



UNIVERSITY OF RWANDA

**POLICY AND PROCEDURES ON ACADEMIC STAFF APPOINTMENTS
AND PROMOTIONS**

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1. POLICY STATEMENT

The aim of this policy is to provide a fair, transparent and equitable method for the appointment of all categories of academic staff and for the promotion of those academic staff whose performance and contribution to the University has been excellent or outstanding. The University of Rwanda recognises the importance of encouraging good performance and enabling all staff to develop their potential and will provide a range of mechanisms to assist staff, such as performance reviews and training and development opportunities, as well as recognising and rewarding excellence by promotion. The policy and procedures have been drafted with due regard to the National Equality and Diversity Policy. It is expected that, in their implementation, these practices will provide equality of opportunity for all staff. All academic and research staff who are either permanent or on long term contracts, or are seconded from UR and continued to fulfil their teaching and research obligations, are eligible to apply.

2. THE OBJECTIVE

For all categories of appointment and promotion the policy recognises the potential for candidates to demonstrate achievement in *two or more of the following five areas of activity, one of which must be Research*:

- Research
- Teaching in Higher Education
- Knowledge transfer and income generation
- Academic administration and management
- Outreach to business and community

For the purpose of appointment and promotion all the activities must relate to the candidate's area of academic specialisation, and research as defined in Appendix 1. Where 'research publications and outputs' are specifically required they must report on the findings of research as defined in Appendix 1. Where just 'publications' is specified this may include other relevant outputs - for example, distance teaching texts and higher education textbooks..

All academic staff from Assistant Lecturer level will be required to have either a Post Graduate Certificate in Teaching and Learning in Higher Education or a validated Teaching Portfolio

3. GRADES OF ACADEMIC POSTS AND CRITERIA FOR APPOINTMENT OR PROMOTION

The appointments of staff are with respect to the following academic posts:

- Professor
- Associate Professor
- Senior Lecturer
- Lecturer
- Assistant Lecturer
- Tutorial Assistant

Academic staff are expected to engage in the full range of academic activities and to provide evidence of achievement in some or all of them. Contracts of employment may be permanent or for a fixed term. Expatriate staff are normally appointed on three-year renewable contracts, and local staff may be appointed on permanent or fixed-term contracts. Normally, all staff newly appointed to the University have to satisfy the conditions of a one-year probationary period, but this may be waived by the Senate on the recommendation of the Appointments Committees. Staff must be in the employment of the University at the time of submitting their applications as well as at the effective date of the promotion, in order to be promoted.

Appendix 2 gives examples of the indicators that academic staff are expected to provide for promotion, and Appendix 3 contains detailed post profiles for all academic posts.

4. APPOINTMENT PROCEDURE

The procedures for appointment for all academic posts are as set out in this Policy and Procedures document. Appointments shall be through a process of advertising, shortlisting and interviewing. Properly constituted appointments committees shall be responsible for the design and approval of the advert, shortlisting and interviewing of applicants. The appointment criteria for the different posts shall be the same as those for promotion. The detailed criteria for

appointment and promotions are set out in Appendix 2, and post profiles are provided in Appendix 3. Procedures for the appointments process are given in Appendix 5. A Special Appointment Committee can be convened by the Vice Chancellor, on motivation from the College Principal, to facilitate the appointment or retention of academic staff with critically needed skills, in between advertising periods.

5. PROMOTION PROCEDURE

Promotion for academic staff shall be made on the basis of the application and evidence submitted. However, promotion from Tutorial Assistant to Assistant Lecturer, shall automatically take place when a member of staff is awarded a Masters degree equivalent to Level Six in the Rwanda National Qualification Framework. Similarly, promotion from Assistant Lecturer to Lecturer will be automatic on gaining a doctoral degree equivalent to Level Seven of the Rwanda National Qualification Framework.

This policy also covers cases where accelerated promotion is merited, and the applicant must exceed the performance criteria of the level to which she/he wishes to be promoted.

6. THE EXCEPTION CLAUSE

The promotions committee may promote a candidate of “exceptional talent or accomplishment” who does not meet the ordinary stated criteria for promotion that is to say degree, experience and or years in rank, in case of proven:

- Extraordinary competence and remarkable experience in the area of his/her discipline or specialty or;
- Rendering of a unique academic contribution to the University or ;
- Evidence that the discipline or specialty does not customarily demand fulfilment of those academic degree requirements set forth as minimum criteria for appointment or promotion to each rank.

The Application Process

STAGE 1

Call for applications

The University's Human Resources Directorate will issue a call for applications and circulate: information on the Academic Promotion Procedures: a pro forma; and Applicant Guidance Document along with the closing date for submissions. There shall be no more than two calls per calendar year. One on 1st of March for promotions to be effective on 1st of July and the second on 1st September for promotions to be effective on 1st of January of the following year.

STAGE 2

Submission of applications

Applicants shall submit a covering letter highlighting the basis of their application of no more than 3 pages, curriculum vitae on a UR approved template, confirmation that they do not work for a second institution (unless they have a written agreement that allows them to do so in which case they should submit this), and any additional material that demonstrates that they meet the criteria for promotion, plus the checklist of required documents.

All applications shall be forwarded to the University Director for HR. They must include comments from the Head of Department and the Dean of School on the suitability of the applicant for the post

Any application with incomplete documentation will not be processed.

