



KAMUZU UNIVERSITY
OF HEALTH SCIENCES

Promotions Policy

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FOREWORD

To foster an atmosphere of creativity, innovation, and productivity towards scholarly and professional excellence, the Kamuzu University of Health Sciences (KUHeS) sets out to acknowledge the contributions and achievements of its members of staff in a fair, consistent, and transparent process. The University further recognizes the need to attract, motivate and retain the services of qualified and competent personnel. Therefore, the University has developed this policy to provide a framework for rewarding excellence that supports the delivery of the University's objectives.

The KUHeS Council supports this policy and is confident that it will contribute to making KUHeS a world-class university and a centre of excellence in health education, research and innovation

Council Chairperson

PREFACE

The KUHeSpromotions policy is committed to the continued pursuit of excellence in Teaching and Learning, Research, and Service Delivery.

To achieve the aforementioned excellences, the University has adopted a performance management system that acknowledges and rewards individual contributions to the achievement of its stated objectives. It also recognizes the uniqueness of the various professions that exist within it.

This policy, therefore, seeks to promote staff's welfare and professional development while fostering the University's growth towards excellence. I steadfastly hope that the University will attain the results envisioned in this Policy. I congratulate the drafting team which spearheaded the development of the policy.

Vice-Chancellor

ACKNOWLEDGMENTS

This policy is a result of dedicated work by KUHeS Schools and departments that initiated the formulation of the policy. The KUHeS Change Management team led by Mr. Hans Will coordinated the development of the policy.

Drafting of this policy was done by a KUHeS drafting team that included Mr. Stuart Chirambo, Mr. Sunshine Kandiero, Ms. Chiamiko Chinkwita-Phiri, Mrs Ida Chapuma, Mr. Francis Mdala, Mr. Charles Khoza, Dr. Idesi Chilinda, Dr. Benjamin Kumwenda, Dr. Charles Mangani, Dr. Rodwell Gundo, Professor Johnstone Kumwenda, Dr. Genesis Chorwe, Dr Thandie Mwalukomo, Dr. Patrick Mapulanga. Prof Fanuel Lampiao, Dr Ndazona Kwanjo Banda, Dr Kondwani Wella, Dr Gladys Msiska, Dr Lilly Kumbani, Mr Wilson Kumwenda, Mr Lloyd Kambwiri, Mr Aeron Nahuku and Mr Humphrys Gunchi.

The University appreciates the constructive inputs of key stakeholders and members of staff.

LIST OF ABBREVIATIONS AND ACRONYMS

AAS:	Academic and Administrative staff
AC:	Appeals Committee
HRC:	Human Resource Committee
CV:	Curriculum Vitae
ED:	Executive Dean
FO:	Finance Officer
HoD:	Head of Department
KUHeS:	Kamuzu University of Health Sciences
M&E:	Monitoring and Evaluation
PI:	Principal Investigator
PMS:	Performance Management System
PRR:	Performance Review Report.
RCD:	Research Centre Director
SMAC:	School Moderation and Appeals Committee
UR:	University Registrar
URI:	University Research Institutes
VC:	Vice-Chancellor

DEFINITIONS

Professional service delivery- provision of services in ones area of specialisation.

Promotion- upward reassignment of a university employee in the organizational hierarchy accompanied by increased responsibilities, enhanced status, and usually increased remuneration.

Research- the pursuit of original knowledge and creativity.

Sabbatical leave-leave granted to a university employee in the academic and category of administrative staff as determined by council.

Scholarly book- books of various disciplines that are published by academic or university presses.

Secondment -leave granted to a tenured employee to be attached to government ,parasistatal body or any other organisation within or outside Malawi.

Staff Member – a member of the permanent academic, professional, and administrative staff.

Study leave-leave granted to a university employee to allow a person time to study or carry out research.

The University- means Kamuzu University of Health Sciences

Unpaid leave- leave granted to a university employee to take time off from work during which he/she retains their job but does not receive a salary.

1. BACKGROUND AND SCOPE

Kamuzu University of Health Sciences (KUHeS) believes that acknowledging staff's contribution through a well-crafted promotion process is necessary to create a conducive environment for effective delivery of services. The significance of the policy rests on the university's vision "a world class university and a centre of excellence in health education, research and innovation". The university is committed to implementing promotion processes through a rigorous peer review system to enhance its national image and international appeal.

This policy summarizes the promotion pathways and also sets out the criteria against which promotion to each grade in the University's structure will be assessed. The policy should be read alongside the documents, Performance Management Policy, and Terms and Conditions of Service.

2. THE RATIONALE FOR THE POLICY

Promotion is the recognition of one's attained distinction in the advancement of the aim of the Kamuzu University of Health Sciences. The policy for promotion is part of the university's system of accountability. The policy is central to fulfilling the university's aim to impart knowledge and produce transferable skills by engaging in the areas of teaching and learning, research, consultancy, and application of knowledge, skills, and aptitudes as outlined in the University's strategic plan. Therefore, high standards in these areas will be expected of candidates for promotion in all disciplines. The purpose of having a clear promotion process is to promote staff whose performance demonstrates a significant contribution to the University and to provide a fair, transparent, and equitable method of assessment.

3. VISION STATEMENT

A world class University and Centre of Excellence in health education, research and innovation

4. MISSION STATEMENT

To advance knowledge, professional competencies, skills and innovations in health sciences through high quality student-centred and innovative education and research that responds to national and global policy in health and development needs in an efficient, sustainable and result-oriented manner.

5. AIM OF THE POLICY

The purpose of this policy is to enable the University to recognize and reward excellence that supports the delivery of its objectives fairly and transparently to members of staff who have attained exceptional achievement.

6. OBJECTIVES OF THE POLICY

The objectives of the policy are:

- (a) To recognize the contribution of members of staff.
- (b) To ensure an objective, fair, consistent, and transparent process in the assessment of staff performance.
- (c) To properly award performance and achievements of members of staff.
- (d) To foster an atmosphere of creativity, innovation, and productivity.
- (e) To attract, motivate and retain the services of qualified and competent people.

7. POLICY PRIORITY AREAS

The Promotion policy priority areas are as follows:

(a) Teaching and Learning

KUHeS will recognize the delivery of teaching and learning that is innovative, effective, inspiring, and efficient.

(b) Research, Innovation, and consultancy

KUHeS will recognize research work and innovations done by its members of staff especially those that address local health problems with global implications.

(c) Services Delivery and Community Outreach

KUHeS will recognize professional excellence in service delivery and outreach within the University and communities.

(d) Financial Management and Resource Mobilization

KUHeS will acknowledge achievements in resource mobilization and the efficient use of resources.

(e) Governance and Management

KUHeS will reward inspirational and innovative leadership demonstrated by a good sustained leadership track record.

8. GUIDING PRINCIPLES FOR IMPLEMENTATION

KUHeS will ensure that this policy is widely disseminated to all relevant persons and will be included in the staff handbook. Implementation of this policy will depend on recommendations from Performance Management System (PMS). To support the implementation of the promotion policy, the following principles will be followed:

a) Transparency

Staff should understand the requirements for promotion. All new employees must be trained on the content of this policy as part of their induction into the university. It is the responsibility of every immediate

supervisor to ensure that all his/her staff are aware of the policy. The whole process of promotion should be transparent and clear.

b) Fairness

The process of promotions should be impartial and objective. Decisions made should be right, reasonable and based on policies and regulations.

c) Evidence-based and peer review

Staff should build their case for promotion based on their achievements and impacts. Decisions at all levels should be based on the best available evidence that the applicant is presenting which should be verified by the responsible officers, peers, and committees.

d) Merit-based

To be promoted, the member of staff must demonstrate sustained achievement at the current level of appointment. Assessments regarding performance at their current level shall be informed by the continued staff member's performance as rated in the PMS.

e) Sustainability

Promotion will be dependent on the availability of the vacancy in the establishment of the university and the availability of finances.

f) Equality of opportunity

The University is committed to promoting equality of opportunity for all staff and ensuring a working environment that is free from discrimination.

9. MONITORING AND EVALUATION

The general objective of monitoring and evaluation is to track the implementation of the policy in the advancement of a fair, merit-based, and transparent process. Monitoring and evaluation also provide a mechanism for institutional accountability.

This policy shall be reviewed after one cycle has been completed from its effective date. Monitoring and evaluation of the policy implementation will be done by the Human Resource Committee(HRC) of KUHeS Council upon recommendations from School/Section Promotions Committees.

10. FINANCIAL IMPLICATIONS

The implementation of this policy will require resources from the university.

11. CRITERIA FOR PROMOTION FOR ACADEMIC AND LIBRARY STAFF

11.1.RESPONSIBILITY FOR THE PROMOTION OF ACADEMIC AND LIBRARY STAFF

The responsibility for the promotion of academic and library staff lies with the University Council. However, the actual promotion is effected by the Human Resource Committee on behalf of the University Council upon recommendations from School/Section Promotions Committees.

