

**REPUBLIC OF RWANDA**



**HIGHER COUNCIL EDUCATION**

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**RWANDAN NATIONAL POLICY ON ACADEMIC  
APPOINTMENT AND PROMOTION PROCEDURES IN  
HIGHER EDUCATION**

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# **RWANDAN NATIONAL POLICY ON ACADEMIC APPOINTMENT AND PROMOTION PROCEDURES IN HIGHER EDUCATION**

## **1. POLICY STATEMENT**

The aim of this procedure 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 institution has been excellent or outstanding. Institutions recognise 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. These procedures have been drafted with due regard to the National Equality and Diversity Policy. It is expected that, in their implementation, these practices will provide equality of opportunity for all staff.

## **2. THE PROCEDURE**

For all categories of appointment and promotion the guidance recognises the potential for candidates to demonstrate achievement in one or more of the following five areas of activity:

- Research
- Teaching in Higher Education
- Knowledge transfer/income generation
- Academic administration/management
- Outreach to business and community

For the purposes of appointment and promotion, all the activity must relate to the candidate's area of academic specialisation, and research will be as defined in Appendix 1. Where research publications/outputs are specifically required they must report on the findings of research as defined in Appendix 1. Where just 'publications' is specified this may include other relevant outputs - for example, distance teaching texts, higher education textbooks, and consultancy.

### **3. GRADES OF ACADEMIC POSTS AND CRITERIA FOR APPOINTMENT /PROMOTION**

The institutions appoint staff to the following academic posts:

- Professor
- Associate Professor
- Senior Lecturer
- Lecturer
- Assistant Lecturer
- Tutorial Assistant

The institutions appoint staff to the following research posts:

- Research Professor
- Associate Research Professor
- Senior Researcher
- Researcher
- Research Assistant A
- Research Assistant B

The procedures for the appointment and promotion of academic and research staff are identical, but whereas academic staff are expected to engage in the full range of academic activities and to provide evidence of achievement in some/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, representational roles internally and externally and the production of higher education teaching texts provided these relate to their area of research specialisation.

Research staff are mainly employed on fixed-term contracts to work on specific research projects, but appointments may be made on more open contracts. Contracts of employment may be permanent or for a fixed term. Expatriate staff are generally appointed on two-year renewable contracts, and local staff may be appointed on permanent or fixed-term contracts. All newly appointed staff have to satisfy the conditions of a one-year probationary period, but this may be waived by the Board of Directors on the recommendation of the Appointments Panel.

Appendix 2 provides examples of the types of indicators that academic staff are expected to provide for each level of post, and Appendix 3 contains detailed post profiles for all academic posts.

#### **4. APPOINTMENT PROCEDURE**

The procedures for appointment for all academic posts are as set out in the institutions' Appointment Policy and Procedures. The detailed criteria for appointment and promotions are set out in Appendix 2, and post profiles are provided in Appendix 3. In general, academic/research staff that are in employment in an accredited institution of higher education where the academic grading criteria is equivalent to that of Rwanda will be appointed on recruitment at the same level, even when their academic qualifications do not meet those normally required by public university-sector institutions in Rwanda, provided they meet all other requirements.

#### **5. PROMOTION PROCEDURE**

Promotion for academic and research staff will be made on the basis of a consideration of the case made, except for promotion from tutorial assistant to assistant lecturer/or from research assistant B to research assistant A, which will automatically take place when a member of staff is awarded a progression masters degree equivalent to level six in the Rwandan Qualification Framework (Bologna second cycle) or, in the case of a member of staff who registers directly for a research degree, on transfer from MPhil to PhD or an equivalent transition. Similarly, promotion from Assistant Lecturer to Lecturer will be automatic on gaining a doctoral degree equivalent to Level Seven of the Rwandan National Qualification Framework (Bologna Cycle 3).

## **THE APPLICATION PROCESS**

### **STAGE 1**

The Administration and HR Service will circulate (a) information on the Academic Promotion Procedures (b) a Proforma and (c) Applicant Guidance Document along with the closing date for submissions.

Applicants should submit a covering letter highlighting the basis of their application on no more than 3 pages, plus a curriculum vitae and any additional material that demonstrates their case that they meet the criteria for promotion, plus the pro forma sheet. The material submitted must contain the name and contact addresses of referees who can comment authoritatively on the applicant's academic contribution in line with criteria requirements. Referees should not include Deans/Heads of the applicants' Academic Departments, who will contribute to the process by providing a supporting statement for any member of staff in their faculty/department applying for promotion.

