Since adjunct academic members of staff play such an important role in health professions' teaching at the UDSM-MCHAS, there is a need to keep them highly motivated for sustainable engagement. Benchmarking with other Public institutions of higher learning in Tanzania and elsewhere in the world confirms the attached relevance of adjunct academic staff promotion as the leading modality for staff motivation. With increasing interest and demand for academic promotion incentives at UDSM – MCHAS, the introduction of this motivational modality will likely enhance and sustain interest among adjunct academic staff who provide up to about 89% of clinical teaching at the College.

Because of lack of promotion system for clinical adjunct staff, presently all such staff hold the same status of lecturer. This system is very demotivating for senior and experienced as it treats a super-specialist with and MD, MMED, and PhD the same way as a staff with just an MD. Conversely, failure to recognize higher qualifications deprives adjunct staff of the incentive to develop further their academic and scholarly experience.

Currently, UDSM uses Heads of Clinical Departments of MZRH as Heads of its corresponding Departments. Because adjunct staff presently cannot hold position above that of a lecturer, all heads of our Clinical Departments have the status of lecturers. This is contrary to the relevant regulations which require heads of Departments to hold positions of Senior Lecturer and above. During their most recent joint inspection of UDSM-MCHAS, the National Regulatory Authorities including the Medical Council of Tanganyika (MCT), the Joint Committee for East Africa Community (EAC), and the Tanzania Commission for Universities (TCU) observed with grave concern the low levels of academic status of all Heads of Clinical Departments and directed that this anomaly should be rectified as soon as possible or MCHAS will face grave consequences. Given the reality in the labor market at the moment, the easiest and fastest way to address this challenge is to

create a framework for promotion of clinical adjunct staff, as many other peer institutions have done

At a recent meeting between executive heads of public Universities and the Government at the highest level, the Government informed that currently it does not allow each University with a medical school to have its own teaching hospital. Instead, the Universities were directed to work out modalities of using facilities and clinical staff of referral hospitals within the localities. This development calls for Universities to come up with schemes which will keep clinical adjunct staff sufficiently motivated so that they can continue to be ready to support teaching.

6.0 SCOPE OF THE ADDENDUM GUIDELINES

The adjunct academic staff position is *an acknowledged academic title of esteem within the University which is awarded to permanent employees of the University's affiliated Institution with a written agreement under Memorandum of Understanding (MOU)*. The proposed Guidelines are limited for application to individuals with a specialist status who possess a minimum of Master's degree, a Ph.D., or professional super-specialty status. A signed MOU between UDSM and the Institution should entail the commitment of that institution to allow its employees to at least partially engage in teaching, research, and other academically related duties with UDSM – MCHAS. These guidelines shall operate within limits set by the UDSM Guidelines for the Assessment of Academic Staff Performance (2022), the University's Human Resource Management Policy and Operational Procedures (2022), UDSM Staff Regulations (2013), UDSM staff Code of Conduct (2010), and other University Policy documents and Guidelines that regulate Staff Conduct and professional performance.

Adjunct academic staff status shall represent the full spectrum of academic ranks starting from the level of Adjunct lecturers to Adjunct full professors. All adjunct academic staff ranks will be Honorary with no salary increments or any financial implications such as financial remunerations that are incurred by the UDSM. The tenure of all adjunct academic staff promotions shall be three (3) years and renewable as long as one continues to meet the general criteria for eligibility.

These guidelines form an addendum document to the UDSM Guidelines for the Assessment of Academic Staff Performance (2022).

7.0 ELIGIBILITY CRITERIA FOR THE AWARD OF ADJUNCT ACADEMIC STATUS

For a specialist to be considered for recruitment/promotion as Adjunct Academic Staff, all the following general conditions must be met:

- a) Employed as permanent and pensionable staff of his/her institution.
- b) Proof of working experience as a specialist for at least three (3) years since the graduation of Master's degree, a Ph.D., or professional super-specialty status or after the last academic promotion, as the case may be.
- c) Holder of a recognized Master's degree, Ph.D. or recognized super specialty in disciplines of medicine, dentistry, nursing, medical laboratory/biomedical sciences, environmental health sciences, OR a Professional Clinical Qualification [Member or Fellow of a recognized Health Sciences College] provided the specialty is relevant to the current or imminently available academic program.
- d) Committed to professional self-development including active membership to learned societies/ professional bodies where this is applicable.
- e) Apply to UDSM for the status of Adjunct Academic staff
- f) The application for the Adjunct Academic Staff position must be seconded by the Head of the Department at his/her primary employment institution.
- g) Must be ready to sign an employment contract with UDSM.
- h) Any Adjunct Academic rank shall apply for a three (3) year period which is renewable.