The Offices of the College Principal and the Deputy Vice Chancellor for Academic Affairs and Research shall be responsible for identifying and contacting Assessors, who shall comment authoritatively on the applicant's academic contribution in line with criteria requirements. Possible Assessors can be accessed through institutions that UR collaborates with globally.

The Assessors shall not include Deans/Heads of the applicant's academic departments, who will contribute to the process by providing a supporting statement for any member of staff in their School/Department applying for promotion.

Principals applying for personal promotion shall submit their applications to the VC for consideration by the University Promotions Committee.

STAGE 3 (i)

Applications for promotion to Lecturer

The application shall first be submitted for comments to the Head of Department who shall then forward it to the Dean of School, who will forward it to the University HR Director. Deans and Heads of Departments are expected to be open with their staff and should supply the applicant with a copy of the comments made on the application.

STAGE 3 (ii)

Applications for promotion to Senior Lecturer

The application shall first be submitted for comments to the Head of Department who shall then forward it to the Dean of School. The whole submission including the comments shall then be signed by the Dean and forwarded to the University Director of HR for consideration by the College Promotions Committee. Deans and Heads of Departments are expected to be open with their staff and shall provide the applicant with a copy of the comments made on the application.

STAGE 3 (iii)

Applications for promotion to Associate Professor and Professor

The applicant shall submit their application to the Head of Department and to the Dean of School to provide comments, and also propose four external Professorial Assessors, who are known experts in the applicant's field and can comment on the merit of the applicant's case to the Office of the DVC AAR. The application, the comments and the CVs of the nominated external Assessors shall then be forwarded to the Office of the DVC AAR, through the University Director of HR, for consideration by the University Promotions Committee. The whole submission including the supporting statement and the references shall be signed by the DVC AAR, and forwarded to the external Assessors. In the case where the applicant is the Dean or Deputy Dean, then the supporting statement shall be provided by the Principal.

For all applications

It is expected that applications for Promotion should be the result of an on going process of staff development and performance review between the individual member of staff and their Head of Department or Dean of School. Therefore, applicants are encouraged to seek guidance and support on their application from either one or both of Head of Department and Dean of School in advance of making a submission.

In cases when the Dean of School or Head of Department advises against an application and a staff member feels that the Dean of School or Head of Department has unreasonably withheld support staff have the right to apply directly to the College and University Promotions Committees, though they should indicate this on their application. The Promotions Committees will make a final decision, which takes into account the views of the Dean and Head of Department.

STAGE 4

College Promotions Committee (CPC)

The College Promotions Committee shall be responsible for processing academic staff promotions up to Senior Lecturer level. It shall comprise of:

- College Principal – Chairperson
- Deans of Schools in the College
- College Director of HR
- College Director responsible for Research, Innovation and Postgraduate Studies
- College Director of Teaching and Learning Enhancement
- One Senate Representative who is a Professor or Associate Professor and shall be a member of all UR College Promotions Committees

University Promotions Committee (UPC)

The University Promotions Committee shall be responsible for processing academic staff promotions for Associate Professors and Full Professors. It shall comprise of the following members:

- The Vice Chancellor – Chairperson
- Deputy Vice Chancellor Academic Affairs and Research
- Deputy Vice Chancellor Administration and Finance
- Deputy Vice Chancellor for Institutional Advancement
- College Principals
- University Director for Research, Innovation and Postgraduate Studies
- University Director of Teaching and Learning Enhancement
- University Director of HR
- 1 Senate Representative who is a Professor or Associate Professor

STAGE 5

Notification of Decisions

Successful applicants shall be informed in writing, by the Chairpersons of the Promotions Committees that considered their applications, of the decision and of the effective date of their promotion. A copy of the letter shall be sent to the University Directorate of HR.

Professors and Associate Professors shall have a title and shall be informed of the title of their appointment e.g. Professor of Theoretical Physics or Associate Professor in Architecture.

Post holders may lose their titles if they fail to continue performing at or above the level at which they were awarded the title. In particular they must continue to engage and provide leadership in research, teaching and learning, and mentorship.

All unsuccessful applicants shall receive a written explanation from the Chair of the Promotions Committee that considered their application, as to why their application for promotion was unsuccessful. On receipt of a written explanation, unsuccessful candidates may, if they wish, request a further feedback meeting from the Deputy Vice Chancellor Academic Affairs and Research. This meeting should normally take place within 2 weeks of receipt of the unsuccessful letter.

STAGE 6

Appeals Procedure for all Unsuccessful Applications

Following a written explanation and a meeting with the Deputy Vice Chancellor Academic Affairs and Research, applicants will have the opportunity to submit a formal written appeal against an unsuccessful application.

Applicants should note that an appeal is not an opportunity to reconsider the original application. The grounds for appeal should be detailed and fall under one or more of the following headings:

1. Information is now available, which was pertinent at the time, but which was not available, for good reason, to the Promotions Committee.
2. Procedural error.
3. Mistakes of fact in the original application that can now be corrected.
4. The panel mis-directed itself in some way (to be defined by the employee appealing).

Applicants should contact the Deputy Vice Chancellor Academic Affairs and Research, immediately on receipt of the letter informing them of their lack of success, if they wish to take advantage of the opportunity to review the reasons as to why their application was unsuccessful and to focus constructively on development areas. A meeting should normally take place within two weeks of receipt of the unsuccessful letter. Applicants, who wish to proceed with an appeal after meeting the Deputy Vice Chancellor Academic Affairs and Research, must submit it in writing, outlining the grounds.

