

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

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Page 1 of 81

Keywords: *assessment, academic promotion criteria, academic staff, academic staff promotion advisory committee, dossier checklist, promotion*

Remarks: *Chinese version is available as enclosed. Summary of changes – 1. To standardize the name of assessment form (Sub-item 3 of item 1 of Article 1); 2. To rephrase provision of the condition of not recommending a candidate to proceed the next stage of assessment (Sub-Item 6) of Item 1 of Article 1); 3. To refine the wording and numbering for clarification (Sub-Item 11), 12) & 14) of Item 8 of Article 1); 4. To rephrase provision of the condition of not recommending a candidate to proceed the next stage of assessment (Sub-item 6) & 7) of Item 2 of Article 1); 5. To specify that applicants who are teaching track Assistant Professor appointed before 2009/2010, are required to state their contributions to the quality of curriculum development and other evidence in promoting teaching excellence (Appendix 5.1); 6. To define the requirements of submission of teaching portfolio of course(s) taught by teaching track Assistant Professor appointed before 2009/2010, and other applicants (Appendix 5.1); 7. To standardize the names of assessment forms and to revise the forms by adding fill-in fields to identify whether applicant’s research activities were indexed by Google Scholar, and to provide citation summary (Appendices 5.1, 5.1.2, 5.2, 5.3, 5.4 and 5.5).*

According to Article 2, Article 3 and Article 6 of [Chapter 9 of Regulations of the Personnel Affairs of UM \(ADMO-HRS.03/201303/102\)](#), the rules in this chapter establish specific promotion procedures and assessment criteria for academic staff, including the academic staff who assume concurrent duties as College Master, Associate Master or Resident Fellow in the Residential Colleges.

Article 1
Promotion Procedures

1. Promotion to the rank of Professor or Associate Professor normally undergoes the following procedures:
 - 1) The Human Resources Section of the Office of Administration announces acceptance of promotion applications normally in each academic year. Prior to the submission of an application, it is desirable for the unit head of faculty level (usually the dean of faculty or the director of institute/centre, hereinafter referred to as “the head of faculty level”), the unit head of department level (usually the head of department or the programme director/programme coordinator, if

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 2 of 81

-
- appropriate, hereinafter referred to as “the head of department level”) and the applicant to meet one another to discuss the prospective application for promotion;
- 2) The completed and signed application form (Appendix 5.1.1 – Application for Promotion of Academic Staff), together with the dossier for promotion (Appendix 5.1 – Dossier Checklist for Academic Promotion), shall be submitted by the applicant to the head of department level, who shall then forward the same to the head of faculty level. The applicant shall provide justification if he/she chooses not to submit his/her application dossier via the head of department level;
 - 3) In order to prepare for the meetings of the Faculty-level Academic Staff Promotion Advisory Panel (hereinafter referred to as “the Panel”), the head of faculty level in consultation with the head of department level shall form an ad hoc committee, chaired by the head of department level and composed of senior academic members who are in the relevant field of the applicant. External academic member(s) of relevant field from institution(s) outside UM may be invited to serve on the ad hoc committee. Reviewers (referred to in Sub-item 8 of Item 1 of this Article) shall not serve as the members who assess the same case at the ad hoc committee. The head of department level and the members shall declare any conflict of interest with the applicant(s). When conflict of interest arises between the head of the department level and the applicant(s), he/she shall be replaced by a senior academic member nominated by the head of faculty level as the Chair; when conflict of interest arises between the other members and the applicant(s), they shall recuse themselves from the discussion of the relevant applicant(s).

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 3 of 81

The ad hoc committee shall be approved by the head of faculty level and shall ensure that the dossier is complete and in required format. The ad hoc committee and the head of faculty level shall make an initial processing assessment of the applications based on the criteria as defined in Article 2 of this chapter and present their assessment to the Panel by filling in the recommendation forms (Appendix 5.2 – Preliminary Academic Promotion Processing Recommendation Form). When conflict of interest arises between the head of faculty level and the applicant(s), the form (Appendix 5.2) for the relevant applicant(s) shall be endorsed by a senior academic member recommended by the Vice Rector responsible for academic affairs and approved by the Rector;

- 4) After the applicants are known, the composition of the Panel shall be proposed by the head of faculty level in accordance with the relevant provisions in [Chapter 9 of the Regulations of the Personnel Affairs of UM \(ADMO-HRS.03/201303/102\)](#). The proposal shall be submitted to the Rector or his/her delegate for approval via the Human Resources Section of the Office of Administration;
- 5) The Panel shall include the following members:
 - (1) The Chair of the Panel nominated by the Rector; either the Vice Rector responsible for academic affairs or research;
 - (2) The head of faculty level;
 - (3) Four to six internal academic members. At the discretion of the head of faculty level, a faculty/institute/centre can elect up to two internal academic members and they may decide whether Associate Professors can be elected. For the

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 4 of 81

remaining internal academic members, the head of faculty level may nominate;

- (4) External academic members refer to the scholars from institutions outside UM. They are expected to be established scholars with broad knowledge in the general field. The Panel is suggested to consist of a minimum of one but no more than two external academic members. The external academic member(s), if any, does/do not have to show up in the first Panel meeting. In the second Panel meeting, external academic member(s), if any, is/are expected to attend the meeting in person, although teleconferencing or video conferencing is allowed when necessary.

Reviewers (referred to in Sub-item 8 of Item 1 of this Article) shall not serve as the member(s) referred to in Points 3 and 4 of this Sub-item who assess the same case.

- 6) The Panel shall observe the principles below during the assessment process:
- (1) Members who are at the rank of Associate Professor shall recuse themselves from the Panel meetings when discussing promotion cases to the rank of Full Professor;
 - (2) Members shall declare any conflict of interest with the applicant(s) and, when conflict of interest arises, shall recuse themselves from the discussion and voting of the relevant applicant(s);
 - (3) During the second and subsequent Panel meetings (if any), external academic member(s), if any, is/are expected to assess all cases in the same faculty/institute/centre;
 - (4) If necessary, the head of faculty level may call the head of department level who is not an official member of the

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 5 of 81

-
- Panel to present his/her review on the application(s) of his/her department/ programme and answer questions from members;
- (5) The quorum of the Panel shall be over three quarters (round up to the nearest integer) of the voting members. Voting is conducted by secret ballot. The Chair shall not have the voting right, while the head of faculty level shall have voting right in the first Panel meeting but no voting right in the second and subsequent (if any) Panel meeting;
- (6) An applicant shall not be recommended by the Panel to proceed to the next stage of assessment where the grades given by the Panel do not meet the minimum requirements defined in Appendix 5.6 – Academic Promotion Criteria, or where the number of the “recommend” votes is the same as or less than that of the “not recommend” votes.
- 7) At the first Panel meeting, the Panel shall make an initial assessment of the applications in accordance with the criteria as stipulated in Article 2 of this chapter, as well as the faculty-specific promotion criteria, if applicable. The external academic member(s), if any, shall be excluded from the meeting. After the meeting, the faculty/ institute/centre shall inform the Human Resources Section of the Office of Administration of the names of the applicants both recommended and not recommended by the Panel to proceed to the next stage of assessment by submitting the completed assessment forms (Appendix 5.3 – Panel’s Preliminary Academic Promotion Assessment Form). Except for those referred to in Sub-item 17) of this item, the Human Resources Section of the Office of Administration shall then notify the

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 6 of 81

applicants not recommended in writing of the result through the head of faculty level and the head of department level (hereinafter referred to as the related parties);

8) To proceed to the next stage of assessment, review letters shall be solicited for the applicants recommended by the Panel and those referred to in Sub-item 17) of this item. Normally, the following three lists of the external reviewers shall be included for each applicant, except teaching track Assistant Professors appointed before academic year 2009/2010:

(1) The Applicant's Suggested List (Appendix 5.1.3 – Applicant's Suggested List and Blocked List): the applicant shall prepare a list of six external reviewers who are qualified in the relevant field and shall possess higher rank than the applicant. The external reviewers shall be from the top 300 universities based on the most updated ranking of Times Higher Education. Exceptional cases require approval from Vice Rector responsible for academic affairs. At least half of the external reviewers shall be from overseas institutions (i.e. institutions outside the mainland China, Taiwan, the Hong Kong Special Administrative Region and the Macao Special Administrative Region, similarly hereinafter). The list is subject to approval of the head of faculty level;

(2) The Applicant's Blocked List (if any) (Appendix 5.1.3): the applicant may also suggest a list of no more than five people, if any, whom he/she deems inappropriate to serve as external reviewers with justification. The list is subject to approval of the head of faculty level;

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 7 of 81

-
- (3) The Panel's Suggested List (Appendix 5.1.4 – Panel's Suggested List): the Panel shall prepare a list of six external reviewers and a list of six supplementary external reviewers. A supplementary external reviewer may be approached when an invited reviewer does not provide a review letter. The external reviewers (inclusive of supplementary external reviewers) shall be qualified in the relevant field, shall possess higher rank than the applicant and shall be from the top 300 universities based on the most updated ranking of Times Higher Education. Exceptional cases require approval from the Vice Rector responsible for academic affairs. At least half of the external reviewers and at least half of the supplementary external reviewers shall be from overseas institutions, and none of them shall be included in the Applicant's Suggested List and Blocked List. The list is subject to approval of the Chair of the Panel and the Rector reserves the right to revise the list.

For applicants who are teaching track Assistant Professors appointed before academic year 2009/2010, normally the following two lists of internal reviewers shall be included:

- (1) The Applicant's Blocked List (if any) (Appendix 5.1.3): the applicant may suggest a list of no more than five people, if any, whom he/she deems inappropriate to serve as internal reviewers with justification. The list is subject to approval of the head of faculty level;
- (2) For the purpose of confidentiality, the Vice Rector responsible for academic

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 8 of 81

affairs shall prepare a list of three internal reviewers and a list of three supplementary internal reviewers. A supplementary internal reviewer may be approached when an invited reviewer does not provide a review letter. The internal reviewers (inclusive of supplementary internal reviewers) shall possess higher rank than the applicant. None of the internal reviewers and the supplementary internal reviewers shall be included in the Applicant's Blocked List. The Rector reserves the right to revise the list.

