MANAGEMENT SERVICES DIVISION

IIUM/202/4/1/1   28th February 2022

All Deans / Directors
Kulliyyahs / Divisions / Centres / Institutes / Offices
International Islamic University Malaysia

Dear YBhg. Dato'/Prof./Dr./Sir/Madam,

Assalamualaikum wa rahmatullahi wa barakatuh

SERVICE CIRCULAR LETTER NO. 1/2022
MANAGEMENT SERVICES DIVISION

EXPECTED ACHIEVEMENT FOR PROMOTION OF ACADEMIC STAFF

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1.   OBJECTIVE

The objective of this circular letter is to inform all Deans/Directors of the Kulliyyahs / Divisions / Centres / Institutes / Offices pertaining to the revised expected achievement for promotion of academic staff.

2.   BACKGROUND

2.1   The University through its MSD Service Circular No. 21/2020 had revised the criteria for promotion of academic staff which took effect 1st January 2021.

2.2   In the meeting of the Revised Criteria for Promotion of Academic Staff (ReCPAS) No. 1/2021 held on 5th October 2021, it has been agreed that the minimum requirement of achievement for promotion of academic staff be revisited accordingly. Following to the ReCPAS decision, item 4.2.3.1 on the Expected Achievement for Evaluation of the 'Guidelines on Promotion Exercise for Academic Staff' has been revised accordingly.

2.3   All the Deans/Director of Kulliyyahs has been notified of the revised criteria through a letter ref. IIUM/202/C/20/3/13 dated 1st November 2021.

2.4   The revised criteria has also been presented to the Deans' Council Meeting No. 2/2022 for notification.

3. DECISION

3.1 The Staff Service Committee (SSC) Meeting No. 1/2022 held on 4th January 2022 approved the following:

    i) The Kulliyyah Promotion Committee (KPC) may refer to the **Expected Achievement for Promotion of Academic Staff** as guideline in determining the fulfilment of the requirement application which is applicable for **entry promotion application only**. The recommendation is still subject to deliberation of KPC and further evaluations by Pre-Interview Panel for Promotion of Academic Staff (Pre-IPPAS) and appointed External Assessors.

    ii) The effective date of implementation of the guidelines was on 6th December 2021, i.e. the date of Pre-IPPAS Meeting No. 2/2021.

3.2 Details of the revised Expected Achievement for Promotion of Academic Staff is as provided in *Appendix A.*

All Deans/Directors are kindly required to disseminate this information to all relevant staff at the Kulliyyah/Centre/Division/Institute/Offices.

Thank you. Wassalam.

"Leading the Way"

FAZIDAH HJ. BAKHTIAR
Executive Director
Management Services Division

c.c. : Rector

    : Deputy Rector (Academic and Internationalisation)

    : Deputy Rector (Responsible Research and Innovation)

    : Deputy Rector (Student Development and Community Engagement)

    : Executive Director (Finance Division)

    : Executive Director (Development and Planning)

    : Campus Director, IIUM Kuantan Campus

    : Legal Advisor

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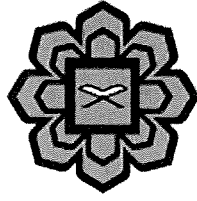
الجامعة الاسلامية العالمية ماليزيا
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
يونيۏرسيتي اسلام انتارابڠسا مليسيا
Garden of Knowledge and Virtue

GUIDELINES ON PROMOTION EXERCISE FOR ACADEMIC STAFF

GUIDELINES ON PROMOTION
FOR ACADEMIC STAFF

Contents

1.0 PURPOSE

The purpose of this document is to outline and highlight the guidelines and procedures of promotion for academic staff with the scheme of grades of DS, DU, DUF, DUG and VK to the higher grade.

2.0 SCOPE

The Procedure applies to all **permanent and contract** academic staff who hold the position of grade DS, DU, DUF, DUG and VK whose age are **below 60 years old**.

3.0 PROCEDURE OVERVIEW

This Procedure outlines the following areas:
3.1   Eligibility
3.2   Criteria for Promotion
3.3   Promotion Process
3.4   Appeals
3.5   References

4.0 DETAILED PROCEDURE

The applications **should be submitted to the Dean Office for the deliberation of Kulliyyah Promotion Committee (KPC).** KPC to submit to the Secretariat within the specified closing time and date.

