UNIVERSITY *of* **RWANDA**

REVISED ACADEMIC PROMOTION AND APPOINTMENTS POLICY

October 2020

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Amendments approved by Board of Governors meeting of 14th October 2020

Acronyms and Abbreviations

Acronym/	Explanation
AHRM	Administration and Human Resources Management
CPGS	Center for Postgraduate Studies
CPC	College Promotion Committee
DRI	Directorate of Research and Innovation
DTLE	Directorate of Teaching and Learning Enhancement
DVC-AAR	Deputy Vice Chancellor for Academic Affairs and Research
DVC-IA	Deputy Vice Chancellor for Institutional Advancement
DVC-SPA	Deputy Vice Chancellor for Strategic Planning and Administration
HEC	Higher Education Council
ORCiD	Open Researcher and Contributor ID
UPC	University Promotion Committee
UR	University of Rwanda
VC	Vice Chancellor

1. DEFINITIONS OF KEY TERMS

Accelerated Promotion

Where a candidate applies for promotion to a level that is two or more levels higher than the candidate's current level.

Academic Leadership

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

Appropriate Professional Qualification in place of masters or Doctoral degree

Professional qualification involving formal and substantial study (one year or longer) or training, with independent assessment, required to practice a discipline; which if approved by Senate may be accepted in place of a masters or doctoral degree as appropriate, for promotion up to the level of Senior Lecturer.

Assessor

Independent person, an expert in an applicant's general field of expertise, external to the University and of high international standing appointed by the Vice Chancellor or any other competent University Official to gain an independent assessment of the merits of a promotion application relative to the criteria in the Promotion Policy and Procedures, and to provide authoritative advice on the application.

Out-of-Round Promotion

Promotion that is granted on an *ad hoc* basis in response to offers received by academic staff for appointment at higher levels by other institutions as well as situations where an academic staff member is being appointed through a recruitment and selection process to a post which is at a level higher than his or her current academic level.

Peer-review

Peer-review is defined as "a process of subjecting an author's scholarly work, research or ideas to the scrutiny of others who are experts in the same field". Peer review is intended to serve two primary purposes. Firstly, it acts as a filter to ensure that only high-quality research is published, especially in reputable journals, by determining the validity, significance and

originality of the study. Secondly, peer-review is intended to improve the quality of manuscripts that are deemed suitable for publication. Peer reviewers provide suggestions to authors on how to improve the quality of their manuscripts, and also identify any errors that need correcting before publication[1].

Predatory Journal

A predatory journal is the one that transgresses all the rules of research integrity and exploits the page fee model for self-gain. Predatory publishing is characterized by quick acceptance articles with little or no peer review or quality control. Predatory journals are also characterized by improper use of ISSN and exhibit fake or non-existing impact factors[2].

Promotion

Movement from one rank of academic position to another, higher rank. It does not refer to role changes within a single ranking.

Research

Research is understood as original investigation undertaken in order to gain knowledge and understanding.

It **includes**: work of direct relevance to the needs of commerce, industry, and to the public and voluntary sectors; scholarship; the invention and generation of ideas, images, performances, artefacts including design, where these lead to new or substantially improved insights; and the use of existing knowledge in experimental development to produce new or substantially improved materials, devices, products and processes, including design and construction.

It **excludes** routine testing and analysis of materials, components and processes such as the maintenance of national standards, as distinct from the development of new analytical techniques.

It **excludes** the development of teaching and reference materials that do not embody original research, such as dictionaries, scholarly editions, consultancy reports, catalogues and contributions to major research databases.

To judge research output, it is necessary to have both a clear definition of research and an agreement as to what is to count qualitatively and quantitatively as research. Quality includes a number of elements, but key is impact - one major breakthrough in science or *one invention in engineering may be of much greater significance than a number of journal articles.*

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[1]*https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4975196/.*
[2]*https://www.panafrican-med-journal.com/content/article/32/119/full/.*

Teaching

The creative or scholarly activity which draws on professional and disciplinary expertise, including any clinical or professional experience to enhance the opportunities for students to learn and develop academically, particularly in their chosen University degree programs. Teaching is revitalized by research, scholarship, consultancy and professional practice. Evidence of achievement in teaching must be submitted in the form of a Teaching Portfolio, which includes student evaluations and peer or supervisor evaluations. The evidence should show the quality and scope of undergraduate and postgraduate subject responsibilities, research training and supervision, contributions to curriculum development and/or review, and innovations in teaching and/or assessment (including clinical and professional instruction). The application must cover the key areas of teaching philosophy and method, experience in teaching and a summary of student evaluations, student performance and peer reviews as defined in relevant UR guidelines in this matter.

Teaching may also be measured by scholarly output in peer-reviewed journals and include interrogations of pedagogy, new developments in teaching, and evaluations of innovations in teaching, learning and assessment.

2. MOTIVATION FOR AMENDMENT

The proposed policy is a revised version of the policy that was approved in 2019, which was also a modification of the HEC proposed policy and procedure on academic promotion. Generally, the amendment was initiated to bring more clarity in the policy terms, promotion criteria and procedures to ensure equity and fairness when promoting academic staff. Specifically, the following were the main motivations of the amendment:

(a) There are areas, which were not covered in the previous policy such as re-submission of supplementary documents and proofs to make easier assessment of applicants' files that are increasing from one promotion round to another, roles and responsibilities of all the concerned stakeholders (College and University Promotion Committees, Committee members and applicants), confidentiality in the case of academic promotion, accelerated promotion (it was applied without having its conditions defined in the policy), and out-of-round promotion.

(b) The need to take into account new and relevant criteria for the University such as supervision of Bachelors degree projects and research affiliates, grant income/grant writing and innovation.

(c) The need to take into account relevant qualifications such as professional doctorates or Masters with an Appropriate Professional Qualifications.

(d) The need to take into account teaching experience of prior to embarking on a PhD (only teaching experience of post PhD was considered in the previous policy).

(e) The need to modify the composition of the appeal committee to make it composed by different members from those of the promotion committees.

(f) Existing criteria for promotion were unclear, incomplete and ambiguous which could not allow application of criteria in harmonized ways across all the Colleges. For example, "exceptional performance" consideration stated in the previous policy was not defined, which could cause subjectivity when assessing promotion files, post-graduate supervision criteria were not clear (in this policy we have clarified whether supervision is at Masters and PhD and the conversion between Masters and PhD).

3. POLICY STATEMENT

University of Rwanda (UR) strives for excellence in learning and teaching, research with impact and industry engagement. In principle, the present UR Academic Promotion Policy is aligned with UR's strategic vision, and UR's promotion process recognizes and rewards academic staff who demonstrate and are committed to excellence. Thus, the purpose of this policy is to provide a fair, transparent and equitable method for the appointment of all categories of academic staff and for the promotion of those academic staff whose performance and contribution to the University has been excellent or outstanding. The University of Rwanda recognises the importance of encouraging good performance and enabling all staff to develop their potential and will provide a range of mechanisms to assist staff, such as performance reviews and training and development opportunities, as well as recognising and rewarding excellence by promotion. The policy and procedures have been developed with due regard to the National Equality and Diversity Policy. During the implementation of the present policy, there shall be equity, transparency and fairness in all aspects of the promotions process. Promotions shall be evidence-based, and peer review processes. It is expected that, in their implementation, these practices will provide equality of opportunity for all staff.

