



UNIVERSITY OF DAR ES SALAAM
OFFICE OF THE DEPUTY VICE CHANCELLOR -
ACADEMIC



ADJUNCT STAFF
GUIDELINES
JANUARY 2024

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FOREWORD

In response to the rapidly evolving labour market, the University of Dar es Salaam (UDSM) enhances its interaction with the industry with a view to improving teaching and research activities. These guidelines have been developed to provide an up-to-date reference to the underlying principles, objectives, responsibilities, general rules, and regulations on engaging Adjunct Staff at the UDSM. The guidelines aim to aid UDSM's academic units (colleges/schools/institutes) as a reference in recruitment of adjunct staff at UDSM.

An adjunct staff is a person invited to conduct the teaching, creative work, and service activities of the University on a need-basis. They are recommended by the academic units through their heads (Principals/Deans/Directors) for invitation by UDSM Management based on their experience and qualifications. Adjunct staffs is appointed to engage in teaching under the following titles: Adjunct Professor, Adjunct Associate Professor, Adjunct Instructor, Adjunct Clinical Professor, Adjunct Clinical Associate Professor, and Clinical Instructor. The responsibilities of a clinical adjunct staff shall include the supervision of students at clinical sites or in clinical activities. Along with financial compensations offered under this guideline, some professionals who, for civic, charitable, or humanitarian reasons, are committed to serving without expectation of compensation, or volunteer their time to teach or perform research or service for the University are engaged as *pro bono* adjunct staff.

The engagement of adjunct staff supports the initiative of university-industrial linkages by providing up-to-date industry practices. It is essential to use adjunct staff extensively for professional development activities to enhance students understanding of their studies. Adjunct staff members can serve from within or outside UDSM campuses and are required to follow UDSM guidelines and instructions pertaining to teaching, curriculum, and evaluations.

A respective academic unit must determine the profile of its adjunct staff and establish their needs from the institution in order to be successful and

to feel engaged as a member of the institution community. The academic unit shall also ensure that the deep industrial experiences brought by the engaged adjunct staff are well aligned with formative assessments conductivity. Moreover, the units shall establish the extent to which their adjunct staff are knowledgeable about the student support services offered by the colleges and link them with the appropriate supports.

Most importantly, UDSM acknowledges the importance of students' interactions with qualified and experienced experts from the industry in improving the quality of our graduates. Academic units should therefore ensure that over time, adjunct staff are able to access a wide range of supports and that they are well prepared to improve their classroom and other student support services. Therefore, it is critical for UDSM adjunct staff to be well-informed for their support to remain relevant and valuable in response to our labour market demands.

Prof. William A. Anangisye

Vice Chancellor

University of Dar es Salaam

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ACRONYMS AND ABBREVIATIONS

CSR	Cooperate Social Responsibility
DPS	Director of Public Services
DVC	Deputy Vice Chancellor
HES	Higher Education System
R & D	Research and Development
SETs	Student Evaluation Tools
UDSM	University of Dar es Salaam
VC	Vice Chancellor

1. INTRODUCTION

The University of Dar es Salaam (UDSM) recognizes the importance of well-guided interactions with practitioners from the industry in preparing market-adaptive graduates. These interactions not only ensure that UDSM remains relevant to the community but also enhance its socio-economic impact. An effective platform for collaboration and communication between UDSM and industrial participants can contribute to sustainable effectiveness of UDSM programmes. As a result, graduates from UDSM will be able to acquire relevant and necessary knowledge and skills for employment (including self-employment) depending on market needs.

In order to achieve this goal, the University recognizes the need for continuous and sustained contributions to its academic programs by involving adjunct staff. Adjunct staff play a very significant role in the delivery of quality instructions in many universities. They are likely to have distinguished themselves in their chosen professional careers. Their engagement by UDSM will provide them with the opportunity to make contributions to the relevant department or programme in terms of teaching, service provision, and research to the extent desired by the University. These guidelines, therefore, provide guidance on various aspects relating to engagement and management of adjunct staff at UDSM.

1.1 Definition of Key Terms

1.1.1 Adjunct Staff

Adjunct staff are persons appointed to conduct teaching, creative work and service activities of the University. They do not assume responsibilities of full-time University staff. Adjunct status is granted to an individual who has the potential to enhance the effectiveness of the University's teaching and research. They shall not present themselves as employees of UDSM. Adjunct staff have talents, specialized and unique skills, knowledge, ideas and perspectives from the industry which are required by the University to improve teaching and research activities.

1.1.2 Part time Staff

A part-time staff is a person employed by colleges or universities to work on academic responsibilities on some basis that are less than a full-time contract.

1.1.3 Sister Organization/University

A sister organization is an agency or body which is nearly or completely dependent upon another organization to exist. Sister organizations may exist in several different fields found in private entities and government institutions. In general, sister universities are universities that have a ceremonial and symbolic relationship to one another.