Information relating to applications are as follows:

4.1 Eligibility

4.1.1   Confirmed in service (for permanent staff).

4.1.2   The candidate can apply for promotion to a higher grade at any time *once certain criteria have been achieved and fulfilled as per stated in this guideline.*

4.1.3   The University may also invite or inform the candidates to apply for promotion subject to the condition that they meet the expected achievement requirements.

4.1.4   Completion of Teaching Qualification from Ministry of Education *(if applicable).*

4.1.5   Free from any disciplinary actions.

4.2 Criteria for Promotion

The criteria for the promotion to a higher grade is based on the flexible and holistic assessment in-line with the University's vision and mission in the spirit of "Leading the Way (KhAIR)".

4.2.1 Criteria in core areas of academic work

The University identifies the following core areas of academic work as contributing factors to individual excellence:

4.2.1.1 Teaching and Supervision
4.2.1.2 Research
4.2.1.3 Publication
4.2.1.4 Leadership
4.2.1.5 Professional Practice and Services
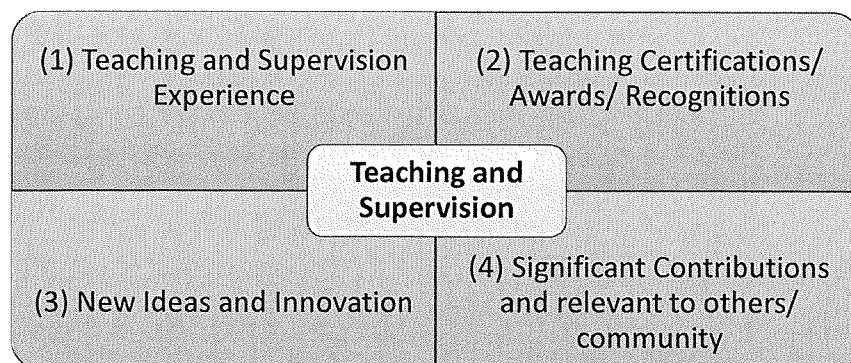4.2.1.6 Impactful Contributions

4.2.2 Detailed definition of the criteria in core areas

4.2.2.1 Teaching and Supervision

Teaching is a creative activity designed to foster students' learning, their ability and desire to undertake scholarly work, and their personal development and creativity. Teaching must have significant contributions and impactful to the society i.e. achieve in producing successful Alumni, etc.

Supervision is necessary for the academic staff to provide students with skills in academic research and writings.

In order for the staff to be qualified for the higher grade of position, they have to fulfill the following outputs and requirements in term of teaching and supervision activities.

(1) Teaching and Supervision Experience	(2) Teaching Certifications/ Awards/ Recognitions
Teaching and Supervision	
(3) New Ideas and Innovation	(4) Significant Contributions and relevant to others/ community

Note: *The write-ups on teaching and supervision activities shall be attached with relevant evidence. All evidences must be produced during applicant's affiliation with IIUM on the current grade.*
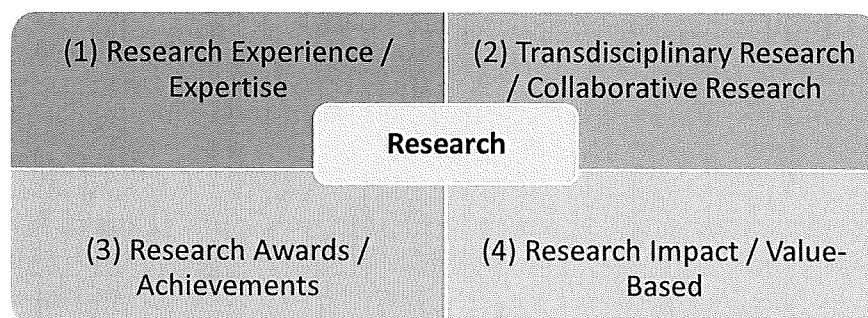
The descriptors for each criterion for Teaching and Supervision are as follows:

ITEM		DESCRIPTOR
1. Teaching and Supervision Experience	1.1	Years of experience in teaching.
	1.2	Number of UG Courses Taught.
	1.3	Number of PG Courses Taught.
	1.4	Completed Master Supervision.
	1.5	Completed PhD / Master Clinical Supervision.
	1.6	Ongoing Master Supervision.
	1.7	On-going PhD / Master Clinical Supervision.
	1.8	Supervision of Postgraduate Diploma (completed).
	1.9	Supervision of Final Year Project (completed).
	1.10	Supervision of Internship, Seminar, Studio (completed).
2. Teaching Certifications / Awards/ Recognitions	2.1	Certificates of recognition / Teaching Certificates from National / International institutions/ organizations.
	2.2	SFS Score ($\geq$ 85%) consistently (during in the current grade).
	2.3	Invited Keynote Speakers/Plenary Speakers at National / International level.
	2.4	Teaching Award/Recognition (Department/Kulliyyah).
	2.5	Teaching Award/Recognition (University).
	2.6	Teaching Award/Recognition (National).
	2.7	Teaching Award/Recognition (International).
3. New Ideas and Innovation	3.1	Awards / Achievements in participation in exhibitions/inventions/innovation & design (University/National/International).
	3.2	Involvement in Academic/Curriculum Review.
	3.3	Development of New Course / New Teaching Method (i.e. MOOCs, Blended Learning, Online Learning, etc. / New Programme.
	3.4	Teaching of New Course.
	3.5	Teaching and learning incorporate Triple ICE, National Education Philosophy (1996), Maqasid Shariah and Sustainable Development Goals (SDGs).
	3.6	Using research to enhance the contents of teaching and learning (action research).

4. Significant Contributions and relevant to others / community	4.1	On-Campus Voluntary Teaching.
	4.2	Off-Campus Voluntary Teaching.
	4.3	Public Lecture.
	4.4	Committee member of programmes (Department/Kulliyyah/University).
	4.5	Committee member of organization/association (Community/National/International).
	4.6	Academic Forum/Panel (University/Community/National/International).
	4.7	Involvement in University flagship or community engagement projects (Community Services Learning, Participatory and Action Research, Technology Transfer, Transdisciplinary, Cooperative Extension System, Urban Reform, Living Laboratories Public Lecture, Subject Matter Expert / Visiting Lecturer).
	4.8	Integration of one of the SDGs as part of the topic/contents in course / teaching and learning.
	4.9	Role as advisor / mentor for student programmes at Kulliyyah/University/National/ International level, etc.

4.2.2.2 Research

Research refers to activities that result in the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings. Research and original achievement encompass all forms of original intellectual or cultural achievement including: research, exhibitions, performance, unique consultancy and the leadership, publication, commercialisation and information/technology transfer associated with these activities.

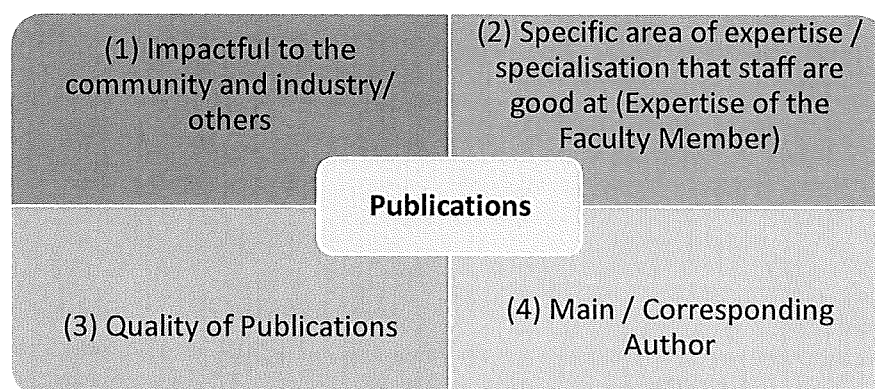| (1) Research Experience / Expertise	(2) Transdisciplinary Research / Collaborative Research
Research	
(3) Research Awards / Achievements	(4) Research Impact / Value-Based

Note: *The write-ups on research activities shall be attached with relevant evidence. All evidences must be produced during applicant's affiliation with IIUM on the current grade. Research projects must be registered with Research Management Centre, IIUM.*

The descriptors for each criterion for Research are as follows:

ITEM		DESCRIPTOR
1. Research Experience / Expertise	1.1	Number of research grants.
	1.2	Total amount of research grants.
	1.3	Area of Expertise.
2. Transdisciplinary research / Collaborative Research	2.1	Number of transdisciplinary / collaborative research.
	2.2	Amount of trans-disciplinary / collaborative research grants.
	2.3	Number of disciplinary-based research (area of expertise).
3. Research Awards / Achievements	3.1	Awards / Achievements in participation in exhibitions/inventions/innovation & design (University/National/International).
	3.2	Awards / Achievements including Invited Keynote Speaker / Plenary Speaker at National / International level, ISO Lab accreditation.
4. Research Impact / Value-based	4.1	Social Impact / Contributions towards Sustainable Development Goals (SDGs) - Transfer of knowledge to the society. - Number of projects involved with society.
	4.2	Economic Impact - The research output has been commercialized, licensed or patented.
	4.3	Academic Impact - No. of students produced under research grants. - No. of paper published. - No. of students supervised under the grants.
	4.4	New theories, methods and issues based on research.
	4.5	Reflect some parts of SDGs as part of the topic/contents in the responsible research and development.

4.2.2.3   Publication

Publication refers to tangible outputs of the research activities. A **publication** is any piece of writing that has been **published**. It could be a **research** paper, a poem, an essay or even an article which has been published in any form of media.

(1) Impactful to the community and industry/ others	(2) Specific area of expertise / specialisation that staff are good at (Expertise of the Faculty Member)
Publications	
(3) Quality of Publications	(4) Main / Corresponding Author

Note: *The write-ups on publications shall be attached with relevant evidence. All evidences must be produced during applicant's affiliation with IIUM on the current grade.*
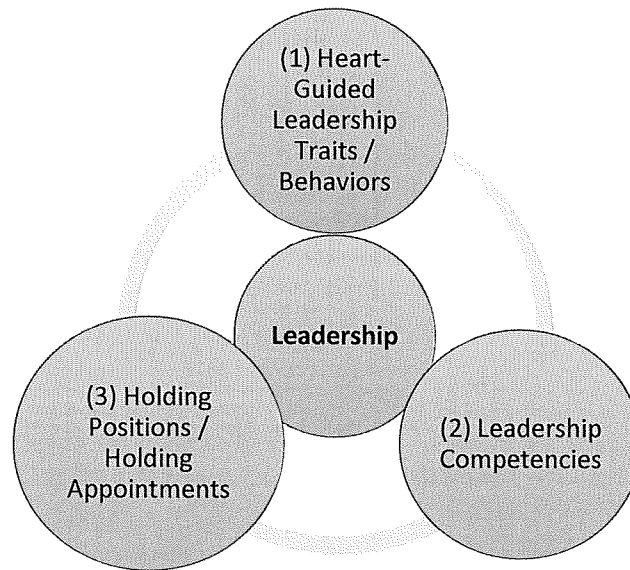
The descriptors for each criterion for Publication are as follows:

ITEM		DESCRIPTOR
1. Impactful to the community and industry / others	1.1	Publications provide evidence showing that the relevant industry has been using the published work for improving work places or even attitudes.
	1.2	Video publications that were used to improve societal well-being (i.e. video, youtube, etc.).
	1.3	Reflect some parts of SDGs as part of the topic/contents in the publications.
2. Specific area of expertise or specialization that staff are good at (Expertise of the Faculty Member)	2.1	Publications must reflect the area of expertise or specializations (for teaching and learning and pure research).
	2.2	In a transdisciplinary nature of research, it must be able to show how the area of specializations contributed to the publication.

3. Quality of Publications	3.1	Publications are published in SCOPUS or ISI or any other indexed journals.
	3.2	Other researchers are using the publications for their work (cited by others) – books, newspapers, articles, etc.
4. Main/Corresponding author	4.1	Main author refers to also active author contributing to the publications (which may include book, chapters in book, magazine, etc.). *Note:* You could be the first author of the publication or the next first author of IIUM faculty or the next first author of the Kulliyyah.
	4.2	As a corresponding author, the staff is responsible to all communication with the publisher.

4.2.2.4   Leadership

Leadership refers to the art of motivating a group of people to act towards achieving a common goal. This **leadership definition** captures the essentials of being able to inspire others and being prepared to do so. This can be referred to the views of *Qalb-*Guided Leadership as the essential foundation for academic area to have leaders who are God-conscious and values-driven.