11.2.PROCEDURES

- (a) Applications for promotion are considered annually by the Appointments Committee.
- (b) Promotions are sequential. Staff shall be promoted to subsequent grades regardless that satisfy all the requirements from their present grade to the position they would like to apply for.
- (c) Candidates may apply in response to advertisements after completing their PMS process at the time of application.

- (d) The candidate will submit in triplicate the application form, the PMS Evaluation Form, and enclosing copies of curriculum vitae, off-prints of publications, books (book cover) or book chapter, and any other supporting evidence for the application.
- (e) Application formstogether with the PMS Review report shall be submitted to the Executive Dean by the Head of Department after reviewing and evaluating with the applicant.
- (f) The Executive Dean will convene a School Moderation and Appeals Committee to evaluate the Performance Review Report.
- (g) Candidates will be informed of the decision of the Human Resource Committee of Council by the Executive Dean in writing after holding the meeting.
- (h) A Candidate who is dissatisfied with the decision of the Human Resource Committee can appeal to the Vice Chancellor within four weeks of being informed of the decision.
- (i) Applicants to the full Professorial grade may submit their applications at any time throughout the year.
- (j) Staff will not be promoted during the period of study leave, leave of absence andsecondment.
- (k) The period in which staff are on sabbatical leave will be considered for promotion provided that the applicant presents evidence that they were involved in work related to their area of specialisation.
- (l) Project staff would only be considered for promotion upon renewal of their contract using the Performance Management System.

11.3. PRINCIPLES

- (a) The promotion of academic staff shall be determined by scholarship, adherence to teaching responsibilities, effective

contribution to outreach programmes and other achievements such as administrative/university duties and community contributions. In evaluating these a point system shall be used. PMS will contribute to performance evaluation.

- (b) Promotions shall be considered in ones area of employment based on their job description.
- (c) Promotion for all grades of Academics will be made based on the following maximum points:

1. Senior Lecturer/Senior Librarian

- i. Research/scholarship **(35 points)**
- ii. Teaching responsibilities and effectiveness within the KUHeS **(35 points)**
- iii. Service **(30 points)**

2. Associate Professor/Associate Library Professor and Full Professor/Library Professor

- i. Research/scholarship **(40 points)**
- ii. Teaching responsibilities and effectiveness within the KUHeS **(30 points)**
- iii. Service **(30 points)**

- (d) For all academic staff promotion will be approved by the appointments committee of council if the candidate has achieved a minimum of **70 points** from all categories being assessed in (c) above.
- (e) Meritorious increments will be granted at level of Lecturer and Research Fellow only:

- i) One increment if the applicant has achieved **60-64 points** from the assessment in (c) above.
 - ii) Two increments if the applicant has achieved **65-69 points** from the assessment in (c) above.
- (f) Publications and other scholarly works used for meritorious increments may be used for promotion but not for subsequent meritorious increment.
- (g) Evidence used for previous successful application for promotion shall not be used for subsequent applications.
- (h) Evidence of attraction of funds shall be provided. Where more than one person is involved the degree of contribution by an individual shall be indicated. The degree of contribution shall be determined by the role played by the applicant in the grant/project.
- (i) Three references are required to support an application to the post of Associate Professor or full Professor. Two referees are chosen by the University and one by the applicant. If there are marked differences of opinion expressed among the referees, a further opinion will be requested by the University of a referee of their choice.

12.1.1. Research/Scholarship

- a) Assessment of research/scholarship shall take into account the academic qualifications of the candidate, attraction of funds, research impact. Research impact shall mean effect on policy formulation, community solutions, innovations, changing practices and ideas.

- b) and publications. Publications which appear in refereed journals as well as published books and articles are the most serious test of one's research/scholarship. In judging the quality of research, use may be made of the opinion of experts in the same or similar field of study as the candidate.
- c) For promotion to the rank of Associate Professor and Full Professor, only those publications that are in the applicant's area of specialisation will be accepted for promotion. In the context of interdisciplinary publications, the contribution of the applicant shall be within his/her area of specialisation.
- d) Publications presented for promotion must be those done since last successful application.
- e) Publications bearing published date of the journal during the last grade attained cannot be used for the next grade.
- f) Candidate must at least be a first or last author for publications being submitted for promotion to the following rank:
- i. Senior Lecturer/Senior Librarian **1**
 - ii. Associate Professor/Associate
Library Professor **2**
 - iii. Full Professor/Library Professor **3**
- g) Papers in press may be used for promotion provided due acknowledgement of proof that the paper will be published has been submitted.
- h) Papers in press used for promotion for current grade cannot be used again for promotion in the next grade when finally published.

- i) If an applicant has published the same content in different Journals/Conference Proceedings, the committee shall only accept one.
- j) Publications in predatory journals will not be considered for promotion.
- k) If the School or University Appointments Committee are uncertain of the validity of a publication, they may request that applicants provide an editorial page and page of contents, or other information, together with the article as evidence of publication.
- l) The Chairperson of the School Appointments Committee shall obtain an updated list of refereed journals from SCOPUS, Web of science, MEDLINE, African Journals Online, Directory of open access journal and other appropriate indices with assistance from the University Librarian.

12.1.2. Teaching responsibilities and effectiveness

An essential function of a university is to provide effective teaching for undergraduate, postgraduate and other students. In promoting academic staff, appropriate recognition will be given to teaching experience and to the effectiveness of the candidates as teachers, both generally and in their specialist subjects. Reliable indications of teaching ability are often difficult to obtain. However, evidence will be drawn from student-staff evaluation and teaching reports from heads of department and Executive Deans of Schools in all examining and timely assessment cases. Supervision of scholarly students' projects and invigilation, will also be included in the assessment.

12.1.3. Service

These include clinical work, leadership, community service/extension, declared consultancies and capacity building.

The actual contribution to university life through attraction of developmental funds and equipment, contact and work with students and colleagues in the University and related societies and committees etc, will be given due weight when considering promotions. Administrative duties, e.g. Executive Dean, Head of department and Programme Coordinators play a major role in the effectiveness of the University and will also be given due weight.

11.4. PROMOTION TO SENIOR LECTURER AND SENIOR LIBRARIAN

The academic integrity of the University must be guarded and guaranteed and promoted, and an overall sense of responsibility and loyalty to the principles embodied in the University shall be important considerations concerning all academic promotions. Therefore, only holders of at least Masters Degrees can be promoted to the rank of Senior Lecturer and Senior Librarian.

- (a) Senior Lecturership and Senior Librarianship is a grade to which an academic staff member who is an experienced and effective teacher, active scholar, and responsible member of the University and the community at large can expect to be promoted during his/her career.
- (b) Candidates for promotion to this grade shall have a minimum of four full-time or six years (for part-time academics) of experience from the date of appointment as Lecturer or Librarian in the University.
- (c) Evaluation will be based on the following categories:

12.1.4. Research/Scholarship

The Candidates must achieve a minimum score of **24.5 points** out of **35** for research/scholarship

The following relevant categories will be considered:

12.1.5. Publications

The publications will be scored as follows with a maximum **score of 21 points** as shown in immediate table below:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	7
3	Other Authors of Journal Publication/scholarly book chapter	2.3
4	Presenter of conference proceedings	2

The score of **21 points** can be achieved by having:

- i. Scholarly book/Patent;or
- ii. First and last author Journal Publication/book chapter; or
- iii. a combination of
 - a. first and last author Journal Publication/scholarly book chapter and Other Authors of Journal Publication/scholarly book chapter; or
 - b. First and last author Journal Publication/scholarly book chapter and presenter of conference proceedings

12.1.6. Innovations and Designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade mark, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **9 points**.

12.1.7. Attracting Research Funds/other resources into the University

To be promoted to the rank of Senior Lecturer/Senior Librarian a candidate should have attracted a minimum of **US\$ 2,000** in the period under review as a Principal or Co-investigator. Resources of the equivalent value will be considered as funds. The maximum score for this section shall be **5 points** and will be scored as follows:

SN	Item	Points
1	US\$ 10,000	5
2	US\$ 8,000- US\$ 9,999	4
3	US\$ 6,000- US\$ 7,999	3
4	US\$ 4,000- US\$ 5,999	2
5	US\$ 2,000- US\$ 3,999	1

12.1.8. Teaching responsibilities and thesis/dissertation supervision

The Applicant should demonstrate a good record in teaching performance as per the PMS assessment. The applicant should also be a co-supervisor of at least two undergraduate projects/one master's student or should have graduated at least one master's student in the period under review.

(a) Curriculum development

The candidate should demonstrate evidence of sustained and innovative contributions to curriculum development or review and course/module designs or any other initiatives that advance the university's ability to excel in its teaching and learning mandates.

(b) Teaching experience.

The candidate on full-time employment should have a minimum of 4 years' experience in mentoring and supervising students and junior faculty members. For part time academic appointments, candidates for promotion to this grade shall have a minimum of six years of service from the date of appointment as part-time Lecturer or part-time Librarian in the University.