Appeals should be submitted to the University Director of HR in the first instance. The appeal will then normally be sent to the appellant's immediate Dean of School for comment on factual accuracy.

A committee made up of appropriate members of Senate who were not substantively involved in the original decision and chaired by the Vice Chancellor, will consider appeals. The decision of the Appeal Panel, which shall be communicated in writing, shall be final.

APPENDIX 1: DEFINITION OF RESEARCH AND RESEARCH OUTPUTS

Research

To judge research output it is necessary to have both a clear definition of research and an agreement as to what is to count qualitatively and quantitatively as research. One outstanding research monograph, for example, may be more than equivalent to a several journal articles. Quality includes a number of elements, but key is impact - one major breakthrough in science or one invention in engineering may be of much greater significance than a number of journal articles.

Different disciplines give different weighting and accord varying significance to different types of research output. It is necessary to avoid using only the criteria of the natural sciences and engineering. Research outputs are only one, albeit the most important, indicator of research. Others include, for example, research income, supervision of PhD students, and journal editorship.

‘Research’ is understood as original investigation undertaken in order to gain knowledge and understanding. It includes: work of direct relevance to the needs of commerce, industry, and to the public and voluntary sectors; scholarship; the invention and generation of ideas, images, performances, artefacts including design, where these lead to new or substantially improved insights; and the use of existing knowledge in experimental development to produce new or substantially improved materials, devices, products and processes, including design and construction. It **excludes** routine testing and analysis of materials, components and processes such as for the maintenance of national standards, as distinct from the development of new analytical techniques. It also excludes the development of teaching materials that do not embody original research, such as dictionaries, scholarly editions, catalogues and contributions to major research databases.

Definitions of quality levels

- 4* Quality that is exceptional in terms of originality, significance and rigour.
- 3* Quality that is internationally excellent in terms of originality, significance and rigour but which nonetheless falls short of the highest standards of excellence.
- 2* Quality recognized internationally in terms of originality, significance and rigour.

1* Quality recognized nationally in terms of originality, significance and rigour.

Unclassified: Quality that falls below the standard of nationally recognized work. Or work which does not meet the published definition of research for the purposes of this assessment.

Range of Evidence to Support Claims to Have Produced Research Outputs

Performing Arts

Outputs may include, but are not limited to (in no particular order): books (authored or edited); chapters in books; journal articles; conference contributions; advisory reports; digital and broadcast media; documentation and reconstruction; films, videos and other types of media presentation; performances and other types of live presentation; translation and adaptation; play scripts or other texts for performance; scenography; digital and virtual performance; advisory reports; and the creation of archival or specialist collections to support the research infrastructure.

Researchers should accordingly submit such evidence as they deem necessary to enable an assessment to be made under the following guidelines:

a. Research output: this may be submitted alone where it is deemed to constitute sufficient evidence of the research in itself.

b. Statement: it is *recommended* that a statement of up to 300 words is submitted in cases where the research imperatives and the research significance of an output (such as an artefact, curation, digital format, installation, performance or event, screening, tape, textbook, translation or video) might further be made evident by a descriptive complement.

Portfolio: an evidence box of materials can be made available in either digital and/or physical form. This may be of particular use in cases where the research output is no longer available, or is one in a series of interconnected outputs. The portfolio might include complementary writings about the processes and outcomes of the work and/or other documentary materials (such as DVDs, tapes, photographs, sketchbooks, web-sites, interviews or programme notes). Contents sheets and annotations should be included to assist members in accessing the material, with an emphasis upon making evident the research and scholarly dimensions of the work.

Engineering

These outputs might take the form of: research monographs, in whole or part; authored articles in professional journals; conference contributions; conference reports; descriptions of new devices and instrumentation; descriptions of new processes and materials; patents awarded; published papers in peer-reviewed journals; software; and technical reports.

In the context of the definitions of quality levels, the sub-panel will base its assessment of the quality of an output on its judgment of the extent to which the research exhibits the following characteristics (though the weightings of these to each other may vary for any particular output):

- a. The advancement of knowledge and understanding.
- b. Originality and innovation.
- c. Impact on theory, analytical techniques, products and processes, including design, production and management, policy and practice at national and international levels.
- d. Influence and reach.
- e. User take-up in academe and/or industry.

APPENDIX 2: REQUIREMENTS FOR PROMOTION

APPLICATION FOR APPOINTMENT AS TUTORIAL ASSISTANT	
Minimum requirements	
Bachelors degree with honours (First Class or Upper Second Division) in the relevant field	
APPLICATION FOR PROMOTION/APPOINTMENT TO ASSISTANT LECTURER	
Minimum requirements	Automatic on obtaining a masters degree
Masters degree	
APPLICATION FOR PROMOTION/APPOINTMENT TO LECTURER	
Minimum requirements	
PhD (or Doctorate) degree	Automatic on obtaining a PhD (or Doctorate)
OR	
Masters degree	For promotion or appointment in the absence of a PhD (or Doctorate)
Proof of registration for a PhD	
Two papers published in peer reviewed journals	
Minimum of three years at Assistant Lecturer level	The Teaching Portfolio shall be assessed, in accordance with Senate approved guidelines, by a Panel constituted by the College DTLE. <i>The University DTLE shall sit on all the College Panels, to ensure consistency in implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the appropriate Promotions Committees, depending on the post applied for.</i>
Postgraduate Certificate of Teaching in Higher Education or a Teaching Portfolio assessed as satisfactory.	
Additional requirements	
Exceptionally good and consistent in more than one of the following areas:	
1 Research	<ul style="list-style-type: none"> • External funding secured • Invited/refereed national conference papers • Refereed international conference papers • Productive external