Revision endorsed by
SSC Meeting No. 1/2022 (04.01.2022)

Note: *The write-ups on leadership shall be attached with relevant evidence. All evidences must be produced during applicant's affiliation with IIUM on the current grade.*
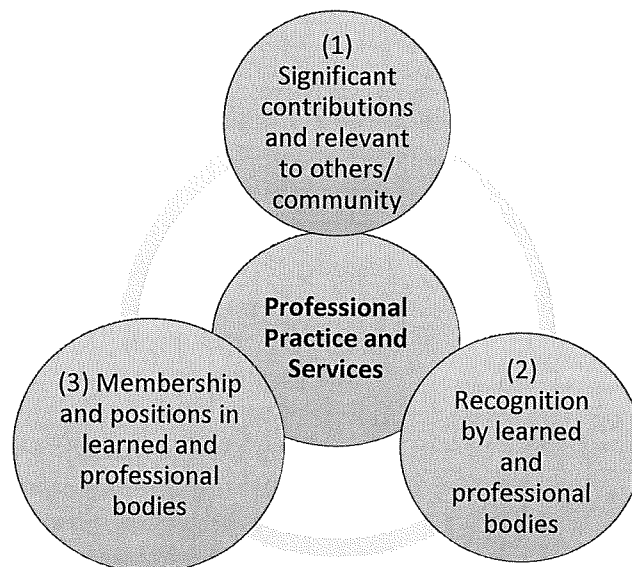
The descriptors for each criterion for Leadership are as follows:

ITEM		DESCRIPTOR
1. Heart-Guided Leadership Traits / Behaviors	1.1	Having clear vision and direction based on IIICE, FPK, Maqasid Shariah and SDGs.
	1.2	Excellent Leader of Change.
	1.3	Collegial and Collaborative Leader.
	1.4	Professional and Passionate Leader.
	1.5	Responsible and effective Leader.
2. Leadership Competencies	2.1	Advocate positive image in a multi-cultural and multi-ethnic environment, with a strong respect for diversity.
	2.2	Having visionary and result-oriented competency.
	2.3	Having excellent organizational, interpersonal and communication skills.
	2.4	Being able to work under pressure.
	2.5	Having a firm, just and transparent leadership style.
	2.6	Able to inspire others and possesses a towering personality(wide knowledge, look for something new for betterment).

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	2.7	Promotes, demonstrates and manifests high values and ethics in all actions and deeds.
	2.8	Displays excellence in relationship building and networking / teamwork.
	2.9	Able to identify the environmental and organisational issues.
3. Holding Positions / Appointments	3.1	Excellent performance during the tenure as Academic Administrators.
	3.2	Recognition for leadership excellence – University, national or International level.
	3.3	Internationalisation initiatives.
	3.4	Impact and influence – University, national or International level.
	3.5	Innovation in leadership.

4.2.2.5   Professional Practice and Services

Professional Practice and Services refer to practice and services that involve communities and industries at kulliyyah/ university/ national / international level in **area of specialisation**. They conduct specialised and targeted **research** on behalf of a client and produce a final analysis of key findings. They are normally experts in a particular field, sometimes scientific, who can provide reports in areas that have been requested by the clients.

Note: *The write-ups on Professional Practice and Services shall be attached with relevant evidence. All evidences must be produced during applicant's affiliation with IIUM on the current grade.*

The descriptors for each criterion for Professional Practice and Services are as follows:

ITEM		DESCRIPTOR
1. Significant contributions and relevant to others/ community	1.1	Involvement in professional practice and services i.e. consultation / expertise sought by others, clinical practice, engagement with relevant sectors and industries, etc.
	1.2	Key contributor to the field of professional practice and services – develop new technique or methodology.
	1.3	Innovation in practice.
2. Recognition by learned and professional bodies	2.1	Recognition for the experience in the field of practice at national or international level.
	2.2	Professional work experience and professional qualifications (before and after joining IIUM).
	2.3	Winning prestigious awards or competitions in the profession at national / international level.
3. Membership and positions in learned and professional bodies	3.1	Membership and positions in the area of specialization in learned and professional bodies.

4.2.2.6   Impactful Contributions

Impactful contributions refer to significant contributions other than teaching and supervision, research and consultancy, publication, leadership and professional practice and services that may be highlighted by the candidates to be considered for promotion to a higher post. This includes activities and/or projects that are supporting the University's objectives such as flagship projects, Sustainable Development Goals (SDGs), National Education Philosophy, Regional Centre of Expertise (RCE), etc. **The Key Intangible Performance Indicators (KIPs) may also be presented** as part of your success drivers.

International recognitions that give global impact to the University and community may also be presented as part of achievements.

