KIBOGORA POLYTECHNIC

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CODE OF PRACTICE FOR ACADEMIC APPOINTMENT AND PROMOTION

Office of the Vice Chancellor

Version 2022

Contents

Acronyms and Abbreviations

KP: Kibogora Polytechnic

HEC: Higher Education Council

ISSN: International Standard Serial Number

VC: Vice Chancellor

DVC: Deputy Vice Chancellor

TA: Tutorial assistant

AL: Assistant Lecturer

L: Lecturer

PhD: Doctorate of Philosophy

HLI: Higher Learning Institution

Section One: General information

Article one: KP Vision
Contribution to the modernization of the Rwandan society on the side of improving the quality of human resources in terms of education, by helping the graduates better serve themselves, society, and God, through spiritual growth, professional learning and research, and community involvement

Article 2: KP Mission
To educate people with a positive impact on their socio-economic and spiritual lives, and on the whole society." The core values are summarized in KP's motto: *Science, Conscience, and Faith.*

Article 3: KP Values
The core values are summarized in KP's motto: *Science, Conscience, and Faith.*

Article 4: Introduction
The academic appointment and promotion at KP is an academic process through which permanent academic staff are given academic grades according to their qualifications, performance level, contribution to the institution development, research done, books written, articles published, international seminars conducted, community services, 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. The academic appointment and promotion committee's prime role is to oversee this process.

Section 2: Definition of Key Terms

Article 5: Accelerated Promotion
The use of term "accelerated promotion" refers to the application of a candidate to a level that is two or more levels higher than the candidate's current level if the candidate has achieved the outstanding achievement. The similar term also is applied to any candidate that is promoted to any higher level of academic promotion due to the achievement higher that what is expected to be achieved in normal conditions.

Article 6: Outstanding achievement
The outstanding achievement refers the extra-achievement which is beyond considered to the expected target/ requirements in normal conditions.

Article 7: Predatory Journal
The term predatory journal refers to journal that prioritizes self-interest and characterized by false or misleading information (Improper use of ISSN, non- existing impact factor, and

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Indexing agencies, etc), deviation from best editorial and publication practices, a lack of transparency, and/or the use of aggressive and indiscriminate solicitation practices.

Article 8 Research
The term research refers to systematic investigation, study of materials, and sources in order to establish facts, generate knowledge and reach new conclusions.

Article 9 Action research
The term action research refers to method of systematic enquiry that teachers undertake as researchers of their own practice to solve encountered problems.

Article 10 Academic Promotion
The term academic promotion refers to the process which facilitates upward staff mobility within the institutional hierarchy. It also refers to the movement from one academic rank to another.

Section 3: Aim of the Policy

Article 11: Motivation for Amendments
The current proposed policy is the revised policy that was approved in 2017. The amendments of the existing academic promotion policy was initiated to include new updates and bring clarity in policy terms and requirements for academic promotion.

Article 12: 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 by undertaking duties at a higher level than their current appointment.

Article 13: 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 determining the Organization of Education – Law No 010 /2021 of 16/02/2021, the national policy on academic appointment and promotion procedures in higher education and to equality and diversity policy of Rwanda. KP 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.

Section 4: Academic Principles

Article 14: Academic standards
1. KP's promotion process offers recognition and reward for sustained excellence.

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2. 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.

3. Academic Promotion Committee has to check if:

> There is an increase in the quality and effectiveness in the staff's 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 permanent contract.

Article 15: Merits

Normal Promotion or accelerated promotion to all levels is based on the merit of the case presented without reference to staffing profiles or quotas. 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.

Article 16: Equal Opportunity

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

Article 17: Timing

The application timing for academic appointment and promotion is done once a year. Application for academic promotion should be submitted with all supporting documents by June 30th to the chair of promotion committee through deans and Heads of Departments. The promotion committee will review the applications by 15th August. The final decision from KP council is communicated by the Vice Chancellor of KP to applicants after the approval of KP Council.

Section 5: Applications procedures.

Article 18:

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 promotion committee.

Article 19:

All applicants should provide the supporting documents to their applications. Candidates should submit the filled application form (annexed) for promotion, letter highlighting the basis of their application, plus a curriculum vitae and any additional material to support their applications.

Article 20:

Applicants will be responsible for ensuring that their applications are submitted before the closing date.

Article 21:

Late applications will be accepted only in exceptional circumstances determined by the promotions committee.

Article 22:

The call for application is recommended by the senate and announced by Vice Chancellor

Section 6: Promotion Committee

Article 23:

The KP Promotion Committee is composed by the following members:

1. Vice Chancellor (Chair)

2. Deputy Vice Chancellor (Rapporteur)

3. One lecturer/ Senior lecturer or associate/full Professor representing KP academic staff

4. One external Senior Lecturer

5. Two external Associate Professors

6. One external Full professor

The Vice Chancellor is responsible to find the external members of the committee and present them to the senate for approval. The final approval is done by the Council

Article 24:

If one of the members of the committee is among the applicants, s/he has to be replaced by another person by the VC.

