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# University of Kigali

## Academic Promotion Policy

**Revised July 2022**

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## **1.0 UOK Vision**

To be a pole of radiance and excellence nationally and internationally with quality education, research, and provision of innovative service to the community.

## **2.0 UOK Mission**

To provide quality higher education programmes to match the labor market and development needs of Rwanda, the region, and the world

## **3.0 Policy Statement**

The policy aligns largely with the Rwandan National Policy on Academic Appointment and Promotion Procedures in Higher Education and aims at providing a fair, transparent, and equitable method for the appointment of all categories of University of Kigali academic staff and for the promotion of these academic staff. The aim of this procedure is to ensure that those academic staff whose performance and contribution to the institution has been excellent or outstanding are duly recognized. Institutions appreciate 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 recognizing and rewarding excellence by promotion. These 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.

## **4.0 Objectives of the Policy**

For all categories of appointment and promotion, the policy recognizes the potential for candidates to demonstrate achievement in two or *more of the following four areas of engagement, which are aligned to Key Performances Indicators (KPI) for Academic Staff:*

- i. Research and innovation*
- ii. Teaching and Learning*
- iii. Academic Administration and Management*
- iv. Community Engagement*

For the purpose of appointment and promotion, all the activities must relate to the candidate's area of academic specialization, and research as defined in section 9. Where research and research

outputs' are specifically required, they must report on the findings of research as defined in section 9. 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 be on Teaching Track, and having a Post Graduate Certificate in Teaching and Learning will be an added advantage in getting a better score in the Teaching Track consideration.

## **5.0 Cadre 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 open or for a fixed term. International staff are normally appointed on a open or renewable contracts, and local staff may be appointed on open or fixed-term contracts. Normally, all staff newly appointed to the University have to satisfy the conditions of a six-month probationary period, but this may be waived by the Executive organ on the recommendation of the Senior Management Committees. Staff must be in the employment of the University at the time of submitting their applications for promotion as well as at the effective date of the promotion, in order to be promoted.

Section 10 gives examples of the requirements that academic staff are expected to meet for promotion, and section 11 contains detailed post profiles for all academic posts.

## **6.0 Procedure for Appointment**

### ***6.1 Advertisement of Vacancies for Academic Positions***

During each academic session, as the need arises, advertisement shall be placed for identified Academic vacancies. Both internal and external applications will be harvested. Internal applications shall be considered along the external ones as Appointments.

### ***6.1.2 The Procedure for Appointment***

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 Senior Management Committee 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 10, and post profiles are provided in section 11. Procedures for the appointments process are given in section 13. A Special Senior Management Committee can be convened by the Vice Chancellor, on motivation from the Deans of schools to facilitate the appointment or retention of academic staff with critically needed skills, in between advertising periods.

## **7.0 Procedure for Promotion**

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 Degree equivalent to Level Nine in the Rwanda National Qualification Framework of the Ministerial Order of 20<sup>th</sup> October 2021. 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.

## **8.0 The Process for Application**

### **Step 1**

#### ***Call for Applications***

The University's Registrar will issue a call for applications stipulating what is required for the submission (Provisions of Academic Staff Appointments and Promotions Policy and Procedures), a personal statement of not more than 2000 words and the closing date. There shall not be more than

two calls per calendar year. The first call between March and April and the second between September and October.

## **Step 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 UoK approved template, confirmation that they are not working 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 University Human Resources Manager. Applications for professorial positions shall be forwarded to the University Deputy Vice Chancellor Academic and Human Resources Manager. For monitoring and evaluation purposes, each application received at the School level shall be acknowledged electronically with a copy to the University Deputy Vice Chancellor Academic and Human Resources Manager. Likewise, the compiled final list of applicants for the School shall be shared with University Deputy Vice Chancellor Academic and Human Resources Manager. All applications, except those of the Deans and Associate 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.

## **Step 3**

### ***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 Deputy Vice Chancellor Academic and Human Resources Manager. 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 their application.