All academic staff who are either permanent, on fixed term contracts or are seconded from UR and continue to fulfil their teaching and research obligations, are eligible to apply.

4. THE OBJECTIVE

For all categories of appointment and promotion, the policy recognises the potential for candidates to demonstrate achievement in *two or more of the following four areas of activity, which are aligned to key performances areas for Academic Staff:*
- *Research and Innovation*
- *Learning and Teaching*
- *Student supervision*
- *Academic leadership*

For the purpose of appointment and promotion, all the activities must relate to the candidate's area of academic specialisation, and research as defined in the section describing "*Requirements for promotion*". Where 'research publications and outputs' are specifically required, the applicant must report on the findings of research as defined in this policy. Where simply 'publications' is stated, this may include other relevant outputs - for example, distance teaching texts and higher education textbooks.

All academic staff from Assistant Lecturer level will be required to have a Teaching Portfolio and a Post Graduate Certificate in Teaching and Learning in Higher Education (PGCTLHE). A Teaching Portfolio is a requirement to demonstrate learning facilitation capabilities, which are authenticated by the learner assessment of the facilitator of learning. Teaching Portfolio and PGCTLHE qualification should not be coupled in terms of scoring higher marks. In the long run, UR intends to make PGCTLHE a mandatory requirement for academic promotion. It is imperative that academic staff gets prepared accordingly.

5. GRADES OF ACADEMIC POSTS AND CRITERIA FOR APPOINTMENT OR PROMOTION

The appointments of staff are with respect to the following academic posts:
- Professor
- Associate Professor
- Senior Lecturer
- Lecturer
- Assistant Lecturer
- Tutorial Assistant

Academic staff are expected to engage in the full range of academic activities and to provide evidence of achievement in some or all of them. Contracts of employment may be permanent or for a fixed term. Expatriate staff are normally appointed on three-year renewable contracts,

and local staff may be appointed on permanent or fixed-term contracts. Normally, all staff newly appointed to the University have to satisfy the conditions of probationary period, but this may be waived by the Senate on the recommendation of the Appointments Committees. Staff must be in the employment of the University at the time of submitting their applications as well as at the effective date of the promotion, in order to be promoted.

Section 12 gives examples of the indicators that academic staff are expected to provide for promotion, and section 18 contains detailed profiles for all academic posts.

6.   PROMOTION PROCEDURE

Promotion for academic staff shall be made on the basis of the application and evidence submitted.

Appointment from Tutorial Assistant to Assistant Lecturer, shall take place when a member of staff is awarded a masters degree (and meet other promotion criteria to that position in terms of publication and teaching portfolio) equivalent to Level Six in the Rwanda National Qualification Framework.

Promotion from Assistant Lecturer to Lecturer will require having 2 peer-reviewed indexed publications and a doctoral degree equivalent to Level Seven of the Rwanda National Qualification Framework dated June 2007

This policy also covers cases where accelerated promotion is merited, and the applicant must exceed the performance criteria of the level to which s/he wishes to be promoted.

7. THE APPLICATION PROCESS

STAGE 1: Call for applications

The University's Deputy Vice Chancellor for Strategic Planning and Administration (DVC-SPA) will issue a call for applications stipulating what is required for the submission and the closing date. There shall be no more than two calls in any calendar year.

STAGE 2: Submission of applications

Applicants shall submit a covering letter highlighting the basis for their application of no more than 3 pages, curriculum vitae in a UR approved template, confirmation that they do not work for a second institution (unless they have a written agreement that allows them to

do so in which case they should submit this), and any additional material that demonstrates that they meet the criteria for promotion, plus the checklist of required documents.

Applications for promotions up to the level of Senior Lecturer shall be forwarded to the College Director for Administration and Human Resources Management.

Applications for professorial positions shall be forwarded to the University Division Manager for Administration and Human Resources Management.

For monitoring and evaluation purposes, each application received at the College level shall be acknowledged electronically with a copy to the University Division Manager for Administration and Human Resources Management. Likewise, the compiled final list of applicants to the College shall be shared with University Division Manager for Administration and Human Resources Management.

All applications, except those of the Deans and Deputy Deans, shall include comments from the Head of Department and the Dean of School on the suitability of the applicant for the post.

Applications with incomplete documentation shall not be processed.

Principals applying for promotion shall submit their applications to the VC for consideration by the University Promotions Committee.

Re-submission
- Re-submission concerns unsuccessful applicants from one of the last promotion rounds who fell short of points in one or two of the following promotion areas:
  - Publications, and
  - Supervision.

- Re-submission **does not concern teaching portfolio** (see below).

- In the context of this policy, *"re-submission"* means that unsuccessful applicants will only submit supplementary documents and proofs for one or two of the concerned areas (publications, supervision).

- As illustrative example:
  - *A minimum of 5 publication points emanating from peer-reviewed journals* is among the requirements to be promoted as Senior Lecturer. If you fell short of 2 publications, provided that all other criteria were fully met, you will ONLY

submit the 5 publications when you will get the 2 new publications, and when a new call is launched.

- o The same applies for supervision criteria. *Evidence of having successfully supervised at least 2 Masters students* is among the requirements to be promoted as Senior Lecturer. If you fell short of 1 supervised PG student, provided that all other criteria were fully met, you will ONLY submit the proofs of having supervised 2 Masters students when you will have supervised the second students (proofs should be available), and when a new call is launched.

- o If unsuccessful applicants fell short of points in the 2 above promotion areas, then they will re-submit for the two areas.

- Regarding teaching portfolio;

  - o *Re-submission **does not concern teaching portfolio**. In case promotion was denied because of inadequate teaching portfolio, it should be fully re-constituted and be re-submitted when a new call is launched.*

  - o *In case re-submission is providing supplementary documents and proofs that were reported missing during the <u>previous</u> promotion round, the applicant doesn't need to re-constitute her/his teaching portfolio <u>if it was accepted</u> for the position applied for (assessed as satisfactory for promotion to Lecturer, SL & AP positions, or excellent for promotion to Professor position).*

  - o *Otherwise if re-submission aims at providing publication and supervision supplementary documents/proofs that were reported missing <u>NOT</u> during the <u>previous</u> promotion round, <u>but</u> during <u>one of the last</u> promotion rounds, the applicant will be <u>required to re-constitute and re-submit</u> her/his teaching portfolio <u>even if it was previously accepted</u>. Indeed a Teaching Portfolio being a tool to demonstrate learning facilitation capabilities, is dynamic over time and some of its components such as students' evaluations change from one year to another.*

- It is the responsibility of the unsuccessful applicant to submit required proofs and documentations supporting his/her re-application.

- It is the responsibility of the unsuccessful applicant to make sure that the Promotion Committee has got enough **proof of what was lacking** during the last promotion round (e.g. a feedback letter got from the Chair of the Promotion Committee).

