

ACADEMIC STAFF DEVELOPMENT GUIDELINES

Approved by Senate meeting of 25th October 2016

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1. BACKGROUND

At the SMC meeting of 29th August 2016, the DVCIA and DVCAAR were tasked to prepare a proposal on how staff development at UR can be implemented in a more coordinated manner institutionally. This decision was taken after it was realised that the Colleges were following different practices and there were a number of grey areas in some of the procedures followed. Some of the identified anomalies included: Academic staff deciding on their own where and what to study; lack of institutional planning in determining areas which need to be developed through specialist training; variations in processes for granting study leave and lack of a common understanding of how to handle cases of staff who fail to qualify for a higher qualification.

2. INTERVENTIONS

- 2.1. Coordinated planning at School, College and University levels through establishment of School, College and University Staff Development Committees
- 2.2. Develop processes and procedures with respect to:
 - 2.2.1. Determining which staff are eligible for further studies
 - 2.2.2. Determining areas for further development
 - 2.2.3. Criteria for selection of institutions to apply to
 - 2.2.4. The minimum serving period before proceeding to the next qualification (to be incorporated in the Study Leave Contract)
 - 2.2.5. The bonding period (after a funded/sponsored study)to be incorporated in the Study Leave Contract
 - 2.2.6. Workload for staff who are registered internally
 - 2.2.7. Approval process for study leave
 - 2.2.8. Granting of extensions of study leave
 - 2.2.9. Staff who fail to acquire a qualification for which study leave is granted

3. TERMS OF REFERENCE FOR STAFF DEVELOPMENT COMMITTEES (SDCs)

COMPONENT	SCHOOL	COLLEGE	UNIVERSITY
Composition	Dean(Convenor), Deputy Dean, HoDs, 2 Academic(preferably AP or P but not less than SL)(1M& 1F if possible)	Principal (Convenor), Deans of Schools College HR Director, College Director for Research, and Innovation, Representative from UR School for PG Studies(PG Officer- Programmes)	DVCAAR (Convenor), DVCAF, DV CIA, Principals (including Director of UR School for PG Studies, University HR Director, UR Director for Research and Innovation,
Responsibilities	<ol style="list-style-type: none"> To consider proposals from Departments of staff to go for further studies (who, where, what and when) and make recommendations to the College SDC To approve departmental staff development plans To consider progress reports of staff on study leave To consider requests for extensions of study leave and make recommendations to the College SDC To coordinate preparation of departmental staff 	<ol style="list-style-type: none"> To consider School submissions on staff development and make recommendations to the University SDC To approve School staff development plans To consider progress reports of Staff on study leave To consider recommendations from Schools on study leave extension requests To coordinate development of College Staff development plan M&E of 	<ol style="list-style-type: none"> To consider submissions from Colleges on staff development To approve College staff development plans To note progress reports of staff on study leave To approve College submissions on requests for extensions of study leave To consider College recommendations of staff study leave To approve the institutional staff development plan M&E of implementation of institutional staff development plan To prepare report for Senate and SMC on staff development(quarterly)

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	development plan 6. M&E of School staff development plan	implementation of College staff development plan 7. To prepare report for CAC on staff development (once per Semester)	
Committee Procedures	<ol style="list-style-type: none"> 1. Meet Monthly 2. Quorum: 50% including Convenor 3. Convenor can approve on behalf of the Committee and decision ratified at the next quorate meeting 4. Committee to elect Deputy convenor 5. Office of the Dean of School responsible for Committee secretariat 	<ol style="list-style-type: none"> 1. Meet Monthly 2. Quorum: 50% including Convenor 3. Convenor can approve on behalf of the Committee and decision ratified at the next quorate meeting 4. Committee to elect Deputy convenor 5. Office of the Principal responsible for Committee secretariat 	<ol style="list-style-type: none"> 1. Meet Monthly 2. Quorum: 50% including Convenor 3. Convenor can approve on behalf of the Committee and decision ratified at the next quorate meeting 4. Committee to elect Deputy convenor 5. Office of the DVCAAR responsible for Committee secretariat

4. GUIDELINES

4.1. Selection of areas for studies

- 4.1.1. The Department shall be responsible for identifying areas for which staff need to go for further studies
- 4.1.2. The identified areas shall be in accordance with College and UR approved plans