8.0 SPECIFIC CRITERIA FOR PROMOTION OF ADJUNCT ACADEMIC STAFF

Promotion from one rank to the next will be considered for any adjunct academic staff provided that one has served at least three (3) years since graduation for a Master's, a Ph.D. degree, or super-specialty, OR since promotion to the current

adjunct academic status. Overall, the criteria have a focus on three (3) domains namely, *Service, Research, and Teaching*. Criteria to be fulfilled for the specific positions are outlined hereunder and summarized in Table 2.

8.1 Adjunct Lecturer

- a) Fulfils all the general eligibility criteria.
- b) At least one (1) publication since graduation for Master's, a Ph.D., degree or professional super-specialty status as the case may be, notwithstanding the authorship position.
- c) At least at Medical Specialist I scheme of service or equivalent.
- d) Assessed with favorable recommendations teaching effectiveness during the past 3 years.

8.2 Adjunct Lecturer to Adjunct Senior Lecturer

- a) Fulfils all the general eligibility criteria.
- b) At least Senior Medical Specialist II or equivalent.
- c) At least three (3) years since the last academic recruitment as Adjunct Lecturer.
- d) At least three (3) publications since the last promotion notwithstanding the authorship position.
- e) Has at least one (1) other Scholarly material such as consultancy, Guidelines Clinical Audit reports, or any other published scholarly material within a range of 0 – 0.5 point scores as per UDSM Guidelines for the Assessment of Academic Staff Performance (2022) if published since last academic promotion.
- f) Assessed with favorable recommendations on interest and teaching effectiveness since the recruitment as Adjunct Lecturer.

8.3 Adjunct Senior Lecturer to Adjunct Associate Professor

- a) Fulfils the general eligibility criteria.
- b) At least Senior Medical Specialist I or equivalent.
- c) At least three (3) years since last academic promotion to Adjunct Senior Lecturer.
- d) At least six (6) publications since the last academic promotion.
- e) He/she must be the First Author in at least two of the publications.

- f) Has at least two (2) other scholarly materials such as Consultancy, Guidelines, Clinical Audit reports, or any other published scholarly material within a range of 0 – 0.5 point scores as per the UDSM Guidelines for the Assessment of Academic Staff Performance (2022) if published since last academic promotion.
- g) Assessed with favorable recommendations and teaching effectiveness since promotion to Adjunct Senior Lecturer.

8.4 Adjunct Associate Professor to Adjunct Professor

- a) Should fulfil the general eligibility criteria.
- b) At least Senior Medical Consultant or the equivalent.
- c) At least three (3) years since the last academic promotion to Adjunct Associate Professor.
- d) At least seven (7) publications since the last academic promotion.
- e) He/she must be the First Author in at least (3) three of the publications.
- f) Has at least two (2) other scholarly materials such as Consultancy, Guidelines, Clinical Audit reports, or any other published scholarly material within a range of 0 – 0.5 point scores as per the UDSM Guidelines for the Assessment of Academic Staff Performance (2022) if published since last academic promotion.
- g) Assessed with favorable recommendations on teaching effectiveness since promotion to Adjunct Associate professor.

9.0 DESCRIPTION OF ASSESSMENT DOMAINS

There are three (3) domains of focus with a total of ten (10) categories (Table 2). The three domains are Research, Scheme of Service, and Teaching.

9.1 Research

All scholarly outputs are assessed as a proxy for participation in research and consultancy. Publications are considered to include journal articles, books, and all others that can score a maximum of 0.6 points or higher as stipulated in the UDSM Guidelines for the Assessment of Academic Staff Performance (2022). The other scholarly materials include all other scholarly outputs that do not meet the 0.6-point criterion. It is not considered mandatory to note the publication as the first author

when assessing publications in cases of recruitment of an Adjunct Lecturer or promoting the Adjunct Lecturer to Adjunct Senior Lecturer position. The number of the 'First Author' publications is not assigned any grade nor involved in point scoring. However, the specified number of the 'First Author' publications should be met by the Adjunct Academic Staff who is aspiring for Adjunct Associate or Adjunct full professor positions to further process the request for promotion.