## **Step 4**

### ***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 Deputy Vice Chancellor Academic and Human Relation Manager for consideration by the University 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 their application.

Where there is the need for external assessment, the Dean of the School shall recommend six (06) names to the University Vice Chancellor confidentially as assessor while the Vice Chancellor shall be responsible for contacting such assessors, who shall comment authoritatively on the applicant's academic contribution in line with criteria requirements. Possible assessors can be accessed through institutions that UoK has collaborations with nationally, within the region or 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.

Deans/Principals applying for personal promotion shall submit their applications to the Deputy Vice Chancellor Academic for consideration by the University Promotions' Committee.

#### **Step 5**

##### ***Applications for promotion to Associate Professor and Professor***

The applicant shall submit their application to the Head of Department while the HOD forward same to the Dean of School to provide supporting statements. The applicant will also propose six (06) external Professorial **Assessors** with contact details, who are known experts in the applicant's field and the Dean forward these names confidentially to the Vice Chancellor who in turn is at liberty to use his discretion on which three of these proposed assessors should be contacted **to assess the applicant's publications**. These can give an opinion on the merit of the applicant's case to the Office of the VC. The application, the supporting statements and the CVs nominated external assessors shall be processed **confidentially** through the University Human Resource Manager, for due engagement. In the case where the applicant is a Dean or Deputy Dean, the supporting statement shall be provided by the Deputy Vice Chancellor Academic, whereas in the

case of the Academic Directors supporting statements shall be written by the Head of his/her Department and forwarded to the Dean from whence it would be transmitted to the Deputy Vice Chancellor Academic. The whole submission including the supporting statements shall be signed by the DVC-A, and forwarded to the Vice Chancellor for further processing to the External Assessors.

**Nominees as External Assessors shall not be:**

Current Examiners to the disciplines concerned;

Members of staff who had left the services of the University in the last 5 years;

Proposed External Assessors must be recognized experts in their fields.

The role of the external assessor will be to provide objective assessment of the candidate's scholarship 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 University Promotion Committee. The assessor is not expected to evaluate the teaching track component of the applicant.

**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 strongly that the Dean of School or Head of Department is unfair with respect to the quality and quantity of support offered, such a staff member has the "right of appeal" and could therefore, apply directly to the University Promotions Committees, though she/he should indicate this on the notice of appeal. The Promotions Committee would make a final decision that takes into account the views of the Head of Department and Dean.*

**Step 6**

***School Promotions Committee (SPC)***

The School Promotions Committee shall be responsible for processing academic staff



promotions up to the Senior Lecturer level. It shall comprise of:

- Dean of the School - Chairperson
- Head of Department
- Senior Lecturers in the school
- One Senate representative who is a Professor or Associate Professor and shall be a member of all UoK 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
- Deputy Vice Chancellor Finance and Administration
- Deputy Vice Chancellor for Institutional Development research and Innovation
- Deans and Principal of a campus
- University Human Resources Manager
- 1 Senate representative who is a Professor or Associate Professor

## **Step 7**

### ***Notification of Decisions***

The chairpersons of the Promotions Committees that considered the applications shall inform successful applicants of the decision while the Vice Chancellor through the Human Resources Manager shall communicate the effective date of the promotion in writing to successful applicants.

Professors and Associate Professors shall have a title and shall be informed of the title of their appointment e.g. Professor of Economic or Associate Professor in Law. 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 to their mentees (lecturers lower in rank to them and students especially Graduate and Postgraduate students).

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.

## **Step 8**

### **Rights of Appeal and Procedure**

Following a written explanation and a meeting with the Deputy Vice Chancellor Academic, 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 applicant appealing).

Applicants should contact the Deputy Vice Chancellor Academic, 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 must submit it in writing, outlining the grounds.

