UNIVERSITY OF RWANDA

POLICY AND PROCEDURES
ON ACADEMIC STAFF APPOINTMENTS
AND PROMOTIONS

Approved by the Board of Governors meeting of 23rd January 2019

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Amendments approved by Board of Governors meeting of 23rd January 2019

1. OVERALL COMMENTS

There are several instances of what can be called over-capitalization. I wonder if all the capitalized words are usually used as proper nouns in other UR documents. If it is not the case, there is need to when to capitalize them or not (e.g. School, College, University, Registrar, Master's/Bachelor's Degree [even when they neither begin a sentence nor are used with specific fields], etc.

Given that there are many abbreviations used in the document, there needs to be a list of abbreviations and their corresponding meanings for readers to know what is referred to.

2. 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 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.

3. 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 four areas of activity, which are aligned to key performances areas for Academic Staff:*

- *Research and Innovation*
- *Learning and Teaching*

- *Academic Administration and Management*
- *Community Engagement*

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 section 10. Where 'research publications and outputs' are specifically required, they must report on the findings of research as defined in section 10. 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 a Teaching Portfolio, and having a Post Graduate Certificate in Teaching and Learning will be an added advantage in getting a better score in the Teaching Portfolio.

4. 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.

Section 11 gives examples of the indicators that academic staff are expected to provide for promotion, and section 12 contains detailed post profiles for all academic posts.

5. 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 section 11, and post profiles are provided in section 12. Procedures for the appointments process are given in section 14. 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.

6.   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 Master's Degree equivalent to Level Nine in the Rwanda National Qualification Framework. Similarly, promotion from Assistant Lecturer to Lecturer will be automatic on having 2 peer-reviewed indexed publications and a doctoral degree equivalent to Level Ten 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.

7. THE APPLICATION PROCESS

STAGE 1

Call for applications

The University's Human Resources Directorate will issue a call for applications stipulating what is required for the submission (i.e. Appendices 6-9 of the Policy and Procedures of the Academic Staff Appointments and Promotions), a personal statement of not more than 4000 words and the closing date. There shall not be more than two calls per calendar year.

STAGE 2

Submission of applications

Applicants shall submit a covering letter highlighting the basis for their application of no more than 3 pages, curriculum vitae in 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 for promotions up to the level of Senior Lecturer shall be forwarded to the College Director for Administration and Human Resources Management. Applications for professorial positions shall be forwarded to the University Director for Administration and Human Resources Management. For monitoring and evaluation purposes, each application received at the College level shall be acknowledged electronically with a copy to the University Director for Administration and Human Resources Management. Likewise, the compiled final list of applicants to the College shall be shared with University Director for Administration and Human Resources Management. All applications, except those of the Deans and Deputy Deans, shall 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 shall 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, in turn, will forward it to the College Director of AHRM. 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 College Director of AHRM 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 supporting statements. The applicant will also propose five (5) external Professorial Assessors with contact details, who are known experts in the applicant's field and the Dean choose 4 from the 5.These can give an opinion on the merit of the applicant's case to the Office of the DVC-AAR. The application, the supporting statements and the CVs of the nominated external assessors shall then be forwarded to the Office of the DVC-AAR, through the University Director of AHRM, for consideration by the University Promotions Committee. In the case where the applicant is a Dean or Deputy Dean, the supporting statement shall be provided by the Principal, whereas in the case of the Academic Directors supporting statements shall be written by the discipline HoD and Dean as well as the Principal. The whole submission including the supporting statements shall be signed by the DVC-AAR, and forwarded to the 3 external assessors.

The role of the assessor will be to provide objective assessment of the candidate, comment on the scholarship of the applicants by reviewing each publication and the contribution it has made to knowledge. After reviewing the evidence provided, the assessor must indicate if the applicant is promotable or not and give reasons. The recommendation of the assessor will form part of the overall decision by the Promotion Committee. The assessor is not expected to evaluate the teaching portfolio.