Article 25:

Members of Promotion committee should disclose any potential conflict of interest with any individual applicant.

Article 26: Frequency of meetings

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.

Article 27: Quorum

The Committee meets only if two third (2/3) 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.

Section 7: Promotion Levels

Article 28:

KP appoints staff to the following academic posts:
1. Professor
2. Associate Professor
3. Senior Lecturer
4. Lecturer
5. Assistant lecturer
6. Tutorial Assistant

Article 29:

Where necessary and according to the applicant's activities at KP, there can also be appointment to the following research academic levels:
1. Research Professor
2. Associate Research Professor
3. Senior Researcher
4. Researcher
5. Research Assistant B
6. Research Assistant A

Section 8: General Criteria

Article 30:

The procedures and criteria for the appointment and promotion of academic teaching, and research staff are identical, but whereas academic teaching staff are expected to engage in the full range of academic activities and to provide evidence of achievement in all of them. Research staff 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.

Article 31:
In general, all applicants for promotion will be required to demonstrate merits in the areas set out below:

1. Teaching and Learning
2. Research
3. Consultancy and service to the community
4. Leadership

Article 32:
Applicants at all levels must provide evidence against the promotion criteria.

Article 33:
Evidence for Teaching and Learning are shown by the following:

1. Course, Program and discipline co-ordination and development
2. 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)
3. Sector collaboration on learning and teaching innovations and evidence of implementation and impact
4. Contributions to the scholarly Learning and Teaching in strategically aligned areas
5. Innovations that meet the learning needs of students with diverse backgrounds
6. Submission of module files of all taught modules including (Modules description, study guide, students attendance list, teaching reports signed by class representative, pre- moderated exams, marking scheme, Students' module evaluation, Students marks, moderated booklets and exam attendance list)
7. Evidence of using KP E-learning Plate-form. Teaching innovations and/or curriculum developments based on feedback from students
8. Appointment to Course/Program Advisory Committees of other educational institutions or education committees of professional associations

Article 34:
Evidence for Research and Scholarly Works are shown by:

1. External competitive scholarships or awards won for teaching and learning
2. Research outputs (e.g.: journal articles, patents, solo exhibitions, software, Electronic material, etc) ranked for quality and impact Citations (per publication) where available
3. Journal impact factors

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4. External research funding obtained
5. Other income (e.g.: industry, consultancy, etc)
6. 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.
7. Learning and teaching related to research activities.
8. Publication in Predatory Journals are prohibited.
9. The accepted publications should be published in one of journals/ Conferences accepted by Kibogora Polytechnic as indicated in KP guideline for publication.

Article 35:
Evidence for Consultancy and service to the community are indicated by:
1. Contract of consultancy with external agencies that might generate income to the institution
2. Contribution to the innovation that might solve the community challenges
3. Participation in communities services that enhance the community welfare

Article 36:
Evidence of leadership performance could include:
1. Working collaboratively including across boundarie
2. Building and nurturing beneficial relationships
3. Building about changes
4. Contributing to and fostering a culture of trust and respect
5. Modeling professional behavior that reflects the KP's values.
6. Leading in the formation of new professional or community associations
7. Authorship of policy for professional or community organizations
8. Invitations to chair or participate in review committees
9. Conducting projects that support community purposes
10. Membership of industry consortium partnerships
11. Providing advice to community groups
12. Representing external organizations

Section 9: Specific criteria

Article 37:
Minimum requirements for appointment and promotion to **Tutorial Assistant (TA)/ Research assistant A** is to have a Honours degree with at least second class upper division
Within five years the TA should have a Master degree

Article 38:
Minimum requirements for appointment/promotion to **Assistant Lecturer/Research Assistant B** are as follow:

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1. Direct appointment for Master's degree holder with at least one publication
2. Active participation in the teaching activities and/or in the institution development.
3. Junior Academic Staff (AL, L) who cannot attain higher qualification within 5 years should be considered for retrenchment

Article 39:

PhD holders with at least two publications/ four publications and with no prior experience in Teaching is directly appointment as **lecturer/ researcher**.

Article 40:

Minimum requirements for a Masters' holder without PhD to be appointed /promoted to **Lecturer/ Researcher**

1. Must have been on the Assistant Lecturer grade for not less than 3 years within KP
2. Have been on full time employment contract within KP for at least three consecutive years.
3. Must have demonstrated teaching and research potential through publications.
4. Must have contributed to module and program specifications
5. Must have published at least four publications for lecturer/ eight publications for researcher as indicated in KP guidelines for publication.
6. For every publication indicated here above, the researcher should be mentioned as first author. However in the case of students' work the supervisor may be the second author while the student is the first.
7. Must have supervised at least 20 Bachelors' theses for lecturer/ and 40 Bachelors' theses for researcher or its equivalent in number of action researches' reports.

