GHANA COMMUNICATION TECHNOLOGY UNIVERSITY

Heads of Academic Departments Handbook

(2025)

GHANA COMMUNICATION TECHNOLOGY UNIVERSITY (GCTU)

HEADS OF ACADEMIC DEPARTMENTS HANDBOOK

2025

MOTTO: *Knowledge comes from Learning*

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Abbreviations

HoD	-	Head of Department
UAPC	-	University Appointments and Promotions Committee
FAPC	-	Faculty Appointments and Promotions Committee
QAPD	-	Quality Assurance and Promotions Directorate
ERP	-	Enterprise Resource Planning
SIP	-	Student Information Portal

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1.0 INTRODUCTION

An academic department is the basic unit for academic engagement, and thus, the head of an academic department plays a key role in university administration and management. The purpose of this handbook is to provide guidance and reference material for deans and heads of academic departments. Statute 40 (1-22) of the 2022 Statutes of the University provides information on the academic departments of the university. A department, according to Statute 40(2), is a division of a faculty that has responsibility for undergraduate and graduate-level teaching and research.

2.0 DEANS OF FACULTY/SCHOOL

A dean, typically an academic staff member with a professorial rank, will lead each faculty or school. Heads of Department work under Deans, who are Heads of Faculties/Schools. The term of office shall be for three (3) years and shall be eligible for reappointment for another three (3) years, subject to satisfactory performance (2 years for the dean who is of senior lecturer rank, not of a professorial rank, subject to renewal for another term of two (2) years).

2.1 Procedure for Appointment of Deans

When a vacancy occurs, a dean shall be appointed, in accordance with Schedule I of the Statutes, by the University Council on the recommendations of the University Appointments and Promotion Committee.

2.2 Responsibilities/Functions/Powers of Deans

Statutes 35(1–7) of the University Statutes outline the functions and responsibilities of deans. An appointment letter outlines the duties of the Dean's Faculty or School, which encompass the following:

The Dean shall be responsible to the Vice-Chancellor, through the Pro Vice-Chancellor, for providing effective leadership to the Faculty and for maintaining and promoting its efficiency and good order in

accordance with the provisions of the Act, the University Statutes, and policies or decisions made from time to time by Council, the Academic Board, and the Faculty/School Board;

The Dean shall serve as both the Chairperson of the Faculty/School Board and the Head of the Faculty/School and shall:

- Consult with Heads of Department and engage their assistance in the performance of assigned duties;
- In consultation with Heads of Department oversee the postgraduate training of the Faculty's own graduates and lecturers on study leave;
- Facilitate collaboration between the Faculty and external stakeholders, including industries, professional institutions, associations, and other relevant bodies, and organise consultative meetings between faculty members and experts in various professional fields;
- Liaise with other Faculties or Schools and take responsibility for organizing common courses; and
- Coordinate the work of the various Departments within the Faculty to ensure the effective achievement of institutional objectives.

3.0 HEADS OF ACADEMIC DEPARTMENTS

Each Department shall have a Head, who shall be an academic staff of professorial rank, elected by the faculty members of the Department. The Head of Department shall be responsible for providing academic leadership and administrative oversight within the Department. The role encompasses the management of staff, students, and resources; the organisation and supervision of teaching programmes to ensure the maintenance acceptable standards; the promotion of quality teaching and learning; and the advancement of research and other academic activities

3.1 Procedures for Appointment, Withdrawal and Duties of Heads of Department

The appointment, duties and withdrawal of the Heads of Departments of the University are provided for in Statute 40 of the 2022 Statutes of the University.

3.2 Procedures for Appointment and Withdrawal of HoDs

1. The faculty members of a department will elect its head. The Dean of Faculty will submit the Department's recommendation to the Vice-Chancellor for consideration and appointment. When a vacancy occurs in the headship of an academic department, the dean shall invite applications from suitable candidates in the Department;

2. The faculty in the Department will elect the head from among the candidates when they receive two or more applications. The Vice-Chancellor will appoint the elected candidate. Where only one application is received, the Dean shall submit the candidate's name to the Vice-Chancellor for appointment. The Dean shall maintain the Department's register of eligible voters;

3. Where there are no academic staff members of professorial rank within the Department, the Head of Department shall be elected from among senior members in the next lower category, namely Senior Lecturers.

4. If the Department lacks a suitable Senior Lecturer, a qualified academic staff member of professorial or senior lecturer rank from another Department within the same Faculty, or from a related Faculty, may be appointed as Head of Department.;

5. A professorial-rank head of department shall hold office for up to three (3) years and is eligible for re-appointment for another term of three (3) years. A Head of Department who is of the Senior Lecturer rank shall hold office for two (2) years and is eligible for re-appointment for another term of two (2) years;

6. The measure of satisfactory performance shall be as specified in Schedule 'L' of the university statutes;

7. A person shall not be eligible for appointment as Head of Department if he or she will be unable to complete the full term of office before reaching the age of compulsory retirement.;

8. The Vice-Chancellor may, acting on the advice of the Dean, withdraw his or her approval of the appointment of a Head of Department for good cause, such as abuse of office or for any action that, in the opinion of the Vice-Chancellor, seeks to bring that office into disrepute;

9. Council may remove the Head of Department from their position due to incapacity, unjustified absences, convictions for crimes involving dishonesty, fraud, or moral turpitude, or gross misconduct.

