TERM OF REFERENCE FOR an INDEPENDENT EVALUATION of PROGRAMME (DLI3/TTS)
1. BACKGROUND

As per agreement signed between the World Bank and the Government of Pakistan, the World Bank will support HEC’s Medium Term Development Framework II (MTDF-II) for the year 2011-2015 through its Tertiary Education Programme (TESP). Under the agreement the success of execution will be measured through 22 Key Performance Indicators (KPIs) including 10 Disbursement Linked Indicators (DLIs). The DLI-3 aims to improve the quality and performance of academic staff. The main instrument used to achieve this aim is the implementation and ramping up of the Tenure Track System (TTS) (see Annex 1 for a description of the program). Under the TESP, the DLI 3 targets (i) in FY 2012, the recruitment of at least 400 faculty members under the TTS since July 1st, 2010, and (ii) the recruitment of an additional 500 faculty members under the TTS.

HEC has completed an internal review and has concluded that the DLI has been met and the program has achieved its objectives.

2. OBJECTIVES of the INDEPENDENT EVALUATION

HEC will hire the services of national reputable consultant to conduct an independent evaluation of the program and the attached DLI.

The independent validation of the achievement of the targets set out for this DLI aims to assess the success of the program and the achievement of its objectives (improvement of the quality of the performance of faculty staff) thanks to the implementation of the TTS. It will also identify the issues in implementing the program and in achieving its objectives, and suggest recommendations regarding possible mitigating actions.

3. SCOPE OF WORK

To achieve the objectives the Consultant will:

a/ Assess to which extent the target set by the DLI for the 1st year (400 faculty members recruited through the TTS) has been met and spell out any discrepancies between the independent evaluation and HEC internal evaluation;

b/ Assess the progress made in terms of quality of the performance of the faculty recruited through the TTS (as compared to that of faculty recruited through the traditional way);

c/ Propose options to improve the efficiency of the TTS (criteria, implementation, etc);

4. METHODOLOGY
To complete the above tasks, the Consultant will:

a. Review the documentation used by HEC for its own evaluation
b. Visit a sample of 05 universities (i) University of Agriculture Faisalabad, ii) Govt. College University Faisalabad iii) University of Punjab Lahore iv) COMSAT Institute of information technology Islamabad v) University of Gujrat, Gujrat.) representing the variety of situations (urban/rural, small/large, newly established/old) and interview (i) both faculty members recruited through TTS and non TTS faculty, (ii) university leadership (V-C, deans) and (ii) students, in order to gather views on the principle, implementation and impact of the TTS, and opinions on how to improve the scheme.

5. DELIVERABLES

Within one week after contract signed: Inception Report
Within one month after contract signed: Draft report
Within 2 weeks following HEC’s comments: Final report

6. INSTITUTIONAL ARRANGEMENTS

The Consultant will work under the instruction of the QAD/TESP Secretariat, Higher Education Commission. The consultant will be responsible for all the arrangements regarding visit to Universities. HEC will facilitate contacts with University authorities, and other officials. HEC/Universities will also provide all necessary relevant documentation

7. REQUIRED QUALIFICATION

a) The consultant must have:

- Experience in the Higher Education Sector projects
- Experience in university staff development.
- Satisfactory qualifications and competent staff assigned the task.
- Strong capacity to develop adequate methodology and implement the required work plan.
- Having relevant experiences with governmental HR procedures (federal and provincial levels).

b) International experience of conducting similar exercise.

c) Minimum Qualification required to have by the key Consultant/Team leader:

- Master’s (18 years) degree, MBA or advanced technical degree i.e Ph.D.
- Professional consulting experience in the field of Higher Education in particular with demonstrated knowledge of industry practices.
ANNEX 1: PROGRAM DESCRIPTION

Under Higher Education Commission, one of the major initiatives is the appointments under Tenure Track System (TTS) which basically aims at enhancing performance and efficiency of the faculty members by creating a healthy competition among faculty members, allowing freedom of research and teaching, as well as the financial independence to pursue these objectives.

Tenure Track System offers many obvious benefits to the faculty. First is the financial benefit accompanying autonomy and freedom of research, second, junior faculty is driven to establish themselves by the high stakes of the tenure positions, helping to create a culture of excellence within the university. Finally, Tenured faculty may be more likely to invest time in improving the universities where they expect to continue with ample freedom of research and greater economic security; they may also be more willing to mentor and promote talented junior colleagues.

Although the Universities/Institutions, being the appointing authority, is responsible to make all the appointment process, however, Quality Assurance Division of HEC, being a major Stakeholder, in order to ensure the quality of appointment in term of adherence to the minimum eligibility conditions make endorsement of initial appointments of Assistant Professor Associate Professor and Professor against the minimum eligibility conditions as per information provided by the university on the prescribed Proforma and Certificate designed for the purpose.

Role of HEC: In order to facilitate the universities with the ongoing process, a Tenure Track Review Committee of senior faculty members is officiating at Higher Education Commission to review this program, assess its impact and to resolve time to time TTS issues at policy level.

The 1st meeting of Tenure Track System Review Committee was held on 24th March 2011, at HEC Islamabad, to resolve and discuss the issues and challenges of Tenure Track System in the Public Sector Universities. Several issues pertaining to TTS grant of annual increment grant of advance increment on initial pay on TTS. The Tenure Track Review Committee notified two sub-committees to resolve TTS issues on pension rules for existing faculty members, Leave rules, sabbatical leave & study leave rules
and other rules etc. The clarifications to facilitate the process of implementing TTS at HEIs were discussed and the same are available on HEC website for reference.

