KIBOGORA POLYTECHNIC

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CODE OF PRACTICE FOR ACADEMIC APPOINTMENT AND PROMOTION

Office of the Vice Chancellor

Version 2017

1. Introduction

The academic appointment and promotion at KP is an academic process through which an academic staff is given academic grades according to their qualifications, performance level, contribution to the institution research done, books written, articles published, international seminars conducted etc. This code of practice sets out procedures and other code of conduct for the Committee in charge of that process following Higher Education Council (HEC) procedures and guidelines.

2. Purpose of KP academic appointment and promotion

The purpose of KP academic staff promotion is to recognize the achievements and professional development of academic staff and their demonstrated capacity to contribute to KP mission and academic contribution by undertaking duties at a higher level above their current appointment.

3. KP academic appointment and promotion framework

These procedures have been elaborated with due regard to several documents and policies both at national and international.
First of all we referred ourselves to the Law Governing the Organization and functioning of Higher Education – Law No 20/10/2005, the national policy on academic appointment and promotion procedures in higher education and to equality and diversity policy of Rwanda.

KP hereby values and recognizes the importance of excellence in teaching and academic development in research and consultancy, in scholarship, in the advancement of knowledge, and through innovation and entrepreneurial spirit. Staffs who meet the criteria for promotion set out in this code of practice and who contribute to KP through leadership, professional and community engagement are rewarded through promotion. The following are the principles that KP considers

4. Academic standards

- KP's promotion process offers recognition and reward for sustained excellence.
- Applicants for promotion have to demonstrate that they have maintained active and effective scholarly capacity in their disciplines by contributions to teaching and learning, Research, Knowledge Application, Leadership and service to their discipline / profession, and the community.
- Academic promotion Committee has to check if:

    ➢ There is an increase in the quality and effectiveness of their teaching and contribution to all aspects of teaching and learning;

- ➢ There is an increase in the quality and impact of their research output;
- ➢ An applicant 's role in the promotion of scholarly work is satisfactory;
- ➢ An applicant has made qualitative contribution to his/her discipline/profession;
- ➢ An applicant demonstrated increasing leadership in his/her discipline/profession, and community.
- ➢ Minimum required duration of service has been made by the applicant.
- ➢ If an applicant is on full time basis.

5. Merits

Promotion to all levels is based on the merit of the case presented without reference to staffing profiles, quotas or resource. Consideration is being given to performance relative to opportunity to ensure that the limits imposed on opportunity by additional responsibilities are acknowledged in assessing achievements. The outcome of previous application for promotion has no relevance in a promotion round.

6. Equal Opportunity

The promotion process regards for the principles of equal opportunity, fairness and social justice. These principles require that there be no discrimination against any individual on the basis of personal characteristics such as sex, ethnicity, age, disability, cultural background and religion

7. Timing

The application for academic promotion should be submitted with all supporting documents by June 30th each year to the DVC through the Head of Department
The Executive Committee, which will be playing the role of promotion committee, will review the applications and make recommendations by August 30th
The final decision is done by the VC and communicates to the applicants by September 15th
This will be done each year unless otherwise communicated.

8. Applications procedures.

Any member of the academic staff after the completion of the required number of years in any rank, wishes to be promoted to a higher academic rank has the right to apply for such a promotion to the promotions committee through the Head of department, and DVC by submitting the filled application form (annexed) for promotion, letters of reference, up to date CV and evidence of publications, research works, evidence of attended conferences, seminars and workshops, papers presented and other professional activities.
Applicants will be responsible for ensuring that their application is submitted by before the closing date.

Late applications will be accepted only in exceptional circumstances determined by the promotions committee.
If the Committee is satisfied, it writes a recommendation for the promotion to proceed to the senate through VC.

It is expected that applications for Academic Promotion should be the result of an ongoing process of staff development and performance review between the individual member of staff and their Head of Department. Therefore, applicants are encouraged to seek guidance and support on their application from their Heads of Department before making their submission.

9. Eligibility

All academic staff is eligible to apply for Promotion provided they meet the requirements.
Applicants for promotion must have completed at least one year of service since their appointment at KP or since their most recent promotion at KP, before they become eligible for promotion.

10. Committee membership

Committee members are appointed by the senate according to the Law No 20/2005 of 20/10/2005, Governing the Organization and functioning of Higher Education.
The Committee is therefore made of members of Executive Council
 N.B: If one of the members of the committee is among the applicants, s/he has to be replaced by another person by the VC.

11. Frequency of meetings and quorum.

The Committee meets once a year. However, the senate can ask the Committee to meet extraordinarily during the year for special reasons.
The date of the meeting is communicated to the members of the Committee two weeks in advance and application files are transmitted along with the invitation letter.
The Committee meets only if three quarter (3/4) of its members is present. Otherwise, the meeting is postponed. However, for the second time if the quorum is not met again, the Committee can meet and include this 2nd absence of members in this report.