(c) Supervision of undergraduate projects/postgraduate students

The applicant should be a research supervisor of at least two undergraduate projects/one masters student.

(d) Internal or external examination of postgraduate students

The candidate should have been an internal or external examiner for at least 2 postgraduate students or be at least external moderator for one programme.

The maximum score for this section shall be **35 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Initiating and leading curriculum development/review	4

2	Teaching experience as a lecturer (4 years full-time, or 6 years for part-time)	4
3	Supervised at least one masters students	4
4	Supervised at least two undergraduate projects	3
5	Graduated at least one masters student	3
6	Head of Departments Report taking into consideration the staff members teaching portfolio	3
7	Student Evaluation report on staff members teaching	3
8	Executive Dean's report on staff member's teaching	3
9	Educational leadership positions	3
10	At least one PG Student's dissertation and thesis internal or external examination/external moderation of examinations of one programme	3
11	Participate in curriculum development/review	2

12.1.9. Service

- (a) The Candidate applying for a promotion at the rank of Senior Lecturer/Senior Librarian will be required to demonstrate that they are involved in professional service delivery and or declared consultancies. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.
- (b) The Candidate should have demonstrated abilities to handle administrative duties, academic leadership and is actively involved in professional bodies. Areas of involvement are for instance principal investigator, mentoring of upcoming scholars, Academic/University duties (e.g. programme/course coordinator), National and International Organisations, Societies, and Boards Membership. The applicant may prepare

a brief document describing any activity that is not included in the categories mentioned here.

- (c) The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	10
2	Professional services delivery	8
3	Community outreach	5
4	Declared consultancies	5
5	Membership of national international organisations, societies and board	2

11.5. PROMOTION TO ASSOCIATE PROFESSOR AND LIBRARY ASSOCIATE PROFESSOR

- (a) Promotion to this grade shall be considered as a special achievement and only persons of distinguished scholarship, leadership, and teaching experience may be promoted to this grade.
- (b) Academic leadership shall include supervision of Postgraduate students; facilitation of international links; administrative responsibilities; being principal investigator; mentoring of upcoming scholars; developing of new academic programmes and review of curricula.
- (c) This special category is reserved for members of staff who have worked for at least two years as Senior Lecturer/Senior Librarian and hold a PhD or comparable professional qualification. For part-time appointments, candidates for promotion to this grade shall have a minimum of four years of

service from the date of appointment as part-time senior Lecturer or part-time senior Librarian in the University.

- (d) Comments on the suitability of a candidate for promotion to this grade by three professional referees. The two referees should be academic colleagues or supervisors chosen by the candidate and one referee chosen by the University is a requirement.
- (e) The candidate should demonstrate that they have made a substantial contribution to a cogent body of scholarly work.
- (f) Evaluation will be based on the categories stipulated in the subsequent sections.

12.1.10. Research/Scholarship

The Candidates must achieve a minimum score of **28 points** out of **40** for research/scholarship

(a) Publications

The publications will be scored as follows with a maximum **score of 21** points as shown in immediate table below:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/book chapter	4.2
3	Other Authors of Journal Publication/book chapter	2
4	Presenter of conference proceedings	1

The score of **21 points** can be achieved by having:

- i. Scholarly book/Patent;or
 - ii. First and last author Journal Publication/book chapter;
- or

- iii. a combination of
 - a. first and last author Journal Publication/scholarly book chapter and Other Authors of Journal Publication/scholarly book chapter; or
 - b. First and last author Journal Publication/scholarly book chapter and presenter of conference proceedings

NB- The articles used should be new publications after the previous award of promotion.

(b) Innovation and Designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **9 points**.

12.1.11. Attracting Research Funds/other resources into the University

To be promoted to the rank of Associate Professor/Associate Library Professor a candidate should have attracted a minimum of **US\$ 10,000** in the period under review as a Principal or Co-investigator or Collaborator. Resources of the equivalent value will be considered as funds. The maximum score for this section shall be **10 points** and will be scored as follows:

SN	Item	Points
1	US\$ 20,000	10
2	US\$ 15,000- US\$ 19,999	8
3	US\$ 10,000- US\$ 14,999	5

12.1.12. Teaching responsibilities and Thesis/dissertation supervision

(a) Curriculum development

The candidate should demonstrate evidence of sustained and innovative contributions to curriculum development or review and course/module designs or any other initiatives that advance the university's ability to excel in its teaching and learning mandates.

(b) Teaching experience.

The candidate on full-time employment should have a minimum of 2 years' experience in mentoring and supervising students and junior faculty members. For part time academic appointments, candidates for promotion to this grade shall have a minimum of four years of service from the date of appointment as part-time Lecturer or part-time Librarian in the University.

(c) Supervision of postgraduate students

The applicant should also be a supervisor of at least two masters' students or one PhD. or should have graduated at least two masters/PhD students in the period under review.

(d) Internal or external examination of postgraduate students

The candidate should have been an internal or external examiner for at least 2 Masters students/one PhD or be at least external moderator for one postgraduate programme.

The maximum score for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Initiating and leading curriculum development/review	3
2	Supervised at least two masters students as primary supervisor	3
3	Graduated at least two Masters/one PhD student(s)	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	3
5	Student Evaluation report on staff members teaching	4
6	Executive Dean's report on staff member's teaching	2
7	Educational leadership positions	3
8	At least one PG Students dissertation and thesis internal or external examination/external moderation of examinations for one programme	3
9	Supervised at least one Ph.D. or comparable programme student as primary supervisor	2
10	Two years' experience as a Senior lecturer/four years for part-time academic appointments	2
11	Participate in Curriculum development/review	1
12	Supervised at least two masters students as secondary supervisor	1

12.1.13. Service

The Candidate applying for a promotion at the rank of Associate Professor /Associate Library Professor will be required to demonstrate that they are involved in professional service delivery and or declared consultancies. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

The Candidate should have demonstrated abilities to handle administrative duties, academic leadership and is actively involved in professional bodies. Areas of involvement are for

instance principal investigator, mentoring of upcoming scholars, Academic/University duties (e.g programme/course coordinator), National and International Organisations, Societies, and Boards Membership. The applicant may prepare a brief document describing any activity that is not included in the categories mentioned here.

The maximum score for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	8
2	Professional services delivery	8
3	Declared consultancies	7
4	Community outreach	5
5	Membership of national international organisations, societies and board	2

11.6.PROMOTION TO PROFESSOR/LIBRARY PROFESSOR

- (a) This is a very special category reserved for Associate Professors who demonstrate evidence of exceptional scholarship, leadership, and teaching experience and who must have comprehensive knowledge of their fields of specialization. Candidates for promotion to professor level must have served at least three years at Associate Professor Level and hold a Ph.D. or comparable professional qualification. For part time academic appointments, candidates for promotion to this grade shall have a minimum of four years of service from the date of appointment as part-time associate Professor or part-time Library associate Professor in the University.
- (b) Academic leadership shall include supervision of postgraduate students; facilitation of international links; administrative

responsibilities; mentoring of upcoming scholars; developing of new academic programmes and review of curricula; attracting grants.

- (c) Comments on the suitability of a candidate for promotion to this grade by two external professional assessors chosen by the University and one chosen by the candidate within the field of specialization is a requirement.
- (d) Evaluation will be based on the categories stipulated in the subsequent sections.

12.1.14. Research/Scholarship

The following relevant categories will be considered:

- a) Publications **21 points**
- b) Innovations and Designs **9 points**
- c) The attraction of Research funds
Other resources into the University **10 points**

(a) Publications

The publications will be scored as follows with a maximum **score of 21** points as shown in immediate table below:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	3
3	Other Authors of Journal Publication/scholarly book chapter	1.5
4	Presenter of conference proceedings	1

The score of **21 points** can be achieved by having:

- i. Scholarly book/Patent;or
- ii. First and last author Journal Publication/book chapter;
or
- iii. a combination of

- a. first and last author Journal Publication/book chapter and Other Authors of Journal Publication/book chapter; or
- b. First and last author Journal Publication/book chapter and Peer reviewed conference proceedings

NB- The articles used should be new publications after the previous award of promotion

(b) Innovations and designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **9 points**.

(c) The attraction of Research Funds and other resources into the University

To be promoted to the rank of a Professor a candidate should have attracted a minimum of **US\$ 20,000** in the period under review as a Principal or Co-investigator or Collaborator. Resources of the equivalent value will be considered as funds.