Appeals from School and University Committees shall be heard by the Appeals Panel comprising of the University Administrator, University DQA, Senate Reps to the University and School Promotions Committees, and chaired by the DVC-A. The decision of the Appeal Panel, which shall be communicated in writing, shall be final.

### **8.0 Research and Publication**

- a. Emphasis for Research track is postgraduates and postdoctoral fellows; for Teaching track, it is undergraduate research project supervision.
- b. For Research track, items 3 and 4 are research-related, not administrative.

### **8.1 Journal Publications**

University of Kigali shall recognize published articles in learned Journals, bearing in mind the following considerations.

The University shall recognize articles published in:

- a. Core Journals (National and International) in the candidate's discipline;
- b. Specialized Journals of the candidate's discipline
- c. Journals of professional bodies (whose editorial boards comprise reputable academics). Special emphasis shall be placed on publications indexed in SCOPUS/WEB of SCIENCE/ AJOL. All applicants for promotion must indicate clearly additional papers that have been published since their last promotion. These should be clearly marked to isolate them from other papers used for previous promotion. Only papers published since last promotion and in the last five (5) years shall be scored for current promotion. In this case, applicants shall be deemed to have scored the minimum publication points required for their current rank, from which promotion is desired, except for applications into the Professorial cadre. For example, an applicant for the Senior Lectureship/Associate Professor and Professorial position (requiring a minimum of 40 points ) would be deemed to already have a score of 30 points as Lecturer I/Senior Lecturer/Associate Professor cadres respectively , and would only require 10 additional points for papers published since promotion to that rank. Papers presented must be numbered starting from the most recent to the oldest. All papers that have been presented for assessment must be summarized to reflect fitness to a candidate's primary/secondary area of specialization. This is to aid the assessment process. In scoring Journal articles, the following considerations shall be borne in mind:
  - a) Quality and standard of the article.
  - b) \* Not more than one (1) article in a given issue of a Journal shall be considered.
  - c) \* Not more than three (3) articles in any two (2) consecutive years of a Journal shall be considered.
  - d) 1 \*Not more than 15% of the Journal articles shall be in the same Journal.
  - e) For promotion to the grade of Lecturer 1. No international Journal publication is required.
  - f) For promotion to the grade of Senior Lecturer: 1. Applicant must have a Scopus h-index score of not less than One (1) or other rating as approved by the department through the university's Promotion Committee. 2. Not less than 10% of the articles shall be published in international Journals.

g) For promotion to the grade of Associate Professor: 1. Applicant must have a Scopus h-index score of not less than Two (2). 2. Not less than 20% of the articles shall be published in international Journals.

h) For promotion to the grade of Professor: 1. Applicant must have a Scopus h-index score of not less than Three (3) or other rating as approved by the department through the university's Promotion Committee. 2. Not less than 30% of the articles shall be published in international Journals.

i) A candidate shall be the lead in not less than 40%; 50% and 60% of jointly authored articles for Senior Lecturer, Associate Professor and Professor respectively.

j) ALL Journal articles indexed in Scopus or the Web of Science Core Collection (Core Collection), AJOL, shall be scored between 2.0 and 5.00 points

k) Where there is more than one author, the first author shall earn 100% of score earned while second author 70% of same and others 60% will apply to them

l) Not more than three and two (3 & 2) acceptance letters with galley proofs shall be considered for promotion up to the rank of Associate Professor and Professor respectively.

**Note:** "International" in this context is not location bound, but rather dependent on the membership of the Editorial Advisory/Review Board of the Journal articles.