	<ul style="list-style-type: none"> collaboration • Relevant professional contributions • Successful technology transfer •
2 Teaching and Learning 2.1 Performance and Professional Development	<ul style="list-style-type: none"> • Development of new modules/pathways • Good student evaluations • Support from externals • Innovative methodologies/pedagogy • Use of technology in teaching, learning and assessment • Online modules • Subject text book/distance learning materials • Positive peer review • Contributes appropriately to the teaching load of the unit
2.2 Management/Leadership	<ul style="list-style-type: none"> • Curriculum Review • Module/Year/Programme Co-ordinator • Subject review responsibility
3 Knowledge Transfer/Income Generation	<ul style="list-style-type: none"> • Entrepreneurial activities • Technology transfer and commercialisation successes • Significant income generated from industry, commerce and/or public sector • Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material • Professional practice journal publications • Development and offering of professional development courses
4 Administration/Management	<ul style="list-style-type: none"> • Discipline/School/College Management responsibility • Adviser of Studies • Discipline/School/College representative at Institution

	level.
5 Community Engagement	<ul style="list-style-type: none"> • Expert work for Institution • Official Institution representative • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

APPLICATION FOR PROMOTION TO SENIOR LECTURER	
Minimum requirements Possession of PhD; <i>A minimum of FIVE published papers in peer-reviewed journals, THREE of which must have been published since last promotion;</i> Teaching/research experience of not less than 3 years since obtaining a PhD; A Post Graduate Certificate in Teaching and Learning in Higher Education or a Teaching Portfolio	<i>Academic staff from outside Rwanda must have a PhD and shall be considered for appointment only as Senior Lecturer, Associate Professor and Professor, depending on experience and research output</i>
Additional requirements Consistently very good and sporadically exceptional under more than one of the following areas; OR Evidence of continuing outstanding progress under more than one of the following areas	
1 Research 1.1 Output	<ul style="list-style-type: none"> • Regional quality • Successful external research funding • International peer reviewed conference publications • Invited international conference speaker • Evidence of future work planned • Supervision of postdocs
1.2 Leadership	<ul style="list-style-type: none"> • National conference organisation • Mentoring of junior colleagues • Lead/co-lead applicant in significant grants • Successful postgraduate supervision • Leader of internal research

	<p>groups</p> <ul style="list-style-type: none"> • Member of national/international research groups
1.3 Standing	<ul style="list-style-type: none"> • External Examiner • National/international association executive • Leading expert in subject field • External PhD examining
2 Teaching and Learning 2.1 Performance and Professional Development	<ul style="list-style-type: none"> • National/international reputation in advice on quality • Lead role in reflective practice in Institution • Invited subject review role • Keynote speaker at national/international conferences in Teaching/Learning • Use of technology in teaching, learning and assessment • Online modules • Good student evaluations •
2.2 Management/Leadership	<ul style="list-style-type: none"> • Significant mentoring role in teaching/learning practice in Institution • Programme leadership • Chair programme development team
3 Knowledge Transfer/ Income Generation 3.1 Output	<ul style="list-style-type: none"> • Grant income (Research Grants) • Commercialisation and technology transfer • Significant income generated from industry, commerce and/or public sector • Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material • Professional practice journal publications • Development and offering of specialist/professional development short courses

3.2 Leadership	<ul style="list-style-type: none"> • Leadership at a senior level in national professional bodies • Leadership at a senior level in government organisations, Quangos, industry, commerce and/or the public sector • Evidence of peer group esteem, chair of steering groups
3.3 Standing	<ul style="list-style-type: none"> • Consulted for advice by government departments, international organisations at home and overseas • Expert witness • Non-executive directorships
4 Administration/Management	<ul style="list-style-type: none"> • Management responsibility • College/School representative at institutional level • Recognised Institution roles • Contribution to Institution policy formation
5 Community Engagement	<ul style="list-style-type: none"> • Expert work for Institution • Official Institution representative • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR	
<p>Minimum requirements</p> <p>Possession of a PhD;</p> <p>At least three years of relevant successful teaching experience as a Senior Lecturer in a recognized Institution of Higher Education;</p> <p><i>A minimum of NINE published papers in peer-reviewed journals, FOUR of which must have been published since last promotion.</i> Some of the publications must be in high impact journals for the area of specialization;</p> <p>Active involvement in research and evidence of ability to successfully supervise Masters and PhD students;</p> <p>A Post Graduate Certificate in Teaching and Learning in Higher Education or a Teaching Portfolio Certificate.</p>	
<p>Additional requirements</p> <p>Demonstrate excellence, creativity and originality in more than one of the following areas</p>	
<p>1 Research</p> <p>1.1 Output</p>	<ul style="list-style-type: none"> • International quality significant over career (and since last promotion where appropriate) • Successful grant application over career (and since last promotion where appropriate) • External referees' support • Evidence of future research