The maximum score for this section shall be **10 points** and will be scored as follows:

SN	Item	Points
1	US\$ 50,000	10
2	US\$ 30,000- US\$ 49,999	8
3	US\$ 20,000- US\$ 29,999	5

12.1.15. Teaching responsibilities and effectiveness

The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Initiating and leading curriculum development/review	3
2	Supervised at least two masters students as primary supervisor	3
3	Graduated at least two Masters/one PhD student(s)	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	2
5	Student Evaluation report on staff members teaching	4
6	Executive Dean's report on staff member's teaching	1
7	Educational leadership positions	3
8	At least two PG Students dissertation and thesis internal or external examination/external moderation of examinations	3
9	Supervised at least one Ph.D. student or student of comparable programme as primary supervisor	2
10	Three years experience as an Associate Professor/Associate Library Professor or four years experience for part-time appointments	2
11	Participate in Curriculum development/review	1
12	Supervised at least one masters/PhD student as secondary supervisor	1
13	Mentored at least one Postdoc Fellow or Sub specialty mentee	2

12.1.16. Service

- (a) The Candidate applying for a promotion at the rank of Professor/ Library Professor will be required to demonstrate that they are involved in professional service delivery.
- (b) The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

(c) The Candidate should demonstrate abilities to handle administrative duties, academic leadership and is actively involved in professional bodies. Areas of involvement are for instance Academic/University duties, National and International Organisations, Societies, and Boards Membership. The applicant may prepare a brief document to justify any activity that is not included in the categories mentioned here.

(d) The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	8
2	Professional services delivery	8
3	Declared consultancies	7
4	Community outreach	5
5	Membership of national international organisations, societies and board	2

12. CRITERIA FOR PROMOTION FOR RESEARCH STAFF

12.2. INTRODUCTION

Staff in University Research Institutes/Centres who fall under the category of the academic staff shall follow the criteria for promotion and award of merit increment(s) applicable to academic staff. Since research is their main activity the requirements for promotion will vary.

12.3. PROCEDURES

- (a) Applications for promotion are considered annually by the Human Resource Committee.
- (b) Promotions are sequential. Staff can only be promoted to the position immediately higher than their present grade.
- (c) The candidate will submit in triplicate the application form, the PMS Evaluation Form, and enclosing copies of curriculum vitae, off-prints of publications, books (book cover) or book chapter, and any other supporting evidence for the application.
- (d) Application forms together with the PMS Review report shall be submitted to the Executive Dean by the immediate supervisor after reviewing and evaluating with the applicant.
- (e) The Executive Dean will convene a School Moderation and Appeals Committee to evaluate the Performance Review Report.
- (f) Candidates will be informed of the decision of the Human Resource Committee of Council by the Executive Dean in writing after holding the meeting.
- (g) A Candidate who is dissatisfied with the decision of the Human Resource Committee can appeal to the Appeals Committee through the University Registrar within four weeks of being informed of the decision.

- (h) Applicants to the full Professorial grade may submit their applications at any time throughout the year.
- (i) Staff will not be promoted while on study leave, sabbatical leave, or secondment.

12.4. PRINCIPLES

All other principles are the same as that of academic staff except that:

- a) promotion to all grades will be based on the following categories and maximum points:
 - (i) Research/scholarship **60 points**
 - (ii) Teaching responsibilities and effectiveness **20 points**
 - (iii) Service **20 points**
- b) Candidate must at least be a first or last author for publications being submitted for promotion to the following rank:
 - i. Senior Research Fellow **2**
 - ii. Associate Research Professor **3**
 - iii. Research Professor **5**
- (j) Promotions shall be considered in ones area of employment based on their job description.

12.5. PROMOTION TO SENIOR RESEARCH FELLOW

- (a) Senior Research Fellowship is a grade to which an experienced and effective researcher, active and responsible member of the University and the community at large can expect to be promoted during his/her career.

- (b) Ph.D. or equivalent doctorate in an appropriate field normally required. Masters degree minimum or relevant postgraduate qualifications will be considered.
- (c) Candidates for promotion to this grade shall have a minimum of four full-time years of experience from the date of confirmation as a Research Fellow in the University.
- (d) Evaluation will be based on the categories stipulated in the subsequent sections.

12.5.1. Research/Scholarship

The following relevant categories will be considered:

- a) Publications **30 points**
- b) The attraction of research funds and other resources into the University **15 points**
- c) Innovations and designs **15 points**

The Candidates must achieve a minimum score of **42 points** out of **60** for research/scholarship.

The following relevant categories will be considered:

(a) Publications

The publications will be scored as follows with a maximum **score of 30 points** as shown in immediate table below:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	6

3	Other Authors of Journal Publication/scholarly book chapter	2
4	Presenter of conference proceedings	1

The score of **30 points** can be achieved by having:

- i. Scholarly book/Patent;or
- ii. First and last author Journal Publication/book chapter;
or
- iii. a combination of
 - a. first and last author Journal Publication/scholarly book chapter and Other Authors of Journal Publication/scholarly book chapter; or
 - b. First and last author Journal Publication/scholarly book chapter and presenter of conference proceedings

NB- The articles used should be new publications after the previous award of promotion

(b) Attraction of research funds/other resources into the University

To be promoted to the rank of Senior Research Fellow a candidate should have attracted a minimum of **US\$ 80,000** in the period under review as a Principal Investigator. Resources of the equivalent value will be considered as funds. The funds attracted into the university will be awarded **15 points**.

(c) Innovations and design

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the

innovation or design is in widespread use. The innovation or design shall be awarded **15 points**.

12.5.2. Service

The Candidate applying for a promotion at the rank of Senior Research Fellow will be required to do some professional service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

The Candidate should have demonstrated abilities to manage their research teams, resources and participate as a team member.

The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	3
2	Professional services delivery	5
3	Declared consultancies	5
4	Community outreach	5
5	Membership of national international organisations, societies and board	2

12.5.3. Teaching responsibilities and effectiveness

The Applicant will be expected to teach a minimum of 20% of their time and should demonstrate a good record in supervising at least 3 master's students or its equivalent. The candidate may have also graduated postgraduate students in the period under review.

The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Four years teaching experience as a Research Fellow (4 years)	3
2	Supervised at least three masters students	4
3	Graduated at least one masters student	3
	Head of Departments Report taking into consideration the staff members teaching portfolio	1
5	Student Evaluation report on staff members teaching	2
6	Executive Dean's report on staff member's teaching	1
7	Educational leadership positions	2
8	PG Students dissertation and thesis internal or external examination/external moderation of examinations	3
9	Participate in Curriculum development/review	1

12.6. PROMOTION TO ASSOCIATE RESEARCH PROFESSOR

- (a) Promotion to this grade shall be considered as a special achievement and only persons who have distinguished themselves in research and leadership may be promoted to this grade.
- (b) This special grade is reserved for Senior Research Fellows who have worked for 3 years at that grade and hold a Ph.D. or comparable professional qualification
- (d) Evaluation will be based on the following categories:

12.6.1. Research/Scholarship

The Candidates must achieve a minimum score of **42 points** out of **60** for research/scholarship

The following relevant categories will be considered:

(a) Publications

The publications will be scored as follows with a maximum **score of 35 points** as shown in immediate table below:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	5
3	Other Authors of Journal Publication/scholarly book chapter	2
4	Presenter of conference proceedings	1

The score of **35 points** can be achieved by having:

- i. Scholarly book/Patent;or
- ii. First and last author Journal Publication/book chapter;
or
- iii. a combination of
 - a. first and last author Journal Publication/scholarly book chapter and Other Authors of Journal Publication/scholarly book chapter; or
 - b. First and last author Journal Publication/scholarly book chapter and presenter of conference proceedings

NB- The articles used should be new publications after the previous award of promotion.

(b) The attraction of research funds/other resources into the University.

To be promoted to the rank of Research Associate Professor a candidate should have attracted a minimum of **US\$ 100,000** in the period under review as a Principal Investigator. Resources of the equivalent value will be considered as funds. The funds attracted into the university will be awarded **15 points**.

(c) Innovation and designs (10 points)

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **10 points**.

12.6.2. Service

- (a) The Candidate applying for a promotion at the rank of Research Associate Professor will be required to do some professional service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

- (b) The Candidate should have demonstrated abilities to manage their research teams, resources and participate as a team member.

- (c) The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	3
2	Professional services delivery	3
3	Declared consultancies	7
4	Community outreach	5
5	Membership of national international organisations, societies and boards	2

12.6.3. Teaching responsibilities and Thesis/dissertation supervision

The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Three years teaching experience as a Senior Research Fellow	3
2	Supervised at least four masters students	2
	Supervised at least one PhD student or student of comparable programme	2
3	Graduated at least two masters student or graduated 1 PhD in the period under review	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	1
5	Student Evaluation report on staff members teaching	2
6	Executive Dean's report on staff member's teaching	1
7	Educational leadership positions	2
8	PG Students dissertation and thesis internal or external examination/external moderation of examinations	3
9	Participate in Curriculum development/review	1

12.7. PROMOTION TO RESEARCH PROFESSOR

- (a) This is a very special category reserved for Research Associate Professors who demonstrate evidence of exceptional research ability and leadership. Research leadership shall include; demonstrated mentorship to upcoming researchers, the attraction of grants, international collaboration, community solutions and innovations, and social impact through knowledge transfer.
- (b) They shall have been at the level of Research Associate Professor for three years and hold a Ph.D. or comparable professional qualification.