STAGE 3: Submission channels

STAGE 3 (I): Applications for promotion to Lecturer and Senior Lecturer

The application shall first be submitted for comments to the Head of Department, who shall then forward it to the Dean of School to comment on the suitability of the applicant for the post. The whole submission including the comments shall then be signed by the Dean and forwarded to the College/Campus Director of AHRM for consideration by the College Promotions Committee. Deans and Heads of Departments are expected to be open with their staff and shall provide the applicant with a copy of the comments made on the application.

STAGE 3 (II): Applications for promotion to Associate Professor and Professor

The applicant shall submit their application to the Head of Department and to the Dean of School to provide supporting statements following the same process as mentioned in the previous paragraph. These can give an opinion on the merit of the applicant's case to the Office of the DVC-AAR.

The application and the supporting statements shall then be forwarded to the Office of the DVC-AAR, through the University Division Manager of AHR, for consideration by the University Promotions Committee. In the case where the applicant is a Dean or Deputy Dean, the supporting statement shall be provided by the College Principal, whereas in the case of the Academic Directors supporting statements shall be written by the discipline HoD and Dean as well as the Principal.

External assessors
a) In the case of an application for Promotion to the rank of Associate Professor, the Candidate shall submit the names and contact information for a total of FIVE (5) External Assessors, all of whom may or may not be contacted by the Chair of the Promotion Committee, but in all cases, a minimum of THREE (3) External Assessors for **Promotion from Senior Lecturer to Associate Professor,** and a minimum of FOUR (4) External Assessors for **Promotion from Associate Professor to Professor** will be contacted.

b) The Candidate and External Assessors shall not have collaborated on any scholarly or professional work

c) The External Assessors should be generally knowledgeable about the teaching, scholarship and/or service record of the Candidate.

d) The Candidate shall provide a brief summary of each Reference's expertise and his/her full contact information.

e) The Promotion Committee may advise the DVC-AAR to contact TWO (2) additional External Assessors at its discretion.

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

g) Generally, External Assessors are provided to give the Promotion Committee additional peer comments on the Candidate's work.

h) The whole submission including the supporting statements shall be signed by the DVC-AAR and forwarded to the 3 external assessors.

For all applications

It is expected that applications for promotion shall be the result of an ongoing process of staff development and performance review between the individual member of staff and their Head of Department or Dean of School. Therefore, applicants are encouraged to seek guidance and support on their application from either one or both of Head of Department and Dean of School in advance of making a submission.

In cases when the Dean of School or Head of Department advises against an application and a staff member feels that the Dean of School or Head of Department has unreasonably withheld support, that staff have the right to apply directly to the College and University Promotions Committees, though they should indicate this on their application. The Promotions Committees will make a final decision that takes into account the views of the Dean and Head of Department.

STAGE 4: Assessment of applications

Promotions up to the Senior Lecturer level are processed at College level by the College Promotions Committee (CPC).
Promotions for Associate Professors and Professors are processed by University Promotions Committee (UPC).
Composition of CPC and UPC:

(a) College Promotions Committee (CPC)
The College Promotions Committee shall be responsible for processing academic staff promotions up to the Senior Lecturer level. It shall comprise of:
- College Principal – Chairperson
- Deans of Schools
- College Director of Administration and Human Resources
- College Director responsible for Research and Innovation
- College Director of Teaching and Learning Enhancement
- One Senate representative who is a Professor or Associate Professor and shall be a member of all UR College Promotions Committees

(b) University Promotions Committee (UPC)
The University Promotions Committee shall be responsible for processing academic staff promotions for Associate Professors and Full Professors. It shall comprise of the following members:
- The Vice Chancellor – Chairperson
- Deputy Vice Chancellor for Academic Affairs and Research
- Deputy Vice Chancellor for Finance
- Deputy Vice Chancellor for Institutional Advancement
- Deputy Vice Chancellor for Strategic Planning and Administration
- College Principals
- University Director for Research and Innovation (UR-DRI)
- University Director of Teaching and Learning Enhancement (UR-DTLE)
- Director of University Centre for Postgraduate Studies (CPGS)
- University Director of Administration and Human Resources
- 1 Senate representative who is a Professor or Associate Professor

STAGE 5: Notification of Decisions

The chairpersons of the Promotions Committees that considered the applications shall inform successful applicants of the decision and of the effective date of their promotion in writing (the format of the letter is outlined in annex 5). A copy of the letter shall be sent to all DVCs for records, the Principal of the College of the applicant (for those promoted to the position of Associate Professor and Professor), the University Division Manager of Administration and Human Resources Management.

All unsuccessful applicants shall receive a written explanation from the Chair of the Promotion Committee that considered their application, as to why their application for promotion was unsuccessful.

Titles

Professors and Associate Professors shall have a title and shall be informed of the title of their appointment e.g. Professor of Theoretical Physics or Associate Professor in Architecture.
Post holders may lose their titles if they fail to continue performing at or above the level at which they were awarded the title. In particular, they must continue to engage and provide leadership in research, teaching and learning, and mentorship.

8. ROLES AND RESPONSIBILITIES

7.1. CPC and UPC are responsible for:
(a) Assessing academic promotions applications presented to them;
(b) Following all required policies and procedures;
(c) Making clear recommendations in relation to each applicant as to:
  o Whether the applicant should be promoted;
  o The stream in which the applicant should be promoted; and
  o The level to which the applicant should be promoted.

7.2. Chairs of committees are responsible for:
(a) Arranging and conducting committee meetings;
(b) Distributing materials and papers to the committee members as required;
(c) Ensuring that the committee follows all required policies and procedures and that all members are aware of these;
(d) Appointing replacement committee members when required;
(e) Preparing and submitting necessary reports and forms;
(g) Providing feedback to unsuccessful applicants if requested.

7.3. Members of committees are responsible for:

(a) Ensuring their availability to attend all scheduled committee meetings;

(b) Declaring any conflict of interests (actual, potential or perceived) to the relevant Chair as soon as they are aware of it;

(c) Appropriately managing any conflicts of interests;

(d) Ensuring that they understand and comply with all policy and procedural requirements; and

(e) Providing all necessary feedback to the Chair of their committee in a timely fashion.

7.4. Applicants are responsible for:

(a) Ensuring their applications are lodged on time and in the appropriate manner and form;

(b) Ensuring their applications address the relevant criteria for promotion;

(c) Ensuring their referees are willing and able to provide reports within applicable timeframes;

(d) Responding to requests for further information or clarification within applicable time frames;

(e) Complying with this policy and its associated procedures;

(f) Refraining from direct or indirect communication with any person involved in consultation about or consideration of their application.

9. BREACHES BY APPLICANTS

- If an applicant fails to comply with the requirements of this policy and its associated procedures the Vice Chancellor may direct that their application be withdrawn from the process for that round.
- Failure to comply includes, but is not limited to:
  - Failing to meet relevant deadlines;
  - Interfering in the process in a manner which renders it unfair to others; or
  - Communicating directly or indirectly with individuals consulted about, or involved in considering, their application.

10.   APPEALS PROCEDURE FOR ALL UNSUCCESSFUL APPLICATIONS

Following a written explanation and a meeting with the Deputy Vice Chancellor Academic Affairs and Research, applicants will have the opportunity to submit a formal written appeal against an unsuccessful application.