	<ul style="list-style-type: none"> • Significant refereed in high impact journals • Invited/refereed papers at national/international conferences
1.2 Leadership	<ul style="list-style-type: none"> • National/international conference organisation • Mentoring of junior colleagues • Lead and co-lead applicant in research/ grants • Successful postgraduate supervision
1.3 Standing	<ul style="list-style-type: none"> • Referee for external publications • External consultancies • Journal editorial board
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> • Development of new modules/pathways • Good student evaluations • Support from externals • Innovative methodologies/pedagogy • Subject text book/distance learning materials • Positive peer review • Contributes appropriately to the teaching load of the department • Use of technology in teaching, learning and assessment • Online modules
2.2 Management/Leadership	<ul style="list-style-type: none"> • Curriculum/Pathway Review • Module/Programme Co-ordinator • Subject review responsibility • Contribution to training courses • Coaching of junior colleagues • Research training modules • Training teaching assistants
3 Knowledge Transfer/Income Generation 3.1 Output	<ul style="list-style-type: none"> • Grant Income as lead • Technology transfer and Commercialisation • Significant income generated from industry, commerce and/or public sector • Innovative outputs applicable to and accessed by industry,

	<p>commerce and/or the public sector, e.g. CD ROMs, web based material</p> <ul style="list-style-type: none"> • Professional practice journal publications • Development and offering of specialist/professional development short courses
3.2 Leadership	<ul style="list-style-type: none"> • Leadership at a senior level in professional bodies • Leadership at a senior level in government organisations, NGOs, industry, commerce and/or the public sector • Evidence of peer group esteem, chair of steering groups
3.3 Standing	<ul style="list-style-type: none"> • Referee for external publications • External consultancies • Journal editorial board • Consulted for advice by government departments, international organisations at home and overseas • Expert witness • Non-executive directorships
4 Administration/Management	<ul style="list-style-type: none"> • School Management responsibility • School representative at Institution level • Recognised Institution roles
5 Community Engagement	<ul style="list-style-type: none"> • Expert work for Institution • Official Institution representative • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

APPLICATION FOR PROMOTION TO PROFESSOR	
Minimum requirements	
<p>Possession of a PhD;</p> <p>At least three years of relevant successful teaching experience as Associate Professor or equivalent in a recognized HEI;</p> <p><i>A minimum of FIFTEEN published papers in peer-reviewed journals, SIX of which must have been published since last promotion;</i></p> <p>Active involvement in research and evidence of ability to successfully supervise masters and PhD students;</p> <p>A Post Graduate Certificate in Teaching and Learning in Higher Education or a Teaching Portfolio</p>	
Additional requirements	
<p>a) Outstanding performance in research and teaching and learning;</p> <p>AND</p> <p>b) Good to excellent performance in the remaining areas</p>	
<p>1 Research</p> <p>1.1 Output</p>	<ul style="list-style-type: none"> • International quality • Successful external research funding • External referees' support • Invited international conference speaker • Significant record of peer review publications in high impact journals • Evidence of future work planned
1.2 Leadership	<ul style="list-style-type: none"> • National/international conference organisation • Mentoring of junior colleagues • Lead/co-lead applicant in grants • Successful postgraduate supervision • Leader of internal research groups

	<ul style="list-style-type: none"> • Member of national/international research groups
1.3 Standing	<ul style="list-style-type: none"> • National/international association executive • Leading expert in subject field • External PhD examining
2 Teaching and Learning 2.1 Performance and Professional Development	<ul style="list-style-type: none"> • Post Graduate Certificate in Teaching and Learning in Higher Education or a Teaching Portfolio evaluated through a UR Senate approved process). • National/international reputation in advice on quality • Invited subject review role • Keynote speaker at national/international conferences in Teaching/Learning • Good student evaluations • Use of technology in teaching, learning and assessment • Online modules • Successful postgraduate supervision (especially at PhD level)
2.2 Management/Leadership	<ul style="list-style-type: none"> • Significant participation in internal academic quality audit • Chair of validation panels • Significant mentoring role in teaching/learning practice in Institution • Leading role in mentoring junior staff
3 Knowledge Transfer/ Income Generation 3.1 Output	<ul style="list-style-type: none"> • Grant income (Research Grants) as lead • Leadership of student courses • Technology transfer and Commercialisation • Significant income generated from industry, commerce and/or public sector • Innovative outputs applicable to

	<p>and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</p> <ul style="list-style-type: none"> • Professional practice journal publications • Development and offering of specialist/professional development short courses
3.2 Leadership	<ul style="list-style-type: none"> • Leadership at a senior level in national professional bodies • Leadership at a senior level in government organisations, NGOs, industry, commerce and/or the public sector • Evidence of peer group esteem, chair of steering groups • Mentorship of junior staff
3.3 Standing	<ul style="list-style-type: none"> • Consulted for advice by government departments, international organisations at home and overseas • Expert witness • Non-executive directorships
4 Administration/Management	<ul style="list-style-type: none"> • School Management responsibility • School representative at Institution level • School representative at Institution level • Recognised Institution roles • Contribution to Institution policy formation
5 Community Engagement	<ul style="list-style-type: none"> • Expert work for Institution • Official Institution representative • Innovative Outreach initiatives at national/international level • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

APPENDIX 3: POST PROFILES

1. Post Title Tutorial Assistant

2. Location:

3. Responsible to: Head of Department

4. Main Purpose of the Post:

To assist in the delivery of teaching and learning and related academic activities

Duties and Responsibilities:

- Undertake such activities in support of teaching and learning as may be allocated by the Head of Department.
- Participating in continuous professional development.
- Carry out such related duties that may be allocated to you as advised by the Head of Discipline/Dean/Principal.