10. The Head of Department shall receive a fair hearing from the Council, and during any removal proceedings, the Head of Department has the right to understand the reasons for removal and to bring counsel of their choice.

11. The Head of Department may resign from his or her office by writing to the Vice-Chancellor.

3.3   Duties of Academic Heads of Departments

Heads of Department (HoDs) play a crucial role in ensuring the effective functioning of their departments. Subject to the authority of the Faculty Board and the Academic Board, a Head of Department shall liaise with the Dean of Faculty/School in the performance of his/her key duties as follows:

a) Be responsible under the Dean of Faculty/School for the general administration of the Department, including the management of its human, financial and material resources, in accordance with the policies, regulations, and procedures of the University;

b) Provide effective academic and administrative leadership and maintain efficiency and good order within the Department. in accordance with the policies and procedures of the University;

c) Organize the approved teaching and research programmes of the Department and promote an environment that encourages high-quality research, scholarship, and innovation;

d) Maintain acceptable standards of teaching, learning, and other academic activities within the Department;

e) Ensure the effective assessment of student performance in accordance with approved University regulations and standards;

f) Liaise with the Dean of the Faculty or School on all matters affecting the Department, including academic programmes, staffing, and resource needs;

g) Convene meetings of the Department at least twice each semester for the purpose of planning, reviewing, and evaluating the departmental activities and performance; and

h) Promote the general well-being of the Department and advance the interests of all staff and students engaged in its academic and administrative activities.

The duties of the HoD can be categorized into the following broad areas:

a) University management;
b) Academic Planning and Financial Management;
c) Departmental staff/Personnel Management;
d) Students, teaching, learning, examinations, and quality assurance;
e) Research and Conferences.

3.3.1 University Management

a) Liaise and consult with the Dean of the Faculty/School in matters affecting the Department;
b) The Head of Department shall liaise with other Departments, centres, faculties, industries, professional institutions, associations and similar bodies on matters affecting the Department;
c) Be a member of the University Academic Board, the Faculty Academic Board and as the Chairperson of the Department Board;
d) Be a member of the Faculty Appointments and Promotion Sub-Committee and the University Appointments and Promotion Committee, where applications from his/her department (or Cognate Department) are being considered;
e) Serve on AdHoc Committees as deemed necessary;
f) Support periodic training for academic staff as part of the plan to keep staff abreast with trends and new developments in their areas of specialization;
g) Ensure that faculty and students attend University functions and programmes;
h) Attend matriculation, congregation and other university ceremonies;
i) Facilitate the resolution of disciplinary and ethical matters as they come to his/her attention.
j) Ensure effective representation of the Department's interests within and outside the University;
k) Ensure that Departmental meetings with Senior Members are held as provided for by the Statutes.

3.3.2 Academic Planning and Financial Management

a) Be responsible under the Dean of Faculty/School for the general administration of the Department in respect of human, financial and material resources of the Department within the general framework of university policy;

b) Ensure that expenditure is in line with budget allocations and that allocations amongst staff are equitable and transparent;

c) Provide academic leadership in the development of Departmental research priorities, plans and programmes;

d) Develop Departmental strategic plans, covering teaching, research, staffing and resources for submission to Quality Assurance and Implementation Committee/Quality Assurance and Promotion Directorate;

e) Provide academic leadership in the development and revision of degree courses and programmes and ensure that the programmes remain innovative and updated to attract prospective applicants.

f) Have oversight responsibility of the appointment of lecturers to the Department.

3.3.3 Departmental Staff/Personnel and Resource Management

a) Heads of Department shall also have direct responsibility for Departmental administration, recommendations for the appointments and promotions of staff and, subject to the provisions of the Statutes, for maintenance of discipline;

b) In consultation with colleagues, HoDs shall decide appointment priorities and help ensure that top-class staff are appointed;

c) In consultation with colleagues, HoDs shall decide appointment priorities and help ensure that top-class staff are appointed;

d) Provide mentorship, coaching, and succession planning for Departmental staff, fostering their professional growth and identifying future leaders within the team;

e) Review staff performance annually and in consultation with the staff, make appropriate cases for staff on probation, process documents being put forward for promotion, make cases for support of staff regarding salary increment and ensure that probation/confirmation reports are submitted for supporting staff and academic staff;

f) Provide leadership, maintain and promote efficiency and good order in the Department in accordance with the policies and procedures of the University;

g) Advance and promote generally the well-being of the Department and persons engaged in the Department;

h) Ensure that all academic staff receive advice as appropriate on their research plans, publications and promotion prospects;

i) Ensure that any case of poor performance, incapacity, grievances, misconduct or harassment are handled according to appropriate procedures;

j) Ensure that staff are able to take advantage of their leave entitlements and that appropriate personnel replacements are available to meet teaching obligations;

k) Ensure that any case of poor performance, incapacity, grievances, misconduct or harassment is handled according to appropriate procedures;

l) Convene a meeting of the members of the Department at least twice a semester for the purpose of planning and evaluating the activities of the Department.