12. Promotion Levels

KP appoints staff to the following academic posts:
  ➢ Professor
  ➢ Associate Professor
  ➢ Senior Lecturer

- Lecturer
- Assistant lecturer
- Tutorial Assistant

Where necessary and according to the applicant's activities at KP, there can also be appointment to the following research academic levels:
- Research Professor
- Associate Research Professor
- Research fellow.

The procedures and criteria for the appointment and promotion of academic staff, Administrators and research staff are identical, but whereas academic staffs are expected to engage in the full range of academic activities and to provide evidence of achievement in all of them. Research staffs engage mainly in research and their evidence of achievement must relate to their research activities. However, they can include evidence of, for example income generation, consultancy, and representational roles internally and externally and the production of higher education teaching texts provided these relate to their area of research specialization.

13. Procedure for KP Academic staff Promotion

14.1. General criteria

In general, all applicants for promotion will be required to demonstrate merits in the areas set out below:

- Teaching and Learning
- Research
- Knowledge Application
- Leadership

Applicants at all levels must provide evidence against the promotion criteria.

14.1.1. Evidence for Teaching and Learning

- Course, Program and discipline co-ordination and development
- Peer reviewed courseware, curriculum, assessment and teaching practice innovations and developments (including associated artifacts such as exams, websites, videos, course guides, teaching notes, student feedback, etc)
- Sector collaboration on learning and teaching innovations and evidence of implementation and impact
- Contributions to the scholarly Learning and Teaching in strategically aligned areas
- Innovations that meet the learning needs of students with diverse backgrounds

- Teaching innovations and/or curriculum developments based on feedback from students.
- Appointment to Course/Program Advisory Committees of other educational institutions or education committees of professional associations
- External competitive scholarships or awards won for teaching and learning
- Submission made to public enquires related to teaching and learning matters in Higher Learning Institutions and invitations to appear before enquiry committees
- Conferences in different Higher Learning Institutions and institutions that accredit education program and/or education provide

14.1.2. Evidence for Research and Scholarly Work

Evidence of research and scholarship performance could include:
- Research outputs (e.g.: journal articles, patents, solo exhibitions, software, Electronic material, etc) ranked for quality and impact
- Citations (per publication) where available
- Journal impact factors
- External research funding obtained
- Other income (e.g.: industry, consultancy, etc)
- Uptake of innovations by third parties (nationally or internationally) and associated evidence of impact
- publications in national or international refereed journals specializing in teaching and learning or academic disciplines and/or citations of publications
- Learning and teaching related to research activities.

14.1.3 Evidence for Leadership
Evidence of leadership performance could include:
- Working collaboratively including across boundaries
- Building and nurturing beneficial relationships
- Building about changes
- Contributing to and fostering a culture of trust and respect
- Modeling professional behavior that reflects the KP's values.
Some specific examples of leadership could include:

Institutional leadership may be evidenced by:
- Organizing conferences or symposia
- Editing publications
- Leading in the formation of new professional or community associations
- Authorship of policy for professional or community organizations
- Invitations to chair or participate in review committees
- Conducting projects that support community purposes
- Membership of industry consortium partnerships

- Providing advice to community groups
- Representing external organizations

14.2. Specific criteria

14.2.1 Assistant Lecturer/Research Assistant

The following are the minimum requirements for appointment/promotion
- Master's degree holder preferably related to the Bachelor's degree.
- Active participation in the teaching activities and/or in the institution development.

Junior Academic Staff (Tutorial Assistant) who cannot attain higher qualification within 5 yrs should be considered for retrenchment.

14.2.2 Lecturer/Researcher

1. Direct appointment for PhD holders with no prior teaching experience.
2. For Assistant Lectures who are Masters Holders:
   - Must have been on the Assistant Lecturer grade for not less than 3 years
   - Must have demonstrated teaching and research potential through publications.
   - Must have contributed to module and program specifications
   - Must have supervised at least 10 research works.

14.2.3. Senior Lecturer/Senior researcher

Minimum requirements for appointment
- Possession of PhD
- Minimum 3 units of publications /6 Units of research publications
- Teaching/research experience of not less than 3 years since obtaining PhD

14.2.4. Lecturers who are Masters Holders, to be promoted to Senior Lecturer

- Must have been on the post for not less than 3 yrs
- Must have demonstrated teaching and research potential through publications, at least 4 units of publication.
- Must have contributed to module and programme specification
- Must have supervised at least 20 research works

14.2.5 Associate Professor/Associate Research Professor

Minimum requirements for appointment or promotion:

- Possession of a PhD with at least three years of relevant successful teaching experience as a senior Lecturer in a recognized institution of Higher Learning
- A minimum of FIVE units of research publications (Associate Professor)/TEN units (Associate Research Professor)
- Active involvement in research and evidence of ability to supervise masters and PhD students.

14.2.6 Full Professor/Research professor

Minimum requirements for appointment or promotion:
- Possession of a PhD with at least three years of relevant successful teaching experience as Associate Professor or equivalent in a recognized Higher Institutions of Learning.
- A minimum of FIVE units of research publication since the last promotion (Professor)/TEN units (Research Professor).
- Active involvement in research and evidence of ability to supervise masters and PhD students.