Applicants are required to submit three copies of the complete submission, two to the Administration and HR Service and one to the Dean of their Faculty. All copies must be submitted by the closing date given in the call for submissions.

### **STAGE 2 (i)**

#### **Applications for promotion to Lecturer/Researcher**

One copy of the submission should be sent by the applicant to the Dean to provide a supporting statement. The Dean should consult with the Faculty Council before writing the supporting statement. The whole submission including a supporting statement should then be signed by the Dean and forwarded to the Vice Rector Academic, who will chair a specially convened Promotions Committee. Deans are expected to be open with their staff and should supply the applicant with a copy of the supporting statement.

## **STAGE 2 (ii)**

### **Applications for promotion to Senior Lecturer/Senior Researcher**

One copy of the submission should be sent by the applicant to the Dean to provide a supporting statement. The Dean should consult with the applicant's Head of Department before writing the supporting statement. The whole submission including a supporting statement should then be signed by the Dean and forwarded to the Vice Rector Academic who will chair a specially convened Promotions Committee. Deans are expected to be open with their staff and should supply the applicant with a copy of the supporting statement.

## **STAGE 2 (iii)**

### **Applications for promotion to Associate Professor and Professor/ Associate Research Professor/Research Professor**

One copy of the submission should be sent by the applicant to the Dean to provide a supporting statement. The application and the supporting statement should then be forwarded to the Vice Rector Academic for consideration by the specially convened Promotion Committee. The Specially Convened Promotion Committee will consider whether there is a prima facie case for promotion to Associate Professor or Professor. Where there is, the Director of Administration will take up the candidate's references and ask the Dean to nominate four external professors who are experts in the candidate's field and two of those nominated will be asked to comment on the candidate's case. The whole submission including the supporting statement and the references should be signed by the Vice Rector Academic and forwarded to the Chair of the National Professorial Promotion Committee by the specified date.

Deans are expected to be open with their staff and should supply the applicant with a copy of the supporting statement. In cases where an application is not supported by the institution feedback will be provided to the applicant by the Vice Rector Academic in writing.

### **For all applications**

It is expected that applications for Academic Advancement and 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/Dean. Therefore, applicants are encouraged to seek guidance and support on their application from their Heads of Department/Dean in advance of making a submission.

Members of staff have the right to apply directly to the **Promotion Committee** if the Head of Department/Dean advises against an application for promotion or if they feel that the Dean/Head of Department has unreasonably withheld support. Applicants should indicate if this is so on their application. The Promotion Committee will make a final decision, which takes into account the views of the Dean/Head of Department.

### **STAGE 3**

#### **The Promotion Committee**

The Promotion Committee, which is a standing committee of the university senate, will comprise of members of Senate and be chaired by the Vice Rector Academic. The committee will consider all cases for promotion including those for Associate Professor and Professor. In all cases where the committee agrees that the candidate meets the minimum criteria for promotion, the committee will make a recommendation to the Rector, who will in turn make recommendations to the board of directors. The Chair of the Board of Directors will communicate the recommendation on promotion to the Minister of Education, who will make a final determination on all promotions.

#### **Notification of Decisions**

Successful applicants will be informed in writing of the decision and of the effective date. 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. All



associate and full professors will have a title, except those on whom a professorial title is conferred on appointment as a Rector or Vice Rector. All associate and full professors will also be informed, with the exception of Rectors/Vice Rectors, 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. Periodic (at least every 2 years) performance reviews will be carried out, and, following a warning about poor performance, the Promotions Committee may recommend to the Board of Directors 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.

### **Appeals Procedure for all Unsuccessful Applications**

Following a written notification/ explanation from the Vice Rector Academic on the success or failure of the application for promotion, and a meeting with the Vice Rector Academic, 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. Information is now available, which was pertinent at the time, but which was not available, for good reason, to the Promotions Committee.
2. Procedural error.
3. Mistakes of fact in the original application that can now be corrected.
4. The panel misdirected itself in some way (to be defined by the employee appealing).

Applicants should make contact with the Vice Rector Academic, 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 should normally take place within two weeks of receipt of the unsuccessful letter. Applicants

who wish to proceed with an appeal after meeting the Vice Rector Academic must submit it in writing, outlining the grounds.