3.3.4 Research, Conferences and Grants

The Head of Department is responsible for leading the charge for research and engaging in seeking research grants. In doing so, the Head of Department shall:

a) Work closely with the Centre for Research and Innovation Directorate to promote research;

b) Provide mentorship support to young or new faculty members to develop strong research skills;

c) Encourage faculty to incorporate seminars, lecture series, workshops, symposia and conferences into their course delivery and to promote the full participation of all in the Department;

d) Provide leadership and serve as a mentor to especially early-career faculty members;

e) Encourage academic staff to engage and publish research papers in high-impact journals;

f) Undertake research grant-seeking initiatives on behalf of the Department.

3.3.5 Students, Teaching, Learning, Examinations, and Quality Assurance

a) Ensure that the Department's responsibilities for the admission, instruction, retention, progression, assessment and advising of students are fulfilled;

b) Maintain acceptable standards of teaching, providing for the assessment of students' performance and any other academic matters;

c) Organize the approved teaching and research programmes of the Department and encourage the research activities;

d) Ensure that examination results are uploaded onto the Students Information Portal (SIP)/Enterprise Reporting Portal (ERP) in compliance with timelines;

e) Regularly monitor and review the quality of the Department's work, and identify and share good practice, where appropriate;

f) Ensure the timely allocation of courses to lecturers prior to the commencement of each semester and the corresponding entry of such assignments into the Enterprise Resource Planning (ERP) system, while making provision for approved requests from serviced Departments and taking into account the minimum teaching load requirements.

g) Ensure that adequate arrangements are in place to select students and meet the admission requirements and targets agreed with the Faculty and Academic Audit and Review Committee;

h) Ensure that each student has completed both the Departmental and academic registration in order to be eligible to write University examinations;

i) Ensure examination questions are internally and or externally moderated as appropriate and done timely;

j) Carry out regular monitoring and review of the quality of the Department's work to identify and share good practice, where appropriate;

k) Ensure that arrangements are in place for the provision of essential, accurate, up-to-date information about the Department;

l) Ensure that teaching, research, student supervision and examinations of the Department are organized appropriately;

m) Ensure that the quality of educational provision is maintained and, where possible, enhanced. This includes acting upon the results of faculty/Departmental surveys and other information about course delivery and teaching performance;

n) Ensure that preparations are made for internal and external accreditation.

3.3.6 The Role of Head of Department in the Application Process of Academic Staff

a) The Head of Department shall receive applications for appointments and promotions from the applicants in the first instance and shall acknowledge receipts of applications for appointments and promotions in writing;

b) The Head of Department shall within one month assess applications for appointments and promotions based on the applicants' performance in the areas of teaching, promotion of knowledge and service and forward the assessment to the faculty appointments and promotions committee;

c) In the case of new entrants, the Head of Department's assessment shall be based on the applicant's performance following a pre-interview by the Departmental Board.

4.0 APPOINTMENT OF ACADEMIC SENIOR MEMBERS

The appointments of Academic Senior Members of the University shall be as provided for in Statute 3 of Schedule 'J' of the 2022 Statutes of the University.

4.1 Assistant Lecturer/Assistant Research Fellow

For appointment to the grade of Assistant Lecturer or Assistant Research Fellow, Applicants must possess a research master's degree in the relevant discipline.

4.2 Lecturer/Research Fellow

For appointment to the grade of Lecturer or Research Fellow, Applicants must possess a PhD Degree in the relevant discipline.

4.3 Senior Lecturer/Senior Research Fellow

a) For appointment to the grade of Senior Lecturer or Senior Research Fellow, Applicants must have served as Lecturers /Research Fellows, for at least FOUR years. Applications from outside GCTU shall be considered on their merits;

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

Either: "*Excellent*" performance in Teaching and Promotion of Knowledge plus at least "*Satisfactory*" performance in Service, or "*Good*" performance in all three areas.

4.4 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 FOUR years. In addition, their minimum scores in the three performance areas shall be as "Excellent" performance in Teaching and Promotion of Knowledge, plus at least "Good" performance in Service.

4.5 Professor

For Appointment to the grade of Professor, applicants must have served first as Associate Professors and/or analogous grade for a minimum of THREE years. In addition, their minimum performance scores in all three assessable areas must be "Excellent".

4.6 The Application Dossier

The application dossier to be submitted for consideration shall comprise the following: :

a. Completed Application Forms;

b. Curriculum Vitae of applicant;

c. Academic certificates and transcripts of applicant;

d. Dean's cover letter;

e. Minutes of Faculty Appointments and Promotions Sub-Committee meeting;

f. Referees' reports (a minimum of two);

g. Interview report from Department/Unit in the case of appointment to Lecturer/Research Fellow grade;

h. External Assessors' Reports (minimum of two) – in the case of appointment to Senior Lecturer/Senior Research Fellow grade.

4.7 Procedure for Appointment

a) Appointments shall be made with the approval of the Vice-Chancellor to fill vacant positions;

b) Heads of Departments who require that Academic staff be appointed shall write to the Pro Vice-Chancellor through their Deans to seek approval of the Vice-Chancellor and copied to the Registrar;

c) Upon receiving approval of the Vice-Chancellor, the Pro Vice-Chancellor shall request the Registrar to advertise the position or direct prospective applicants to obtain application forms;

d) Completed application forms shall be directed to the Registrar, who in turn shall send them to the Head of Department through the Dean of Faculty/School;

e) The Faculty Appointments and Promotions Sub-Committee shall write for confidential reports on the Applicants and invite the Applicants for interview;

f) Successful Applicants shall be submitted to the University appointments and promotions committee for review and recommendation of appointment.