CANDIDATE PROFILE

Qualifications:

Essential: Honours Degree (NQF Level 5) in a relevant subject, at a minimum level of 2.1 (Upper second)

Post specific criteria to be added

Essential

- Evidence of the ability to contribute to teaching in higher education
- Evidence of the potential to engage in income generation activities
- Evidence of the potential to undertake research and/or consultancy and/or pedagogic innovation and/or the development and implementation of advances in practice in their field.

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:

- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills
- Competence in English
- Demonstrate the potential to manage the student learning experience

- Demonstrate the potential to contribute to curriculum development
- Demonstrate the potential to undertake any or all of the following: research, knowledge transfer and continuing professional development
- Demonstrate a commitment to the University Mission, Values, Principles of Governance and strategic priorities

1. Post Title: Assistant Lecturer

2. Location:

3. Responsible to: Head of Department

4. Main Purpose of the Post:

To assist in the delivery of teaching and learning and related academic activities.

Duties and Responsibilities:

- Undertake teaching and related activities as may be allocated by the Head of Discipline.
- Contribute to curriculum development.
- Undertake research including applicable research and/or consultancy and/or knowledge transfer and/or continuing professional development.
- Participating in continuous professional development.
- To undertake the Postgraduate Certificate in Learning and Teaching in Higher Education.
- Carry out such related duties that may be allocated to you as advised by the Head of Discipline/ Dean of School/College Principal.

CANDIDATE PROFILE

Qualifications:

Essential: Honours Degree (2.1) in a relevant subject
Masters Degree

A Post Graduate Certificate in Learning and Teaching in Higher Education or a Teaching Portfolio Certificate.

Experience

Post specific criteria to be added

Essential

- Experience of teaching in higher education.
- Evidence of the potential to engage in income generation activities.

- Evidence of the potential to undertake any or all of the following: research, pedagogic innovation, development and implementation of advances in practice in their field of specialization.

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:

- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills.
- Competence and the ability to teach in English.
- Demonstrate a commitment to the University Mission, Values, Principles of Governance and strategic priorities.
- Demonstrate the potential to manage the student learning experience.
- Demonstrate the potential to contribute to curriculum development.
- Demonstrate capacity to integration of technology in teaching, learning and assessment
- Demonstrate the potential to undertake any or all of the following: research, knowledge transfer and continuing professional development.
- Demonstrate a commitment to the University Mission, Values, Principles of Governance and strategic priorities.

POST PROFILE

DEPARTMENT:

1. Post Title: Lecturer

2. Location:

3. Responsible to: Head of Discipline

4. Main Purpose of the Post:

To deliver teaching and learning and undertake related activities, to assist in the development of new curricular and to engage in research and/or consultancy and/or knowledge transfer.

5. Duties and Responsibilities:

- Undertake teaching and related duties as may be allocated by the Head of Discipline.
- To assist in the development of new curricular.
- Conducting research
- Participating in continuous professional development.
- Carry out such related duties that may be allocated by the Head of Discipline/ Dean of School/College Principal/DVC/VC.

And to undertake at least **one** of the following:

- Research that advances the discipline and/or pedagogic research and/or applied research.
- Scholarly activities including the development of teaching and learning materials and publication of text- books.
- Knowledge transfer to business and the community.

CANDIDATE PROFILE

1. Qualifications:

Essential: Honours Degree in a relevant subject and a masters degree or evidence of equivalent achievement, three years teaching experience and at least TWO publications in a peer-reviewed journal OR a PhD.

A Post Graduate Certificate in Learning and Teaching in Higher Education or a Teaching Portfolio Certificate.

2. Experience

Post specific criteria to be added

Essential

- Experience of teaching in higher education.
- Experience of curriculum development in higher education.
- Knowledge of the business needs of the employment sector(s) most relevant to your academic discipline.
- Evidence of potential to engage in income generation activities.
- Evidence of management of a research grant
- Experience in one or more of the following: research, pedagogic innovation, advances of the development and implementation of practice in their field.

3. Skills/Abilities/Competencies:**Generic Post Criteria:****Essential:**

- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills.
- Evidence of an ability to manage the student learning experience and a record of successful teaching in higher education.
- Evidence of the potential to undertake any or all of the following: research, pedagogic research, scholarly activities and knowledge transfer.
- Demonstrate a commitment to the University Mission, Values, Principles of Governance and strategic priorities.

Post Title: Senior Lecturer

2. Location:

3. Responsible to: Head of Department

4. Main Purpose of the Post:

To deliver teaching and learning and undertake related activities, to lead in the development of new curricular and to engage in research including applicable research, consultancy and/or knowledge transfer.