1.1.4 Retired Officers

Retired officer means an officer who is no more in active service for reasons other than dismissal, desertion or removal by due process of the law.

1.1.5 Industry

Industry refers to a business activity, which is related to the raising, producing, processing or manufacturing of products. However, for the purpose of this adjunct staff guideline, industry encompass all entities or organizations operating in the market, including both public and private sectors involved in offering goods and services.

1.1.6 Professor

A Professor is a principal lecturer or teacher in a field of learning at a university or college. Professor is an academic rank in universities and other post-secondary education and research institutions in most countries. Professors are usually experts in their field and teachers of the highest rank.

1.2. Purpose of Engaging Adjunct Staff

The engagement of the adjunct staff supports the initiative of university-industrial linkages by providing practical experience to improve teaching and student's creativity. It is essential to use adjunct staff extensively for

professional development activities to enhance University students' understanding of their studies and field of specialization. The establishment of adjunct framework for the University of Dar es Salaam serves the following purposes:

- i. Developing a useful and viable collaboration between institutions and industry to enhance the quality of education and skills by involving academicians, scholars, practitioners, policymakers, and skilled professionals in teaching, training, research and related services on regular basis.
- ii. Attracting distinguished individuals who have excelled in their field of specialization into the academic arena to enrich the overall learning processes by bringing external and practical perspectives to the regular teaching process.
- iii. Providing exposure to unique abilities, experiences, techniques and information to staff and students in the University by developing relationships with members of the field/profession for carrier growth opportunities.
- iv. Promoting interaction between practitioners, staff and students by providing industry relevant knowledge and skills that could fulfil the need for skilled workforce in undertaking Research and Development (R&D) in various fields of study.

1.3. Rationale for Engaging Adjunct Staff

The expectations from the Higher Education System (HES) across nations, including Tanzania, have undergone a significant change over the last few years. The focus has been on improving the employability prospects of the graduates and the quality of teaching and research at the University. This is also emphasized by the Ministry of Education Science and Technology and is further supported by the findings of the 2022 Tracer study conducted by UDSM. Therefore, it is important for UDSM to have in place a mechanism that involves experts, professionals and researchers from diverse fields to contribute to the emerging needs of Higher Education System.

The Tanzanian higher education system is also poised to make itself more relevant to the needs of industry and employment opportunities, keeping in mind the rapid changes in job requirements and needs of the

economy. This compels the University to have a framework that utilizes creative talent, practical experience and intellectual resources available within and outside the country that are not formally connected to the higher education system.

Despite the importance of adjunct staff to the education system across universities, currently UDSM does not have any formal mechanism to engage such talents and experience from the industry to take part in teaching and research at UDSM. It is imperative that the expertise, talents and experience of such individuals, who are outside the mainstream of academic system, flows into UDSM as adjuncts. This will enhance and improve the quality of teaching, training, and research to address the problem of graduates' poor employability and weak adaptation to the labour market.

1.4. Mission, Vision, and Motto of UDSM

1.4.1 Vision of UDSM

“To become a leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development”

1.4.2 Mission of UDSM

“To advance the economic, social and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange”

1.4.3 Motto of UDSM

Hekima ni Uhuru (Wisdom is Freedom)

2. ADJUNCT STAFF ENGAGEMENT MODALITIES

2.1 Target Group

A UDSM adjunct staff may be from within or outside Tanzania with good academic, professional, special skills or work experiences from, but not limited to, the following categories:

- i. Private and government institutions, industries and firms
- ii. Research institutions
- iii. Professional bodies
- iv. Regulatory authorities
- v. University staff in the Diaspora
- vi. Other Higher Learning Institutions
- vii. Sister universities
- viii. Individuals with specific skills within the community

2.2 Qualification

Qualifications of adjunct staff will differ depending on whether, in view of their engagement arrangements, they will perform teaching and skills training roles at the University.

2.2.1 Qualifications for Adjunct Staff assigned in teaching roles

An adjunct staff with teaching roles shall be a Tanzanian or foreigner with the following qualifications:

- i. With a minimum of a bachelor's degree or equivalent who is employed or retired from a recognized public or private organization in the relevant discipline and who has minimum working experience of three years in the relevant industry and good professional and personal track record; or
- ii. Without a bachelor's degree but possessing ample knowledge and skills that have led him/her to make outstanding contribution to society in the advancement of knowledge and development of skills required for the country's socio-economic development in the relevant discipline.