Applicants should note that an appeal is not an opportunity to reconsider the original application. The grounds for appeal should be detailed and fall under one or more of the following headings:
1. Procedural error.
2. Mistakes of fact in the original application that can now be corrected.
3. The panel mis-directed itself in some way (to be defined by the employee appealing).

No appeal should be made from an 'out of round' promotion submission (see point 15 below).

Applicants should contact the Deputy Vice Chancellor Academic Affairs and Research, immediately on receipt of the letter informing them of their lack of success, if they wish to take advantage of the opportunity to review the reasons as to why their application was unsuccessful and to focus constructively on development areas. A meeting must take place within two weeks of receipt of the unsuccessful letter. Applicants who wish to proceed with an appeal after meeting the Deputy Vice Chancellor Academic Affairs and Research must submit it in writing, outlining the grounds.

Composition of the appeal committee
Appeals from College and University Committees shall be heard by the Appeals Panel comprising of;
(1) DVC-AAR (Chair),
(2) DVC-SPA,
(3) DVC-IA,
(4) Immediate past professorial Senate Reps to the University and College Promotions Committees,
(5) University Lawyer.

The decision of the Appeal Panel, which shall be communicated in writing, shall be final.

11. CONFIDENTIALITY

In general, the UR Confidentiality or Privacy Policy applies entirely in the case of academic promotion. Special attention will be paid on the following:

(1) Subject to any legal requirement for disclosure, the following are confidential and not to be disclosed outside the academic promotions process:
   (a) Names of applicants;
   (b) Information contained in applications, referees' reports or assessors' reports;
   (d) The content of discussions within the promotion committees.

(2) Any committee member who breaches confidentiality will be required to withdraw from the relevant committee and may be subject to disciplinary action.

(3) At the end of each promotion committee process, all hard copy committee papers must be collected by the committee Chair and returned to the Unit/Office managing academic promotions, where they are archived in confidential conditions.
This Unit/Office will ensure that these hard copy materials are confidentially destroyed upon expiration of the storage period, as determined by relevant laws/regulations.

(4) At the end of each promotion process, committee members must:
   (a) Return any hard copy materials in their possession to the committee Chair;
   (b) Not use any electronic copy materials in their possession for any purpose beyond the committee;
   (c) Not share any electronic copy materials in their possession with third parties.
   (c) Confirm to the committee that they have complied with the above.

(5) Committee members must sign a confidentiality agreement against all the above before any new committee session assessing promotions of a new round.

12. REQUIREMENTS FOR APPOINTMENT AND ACADEMIC PROMOTION

12.1. Appointment of Tutorial Assistant and Assistant Lecturer

12.1.1. APPOINTMENT AS TUTORIAL ASSISTANT

Minimum requirements

Bachelor's degree with honours (First Class or Upper Second Division) in the relevant field

Policy note: Tutorial Assistant. This is a contractual post. The recruitment and appointment is competitive and progress is contingent upon fulfilling certain requirements, and is time-bound as per the terms of the contract.

12.1.2. APPOINTMENT TO ASSISTANT LECTURER (AL)

Minimum requirements

Master's degree with 1 publication.

Policy note:

- *Assistant Lecturer will not be promoted to the next position unless they get a PhD and meet other promotion criteria to the concerned position in terms of publications and teaching portfolio.*
- *Assistant Lecturers who will have stayed in the position for 3 years without going for a PhD will have their contract terminated with immediate effect.*

12.2. Requirements for academic promotion

Policy note:

- *Possession of a PhD is the minimum criteria to be recruited as a permanent academic staff at UR, or professional doctorate.*
- *Applicant with an Appropriate Professional Qualification (APQ) will be exceptionally recruited as approved by Senate (see definition of APQ in "Definition of Terms").*

To be eligible for promotion, a candidate at his/her current level must meet or exceed the criteria for promotion to the relevant level, as set out below.

12.2.1. APPLICATION FOR PROMOTION from AL or APPOINTMENT from outside the University TO LECTURER

Minimum requirements

- PhD (or professional Doctorate) and 2 publication points emanating from peer-reviewed index journals
- A teaching portfolio assessed as **satisfactory**.

OR

Appropriate Professional Qualification (APQ) in lieu thereof as approved by Senate (see definition of APQ in "Definition of Terms").

For ALs at UR, promotion is contingent upon obtaining a PhD (or professional Doctorate), 2 publication points and a satisfactory teaching portfolio, and can be confirmed outside of the promotion cycle as soon as all paperwork is on order. Up on fulfilment of the requirement the concerned staff will be employed on permanent basis under relevant statute, and in accordance with existing regulations.

The teaching portfolio shall be assessed, in accordance with Senate approved guidelines, by a panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels, to ensure consistency in the implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the College promotion committee.*

12.2.2. APPLICATION FOR PROMOTION TO SENIOR LECTURER from lecturer or APPOINTMENT from outside the University

Minimum requirements

Possession of PhD, professional doctorate or Masters with an Appropriate Professional Qualification (APQ) approved by Senate, (see definition of APQ in "Definition of Terms");

Research criteria:

A minimum of FIVE publication points emanating from peer-reviewed journals. THREE points of which must have been earned since last promotion.

The research publication and conference proceedings shall be from UR approved research publication databases.

Teaching experience:

Applicants for promotion will normally have 3 years' experience of teaching:

a) For Lecturers who have been teaching prior to embarking on a PhD, this period shall be considered in addition to the period post PhD graduation).

b) For Lecturers who have never been teaching prior to embarking on a PhD, this post PhD teaching experience can only be considered).

Supervision criteria:
Evidence of having successfully supervised at least 2 Masters students.

Teaching portfolio:
A teaching portfolio assessed as **satisfactory**.

<u>Note</u>: *Academic staff from outside Rwanda must have a PhD or professional doctorate and will normally only be recruited into Senior Lecturer based on experience, discipline and research output.*

The teaching portfolio shall be assessed, in accordance with Senate approved guidelines, by a Panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels to ensure consistency in the implementation of evaluation guidelines. The assessment report of the portfolio shall be forwarded to the College promotion committee.*

12.2.3. APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR
(<u>Note:</u> this rank does not carry the courtesy title of Professor)

Minimum requirements

Must be eligible for promotion based on all preceding criteria in this policy (e.g. must have been previously appointed as Senior Lecturer).

At least two years of relevant successful teaching experience as a Senior Lecturer in a recognized institution of higher education.

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

Research publications and conference proceedings shall not be from predatory journals.

Supervision criteria:

- Evidence of having successfully supervised at least 5 PhD students since last promotion **as Senior Lecturer** (proof of graduation should be provided) (i.e. 5 Graduated PhDs + no current PhD).
  OR
- Evidence of having successfully supervised at least 4 PhD students since last promotion (proof of graduation should be provided) and currently supervising at least 1 PhD student (i.e. 4 Graduated PhDs + 1 current PhD).
  OR
- 3 Graduated PhDs + 2 current PhDs.
  OR
- 2 Graduated PhDs + 3 current PhDs.
  OR
- 1 Graduated PhD + 4 current PhDs.
  OR
- 5 current PhDs.