For all applications

It is expected that applications for promotion shall be the result of an ongoing 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, that 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 that 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 the Senior Lecturer level. It shall comprise of:

- College Principal – Chairperson
- Deans of Schools in the College
- College Director of Administration and Human Resources
- College Director responsible for Research and Innovation
- 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 Finance
- Deputy Vice Chancellor for Institutional Advancement
- Deputy Vice Chancellor for Strategic Planning and Administration
- College Principals
- University Director for Research and Innovation
- University Director of Teaching and Learning Enhancement
- Director of University Centre for Postgraduate Studies
- University Director of Administration and Human Resources
- 1 Senate representative who is a Professor or Associate Professor

STAGE 5

Notification of Decisions

The chairpersons of the Promotions Committees that considered the applications shall inform successful applicants of the decision and of the effective date of their promotion in writing. A copy of the letter shall be sent to the University Directorate of Administration and Human Resources Management.

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.

STAGE 6

8.   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. Procedural error.
2. Mistakes of fact in the original application that can now be corrected.
3. 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 must 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 from College and University Committees shall be heard by the Appeals Panel comprising of the University DRI, University DTLE, Senate Reps to the University and College Promotions Committees, and chaired by the DVC-AAR. The decision of the Appeal Panel, which shall be communicated in writing, shall be final.

9. 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 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, theses, consultancy reports, catalogues and contributions to major research databases.

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) to the following: 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 be 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 on 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.

10. REQUIREMENTS FOR PROMOTION

APPLICATION FOR APPOINTMENT AS TUTORIAL ASSISTANT	
Minimum requirements Bachelor's degree with honours (First Class or Upper Second Division) in the relevant field	
APPLICATION FOR PROMOTION/APPOINTMENT TO ASSISTANT LECTURER	
Minimum requirements Master's degree	Automatic on obtaining a master's degree
APPLICATION FOR PROMOTION/APPOINTMENT TO LECTURER	
Minimum requirements PhD (or Doctorate) degree and 2 publication points emanating from peer-reviewed index journals OR Master's degree with exceptional performance in research, and teaching and learning, and academic leadership A teaching portfolio assessed as satisfactory (Post Graduate Certificate in Teaching and Learning in Higher Education will be an added advantage, as it will improve the score of the teaching portfolio). Criteria for exceptional performance for promotion to Lecturer without a PhD. The process shall be by nomination by the Dean of School. Exceptionally good and	Automatic on obtaining a PhD (or Doctorate) and 2 publication points. In the case of exceptional performance at Assistant Lecturer level in terms of research productivity, the staff member should be allowed to opt for applying for accelerated promotion and be considered on this basis rather than automatic promotion. The teaching portfolio shall be assessed, in accordance with Senate approved guidelines, by a panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels, to ensure consistency in the implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the appropriate promotion committees, depending on the post applied for.* UR-DRI shall be part of a team constituted by College DRIs to evaluate submitted publications to ensure consistency.

consistent in more than one of the following areas:	
1 Research	- External funding secured - Invited/refereed national conference papers - Refereed international conference papers - Productive external collaboration - Relevant professional contributions - Successful technology transfer
2 Teaching and Learning 2.1 Performance and Professional Development	- 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 - Appropriately contribution to the teaching load of the unit
2.2 Management/Leadership	- Curriculum Review - Module/Year/Programme Co-ordinator - Subject review responsibility

APPLICATION FOR PROMOTION TO SENIOR LECTURER

Minimum requirements	
Possession of PhD;	*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.*
A minimum of FIVE publication points emanating from peer-reviewed journals. THREE points of which must have been earned since last promotion;	The teaching portfolio shall be assessed, in accordance with Senate approved guidelines, by a Panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels to ensure consistency in the implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the appropriate promotion committees, depending on the post applied for.*
The research publication and conference proceedings shall be from UR approved research publication databases.	
Teaching/research experience of not less than 3 years since obtaining a PhD;	
Evidence of having successfully supervised at least 2 master's students	UR-DRI shall be part of a team constituted by college DRIs to evaluate submitted publications to ensure consistency.
A teaching portfolio assessed as satisfactory (Post Graduate Certificate in Teaching and Learning in Higher Education will be an added advantage as it will improve the score of the Teaching Portfolio).	

APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR

Minimum requirements	
Possession of a PhD;	The required teaching experience for promotion to Associate Professor shall be two years considering the following:
At least two years of relevant successful teaching experience as a Senior Lecturer in a recognized institution of higher	By the time the staff gets to Senior Lecturer level, the staff member would have attained sufficient teaching experience and would have engaged in other activities relating to

education;

A minimum of NINE publication points in peer-reviewed index journals, peer-reviewed index conference, proceedings, books and book chapters. FOUR of which must have been published since last promotion.

Research publications and conference proceedings shall be from UR-approved research publications databases.

Evidence of having successfully supervised at least 4 and currently supervising at least 1 PhD student.

A Teaching Portfolio assessed as satisfactory (Post Graduate Certificate in Teaching and Learning in Higher Education will be an added advantage as it will improve the score of the Teaching Portfolio)

learning and teaching.

The teaching portfolio shall be assessed, in accordance with Senate-approved guidelines, by a panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels to ensure consistency in the implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the appropriate promotions committees, depending on the post applied for.*

UR-DRI shall be part of a team constituted by College DRIs to evaluate submitted publications to ensure consistency.

APPLICATION FOR PROMOTION TO PROFESSOR

Minimum requirements	
Possession of a PhD;	The required teaching experience for promotion to Professor shall be two years considering the following:
At least two years of relevant successful teaching experience as Associate Professor or equivalent in a recognized HEI;	
A minimum of FIFTEEN publication points in peer- reviewed index journals, peer reviewed index conference proceedings, books and book chapters. SIX of which must have been published since last promotion;	By the time the staff gets to Associate Professor level, the staff member would have attained sufficient teaching experience and would have engaged in other activities relating to learning and teaching
Research publication and conference proceedings shall be from UR-approved research databases.	The teaching portfolio shall be assessed, in accordance with Senate approved guidelines, by a Panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels to ensure consistency in the implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the appropriate Promotion committees, depending on the post applied for.*
Evidence of having successfully supervised at least 6 Master's and currently supervising at least 2 PhD students;	
A teaching portfolio assessed excellent (Post Graduate Certificate in Teaching and Learning in Higher Education will be an added advantage as it will improve the score of the Teaching Portfolio).	UR-DRI shall be part of a team constituted by College DRIs to evaluate submitted publications to ensure consistency.

11.   POST PROFILES

1. Post Title: Tutorial Assistant

2. Location: [Is this spot left blank?]

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.
- Participate in continuous professional development.
- Carry out such related duties that may be allocated to him/her as advised by the Head of Discipline/Dean/Principal.

CANDIDATE'S PROFILE

Qualifications:

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

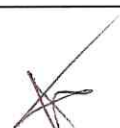**Post specific criteria to be added**

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
- Demonstrate competence in English
- Demonstrate the potential to manage the student's 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: [Is this spot left blank?]

3. Responsible to: Head of Department

4. Main Purpose of the Post:

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 him/her as advised by the Head of Discipline/ Dean of School/College Principal.

CANDIDATE'S PROFILE

Qualifications:

Essential: Honours Degree (2.1) in a relevant subject
Master's degree

A Post Graduate Certificate in Learning and Teaching in Higher Education or a teaching portfolio
assessed as satisfactory

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.
- Demonstrate 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's learning experience.
- Demonstrate the potential to contribute to curriculum development.
- Demonstrate the 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 curricula 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.
- Assist in the development of new curricular.
- Conduct research
- Participate 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'S PROFILE

1. Qualifications:

Essential: PhD with 2 publication points and a 3 years' experience in teaching at higher education institutions.

A Post Graduate Certificate in Learning and Teaching in Higher Education or a Teaching Portfolio or a brief summary statement of the candidate's teaching philosophy.