So far almost all Public Sector Universities have adopted this System for academic appointments with appreciation for HEC on this initiative.

The Universities may make the following type of appointments of new faculty members:

a) Tenure Track Appointment.
   i) First term (probationary) appointments
   ii) Second term (probationary) appointments

b) Tenured Appointments.

A total of 1750/ faculty members have been endorsed on Tenure Track System by different Universities up till now. Whereas 400 endorsements as per DLI-3 on TTS were made in the Financial Year 2011-2012 & 500 in the year 2012-2013 and the targets of both years were achieved accordingly. The efforts are made to continue the process of next 600 endorsements in the next financial year 2013-2014.

Break up of total faculty members appointed by the all public sectors Universities under TTS and endorsed by the HEC QA Division is as under:

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors</td>
<td>221</td>
</tr>
<tr>
<td>Associate professors</td>
<td>57</td>
</tr>
<tr>
<td>Assistant professors</td>
<td>1472</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>1750</strong></td>
</tr>
</tbody>
</table>

**Appointment Process**

i- **Advertisement:**
Appointments at universities are made by the respective Universities/institutions therefore applicants must apply against the vacant positions available at a university/institution according to the advertisement made by the respective University/institution.

ii- **Selection Process:**
After the scrutiny committee of the university, and on positive recommendations by at least two TRP members, the Selection Board of the University recommended the TTS appointment and Syndicate/ BOG of the University gives final approval. The Universities
being appointing authority bear the entire onus and check all the publications and other minimum eligibility conditions of the applicants against their original/actual documentary evidences.
Minimum Eligibility Criteria and Experience

i- Assistant Professor
Qualification: Ph.D. Degree/ Terminal Qualification in the relevant field, but For PhD degree holders from Pakistan the Registrar must certify that the Ph.D. thesis was evaluated by two foreign Experts as per HEC guidelines for award of PhD degree, in case foreign evaluation was not done then the candidate must provide evidence of two publications in Journals recognized by the HEC.

ii- Associate Professor
Qualification: PhD Degree/ Terminal Qualification in the relevant field from an HEC recognized Institution.
Experience: 6-years Post-PhD or minimum of 4-years of post-PhD experience along with at least 6 years of experience prior to the PhD.
Publications: 10 research publications with at least 4 publications in the past 5 years in Journals recognized for the purpose of appointment on Tenure Track by the Higher Education Commission.
TRP Recommendations: The applicant must have been recommended by at least two neutral foreign experts of TRP, in clear context of Tenure Track OR Tenure appointment.

iii- Professor
Qualification: Ph.D. Degree/ Terminal Qualification in the relevant field from an HEC recognized Institution.
Experience: 11-years Post-PhD or minimum of 7-years of post-PhD experience along with at least 12 years of experience prior to the PhD.
Publications: 15 research publications with at least 5 publications in the past 5 years in Journals recognized for the purpose of appointment on Tenure Track by the Higher Education Commission.
TRP Recommendations: The applicant must have been recommended by at least two neutral foreign experts of TRP, in clear context of Tenure Track OR Tenure appointment.

Faculty Salary Scale:
The salary scale for the TTS faculty members are all inclusive and no other allowance or benefit is admissible to the faculty members, except gratuity equal one month’s pay for each completed year of services.

Evaluation Techniques
Some techniques / tools which are used in different Universities for evaluation of Faculty members on Tenure Track System are as under:

**a) Teaching:**
Teaching is difficult to define precisely or to assess accurately. It is generally considered to include a person’s knowledge of the major field of study, awareness of latest developments, communicating skills, ability to stimulate students to think critically, and to be concerned with applications of knowledge to vital human problems.

i. Courses/Credit hours
ii. Exam Grades of Students
iii. Evaluation of Faculty by Students
iv. Evaluation by Peers (Departmental Review Committee and respective Chairman).

**b) Research and Creative Work:**
A professional member’s scholarship, research, and other creative work should make a contribution to the particular field of interest and serve as an indication of professional competence.

i. Ph.D. Students under supervision
ii. Ph.D. Students successfully defended their thesis
iii. M.Phil. Students successfully defended their thesis
iv. Publication in referred impact factor journals
v. Publication in HEC approved Journals
vi. Other National & International Journals
vii. Citations of the best two papers
viii. Books edited/Reviewed
ix. Patents
x. Research Grants National/International
xi. Editors of journal, Technical Reports, PC-1s approved and Honors and awards
xii. Examiner of International Universities

**c) Community Services:**
In addition to teaching and research, the assignments having impact on the contribution of the university like committee assignments, administrative task, professional work, arrangements of social events and games and other assignments from the Government are part of performance evaluation with nominal impact.

i. Memberships of Professional society
ii. Administrative Assignments
iii. Member of University Committees
iv. Management of Social events.

d) Personal Attributes:
The personal attributes of a faculty member contribute in the moral uplift of a student but it is not a basic requirement of university education. It would be evaluated on the inputs provided by the colleagues, seniors, students and personnel record.
i. Peers Comments
ii. Students Comments
iii. Interest of Students in Class reflected by their attendances.