NB: At this level;
- 3 Masters are equivalent to 1 PhD.
- 3 Bachelors are equivalent to 1 Masters.
- 10 Research Affiliates are equivalent to 1 Masters.

In other terms, 5 required PhDs are equivalent to 15 Masters supervision, or 45 Bachelor's dissertations/reports or 150 research affiliates.

Teaching portfolio:
A Teaching Portfolio assessed as **satisfactory**.

Grant income criteria:
Meeting one of the grant income criteria from 1 to 2 as described in the table below under **"Grant income criteria"**. Meeting the remaining of the criteria (3 and 4) is an advantage.

NB: One grant is used once in the promotion career of the applicant (i.e. you can not use a particular grant applying to the Associate Professorship position and use it again later when applying to the Professorship position).

The teaching portfolio shall be assessed, in accordance with Senate-approved guidelines, by a panel constituted by the College DTLE. *The University DTLE shall sit on all the College panels to ensure consistency in the implementation of evaluation guidelines. The*

assessment report of the portfolio shall be forwarded to the appropriate promotions committees, depending on the post applied for.

<u>Note</u>: *Academic staff from outside Rwanda must have a PhD and will normally only be recruited into Associate Professor based on experience, discipline and research output*

The required teaching experience for promotion to Associate Professor shall be two years considering that by the time the staff gets to Senior Lecturer level, the staff member would have attained sufficient teaching experience and would have engaged in other activities relating to learning and teaching.

12.2.4. APPLICATION FOR PROMOTION TO PROFESSOR

Minimum requirements

Must be eligible for promotion based on all preceding criteria in this policy (e.g. must have been previously appointed as Associate Professor).

At least two years of relevant successful teaching experience as Associate Professor or equivalent in a recognized High Education Institution;

<u>Research criteria:</u>
A minimum of FIFTEEN publication points in peer- reviewed index journals, peer reviewed index conference proceedings, books and book chapters. SIX of which must have been published since last promotion;

Research publication and conference proceedings shall not be from predatory journals.

<u>Supervision criteria</u>:
- Evidence of having successfully supervised at least 5 PhD students since last promotion **as Associate Professor** (proof of graduation should be provided) (i.e. 5 Graduated PhDs + no current PhD).
  OR
- Evidence of having successfully supervised at least 4 PhD students since last promotion (proof of graduation should be provided) and currently supervising at least 1 PhD student (i.e. 4 Graduated PhDs + 1 current PhD).
  OR
- 3 Graduated PhDs + 2 current PhDs.
  OR
- 2 Graduated PhDs + 3 current PhDs.
  OR
- 1 Graduated PhD + 4 current PhDs.
  OR

- 5 current PhDs.

NB: At this level;
- 3 Masters are equivalent to 1 PhD.
- 3 Bachelors are equivalent to 1 Masters.
- 10 Research Affiliates are equivalent to 1 Masters.

In other terms, 5 required PhDs are equivalent to 15 Masters supervision, or 45 Bachelor's dissertations/reports or 150 research affiliates.

Teaching portfolio:
A teaching portfolio assessed **excellent**.

Grant income criteria:
Meeting one of the grant income criteria from 2 to 4 as described in the table below under "**Grant income criteria**".

NB: One grant is used once in the promotion career of the applicant (i.e. you can not use a grant applying to the Associate Professorship position and use it again later when applying to the Full Professorship position).

Note: Academic staff from outside Rwanda must have a PhD and will normally only be recruited into Professor, based on experience, discipline and research output.

The required teaching experience for promotion to Professor shall be two years considering the following:

By the time the staff gets to Associate Professor level, the staff member would have attained sufficient teaching experience and would have engaged in other activities relating to learning and teaching

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

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

13. GRANT INCOME RELATED CRITERIA

UR aspires to be an innovative research-driven university well positioned to respond to major social, economic and environmental challenges. UR will support any initiative aiming to increase the University research productivity, especially through grant writing. Grant writing not only attracts external funding at a national or international level, but also creates rooms for new post-graduate studies at UR, and opportunities for UR academic staff to supervise post-graduate studies (Masters and PhDs, as well as post-doctoral researches). Overall, grant writing contributes to the UR objective of increasing postgraduate enrolments in areas of national need through offering of scholarships, and by providing an environment for postgraduate students that caters for their needs. Therefore, in support of the efforts deployed by academic staff in grant writing, grant income criteria have been introduced in its academic promotion as a way of incentivizing those who successfully wrote grant applications. The table below explains how grant criteria will be taken into consideration in academic promotion assessment.

	Grant income Criteria	Weight
1	Participation on funding application for internal and external funding (*without being co- or Principal Investigator; proof of substantial contribution provided*).	Supervision of 1 PhD student
2	Co-Principal Investigator on successful competitive internal or external grant application (*proof of substantial contribution provided*).	Supervision of 2 PhD students
3	Principal investigator on successful competitive grant application at a national or international level i.e with evidence of leading a research funded by competitive grants (*case of grants that don't involve multiple institutions*).	Supervision of 3 PhD students
4	Principal investigator on successful competitive research partnerships grant application at a national or international level, typically *involving multiple national or international institutions* (evidence of leading this funded research should be provided).	Supervision of 4 PhD students

14. INNOVATION RELATED CRITERIA

UR recognizes that staff's impact can result from research that drives further discovery or from direct solutions to society's problems through inventions. To motivate academic innovators, and unleash the innovation potential of university research, UR expands academic promotion criteria to innovation-oriented achievements. It is believed that this new consideration will create an entrepreneurial culture at UR and encourage academic innovators to invest time into translation of their research findings into successful innovations, thus solving complex world problems. In this context, the following innovation-oriented indicators will be taken into consideration for academic promotions:

- Patent secured (witnessed by a relevant certificate)
- Impactful innovative solution, including successful technology transfer (ascertained by a team of expert in the field)
- Innovation-based start-up company (ascertained by a team of expert in the field)

In the context of this policy, and for academic promotion purposes, any of the above innovation-oriented achievements is equivalent to 5 papers (publications). The rationale of this conversion is, for example, that a good patented product can be commercialized and gives value over a paper. Patent has a good economic potential and is more practical application oriented.

15. CONSIDERATION OF ACADEMIC LEADERSHIP

The present revised UR Promotion and Appointment Policy gives the required value, considerations and weight points to the performance in academic leadership positions. For academic staff in leadership positions who successfully completed a mandate of at least 3 years in academic leadership positions, 50% of weight points shall be given and the remaining 50% shall be given to the other outputs mentioned in the previous paragraphs (research, innovation, teaching and learning, and supervision). A matrix that will be used to monitor successful completion of the mandate of academic staff in leadership positions will be developed and approved accordingly.

16. ACCELERATED PROMOTION

A candidate may apply for promotion, two or more levels above his/her current level provided that s/he meets all requirements for promotion to each of the intermediate levels of promotion above his/her current level. This implies that assessment of such cases should be made stepwise starting by the level next to current level of the applicant.