A minimum of twelve solicitation letters shall be sent to the external reviewers from the Applicant's Suggested List and the Panel's Suggested List for each applicant, except for the applicants who are teaching track Assistant Professors appointed before academic year 2009/2010, for whom a minimum of three solicitation letters shall be sent to the internal reviewers from the reviewer list prepared by the Vice Rector responsible for academic affairs.

All review letters will be requested and collected by the office of Vice Rector responsible for academic affairs; all review letters shall be received within an eight-week collection period. Extension of the collection period beyond the deadline usually shall not be approved;

- 9) Except for those referred to in Sub-item 17) of this item and the applicants who are teaching track Assistant Professors appointed before academic year 2009/2010, to proceed the applicants to the next stage of assessment by the Panel, a minimum of five external review letters by different reviewers shall be received, including at least three from overseas institutions and at least two from the Panel's Suggested List;

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 9 of 81

For the applicants who are teaching track Assistant Professors appointed before academic year 2009/2010, a minimum of three internal review letters shall be received in order to proceed to the next stage of assessment by the Panel.

- 10) The Panel shall hold its second Panel meeting with all its members, including external academic member(s), if any, to assess all the applications at this stage. The Panel shall also confirm the names of the applicants not recommended due to insufficient number of review letters received. If the head of department level is not an official member of the Panel, he/she may still be invited to attend the Panel meeting to present his/her review on the application(s) of his/her department/programme and answer questions from members. However, he/she shall not have the right to vote or to participate in the closed-door meeting of the Panel;
- 11) Based on the assessment results, the Panel shall submit its recommendations for all the applicants (“recommend” or “not recommend”) after filling in the Panel assessment forms (Appendix 5.4 – Panel’s Final Academic Promotion Assessment Form) to the faculty/institute/centre;
- 12) The head of faculty level shall then provide his/her own final recommendations (“recommend” or “not recommend”) by filling in the recommendation form (Appendix 5.5 – Dean/Director’s Final Academic Promotion Recommendation Form) for all the applicants. An applicant shall not be recommended by the head of faculty level where the grades given by him/her do not meet the minimum requirements defined in Appendix 5.6 – Academic Promotion Criteria.

When conflict of interest arises between the

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 10 of 81

head of faculty level and the applicant(s), the form (Appendix 5.5) for the relevant applicant(s) shall be filled in by the same senior academic member recommended by Vice Rector responsible for academic affairs and approved by the Rector as stated in Sub-item 3 of Item 1 of this Article.

Except for those referred to in Sub-item 17) of this item, the applicants of the situations below shall normally not proceed to the next stage of assessment:

- (1) insufficient number of review letters received; or
- (2) not recommended by the Panel nor by the head of faculty level.

For the applicants who can proceed to the next stage of assessment and those referred to in Sub-item 17) of this item, the faculty/institute/centre shall submit the completed recommendation forms (Appendix 5.5), together with the ad hoc committee's recommendation form (Appendix 5.2) and the Panel's assessment forms (Appendices 5.3 and 5.4), to the Rector for his/her consideration via the Human Resources Section of the Office of Administration. The faculty/institute/centre shall inform the Human Resources Section of the Office of Administration the names of the applicants who cannot proceed to the next stage of assessment, except for those referred to in Sub-item 17) of this item.

The Human Resources Section of the Office of Administration shall then notify in writing the applicants who cannot proceed to the next stage of assessment of the result through the related parties;

- 13) The Rector shall convene a University-level Academic Staff Promotion Advisory Committee (hereinafter referred to as the Committee). The composition shall comply with the relevant provisions of [Chapter 9 of](#)

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 11 of 81

-
- [the Regulations of the Personnel Affairs of UM \(ADMO-HRS.03/201303/102\)](#). The Committee shall make its recommendations (“recommend”, “weakly recommend”, “neutral”, “not recommend”, “strongly not recommend”) on all the applicants at this stage to the Rector to assist him/her to make the final decision;
- 14) The following principles shall be observed in the formation process of the Committee and the evaluation process:
- (1) The Chair of the Committee shall be either the Rector or his/her delegate;
 - (2) The representatives as stipulated in Sub-item 4 of Item 2 of Article 5 of [Chapter 9 of the Regulations of the Personnel Affairs of the University of Macau \(ADMO-HRS.03/201303/102\)](#) shall be appointed by the Rector;
 - (3) Members shall declare any conflict of interest with the applicant(s) and, when conflict of interest arises, shall recuse themselves from the discussion and voting of the relevant applicant(s);
 - (4) The quorum of the Committee shall be over three quarters (round up to the nearest integer) of the voting members. Voting is conducted by secret ballot. The Chair shall not have the voting right;
- 15) Each successful or unsuccessful applicant shall be notified of the Rector’s decision in writing issued through the related parties by the Human Resources Section of the Office of Administration;
- 16) The head of faculty level or head of department level is required to give advice to the unsuccessful applicants on improvement and discuss the promotion case with them;
- 17) All assistant professors regulated by the [“Guidelines for Contract Limits for New Assistant Professors”](#) (ADMO-

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 12 of 81

-
- [HRS.04/201602/508](#)) shall submit their applications for promotion in the last academic year of the second contract. Their applications shall then be assessed by both the Panel and the Committee before being forwarded to the Rector for final decision;
- 18) Normally, an unsuccessful applicant due to situations stated in Sub-item 7, Sub-item 12 or Sub-item 15 of Item 1 of this Article shall not be allowed to re-submit his/her application in the next promotion exercise (i.e. at least one year of frozen period for any re-application); in exceptional cases and with proper justification from the head of faculty level, his/her re-application within the frozen period may be accepted, subject to the approval from the Vice Rector responsible for academic affairs. Nevertheless, the Rector may suggest a maximum frozen period of three years for an unsuccessful applicant if necessary.
2. Promotion to the rank of Assistant Professor or Senior Instructor normally undergoes the following procedures:
- 1) The Human Resources Section of the Office of Administration announces acceptance of promotion applications normally in each academic year. Prior to the submission of an application, it is desirable for the head of faculty level, the head of department level and the applicant to meet one another to discuss the prospective application for promotion;
 - 2) The completed and signed application form (Appendix 5.1.1), together with the dossier for promotion (Appendix 5.1), shall be submitted by the applicant to the head of department level, who shall forward the same to the head of faculty level. The applicant shall provide justification if he/she chooses not to submit his/her application

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 13 of 81

-
- dossier via the head of department level;
- 3) In order to prepare for the meetings of the Panel, the head of faculty level in consultation with the head of department level shall form an ad hoc committee, chaired by the head of department level and composed of senior academic members who are in the relevant field of the applicant. External academic member(s) of relevant field from institution(s) outside UM may be invited to serve at the committee. The head of department level and the members shall declare any conflict of interest with the applicant(s). When conflict of interest arises between the head of department level and the applicant(s), he/she shall be replaced by a senior academic member nominated by the head of faculty level as the Chair; when conflict of interest arises between the other members and the applicant(s), they shall recuse themselves from the discussion of the relevant applicant(s).
- The ad hoc committee shall be approved by the head of faculty level and shall ensure that the dossier is complete and in required format. The ad hoc committee shall make an initial assessment of the applications based on the criteria as defined in Article 2 of this chapter by filling in the recommendation forms (Appendix 5.2) and submit the same to the head of faculty level;
- 4) Subsequently, the head of faculty level shall provide his/her initial assessment of the applications upon receipt of the recommendation forms submitted by the ad hoc committee. When conflict of interest arises between the head of faculty level and the applicant(s), the form (Appendix 5.2) for the relevant applicant(s) shall be endorsed by a senior academic member recommended by Vice Rector responsible for academic affairs and approved by the Rector. At this stage,

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 14 of 81

he/she may decide not to recommend the applicant for further consideration of the promotion. The head of faculty level shall inform the Human Resources Section of the Office of Administration of the names of the applicants not recommended by the head of faculty level. The Human Resources Section of the Office of Administration shall then notify the concerned applicants in writing of the result through the related parties;

- 5) To proceed the recommended applicants to the next stage of assessment, the composition of the Panel shall be proposed by the head of faculty level in accordance with the relevant provisions in [Chapter 9 of the Regulations of the Personnel Affairs of UM \(ADMO-HRS.03/201303/102\)](#). The proposal shall be submitted to the Rector or his/her delegate for approval via the Human Resources Section of the Office of Administration;
- 6) The Panel shall make an assessment of all the applications by filling in the Panel assessment forms (Appendix 5.4) and submit its recommendations on all the applicants (“recommend” or “not recommend”) to the faculty/institute/centre. An applicant shall not be recommended by the Panel to proceed to the next stage of assessment where the grades given by the Panel do not meet the minimum requirements defined in Appendix 5.6 – Academic Promotion Criteria, or where the number of the “recommend” votes is the same as or less than that of the “not recommend” votes. If the head of department level is not an official member of the Panel, he/she may still be invited to attend the Panel meeting and present his/her review on the application(s) of his/her department/programme and answer questions from members, but he/she shall not have the right to vote or to participate in the

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 15 of 81

-
- closed-door meeting of the Panel;
- 7) The head of faculty level shall provide his/her final recommendations (“recommend” or “not recommend”) by filling in the recommendation forms (Appendix 5.5) for all the applicants. An applicant shall not be recommended by the head of faculty level where the grades given by him/her do not meet the minimum requirements defined in Appendix 5.6 – Academic Promotion Criteria. When conflict of interest arises between the head of faculty level and the applicant(s), the form (Appendix 5.5) for the relevant applicant(s) shall be filled in by the same senior academic member recommended by Vice Rector responsible for academic affairs and approved by the Rector as stated in Sub-item 4 of Item 2 of this Article. The faculty/institute/centre shall submit the recommendation forms (Appendix 5.5) together with the ad hoc committee’s recommendation form (Appendix 5.2) and the Panel’s assessment form (Appendix 5.4) to the Rector for consideration via the Human Resources Section of the Office of Administration, except for those applicants who are not recommended by the Panel nor by the head of faculty level. Afterwards, the faculty/institute/centre shall inform the Human Resources Section of the Office of Administration of the names of the applicants not recommended as stated above. The Human Resources Section of the Office of Administration shall then notify the concerned applicants in writing of the result through the related parties;
- 8) The Rector shall make the final decision on the applications. Each successful or unsuccessful applicant shall be notified of the Rector’s decision in writing issued through the related parties by the Human

The University of Macau
Rules of the Personnel Affairs of UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04

Page 16 of 81

Resources Section of the Office of
Administration;

- 9) The head of faculty level or the head of department level is required to give advice to the unsuccessful applicants on improvement and discuss the promotion case with them.
3. The effective date of promotion to any rank shall be determined by the Rector or his/her delegate.