Article 41:

Minimum requirements for appointment/promotion to **Senior Lecturer/Senior researcher** are the following:

1. Possession of a PhD Degree with Teaching/research experience of not less than 3 years since the appointment/promotion to Assistant lecturer/ Assistant Researcher B
2. Have been on full time employment contract within KP for at least three consecutive years.
3. Minimum 3 units of publications for senior lecturer/6 Units of research publications for senior researcher
4. Have supervised at least 20 Bachelor theses or its equivalent in Masters' theses or Action researches since obtaining the rank of lecturer/ 40 Bachelor theses or its equivalent in Masters' theses or Action researches since obtaining the rank of researcher

Article 42:

Minimum requirements for appointment or promotion to **Associate Professor/Associate Research Professor** are the following:

1. Possession of a PhD with at least three years of relevant successful teaching/research experience as a senior Lecturer/ senior researcher.
2. Have been on full time employment contract within KP for at least three consecutive years.
3. A minimum of 5 units of research publications for Associate Professor /10 units for Associate Research Professor since the last academic promotion.
4. Have at least one funded project or /and three funding projects proposal for Associate professor. Associate research professor two funded projects and/or six funding project proposal
5. Have supervised at least 3 PhD theses or its equivalent number of Masters, since obtaining the rank of senior lecturer for Associate Professor/6 PhD theses or its equivalent number of Masters, since obtaining the rank of senior researcher

Article 43:.

Minimum requirements for appointment or promotion to **Full Professor/Research professor** are the following

1. Possession of a PhD with at least three years relevant successful teaching/research experience as Associate Professor/ Associate research Professor
2. Have been on full time employment contract within KP for at least three consecutive years.
3. A minimum of 5 units of research publication Professor/10 units Research Professor, since the last promotion
4. Evidence of attracting research income.
5. Run at least two funded projects for full professor and 5 funded projects for a researcher professor
6. Have supervised at least 5 PhD theses or its equivalent number of Masters, Bachelor, or Action Researches since obtaining the rank of associate professor

Article 44:
One PhD Thesis supervision is equivalent to 3 Masters' theses supervisions

Article 45:
One Master's thesis supervision is equivalent to 3 Bachelors' theses supervisions

Article 46:
One Bachelor thesis supervision is equivalent to 3 Action researches' report supervisions.

Article 47.
All justified academic grade appointed before the recruitment, will be kept and considered by the Vice Chancellor office after verification and comparison to KP standards.

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Article 48:

In all academic/ research ranks; the number of publication are calculated based on KP Publication guidelines

Section 10: Notification of Decisions

Article 49: Successful applicants will be informed in writing of the decision and of the effective date.

Article 50:

Professors/Associate Professors will also be informed of the title of their Chair e.g. Professor of Theoretical Physics, Research Professor of Applied Mathematics, Associate Professor of Linguistics, Associate Research Professor of Econometrics.

Article 51:

All associate and full professors will also be informed, with the exception of Vice Chancellor/ Deputy Vice Chancellor that retaining the title is dependent on their continuing to carry out the work on the basis of which they were awarded the title. In particular they must continue to engage in research activities and income generating project. Periodic (at least every 2 years) performance reviews will be carried out. Following a warning about poor performance, the Promotions Committee may recommend to Kibogora Polytechnic Council that the member of staff reverts to the post of senior lecturer. In reaching such a decision, the committee should give due consideration to the management and other responsibilities being undertaken and other contributions being made by the member of staff.

Section 11: Appeals Procedure for all Unsuccessful Applications

Article 52:

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.

Article 53:

An appeal must be lodged with the Vice Chancellor within 14 days of notification of the result of the application, stating how the procedures have not been followed. No further evidence may be submitted.

Approved by KP council on 23/04/2022

APPENDICES

APPLICATION FORM FOR ACADEMIC STAFF PROMOTION

Section I: IDENTIFICATION OF APPLICANT

Name: ....

Sex: ....

Age: ....

Matrimonial status: ....

Section II: EDUCATION BACKGROUND (add more rows as required)

Award	Year of graduation	Domain	University
Bachelors			
Masters			
Doctorate			

Section III: ACADEMIC GRADE

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

Section IV. WORKING EXPERIENCE (add more rows as required)

A. Teaching and Learning activities

A.1. Teaching background (last 3years)

Academic Year	Course taught	Credits	Evaluation

A.2. Program specification

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[1] HLI: Higher Learning Institution

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1. Curriculum development done

Year	HLI involved	Title of curriculum developed

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

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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.

D.1. Articles

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

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Period	Theme	Organizer	Place

Section VI. OTHER SKILLS AND ACHIEVEMENT (Specify)

....

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