### ***8.2 Books/Chapters in Books***

For promotion exercise, a book is regarded as a publication of more than 100 pages, on 12 points or 120 pages on 14 points Times New Roman, cover excluded. A book must have an ISBN. Generally, book chapters shall be assessed just like Journals articles (viz. maximum of 5 points, and Scopus/Web of Science, Emerald or Taylor indexed etc.). All books to be considered shall be published by reputable publishers and shall be indexed in relevant databases. The following considerations shall be used in the assessment of books for the purpose of promotion exercise:

a) publishers of such books shall be those that are recognized by the Publications Committee of the University;

b) the publishers shall be academic units at the University level, research centres, (Public or Private) and professional bodies (Academic or Technical);

c) other recognized categories of publishers shall be as decided upon from time to time by the University Management based on the submission of University Publications Committee;

- d) evidence of peer review of such books as presented for promotion exercise shall be requested for at the Departmental level;
- e) textbooks published for Primary and Secondary Schools are unacceptable for academic promotion purposes; but such books shall be regarded and graded under the Community Development/Engagement Initiative section;
- f) such published books as will be presented for promotion exercise shall be the product of rigorous research in candidate's area of specialization;
- g) books, and chapters in books shall be assessed. However, to accommodate the peculiarities of the various disciplines at the University of Kigali, they shall not constitute more than 25% of the candidate's publications; Chapter contributions by the same author(s) in the same book shall be listed as a, b, c, etc. and shall be evaluated as not more than two contributions in a single book (where applicable);
- h) each book shall attract a maximum of five (5) points based on peer review; and
- i) all books to be considered must be in the candidate's area of specialization.
- j) Just like Journals, marks earned shall apply to all contributors in the range of 100% for first author, 70% second author and 60% for all others.

### ***8.3 Monographs, Conference Proceedings, Technical Reports, Book Reviews, etc.***

- a) In a bid to give necessary impetus to the achievement of academics in networking/collaboration and reward participation in reputable conferences, conference papers, technical reports, articles in proceedings of workshops and symposia indexed in Scopus/Web of Science Core Collection (Core Collection and other reputable indexes) and particularly in Conference Proceedings Citation Index (CPCI) shall be scored under Publications. a. A maximum of five (5) publications, drawn from any of CPCI and/or Scopus-indexed conference proceedings, university and learned society-based journals, and all other sources not indexed in Scopus, shall each be scored exactly one (2.0) point.
- b) Peer reviewed monographs shall be assessed as Journal articles and scored a maximum of five (5) points.
- c. Book reviews, which must be Scopus-indexed, shall be considered up to a maximum of five (5) and each scoring a maximum of one (1.0) point.

### ***8.4 Patents***

To encourage solutions to challenges of national, regional and or global relevance, Patents shall be considered if they include verifiable National or Regional problems. Not more than five (5)

patents (at 5 points each, if SCOPUS or Web of science-indexed) shall be considered. All non-SCOPUS or Web of Science indexed patents shall be scored a maximum of 2 points each.

#### ***8.5 Creative Work***

A creative work shall be defined as a tangible idea in a substantive form or a validated process. This work shall be assessed by an external competent professional sourced from a relevant professional body who must not be less than a fellow of his professional body or shall have been a professor. A creative work shall be assessed as equivalent to a Journal publication, that is, between 2 and 5 points. Scores for creative works shall not exceed 15% of publication scores.

#### ***8.6 Rewarding Industry Experience***

Applicants who possess the Ph.D. degree and are seeking appointment to the Senior Lecturer position may be further rewarded, bearing in mind their cognate industry experience, provided they would have attained the Managerial position before joining the teaching track of University of Kigali. The experience at the Managerial position at the corporate level must be in a reputable public or private enterprise and shall be considered in their placement. This category of Faculty shall not constitute more than 25% of all other Senior Lecturers in the Department. For promotion beyond the Senior Lectureship position, the publication criteria shall hold sway.

#### ***8.7 Special Consideration for Faculty in Professional Departments***

As a strategic option, Faculty in the core areas of all professional programmes recognized by the Rwanda Education Qualification Framework who have 5 years of Industry and University teaching experience post Ph.D. and have a track record of research and product development may be encouraged to apply up to the position of Senior Lecturer. Their publications shall be reviewed as appropriate.