Duties and Responsibilities:

- Undertake teaching and related duties as may be allocated by the Head of Department
- To lead in the development of new curricular.
- Integration of technology in teaching learning and assessment, including offering online modules
- Participating in continuous professional development.
- Carry out such related duties that may be allocated by the Head of Discipline/Dean/Principal/DVC/VC.
- Postgraduate supervision and mentorship

And to undertake at least **one** of the following:

- Research that advances the discipline and/or pedagogic research and/or applied/applicable research.
- Scholarly activities including the development of teaching and learning materials and text books.
- Consultancy and other income generating activities including short courses.
- Knowledge transfer to business and the community.
- Managing projects funded through research grants

CANDIDATE PROFILE

1. Qualifications:

Essential:

- Honours Degree in a relevant subject and a PhD and a record of success teaching in higher education and research, consultancy and/or knowledge transfer. At least three years teaching experience since gaining a PhD is required.
- A minimum of FIVE journal publications in peer-reviewed journals
- A Post Graduate Certificate in Learning and Teaching in Higher Education or a Teaching Portfolio Certificate.
- A certificate in postgraduate research supervision.

2.Experience

Post specific criteria to be added:

Essential

- Significant experience in teaching in higher education.
- Experience of curriculum development in higher education.
- An understanding of the business needs of the employment sector(s) most relevant to your academic discipline.
- Engagement in income generation activities.
- Evidence of a growing national profile in research or pedagogic innovation or the development and implementation of advances in practice in their field.
- Integration of technology in teaching, learning and assessment, including offering of modules online

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:

- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills.
- Evidence of an ability to manage the student learning experience and a substantial record of successful teaching in higher education.
- A successful record in any or all of the following: research, pedagogic research, scholarly activities and knowledge transfer.
- Evidence of the potential to engage in income generating activities.
- Demonstrate a commitment to the University Mission, Values, Principles of Governance and Strategic priorities.

1. Post Title: Associate Professor/Professor

2. Location:

3. Responsible to: Dean/ Head of Department

4. Main Purpose of the Post:

- Contribute to the strategic academic development of the Institution by providing leadership for the development and delivery of research or knowledge transfer or scholarship in teaching and learning in the College/Centre/School and the University more broadly.
- Engage in relevant external activities within the academic community and beyond.
- Maintain an international profile and produce work of standards of international excellence in the context of the discipline.

5. Duties and Responsibilities:

- Leadership and engagement in **TWO** or more of the following including Research:
 - Knowledge Transfer including Applied Research, Consultancy and CPD including knowledge transfer to the community
 - Advanced Professional Practice
 - Scholarly/Teaching/Learning/Pedagogic Activities.

(NOTE: These activities would normally be expected to lead to the production of a variety of types of published work (including monographs, CD ROMs, textbooks, refereed and other articles, seminar papers, practice protocol, consultancy reports etc.), and/or artefacts, patents, spin out companies and licensing agreements and/or national/internal invitations to make presentations, lead workshops and /or act as an advisor and/or successful strategic partnership projects with industry and/or the community which contribute towards the economic and/or civic development of the country and beyond.)

- Leadership and participation in income generation activities.

Supervision of postgraduate research and post doctoral scholars .

- Contribution to curriculum development, pedagogy in teaching and learning, as appropriate, including contributing to undergraduate and postgraduate programmes, CPD, and e-learning
- Engagement in external academic and other relevant activities nationally and internationally.
- Leadership and engagement with the wider academic community in scholarly activities and Continuous professional development for themselves and colleagues
- Service as Chair of Discipline/School/Centre/University Committees and/or Working Groups as required.

CANDIDATE PROFILE

1. Qualifications and/or Membership of Professional Bodies:

Essential: Honours Degree in a relevant subject

An international profile and evidence of having produced international or equivalent quality work in **one or more** of the following:

- Research
- Knowledge Transfer including applied research, consultancy and CPD delivery
- Scholarly/Teaching/Learning/Pedagogic Activities
- Advanced professional practice
- A Post Graduate Certificate in Learning and teaching in Higher Education or a Teaching Portfolio Certificate .
- A certificate in postgraduate research supervision
- A minimum of NINE publications(for Associate Professor)/FIFTEEN publications(for Professors) in peer-reviewed journals, including high impact factor ones for the discipline

IN ADDITION:

Demonstrate real academic strength and achievement in at least **TWO** of the following, if only one activity is claimed above and in **ONE** if two are claimed so that at least **THREE** activities are cited in making the case for conferment:

- Research
- Knowledge Transfer including applied research, consultancy and CPD delivery
- Scholarly/Teaching activities
- Advanced professional practice
- Academic and general leadership
- Contribution to the achievement of the strategic objectives of the university and to quality in education
- Professional standing in an appropriate field.

(Note: A range of metrics can and will be used by candidates to support their case for conferment. These should be verifiable and normally have been subject to peer review and/or clearly show evidence of peer esteem commensurate with an international standing in the field or equivalent. Where this is not the case external verification of the evidence provided will be undertaken as part of the decision as to whether to award the title.)

2. Experience:

Post Specific Criteria to be added:

Essential:

- A special interest in **and** significant evidence of achievement in at least ONE of the following:
- Research leadership
- Advanced professional practice

- Knowledge transfer/consultancy and income generation leadership

AND in **ONE** or more of the following areas:

- An outstanding record of scholarly and applied research.
- A track record of leading innovations in teaching and learning in the higher education sector.
- Responsibility in the development and implementation of major advances in practice in their field.
- Involvement in HE networks internationally.
- Successful supervision of postgraduate students (especially PhDs)
- Providing leadership in development of research capacity, including mentorship and supervision of postdocs

3. Skills/Abilities/Competencies:

Post Specific Criteria to be added:

Generic Post Criteria:

Essential:

- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills.
- Demonstrate a commitment to the University Mission, Values, Principles of Governance and Strategic priorities.
- Demonstrate effective academic, professional and general leadership as well as people management skills.
- Demonstrate an ability to lead the development of research or knowledge transfer or advanced professional practice or teaching and learning in line with the University strategic positioning.
- Have the potential to contribute as appropriate towards the growing international teaching, research and income generation activities of the Discipline/School/Centre/College.
- Demonstrated relevant interaction and networking with a range of key figures preferably, at an international level.
- An international profile in research and knowledge transfer, or scholarly teaching and learning activities.
- Demonstrate an ability to generate income as appropriate to the discipline and activities engaged in.