4.7.1 Department Level Assessment

If the Department is satisfied with the applicant's application, the candidate will be invited for an interview with the Department Board. The Board will assess the candidate in several areas, including the following:

a. Clarity of speech;

b. Contact with audience;

c. Use of audio-visual facilities;

d. Competence at handling questions and answers;

e. General comportment.

A report on the interview with a recommendation as to whether the candidate should be appointed or not will then be forwarded to the HoD for further processing.

4.7.2 Faculty Level Assessment

a. Upon receipt of a positive report from the Department, the Faculty Officer, with the Dean's authorisation, shall request three references from the referees listed in the candidate's application dossier. A minimum of two references shall be required to complete the dossier;

b. On receipt of two positive references on the applicant, the dossier will be tabled for consideration at the meeting of the Faculty Appointments and Promotions Sub-Committee. The FAPS, after reviewing the documents and listening to comments from the HoD, is required to either recommend or not to recommend the candidate to the University Appointments and Promotions Committee (UAPC);

c. In the case of applications to Senior Lecturer and professorial grades, the Faculty is required to request for a minimum of two External Assessors' reports and these are to be added to the application dossier and forwarded to the University Appointments and Promotions Committee (UAPC).

4.8 Attainment and Performance Evaluation for Appointment

a) In accordance with the GCTU Statutes, the evaluation of attainment and performance for appointment shall be conducted by: The Head of Department;

b) The Faculty Appointments and Promotions Sub-Committee; and

c) The University Appointments and Promotions Committee.

4.8.1 Assessment by Head of Department/Dean

The Head of Department shall use the information provided by the applicant as a basis to assess the Applicant in the areas of attainment and performance. For each area, the Head of Department shall assess the Applicant as "Excellent", "Very Good", "Good", "Satisfactory" or "Unsatisfactory" with justifiable

reasons. The Head of Department's assessment shall be based on the applicant's performance following a pre-interview by the Department Board.

4.8.2 Assessment by Faculty Appointments and Promotions Sub-Committee

The Faculty 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 "Excellent", 'Very Good", "Good", "Satisfactory" or "Unsatisfactory" with justifiable reasons.

4.8.3 Assessment by University Appointments and Promotions Committee

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

4.8.4 Appointment under Special Circumstances

4.8.4.1 Appointment to Senior Lecturer Grade
a) In exceptional circumstances, applicants with extensive exceptional performance in only ONE ASSESSABLE AREA, especially industrial experience, 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 applicants with special contributions to the development of the University or to Appointments to fill vacancies in Academic Departments facing prolonged critical staffing problems.
b) In exceptional circumstances, Administrators who have served the University for a number of years and provided other services, including teaching, and are able to show evidence in promotion of knowledge, may be considered for appointment to the analogous grades or ranks as academics, provided they meet the conditions for assessment in teaching and promotion of knowledge.

4.8.4.2 Appointments to Associate Professor Grade

In exceptional circumstances, Heads of Department through Deans of respective Faculties/Schools and Pro Vice-Chancellor may be allowed to make special cases, in the areas of urgent need, for consideration of applicants who do not satisfy the normal criteria for Appointments to Associate Professor Grade.

4.8.4.3 Adjunct/Visiting Scholar

The final decision on the appointment of Adjunct or Visiting Scholars at the Professorial level rests with the University Appointments and Promotions Committee (UAPC), following consideration of the recommendations from the Faculty Appointments and Promotions Sub-Committee (FAPS).

4.8.4.3.1 The Application Dossier

The application dossier to be submitted for consideration shall comprise the following:

    a. An application letter indicating period of availability;

    b. Completed Application Form;

    c. Curriculum Vitae of applicant;

    d. Academic certificates and transcripts of applicant;

    e. Letter from the Head of Unit justifying the need for the appointment;

    f. Minutes of Faculty Appointments and Promotions Sub-Committee;

    g. Dean's cover letter;

    h. Minutes of the University Appointments and Promotions Committee meeting (in the case of professorial candidates);

    i. Referees' reports (a minimum of two).

4.8.4.3.2 Procedure

The procedure for appointing Adjunct/Visiting Scholars is the same for other full-time Senior Members' appointment (See 4.7 above).

4.8.4.4 Graduate/Teaching Assistants

The decision to appoint lies with the University Appointments and Promotions Committee (UAPC).

4.8.4.4.1 The Application Dossier

The documents in the application dossier shall include the following:

    a. Application Letter;
    b. Completed Application Form;
    c. Curriculum Vitae of applicant;
    d. Academic certificates and transcripts of applicant;
    e. Letter from the Head of Department/Unit justifying the need for the appointment
    f. Dean's cover letter;
    g. Minutes of Faculty Appointments and Promotions Sub-Committee.

4.8.4.4.2 Procedure

The Department/Unit to which the appointment is to be made shall forward the dossier to the Faculty Appointments and Promotions Sub-Committee for review and then to the University Appointments and Promotions Committee for final consideration.

4.8.4.5 Confirmation of Appointment

The University, through the Faculties, is required to confirm the appointment of all employees who have successfully completed their probationary periods.