Note:
- ✓ All justified academic grade appointed before the recruitment, will be kept and considered by the Committee for a new appointment or promotion.
- ✓ Staff from outside Rwandan institutions who already hold warranted senior Ranks, will be appointed accordingly and the institution reserves the right to determine down the salary standard.

14.2.7 Minimum requirements for appointment and promotion to Tutorial Assistant (TA)

Consider that KP has specific category of professional staff who are clinical instructors and who are also to be appointed and promoted, the following is the requirement.

Qualification
- Have a degree with distinction at least 70% or Honours degree , with at least second class up division
- Have professional experience in his/her specialty
- Have a Post Graduate Certificate in Teaching and Learning in Higher Education

Teaching performance
Have taught at least one professional module in which the following are demonstrated:
- Production of all related teaching materials of the taught module eg study guide, syllabus
- Good student assessment
- Have at least 80% on students evolution of the module

- Innovative methodologies/pedagogy
- Contributes appropriately to Positive Peer Review and moderation
- Evidence of training other clinical instructor

Management and leadership
- Evidence of the potential to become a higher education lecturer
- Demonstrate effective interpersonal skills including communication (written and verbal) in English and team working skills
- Demonstrate a commitment to the Institute's Mission, Values, Principles of Governance and Strategic priorities
- Demonstrate the potential to manage the student learning experience
- Demonstrate the potential to contribute to curriculum review/development
- Demonstrate the potential to undertake research

The performance evaluation will be also considered and the mark should be not less than 80%

14. Decision Procedures

The decisions of the Committee are effective after validation by the senate. After this validation, decisions are communicated to the applicants within 72 hours through official letters.

15. Appeal procedures

- Applicants will have the right to appeal against the decision in relation to their application on the ground that the procedures outlined in the Academic promotions procedures were not followed.
- An appeal must be lodged with the VC within 14 days of notification of the result of the application.
- Applicants may argue their case for promotion by providing further evidence in line with the promotion criteria stated above.

APPLICATION FORM FOR ACADEMIC STAFF PROMOTION

Section I: IDENTIFICATION OF APPLICANT

Name: ………………………………….
Sex: …………………………………………
Age: …………………………………….
Matrimonial status: ……………………………

Section II: EDUCATION BACKGROUND

Award	Year of graduation	Domain	University
BSc			
MSc			
PhD			

Section III: ACADEMIC GRADE

1. Academic grade on which you are applying for …………………………………………..
2. Current academic grade ………………………………………………….
   i. Year of getting it …………
   ii. Circumstance of getting it (*choose one*)
       - Automatically on degree basis
       - Promotion
   iii. Deliver (name of HLI[1] which delivered it)……………………………………………

Section IV. WORKING EXPERIENCE

A. Teaching and Learning activities

A.1. Teaching background (last 3years)

Academic Year	Course taught	Working load

A.2. Program specification

1. Curriculum development done

Year	HLI involved	Title of curriculum developed

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[1] HLI: Higher Learning Institution

2. Program review done

Year	HLI involved	Title of program reviewed

3. Self assessment done

Year	HLI involved	Type of self assessment[2]

4. Innovation in teaching

Specify innovation brought by you in teaching and learning (e.g: Audiovisual discs, any other innovative didactic material)

B. Consultancy done

Year/Period	Client	Duties	Output

C. Leadership in Higher Learning

Period	HLI	Position	Main duties	Derivables[3]	
				Title	N° of pages

D. Research done

D.1. Articles

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[2] Self assessment can be at program level, Faculty level or at institutional level.
[3] These are kinds of papers, manual, handbook, policies, etc. produced and validated for usage towards high quality of education.

Year of publication	Theme	Journal

D.2. Books

Year of publication	Title	Publishing house	N° of chapters	N° of pages

D.3. Students' research projects supervised

Year	Theme	HLI in which belong the student	Level of study[4]

Section V. CAPACITY BUILDING

A. Training or Refresher courses attended

Period	Theme	Organizer

B. Workshops or Brainstorming attended

Period	Theme	Organizer

C. Conferences or Public lectures conducted

Period	Theme	Place

C. Conferences or Public lectures attended

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[4] Level of study are (according to Rwanda National Qualification Framework): Diploma, Advanced diploma, Ordinary degree, Bachelor with honors, Masters and PhD

Period	Theme	Organizer	Place

Section VI. OTHER SKILLS AND ACHIEVEMENT (Specify)

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………………………………………………………………………………………………………

Section VII. REFERENCES

Name	Position	Telephone	E-mail

I declare that the information given above is correct and sincere.

Done at Kibogora on ………………………………………..

Name and signature of Applicant

Section VIII. APPROVAL AND RECOMMENDATION

Above given information is approved by the direct line manager of the applicant and this manager recommends the application for a kind consideration by the promotion committee.

Name	Position	Date	Signature