Additional qualifications for adjunct staff assigned with teaching roles

- i. A person who possesses professional experience demonstrated in the certification, publications, awards or other relevant accomplishment
- ii. Must be flexible in adaptability, teamwork and collaborations
- iii. Must have sufficient communication and presentation skills

2.2.2 Qualifications for Adjunct Staff assigned in skills training roles

An adjunct staff with skills training roles shall be derived from among persons with or without bachelor's degree but who possess the following qualifications:

- i. Shall be Tanzanian or foreigner employed or retired from a recognized public or private institution of organization in relevant discipline
- ii. Must have a minimum working experience of three years in the same specialization
- iii. Must have a good hands-on work (practical experience) track record
- iv. Must be flexible in adaptability, teamwork and collaboration
- v. Must have sufficient communication and presentation skills

2.2.3 Naming of Adjunct Staff

The adjunct staff will be named according to their level of qualification as outlined below:

- i. Adjunct staff with teaching role and who are working in universities shall be referred to by the academic ranks they hold at their respective universities (e.g., Adjunct Professor, Adjunct Lecturer, etc). However, if the academic rank at their universities is not consistent with the ranks used at UDSM, the University shall decide the equivalent rank for purposes of engagement.
- ii. Adjunct staff without teaching role but who provide technical assistance in laboratories and other areas shall be referred to as Adjunct Technical/Associate Staff.

- iii. All other categories that do not fall in the two categories above shall simply be termed as Adjunct Staff.

2.3 Selection Criteria

- i. Academic units shall identify and be satisfied with the value and qualifications of the potential adjunct staff and submit the same to the DVC-Academic through the Directorate of Public Services (DPS).The nominating unit shall attach specification of roles and duties to be fulfilled by each proposed adjunct staff.
- ii. The office of DVC-Academic will evaluate the proposed staff according to the set qualifications.
- iii. The DVC-Academic will recommend potential adjunct staff to the Vice Chancellor for approval and issuance of an award letter.
- iv. For issuance of award letter, the VC may delegate his/her roles in 2.3 (iii) to the DVC-Academic.

3. ROLE AND RESPONSIBILITIES

3.1 Responsibilities of UDSM to Adjunct Staff

- i. To identify and select potential adjunct staff
- ii. To orient adjunct staff with applicable UDSM rules and regulations
- iii. To monitor and evaluate adjunct staff performance
- iv. To renew and terminate adjunct staff contracts
- v. To provide good working environment, including office, computer, internet etc.
- vi. To compensate the time spent by adjunct staff during training as per agreed UDSM rates if there is a need

3.2 Roles of the Adjunct Staff

The main role of adjunct staff is to bring the industrial expertise and experience to the university students and staff so as to ensure competency-based learning outcomes among students.

3.3 Functions/Duties of the Adjunct Staff

Based on the assigned roles by specific academic unit, adjunct staff may be involved in the following assignments:

- i. Delivering a specific module/inspirational talk as the case may be on his or her expertise
- ii. Co-supervising students' research in the area of their specialization or professional proficiency. A staff member of the respective department shall be the main supervisor
- iii. Preparing teaching materials or practical guidelines of the assigned courses. For the courses which involve experiment and practical, adjunct staff shall, in collaboration with members of the respective department, develop student manuals/protocols
- iv. Coordinating industrial or field visits for students with a view to exposing them to practical experience
- v. Contributing to curriculum development or review in collaboration with conveners or coordinators
- vi. Facilitating the setting of relevant research and training workshops, studios or labs as well as providing hands-on training in the

relevant domain areas and development of soft skills as the case may be

- vii. Advising and participating in departmental or college research projects
- viii. Serving as a liaison between the University and industry or government entities by identifying relevant research topics and/or funding opportunities
- ix. Working with the respective unit to identify research projects that will benefit the University, private industry and/or government entities
- x. Participating in departmental meetings or seminars upon invitation by the respective department or unit
- xi. Actively participating in service-related activities such as participating in departmental committees, serving as academic advisors to undergraduate and postgraduate students, helping students to network, and soliciting internship and job opportunities for students and graduates

4. BENEFITS

4.1 Benefits of Adjunct Staff to UDSM

- i. Adjunct staff will bring a range of specialized skills, knowledge, fresh ideas and perspectives from the industry, which will enhance competence-based education. This will, in turn, improve the quality of work and innovation and lead to better uptake of knowledge management within the University.
- ii. Adjunct staff can assist with specific tasks or projects, thus offering more flexibility in the schedule and workload of full-time employees. This will translate into improved productivity, decrease in employee exhaustion, improved job satisfaction and improved employee retention rates.
- iii. Their deployment will provide opportunities to the University to tap on beneficial local talents in areas where specialized skills may be hard to find.
- iv. Adjunct staff will create good environment for receiving Cooperate Social Responsibility (CSR) from the industry.