4.8.4.5.1 Procedure

a) Three months to the end of the probationary period, the Faculty Officer shall send a request to the HOD of employee seeking a confidential report on his/her work and conduct during the period of appointment and a recommendation on whether the employee should be confirmed;

b) The report from the HOD of the employee, the employee's updated curriculum vitae and his/her cover letter expressing the desire for confirmation of appointment, shall be forwarded to the Vice-Chancellor through the Office of the Dean;

c) The Dean's cover letter should indicate his/her position on the confirmation of the employee. Any adverse report made, should be shown to the employee.

4.8.6 Withdrawal

a) The Vice-Chancellor may, acting on the advice of the Dean, withdraw his/her approval of the appointment of a Head of Department for good cause, such as abuse of office or for any action which in the opinion of the Vice-Chancellor, seeks to bring that office into disrepute;

b) The Head of Department may be relieved of his/her post by Council on grounds of incapacity; persistent absence without justification; conviction of a criminal offence involving dishonesty, fraud or moral turpitude; or for gross misconduct;

c) Council shall afford the Head of Department a fair hearing and, at any such removal proceedings, the Head of Department shall be entitled to know the grounds for removal and to attend with Counsel of his/her choice;

d) The Head of Department may resign from his/her office by writing to the Vice-Chancellor.

5.0 PROMOTION

a. Applicants who submit their applications for promotion two months prior to the due date shall be deemed to have served the full duration, and the effective date of their promotion shall be 1st February and 1st August, depending on date of submission;

b. The Faculty Appointments and Promotions Sub-Committee is required to make the decision to promote or otherwise up to the level of Senior Lecturer and its equivalents.

c. The University Appointments and Promotions Committee will make recommendations to the University Council on applications for promotion to professorial levels;

d. Applications for promotion supported by materials for assessment may not be processed unless they are received at least six months to retirement;

e. The final decision on promotion lies with the University Council.

5.1 Basic Requirements

Lecturer/Research Fellow:

a) An Assistant Lecturer/Assistant Research Fellow who obtains a PhD shall be upgraded to the grade of Lecturer/Research Fellow;

b) Senior Lecturer/Senior Research Fellow: Promotion to the grade of Senior Lecturer is made based on teaching, research, scholarly works, University service, professional activities and other criteria set out in Section 4 of Schedule J of the 2022 University Basic Laws;

c) Associate Professor: Promotion to the grade of Associate Professor is made based on outstanding scholarship in the candidate's field of teaching and research and contribution to the University, Department and public service as set out in Section 4 of Schedule J of the 2022 University Basic Laws;

d) Professor: Promotion to the grade of Professor is made based on internationally acknowledged scholarship in the candidate's field of teaching and research and contribution to the University, Department and public service as set out in Section 4 of Schedule 'J' of the 2022 University Basic Laws.

5.2 The Application Dossier

The application dossier to be submitted for consideration shall comprise the following: :

a) Completed Application forms;

b) Curriculum Vitae of applicant;

c) Minutes of Faculty Appointments and Promotions Sub-Committee;

d) List of publications submitted for Assessment;

e) Confidential Assessment by Head of Department/Unit;

f) Annual Records;

g) Students' Evaluation reports dating back five (5) years, if available;

h) Minutes of the University Appointments and Promotions Committee (for professorial appointments);

i) Two External Assessors' Reports.

5.3 Procedure

Assessment of publications for promotion from Lecturer to Senior Lecturer shall be done internally (within Ghana but external to the University), unless a different circumstance prevails. To ensure transparency and speedy processing of applications, the following shall form part of the procedures contained in the criteria:

5.3.1 Departmental Level

a) 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;

b) The Head of Department shall acknowledge receipt of the application to the applicant with a copy of the letter to the Registrar and the Pro Vice-Chancellor;

c) Heads of Departments shall certify the submitted publications to ensure that they meet the required number and are published in refereed sources as stated in 4.1 of Schedule 'J' of the 2022 Statutes;

d) The Head shall also assess the applicant's teaching and forward the applicant's dossier and the assessment to their respective Deans of Faculties/Schools;

e) The Head of Department after assessing the application shall determine whether the application meets the requirements for the next stage of the process. In the case where the application does

not meet the requirements, the Head of Department shall communicate same to the Applicant with copy of the letter to the Dean, Registrar and the Pro Vice-Chancellor;

f) The Head of Department shall also submit a list of at least three (3) External Assessors in the Applicant's area of specialization to the Dean.

5.3.2 Faculty Level

a) The Faculty Appointments and Promotions Committee shall inform the Applicant and the Registrar of the receipt of the application from the Head of Department and arrangements for consideration of the same;

b) The Faculty Appointments and Promotions Committee shall meet at least once every two months for the purposes of considering applications;

c) The FAPC after assessing the application shall determine whether the application meets the requirements for the next stage of the process. In the case where the application does not meet the requirements, the Dean shall communicate same to the Applicant with copy of the letter to the Head of Department, Registrar and the Pro Vice-Chancellor;

d) The Faculty Appointments and Promotions Sub-Committee (FAPC) shall consider all applications in the Faculty and submit their recommendations for the consideration of the University Appointments and Promotions Committee;

e) In submitting the recommendations, the Faculty Appointments and Promotions Sub-Committee shall attach the following:

   i. The completed application forms of the Applicant;

   ii. The Head of Department's assessment in the area of teaching;

   iii. The FAPC's comprehensive assessment of teaching and service.