2. Experience

Post specific criteria to be added

Essential

- o Experience of teaching in higher education.
- o Experience of curriculum development in higher education.
- o Knowledge of the business needs of the employment sector(s) most relevant to your academic discipline.
- o Evidence of potential to engage in income generation activities.
- o Evidence of management of a research grant
- o 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:

a To deliver teaching and learning and undertake relate 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
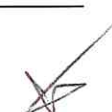
  And to undertake at least **one** of the following:
- Research that advances the discipline and/or pedagogic research and/or applied/applicable research.
- Scholarly activities including the development of teaching and learning materials and textbooks.
- Consultancy and other income generating activities including short courses.
- Knowledge transfer to business and the community.
- Managing projects funded through research grants

CANDIDATE'S PROFILE

1. Qualifications:

Essential:
- A PhD
- 5 Years of relevant teaching experience and research at higher education institutions or industry. At least three years teaching experience since gaining a PhD is required.
- A minimum of FIVE publication points emanating in peer-reviewed index journals
- A Post Graduate Certificate in Learning and Teaching in Higher Education or a

Teaching Portfolio Certificate or brief summary statement of the candidate's teaching philosophy.

- Evidence of successfully having supervised postgraduate students. At least 2 at master's level.

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 modules online

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:

- Effective interpersonal skills, including communication (written and verbal) and team working skills
- Evidence of an ability to manage the student's 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
- Commitment to the University mission, values, principles of governance and strategic priorities

1. Post Title: Associate Professor/Professor

2. Location: [Is this spot left blank?]

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.
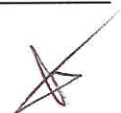
5. Duties and Responsibilities:
- Leadership and engagement in **TWO** or more of the following including Research:

  - 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

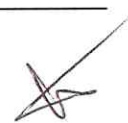### 1. Qualifications and/or Membership of Professional Bodies:

Essential: A PhD and 7 years for Associate Professor and 9 years for a Professor of relevant teaching experience and research at higher education institutions or industry. Evidence of having produced internationally recognized outputs in **one or more** of the following areas:

- Research
- Knowledge transfer including applied research
- Scholarly/Teaching/Learning/Pedagogic activities
- A Post Graduate Certificate in Learning and Teaching in Higher Education or a Teaching Portfolio Certificate or brief summary of statement of the candidate's teaching philosophy.

- FOR ASSOCIATE PROFESSOR, a minimum of NINE publication points and FOR PROFESSOR a minimum of FIFTEEN publication points emanating from peer-reviewed index journals, peer reviewed index conference proceedings (as per UR approved databases), books and book chapters.

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 scholarly/teaching activities

- 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
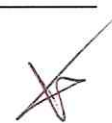
people management skills;

- 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.

12. ASSESSING PUBLICATIONS FOR PROMOTION

1. Papers in peer-reviewed index journals in approved UR databases, rated at 1.00 units each.

2. Papers in fully peer reviewed Index Conference Proceedings in approved UR databases, rated at 0.5 units each. **(NOTE: Conference abstract are not included)**

3. Books that have 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 an 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 individual's 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 and encourage collaboration in research and publications

13. APPOINTMENT 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 Appointment 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 Appointment 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 Appointment Committee, which shall be responsible for approving the advert drafted by the relevant School.

5) The Appointment 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 Appointment 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 Appointment 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 or Principal to propose a topic for the presentation) and set a date for the interview.

8) Shortlisted candidates shall be informed by the HR of the date after the Chair has signed both the conditions for the interview and the minutes of the Committee.

9) If none of the applicants is deemed worthy to be shortlisted, then the Committee can recommend re-advertising of the post.

10) The Appointment Committee shall convene as the Interviewing Panel. Interviews are conducted to determine whether the applicant is suitable for the post. The 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:

   1. is not obliged to make any appointment. Should none of the interviewees be found appointable, the panel can recommend a re-advertisement of the post or headhunting.

   2. can recommend more than one person to be appointed to the post by priority.

14. EXCEPTIONAL CLAUSE FOR APPOINTMENTS

Upon the discretion of the Appointments Committee, a candidate of 'exceptional talent or accomplishment', who does not meet the ordinary stated criteria for appointment, that is to say degree, experience and or years in rank, may be appointed in case of proven:

- Demonstrating extraordinary competence and remarkable experience in the area of his/her discipline or speciality or;
- Rendering a unique academic contribution to the University

The Appointment Committee shall consider such an application for appointment.