Appeals should be submitted to the Director of Administration and HR in the first instance. The appeal will then normally be sent to the appellant's immediate Dean for comment on factual accuracy.

A committee made up of appropriate members of Senate who were not substantively involved in the original decision and chaired by the Rector will consider appeals. The decision of the Appeal Panel in the case of applications for promotion to Lecturer/Senior Lecturer, which will be communicated in writing, will be final. In the case of those appealing against the decision not to promote to Associate Professor/Professor, where the appeals committee is of the view that there is a case to be considered, the appeal will be forwarded to the Promotions Committee. The Chair will take advice on the substance of the appeal from four full professors, including at least two external to the candidates' institution, who were not on the Promotion Committee. The decision of the Chair will be final.

## **6 ACADEMIC PROMOTION OPPORTUNITIES**

### **(a) Application for Promotion to Lecturer/Researcher**

#### **(i) Criteria**

Applicants at Assistant Lecturer /Researcher level who are seeking promotion to Lecturer/Researcher must have been awarded a minimum of a progression masters degree at the equivalent of level 6 in the Rwandan Qualifications Framework, have a minimum of one unit of publication and be able to demonstrate consistently outstanding performance in at least two (including research, for promotion to Researcher) of the areas set out below (which are detailed in Appendix 1):

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management

- Outreach

## **(b) Application for Promotion to Senior Lecturer/Senior Researcher**

### **(i) Criteria**

Applicants at Lecturer/Researcher level who are seeking promotion to Senior Lecturer/Senior Researcher must have been awarded a PhD and be able to demonstrate consistently outstanding performance in at least two of the areas set out below (including research for promotion to Senior Researcher) and have a minimum of two units of publication (SL)/six units of publication (SR) (see Appendices 1 and 4):

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Outreach

## **(c) Application for Promotion to/Designation as Associate Professor/ Associate Research Professor**

### **(i) Introduction**

The post of Associate Professor is designated specifically to encourage and reward excellence in research and research-related consultancy. Only staff on Researcher contracts will be eligible to apply for promotion to Associate Research Professor. Whilst designation as Associate Professor acknowledges past achievement, it carries with it a broader, dual responsibility:

- To enhance the reputation of the Institution through continuation of designated research activity, and
- To act as a stimulus for other research and lead/co-ordinate research activities in a Department/Faculty or a section thereof.

Advancement to Associate Professor will be considered as part of the agreed staff development and career review arrangements, which will contribute to the development of appropriate staff towards an Associate Professorship role.

**(ii) Criteria for Designation as Associate Professor/Associate Research Professor**

Applicants who are seeking promotion to Associate Professor must be able to demonstrate excellence, creativity and originality across a range of areas (although not necessarily in equal measures). Achievement in research is essential, and an applicant must have a minimum of five research publications/outputs, three of which are since last promotion.

In determining the suitability of applicants for the post of Associate Professor, the Institution will consider the information in the application under the five headings of:

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Outreach

For detailed guidance on the type of information under these criteria that will be considered, please refer to Appendix 1.

In assessing whether an applicant meets the criteria, the Promotions and Appointments Committee will consider not only an applicant's actual attainment but also the circumstances in which it has been achieved. Thus it may be appropriate to place particular emphasis on the applicant's potential, where past achievement has clearly and demonstrably taken place alongside such activities as learning/teaching, examining, course development and similar contributions to education, which formed a necessary and significant part of the duties of the post.

## **(c) Application for Promotion to Professor/Research Professor**

### **(i) Introduction**

Whilst designation as a Professor acknowledges past achievement it carries with it four responsibilities:

- To act as stimulus
- Professional standing in the appropriate field of activity,
- academic and general leadership,
- development of scholarly activity,
- contribution to the achievement of the strategic objectives of the Institution and education in general

### **(ii) Criteria**

Applicants who are seeking promotion to Professor/Research Professor must be able to demonstrate an outstanding contribution in at least two of the headings provided below one of which **must** be research. A minimum of 5 research publications /outputs must have been produced since the last promotion. In determining the suitability of applicants for the post of Professor, the Institution and the Promotions Committee will consider the information in the application under the five headings of:

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Outreach

Additionally, all applicants for Professor will be required to demonstrate an outstanding level of research and at least a satisfactory teaching contribution and those for Research Professor that they have made significant contributions to the advancement of knowledge in their field recognised at an international level.

