



**MATRIX GUIDING THE ASSESSMENT OF ACADEMIC LEADERSHIP PERFORMANCE FOR  
ACADEMIC PROMOTION**

July, 2021

Approved by the Senate of July 19, 2021

## **I. Background and rationale**

The revised academic promotion and appointments policy approved in October 2020, in its Section No 15, stipulates that it gives the required value, considerations and weight points to the performance in academic leadership positions. For academic staff in leadership position who successfully completed a mandate of a least 3 years in academic leadership positions, the policy mentions that 50% of weight points shall be given and the remaining 50% shall be given to the other outputs considered in the policy, including research, innovation, teaching and learning, and supervision. In a bid to enabling the implementation of such provision, it is stated in the policy that *“a matrix that will be used to monitor the successful completion of the mandate of an academic staff in leadership positions will be developed and approved accordingly”*.

It is in line with the abovementioned policy statement that the Vice-Chancellor appointed on 10<sup>th</sup> June 2021 a committee tasked to develop the matrix to be used in considering academic leadership performance for academic promotion,

The rationale for including the leadership criteria in academic promotion is due to the fact that UR staff members involved in such leadership, in addition to teaching duties, play a key role in terms of oversight, coordination and strategic management which contribute to overall implementation of the university's vision, mission and other core activities undertaken by their subordinates. This includes, research, teaching and learning, supervision of postgraduate and undergraduate projects, community outreach and networking, etc. As such, the workload of academic staff engaged in leadership positions does not allow for sufficient time to conduct research, be involved in grants proposal writing, and supervise undergraduate and postgraduate students at the same level as their peers without any substantive administrative or leadership responsibilities. Thus, the principle of awarding 50% weight to the academic leadership is understood as way for the University to recognize and appreciate the contribution of its staff in academic leadership positions to the overall university's achievement.

### **I.1. Definition of academic leadership**

The revised academic promotion and appointments policy approved in October 2020 defines academic leadership using three key performance areas:

- i. Demonstrated performance in guiding, supporting and facilitating the research by other staff, postgraduate students and where appropriate, research teams and centers at appropriate levels up to and including international standing;
- ii. Demonstrated performance in mentoring, guiding, supporting, and facilitating staff in developing and delivering teaching programs of recognized excellence; and
- iii. Demonstrated performance in contributing substantially to University governance and collegiality at School, College and University levels”.

These three performance areas will serve as foundation for the elaboration of the matrix to assess academic leadership for the purpose of academic promotion.

## **II. Academic leadership positions to be considered under the matrix**

The following academic leadership positions were found to be considered under the current matrix:

- a. Vice Chancellor
- b. Deputy Vice Chancellor for Academic Affairs and Research
- c. College Principal
- d. Director of Research and Innovation (at College and UR Central Administration levels)
- e. Director of Teaching and Learning Enhancement at (at College and UR Central Administration levels)
- f. Director of Center for Postgraduate Studies
- g. Dean of School
- h. Deputy Dean of School
- i. Head of Academic Department
- j. Center’s Leader
- k. Postgraduate Program Coordinator (at the School or Center’s level)
- l. Team Leader of a Major Research Capacity Development Program (e.g. UR-Sweden Program, UR-CEprogram funded by Mastercard foundation)
- m. Head of Campus

### **N.B.:**

- The list of abovementioned positions are those reflecting UR leadership positions which would most likely be involved in academic activities, in addition to their administrative duties. Nevertheless, any UR staff in leadership position who

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demonstrates a certain level of scholarship and academic service through contribution to teaching and learning, research and supervision, community outreach may be eligible for academic promotion. It is hereby assuming that these staff have already received an entry level academic appointment prior to their application for promotion.

- UR staff members acting in the above positions should be considered as having a leadership experience.

### **III. Assessment of performance leadership**

#### **III.1. Proof to be submitted in relation to performance associated with academic leadership position.**

- Appointment letters
- Personal statement: this emphasizes on the personal achievements.
- Line managers' report or recommendation letter for promotion
- CV which shows when each appointment started and ended.
- Copies of performance contracts evaluation since the appointment

#### **III.2. Matrix to use when assessing performance on an academic leadership position.**

The following section provides brief explanations for each item that has been earmarked as an important component of the proposed matrix:

- **The applicant's position is an academic leadership position.** This is to verify beyond reasonable doubt that the position occupied by the applicant falls within the approved category of staff considered as in academic leadership position, in line with the provisions provided in Section II.
- **The applicant has presented an appointment letter.** This intends provide evidence that the applicant actually held the said position.
- **The applicant has presented a *CV showing when each appointment started and ended.*** Since the appointment letter may not necessarily indicate the end of service in the said position, it should be captured in the applicant's CV.
- **The applicant's personal statement emphasizes on the achievements provided.** Though this statement is not countersigned by the line manager, it shades more light on the

milestones achieved by the applicant and can be related to the assessment of the performance contract evaluation report.

- **The line manager's report that supports the requested promotion.** It is expected that in this recommendation, the line manager, who knows the applicant very well, will explain why this applicant deserves to be promoted. Therefore, this complements the applicant's personal statement.
- **A minimum of three (3) years' experience has been achieved.** This is meant to seek evidence that the applicant actually served for complete three years in any academic leadership position.
- **Evidence that the applicant has obtained at least the overall average of 80% in performance evaluation in the last three years.** It is hereby assumed that the performance evaluation report paints a true picture of the level at which the applicant executed his/her duties and responsibilities which, in turn, explains how successful the applicant has been performing during that tenure. Since this verifiable evaluation is based on the applicant's duties and responsibilities and done by the immediate line manager, it is measure of the level of how leadership criteria has been successful. Eighty percent (80%) has been taken as the cutoff point below which the applicant cannot be considered to be a successful leader. This is consistent with the "good" grade allocated to the ranking of milestones under the expected results of a public servant in the Result-Based Management (RBM) under the Integrated Personnel and Payroll Information System (IPPS).

Item	Yes	No	Comments
1. The applicant's position is an academic leadership position			
2. The applicant has presented an appointment letter			
3. A minimum of three (3) years' experience has been achieved			

4. The applicant has presented a CV showing when each appointment started and ended			
5. The applicant's personal statement emphasizes on the provided achievements			
6. The line manager's report supports the requested promotion			
7. The applicant has obtained at least an overall average of 80% in performance contracts evaluation in the last three years, with not less than 75% in the expected results and competencies.			
8. The applicant has never been sanctioned for disciplinary fault committed in the exercise of his leadership duties during the last three (3) years			

If the answer is Yes to all the above listed questions, the academic staff in leadership position should be assessed at 50% for the other criteria required for the concerned academic rank, except for the criteria regarding the teaching portfolio. The rationale behind is that teaching portfolio is an integral part of personal achievements of any academic staff in leadership position with the rank of lecturer, senior lecturer, associate professor, or professor which pertains to the quality of education. It is worth noting that, as per the current grading system, the minimum pass grade of three (3) marks on a scale of five (5) as maximum is defined as “satisfactory” and is required for all positions up to Associate Professor. An excellent teaching portfolio with four (4) marks corresponding to “excellent” is only required for those applying for the rank of Professor. For quality assurance purpose, this criterion shall be maintained.