Article 2
Assessment Criteria

1. There are three major criteria for the assessment of promotion:
 - 1) Teaching;
 - 2) Research and publications/creative works, except for Senior Instructor or Instructor;
 - 3) Service (such as service related to committee(s), outside-classroom student life and development, administration).
2. The grading system for each criterion is as follows:
 - 1) Grade A = Excellent performance;
 - 2) Grade B = High standard of performance;
 - 3) Grade C = Satisfactory performance;
 - 4) Grade D = Low standard of performance;
 - 5) Grade E = Unsatisfactory performance.
3. For assessment of different disciplines and different academic tracks (if any), the academic units shall develop and define specific performance assessment criteria when making their promotion recommendations. However, the University shall evaluate and decide each promotion application on a case-by-case and holistic basis.
4. Details of the assessment criteria are specified in Appendix 5.6 – Academic Promotion Criteria.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 17 of 81

《澳門大學人事管理規條》

第五章

教學人員晉升

根據 [《澳門大學人事管理規章》\(ADMO-HRS.03/201303/102\)](#) 第九章第二條、第三條及第六條的規定，本章規條具體訂定教學人員，包括同時在住宿式書院擔任書院院長、書院副院長或書院導師的教學人員的晉升程序及評核準則。

第一條

晉升程序

一、晉升至教授或副教授職級一般應經過以下程序：

- (一) 行政部人力資源處一般於每學年宣佈接受晉升申請。大學建議申請者

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 18 of 81

在提交申請前，與院級單位主管（一般為學院院長或研究院院長/研究所所長/中心主任，以下簡稱“院級主管”）及系級單位主管（一般為系主任或課程主任/課程統籌人，如適合；以下簡稱“系級主管”）會面商討晉升申請事宜；

(二) 申請者應將填妥及經簽署的申請表（附件 5.1.1-教學人員晉升申請）及其他晉升文件（附件 5.1-教學人員晉升文件清單），提交系級主管，由其轉交至院級主管；如申請者選擇不經由系級主管提交申請，則須提供理由；

(三) 為準備學院級別的教學人員晉升諮詢委員會（以下簡稱“學院委員會”）會議，院級主管經與系級主管磋商後，須組成一個由系級主管擔任主席並包括具相關專業/學術資格的資深教學人員的臨時委員會。來自其他院校具相關專業/學術資格的校外教學人員亦可被邀請擔任臨時委員會成員。評審員（詳見本條第一款第八項）不得擔任臨時委員會成員為同一申請個案進行評審。系級主

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 19 of 81

管及成員應聲明與申請者的任何利益衝突。當系級主管與申請者之間存在利益衝突時，應由一名經院級主管提名的資深教學人員取代擔任主席；而當其他成員與申請者之間存在利益衝突時，其應在進行該申請討論時作出迴避。

臨時委員會應由院級主管核准，並應確保申請者遞交的晉升文件完整及符合格式要求。臨時委員會和院級主管應根據本章第二條所規定之評核準則，對申請進入晉升程序作出初步評審，並在建議書（附件 5.2 – 教學人員進入晉升程序初步建議書）內填寫其評審意見後，將此建議書呈交學院委員會。當院級主管與申請者之間存在利益衝突時，相關申請者建議書（附件 5.2）須由經負責學術事務的副校長推薦並獲校長核准的一名資深教學人員簽署同意。

(四) 院級主管在得知申請者名單後，應根據 [《澳門大學人事管理規章》第九章\(ADMO-HRS.03/201303/102\)](#) 的相關條款，建議學院委員會的組成，並經行政部人力資源處將此組成建

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 20 of 81

議轉交校長或其授權者審批；

(五) 學院委員會應包括以下成員：

(1) 學院委員會主席由負責學術事務或研究的副校長擔任，並應由校長提名；

(2) 院級主管；

(3) 四至六位校內教學人員。根據院級主管的決定，學院/研究院/研究所/中心可選舉最多兩名校內教學人員，並可決定副教授能否當選。其餘校內教學人員可由院級主管提名；

(4) 校外教學人員是指澳大以外其它院校的學者，其應為在一般範疇具豐富知識的知名學者。大學建議學院委員會至少包括一名但不多於兩名的校外教學人員。校外教學人員（如有）不須出席第一次學院委員會會議。然而，校外教學人員（如有）應親身出席第二次學院委員會會議，如有需要，校外教學人員可通過電話或視像方式進行是次會議。

評審員（詳見本條第一款第八項）

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 21 of 81

不得擔任本項第三及第四點所指的
成員為同一申請個案進行評審。

(六) 學院委員會於評核期間須遵守下列
原則：

- (1) 當討論晉升至教授職級的申請
個案時，具副教授職稱之人員
須於學院委員會會議中作出迴
避；
- (2) 成員應聲明與申請者的任何利
益衝突，而當利益衝突存在時，
其應在進行該申請的討論及投
票時作出迴避；
- (3) 在第二次委員會會議或後續會
議（如有）期間，校外教學人
員（如有），應對同一學院/研
究院/研究所/中心的所有申請個
案進行評核；
- (4) 如有需要，院級主管仍可邀請
非學院委員會正式成員的系級
主管介紹屬於其學系或課程的
申請個案評審及回答提問；
- (5) 委員會的法定最低人數須超過
具投票權人數的四份之三（進
至緊接的整數計算），投票以
不記名方式進行。委員會主席

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 22 of 81

不具投票權。院級主管在第一次學院委員會會議中具投票權，在第二次學院委員會會議及以後會議（如有）中則不具投票權；

(6) 若學院委員會所給予的評級不符合附件 5.6—教學人員晉升準則內所訂定的最低要求或學院委員會的“推薦”票數等於或少於“不推薦”票數，申請者不應獲推薦進入下一評審程序。

(七) 在第一次學院委員會會議中，學院委員會應根據本章第二條所規定之評核準則，及各學院的晉升準則（如適用），對申請進行初步評審。學院委員會的校外教學人員（如有）不須出席該會議。學院/研究院/研究所/中心應於會議後將填妥的評審表格（附件 5.3—學院委員會對教學人員晉升之初步評審表格），送交行政部人力資源處，以通知其獲學院委員會推薦及未獲推薦進入下一評審程序的申請者名單。除本款（十七）項所指的申請者外，行政部人力資源處應透過院級主管及系

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 23 of 81

級主管（以下簡稱“相關人士”）將
結果書面通知未獲推薦的申請者；

- (八) 在進入下一評審程序前，應為獲得
學院委員會推薦的申請者及本款
(十七) 項所指的申請者徵集評審
信。

校外評審員名單一般應包括以下三
份，但於 2009/2010 學年前入職的
教學為主型助理教授之申請者除外：

- (1) 申請者建議名單（附件 5.1.3-申
請者建議名單及擬限制名單）：
申請者應準備由六名具相關專
業/學術資格的校外評審員組成
的名單，其須比申請者具較高
職級。校外評審員的所屬大學
須被列入泰晤士高等教育最新
排行榜的首三百所大學內。例
外情況須由負責學術事務的副
校長審批。至少半數的校外評
審員應來自海外院校（即中國
內地、臺灣、香港特別行政區
及澳門特別行政區以外的院校，
下同），而該名單應由院級主
管審批；

- (2) 申請者擬限制名單（如有）

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 24 of 81

(附件 5.1.3)：申請者也可列出不多於五位其認為不適合擔任校外評審員的人士，但應說明理由，而該名單應由院級主管審批；

- (3) 學院委員會建議名單 (附件 5.1.4—學院委員會建議名單)：學院委員會應準備校外評審員及候補校外評審員名單，各名單均須有六名評審員。當獲邀的校外評審員未能提供評審信時，可聯系候補校外評審員。校外評審員 (包括候補者) 應具相關專業/學術資格及比申請者具較高職級，其所屬大學應被列入泰晤士高等教育最新排行榜的首三百所大學內。例外情況須由負責學術事務的副校長審批。至少半數的校外評審員及至少半數的候補校外評審員應來自海外院校，且任何一名人士不得包括在申請者建議名單或申請者擬限制名單中。名單經由學院委員會主席審批，而校長則保留更改該名單的權

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 25 of 81

利；

就 2009/2010 學年前入職的教學為主型助理教授之申請者，校內評審員名單一般應包括以下兩份：

(1) 申請者擬限制名單（如有）

（附件 5.1.3）：申請者可列出不多於五位其認為不適合擔任校內評審員的人士，但應說明理由，而該名單應由院級主管審批；

(2) 為保密之目的，負責學術事務的副校長應準備校內評審員及候補校內評審員名單，各名單均須有三名評審員。當獲邀的校內評審員未能提供評審信時，可聯系候補校內評審員。校內評審員（包括候補者）須比申請者具較高職級。任何一名校內評審員和候補校內評審員不得包括在申請者擬限制名單中。

校長則保留更改該名單的權利；應向每名申請者的申請者建議名單和學院委員會建議名單中的校外評審員發出至少十二封評審邀請函；若申請者為於 2009/2010 學年前入職

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 26 of 81

的教學為主型助理教授，則應向負責學術事務的副校長準備的評審員名單中的校內評審員發出至少三封評審邀請函。

所有評審信由負責學術事務的副校長辦公室徵求及收集；所有評審信應於八週收集期限內獲得，延長收集期限一般不獲批准；

- (九) 除本款（十七）項所指的申請及於 2009/2010 學年前入職的教學為主型助理教授之申請者外，為進入學院委員會下一評審階段，各申請者應收集到至少五封來自不同校外評審員的評審信，且其中至少三封來自海外院校及至少兩封來自學院委員會建議名單；