5.3.3 University Level

a) The University Appointments and Promotions Committee (UAPC) shall acknowledge receipt of Application to the Faculty, copied to the Applicants concerned;

b) The Secretary to the UAPC shall periodically update (i.e., every three months) Applicants on the status of their applications and any arrangements thereof;

c) The UAPC shall appoint External Assessors:

    i. For promotion to Senior Lecturer/Senior Research Fellow grade, the UAPC shall request and receive an External Assessment of the Applicant's publications. (Assessment shall, as much as possible, be done internally, within Ghana, but external to the University, unless otherwise stated);

    ii. For promotion to Associate Professor/Professor Grade, the UAPC shall request and receive at least two External Assessments of the applicant's publications. At least one of these assessors must be from outside the country;

    iii. The External Assessor's report of an application shall be received by the UAPC through the Registrar.

d) A final decision on the status of an application shall be communicated to the Applicant by the UAPC within:

    i. SIX MONTHS of receipt of application for promotion from Assistant Lecturer/Assistant Research Fellow to Lecturer/Research Fellow;

    ii. TEN MONTHS of receipt of application for promotion from Lecturer/Research Fellow to Senior Lecturer/Senior Research Fellow;

    iii. FIFTEEN MONTHS of receipt of application for promotion from Senior Lecturer/Senior Research Fellow to Associate Professor; and

    iv. EIGHTEEN MONTHS of receipt of application for promotion from Associate Professor to Professor.

e) In the event of the elapse of the deadline, as in (g)

f) The UAPC shall constitute an internal panel for consideration of the application.

5.4 Promotion to the Grade of Associate Professor/Professor

a) The operational procedures for managing applications for promotion to professorial grades are similar to that of Senior Lecturers except the following:

    i. Applications for professorial-level appointments are processed by the UAPC after an initial review by the Faculty Appointments and Promotions Sub-Committee.

ii. Upon receipt of two positive Assessor's reports, the dossier is arranged in the required format and forwarded to the Registrar for consideration by the UAPC. The UAPC shall also forward its recommendations to the University Council for the final decision to be made.

5.4.1 Attainment and Performance Evaluation for Promotion

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

a) The Applicant;

b) The Head of Department/Dean;

c) The Faculty Appointments and Promotions Sub-Committee; and

d) The University Appointments and Promotions Committee.

5.4.1.1 Assessment by Applicant

Applicants for promotion shall assess their own performance ("Excellent", "Very Good", "Good", "Satisfactory" and "Unsatisfactory") 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 Departments who would in turn submit the respective application together with their assessment to the respective Deans of their Faculties.

5.4.1.2 Assessment by Head of Department/Dean

a) The Head of Department shall certify the research submitted in support of the applicant and assess the applicant in attainment and performance in teaching;

b) The Head of Department shall assess the Applicant (as outlined in Appendix C as "Excellent", "Very Good", "Good" "Satisfactory" or "Unsatisfactory") with justifiable reasons;

c) Where a Head of Department is below the rank of the grade to which the Applicant is seeking promotion, the Head of Department shall forward the application to the Dean who shall assess same and forward the Application to the Faculty Appointments and Promotions Sub-Committee;

d) In the case where a Dean is an applicant, a cognate Faculty Dean shall be appointed to assess the application dossier and chair the FAPC;

e) If the Dean is of a similar rank to the position applied for, he/she will assess the Applicant's application and forward his/her assessment to the Faculty Appointments and Promotions Sub-Committee.

5.4.1.3 Assessment by Faculty Appointments and Promotions Sub-Committee

The Faculty Appointments and Promotions Sub-Committee shall assess the applicant in the areas of teaching and service and assess them as "Excellent", "Very Good", and "Good", "Satisfactory" or "Unsatisfactory" with justifiable reasons.

5.4.1.4 University Appointments and Promotions Committee

a) The final assessment shall be made by the University Appointments and Promotions Committee, using as basis, evidence submitted by the Applicant and assessment reports by the Head of Department, the Faculty Appointments and Promotions Sub-Committee and External Assessor(s);

b) For Lecturer and analogous ranks to Senior Lecturer and analogous ranks, UAPC's decision shall be final; For Professorial grades, the decision of UAPC shall be forwarded to the Council for ratification.

5.4.2 Deadline for Appointments

Successful applicants shall be appointed as soon as practicable but not exceeding six (6) months after interview by UAPC. Unsuccessful Applicants shall be notified accordingly.

5.4.3 Effective Date of Appointment

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

5.4.4 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.

5.4.5 Renewal of Appointment

a) Lecturers/Research Fellows and Senior Lecturers/Senior Research Fellows whose contracts are about to end and have not taken steps to renew their contracts may be notified, in writing, by their Faculty Officer;

b) The Head shall prompt the applicants to renew their contracts. The application for renewal of the appointments shall be forwarded through the HoD and Dean to the Vice-Chancellor.

c) The process to renew contract should start in December before the expiration of the contract in the following July;

d) The decision to renew lies with the University Appointments and Promotions Committee.