- (c) Comments on the suitability of a candidate for promotion to this grade by two external professional referees chosen by the University and one chosen by the candidate within the field of specialization is a requirement.
- (d) Evaluation will be based on the categories stipulated in the subsequent sections.

12.7.1. Research/Scholarship

The Candidates must achieve a minimum score of **42 points** out of **60** for research/scholarship

The following relevant categories will be considered:

- a) Publications **35 points**
- b) The attraction of research Funds and other resources into the University **15 points**
- c) Innovations and designs **10 points**

(a) Publications

The publications will be scored as follows with a maximum **score of 35 points** as shown in immediate table below

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	3.8
3	Other Authors of Journal Publication/scholarly book chapter	2
4	Presenter of conference proceedings	1

The score of **35 points** can be achieved by having:

- i. Scholarly book/Patent;or

- ii. First and last author Journal Publication/book chapter;
or
- iii. a combination of
 - a. first and last author Journal Publication/scholarly book chapter and Other Authors of Journal Publication/scholarly book chapter; or
 - b. First and last author Journal Publication/scholarly book chapter and presenter of conference proceedings

NB- The articles used should be new publications after the previous award of promotion.

12.7.2. Attraction of Research funds/other resources into the University

To be promoted to the rank of Research Professor a candidate should have attracted a minimum of **US\$ 120,000** in the period under review as a Principal Investigator. Resources of the equivalent value will be considered as funds. The funds attracted into the university will be awarded **15 points**.

12.7.3. Innovations and designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation is in widespread use. The innovation or design shall be awarded **10 points**.

12.7.4. Service

- (a) The Candidate applying for a promotion at the rank of Research Professor will be required to do some professional

service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

- (b) The Candidate should have demonstrated abilities to manage their research teams, resources and participate as a team member.
- (c) The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Score
1	Academic or university duties	3
2	Professional services delivery	3
3	Declared consultancies	9
4	Community outreach	3
5	Membership of national international organisations, societies and board	2

12.7.5. Teaching responsibilities and effectiveness

- (a) The Applicant will be expected to teach a minimum of 20% of their time and should demonstrate a good record in supervising at least 1 Ph.D. student or its equivalent or a Post-Doctoral Fellow.
- (b) The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Score
1	Supervised at least four masters students as primary supervisor	2
2	Graduated at least two Masters/one PhD student(s)	2
3	Head of Departments Report taking into consideration the staff members teaching portfolio	1
4	Student Evaluation report on staff members teaching	2

5	Executive Dean's report on staff member's teaching	1
6	Educational leadership positions	2
7	At least one PG Students dissertation and thesis internal or external examination/external moderation of examinations	2
8	Supervised at least one PhD student or student of comparable programme as primary supervisor	2
9	Three years' experience as an Associate Research Professor/Four years for part-time academic appointments.	2
10	Participate in Curriculum development/review	1
11	Supervised at least one masters/PhD student as secondary supervisor	1
12	Mentored at least two Postdoc Fellow or Sub specialty mentee	2

13. CRITERIA FOR THE AWARD OF MERIT INCREMENTS TO ACADEMIC, LIBRARY AND RESEARCH STAFF

12.8. INTRODUCTION

Merit increments will be awarded to academic, library and research staff as recognition of their outstanding performance as rated in the PMS in comparison with other Staff in the same category. Merit increment may be granted only when a staff member applies for it. Merit increments will not be given in any consecutive years.

When considering the award of merit increments, the following points will be taken into consideration:

12.9. LENGTH OF SERVICE

- (a) A minimum of two years of satisfactory service will normally be required, and the staff member must be confirmed in his/her appointment.
- (b) The period when the staff member was a Staff Associate or Assistant Lecturer, Assistant Librarian or Research Associate will not be taken as a qualifying period of service because during this time the staff member was not, a full-time teaching member of staff.
- (c) The period when the staff member was undergoing further training as described in the conditions of service will not be taken as a qualifying period for merit increments.

12.10. AWARD

Meritorious increments will be granted at level of Lecturer and Research Fellow only:

- i) One increment if the applicant has achieved **60-64 points** from the senior lecturer promotion assessment.
- ii) Two increments if the applicant has achieved **65-69 points** from the senior lecturer promotion assessment.

12.11. PROCEDURE

Candidates shall apply for the award of merit increments through the Departmental/sectional heads. The Departmental/sectional heads will submit the application to the Executive Dean/University Librarian for consideration by the Human Resource Committee.

13. CRITERIA FOR PROMOTION AND AWARD OF MERIT INCREMENT(S) FOR PROFESSIONAL AND ADMINISTRATIVE STAFF

13.1. INTRODUCTION

This section sets out the criteria for promotion and award of merit increment(s), for Professional and Administrative staff, and it covers such relevant areas as performance, length of service, qualifications, and procedural issues

The responsibility for the promotion of professional and administrative staff lies with the University Council. However, the actual promotion of academic staff is effected by the Human Resource Committee on behalf of the University Council upon recommendations from School/Section Promotions Committees.

All eligible candidates for promotion will be expected to complete an application form for promotion or merit increment(s) and therefore, these criteria shall be read in conjunction with that form.

13.2. PROCEDURE

- (a) Applications for promotions are normally considered annually.
- (b) The candidate will submit in triplicate the application form, the PMS Evaluation Form, and enclosing copies of curriculum vitae and any other supporting evidence for the application.
- (c) References from three referees within the University whom the candidate works with will be required.
- (d) Candidates must be informed of the outcome of the application in written form.

- (e) A candidate who is dissatisfied with the decision of the Human Resource Committee can appeal to the Appeals Committee within four weeks of being informed of the decision.

13.3. PRINCIPLES OF PROMOTION

(a) **Performance**

All promotions of Professional and Administrative staff will be based on performance and merit. Assessors will hold this principle to be paramount as they make their recommendations, relating them to the relevant job descriptions of the applicants, in their current positions as well as the positions applied for.

(b) **Length of Service**

Professional and Administrative member of staff should serve at least three years of service at their current level to be eligible to apply for promotion

(c) **Qualifications**

Should be holders of appropriate entry qualifications for the level they are applying to be promoted to as specified in the conditions of service.

(d) **Competence**

The PMS grade will determine the level of competence of the candidate for promotion.

Candidates will be expected to:

- i. Have fully mastered the relevant functions of their current position as detailed in their job descriptions;
- ii. Demonstrate their ability to deal with administrative matters with minimal supervision; and
- iii. Demonstrate initiative and a sense of sound judgment.

13.4. Merit Increment

An applicant would be awarded one or two merit increment/s based on the PMS scoring. Merit increment will not be given in any consecutive years. Merit awards will be given to administrative staff members in KU6 to KU12.


When considering the award of merit increments, the following will be taken into account:

- i. An applicant will be eligible for merit award after being confirmed;
- ii. A minimum of two years of satisfactory service after confirmation in the current position will be required; and
- iii. The period when the staff member was undergoing further training will not be taken as a qualifying period for merit increments.

13.5. APPLICATION FORMS

Candidates applying for promotion or merit increments will be required to complete Section A of the application form, and submit it to their immediate supervisor for processing as stipulated under Section B of this paper. The Application form will be accompanied by the PMS evaluation form.

APPENDIX 1 : APPLICATION FOR PROMOTION AND AWARD OF MERIT INCREMENTS FOR LECTURER/LIBRARIAN TO SENIOR LECTURER/LIBRARIAN

XXXX	<p>APPLICATION FOR PROMOTION AND AWARD OF MERIT INCREMENTS FOR LECTURER/LIBRARIAN TO SENIOR LECTURER/LIBRARIAN</p>	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

Personal details

Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

Length of University experience (indicate actual dates).

SN	Length of Positi	University	Period
a)			
b)			
c)			
d)			
e)			

3.Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4.Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award
1.			
2.			
3.			
4.			

PART 1: RESEARCH/SCHOLARSHIP

Section A: Publications

The Candidates must achieve a minimum score of **24.5 points** out of **35** for research/scholarship. The following relevant categories will be considered. The publications will be scored as follows with a maximum of **21 points**:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	7
3	Other Authors of Journal Publication/scholarly book chapter	2.3
4	Presenter of conference proceedings	2

List and attach copies of publications you would like to be used for this application for promotion or award of merit increments (only publications since the last promotion and not used previously shall be provided).

Category 1:

1.1 Scholarly Books/Patent		
Number of entries		
Title of the Book/Books/Patent	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.2 Refereed journal articles		
Number of entries		
Title of the journal article	Publisher	Year of Publication
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		

1.3 Scholarly Book chapters	
Number of entries	

Title of the Book chapters	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.4 Presenter of conference proceedings		
Number of entries		
Title of the conference proceeding	Name of the Conference	Year of Publication
a)		
b)		
c)		
d)		

Section B: Innovations and designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade mark, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **9 points**.