#### ***8.8. Appointment of professional with Industry Experience as Professors and Associate***

##### ***Professors***

University of Kigali encourages Faculty who have earned the Doctor of Philosophy degree (Ph.D.) or its equivalent from renowned Universities in disciplines relevant to the needs of the University to apply for Professorship (i.e. Associate Professor/Professor). Such applicants may be currently serving as Faculty or persons in the Managing Director cadre of top corporate, multinational organizations in Rwanda/International contexts, who have the potential to add value, particularly from a practitioner base. Such individuals with a minimum of 5 years post Ph.D. experience must have distinguished themselves in the particular field they are being considered for. They must also

be able to attract endowments and credible network base with remarkable pedigrees. They shall also need to be persons with awards in their professional contexts. Such persons should serve as bridge between Town and Gown and bring in a rich industry expertise. They should also boast of an appreciable publications base, particularly in practitioner-based Journals.

In the context of the definitions of quality levels, the School Promotion Committee 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.

#### **9.0 Requirement for Promotion**

Given the guidelines contain in section 8 of this policy, an applicant for promotion shall be scored across a number of criteria as listed below:

##### 9.1 Quality of Teaching /Student Rating (Maximum is 8 points)

- |                           |                  |
|---------------------------|------------------|
| a. Assistant Lecturer     | Maximum 5 points |
| b. Lecturer               | Maximum 6 points |
| c. Senior Lecturer        | Maximum 7 Points |
| d. Assoc. Prof./Professor | Maximum 8 points |

##### 9.2 Academic Qualification (Maximum for Ph.D. holder 10 Points )

- |   |           |
|---|-----------|
| a. Ph.D.; D.Sc.; D.Phil.                            | 10 Points |
| b. Master Degree by Research                        | 8 Points  |
| c. Master Degree by course work                     | 6 Points  |
| d. 1 <sup>st</sup> Class in Bachelor's Degree       | 5 Points  |
| e. 2 <sup>nd</sup> Class Upper in bachelors Degree  | 4 Points  |
| f. 2 <sup>nd</sup> Class Lower in Bachelor's Degree | 3 Points  |

##### 9.3 Professional Qualification (where applicable) (Maximum 5 Points)

9.4 Teaching Experience ( @ 1 point per year, Maximum 15 Points) 15 Points

9.5 Teaching/Supervision/ Research Load (Maximum 5 Points) 5 Points

1 point for every 4hours of lecture per week and 8hours of certified research per week.

9.6 Interview Performance ( Maximum 5 Points) 5 Points

9.7 Recognized Publications (Maximum 40 points ) 40 Points

9.8 Patent/ Creative Work etc. (0-1 Point, Maximum 1 Point) 1 Point

9.9 Spread of Publication National International

a. Lecturer 100 % 0%

b. Senior Lecturer 90% 10%

c. Associate Professor 80% 20%

d. Professor 70% 30%

9.10 Minimum Score or points per Publication /Cadre

a. Professor 40 Points

b. Associate Professor 30 Points

c. Senior Lecturer 20 Points

d. Lecturer 10 Points

9.11 Over all Minimum Score per Cadre

a. Professor 70 Points

b. Associate Professor 60 Points

c. Senior Lecturer 50 Points

d. Lecturer 40 Points

OVERALL ASSESSMENT		
S/N	CRITERIA	POINTS
1.	Academic Qualification (Maximum Obtainable )	10
2.	Length of Teaching	15
3.	Teaching /Supervision/Professional Practice	5
4.	Guidance and Supervision of Students	5
5.	Recognized publications (Maximum 40 Points)	40
6.	Research Outputs	5
7.	Professional Qualification (where applicable)	5



8.	Administrative Experience	5
9.	Community Engagement	5
10.	Assessment by Students	3
11.	Interview Performance	2
	<b>TOTAL</b>	<b>100</b>

## 10.0 Post and Profiles

1. **Post Title: Tutorial Assistant**
2. **Location: [Dept or School]**
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

### *CANDIDATES' PROFILE*

Qualifications:

Basic: Honors Degree (NQF Level 8) in a relevant subject, at a minimum level of 2.1 (Second Class Upper)

### **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.

**Skills/Abilities/Competencies:**

**Generic Post Criteria:**

**Basics:**

- 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 vision, mission, core values, and strategic plan.