對於 2009/2010 學年前入職的教學為主型助理教授的申請者，應收集到至少三封校內評審員的評審信方可進入由學院委員會主持的下一評審階段。

- (十) 學院委員會全體成員，包括校外教學人員（如有），應舉行第二次會議，就所有進入此階段的申請作出評審。學院委員會亦應確認因評審

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 27 of 81

信數量不足而不獲推薦的申請者名單。若系級主管並非學院委員會正式成員，其仍可被邀請出席該學院委員會會議，以及介紹屬於其學系/課程的申請評審及回答提問，但無投票權，且不應參加學院委員會的閉門會議；

- (十一) 學院委員會應根據其評審結果，在學院委員會評審表格（附件 5.4—學院委員會對教學人員晉升之最後評審表格）內，就所有的申請填寫建議（“推薦”或“不推薦”），並將其建議送交學院/研究院/研究所/中心；
- (十二) 院級主管應在建議表格（附件 5.5—院長/所長/主任對教學人員晉升之最後建議表格）內，就所有的申請填寫其最後建議（“推薦”或“不推薦”）。院級主管所給予的評級不符合附件 5.6—教學人員晉升準則內所訂定的最低要求之申請者不應獲推薦。當院級主管與申請者之間存在利益衝突時，此表格（附件 5.5）應由本條第一款第三項所指，經負責學術事務的副校長推薦並獲校長批准的資深教學人員填寫。

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 28 of 81

除本款（十七）項所指的申請外，
屬下列情況的申請者一般不能進入
下一評審程序：

- 1) 評審信數量不足；或
- 2) 不獲學院委員會及院級主管的推薦。

對於可進入下一評審程序的個案和本款（十七）項所指的申請，學院/研究院/研究所/中心應將填妥的建議表格（附件 5.5）連同臨時委員會的建議表格（附件 5.2）及學院委員會的評審表格（附件 5.3 及 5.4），經行政部人力資源處轉呈校長考慮。此外，學院/研究院/研究所/中心應通知行政部人力資源處不能進入下一評審程序的申請者名單，但本款（十七）項所指的申請者除外。其後，行政部人力資源處應透過相關人士將結果書面通知未能進入下一評審程序的申請者；

- (十三) 校長應召集大學級別的教學人員晉升諮詢委員會（以下簡稱“大學委員會”）。大學委員會之組成須符合 [《澳門大學人事管理規章》第九章\(ADMO-HRS.03/201303/102\)](#) 的

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 29 of 81

相關規定。大學委員會應就所有進入此階段的申請作出建議（“推薦”、“有限度推薦”、“中立”、“不推薦”、“強烈不推薦”），並呈交校長以協助其作出最後決定；

(十四) 大學委員會的組成及評審程序須遵守以下原則：

- (1) 大學委員會主席應由校長或其授權者擔任；
- (2) [《澳門大學人事管理規章》](#) ([ADMO-HRS.03/201303/102](#)) 第九章第五條第二款第四項所訂定的學術代表應由校長委任；
- (3) 成員應聲明與申請者的任何利益衝突，而當利益衝突存在時，其應在進行該申請的討論及投票時作出迴避；
- (4) 大學委員會的法定最低人數須超過具投票權人數的四份之三（進至緊接的整數計算），投票以不記名方式進行。委員會主席不具投票權。

(十五) 行政部人力資源處應根據校長的決定，透過相關人士以書面通知每位成功或未成功的申請者；

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 30 of 81

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- (十六) 此外，大學要求院級主管或系級主管向未成功的申請者提出改善建議，及與其討論其晉升個案；
- (十七) 所有受 [《助理教授合約期限》](#) ([ADMO-HRS.04/201602/508](#)) 規範的教學人員應於第二份合約的最後一學年遞交晉升申請，其晉升申請應經過學院委員會及大學委員會的評審，然後呈交校長，作最後決定；
- (十八) 一般情況下，因本條第一款第七、十二及十五項所指未成功的申請者不可於下次晉升評審時再次提交申請（即至少一年的凍結申請期）；在例外情況下，當具備院級主管提供適當理由時，凍結申請期內提出的相關申請可被考慮，但須取決於負責學術事務的副校長的批准。然而，如有需要，校長可向未成功的申請者建議最長三年的凍結申請期。

二、晉升至助理教授或高級導師職級一般應經過以下程序：

- (一) 行政部人力資源處一般於每學年宣佈接受晉升申請。大學建議申請者提交申請前，與院級主管及系級主

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 31 of 81

管會面商討晉升申請事宜；

- (二) 申請者應將填妥及經簽署的申請表（附件 5.1.1）及其他晉升文件（附件 5.1），提交系級主管，由其轉交至院級主管；如申請者選擇不經由系級主管提交申請，則須提供理由；
- (三) 為準備學院委員會會議，院級主管經與系級主管磋商後，須組成一個由系級主管擔任主席並包括資深教學人員的臨時委員會。來自其他院校具相關專業/學術資格的校外教學人員亦可被邀請擔任委員會成員。系級主管及成員應聲明與申請者的任何利益衝突。當系級主管與申請者之間存在利益衝突時，應由一名經院級主管提名的資深教學人員取代擔任主席；而當其他成員與申請者之間存在利益衝突時，其應在進行該申請討論時作出迴避。
- 臨時委員會由院級主管核准，並應確保申請者遞交的晉升文件完整及符合格式要求。臨時委員會應根據本章第二條所規定之評核準則，在建議書（附件 5.2）內對申請進入晉升程序作出初步評審，並將此建議

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 32 of 81

書提交院級主管；

- (四) 收到臨時委員會提交的建議表格後，院級主管應對申請作出初步評審，當院級主管與申請者之間存在利益衝突時，相關申請者的建議書（附件 5.2）須由經負責學術事務的副校長推薦並獲校長核准的一名資深教學人員簽署同意。並可於此階段決定不推薦晉升申請。院級主管應通知行政部人力資源處未獲院級主管推薦的申請者名單。其後，行政部人力資源處應透過相關人士將結果書面通知有關申請者；
- (五) 為使獲得推薦的申請進入下一評審程序，院級主管應根據[《澳門大學人事管理規章》第九章 \(ADMO-HRS.03/201303/102\)](#)的相關條款，建議學院委員會的組成，此建議經行政部人力資源處轉交校長或其授權者審批；
- (六) 學院委員會應在學院委員會評審表格（附件 5.4）內，就所有的申請作出評審，並將其建議（“推薦”或“不推薦”）送交學院/研究院/研究所/中心。若學院委員會所給予的評級不

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 33 of 81

符合附件 5.6—教學人員晉升準則內所訂定的最低要求或學院委員會的“推薦”票數等於或少於“不推薦”票數，則不應獲推薦進入下一評審程序。若系級主管並非學院委員會正式成員，其仍可被邀請出席該學院委員會的會議，以及介紹屬於其學系/課程的申請評審及回答提問，但無投票權，且不應參加學院委員會的閉門會議；

- (七) 院級主管應在建議表格（附件 5.5）內，就所有的申請填寫其最後建議（“推薦”或“不推薦”）。若院級主管所給予申請者的評級不符合附件 5.6—教學人員晉升準則內所訂定的最低要求，申請者不應獲推薦。當院級主管與申請者之間存在利益衝突時，此表格（附件 5.5）應由本條第二款第四項所指，經負責學術事務的副校長推薦並獲校長批准的資深教學人員填寫。除不獲學院委員會及院級主管推薦的申請個案外，學院/研究院/研究所/中心應將關於其他所有個案的建議表格（附件 5.5）連同臨時委員會的建議表格（附件

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 34 of 81

5.2) 及學院委員會的評審表格 (附件 5.4)，經行政部人力資源處轉呈校長考慮。學院/研究院/研究所/中心其後應通知行政部人力資源處上述不獲推薦的申請者名單，而行政部人力資源處應透過相關人士將結果書面通知有關申請者；

(八) 校長應對申請作出最後決定。行政部人力資源處應將校長的決定，透過相關人士書面通知每位成功或未成功的申請者；

(九) 此外，大學鼓勵院級主管或系級主管向未成功的申請者提出改善建議，及與其討論其晉升個案。

三、所有職級的教學人員晉升之生效日期由校長或其授權者決定。

第二條

評核準則

一、晉升評核主要從三方面考慮，即：

(一) 教學；

(二) 研究及出版刊物 / 原創作品，導師或高級導師除外；

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	ADMO-HRS.04/201509/101.r05 (chi)
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	ADMO-HRS.04/201509/101.r04 (chi)

Page 35 of 81

(三) 服務（例如委員會、課堂外的學生生活及發展、行政事務等方面）。

二、每一準則的評級如下：

- (一) 甲等＝表現傑出；
- (二) 乙等＝表現優秀；
- (三) 丙等＝表現平均；
- (四) 丁等＝表現低於平均；
- (五) 戊等＝表現不符合要求。

三、為不同學科及不同學術類型(如有)的教學人員作晉升推薦之評核時，學術單位須訂定具體的工作表現評核準則。大學仍須評核申請人的具體情況並在全面考慮的基礎上，對每一晉升申請作出評估及決定。

四、詳細的評核準則載於附件 5.6—教學人員晉升準則

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1 to ADMO-HRS.04/201509/101.r04

Page 36 of 81

Dossier Checklist for Academic Promotion

I) Application for the Promotion of Academic Staff (Appendix 5.1.1)

II) Curriculum Vitae

- The following items in the Academic Staff Portfolio System shall be completed in English and submitted as a Curriculum Vitae via the System:

- 1) General Information
- 2) Courses Taught & Other Activities and Accomplishments in Education
- 3) Theses
- 4) Research Projects
- 5) Publications
- 6) Services
- 7) Other Appointments
- 8) Others

promotion to the rank of Assistant Professor or Senior Instructor, the following shall be provided additionally:

1. Supervisor's information: e.g. name, post, institution;
2. Information of the Examination Committee members if any: e.g. name, post, institution;
3. Abstract of thesis if any;
4. Official documents (e.g. photo copies of degree completion letter or degree certificate) that indicate the applicant's successful completion of PhD / Master degree.