- i. List any innovations you have made (provide proof wherever possible)

Year(s)	Innovation	Details of the innovation
a)		
b)		

c)		
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ii. List and attach any designs you have made

Year(s)	Design	Details of the design
a)		
b)		
c)		

Section C: Attraction of Research Funds/other resources into the University

To be promoted to the rank of Senior Lecturer/Senior Librarian a candidate should have attracted a minimum of **US\$ 2,000** in the period under review as a Principal or Co-investigator. Resources of the equivalent value will be considered as funds. The maximum points for this section shall be **5 points** and attracted funds will be scored as follows:

SN	Item	Points
1	US\$ 10,000	5
2	US\$ 8,000- US\$ 9,999	4
3	US\$ 6,000- US\$ 7,999	3
4	US\$ 4,000- US\$ 5,999	2
5	US\$ 2,000 - US\$ 3,999	1

Date of actual funding	Amount in US\$	Source	DFI Endorsement
a)			
b)			
c)			
d)			

PART 2: TEACHING RESPONSIBILITIES AND EFFECTIVENESS

The Applicant should demonstrate a good record in teaching performance as per the PMS assessment. The applicant should also be a co-supervisor of at least two undergraduate projects/one master's student or should have graduated at least one master's student in the period under review.

(a) Curriculum development

The candidate should demonstrate evidence of sustained and innovative contributions to curriculum development or review and course/module designs or any other initiatives that advance the university's ability to excel in its teaching and learning mandates.

(b) Teaching experience of minimum 4 years

The candidate should have a minimum of 4 years' experience in mentoring and supervising students and junior faculty members.

(c) Supervision of undergraduate projects/postgraduate students

The applicant should be a research supervisor of at least two undergraduate projects/one masters student.

(d) Internal or external examination of postgraduate students

The candidate should have been an internal or external examiner for at least 2 postgraduate students or be at least external moderator for one programme. The maximum point for this section shall be **35 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Initiating Curriculum Development/review	4
2	Four years teaching experience as a lecturer (4 years)	4
3	Supervised at least one masters students	4
4	Supervised at least two undergraduate projects	3

5	Graduated at least one masters student	3
6	Head of Departments Report taking into consideration the staff members teaching portfolio	3
7	Student Evaluation report on staff members teaching	3
8	Executive Dean's report on staff member's teaching	3
9	Educational leadership positions	3
10	At least one PG Student's dissertation and thesis internal or external examination/external moderation of examinations of one programme	3
11	Participate in Curriculum development/review	2

Section D: Curriculum contribution

- a. Applicant should attach a teaching report from the PMS Evaluation.
- b. Briefly indicate your contribution to any curriculum innovations that you have been involved in

Course/Module	Title of the Course/Module	Contribution
a)		
b)		
c)		

Students supervised

Name of Student	Title of the Dissertation/Thesis	Primary/Co-Supervisor
a)		
b)		
c)		

Educational leadership positions

S/N	Position	Year
a)		
b)		
c)		

Section E: Service

The Candidate applying for a promotion at the rank of Senior Lecturer/Senior Librarian will be required to demonstrate that they are involved in professional service delivery and or declared consultancies. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

- (a) The Candidate should have demonstrated abilities to handle administrative duties, academic leadership and is actively involved in professional bodies. Areas of involvement are for instance principal investigator, mentoring of upcoming scholars, Academic/University duties (e.g. programme/course coordinator), National and International Organisations, Societies, and Boards Membership. The applicant may prepare a brief document describing any activity that is not included in the categories mentioned here. The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	10
2	Professional services delivery	8
3	Community outreach	5
4	Declared consultancies	5
5	Membership of national international organisations, societies and board	2

b. Briefly describe any Community/Outreach service(s) that you are involved in (Attach evidence)

Year	Name event/activity (local, national, international)	Contributed initiation/ organization of the event	to Presentation yes/no If yes; Invited yes/no

PART 3: ADMINISTRATIVE DUTIES

Section F: Committee

List any Committees that you are a member of and participate actively at the School and University levels.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			

b)			
c)			

Section G: Boards

List any National, International Organisations, Boards, and societies that you actively participate in.

Name of Board	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

PART 4. REFEREES

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	
Reason for nomination	

Title and name of referee	
Email address	


Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Applicant Signature: _____

Date: _____

APPENDIX 2: APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR/ASSOCIATE LIBRARY PROFESSOR

XXXX	<p>APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR/ASSOCIATE LIBRARY PROFESSOR</p>	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

Personal details	
Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

1. Length of University experience (indicate actual dates).

3.Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4.Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award
1.			
2.			
3.			
4.			

PART 1: RESEARCH/SCHOLARSHIP

Section A: Publications

The Candidates must achieve a minimum score of **28 points** out of **40** for research/scholarship. The following relevant categories will be considered:

a) Publications

The publications will be scored as follows with a maximum of **21 points**:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	4.2
3	Other Authors of Journal Publication/scholarly book chapter	2
4	Presenter of conference proceedings	1

NB- The articles used should be new publications after the previous award of promotion.

List and attach copies of publications you would like to be used for this application for promotion or award of merit increments (only publications since the last promotion and not used previously shall be provided).

Category 1:

1.1 Scholarly Books		
Number of entries		
Title of the Book/Books	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.2 Refereed journal articles		
Number of entries		
Title of the journal article	Publisher	Year of Publication
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		

1.3 Scholarly Book chapters		
Number of entries		
Title of the Book chapters	Publisher	Year of Publication
a)		

b)		
c)		
d)		

1.4 Presenter of conference proceedings		
Number of entries		
Title of the conference proceeding	Name of the Conference	Year of Publication
a)		
b)		
c)		
d)		

Section B: Innovations and designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **9 points**.

- i. List any innovations you have made (provide proof wherever possible)

Year(s)	Innovation	Details of the innovation
a)		
b)		
c)		

ii. List and attach any designs you have made

Year(s)	Design	Details of the design
a)		
b)		
c)		

Section C: Attraction of Research Funds/other resources into the University

To be promoted to the rank of Associate Professor/Associate Library Professor a candidate should have attracted a minimum of **US\$ 20,000** in the period under review as a Principal or Co-investigator or Collaborator. Resources of the equivalent value will be considered as funds. The maximum points for this section shall be **10 points** and funds attracted will be scored as follows:

SN	Item	Points
1	US\$ 20,000	10
2	US\$ 15,000- US\$ 19,999	8
3	US\$ 10,000- US\$ 14,999	5

Date of actual funding	Amount in US\$	Source	DFI Endorsement
a)			
b)			
c)			
d)			

PART 2: TEACHING RESPONSIBILITIES AND EFFECTIVENESS

The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Initiating Curriculum Development/review	3
2	Supervised at least two masters students as primary supervisor	3
3	Graduated at least two Masters/one PhD student(s)	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	3
5	Student Evaluation report on staff members teaching	4
6	Executive Dean's report on staff member's teaching	2
7	Educational leadership positions	3
8	At least one PG Students dissertation and thesis internal or external examination/external moderation of examinations for one programme	3
9	Supervised at least one Ph.D. or comparable programme student as primary supervisor	2
10	Two years' experience as a Senior lecturer	2
11	Participate in Curriculum development/review	1
12	Supervised at least two masters students as secondary supervisor	1

Applicant should attach a teaching report from the PMS Evaluation. Briefly indicate your contribution to any curriculum innovations that you have been involved in

Course/Module	Title of the Course/Module	Contribution
a)		
b)		
c)		

Section E: Service

The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	10
2	Professional services delivery	8
3	Community outreach	5
4	Declared consultancies	5
5	Membership of national international organisations, societies and board	2

Briefly describe any Community/Outreach service(s) that you are involved in (Attach evidence)

Year	Name event/activity (local, national, international)	Contributed to initiation/ organization of the event	Presentation yes/no If yes; Invited yes/no

Section F: Committee

List any Committees that you are a member of and participate actively at the School and University levels.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

Section G: Boards

List any National, International Organisations, Boards, and societies that you actively participate in.

Name of Board	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

PART 4. REFEREES

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	
Reason for nomination	


Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Applicant Signature: _____

Date:

APPENDIX 3: APPLICATION FOR PROMOTION TO PROFESSOR/LIBRARY PROFESSOR

XXXX	APPLICATION FOR PROMOTION TO PROFESSOR/LIBRARY PROFESSOR	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

1. Personal details

Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

2. Length of University experience (indicate actual dates).

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

3.Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4.Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award
1.			

2.			
3.			
4.			

PART 1: RESEARCH/SCHOLARSHIP

Section A: Publications

The publications will be scored as follows with a maximum of **21 points**:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	3
3	Other Authors of Journal Publication/scholarly book chapter	1.5
4	Presenter of conference proceedings	1

NB- The articles used should be new publications after the previous award of promotion. List and attach copies of publications you would like to be used for this application for promotion or award of merit increments (only publications since the last promotion and not used previously shall be provided).