4.2.3 Scoring Rubric

The applications for promotion will be evaluated by the **Kulliyyah Promotion Committee** for recommendations before submission to the Secretariat (Management Services Division). The evaluation will be assessed by using the following score rating:

Description	Score Rating	SCORE RATING FOR EACH ITEM					
		Teaching and Supervision	Research	Publication	Leadership	Professional Practice & Services	Impactful Contributions
Excellent	5						
Very Good	4						
Good	3						
Fair	2						
Poor	1						

Remarks *(The Kulliyyah Promotion Committee can only submit the applications that have been rated 3 and above to the Secretariat, MSD)*

Method of Calculation = (Teaching and Supervision Score Rating + Research Score Rating + Publication Score Rating + Leadership Score Rating + Professional Practice and Services Score Rating + Impactful Contributions) divided by 6

The detailed definition of the Scoring Rubric is as highlighted below.

Description	Definition
Excellent	Excellent performance by national or international standards and performance is par exceed the minimum requirements.
Very Good	Very Good performance and commitments indicating that the application consistently exceeds the minimum requirements.
Good	Good and satisfactory performance and commitments at a level meeting the minimum requirements.
Fair	Performance at a level which requires further improvement and does not meet minimum requirement.
Poor	Unsatisfactory performance or below expectation or does not meet the requirements at all.

4.2.3.1 Expected Achievement for Evaluation

Since the University expects all staff to be holistic and "Leading the Way", then the normal expected minimum performance to be considered is as stated in the table below. This is based on the previous promotion exercises.

However, the staff who excel and show significant impacts in some categories of core areas may also be considered for promotion. The staff need to demonstrate that those achievements may compensate lower performance in the other core areas.

No	Indicators	Assoc. Prof.		Professor	
		Social Science	**S&T**	**Social Science**	**S&T**
1	**Completed Research Grants as Principal Investigators (PI)**	Completed RM5K as PI *AND* accumulative of RM20K including on-going research as co-researcher	Completed RM20K as PI *AND* accumulative of RM50K including on-going research as co-researcher For **Medicine and Dentistry;** Completed RM20K as PI *OR* accumulative of RM50K including on-going research as co-researcher	Completed RM40K as PI *AND* accumulative of RM70K including on-going research as co-researcher	Completed RM50K as PI *AND* accumulative of RM100K including on-going research as co-researcher For **Medicine and Dentistry;** Completed RM50K as PI *OR* Accumulative of RM100K including on-going research as co-researcher
2	**Publications as Main Author or Corresponding Author**	(a) 2 Indexed (b) 2 Non-Indexed (With at least 2 papers as Main/ Corresponding)	(a) 2 Indexed (b) 2 Non-Indexed (With at least 2 papers as Main/ Corresponding	(a) 4 Indexed as Main/ Corresponding (b) 4 Non-Indexed as Main/ Corresponding	(a) 4 Indexed as Main/ Corresponding (b) 4 Non-Indexed as Main/ Corresponding

| 3 | Completed Student Supervision as Main Supervisor | 1 Master Student

(For department/ kulliyyah with no Postgraduate Programme - 2 Master as Co-SV from other department/ kulliyyah may be considered) | 1 Master Student

(For department/ kulliyyah with no Postgraduate Programme – 2 Master as Co-SV from other department/ kulliyyah may be considered) | 1 PhD

(For department/ kulliyyah with no Postgraduate Programme – 2 Master as Main / 2 PhD as co-SV from other department/ kulliyyah may be considered) | 1 PhD/ Master Clinical

(For department/ kulliyyah with no Postgraduate Programme – 2 Master as Main / 2 PhD/Master Clinical as co-SV from other department/ kulliyyah may be considered) |
|---|---|---|---|---|---|
| 4 | Academic Book Published | Not Applicable | Not Applicable | 1 Book as Main or Co-Author | Highly recommended/ encouraged to write book/ manual |
| 5 | International Recognition | Not Applicable | Not Applicable | 1 Invited Keynote/ Plenary Speaker or a member of International project team/ Adjunct Prof. | 1 Invited Keynote/ Plenary Speaker or a member of International project team/ Adjunct Prof. |
| 6 | Impactful community engagement/ service/ transformative contribution | At least 1 contribution and to be verified by the kulliyyah | At least 1 contribution and to be verified by the kulliyyah | At least 2 contribution and to be verified by the kulliyyah | At least 2 contribution and to be verified by the kulliyyah |

4.3 Promotion Process (Applicants)

4.3.1 Application Details

4.3.1.1 Applications for promotion may be submitted at <u>any time during the year</u> to the Kulliyyah Promotion Committee.