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**1. Post Title: Assistant lecturer**

**2. Location: [Department or School]**

**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 graduate 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/ Principal.

CANDIDATE'S PROFILE



**Qualifications:**

Basic: Honors Degree (2.1) in a relevant subject plus Master's degree

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

**Experience****Post specific criteria to be added Basics**

- 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

**5. Skills/Abilities/Competencies:****Generic Post Criteria:****Basics:**

- 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 vision, mission, core values, and strategic plan.
- 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 vision, mission, core values, and strategic plan.



**POST PROFILE DEPARTMENT:**

*Post Title: Lecturer*

**1. Location: Department/School**

**2. Responsible to: Head of Discipline**

**3. 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.

**4. 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/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 students, related organizations 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 Basics

- o Experience of teaching in higher education.
- o Experience of curriculum development in higher education.
- o Knowledge of the labor market 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:

#### Basics:

- 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 Vision, Mission, Core Values, and strategic plans.

### *Post Title: Senior Lecturer*

#### 2. Location: Department/School

#### 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:**

Basics:

- 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:**

#### Basics

- 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

#### Skills Abilities/Competencies:

### **Generic Post Criteria:**

#### Basics:

- 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: [Department/School]**

**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 department /school/centre 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.

Duties and Responsibilities:

- Leadership and engagement in **TWO** or more of the following including Research:
  - o Knowledge Transfer, including Applied Research, Consultancy and CPD, including knowledge transfer to the community
  - o Advanced professional practice
  - o 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 journal articles, 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 other national/internal invitations to make presentations, lead workshops and/or act as an advisor for 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:

**Basics:** 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 TEN publication points and FOR PROFESSOR a minimum of FIFTEEN publication points emanating from peer-reviewed index journals, peer reviewed index conference proceedings (as per UoK approved databases), books and book chapters with the assumption that a candidate would score an average 3 points in each publication at this stage.

#### 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.)

Experience:

**Post Specific Criteria to be added:**

Basics:

- 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 AND leadership 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:**



#### Basics:

- Demonstrate effective interpersonal skills, including communication (written and verbal) and team working skills;
- Demonstrate a commitment to the University vision, mission, core values, and strategic plans; ;
- 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.

#### 11.0 Procedure for Appointment

- 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 human resource manager for the post to be advertised.

The human resource manager 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 DVC A or their nominee. For the research posts, the university Director of Research and Postgraduate Studies shall be part of the Committee.

If the post to be filled is at the Associate Professor/ Professor level, then the human resource manager 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.

- 4) The Appointment Committee shall include the relevant 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.
- 5) 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.
- 6) 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.
- 7) 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.
- 8) If none of the applicants is deemed worthy to be shortlisted, then the Committee can recommend re-advertising of the post.
- 9) 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.

10) The most suitable candidate is then recommended for appointment to the post.

11) 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.

11.0 Accelerated Promotion\*\*\*

Upon the discretion of the Appointments Committee, a candidate of 'exceptional talent or accomplishment', who already met the ordinary stated criteria for appointment/promotion, that is to say degree, experience and or years in rank, may be appointed/promoted in case of proven:

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

The Appointment Committee shall consider such an application for appointment

Presented by  
Prof. Robert Rugimbana  
Vice Chancellor



*Date:* ..... 04/08/.....  
*Signature:* .....

Approved by  
Mr. Philibert Afrika  
Chairman BODs

A handwritten signature in blue ink, appearing to read 'P. Afrika', is written over the name of the Chairman of the Board of Directors.

*Date:* ..... 6/9/2022.....  
*Signature:* .....

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