Category 1:

1.1 Scholarly Books		
Number of entries		
Title of the Book/Books	Publisher	Year of Publication

a)		
b)		
c)		
d)		

1.2 Refereed journal articles		
Number of entries		
Title of the journal article	Publisher	Year of Publication
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		

1.3 Scholarly Book chapters		
Number of entries		
Title of the Book chapters	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.4 Presenter of conference proceedings	
Number of entries	

Title of the conference proceeding	Name of the Conference	Year of Publication
a)		
b)		
c)		
d)		

Section B: Innovations and Design

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **9 points**.

- i. List any innovations you have made (provide proof wherever possible)

Year(s)	Innovation	Details of the innovation
a)		
b)		
c)		

- ii. List and attach any designs you have made

Year(s)	Design	Details of the design
a)		
b)		
c)		

Section C: Attraction of Research Funds/other resources into the University

To be promoted to the rank of a Professor a candidate should have attracted a minimum of **US\$ 20,000** in the period under review as a Principal or Co-investigator or Collaborator. Resources of the equivalent value will be considered as funds. These will be scored as one first-author publication. Evidence of attracting funds should be accompanied by a person’s activity in research and teaching. The maximum points for this section shall be 10 and funds attracted will be scored as follows:

SN	Item	Points
1	US\$ 50,000	10
2	US\$ 30,000- US\$ 49,999	8
3	US\$ 20,000- US\$ 29,999	5

Date of actual funding	Amount in US\$	Source	DFI Endorsement
a)			
b)			
c)			
d)			

PART 2: TEACHING RESPONSIBILITIES AND EFFECTIVENESS

The Applicant should demonstrate a good record in teaching performance as per the PMS assessment. The applicant should also be a supervisor of at least two masters’ students or one Ph.D. student or a comparable programme of study or have graduated Ph.D. students before. The

maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Initiating Curriculum Development/review	3
2	Supervised at least two masters students as primary supervisor	3
3	Graduated at least two Masters/one PhD student(s)	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	2
5	Student Evaluation report on staff members teaching	4
6	Executive Dean's report on staff member's teaching	1
7	Educational leadership positions	3
8	At least two PG Students dissertation and thesis internal or external examination/external moderation of examinations	3
9	Supervised at least one Ph.D. student or student of comparable programme as primary supervisor	2
10	Three years' experience as an Associate Professor/Associate Library Professor	2
11	Participate in Curriculum development/review	1
12	Supervised at least one masters/PhD student as secondary supervisor	1
13	Mentored at least one Postdoc Fellow or Sub specialty mentee	2

Applicant should attach a teaching report from the PMS Evaluation. Briefly indicate your contribution to any curriculum innovations that you have been involved in

Course/Module	Title of the Course/Module	Contribution
a)		
b)		
c)		

Section E: Service

The Candidate applying for a promotion at the rank of Professor/ Library Professor will be required to demonstrate that they are involved in professional service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted.

The Candidate should demonstrate abilities to handle administrative duties, academic leadership and is actively involved in professional bodies. Areas of involvement are for instance Academic/University duties, National and International Organisations, Societies, and Boards Membership. The applicant may prepare a brief document to justify any activity that is not included in the categories mentioned here.

The maximum point for this section shall be **30 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	8
2	Professional services delivery	8
3	Declared consultancies	7
4	Community outreach	5
5	Membership of national international organisations, societies and board	2

Briefly describe any Community/Outreach service(s) that you are involved in (Attach evidence)

Year	Name event/activity (local, national, international)	Contributed to initiation/ organization of the event	Presentation yes/no If yes; Invited yes/no

Section F: Committee

List any Committees that you are a member of and participate actively at the School and University levels.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

Section G: Boards

List any National, International Organisations, Boards, and societies that you actively participate in.

Name of Board	Organisation	Position in the Committee	Contributions

a)			
b)			
c)			

PART 4. REFEREES

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Applicant Signature: _____

Date: _____

APPENDIX 4: APPLICATION FOR PROMOTION TO SENIOR RESEARCH FELLOW

XXXX	APPLICATION FOR PROMOTION TO SENIOR RESEARCH FELLOW	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

1. Personal details

Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

2. Length of University experience (indicate actual dates).

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

3.Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4.Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award

1.			
2.			
3.			
4.			

PART 1: RESEARCH/SCHOLARSHIP

Section A: Publications

The Candidates must achieve a minimum score of **42 points** out of **60** for research/scholarship. The publications will be scored as follows with a maximum of **30 points**:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	6
3	Other Authors of Journal Publication/scholarly book chapter	2
4	Presenter of conference proceedings	1

NB- The articles used should be new publications after the previous award of promotion.

List and attach copies of publications you would like to be used for this application for promotion or award of merit increments (only publications since the last promotion and not used previously shall be provided).

Category 1:

1.1 Scholarly Books		
Number of entries		
Title of the Book/Books	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.2 Refereed journal articles		
Number of entries		
Title of the journal article	Publisher	Year of Publication
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		

1.3 Scholarly Book chapters	
Number of entries	

Title of the Book chapters	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.4 Presenter of conference proceedings		
Number of entries		
Title of the conference proceeding	Name of the Conference	Year of Publication
a)		
b)		
c)		
d)		

Section B: Innovations and designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **15 points**.

- i. List any innovations you have made (provide proof wherever possible)

Year(s)	Innovation	Details of the innovation
a)		
b)		

c)		
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ii. List and attach any designs you have made

Year(s)	Design	Details of the design
a)		
b)		
c)		

Section C: Attraction of Research Funds/other resources into the University

To be promoted to the rank of Senior Research Fellow a candidate should have attracted a minimum of **US\$ 80,000** in the period under review as a Principal Investigator. The funds attracted into the university shall be awarded **15 points**.

PART 2: TEACHING RESPONSIBILITIES AND EFFECTIVENESS

The Applicant will be expected to teach a minimum of **20%** of their time and should demonstrate a good record in supervising at least 3 master's students or its equivalent. The candidate may have also graduated postgraduate students in the period under review. The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Four years teaching experience as a Research Fellow (4 years)	3
2	Supervised at least three masters students	4
3	Graduated at least one masters student	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	1

5	Student Evaluation report on staff members teaching	2
6	Executive Dean's report on staff member's teaching	1
7	Educational leadership positions	2
8	At least one PG Students dissertation and thesis internal or external examination/external moderation of examinations	3
9	Participate in Curriculum development/review	1

Applicant should attach a teaching report from the PMS Evaluation. Briefly indicate your contribution to any curriculum innovations that you have been involved in

Course/Module	Title of the Course/Module	Contribution
a)		
b)		
c)		

Section E: Service

The Candidate applying for a promotion at the rank of Senior Research Fellow will be required to do some professional professional service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted. The Candidate should have demonstrated abilities to manage their research teams, resources and participate as a team member. The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	3
2	Professional services delivery	5
3	Declared consultancies	5
4	Community outreach	5

5	Membership of national international organisations, societies and board	2
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Briefly describe any Community/Outreach service(s) that you are involved in (Attach evidence)

Year	Name event/activity (local, national, international)	Contributed to initiation/ organization of the event	Presentation yes/no If yes; Invited yes/no

PART 3: ADMINISTRATIVE DUTIES

Section F: Committee

List any Committees that you are a member of and participate actively at the School and University levels.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

Section G: Boards

List any National, International Organisations, Boards, and societies that you actively participate in.

Name of Board	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

PART 4. REFEREES

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	

Reason for nomination	
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Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Applicant Signature: _____

Date: _____

APPENDIX 5: APPLICATION FOR PROMOTION TO ASSOCIATE RESEARCH PROFESSOR

XXXX	APPLICATION FOR PROMOTION TO ASSOCIATE RESEARCH PROFESSOR	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

1. Personal details

Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

2. Length of University experience (indicate actual dates).

3.Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4.Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award
1.			
2.			
3.			

4.			
----	--	--	--

PART 1: RESEARCH/SCHOLARSHIP

Section A: Publications

The Candidates must achieve a minimum score of **42 points** out of **60** for research/scholarship. The publications will be scored as follows with a maximum of **35 points**:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	5
3	Other Authors of Journal Publication/scholarly book chapter	2
4	Peer reviewed conference proceedings	1

NB- The articles used should be new publications after the previous award of promotion.

List and attach copies of publications you would like to be used for this application for promotion or award of merit increments (only publications since the last promotion and not used previously shall be provided).

Category 1:

1.1 Scholarly Books		
Number of entries		
Title of the Book/Books	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.2 Refereed journal articles		
Number of entries		
Title of the journal article	Publisher	Year of Publication
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		

1.3 Scholarly Book chapters		
Number of entries		
Title of the Book chapters	Publisher	Year of Publication

a)		
b)		
c)		
d)		

1.4 Presenter of conference proceedings		
Number of entries		
Title of the conference proceeding	Name of the Conference	Year of Publication
a)		
b)		
c)		
d)		

Section B: Innovations and Designs

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **10 points**.