III) Self-assessment Statement on Teaching, Research and Service

- This is a statement written by the applicant stating his / her major strengths, contributions, accomplishments, and plans in the areas of teaching, research and service (such as service related to committee(s), outside-classroom student life and development, administration).
- For applicants who are teaching track Assistant Professors appointed before academic year 2009/2010, it is required to state his/her contributions to the quality of curriculum development and other evidence in promoting teaching excellence.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1 to ADMO-HRS.04/201509/101.r04

Page 37 of 81

IV) Teaching Portfolio of Selected Course(s) taught in the Last Two Academic Years

- All applicants are required to submit teaching portfolio of ONE selected course taught in the last two academic years, whereas applicants who are teaching track Assistant Professors appointed before academic year 2009/2010 are required to submit teaching portfolio of TWO selected courses taught in the last two academic years.
- Teaching portfolio includes course syllabuses (course outline), teaching schedules, sample handouts and PowerPoint, sample assignments, test and examination papers and sample scripts, course grade distribution, students' teaching effectiveness survey scores, feedbacks from students, student work samples showing development of critical skills, etc.

V) Research Profile and Representative Research Activities (for promotion to the rank of Professor or Associate Professor; please refer to Appendix 5.1.2 for the template)

- The dossier shall include five to ten representative research activities (publications, creative work, software package, patent, etc.) which the applicant believes to have made visible contributions and/or received well recognition to the field. Among which at least five publications with full copies he/she shall briefly describe the contributions and recognition (e.g. awards, reviews, citations, etc.) of each of these publications and shall select five of them to be sent to the external reviewers.

VI) Reviewers (for promotion to the rank of Professor or Associate Professor)

- An Applicant's Suggested List (please refer to Table 1 of Appendix 5.1.3 for the template) of six external reviewers for each applicant, except teaching track Assistant Professors appointed before academic year 2009/2010; the applicant is required to state his/her relationship with the suggested external reviewers when submitting the list;
- The spouse, lineal relatives by blood or by marriage, or collateral relatives by blood or by marriage up to the third degree of kinship shall not be the reviewers;
- An Applicant's Blocked List (please refer to Table 2 of Appendix 5.1.3 for template) of no more than five people he / she considers inappropriate to serve as reviewers.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1 to ADMO-HRS.04/201509/101.r04

Page 38 of 81

Remarks: The applicant is reminded not to influence, or attempt to influence the assessment provided by the external reviewers.

VII) Assessment

- Appendix 5.2 - Preliminary Academic Promotion Processing Recommendation Form;
- Appendix 5.3 - Panel's Preliminary Academic Promotion Assessment Form;
- Appendix 5.4 - Panel's Final Academic Promotion Assessment Form;
- Appendix 5.5 – Dean/Director's Final Academic Promotion Recommendation Form;
- University-level Academic Staff Promotion Advisory Committee's assessment for promotion to the rank of Professor or Associate Professor - to be prepared by the University-level Academic Staff Promotion Advisory Committee.

VIII) Other Important Points to Note

1. For any updates of the dossier after submission, applicant should be on their own initiative and responsibility to submit his/her updated information to the academic unit concerned. If the updated information is received less than 7 days before the Faculty-level Academic Staff Promotion Advisory Panel meeting or the University-level Academic Staff Promotion Advisory Committee meeting, the relevant committee reserves the right not to process such information.
2. The below formatting principles should be observed in the preparation of the dossier:
 - 2.1 To include page numbers;
 - 2.2 To present items in reverse chronological order;
 - 2.3 To number the items.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.1 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.1 to ADMO-HRS.04/201509/101.r04

Page 39 of 81



澳門大學

UNIVERSIDADE DE MACAU
UNIVERSITY OF MACAU

檔案編號 Case No: _____

教學人員晉升申請
Application for Promotion of Academic Staff

注意事項 NOTES

1. 申報之資料將用作評核有關之晉升申請。

The information provided is for promotion assessment.

2. 請將填妥之申請表及《澳門大學人事管理規條》第五章(ADMO-HRS.04/201509/101)所述之相關文件交回所位。

Please submit the completed application form and the relevant documents defined in [Chapter 5 of the Rules of the Personnel Affairs of the University of Macau \(ADMO-HRS.04/201509/101\)](#) to your academic unit.

I) 申請晉升之職位 POSITION APPLIED FOR PROMOTION

申請職位 Position Applied:

你是否曾經就上述職位作出申請？

Have you applied for the above position in the past?

是 Yes *[日期 Date: ____ / ____ (mm/yyyy)]

否 No

* 請提供最近申請日期

Please provide the latest application date

II) 個人資料 PERSONAL PARTICULARS

中文姓名 Chinese Name:

性別 Sex: 男 M 女 F

英文姓名 English Name:

現時職位(包括學術職銜) Current Position (with Academic Title):

現時職位的任職日期 Date Appointed of the Current Position:

職員編號 Staff No.:

電郵地址 E-mail Address:

所屬學系/學術單位 Department/Faculty/Institute:

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.1 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.1 to ADMO-HRS.04/201509/101.r04

Page 40 of 81

學術類型 Academic Track:

III) 聲明 DECLARATION

1. 本人將放棄查閱相關校外評審書／報告的權利，以確保是次校外評審員的獨立性及保密性。
I waive the legal right to access the external review letters / reports related to the promotion in order to ensure the independence and confidentiality of the external reviewers.
- 本人將保留查閱相關校外評審書／報告的權利。此聲明將通知有關校外評審員。
I maintain the legal right to access the external review letters / reports related to the promotion. The external reviewers will be informed with this declaration.
2. 本人聲明晉升文件中的資料正確無訛，倘若晉升文件之資料為失實或虛報，本人願意接受紀律處分並同意是次晉升無效。
I declare that the information provided in the dossier is correct. In the event that any information provided in the dossier is false, I am willing to accept disciplinary punishment and the revocation of this promotion decision.

簽名 Signature: _____ 日期 Date: ____ / ____ / ____ (dd/mm/yyyy)

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r04

Authored books											
Edited books											
Book chapters											
Other publications (please specify)											

- * If a paper has k co-authors, the weight of the paper is 1/k.
- **If a paper has m co-authors who are UM staff, the weight of the paper is 1/m.
- ***If a paper has n co-authors who are UM staff or UM students, the weight is 1/n.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r04

2. For Current Rank (For the staff whose current ranks at UM are the same with their ranks at the previous jobs, the information on the previous jobs should also be provided.)											
		Weighted total number of refereed publications with equal weight			Total number of refereed publications where the applicant is/which are						
Refereed publications	Quantity	Among all co-authors*	Among all UM staff**	Among all UM staff and UM students***	The first author	The corresponding author	The last author	Affiliated with UM	Indexed by Scopus	Indexed by Web of Science	Indexed by Google Scholar
Journal articles											
Conference proceedings articles											
Authored books											
Edited books											
Book chapters											
Other publications (please specify)											

* If a paper has k co-authors, the weight of the paper is 1/k.

**If a paper has m co-authors who are UM staff, the weight of the paper is 1/m.

***If a paper has n co-authors who are UM staff or UM students, the weight is 1/n.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r04

Please fill in five to ten representative research activities (publication, creative work, software package, patent, etc. with work attached) in which the applicant believes to have made visible contributions and/or received well recognition to the field, in the table below. Among which at least five publications with full copies he/she shall briefly describe the contributions and recognition (e.g. awards, reviews, citations, etc.) of each of these publications and shall select five of them to be sent to the external reviewers.

1. Description of the Research Activity
1. Name of the Research Activity
2. Author Order (<i>e.g., 2/8, second author among 8 authors</i>):
3. Role of Applicant (<i>e.g., last author</i>):
4. Indexed by Scopus/ Web of Science/ Google Scholar, if any:
5. Citation (<i>specify the source of citation, such as Scopus, Web of Science, Google Scholar, etc.</i>), if any:
6. Evidence of Impact of Research (<i>publication venue, impact factor, ranking of the venue, acceptance rate, number of downloads, etc.</i>). Please indicate the source of evidence:

2. Description of the Research Activity
1. Name of the Research Activity
2. Author Order (<i>e.g., 2/8, second author among 8 authors</i>):
3. Role of Applicant (<i>e.g., last author</i>):

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r04

4. Indexed by Scopus/ Web of Science/ Google Scholar, if any:
5. Citation (<i>specify the source of citation, such as Scopus, Web of Science, Google Scholar, etc.</i>), if any:
6. Evidence of Impact of Research (<i>publication venue, impact factor, ranking of the venue, acceptance rate, number of downloads, etc.</i>). Please indicate the source of evidence:

3. Description of the Research Activity
1. Name of the Research Activity
2. Author Order (<i>e.g., 2/8, second author among 8 authors</i>):
3. Role of Applicant (<i>e.g., last author</i>):
4. Indexed by Scopus/ Web of Science/ Google Scholar, if any:
5. Citation (<i>specify the source of citation, such as Scopus, Web of Science, Google Scholar, etc.</i>), if any:
6. Evidence of Impact of Research (<i>publication venue, impact factor, ranking of the venue, acceptance rate, number of downloads, etc.</i>). Please indicate the source of evidence:

4. Description of the Research Activity
1. Name of the Research Activity

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r04

2. Author Order (<i>e.g.</i> , 2/8, <i>second author among 8 authors</i>):
3. Role of Applicant (<i>e.g.</i> , <i>last author</i>):
4. Indexed by Scopus/ Web of Science/ Google Scholar, if any:
5. Citation (<i>specify the source of citation, such as Scopus, Web of Science, Google Scholar, etc.</i>), if any:
6. Evidence of Impact of Research (<i>publication venue, impact factor, ranking of the venue, acceptance rate, number of downloads, etc.</i>). Please indicate the source of evidence:

5. Description of the Research Activity
1. Name of the Research Activity
2. Author Order (<i>e.g.</i> , 2/8, <i>second author among 8 authors</i>):
3. Role of Applicant (<i>e.g.</i> , <i>last author</i>):
4. Indexed by Scopus/ Web of Science/ Google Scholar, if any:
5. Citation (<i>specify the source of citation, such as Scopus, Web of Science, Google Scholar, etc.</i>), if any:
6. Evidence of Impact of Research (<i>publication venue, impact factor, ranking of the venue, acceptance rate, number of downloads, etc.</i>). Please indicate the source of evidence:

(Please add more tables when necessary)