4.2. Selection of staff to study

- 4.2.1. The Departmental Committee shall identified staff to go for further studies in accordance with a College and University approved staff development plan
- 4.2.2. The selected staff shall be asked to make applications for registration to recommended institutions

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4.3. Selection of the institution

- 4.3.1. The Department shall provide guidelines on institutions to be applied to
- 4.3.2. Recommended institutions shall be on the basis of partnerships (with MoUs); recognized excellence in the areas of specialization
- 4.3.3. Wherever possible sandwich-mode PhDs should be sought

4.4. Funding of study leave

- 4.4.1. Staff shall be encouraged to look for sponsorships
- 4.4.2. UR shall assist staff in the applications for scholarships from internal and external funding agencies
- 4.4.3. Granting of fee waivers to staff registered at UR

4.5. Conditions of the study leave (to be incorporated into the contract)

- 4.5.1. Completion within the specified period
 - 4.5.1.1. Staff shall be required to complete studies within the prescribed period (which should be stated in the contract)
- 4.5.2. Condition for extension
 - 4.5.2.1. Applications for extension shall be made to the HoD and shall give detailed reasons for failing to meet the initial deadline and a detailed plan to meet the requested new deadline.
 - 4.5.2.2. The request shall be forwarded to the School SDC with recommendations
 - 4.5.2.3. Staff shall be allowed not more than two six months extensions
 - 4.5.2.4. Any further extensions shall be referred to the University SDC
- 4.5.3. Bonding period
 - 4.5.3.1. Staff granted study leave shall be bonded to serve UR for a period equal to the period of the sponsored study.
 - 4.5.3.2. Absconding or staff leaving UR before completion of the bonding period shall be required to refund back the salary paid to them for the period they were on study leave.
- 4.5.4. Minimum serving period before proceeding to next qualification
 - 4.5.4.1. After qualifying the Staff shall serve for at least two(2) years before being recommended to proceed for next higher qualification (this to give a chance to other staff members to proceed for higher studies and also allow the staff member to apply knowledge acquired in teaching and research as well as understand the environment, which can inform selection of topics for research in subsequent higher studies). However under special circumstances, such as securing a scholarship to pursue a PhD or postdoc in an area of interest to UR and in which UR is under-resourced, a staff may be granted special permission to continue with their studies without meeting the 2-year minimum service requirement
- 4.5.5. Consequences for not qualifying for a qualification
 - 4.5.5.1. Staff granted study leave and failing to qualify shall have their employment with UR reviewed and possibly terminated.

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- 4.5.6. Workload for staff registered internally
- 4.5.6.1. Staff registered internally shall be given reduced workload (30-50%) to allow them to work on their studies
- 4.5.6.2. The workload shall be discussed with the HoD and approved by the Dean taking into consideration circumstances in the Department
- 4.5.7. Progress reports
- 4.5.7.1. Staff on study leave shall be required to submit six monthly progress reports to the HoD for consideration by the various Staff Development Committees
- 4.5.7.2. Staff with two consecutive unsatisfactory progress reports shall have their study leave terminated

4.6. Approval of study leave

- 4.6.1. Staff shall sign the study leave contract prepared by the University HR Department
- 4.6.2. Study leave shall be approved by UR HR Director on recommendation from the College Principal. The recommendation shall document the process of approval of by the School and College SDCs

4.7. Requirement for academic/research staff to attain a PhD in order to pursue an academic/research career

- 4.7.1. To be a permanent Academic or Research Staff requires a PhD.
- 4.7.2. No one should be allowed to remain in a Tutorial Assistant position for more than two (2) years without obtaining a Master Degree in a field that is relevant to their department.
- 4.7.3. No one should be allowed to remain in a Assistant Lecturer position for more than four (4) years without obtaining a Master Degree in a field that is relevant to their Department.
- 4.7.4. No one should be allowed to remain in a Lecturer position for more than six (6) years without obtaining a PhD in a field relevant to their Department.
- 4.7.5. Failing to meet 4.7.2 or 4.7.3 or 4.7.4 may lead to dismissal or redeployment.

In some cases, opportunities for scholarship, study and funding arise that are not anticipated and these must be processed by the relevant committees.


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



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