5.4.5.1 The Application Dossier

a) Letter from staff member expressing desire to have contract renewed;

b) Updated Curriculum Vitae of applicant;

c) Head of Unit's recommendation letter/assessment report;

d) Students' Evaluation Reports on the applicant;

e) Annual Academic Record Forms since last renewal.

NB: The application dossier to UAPC should, in addition to the above, include the relevant extracts of the minutes of FAPS and the Dean's covering letter.

5.4.5.2 Procedure

a) The application shall be submitted to the HoD, who shall then provide comments on the applicant's work and contribution to the Department;

b) The application shall then be forwarded to the Faculty for review by the FAPS, which is expected to recommend renewal of the appointment, indicating the duration to the University Appointments and Promotions Committee;

c) Approval for renewal for Lecturers/Research Fellows shall be as follows:

     i.   Assistant Lecturer/Assistant Research Fellow: The duration of Appointments to the Assistant Lecturer/Assistant Research Fellow grade shall be for two (2) years. Appointment may normally be renewed for another two (2) years at the end of which the appointment shall be terminated unless the Staff has earned an appointment as a Lecturer/Research Fellow. The candidate must show evidence of progress in a PhD programme for further extension after the last two (2) years.

     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 (3) more years. At the end of the ninth year, appointments shall be terminated unless Staff can be promoted to the next higher grade.

d) In exceptional circumstances, appointments may, upon the recommendations of the Faculty 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 Staff has earned a promotion to the next higher grade. Appointments to professorial grades are tenured.

5.5 Post Retirement /Part-time Contract

a) The University Council shall approve all requests for post-retirement contracts, whilst the UAPC shall approve requests for part-time appointments;

b) Appointments on a contract beyond the compulsory retiring age may be recommended by the Faculty Appointments and Promotions Sub-Committee on evidence of the following:

     i.   Good Health;

     ii.   Non-availability of staff in critical areas of specialization and where there are no prospects of immediate recruitment;

      iii.   The candidate being considered for post-retirement contract must demonstrate continued academic activity after the last appointment/promotion, sufficient to earn performance scores of at least, either "Excellent" in any two assessable areas plus "Satisfactory" in the third area; or "Good" in all three assessable areas.

c) Professorial grade staff (Associate Professors and Professors) shall be eligible for post- retirement contract until age 70. The initial contract shall be for 5 years up to age 65 and thereafter contracts shall be offered on a 2+2+1 basis, subject to need and good health;

d) Senior Lecturers shall be eligible for post-retirement contract on a 2+2+1 basis only up to age 65, subject to need and good health. No appointment on contract shall be renewed after the staff applicant attains 70 years of age;

e) Part-Time appointments are made for persons with experience. In this regard, Part-Time appointments at the Assistant Lecturer level should be discouraged because these categories of persons usually do not have any experience to share.

5.5.1 The Application Dossier

a) Cover letter from Head of Department showing justification for the request, number of lecturers at post in that discipline and work to be assigned;

b) Assessment of Previous Work (If applicable);

c) Full Curriculum Vitae on first appointment. The abridged versions may be accepted in the case of requests for renewals of contract.

5.5.2 Procedure

a) The request for post-retirement/part-time contract shall be submitted by the Department/Unit to the Faculty Appointments and Promotions Sub-Committee for review;

b) The Faculty Officer shall forward the dossier and the relevant extracts of the minutes covering the meeting of FAPS to the University Appointments and Promotions Committee for further processing;

c) The UAPC shall receive all applications from Faculties by the end of the month of March, preceding the academic year in which the appointment is to take place. The UAPC shall then

recommend the post-retirement list for Council's approval and approve the requests for part-time appointments;

d) The summarized lists to be submitted to the University Appointments Board by the Colleges shall have the following headings:

    i.   Department;

    ii.   Candidate Recommended;

    iii.   Age/Date of Birth;

    iv.   Rank/Status;

    v.   Number of Students;

    vi.   Number of Lecturers;

    vii.   Lecturer/Student Ratio;

    viii.   Course Code and Title of Course;

    ix.   Justification for Recommendation;

    x.   Decision of College.

5.6 Confirmation of Appointment

The University, through the Faculties/Schools, are required to confirm the appointment of all employees who have successfully completed their probationary periods.

5.6.1 Procedure

a) Three months to the end of the probationary period, the Faculty Officer shall send a request to the Head of employee seeking a confidential report on his/her work and conduct during the period of appointment and a recommendation on whether the employee should be confirmed;

b) The report from the Head of the employee and the employee's updated curriculum vitae shall be forwarded to the Dean. The Dean's cover letter should indicate his/her position on the confirmation of the employee;

c) Any adverse report made should be shown to the employee.

6.0 STUDY LEAVE, LEAVE OF ABSENCE, AND SABBATICAL LEAVE

Study leave, leave of absence, and sabbatical leave may be granted subject to the exigencies of a department, under the supervision of the Head of Department.

6.1 Procedure

a) Applications shall be routed through the Head of Department, who must provide detailed comments, including alternative arrangements for applicant's duties and an assessment of the proposed programme of study;

b) Application forms shall be obtained from the office of the Pro-Vice-Chancellor;

c) The Head of Department shall report any failure to comply with the conditions of the leave (e.g. failure to return to the University at the specified date or to submit required reports) to the Vice-Chancellor;

d) Heads applying for leave of absence shall provide details of the administrative arrangements made during their absence and indicate the Senior Member who will act on their behalf.