Prof. Philip Cotton
Vice Chancellor

APPENDIX 1:
PROMOTION PROCESS TIMETABLE

1. Call for Applications for Academic Promotions published on UR Website: The notice shall include the UR Policy and Guidelines on Academic Appointments and Promotions, the Promotions Process Time Table (Appendix 1), the Applications Checklist (Appendix 2), the Application Form (Appendix 3) and the CV Format (Appendix 4).	Date:
2. Submission of applications: All Candidates are to submit the completed application form together with the candidate's statement, curriculum vitae and all the supporting documents as per the Policy and Procedures by:	Date:
3. College Directorates of AHRM to compile lists of applicants and make a copy available to the University Director of AHRM. Both College and University Directorates of AHRM shall acknowledge (by email) receipt of every application. The acknowledgement of College applications shall be copied to the University Director of AHRM.	Date:
4. Contacting and Receiving Assessors' Reports: DVC AAR and the College Principals shall contact and receive reports from assessors which shall be submitted together with the candidates' application to the University or College Promotions Committees. Each assessor shall be given two weeks within which to respond. If no response	Date:

is received, then that assessor shall be discounted and another one contacted.	
5. Convening meetings of the Promotion Committees: No College Promotion Committees meetings shall take place on the same day. This is done to allow the Senate Representative to the CPC to attend all the meetings.	Date:
6. Communication of Promotions Outcomes: Candidates shall be informed, in writing, by the Chairpersons of the Promotions Committees by:	Date:
7. Consideration of Appeals: Appeals against the outcomes of the Promotion Committees shall be done as outlined in the UR Policy and Guidelines on Academic Appointments and Promotions. The appeals and the hearings shall be finalised by:	Date:

APPENDIX 2:

ACADEMIC STAFF PROMOTION PROCEDURES & GUIDELINES:

APPLICATION CHECK LIST

Candidates to tick	YES	NO
1. Completed Application for Personal Promotion form (Annexure 3)		
2. Candidate's Statement not exceeding 4000 words		
3. Curriculum Vitae is in the prescribed format		
4. Application clearly shows the date of last promotion and what has been done since last promotion / appointment or details on how shortcomings have been addressed from previous unsuccessful application		
5. Certified copies of certificates for qualifications, programmes or courses completed (if applicable)		

TEACHING/RESEARCH CHECK LIST

Candidates to tick	YES	NO
1. Copies of peer-reviewed journal publications (since last promotion)		
2. Copies of peer-reviewed conference publications (since last promotion)		
3. Copies of books published (since last promotion)		
4. Copies of books chapters (since last promotion)		
5. Copies of other publications to be assessed as research output		
6. Table of post-graduate supervision (if applicable)		
7. Student evaluation reports by the Quality Assurance Unit (at least 3)		
8. Performance evaluation report		
9. Copy of Postgraduate Certificate in Teaching and Learning in Higher Education		
10. Copy of Certificate for Postgraduate Supervision		
11. Teaching Portfolio evaluation report		

College Administrator to tick for documentation to CPC	YES	NO
1. Completed candidate's Application for Academic Promotion (Annexure 3)		
2. Candidate's statement		
3. Curriculum Vitae of the candidate (Showing date of last promotion)		
4. Line Manager's Report		
5. Assessors' Reports		
6. Copies of publications and other supporting documents		
7. Policy and Procedures on Academic Staff Appointments and Promotions		

APPENDIX 3:

APPLICATION FOR PERSONAL PROMOTION

Candidates must complete Sections 1-6 of this form and submit:

- the original application form
- candidate's statement
- candidate's curriculum vitae in prescribed format
- certified copies of originals of all degree or diploma certificates.

1. PERSONAL DETAILS OF THE CANDIDATE	
Name of Candidate (in full):	
Title: Mrs./Miss/Ms./Mr./Dr./Professor	Staff No:
Email:	Phone No:
Present designation:	
Field of study:	
School/Department:	
College:	Centre:
Date of last promotion:	

2. APPLICATION FOR: Please mark appropriate box with a cross.							
	Lecturer		Senior Lecturer		Associate Professor		Professor

3. ASSESSORS (Proposed by the Candidate)
Please list the details of 5 potential assessors to assist the Dean of School in identifying suitable assessors in your discipline. The persons ultimately approached may not necessarily be selected from those provided below. Assessors currently employed at higher education institutions must be at a level equivalent to or higher than that for which you wish to be assessed.