An individual's case for conferment as a professor may rest on outstanding achievement either across a broad spectrum of academic activities or in a smaller

number of areas. However, the underlying principle in assessing the standing of an individual is that of peer review. Academic achievements that are tangible and are recognised on a national or international scale will normally carry more weight than smaller-scale or local activities. The candidate will normally be expected to have attained an international reputation in the field.

## Appendix 1: Definition of Research and Research Outputs

### Research

To judge research output, it is necessary to have both a clear definition of research and an agreement as to what is to count as research. There is both a quality and a quantity element that need to be taken into account. One outstanding research monograph, for example, may be more than equivalent to a large number of journal articles. Quality includes a number of elements, but a key one is impact. One major breakthrough in science or one invention in engineering may be of much greater significance than a number of journal articles.

Different disciplines give different weighting and accord varying significance to different types of research output. It is necessary to avoid using only the criteria of the natural sciences and engineering. Research outputs are only one, albeit the most important, indicator of research; others include, for example, research income, supervision of PhD students, journal editorship. More information can be found on the RAE web site <http://www.rae.ac.uk/pubs/2006/01/>

‘Research’ for the purpose of the RAE is to be 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 for the maintenance of national standards, as distinct from the development of new analytical techniques. It also excludes the development of teaching materials that do not embody original research.

\* Scholarship for the RAE is defined as the creation, development and maintenance of the intellectual infrastructure of subjects and disciplines, in forms such as dictionaries, scholarly editions, catalogues and contributions to major research databases.

## **Definitions of quality levels**

4\* Quality that is world-leading in terms of originality, significance and rigour

3\* Quality that is internationally excellent in terms of originality, significance and rigour but which nonetheless falls short of the highest standards of excellence.

2\* Quality recognized internationally in terms of originality, significance and rigour.

1\* Quality recognized nationally in terms of originality, significance and rigour.

Unclassified: Quality that falls below the standard of nationally recognized work. Or work which does not meet the published definition of research for the purposes of this assessment.

## **Range of Evidence to Support Claims to Have Produced Research Outputs**

What counts as a research output varies by discipline and there is a wide range of research outputs beyond conventional paper-based journal articles and books. The evidence that RAE Sub Panels will consider provide. A good guide to the range. The research outputs that will be considered by two panels - *Performing Arts* and *Engineering* - give a good indication of the range of potential research outputs that academic staff may claim.

### ***Performing Arts***

The sub-panel will neither advantage nor disadvantage any type of research or form of output, whether it be physical or virtual, textual or non-textual, visual or sonic, static or dynamic, digital or analogue. Outputs may include, but are not limited to (in no particular order): books (authored or edited); chapters in books; journal articles; conference contributions; advisory reports; digital and broadcast media; documentation and reconstruction; films, videos and other types of media presentation; performances and other types of live presentation; translation and adaptation; play scripts or other texts for performance; scenography; digital and virtual performance; advisory reports; and the creation of archival or specialist collections to support the research infrastructure.



Researchers should accordingly submit such evidence as they deem necessary to enable sub-panel members to assess it within the following guidelines:

a. **Research output:** this may be submitted alone where it is deemed to constitute sufficient evidence of the research in itself.

b. **Statement:** it is *recommended* that a statement of up to 300 words is submitted in cases where the research imperatives and the research significance of an output (such as: an artefact, curation, digital format, installation, performance or event, screening, tape, textbook, translation or video) might further be made evident by a descriptive complement.

**Portfolio:** an evidence box of materials can be made available in either digital and/or physical form. This may be of particular use in cases where the research output is no longer available, or is one in a series of interconnected outputs. The portfolio might include complementary writings about the processes and outcomes of the work and/or other documentary materials (such as DVDs, tapes, photographs, sketchbooks, websites, interviews or programme notes). Contents sheets and annotations should be included to assist members in accessing the material, with an emphasis upon making evident the research and/or scholarly dimensions of the work.

### *Engineering*

These outputs might take the form of: research monographs, in whole or part; authored articles in professional journals; conference contributions; conference reports; descriptions of new devices and instrumentation; descriptions of new processes and materials; patents awarded; published papers in peer-reviewed journals; software; and technical reports.

In the context of the definitions of quality levels, the sub-panel will base its assessment of the quality of an output on its judgment of the extent to which the research exhibits the following characteristics (though the weightings of these to each other may vary for any particular output):

a. The advancement of knowledge and understanding.