APPENDIX 4: ASSESSING PUBLICATIONS FOR PROMOTION

1. Papers in Refereed Journals, rated at 1.00 units each.
2. Papers in fully Peer Reviewed Refereed Proceedings of international conferences, rated at 0.5 units each.
3. Books that has been refereed, reviewed and published by a reputable publisher, 0 to 6.00 units, OR each chapter rated at 1.0 unit up to a maximum of 6.00 units (note only research monographs/chapters reporting original research findings count as **research** publications. Other contributions may count as publications).
4. Other publications presented for assessment as research output, after peer review, can be rated between 0 to 1.0 units depending on the level of contribution to knowledge.
5. Theses and Dissertations are not considered.
6. In Co-authored publications, each of the authors is awarded the units allocated to the publication.
7. Inventions and innovations that have impact on social and economic development should be considered for promotion. Artefacts and performances should be considered in the Arts.

Note: ‘peer review’ means that the contribution has been fully reviewed by acknowledged experts in the relevant specialisation. If an applicant wishes account to be taken of other publications that have not previously been subject to peer review, they must be reviewed by at least two independent experts.

The publication should be assessed using grades A=Excellent, B=Very Good, C=Good, D=Fair and E=Poor accordingly, using criteria in the Table below:

No	Assessment Item	Grade
1	Coverage of subject matter	
2	Originality	
3	Contribution to Knowledge	
4	Relevance to Academic discipline	

5	Relevance to individuals specialization	
6	Presentation	
7	Relevance to Policy and Practice	
8	Overall quality of publication	

An average grade of C is needed to deem the publication worth one unit of publication. A publication is rated as 1.0 or 0 (zero) for a journal publication and 0 to 0.5 for conference proceedings.

NOTES:

- 1) The proposal is a modification of the HEC system
- 2) The points are awarded in recognition of the level of scholarship in the publication (i.e. a publication in a peer reviewed journal carries more weight than a refereed conference proceeding or consultancy report)
- 3) The award of points in a co-authored publication is meant to recognize the peculiarities of disciplines where joint publications are the norm; encourage collaboration in research and publications

APPENDIX 5: APPOINTMENTS PROCEDURES

- 1) Each School/Department shall have an approved structure with a planned number of established posts
- 2) When the need to fill a vacant post is established, then the Dean of School shall make an application to the College Principal for the post to be advertised
The Principal shall constitute an Appointments Committee, which shall be responsible for approving the advert drafted by the Dean of the relevant School. The advert shall include:
 - a) The minimum criteria for the post
 - b) A job description indicating main responsibilities
 - c) Instructions on how to apply and the deadline
- 3) The Appointments Committee (for posts up to Senior Lecturer) shall include the Dean of the relevant School, the Head of the relevant Department, a staff representative, a student representative and staff from the Human Resources Section. It shall be chaired by the Principal or their nominee. For the research posts, the College Director of Research and Postgraduate Studies shall be part of the Committee.
- 4) If the post to be filled is at the Associate Professor/ Professor level, then the College Principal shall apply to the Vice Chancellor for the post to be advertised. The Vice Chancellor shall then constitute an Appointments Committee, which shall be responsible for approving the advert drafted by the relevant School.
- 5) The Appointments Committee shall include the relevant College Principal, Dean of School, the Deputy Vice Chancellor Academic Affairs and Research, a Professor or Associate Professor from the relevant School (as a staff representative), a student representative and a staff from Human Resources Sections. The Committee shall be chaired by the Vice Chancellor or their nominee.
- 6) After the deadline for the applications, the Appointments Committee shall convene to shortlist the applicants. Only applicants meeting all the minimum requirements shall be shortlisted. The Human Resources person shall record clearly reasons for shortlisting or for not shortlisting a candidate.

- 7) The Appointments Committee shall determine the modalities of the interview (e.g. whether the applicants shall be required to make a presentation and task the Dean of School of Principal to propose a topic for the presentation) and set a date for the interview.
- 8) Shortlisted candidates shall be informed by HR of the date and conditions for the interview, after the minutes of the Committee have been signed by the Chair.
- 9) If none of the applicants is shortlistable then the Committee can recommend re-advertising of the post.
- 10) The Appointments Committee shall convene as the Interviewing Panel. Interviews are conducted to determine whether the applicant is suitable for the post. Same questions must be asked for each applicant (for consistency) and the responses scored.
- 11) The most suitable candidate is then recommended for appointment to the post.
- 12) The Interviewing Panel:
 - a) Is not obliged to make any appointment. Should none of the interviewees be found appointable, the Panel can recommend re-advertisement of the post or headhunting
 - b) Can recommend more than one person to be appointed to the post by priority.


Prof. Nelson Ijumba
Deputy Vice Chancellor for Academic
Affairs and Research


Prof. Philip Cotton
Vice Chancellor