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r04

Summary of Citation

I. Web of Science		
1. Search Queries: Please set “time span = all years” and “indexes = all databases”. e.g. AU=(TM Chan) AND OG=(University of Macau)		
2. Citation summary is captured from the link below:		
3. Print screen of the citation summary from the link above:		
4. Retrieval Date:		
5. No. of Papers:	6. No. of Received Citations:	7. h-index:

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

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II. Scopus		
1. Search Queries: e.g. AU=(TM Chan) AND OG=(University of Macau)		
2. ORCID (if any):		
3. Citation summary is captured from the link below:		
4. Print screen of the citation summary from the link above:		
5. Retrieval Date:		
6. No. of Papers:	7. No. of Received Citations:	8. h-index:

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
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III. Google Scholar		
1. Name of profile		
2. Profile can be viewed from the link below:		
3. Print screen of the profile from the link above:		
4. Retrieval Date:		
5. No. of Papers:	6. No. of Received Citations:	7. h-index:

Note: You may add citation information of one more source here if deemed appropriate, with justifications provided. Please follow the same format as specified above.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.3 to ADMO-HRS.04/201509/101.r04

2								
3								
4								
5								
6								

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.3 to ADMO-HRS.04/201509/101.r04

2. Applicant's Blocked List^{Note 2}

No.	Name of Reviewer ^{Note 2}	Title/Position and Unit/School/Faculty	Name of Institution	Region/Country	Justification	Personal Website in the Respective Institution
1						
2						
3						
4						

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.3 to ADMO-HRS.04/201509/101.r04

5						
---	--	--	--	--	--	--

Notes:

- (1) Applicants who are teaching track Assistant Professors appointed before academic year 2009/2010 are not required to complete the Applicant's Suggested List.
- (2) Applicants may suggest no more than five people whom he/she deems inappropriate to serve as reviewers with justification in the Applicant's Blocked List.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.4 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.4 to ADMO-HRS.04/201509/101.r04



澳門大學
 UNIVERSIDADE DE MACAU
 UNIVERSITY OF MACAU

Panel's Suggested List

Panel's Suggested List ^{Note1}							
No.	Name of External Reviewer	Title/Position and Unit/School/Faculty	Research Area	Name of Institution	Region/Country	Contact Email	Personal Website in the Respective Institution
1							
2							
3							
4							

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.1.4 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.1.4 to ADMO-HRS.04/201509/101.r04

5							
6							
Supplementary External Reviewer							
7							
8							
9							
10							
11							
12							
Remarks: (If you have any specification on the priority order above, please specify here)							

Notes:

(1) Panel's Suggested List is not required for applicant who is teaching track Assistant Professors appointed before academic year 2009/2010

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.2 to ADMO-HRS.04/201509/101.r04

Page 56 of 81



澳門大學
UNIVERSIDADE DE MACAU
UNIVERSITY OF MACAU

Before 1st Panel Meeting
(by Ad Hoc Committee and Dean/Director)

**PRELIMINARY ACADEMIC PROMOTION PROCESSING
RECOMMENDATION FORM**

SECTION I: GENERAL INFORMATION

Faculty / Institute/ Centre : _____
Date & Time : _____
Location : _____
Chair : _____
Members : _____
: _____
: _____
: _____
: _____
Secretary : _____
Absentee(s) : _____
Member(s) who declared : _____
Conflict of Interest : _____

SECTION II: APPLICANT INFORMATION

Name : _____
Staff No. : _____
Current Position (with Academic Title) : _____

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.2 to ADMO-HRS.04/201509/101.r04

Page 57 of 81

Department / Programme : _____

Faculty / Institute / Centre : _____

Academic Track : Teaching Balanced
 Research A ^{Note 1} Research B ^{Note 1}

Assistant Professor Under Contract Limit ^{Note2} : Yes No

Special Case(s) : Early promotion ^{Note3}
 Re-application within frozen period ^{Note4}
 Others (please specify)

 N/A

SECTION III: COMMENTS BY THE AD HOC COMMITTEE <i>(Please use extra sheets for comments when necessary)</i>
Comment on Teaching:
Comment on Research:
Comment on Service:
Other Comments, if any:

The ad hoc committee

- recommends for academic promotion processing.
- does not recommend for academic promotion processing.

Chair ^{Note5} :	Signature: _____	Date: _____
--------------------------	---------------------	----------------

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.2 to ADMO-HRS.04/201509/101.r04

Members:	Signature:	Date:
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____

(Please add/delete the number of members when necessary)

SECTION IV: COMMENTS BY THE DEAN/DIRECTOR (Please provide justification for cases not endorsed)
--

Empty space for comments

The Dean/Director^{Note6}

endorses and presents the assessment by the ad hoc committee to Faculty-level Academic Staff Promotion Advisory Panel.

does not endorse but presents the assessment by the ad hoc committee to Faculty-level Academic Staff Promotion Advisory Panel.

Dean/Director

Date

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.2 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.2 to ADMO-HRS.04/201509/101.r04

Page 59 of 81

Notes:

- (1) Academic track Research A is for assistant professors or above joining UM before academic year 2009/2010 and associate professors or above joining UM in or after academic year 2009/2010; Academic track Research B is for assistant professors joining UM in or after academic year 2009/2010.
- (2) For Assistant Professors regulated by the [“Guidelines for Contract Limits for New Assistant Professor” \(ADMO-HRS.04/201602/508\)](#) who submit the applications for promotion in the last academic year of the second contract , the applications shall be assessed by both the Panel and the Committee before being forwarded to the Rector for final decision.
- (3) An application is regarded as early promotion when an applicant has completed less than 5 years of service in the current position in UM and/or equivalent institutions at the time of application or has completed less than 2 years of service in the current position in UM at the time of application. An assistant professor under contract limit who applies for promotion earlier than the specified time is considered as early promotion.
- (4) Normally, an unsuccessful applicant shall not be allowed to re-submit application in the next promotion exercise (i.e. at least 1-year frozen period). Re-application within frozen period may be accepted, subject to the approval from the Vice Rector responsible for academic affairs.
- (5) When conflict of interest arises between the head of department level and the applicant(s), the form for the relevant applicant(s) shall be filled in by a senior academic member nominated by the head of faculty level.
- (6) When conflict of interest arises between the head of faculty level and the applicant(s), the form for the relevant applicant(s) shall be endorsed by a senior academic member recommended by Vice Rector responsible for academic affairs and approved by the Rector

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.3 to ADMO-HRS.04/201509/101.r05
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澳門大學
 UNIVERSIDADE DE MACAU
 UNIVERSITY OF MACAU

After 1st Panel Meeting
(by Faculty-level Academic Staff Promotion Advisory Panel)

PANEL'S PRELIMINARY ACADEMIC PROMOTION
ASSESSMENT FORM

SECTION I: GENERAL INFORMATION

Faculty / Institute / Centre	:	
Date & Time	:	_____
Location	:	_____
Chair	:	_____
Members	:	_____
	:	_____
	:	_____
	:	_____
	:	_____
	:	_____
	:	_____
	:	_____
	:	_____
	:	_____
Secretary	:	_____
Absentee(s)	:	_____
Member(s) who declared Conflict of Interest (with applicant's name)	:	_____
	:	_____

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.3 to ADMO-HRS.04/201509/101.r04

SECTION II: ASSESSMENT BY PROMOTION ADVISORY PANEL

A. Promotion to Professor (please delete if it is not applicable)					
Name of Applicant	Academic Track	Special Case(s)	No. of Votes	Resolution ^{Note 4}	Justification (For cases with resolution of "not recommend" only)
1.	<input type="checkbox"/> Teaching <input type="checkbox"/> Balanced <input type="checkbox"/> Research <small>A ^{Note 1}</small> <input type="checkbox"/> Research <small>B ^{Note 1}</small>	<input type="checkbox"/> Early Promotion ^{Note 2} <input type="checkbox"/> Re-application within frozen period ^{Note 3} <input type="checkbox"/> Others (please specify) <hr style="width: 100px; margin-left: 0;"/> <input type="checkbox"/> N/A	No. of Votes <input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend <input type="checkbox"/> Abstain	<input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend	

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.3 to ADMO-HRS.04/201509/101.r04

2.	<input type="checkbox"/> Teaching <input type="checkbox"/> Balanced <input type="checkbox"/> Research A <small>Note 1</small> <input type="checkbox"/> Research B <small>Note 1</small>	<input type="checkbox"/> Early Promotion <small>Note 2</small> <input type="checkbox"/> Re-application within frozen period <small>Note 3</small> <input type="checkbox"/> Others (please specify) <input type="checkbox"/> N/A	No. of Votes <input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend <input type="checkbox"/> Abstain	<input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend	
----	--	--	--	--	--

B. Promotion to Associate Professor (please delete if it is not applicable)

Name of Applicant	Academic Track	Assistant Professor under Contract Limit <small>Note 5</small>	Special Case (s)	No. of Votes	Resolution <small>Note 4</small>	Justification (For cases not recommended only)
1.	<input type="checkbox"/> Teaching <input type="checkbox"/> Balanced <input type="checkbox"/> Research A <small>Note 1</small> <input type="checkbox"/> Research B <small>Note 1</small>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Early Promotion <small>Note 2</small> <input type="checkbox"/> Re-application within frozen period <small>Note 3</small> <input type="checkbox"/> Others (please specify) <input type="checkbox"/> N/A	No. of Votes <input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend <input type="checkbox"/> Abstain	<input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend	
2.	<input type="checkbox"/> Teaching <input type="checkbox"/> Balanced <input type="checkbox"/> Research A <small>Note 1</small> <input type="checkbox"/> Research B	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Early Promotion <small>Note 2</small> <input type="checkbox"/> Re-application within frozen period <small>Note 3</small>	No. of Votes <input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend	<input type="checkbox"/> Recommend <input type="checkbox"/> Not Recommend	

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.3 to ADMO-HRS.04/201509/101.r04

	Note 1		<input type="checkbox"/> Others (please specify) <hr style="width: 50%; margin: 5px auto;"/> <input type="checkbox"/> N/A	<input type="checkbox"/> Abstain		
--	--------	--	--	----------------------------------	--	--

Notes:

- (1) Academic track Research A is for assistant professors or above joining UM before academic year 2009/2010 and associate professors or above joining UM in or after academic year 2009/2010; Academic track Research B is for assistant professors joining UM in or after academic year 2009/2010.
- (2) An application is regarded as early promotion when an applicant has less than 5 years of service in the current position in UM and/or equivalent institutions at the time of application or has completed less than 2 years of service in the current position in UM at the time of application. An assistant professor under contract limit who applies for promotion earlier than the specified time is considered as early promotion.
- (3) Normally, an unsuccessful applicant shall not be allowed to re-submit application in the next promotion exercise (i.e. at least 1-year frozen period). Re-application within frozen period may be accepted, subject to the approval from the Vice Rector responsible for academic affairs.
- (4) An applicant shall not be recommended by the Panel to proceed to the next stage of assessment where the number of the “recommend” votes is the same as or less than that of the “not Recommend” votes.
- (5) For Assistant Professors regulated by the [“Guidelines for Contract Limits for New Assistant Professor” \(ADMO-HRS.04/201602/508\)](#) who submit the applications for promotion in the last academic year of the second contract, the applications shall be assessed by both the Panel and the Committee before being forwarded to the Rector for final decision.