4.2 Benefits to Adjunct Staff

Adjunct staff can enjoy several benefits, including the following:

- i. Making positive impact through contribution to the academic and professional development of students by sharing their knowledge, expertise and experiences with students
- ii. Personal fulfilment, satisfaction, and a sense of accomplishment by working with their passion to contribute to their respective fields and positively influencing the lives of students
- iii. Networking opportunities through collaboration with other faculty members, professionals and administrators within the institution
- iv. Enhancing or building their curriculum vitae through demonstrating teaching or professional experience, which is often highly valued for promotions or by future employers or academic institutions
- v. Certificate of recognition from UDSM at the end of their tenure.

4.3 Tenure of the Adjunct Staff

The tenure of adjunct staff shall vary, depending on the needs of the respective units, and it shall be handled as follows:

- i. Engagement of adjunct staff shall be done once per triennium. However, the University may engage and deploy adjunct staff for a different duration to carry out a specific task when a need arises.
- ii. Scheduled prescribed activities and terms of references shall be stipulated in the engagement contract.
- iii. The engagement contract may be renewed for a specified subsequent duration based on performance, need, and availability of funding.

4.4 Facilitation/Remuneration of Adjunct Staff

Adjunct staff are expected to contribute their expertise and knowledge to UDSM without expectation of any remuneration. Should there be need, remuneration of adjunct staff shall depend on the position, level of education, experience and expertise workload of such staff and shall be guided by the following guidelines.

- i. Adjunct staff shall be remunerated as may be agreed by UDSM.
- ii. UDSM shall update the Staff Regulation document by guiding the rate and schedule of payment for adjunct staff.
- iii. UDSM shall allow other professionals who for civic, charitable or humanitarian reasons want to serve or volunteer without compensation. They will be considered as pro bono adjunct staff.
- iv. Respective department shall strive to designate the shared office rooms to accommodate adjunct staff.

5. MONITORING AND EVALUATION

5.1 Monitoring of Adjunct Staff

At the end of each training period/semester, Adjunct Staff will be evaluated by students, head of academic unit, and UDSM Quality Assurance Bureau. Further for the renewal of tenure, overall report including evaluations from each semester will be used in decision making. Outcome of evaluation will be communicated to the Deputy Vice Chancellor - Academic.

5.2 Adjunct Staff evaluation

Teaching evaluation of the work delivered by adjunct staff is a critical component of the assessment process. Adjunct staff will be subject to performance evaluations at the end of each semester, project or task. Evaluation will be done using student evaluation tools (SETs). Student evaluations are widely utilized because they are easy to administer. Students are in the best position to rate their increased knowledge and comprehension of the subject matter. They can also rate issues such as punctuality, enthusiasm and comprehension of staff.

Students are excellent sources of determining dimensions such as instructional delivery skills and instructional design skills. In this regard, students will evaluate adjunct staff using an evaluation tool provided by UDSM Quality Assurance Unit. The evaluation of course content or course management shall be done by the head of academic unit using UDSM evaluation tool.

The department will arrange for informal classroom observations, peer evaluation review, self-appraisals, department chairpersons or supervisor appraisals and teaching portfolios.

5.3 Termination

The contract of adjunct staff may be terminated for any of the following reasons:

- i Failing to offer quality education to students in accordance with the standards agreed in the engagement contract. This will be

determined by student's evaluation tool provided in the revised version of UDSM Quality Assurance Policy (2021)

- ii Involvement in any conduct which is legally and ethically unacceptable for public servants or by any UDSM regulations
- iii Committing any academic dishonesty
- iv Involvement in any other conduct which may jeopardize the reputation of the University

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Appendix 1: Adjunct Staff Invitation Letter Template



**UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION, SCIENCE AND
TECHNOLOGY
UNIVERSITY OF DAR ES SALAAM
DIRECTORATE OF PUBLIC SERVICES**



In replying please quote:

Ref.No. DPS/.....

Date: 2023

u.f.s

**Re: INVITATION TO SERVE AS ADJUNCT STAFF AT THE
DEPARTMENT OF **XXXX, UNIVERSITY OF DAR ES SALAAM****

2. I am pleased to extend to you an offer to join the Department of xxx as an adjunct staff based on your expertise in the field of(*name the thematic field e.g informatics, communications etc.*). This invitation is based on recommendations of the department together with your signed commitment.

3. You are expected to fully utilize your experience and expertise to the endeavour of improving the quality training and research programs through teaching, student supervision, advisory services or joint research activities. This letter is enclosed with terms for the role including your duties and benefits, a copy of guidelines for engagements of adjunct staff and general UDSM academic regulations.

4. If the foregoing terms are agreeable, please indicate your acceptance by signing the letter in the space provided below and returning one copy of this letter to the University of Dar es Salaam.

5. Correspondences relating to your participation may be channelled through (*email, phone*). I wish you all the best in this service.

6. Sincerely,

.....
.....



University of Dar es Salaam