- i. List any innovations you have made (provide proof wherever possible)

Year(s)	Innovation	Details of the innovation
a)		
b)		
c)		

- ii. List and attach any designs you have made

Year(s)	Design	Details of the design
a)		
b)		
c)		

Section C: Attraction of Research Funds/other resources into the University

To be promoted to the rank of Senior Research Fellow a candidate should have attracted a minimum of **US\$ 80,000** in the period under review as a Principal Investigator. The funds attracted into the university will be awarded **15 points**.

PART 2: TEACHING RESPONSIBILITIES AND EFFECTIVENESS

The Applicant will be expected to teach a minimum of 20% of their time and should demonstrate a good record in supervising at least 4 master's students or its equivalent plus at least 1 Ph.D. student or its equivalent. The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Score
1	Three years teaching experience as a Senior Research Fellow	3
2	Supervised at least four masters students	2
3	Supervised at least one PhD student or student of comparable programme	2
3	Graduated at least two masters student	3
4	Head of Departments Report taking into consideration the staff members teaching portfolio	1
5	Student Evaluation report on staff members teaching	2
6	Executive Dean's report on staff member's teaching	1

7	Educational leadership positions	2
8	At least one PG Students dissertation and thesis internal or external examination/external moderation of examinations	3
9	Participate in Curriculum development/review	1

Applicant should attach a teaching report from the PMS Evaluation.

Briefly indicate your contribution to any curriculum innovations that you have been involved in

Course/Module	Title of the Course/Module	Contribution
a)		
b)		
c)		

Section E: Service

The Candidate applying for a promotion at the rank of Research Associate Professor will be required to do some professional service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted. The Candidate should have demonstrated abilities to manage their research teams, resources and participate as a team member. The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Score
1	Academic or university duties	3
2	Professional services delivery	3
3	Declared consultancies	7
4	Community outreach	5

5	Membership of national international organisations, societies and boards	2
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Briefly describe any Community/Outreach service(s) that you are involved in (Attach evidence)

Year	Name event/activity (local, national, international)	Contributed to initiation/ organization of the event	Presentation yes/no If yes; Invited yes/no

PART 3: ADMINISTRATIVE DUTIES

Section F: Committee

List any Committees that you are a member of and participate actively at the School and University levels.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

Section G: Boards

List any National, International Organisations, Boards, and societies that you actively participate in.

Name of Board	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

PART 4. REFEREES

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Applicant Signature: _____

Date: _____

APPENDIX 6: APPLICATION FOR PROMOTION TO RESEARCH PROFESSOR

XXXX	APPLICATION FOR PROMOTION TO RESEARCH PROFESSOR	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

1. Personal details

Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

2. Length of University experience (indicate actual dates).

3.Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4.Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award
1.			
2.			
3.			

4.			
----	--	--	--

PART 1: RESEARCH/SCHOLARSHIP

Section A: Publications

The Candidates must achieve a minimum score of **42 points** out of **60** for research/scholarship. The publications will be scored as follows with a maximum of **35 points**:

SN	Item	Points
1	Scholarly book/Patent	21
2	First and last author Journal Publication/scholarly book chapter	3.8
3	Other Authors of Journal Publication/scholarly book chapter	2
4	Presenter of conference proceedings	1

NB- The articles used should be new publications after the previous award of promotion.

List and attach copies of publications you would like to be used for this application for promotion or award of merit increments (only publications since the last promotion and not used previously shall be provided).

Category 1:

1.1 Scholarly Books		
Number of entries		
Title of the Book/Books	Publisher	Year of Publication
a)		
b)		
c)		
d)		

1.2 Refereed journal articles		
Number of entries		
Title of the journal article	Publisher	Year of Publication
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		

1.3 Scholarly Book chapters		
Number of entries		
Title of the Book chapters	Publisher	Year of Publication

a)		
b)		
c)		
d)		

1.4 Presenter of conference proceedings		
Number of entries		
Title of the conference proceeding	Name of the Conference	Year of Publication
a)		
b)		
c)		
d)		

Section B: Innovations and Design

Innovations and designs with documented evidence must be presented that the innovation and design (e.g. trade marks, tool, method, technique, design, policy, and practice) originated with and/or was developed by the staff member and that the innovation or design is in widespread use. The innovation or design shall be awarded **10 points**

- i. List any innovations you have made (provide proof wherever possible)

Year(s)	Innovation	Details of the innovation
d)		
e)		
f)		

- ii. List and attach any designs you have made

Year(s)	Design	Details of the design
d)		
e)		
f)		

Section C: Attraction of Research Funds and other resources into the University

To be promoted to the rank of Research Professor a candidate should have attracted a minimum of **US\$ 120,000** in the period under review as a Principal Investigator. Resources of the equivalent value will be considered as funds. The funds attracted into the university shall be awarded **15 points**.

PART 2: TEACHING RESPONSIBILITIES AND EFFECTIVENESS

The Applicant will be expected to teach a minimum of 20% of their time and should demonstrate a good record in supervising at least 1 Ph.D. student or its equivalent or a Post-Doctoral Fellow. The maximum point for this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Supervised at least four masters students as primary supervisor	2
2	Graduated at least two Masters/one PhD student(s)	2
3	Head of Departments Report taking into consideration the staff members teaching portfolio	1
4	Student Evaluation report on staff members teaching	2
5	Executive Dean's report on staff member's teaching	1
6	Educational leadership positions	2
7	At least two PG Students dissertation and thesis internal or external examination/external moderation of examinations	2

8	Supervised at least one PhD student or student of comparable programme as primary supervisor	2
9	Three years' experience as an Associate Research Professor	2
10	Participate in Curriculum development/review	1
11	Supervised at least one masters/PhD student as secondary supervisor	1
12	Mentored at least two Postdoc Fellow or Sub specialty mentee	2

Applicant should attach a teaching report from the PMS Evaluation. Briefly indicate your contribution to any curriculum innovations that you have been involved in

Course/Module	Title of the Course/Module	Contribution
a)		
b)		
c)		

Section E: Service

The Candidate applying for a promotion at the rank of Research Professor will be required to do some professional service delivery. The applicant will prepare a brief document of no more than 2 pages describing the professional service delivery activity conducted. The Candidate should have demonstrated abilities to manage their research teams, resources and participate as a team member. The maximum score this section shall be **20 points** and the scoring criteria shall be as follows:

SN	Item	Points
1	Academic or university duties	3
2	Professional services delivery	3
3	Declared consultancies	9
4	Community outreach	3

5	Membership of national international organisations, societies and board	2
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Briefly describe any Community/Outreach service(s) that you are involved in (Attach evidence)

Year	Name event/activity (local, national, international)	Contributed to initiation/ organization of the event	Presentation yes/no If yes; Invited yes/no

PART 3: ADMINISTRATIVE DUTIES

Section F: Committee

List any Committees that you are a member of and participate actively at the School and University levels.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			

b)			
c)			

Section G: Boards

List any National, International Organisations, Boards, and societies that you actively participate in.

Name of Board	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

PART 4. REFEREES

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	
Reason for nomination	

Title and name of referee	
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Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Applicant Signature: _____

Date: _____

APPENDIX 7: APPLICATION FOR PROMOTION AND AWARD OF MERIT INCREMENTS(S) FOR PROFESSIONAL AND ADMINISTRATIVE STAFF

XXXX	APPLICATION FOR PROMOTION AND AWARD OF MERIT INCREMENTS(S) FOR PROFESSIONAL AND ADMINISTRATIVE STAFF	
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Guide

- i. Submit in triplicate
- ii. The candidate should complete what is applicable
- iii. Head of Department and Executive Dean shall each submit a report on the candidate
- iv. This form shall be accompanied by the PMS Evaluation Form

1. Personal details

Surname	
First Name	
School/Institute/Center	
School	
Present position	
Date of last promotion	
This application is for promotion to the position of/or merit increment(s).	

2. Length of University experience (indicate actual dates).

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

3. Relevant details of previous employment not mentioned earlier

SN	Position	University	Period
a)			
b)			
c)			
d)			
e)			

4. Academic qualifications in sequence (most recent first)

Institution	Period of Study	Award	Year of Award
1.			
2.			
3.			

4.			
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5. Professional qualifications (e.g. special courses)

Institution	Period of Study	Award	Year of Award
1.			
2.			
3.			
4.			

6. Membership of professional societies, special academic awards, and others

- i. List any professional societies, special academic awards, and others that you are a member of and participate actively.

Name of Committee	Organisation	Position in the Committee	Contributions
a)			
b)			
c)			

7. Special achievements

List any special achievements that you have attained

Name of Achievement	Organisation	Narration of the achievements
a)		
b)		
c)		

8. Referees

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with the referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	
Reason for nomination	

Title and name of referee	
Email address	
Institution/Organisation where based	
Association with referee	

Reason for nomination	
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Applicant Signature: _____

Date: _____