Note: The Head of Department should monitor the end dates of all approved leaves and remind staff accordingly. However, it remains the responsibility of each staff member to ensure that they maintain a valid contract with the University at all times.

6.2 Sabbatical leave

a. Sabbatical leave may be granted to an Academic Senior Member who has served the University for a minimum of six (6) years. The Vice-Chancellor, in consultation with the relevant Dean or the Registrar, the Vice-Chancellor, may approve a sabbatical period of one year;

b. Where sabbatical leave exceeding one calendar year is requested, such approval shall require the endorsement of the Academic Board and Council;

c. A Senior Member granted sabbatical leave is required to return and serve the University for a period equivalent to the duration of the sabbatical leave.

7.0 DEVELOPMENT AND APPROVAL OF NEW PROGRAMMES (PROCEDURES)

For the avoidance of doubt, the following procedures shall be followed:

7.1 Undergraduate Programmes

Figure 1 below provides a diagrammatic representation of the processes leading to the development, approval, and accreditation of new programmes. The steps are outlined as follows:

a. The Department or Originator of the Proposal identifies a programme gap, organises stakeholder consultations, and develops a proposal in accordance with the mandate and requirements of the Ghana Tertiary Education Commission (GTEC) for mounting a new programme;

b. The Department/Originator consults relevant stakeholders, including industry representatives, professional bodies, private sector operators, and academia, for input in the curriculum development process;

c. In collaboration with the Quality Assurance and Promotion Directorate (QAPD), the department prepares and finalizes the programme documents to meet GTEC standards, and submits them to Dean's office;

d. The Dean's office presents the proposal to the Faculty Board for consideration and review. The Faculty Board may either approve the proposal or provide comments for revision;

e. If revisions are required, the Department updates the proposal accordingly and resubmits it to the Dean's office for subsequent submission to the Faculty Board for reconsideration;

f. Upon approval by the Faculty Board, the Dean's office forwards the proposal to the Academic Audit and Review Committee for review. The Committee examines the document and makes recommendations as necessary;

g. The Chairman of the Academic Audit and Review Committee submits the revised proposal, incorporating the Committee's recommendations, to the Registrar for presentation to the Academic Board;

h. Following approval by the Academic Board, the Registrar forwards the proposal to the University Council for final consideration;

i. Following Council's approval, the Registrar submits the approved programme documents to GTEC for assessment and accreditation;

j. Once accreditation is granted by GTEC, the Registrar notifies key stakeholders (Finance, ITSS/Software Unit, Academic Affairs Directorate, relevant Departments and /Faculties/Schools, and the wider University Community) and ensures the programme is included in the University's Students' Handbook;

k. The Registrar is responsible for uploading new and approved courses from both new and existing programmes onto the dedicated sections of the University website. The Registrar also ensures that the programmes are uploaded onto the Online Admissions Portal and the ERP system.
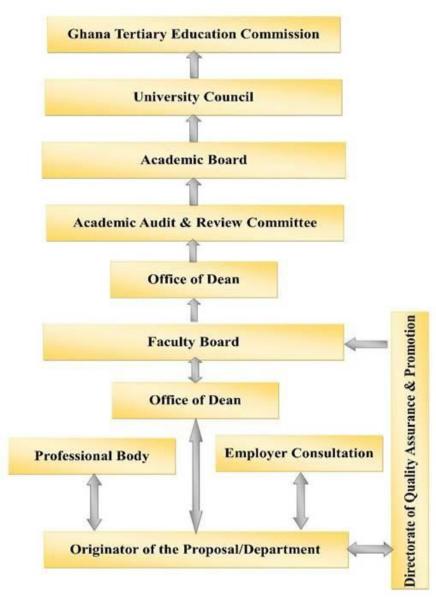

Figure 1: Procedures for the development, approval, and accreditation of new programmes

7.2 Postgraduate Programmes

a. The development and approval process for postgraduate programmes follows a similar procedure as outlined in Figure 1, with the following variations: The department formulates a proposal, considering the necessary requirements for launching a new postgraduate programme;

b. The department organizes a stakeholder meeting (industry, private sector operators, academia, etc.) to reflect on the curriculum;

c. The department submits the proposal to the Dean's office;

d. The Dean's office presents the proposal to the Faculty Board for consideration;

e. The Faculty Board reviews the proposal and sends its comments to the department for revision (where applicable);

f. The Dean's office forwards the revised document to the Faculty Board for reconsideration;

g. Upon approval by the Faculty Board, the Dean's office forwards the revised proposal to the Board of the School of Graduate Studies and Research for its review;

h. The Dean of Graduate Studies and Research sends the approved proposal to the Academic Board for consideration and approval;

i. The Dean's office facilitates the department's completion of the relevant GTEC forms, which are then forwarded to the Registrar;

j. The Registrar writes to the GTEC to request its consent to mount the new programme;

k. The Registrar drafts and forwards the programme document to GTEC for accreditation;

l. After receiving approval from GTEC, the Registrar ensures that the new programme is included in the Graduate Handbook and uploaded onto the website, admissions portal, and the ERP system.

Reference

GCTU Basic Laws