17. OUT-OF-ROUND PROMOTION

UR recognizes that there may be legitimate circumstances when a promotion needs to occur outside of the normal annual promotion round. An out-of-round promotion application will be permitted in circumstances of:

- Retention strategy: retention of high performing academic staff identified as flight risk.
- Responding to an offer at a higher level received by an academic staff member from another institution, or where an appointee to an academic position is currently at a lower level than that applied for.

An out-of-round promotion application must include:

- A business case specifying the exceptional circumstances and level of promotion requested
- Applicant's curriculum vitae (CV)
- References from external experts in the same discipline
- A teaching portfolio or abbreviated teaching portfolio shall also be submitted for assessment for candidates involved in teaching
- Any other relevant supporting documentation, e.g. job application, etc.

The out-of-round promotion application must be completed and endorsed by the Head of Department/School Dean and submitted by the College Principal to the Vice Chancellor. The Vice-Chancellor must convene the University promotion committee to assess the concerned out-of-round promotion application.

An out-of-round promotion may be initiated by the Vice Chancellor or any Deputy Vice Chancellor. In such cases the Vice Chancellor or the Deputy Vice Chancellor makes a proposal to the Senior Management Council for approval. Upon approval the Vice-Chancellor must convene the University promotion committee to assess the concerned out-of-round promotion application.

18. ASSESSING PUBLICATIONS FOR PROMOTION

1. Papers in peer-reviewed index journals (non-predatory) are rated at 1.00 units each (e.g. a journal publication is rated as 1.0 or 0 (zero))
2. Conference Proceedings in non-predatory journals (peer-reviewed Index journals) are rated at 0 to 0.5 units each. **(NOTE: Conference abstracts are not included)**
3. Books that have been refereed, reviewed and published by a reputable publisher, 0 to 6.00 units, OR each chapter rated at 1.0 unit up to a maximum of 6.00 units.

NOTES:

- Only research monographs/chapters reporting original research findings count as **research** publications.
- **Theses and dissertations are not considered.**

4. Inventions and innovations that have an impact on social and economic development should be considered for promotion (see more details in the section "Innovation criteria"). Artefacts and performances should be considered in the Arts.

5. In co-authored publications, each of the authors is awarded the units allocated to the publication.

Applicants are encouraged to have an active ORCiD and include it in their application to help the researcher's works to get easily discovered.

NOTES:

a) 'Peer review' means that the contribution has been fully reviewed by acknowledged experts in the relevant specialisation *(see definition of "Peer-review" under the section "Definition of key terms")*. If an applicant wishes account to be taken of other publications that have not previously been subject to peer-review, they must be reviewed by at least two independent experts. It is the responsibility of the applicant to make sure that her/his publications are peer-reviewed, to make sure that peer-review was ethically conducted and submit peer-reviewed publication(s) to the University.

b) Publications in **predatory journals** are NOT accepted *(see definition of "Predatory Journal" under the section "Definition of key terms")*.

c) Articles published in a journal where the applicant is an editor will not be accepted;

d) Translations of a discipline-specific book are NOT accepted;

e) Writing of children's story books often of sayings or old tales re-told – or translations of one-page descriptive case studies that do not have any references, typically in medicine are NOT accepted.

NOTES:

1) The points are awarded in recognition of the level of scholarship in the publication (i.e. a publication in a peer reviewed journal carries more weight than a refereed conference proceeding or consultancy report)

2) The award of points in a co-authored publication is meant to recognize the peculiarities of disciplines where joint publications are the norm and encourage collaboration in research and publications;

19. POST PROFILES

1. Post Title: Tutorial Assistant

2. Location: Department

3. Responsible to: Head of Department

4. Main Purpose of the Post:

To assist in the delivery of teaching and learning and related academic activities

Duties and Responsibilities:

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

CANDIDATE'S PROFILE

Qualifications:

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

Post specific criteria to be added

Essential

- Evidence of the ability to contribute to teaching in higher education
- Evidence of the potential to engage in income generation activities
- Evidence of the potential to undertake research and/or consultancy and/or pedagogic innovation and/or the development and implementation of advances in practice in their field.

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:
- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills
- Demonstrate competence in English
- Demonstrate the potential to manage the student's learning experience
- Demonstrate the potential to contribute to curriculum development
- Demonstrate the potential to undertake any or all of the following: research, knowledge transfer and continuing professional development
- Demonstrate a commitment to the University mission, values, principles of governance and strategic priorities.

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1. Post Title: Assistant Lecturer

2. Location: Department

3. Responsible to: Head of Department

4. Main Purpose of the Post:

Assist in the delivery of teaching and learning and related academic activities.

Duties and Responsibilities:
- Undertake teaching and related activities as may be allocated by the Head of Discipline.
- Contribute to curriculum development.
- Undertake research, including applicable research and/or consultancy and/or knowledge transfer and/or continuing professional development.
- Participating in continuous professional development.
- To undertake the Postgraduate Certificate in Learning and Teaching in Higher Education.
- Carry out such related duties that may be allocated to him/her as advised by the Head of Discipline/ Dean of School/College Principal.

CANDIDATE'S PROFILE

Qualifications:

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

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

Experience

Post specific criteria to be added

Essential

- Experience of teaching in higher education
- Evidence of the potential to engage in income generation activities
- Evidence of the potential to undertake any or all of the following: research, pedagogic innovation, development and implementation of advances in practice in their field of specialization

3. Skills/Abilities/Competencies:

Generic Post Criteria:
Essential:

- Demonstrate effective interpersonal skills, including communication (written and verbal) and team working skills.
- Demonstrate competence and the ability to teach in English.
- Demonstrate a commitment to the University mission, values, principles of governance and strategic priorities.
- Demonstrate the potential to manage the student's learning experience.
- Demonstrate the potential to contribute to curriculum development.
- Demonstrate the capacity to integration of technology in teaching, learning and assessment
- Demonstrate the potential to undertake any or all of the following: research,

knowledge transfer and continuing professional development.

- Demonstrate a commitment to the University mission, values, principles of governance and strategic priorities.

POST PROFILE

DEPARTMENT:

1. Post Title: Lecturer

2. Location: Department

3. Responsible to: Head of Discipline

4. Main Purpose of the Post:

To deliver teaching and learning and undertake related activities, to assist in the development of new curricula and to engage in research and/or consultancy and/or knowledge transfer.

5. Duties and Responsibilities:

- Undertake teaching and related duties as may be allocated by the Head of Discipline.
- Assist in the development of new curricula.
- Conduct research
- Participate in continuous professional development.
- Carry out such related duties that may be allocated by the Head of Discipline/ Dean of School/College Principal/DVC/VC.

And to undertake at least **one** of the following:
- Research that advances the discipline and/or pedagogic research and/or applied research
- Scholarly activities including the development of teaching and learning materials and publication of text- books
- Knowledge transfer to business and the community

CANDIDATE'S PROFILE

1. Qualifications:

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

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

2. Experience

Post specific criteria to be added

Essential

- o   Experience of teaching in higher education.
- o   Experience of curriculum development in higher education.
- o   Knowledge of the business needs of the employment sector(s) most relevant to your academic discipline.
- o   Evidence of potential to engage in income generation activities.
- o   Evidence of management of a research grant
- o   Experience in one or more of the following: research, pedagogic innovation, advances of the development and implementation of practice in their field.