- b. Originality and innovation.
- c. Impact on theory, analytical techniques, products and processes, including design, production and management, policy and practice at national and international levels.
- d. Influence and reach.
- e. User take-up in academe and/or industry.

## **Appendix 2: Criteria for Appointment and Promotion**

**The following are the minimum requirements for appointment:**

### **TUTORIAL ASSISTANT/RESEARCH ASSISTANT A**

- U2 (2.1), 70% minimum – (Distinction)
- Degrees in Rwanda are currently classified as:
  - 80% and above = 1st, 1, Grand distinction
  - 70-79% U2, 2.1, Distinction
  - 60-69% L2, 2.2, Satisfaction
  - 50-59% Pass, 3, Passable

For academic staff appointed to teach in some professional subjects it may be necessary for them to have had successful professional experience prior to appointment.

Degrees must match the Bologna first cycle

### **ASSISTANT LECTURER/ RESEARCH ASSISTANT B**

Minimum requirements for appointment/promotion

- Masters degree which is a progression qualification, i.e. it must be related to the bachelor degree, and graded at the equivalent of Level 6 in the Rwandan National QF - Bologna 2<sup>nd</sup> Cycle
- Junior Academic Staff (TA, AL, L) who cannot attain higher qualification within 5 yrs should be considered for retrenchment
- Staff doing PhD straight from Bachelors must first demonstrate capacity to attain an MPhil before transfer to PhD, and the transition between the two can be considered for intermediate promotion.

### **LECTURER/RESEARCHER**

- Direct appointment for PhD holders with no prior teaching experience
- Promotion of Assistant Lecturers who are Masters holders: staff must have been on the AL post for not less than 3 yrs, having demonstrated teaching and research potential through publications, contribution to module and programme specification, production of e-learning materials, etc.

- Promotion of Assistant Researchers who are Masters holders: staff must have been Assistant Researchers post for not less than 3 yrs, having demonstrated research potential through contribution to publications, consultancy, etc.
- ONE unit of publication is considered adequate for the purposes of assessing research and scholarly ability for Lecturer
- TWO units of *research* publications are required for researcher.

### **SENIOR LECTURER/SENIOR RESEARCHER**

Minimum requirements for appointment

- Possession of PhD
- Minimum 3 units of publications (Senior Lecturer)/6 Units of *research* publications (Senior Researcher)
- Teaching/research experience of not less than 3 years since obtaining PhD

**(Note: Staff from outside Rwandan institutions who already hold senior ranks, but who do not possess a PhD, may exceptionally be considered for appointment as Senior Lecturer, Associate Professor and Professor, depending on experience and publications.)**

Minimum requirements for Promotion: to SL/SR

- Possession of a PhD
- Minimum of 2 units of publications since last promotion (Senior Lecturer)/ 4 units of *research* publication (Senior Researcher)
- Teaching experience, minimum of three years as Lecturer with evidence of teaching excellence, or minimum of three years' research experience as a Researcher.

### **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 Education, PLUS
- 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.

### **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 HEI, PLUS
- A minimum of FIVE units of research publications since the last promotion (Professor)/ TEN units (Researcher Professor), AND
- Active involvement in research and evidence of ability to supervise masters and PhD students.

<b>APPLICATION FOR PROMOTION TO LECTURER</b>	
<b>CRITERIA</b>	<b>GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)</b>
<b>Consistently very good and sporadically exceptional under more than one heading;</b>	
1 Research	<ul style="list-style-type: none"> <li>• External funding secured</li> <li>• Invited/refereed national conference papers</li> <li>• Refereed international conference papers</li> <li>• Productive external collaboration</li> <li>• Relevant professional contributions</li> <li>• Successful technology transfer</li> <li>• Refereed Publications</li> </ul>
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>• Post Graduate Certificate in Teaching and Learning in Higher Education</li> <li>• Development of new modules/pathways</li> <li>• Good student evaluations</li> <li>• Support from externals</li> <li>• Innovative methodologies/pedagogy</li> <li>• Subject text book/distance learning materials</li> <li>• Positive Peer Review</li> <li>• Contributes appropriately to the teaching load of the unit</li> </ul>
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>• Curriculum Review</li> <li>• Module/Year/Programme Co-ordinator</li> <li>• Subject review responsibility</li> <li>• Training teaching assistants</li> </ul>
3 Knowledge Transfer/Income Generation	<ul style="list-style-type: none"> <li>• Consultancy income</li> <li>• Entrepreneurial activity</li> <li>• Commercialisation success</li> <li>• Significant income generated from industry, commerce and/or public sector</li> <li>• High level consultancy contracts</li> <li>• Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>• Professional practice journal publications</li> </ul>
4 Administration/Management	<ul style="list-style-type: none"> <li>• Faculty Management responsibility</li> <li>• Adviser of Studies</li> <li>• Faculty/Departmental representative at Institution level.</li> </ul>
5 Outreach	<ul style="list-style-type: none"> <li>• Expert work for Institution</li> <li>• Official Institution representative</li> <li>• Involvement with public agencies</li> <li>• Involvement with business and private sector groups</li> <li>• Enhancing the Institution's public profile</li> </ul>