4.3.1.2 Applicants are required to submit their applications in the form of detailed write-ups of justifications **(Template as in Appendix 1)**. The write-ups shall be attached with detailed and complete evidence of the outputs.

4.3.1.3 Applications must contain the following:
- A portfolio **(Appendix 1)** of academic activities, i.e. teaching and supervision, research and consultancy, publication, leadership, professional practice and services and other contributions, etc.
- Complete and detailed evidence to support the portfolio or write-ups.
- All documents shall be prepared in both soft-copy and hardcopy form.

4.3.2 Kulliyyah Promotion Committee

Kulliyyah Promotion Committee is a committee established at the Kulliyyah in which the members shall consist of Senior Professors from the kulliyyah, one member of Professor from another Kulliyyah *(if applicable),* and other relevant academic members who deemed appropriate to assess and evaluate the applications.

Applications for promotion needs the recommendation from the **Kulliyyah Promotion Committee** as defined in the Terms of Reference.

The Kulliyyah Promotion Committee will consider and assess all applications, including eligibility requirements, qualifications or equivalency requirements, special cases and promotion criteria before recommendations / approval by the Pre-**Interview Panel for Promotion of Academic Staff (Pre-IPPAS)**

The Kulliyyah Promotion Committee shall submit the recommended applications to the Secretariat (Management Services Division) together with the list of recommended External Assessors; (i) Seven (7) names for Professor and (ii) Five (5) names for Associate Professor.

4.3.3 Pre-Interview Panel for Promotion of Academic Staff (Pre-IPPAS)

Pre-University Interview Panel for Promotion of Academic Staff (Pre-IPPAS) is a committee that will re-evaluate the recommended applications to determine whether the applicants' qualification or equivalency requirements have been met for the level of promotion sought.

The committee is also responsible for selection of External Assessors to be appointed for each applicant.

4.3.4 Interviews by IPPAS

Interviews will be conducted by the **Interview Panel for Promotion of Academic Staff (IPPAS)** chaired by the IIUM Rector. Applicants may be called for interview where further clarification is required or there is significant variation in ratings or assessment.

4.3.5 Outcomes and Notification

Promotion Decisions will be made by the **Interview Panel for Promotion of Academic Staff (IPPAS)** with due regard to recommendations of the Kulliyyah Promotion Committee, and other recommendations (i.e. legal issues, disciplinary matters, etc.) that may arise from the review process.

All unsuccessful applicants will be provided with feedback on areas to be improved.

Successful applicants will be notified on the results once the decisions have been endorsed in Staff Service Committee (SSC) for Associate Professor posts and Board of Governors for Professor posts.

4.3.6 Resignation/Termination/End of Contract prior to the completion of the promotion process

Where applicants for promotion tender their resignation from the University prior to the promotion being approved, their applications will be regarded as withdrawn.

Those applicants who are dismissed or terminated due to any reasons prior to the promotion being approved, their applications will be void.

Applicants whose contract are not renewed during the promotion process will not be considered.

4.3.7 External Assessors

The role of External Assessors is to evaluate and assess the applicants' outputs through the documented evidences provided. The Kulliyyah Promotion Committee is required to submit seven (7) recommended names of External Assessor (4 Malaysians and 3 International) for applications to Professor (VK7) and five (5) recommended names of External Assessors (3 Malaysian and 2 International) for applications to Associate Professor. However, the Promotion Committee will only appoint five (5) external assessors (3 Malaysians and 2 International) for promotion to the post of Professor and only three (3) external assessors (2 Malaysians and 1 International) for the post of Associate Professor.

4.3.8 Confidentiality

All documents, materials and deliberations relating to promotion applications will be treated in the strictest confidence by all parties of the promotion process. Members of the University Promotion Committee and any parties involve in the evaluation will not discuss the applications, recommendations or deliberations outside of committee meetings.

5.0 Appeals

An applicant may **Appeal** only on the grounds of process. The Appeal must be in writing and forwarded to the Executive Director of Management Services Division within four weeks of notification of the outcome of the application for promotion.

The Executive Director of Management Services Division will refer the Appeal to the University Promotion Committee for further deliberation and decision as defined in the Terms of Reference.