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:
- Demonstrate effective interpersonal skills including communication (written and verbal) and team working skills.
- Evidence of an ability to manage the student learning experience and a record of successful teaching in higher education.
- Evidence of the potential to undertake any or all of the following: research, pedagogic research, scholarly activities and knowledge transfer.

Amendments approved by Board of Governors meeting of 14th October 2020

- Demonstrate a commitment to the University Mission, Values, Principles of Governance and strategic priorities.

Post Title: Senior Lecturer

2. Location: Department

3. Responsible to: Head of Department

4. Main Purpose of the Post:

To deliver teaching and learning and undertake relate activities, to lead in the development of new curricular and to engage in research including applicable research, consultancy and/or knowledge transfer.

Duties and Responsibilities:
- Undertake teaching and related duties as may be allocated by the Head of Department
- To lead in the development of new curricular.
- Integration of technology in teaching learning and assessment, including offering online modules
- Participating in continuous professional development.
- Carry out such related duties that may be allocated by the Head of Discipline/Dean/Principal/DVC/VC.
- Postgraduate supervision and mentorship

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

CANDIDATE'S PROFILE

1. Qualifications:

Essential:
- A PhD
- 5 Years of relevant teaching experience and research at higher education institutions or industry. At least three years teaching experience since gaining a PhD is required.
- A minimum of FIVE publication points emanating in peer-reviewed index journals
- A Post Graduate Certificate in Learning and Teaching in Higher Education or a Teaching Portfolio Certificate or brief summary statement of the candidate's teaching philosophy.
- Evidence of successfully having supervised postgraduate students. At least 2 at master's level.

2.Experience
Post specific criteria to be added:

Essential

- Significant experience in teaching in higher education.
- Experience of curriculum development in higher education.
- An understanding of the business needs of the employment sector(s) most relevant to your academic discipline.
- Engagement in income generation activities.
- Evidence of a growing national profile in research or pedagogic innovation or the development and implementation of advances in practice in their field.
- Integration of technology in teaching, learning and assessment, including offering modules online

3. Skills/Abilities/Competencies:

Generic Post Criteria:

Essential:

- Effective interpersonal skills, including communication (written and verbal) and team working skills
- Evidence of an ability to manage the student's learning experience and a substantial record of successful teaching in higher education
- A successful record in any or all of the following: research, pedagogic research, scholarly activities and knowledge transfer
- Evidence of the potential to engage in income generating activities
- Commitment to the University mission, values, principles of governance and strategic priorities

1. Post Title: Associate Professor/Professor

2. Location: Department

3. Responsible to: Dean/ Head of Department

4. Main Purpose of the Post:

- Contribute to the strategic academic development of the institution by providing leadership for the development and delivery of research or knowledge transfer or scholarship in teaching and learning in the college/centre/school and the University more broadly.
- Engage in relevant external activities within the academic community and beyond.
- Maintain an international profile and produce work of standards of international excellence in the context of the discipline.

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

    o Knowledge Transfer, including Applied Research, Consultancy and CPD, including knowledge transfer to the community
    o Advanced professional practice
    o Scholarly/Teaching/Learning/Pedagogic activities.

    (NOTE: *These activities would normally be expected to lead to the production of a variety of types of published work (including monographs, CD ROMs, textbooks, refereed and other articles, seminar papers, practice protocol, consultancy reports etc.),* **and/or** *artefacts, patents, spin out companies and*

licensing agreements **and/or** national/internal invitations to make presentations, lead workshops and /or act as an advisor **and/or** successful strategic partnership projects with industry and/or the community which contribute towards the economic and/or civic development of the country and beyond.)

- Leadership and participation in income generation activities.

Supervision of postgraduate research and post-doctoral scholars.

- Contribution to curriculum development, pedagogy in teaching and learning, as appropriate, including contributing to undergraduate and postgraduate programmes, CPD, and e-learning
- Engagement in external academic and other relevant activities nationally and internationally.
- Leadership and engagement with the wider academic community in scholarly activities and Continuous professional development for themselves and colleagues
- Service as Chair of Discipline/School/Centre/University Committees and/or Working Groups as required.

CANDIDATE PROFILE

1. Qualifications and/or Membership of Professional Bodies:

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

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

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

books and book chapters.

IN ADDITION:

Demonstrate real academic strength and achievement in at least **TWO** of the following, if only one activity is claimed above and in **ONE** if two are claimed so that at least **THREE** activities are cited in making the case for conferment:

- Research
- Knowledge transfer including applied research scholarly/teaching activities
- Academic and general leadership
- Contribution to the achievement of the strategic objectives of the university and to quality in education
- Professional standing in an appropriate field.

(Note: A range of metrics can and will be used by candidates to support their case for conferment. These should be verifiable and normally have been subject to peer-review and/or clearly show evidence of peer esteem commensurate with an international standing in the field or equivalent. Where this is not the case, external verification of the evidence provided will be undertaken as part of the decision as to whether to award the title.)

2. Experience:

Post Specific Criteria to be added:
Essential:

- A special interest in and significant evidence of achievement in at least ONE of the following:
- Research leadership
- Advanced professional practice
- Knowledge transfer/consultancy and income generation leadership

AND in **ONE** or more of the following areas:

- An outstanding record of scholarly and applied research;
- A track record of leading innovations in teaching and learning in the higher education sector;
- Responsibility in the development and implementation of major advances in practice in their field;

- Involvement in HE networks internationally;
- Successful supervision of postgraduate students (especially PhDs);
- Providing leadership in development of research capacity, including mentorship and supervision of postdocs.

3.Skills/Abilities/Competencies:

Post Specific Criteria to be added:
Generic Post Criteria:
Essential:

- Demonstrate effective interpersonal skills, including communication (written and verbal) and team working skills;
- Demonstrate a commitment to the University mission, values, principles of governance and strategic priorities;
- Demonstrate effective academic, professional and general leadership as well as people management skills;
- Demonstrate an ability to lead the development of research or knowledge transfer or advanced professional practice or teaching and learning in line with the University strategic positioning;
- Have the potential to contribute as appropriate towards the growing international teaching, research and income generation activities of the Discipline/School/Centre/College;
- Demonstrated relevant interaction and networking with a range of key figures preferably, at an international level;
- An international profile in research and knowledge transfer, or scholarly teaching and learning activities;
- Demonstrate an ability to generate income as appropriate to the discipline and activities engaged in.

20. APPOINTMENT PROCEDURE

The procedures for appointment for all academic posts are as set out in this Policy and Procedures document. Appointments shall be through a process of advertising, shortlisting and interviewing. Properly constituted appointments committees shall be responsible for the design and approval of the advert, shortlisting and interviewing of applicants. The appointment criteria for the different posts shall be the same as those for promotion. The detailed criteria for appointment and promotions are set out in section 12, and post profiles are provided in section 18. A Special Appointment Committee can be convened by the Vice Chancellor, on motivation from the College Principal, to facilitate the appointment or retention of academic staff with critically needed skills, in between advertising periods.