<b>APPLICATION FOR PROMOTION TO SENIOR LECTURER</b>	
<b>CRITERIA</b>	<b>GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and <u>not</u> checklists and are not exhaustive)</b>
<b>Accelerated: consistently very good and sporadically exceptional under more than one heading;</b> <b>Discretionary: evidence of continuing outstanding progress under more than one heading</b>	
1 Research 1.1 Output	<ul style="list-style-type: none"> <li>• Regional quality</li> <li>• Successful external research funding</li> <li>• International peer reviewed conference publications</li> <li>• Invited international conference speaker</li> <li>• Peer review publications</li> <li>• Evidence of future work planned</li> </ul>
1.2 Leadership	<ul style="list-style-type: none"> <li>• National conference organisation</li> <li>• Mentoring of junior colleagues</li> <li>• Lead/co-lead applicant in significant grants</li> <li>• Successful postgraduate supervision</li> <li>• Leader of internal research groups</li> <li>• Member of national/international research groups</li> </ul>
1.3 Standing	<ul style="list-style-type: none"> <li>• External Examiner</li> <li>• National/international association executive</li> <li>• Leading expert in subject field</li> <li>• External PhD examining</li> </ul>
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>• National/international reputation in advice on quality</li> <li>• Lead role in reflective practice in Institution</li> <li>• Invited subject review role</li> <li>• Keynote speaker at national/international conferences in Teaching/Learning</li> </ul>
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>• Significant mentoring role in teaching/learning practice in Institution</li> <li>• Programme leadership</li> <li>• Chair programme development team</li> </ul>
3 Knowledge Transfer/ Income Generation 3.1 Output	<ul style="list-style-type: none"> <li>• Grant income (Research Grants)</li> <li>• Commercialisation</li> <li>• Significant income generated from industry, commerce and/or public sector</li> </ul>

	<ul style="list-style-type: none"> <li>• High level consultancy contracts</li> <li>• Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>• Professional practice journal publications</li> </ul>
3.2 Leadership	<ul style="list-style-type: none"> <li>• Leadership at a senior level in national professional bodies</li> <li>• Leadership at a senior level in government organisations, industry, commerce and/or the public sector</li> <li>• Evidence of peer group esteem, chair of steering groups</li> </ul>
3.3 Standing	<ul style="list-style-type: none"> <li>• Consulted for advice by government departments, international organisations at home and overseas</li> <li>• Expert witness</li> <li>• Non-executive directorships</li> </ul>
4 Administration/Management	<ul style="list-style-type: none"> <li>• Management responsibility</li> <li>• Faculty representative at Institution level</li> <li>• Recognised Institution roles</li> <li>• Contribution to Institution policy formation</li> </ul>
5 Outreach	<ul style="list-style-type: none"> <li>• Expert work for Institution</li> <li>• Official Institution representative</li> <li>• Involvement with public agencies</li> <li>• Involvement with business and private sector groups</li> <li>• Enhancing the Institution's public profile</li> </ul>