The above assessment was agreed by the Promotion Advisory Panel:

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.3 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.3 to ADMO-HRS.04/201509/101.r04

Chair:	Signature: _____	Date: _____
Members:	Signature:	Date:
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____
Secretary:	Signature: _____	Date: _____

(Please add/delete the number of members when necessary)

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.4 to ADMO-HRS.04/201509/101.r05
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澳門大學
 UNIVERSIDADE DE MACAU
 UNIVERSITY OF MACAU

After 2nd Panel Meeting
 (by Faculty-level Academic Staff Promotion Advisory Panel)

PANEL’S FINAL ACADEMIC PROMOTION ASSESSMENT FORM

SECTION I: GENERAL INFORMATION

Faculty / Institute / Centre	:	
Date & Time	:	
Location	:	
Chair	:	
Members	:	
	:	
	:	
	:	
	:	
Secretary	:	
Absentee(s)	:	
Member(s) who declared Conflict of Interest	:	

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.4 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.4 to ADMO-HRS.04/201509/101.r04

SECTION II: APPLICANT INFORMATION

Name : _____

Staff No. : _____

Current Position (with Academic Title) : _____

Department / Programme : _____

Faculty / Institute / Centre : _____

Academic Track : Teaching Balanced
 Research A ^{Note 1} Research B ^{Note 1}

Assistant Professor Under Contract Limit ^{Note 2} : Yes No

Special Case(s) Early promotion ^{Note3}
 Re-application within frozen period ^{Note4}
 Others (please specify) _____
 N/A _____

SECTION III: ASSESSMENT BY PROMOTION ADVISORY PANEL

The grading system for each criterion is as follows (Details refer to Appendix 5.6):
Grade A = Excellent performance Grade B = High standard of performance
Grade C = Satisfactory performance Grade D = Low standard of performance
Grade E = Unsatisfactory performance

The assessment of the applicant for promotion was as follows (*Please refer to Appendix 5.4.1 for the steps and illustrations of the grading calculation*):

Grading Criteria	A	B	C	D	E	Remarks
Teaching						
Justification:						

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.4 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.4 to ADMO-HRS.04/201509/101.r04

Research											
Justification:											
Service											
Justification:											

Overall Justification <i>(Please use extra sheets for comments when necessary)</i>

No. of Votes ^{Note 5}	
	Recommend
	Not Recommend
	Abstain

Resolution ^{Note 6}
The Faculty-level Academic Staff Promotion Advisory Panel
<input type="checkbox"/> recommends the application to proceed to the next stage of assessment.
<input type="checkbox"/> does not recommend the application to proceed to the next stage of assessment.

Notes:

- (1) Academic track Research A is for assistant professors or above joining UM before academic

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.4 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.4 to ADMO-HRS.04/201509/101.r04

year 2009/2010 and associate professors or above joining UM in or after academic year 2009/2010; Academic track Research B is for assistant professors joining UM in or after academic year 2009/2010.

- (2) For Assistant Professors regulated by the [“Guidelines for Contract Limits for New Assistant Professor” \(ADMO-HRS.04/201602/508\)](#) who submit the applications for promotion in the last academic year of the second contract, the applications shall be assessed by both the Panel and the Committee before being forwarded to the Rector for final decision.
- (3) An application is regarded as early promotion when an applicant has completed less than 5 years of service in the current position in UM and/or equivalent institutions at the time of application or has completed less than 2 years of service in the current position in UM at the time of application. An assistant professor under contract limit who applies for promotion earlier than the specified time is considered as early promotion.
- (4) Normally, an unsuccessful applicant shall not be allowed to re-submit application in the next promotion exercise (i.e. at least 1-year frozen period). Re-application within frozen period may be accepted, subject to the approval from the Vice Rector responsible for academic affairs.
- (5) The Chair and Dean/Director shall not have voting right. The voting shall be conducted by secret ballot.
- (6) An applicant shall not be recommended by the Panel to proceed to the next stage of assessment where the grades given by the Panel do not meet the minimum requirements defined in Appendix 5.6 – Academic Promotion Criteria, or where the number of the “recommend” votes is the same as or less than that of the “not recommend” votes.

The above assessment of the applicant was agreed by the Promotion Advisory Panel:

Chair:	Signature:	Date:
	_____	_____

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.4 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.4 to ADMO-HRS.04/201509/101.r04

Members: 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	Signature: _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Date: _____ _____ _____ _____ _____ _____ _____ _____ _____ _____
Secretary:	Signature: _____	Date: _____

(Please add/delete the number of members when necessary)

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

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Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.4.1 ADMO-HRS.04/201509/101.r04

Page 70 of 81

**Steps and Illustrations of the Grading Calculation for
Promotion Assessment**

After the assessment process completed by the panel, an individual grade for the criteria of “*Teaching*”, “*Research*” and “*Service*” shall be filled into the assessment table of Section III of Appendix 5.4 of [Chapter 5 of Rules of the Personnel Affairs of the University of Macau \(ADMO-HRS.04/201509/101\)](#). This grading shall be calculated according to the “2/3 Rule”. Please refer to the below steps and illustration for details:

- (i) Define the number of members who have provided grading in the assessment process*
- (ii) Arrange the grades given by each member in the order from the highest to the lowest (i.e. from A to E)
- (iii) Multiply the number of grading members defined in step (i) by 2/3
- (iv) Round down the result of step (iii) to the nearest integer, e.g. n
- (v) The n^{th} grade counted from the lowest to the highest grade according to the orders arranged in step (ii) (*in bold and underlined*) will be the final grade

(i)	(ii)	(iii)	(iv)	(v)
3	A, <u>B</u> , B	$3 \times 2/3 = 2$	2	B
4	A, B, <u>C</u> , C	$4 \times 2/3 = 2.7$	2	C
5	A, A, <u>B</u> , C, C	$5 \times 2/3 = 3.3$	3	B
6	A, A, <u>B</u> , B, C, C	$6 \times 2/3 = 4$	4	B
7	A, A, A, <u>A</u> , B, C, C	$7 \times 2/3 = 4.7$	4	A
8	A, A, A, <u>B</u> , B, B, C, C	$8 \times 2/3 = 5.3$	5	B

*According to the (4) of sub-item 6) of item 1 of [Article 1 of Chapter 5 of Rules of the Personnel Affairs of the University of Macau \(ADMO-HRS.04/201509/101\)](#), the quorum of the Panel shall be over three quarters (round up to the nearest integer).

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.5 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.5 to ADMO-HRS.04/201509/101.r04

Page 71 of 81



澳門大學
 UNIVERSIDADE DE MACAU
 UNIVERSITY OF MACAU

After 2nd Panel Meeting
(by Dean/Director)

**DEAN/DIRECTOR'S FINAL ACADEMIC PROMOTION
 RECOMMENDATION FORM**

SECTION I: APPLICANT INFORMATION

Name : _____

Staff No. : _____

Current Position (with Academic Title) : _____

Department / Programme : _____

Faculty / Institute / Centre : _____

Academic Track : Teaching Balanced
 Research A ^{Note 1} Research B ^{Note 1}

Assistant Professor Under Contract Limit ^{Note 2} : Yes No

Special Case(s) : Early promotion ^{Note3}
 Re-application within frozen period ^{Note4}
 Others (please specify) _____

N/A

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.5 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.5 to ADMO-HRS.04/201509/101.r04

SECTION II: ASSESSMENT BY THE DEAN / DIRECTOR

The grading system for each criterion is as follows (Details refer to Appendix 5.6):

- | | |
|--------------------------------------|--|
| Grade A = Excellent performance | Grade B = High standard of performance |
| Grade C = Satisfactory performance | Grade D = Low standard of performance |
| Grade E = Unsatisfactory performance | |

The assessment of the applicant for promotion is as follows:

Grading Criteria	A	B	C	D	E	Remarks
Teaching						
Justification:						
Research						
Justification:						
Service						
Justification:						

Overall Justification (e.g. comment on External Review Letters/ Panel's Assessment Forms)

(Please use extra sheets for comments when necessary)

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.5 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.5 to ADMO-HRS.04/201509/101.r04

<u>Resolution</u> ^{Note 5}
<p>The Dean/Director^{Note 6}</p> <p><input type="checkbox"/> recommends to proceed to the University-level Academic Staff Promotion Advisory Committee's assessment.</p> <p><input type="checkbox"/> does not recommend to proceed to the University-level Academic Staff Promotion Advisory Committee's assessment.</p> <p><input type="checkbox"/> does not recommend but proceed to the University-level Academic Staff Promotion Advisory Committee's assessment (for Assistant Professors who submit the applications for promotion in the last academic year of the contract limit).</p>

Name of Dean/Director

Signature

Date

Notes:

- (1) Academic track Research A is for assistant professors or above joining UM before academic year 2009/2010 and associate professors or above joining UM in or after academic year 2009/2010; Academic track Research B is for assistant professors joining UM in or after academic year 2009/2010.
- (2) For Assistant Professors regulated by the [“Guidelines for Contract Limits for New Assistant Professor” \(ADMO-HRS.04/201602/508\)](#) who submit the applications for promotion in the last academic year of the second contract, the applications shall be assessed by both the Panel

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.5 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.5 to ADMO-HRS.04/201509/101.r04

Page 74 of 81

and the Committee before being forwarded to the Rector for final decision.