1.
Name:

Address:

Telephone: **Fax:**   **E-Mail Address:**

Relationship:		
Reason for nomination:		

2.
Name:

Address:

Telephone:	**Fax:**	**E-Mail Address:**

Relationship:

Reason for nomination:

3.
Name:

Address:

Telephone:	**Fax:**	**E-Mail Address:**

Relationship:

Reason for nomination:

4.
Name:

Address:

Telephone:	**Fax:**	**E-Mail Address:**

Relationship:

Reason for nomination:

5.
Name:

Address:

Telephone:	**Fax:**	**E-Mail Address:**

Relationship:

Reason for nomination:

6. **Name:**		
Address:		
Telephone:	**Fax:**	**E-Mail Address:**
Relationship:		
Reason for nomination:		
7. **Name:**		
Address:		
Telephone:	**Fax:**	**E-Mail Address:**
Relationship:		
Reason for nomination:		
8. **Name:**		
Address:		
Telephone:	**Fax:**	**E-Mail Address:**
Relationship:		
Reason for nomination:		

It is the responsibility of the candidate to ensure that their application is completed in full and submitted with all the relevant documentation (Use checklist in Appendix 2) within the deadline for submissions.

I hereby confirm that all information provided in this application form, my curriculum vitae and statement are true and accurate.

Full Name of Candidate:

Signature: **Date:**

Amendments approved by Board of Governors meeting of 23rd January 2019

THIS SECTION IS TO BE COMPLETED BY THE CANDIDATE'S LINE MANAGER

NAME	OF	CANDIDATE:

Please note that assessors should be sufficiently detached from the candidate and of such high academic standing as to provide objective assessment, and **must be external to the University.**

Where a candidate is applying for promotion to the post of Associate Professor or Professor, **three of the assessors** should be **external to the country.**

Referees currently employed at higher education institutions must be at an equivalent or higher academic rank than that being sought by the candidate.

7. DETAILS OF ASSESSORS PROPOSED BY LINE MANAGER:
1.   **Name:**   **Address:**   **Telephone:**　　　　**Fax:**　　　　**E-Mail Address:**
2.   **Name:**   **Address:**   **Telephone:**　　　　**Fax:**　　　　**E-Mail Address:**
3.   **Name:**   **Address:**   **Telephone:**　　　　**Fax:**　　　　**E-Mail Address:**

4.			
Name:			
Address:			
Telephone:	Fax:		E-Mail Address:

5.			
Name:			
Address:			
Telephone:	Fax:		E-Mail Address:

Line Managers are requested to ensure that application forms (the checklist in Appendix 2, the candidate's statement and curriculum vitae) are complete before submitting them to the University Director of Human Resources by the date stipulated in the call.

By signing here, the line manager confirms that she/he has verified the accuracy of information in the candidate's statement and supporting documents.

NAME OF LINE MANAGER:..
SIGNATURE:.. DATE:.......................................

APPENDIX 4:

CURRICULUM VITAE

SCHOOL:

COLLEGE:

CURRICULUM VITAE

Follow this format strictly

NAME:	Academic Rank:
E-mail:	

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education and include postdoctoral training.*)

INSTITUTION AND LOCATION	DEGREE (*If applicable*)	YEAR(s)	FIELD OF STUDY

NOTE: DO NOT USE FONTS OF LESS THAN 10.

A. **Positions and Honours**. List in chronological order previous positions, concluding with your present position. List any honours. Include membership, over the last five years, on any national or international advisory or professional committee.

B. **Peer-reviewed publications** (in chronological order with latest dates first). Do not include publications submitted or in preparation. Please highlight publications since previous promotion or appointment into current position. If publications are included that have been accepted for publication, proof must be attached. Entries should be numbered and co-authors shown, where applicable. The length of the various publications should be indicated by means of the inclusion of page numbers. Candidates should quantify their individual contribution to any joint publications. List teaching/learning publications under heading D. Publications in Predatory Journals shall not be considered.

C. **Research Support**. List selected ongoing or completed (during the last five years) research projects. Briefly indicate the overall goals of the projects and your role in the research project.