9.2 Scheme of Service

This domain is assessed based on the employer's Scheme of Service categories. A Scheme of Service is an employer's tool that entails multiple factors including worker's experience, professional advancement, education, and performance at workplace. In this guideline, the current scheme levels are based on Medical Specialists, but the equivalent schemes are available for other clinical and non-clinical specialists. Like the authorship position, the indicative minimum scheme level for each academic status must be attained before further processing of a promotion application. A specialist who has fulfilled all the requirements for a scheme level but has not been officially promoted can be considered as equivalent if his/her supervisor confirms the status in writing.

9.3 Teaching

Teaching effectiveness will be assessed using the tools in the guidelines used by Quality Assurance Committee. The evaluation will be based on three (3) consecutive years' grades/score as per the UDSM Guidelines for the Assessment of Academic Staff Performance (2022).

9.4 Other mandatory criteria

Apart from the authorship position and minimum level of Scheme of Service, other mandatory requirements must be met for further processing of the application for recruitment or promotion. These have been mentioned elsewhere, but are re-emphasized here:

- The minimum entry point for adjunct academic staff is the possession of a Master's degree, Ph.D., or a recognized super-specialty status.

- To apply for recruitment or any promotion, the applicant must be a permanent and pensionable employee of an institution that is affiliated with the University of Dar es Salaam.
- A minimum of three (3) years must have elapsed since the graduation as a specialist or from the last academic promotion to qualify for application for recruitment and the next promotion respectively.

9.5 Summaries of Criteria, Grading and Scoring for Academic Promotion of Clinical Specialists

Table 2. Summary of Promotion Criteria for Adjunct Academic Ranks for clinical specialists

Domains and Sub-categories		ADJUNCT POSITION			
		Lecturer	Lecturer to Senior Lecturer	Senior lecturer to Assoc. Professor	Assoc. Professor to Professor
A. RESEARCH					
a)	Number of Publications	1	3	6	7
b)	First Authorship Position	NA	NA	2	3
c)	Other Scholarly Outputs	1	1	2	3
B. SCHEME OF SERVICE					
a)	Medical Specialist II				
b)	Medical Specialist I	✓			
c)	Senior Medical Specialist II		✓		
d)	Senior Medical Specialist I				
e)	Medical Consultant			✓	
f)	Senior Medical Consultant				✓
C. TEACHING					

Domains and Sub-categories	ADJUNCT POSITION			
	Lecturer	Lecturer to Senior Lecturer	Senior lecturer to Assoc. Professor	Assoc. Professor to Professor
a) Effectiveness	Excellent-Very poor	Excellent-Very poor	Excellent-Very poor	Excellent-Very poor

Table 3. Grading and Point Scoring

Category	Overall Qualitative Evaluation	Lecturer	Lecturer to Senior Lecturer	Senior lecturer to Assoc. Professor	Assoc. Professor to Professor
Qualitative evaluation of publications	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C
Quality of other acceptable scholarly outputs	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C	Very Good/Excellent= A Good= B Poor/Very poor= C
Level on the Scheme of Service <i>[NB: Grade C shall mean</i>	Higher level than minimum Minimum level= B Lower than minimum= C	Higher than Medical Specialist II or Equivalent= A Medical Specialist II= B Lower level	Higher than Senior Medical Specialist II= A Senior Medical Specialist II= B Lower level than Senior Medical	Higher than Medical Consultant= A Medical Consultant= B Lower than Medical	Senior Medical Consultant= A Others= C

Category	Overall Qualitative Evaluation	Lecturer	Lecturer to Senior Lecturer	Senior lecturer to Assoc. Professor	Assoc. Professor to Professor
<i>"Reject the application"]</i>	C	than Medical Specialist II= C	Specialist II= C	Consultant= C	
Teaching effectiveness	Very Good/Excellent= A/B+ Good= B Poor/Very poor= C	Very Good/Excellent= A/B+ Good= B Poor/Very poor= C	Very Good/Excellent= A/B+ Good= B Poor/Very poor= C	Very Good/Excellent= A/B+ Good= B Poor/Very poor= C	Very Good/Excellent= A/B+ Good= B Poor/Very poor= C
Maximum points		4	7	10	12
Minimum points for promotion		2	3	5	6
<i>Scores: A=1 point; B=0.5 points; C=0 points</i>					

10.0 REFERENCES

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