- (3) An application is regarded as early promotion when an applicant has completed less than 5 years of service in the current position in UM and/or equivalent institutions at the time of application or has completed less than 2 years of service in the current position in UM at the time of application. An assistant professor under contract limit who applies for promotion earlier than the specified time is considered as early promotion.
- (4) Normally, an unsuccessful applicant shall not be allowed to re-submit application in the next promotion exercise (i.e. at least 1-year frozen period). Re-application within frozen period may be accepted, subject to the approval from the Vice Rector responsible for academic affairs.
- (5) An applicant shall not be recommended by the Dean/Director to proceed to the next stage of assessment where the grades given by the Dean/Director do not meet the minimum requirements defined in Appendix 5.6 – Academic Promotion Criteria.
- (6) When conflict of interest arises between the head of faculty level and the applicant(s), the form for the relevant applicant(s) shall be filled in by a senior academic member recommended by Vice Rector responsible for academic affairs and approved by the Rector.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page 75 of 81

Academic Promotion Criteria

1. Promotion of academic staff is designed to recognize and reward sustained excellence. Judgments are made through a process designed to enable fair and consistent application of standards.
2. As a prerequisite for promotion, staff members should first meet the minimum admission requirements of each rank as stipulated in Article 68 of Chapter 4 in [the Personnel Statute of UM \(ADMO.02/201205/999\)](#).
3. There are three major criteria in performance assessments for promotion, including:
 - 1) Teaching;
 - 2) Research;
 - 3) Service.
4. A general description of each criterion, sample evidences of performance needed, the assessment methods and performance expectations for these three criteria are presented as follows:

Note: Only general guidelines for sample evidences of performance and performance expectations are provided in this appendix. Detailed evidences and specific expectations of different disciplines and different academic tracks (if any) may be defined by the respective academic units and variations may be allowed to a reasonable extent.

i. Criteria and Sample Evidences of Performance Assessment

Criterion 1 – Teaching

Contributions to teaching and learning can be reflected by achievements in personal teaching activities or by activities, materials and publications that contribute to the quality of student learning and to the practice of teaching in the discipline. These contributions should be consistent over a number of years and involve work that academic colleagues and students regard as effective in promoting student learning or in improving teaching practice.
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The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page 76 of 81

Sample evidences of teaching performance:

- Engagement in curriculum design and development such as new subject development, instructional design, teaching case writing, etc.
- Teaching and/or curriculum management such as programme and course management, teaching skill workshops, etc.
- Teaching portfolio containing such as teaching approach/style, subject syllabus, sample examination papers, sample projects, etc.
- Student evaluations such as teaching effectiveness survey scores, student's feedbacks on open-end questions, staff inputs to student evaluation, etc.
- Class attendance rate, survey response rate, class size, level and nature of subjects taught, etc.
- Teaching awards and prizes.

Criterion 2 – Research

University teaching is informed and enriched by the research, publications and other scholarly works of the professoriate. The University expects its regular faculty members to be active participants in the evolution of their disciplines and professions, to communicate their discoveries and demonstrate their commitment to research and scholarship. Contributions to this area should usually be consistent over some years and involve work that peers regard as original and/or significance in concept or application.

Sample evidences of research, publications / creative works and other scholarly activities:

- Refereed journals, books and others publications.
- Application for competitive research grants and their results.
- Research prizes and awards.
- Supervision of research students and their performance.
- Leadership and mentoring on faculty research.
- Applied research results such as public policy research outputs, research case writings, etc.
- Other creative works and scholarly activities such as music composition, art performance, art exhibitions, etc.

Criterion 3 - Service

In addition to the primary duties of teaching, research and scholarly activities, regular faculty members have a responsibility to contribute to the effective functioning of the University through service related to committee(s), outside-classroom student life and development, as well as administration, etc. Services contributing to the academic unit, the University, the academic community or the society at large are included. Quality performance should be demonstrated in these duties. Usually the service should not be paid or compensated (except a small amount of duty

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page 77 of 81

subsidies/allowance approved by the University). The assessment will take into account any monetary compensations received.

Sample evidences of service to the University and the wider community:

- Administrative duties within the University (e.g. unit leaders, programme directors/programme coordinators, chairing/membership of committees, advising to admissions and student-related services, etc.).
- Professional service including contributions to professional societies, government committees etc.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page 78 of 81

ii. Assessment Methods

A. Grading System
<p>A = Excellent performance (Performance is clearly and consistently outstanding and far exceeds the expected standards required for the post)</p> <p>B = High standard of performance (Performance is consistently above the expected standards required for the post)</p> <p>C = Satisfactory performance (Performance consistently meets the expected standards required for the post)</p> <p>D = Low standard of performance (Performance partially meets the expected standards required for the post)</p> <p>E = Unsatisfactory performance (Performance does not meet the expected standards required for the post)</p>

B. Minimum Requirements to Proceed to the University-level Assessment ^{Note 1}
<p>(i) Application for <u>Promotion to Professor</u></p> <ul style="list-style-type: none">- At least A in “Research”.- At least B in “Teaching” and “Service” ^{Note 2}. <p>(ii) Application for <u>Promotion to Associate Professor</u></p> <ul style="list-style-type: none">- At least B in “Teaching”, “Research” and “Service” ^{Note 2}. <p>(iii) Application for <u>Promotion to Assistant Professor</u></p> <ul style="list-style-type: none">- At least B in “Teaching”, “Research” and “Service” ^{Note 2}. <p>(iv) Application for <u>Promotion to Senior Instructor</u></p> <ul style="list-style-type: none">- At least B in both “Teaching” and “Service”.- “Research” is not applicable. <p>Notes:</p> <p>(1) Satisfying the University’s minimum requirements to proceed to the University-level assessment does not imply an applicant will be automatically recommended for promotion.</p> <p>(2) For the Academic Promotion 2010/2011, the minimum requirement is “C” in “Service” for the promotion to Professor, Associate Professor and Assistant Professor. The minimum requirement of “Service” for the promotions to these ranks is revised to “B” from academic year 2011/2012 onwards.</p>

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page 79 of 81

C. Performance Expectations

I Teaching

A = Excellent performance

To be able to obtain a very high level of engagement in curriculum design and development, as well as to share and disseminate internally and/or externally the processes and outcomes of curriculum design and development. He/she can consistently achieve high level of commitment to innovation in teaching and/or curriculum and get outstanding levels of teaching evaluation by students over a reasonable time.

B = High standard of performance

To be able to obtain higher than expected engagement in curriculum design and development, as well as to incorporate research-led curriculum design into courses. He/she has strong commitment to innovation in teaching and/or curriculum, and got strong teaching evaluation by students over a reasonable time.

C = Satisfactory performance

To be able to demonstrate commitment to improvement in curriculum design and development, as well as to obtain appropriate level of innovation in teaching and curriculum. He/she can get student evaluations of teaching at expected level over a reasonable time.

D = Low standard of performance

To be unable to obtain expected engagement in curriculum design and development. He/she shows little effort to improve the courses and makes minimal attempt to engage in teaching or curriculum innovation. This level of performance often leads to teaching evaluation scores that are below average.

E = Unsatisfactory performance

To be unable to demonstrate commitment to improvement in curriculum design and development. He/she makes no effort to improve the courses and is not engaged in teaching or curriculum innovation. This level of performance often leads to unsatisfactory student evaluations of teaching and a number of negative comments from students.

II Research

A = Excellent performance

His/her publication performance is far exceeded the expectations. He/she is able to establish an international reputation, as well as secure external research funding consistently if available. He/she is recognized to be very successful in supervising the research candidates, and to have outstanding commitment in improving supervision practices. His/her research results have been internationally disseminated with high recognition. There are strong evidences of his/her outstanding creative output and outstanding research mentorship and leadership.

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
Approval date:	15 May 2019
Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page **80** of **81**

B = High standard of performance

To be able to make a significant contribution to the field of research and to secure high levels of support for research. He/she is recognized to be successful in supervising the research candidates and to have strong commitment in improving supervision practices. His/her research results can be highly disseminated in a high level of success. There are high level of creative outputs or other research-related activities and engagement in research mentoring or leadership.

C = Satisfactory performance

To make a research contribution at expected standard and be able to secure resources to support research. He/she has supervised research candidates and showed commitment in improving supervision practices. His/her research results can be disseminated within local community. There are creative outputs produced as appropriate to the field of study and mentoring provided.

D = Low standard of performance

To be unable to form a valuable contribution to and make a significant impact on the relative field. His/her research results can only be occasionally disseminated within local community. There is low level of creative outputs or other research-related activities and engagements in research mentoring or leadership.

E = Unsatisfactory performance

To have no contributions to research. He/She has not secured resources to research and his/her research results cannot be disseminated. There is no evidence of his/her contribution to research supervision and attempts to apply research results and other research related activities or research leadership.

III Service

A = Excellent performance

To make a major and substantial contribution to administration in the academic unit or University and provide significant professional and/or community service. For instance, providing outstanding leadership, serving as chair of important committees, making significant contribution to a major reform or development within the academic unit or University, and providing consultancies and public services, etc.

B = High standard of performance

To assume significant administrative duties within the academic unit or University and provide strong professional and/or community service. For instance, providing leadership, serving as chair of committees, and providing some consultancies and public services, etc.

C = Satisfactory performance

To contribute to the academic unit and/or University administration and to professional and/or community service. For instance, actively participating in meetings, serving as member of committees, and providing professional development for professional community.

D = Low standard of performance

The University of Macau
Rules of the Personnel Affairs of the UM
Chapter 5 - Promotion of Academic Staff

Document code:	Appendix 5.6 to ADMO-HRS.04/201509/101.r05
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Effective date:	17 May 2019
Supersedes:	Appendix 5.6 to ADMO-HRS.04/201509/101.r04

Page **81** of **81**

To participate in the relevant meetings, serving as member of committees, and providing professional development for professional community upon request. The staff member provides service to the wider local community occasionally and seldom makes contribution to the academic unit or University administration.

E = Unsatisfactory performance

To make no major and substantial contribution to administration in the academic unit or University and show no conscientiousness about his/her university service. He/she rarely attends the meetings/events requested. There is also no evidence of local or international professional or community service.