Procedure
1) Each School/Department shall have an approved structure with a planned number of established posts.
2) When the need to fill a vacant post is established, then the Dean of School shall make an application to the College Principal for the post to be advertised.

The Principal shall constitute an Appointment Committee, which shall be responsible for approving the advert drafted by the Dean of the relevant School. The advert shall include:

   a) The minimum criteria for the post
   b) A job description indicating main responsibilities
   c) Instructions on how to apply and the deadline

3) The Appointment Committee (for posts up to Senior Lecturer) shall include the Dean of the relevant School, the Head of the relevant Department, a staff representative, a student representative and staff from the Human Resources section. It shall be chaired by the Principal or their nominee. For the research posts, the College Director of Research and Postgraduate Studies shall be part of the Committee.

4) If the post to be filled is at the Associate Professor/ Professor level, then the College Principal shall apply to the Vice Chancellor for the post to be advertised. The Vice Chancellor shall then constitute an Appointment Committee, which shall be responsible for approving the advert drafted by the relevant School.

5) The Appointment Committee shall include the relevant College Principal, Dean of School, the Deputy Vice Chancellor Academic Affairs and Research, a Professor or Associate

Professor from the relevant School (as a staff representative), a student representative and a staff from Human Resources sections. The Committee shall be chaired by the Vice Chancellor or their nominee.

6) After the deadline for the applications, the Appointment Committee shall convene to shortlist the applicants. Only applicants meeting all the minimum requirements shall be shortlisted. The Human Resources person shall record clearly reasons for shortlisting or for not shortlisting a candidate.

7) The Appointment Committee shall determine the modalities of the interview (e.g. whether the applicants shall be required to make a presentation and task the Dean of School or Principal to propose a topic for the presentation) and set a date for the interview.

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

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

10) The Appointment Committee shall convene as the Interviewing Panel. Interviews are conducted to determine whether the applicant is suitable for the post. The same questions must be asked for each applicant (for consistency) and the responses scored.

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

12) The Interviewing Panel:
   1. is not obliged to make any appointment. Should none of the interviewees be found appointable, the panel can recommend a re-advertisement of the post or headhunting.
   2. can recommend more than one person to be appointed to the post by priority.

21. EXCEPTIONAL CLAUSE FOR APPOINTMENTS

Upon the discretion of the Appointments Committee, a candidate of 'exceptional talent or accomplishment', who does not meet the ordinary stated criteria for appointment, that is to say degree, experience and or years in rank, may be appointed in case of proven:
- Demonstrating extraordinary competence and remarkable experience in the area of his/her discipline or speciality or;
- Rendering a unique academic contribution to the University

The Appointment Committee shall consider such an application for appointment.

22. RESCINDING THE ACADEMIC PROMOTIONS POLICY OF 2019

This policy replaces the Academic Promotions Policy 2019, which is rescinded with effect from the commencement date of this policy.

23. EFFECTIVE DATE

This policy will be effective upon approval by the Board of Governors of UR.

Signed:

Prof. Philip Cotton
Vice Chancellor

Amendments approved by Board of Governors meeting of 14th October 2020

APPENDIX 1: Promotion process timetable

1. Call for Applications for Academic Promotions published on UR Website: The notice shall include the UR Policy and Guidelines on Academic Appointments and Promotions, the Promotions Process Time Table (Appendix 1), the Applications Checklist (Appendix 2), the Application Form (Appendix 3) and the CV Format (Appendix 4).	Date:
2. Submission of applications: All Candidates are to submit the completed application form together with the candidate's statement, curriculum vitae and all the supporting documents as per the Policy and Procedures by:	Date:
3. College Directorates of AHRM to compile lists of applicants and make a copy available to the University Director of AHRM. Both College and University Directorates of AHRM shall acknowledge (by email) receipt of every application. The acknowledgement of College applications shall be copied to the University Director of AHRM.	Date:
4. Contacting and Receiving Assessors' Reports: DVC AAR and the College Principals shall contact and receive reports from assessors which shall be submitted together with the candidates' application to the University or College Promotions Committees. Each assessor shall be given two weeks	Date:

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

APPENDIX 2: Promotion procedures and checklist

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

TEACHING/RESEARCH CHECK LIST

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

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

APPENDIX 3: Template for provision of applicant personal information

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

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

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

2. APPLICATION FOR: Please mark appropriate box with a cross.

	Lecturer		Senior Lecturer		Associate Professor		Professor

3. ASSESSORS (Proposed by the Candidate)

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

1.

Name:
Address:
Telephone: **Fax:**   **E-Mail Address:**
Relationship:
Reason for nomination:
2.   **Name:**
Address:
Telephone: **Fax:**   **E-Mail Address:**
Relationship:
Reason for nomination:
3.   **Name:**
Address:
Telephone: **Fax:**   **E-Mail Address:**
Relationship:
Reason for nomination:
4.   **Name:**
Address:
Telephone: **Fax:**   **E-Mail Address:**
Relationship:
Reason for nomination:

Amendments approved by Board of Governors meeting of 14th October 2020

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

Amendments approved by Board of Governors meeting of 14th October 2020

Relationship:

Reason for nomination:

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

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

Full Name of Candidate:

Signature: **Date:**

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APPENDIX 4: **Section to be completed by the candidate's line manager**

NAME OF CANDIDATE:

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

Where a candidate is applying for promotion to the post of Associate Professor or Professor, **three of the assessors** should be **external to the country**.
Referees currently employed at higher education institutions must be at an equivalent or higher academic rank than that being sought by the candidate.

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

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

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

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

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

APPENDIX 5: Curriculum vitae template

SCHOOL:

COLLEGE:

CURRICULUM VITAE

Follow this format strictly

NAME:	Academic Rank:
E-mail:	

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

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

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

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

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

D. **Teaching**. Indicate experience of curriculum and programme development and evaluation, undergraduate and post-graduate teaching and post-graduate research supervision over the last three years or since last promotion. List any honours or achievements in the field of teaching. List any publications in the field of teaching/learning under this heading.

APPENDIX 6: Sample of academic promotion letter

Kigali, ../../20….

Ref: ..../20….

Name of applicant (Ex: Dr.xxxxxxxxxxxxxxxxx)
Current Academic title
College name
University of Rwanda

Dear Dr. xxxxxxxxxxxxxxx

Re: Feedback on your appeal for academic promotion

Reference is made to your appeal for academic promotion to the rank of xxxxxxxxxxxxx. Reference is also made to the "UR Policy and Procedures on Academic Staff Appointments and Promotions" of 23rdJanuary 2019 and to the minutes of UR Academic Promotion Committee (APC) held on ....../...../...., I would like to inform you that the APC has resolved that the decision you are promoted to the rank of.......................or you don't deserve the promotion to the rank of.......................the above decision is mainly due to the following reasons :
  o Reason1: ....
  o Reason2: ....
From the reasons above, your academic title will be............................ and this is effective from......./...../....(in case of successful promotion)/ will continue to be ..../. I would like to take this opportunity to appreciate your contribution to the mandate of University of Rwanda.

Kind Regards

Chair of the APC names
Position
University of Rwanda

Cc : All DVCs, Concerned College Principal.

Amendments approved by Board of Governors meeting of 14th October 2020