<b>APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR</b>	
<b>CRITERIA</b>	<b>GUIDANCE ON ACTIVITIES (please note the following are indicators and <u>not</u> checklists and are not exhaustive)</b>
<b>FOR PROMOTION:</b> Demonstrate excellence, creativity and originality across a range of areas under the five headings	
1 Research 1.1 Output	<ul style="list-style-type: none"> <li>• International quality significant over career (and since last promotion where appropriate)</li> <li>• Successful grant application over career (and since last promotion where appropriate)</li> <li>• External referees' support</li> <li>• Evidence of future research</li> <li>• Significant refereed publications over career (and since last promotion where appropriate)</li> <li>• Invited/refereed papers at national/international conferences</li> </ul>
1.2 Leadership	<ul style="list-style-type: none"> <li>• National conference organisation</li> <li>• Mentoring of junior colleagues</li> <li>• Lead and co-lead applicant in research/KT grants</li> <li>• Successful postgraduate supervision</li> </ul>
1.3 Standing	<ul style="list-style-type: none"> <li>• Referee for external publications</li> <li>• External consultancies</li> <li>• Journal editorial board</li> </ul>
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>• Post graduate Certificate in Teaching and Learning in Higher Education</li> <li>• Development of new modules/pathways</li> <li>• Good student evaluations</li> <li>• Support from externals</li> <li>• Innovative methodologies/pedagogy</li> <li>• Subject text book/distance learning materials</li> <li>• Positive Peer Review</li> <li>• Contributes appropriately to the teaching load of the department</li> </ul>
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>• Curriculum/Pathway Review</li> <li>• Module/Programme Co-ordinator</li> <li>• Subject review responsibility</li> <li>• Contribution to PICKLE training courses</li> <li>• Coaching of junior colleagues</li> <li>• Research training modules</li> <li>• Training teaching assistants</li> </ul>

<p>3 Knowledge Transfer/Income Generation 3.1 Output</p>	<ul style="list-style-type: none"> <li>• Grant Income as lead</li> <li>• Commercialisation</li> <li>• Significant income generated from industry, commerce and/or public sector</li> <li>• High level consultancy contracts</li> <li>• Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>• Professional practice journal publications</li> </ul>
<p>3.2 Leadership</p>	<ul style="list-style-type: none"> <li>• Leadership at a senior level in professional bodies</li> <li>• Leadership at a senior level in government organisations, industry, commerce and/or the public sector</li> <li>• Evidence of peer group esteem, chair of steering groups</li> </ul>
<p>3.3 Standing</p>	<ul style="list-style-type: none"> <li>• Referee for external publications</li> <li>• External consultancies</li> <li>• Journal editorial board</li> <li>• Consulted for advice by government departments, international organisations at home and overseas</li> <li>• Expert witness</li> <li>• Non-executive directorships</li> </ul>
<p>4 Administration/Management</p>	<ul style="list-style-type: none"> <li>• Faculty Management responsibility</li> <li>• Faculty representative at Institution level</li> <li>• Recognised Institution roles</li> </ul>
<p>5 Outreach</p>	<ul style="list-style-type: none"> <li>• Expert work for Institution</li> <li>• Official Institution representative</li> <li>• Involvement with public agencies</li> <li>• Involvement with business and private sector groups</li> <li>• Enhancing the Institution's public profile</li> </ul>

<b>APPLICATION FOR PROMOTION TO PROFESSOR</b>	
<b>CRITERIA</b>	<b>GUIDANCE FOR APPLICANTS ON CRITERIA (please note the following are indicators and <u>not</u> checklists and are not exhaustive)</b>
Outstanding in two of the following areas. Additionally, applicants must be able to demonstrate a satisfactory or better level of research and teaching contribution	
1 Research 1.1 Output	<ul style="list-style-type: none"> <li>• International quality</li> <li>• Successful external research funding</li> <li>• External referees' support</li> <li>• Invited international conference speaker</li> <li>• Significant record of peer review publications</li> <li>• Evidence of future work planned</li> </ul>
1.2 Leadership	<ul style="list-style-type: none"> <li>• National conference organisation</li> <li>• Mentoring of junior colleagues</li> <li>• Lead/co-lead applicant in grants</li> <li>• Successful postgraduate supervision</li> <li>• Leader of internal research groups</li> <li>• Member of national/international research groups</li> </ul>
1.3 Standing	<ul style="list-style-type: none"> <li>• National/international association executive</li> <li>• Leading expert in subject field</li> <li>• External PhD examining</li> </ul>
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>• National/international reputation in advice on quality</li> <li>• Invited subject review role</li> <li>• Keynote speaker at national/international conferences in Teaching/Learning</li> </ul>
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>• Significant participation in internal academic quality audit</li> <li>• Chair of validation panels</li> <li>• Significant mentoring role in teaching/learning practice in Institution</li> <li>• Leading role in Post Graduate Certificate in Teaching and Learning in Higher Education</li> </ul>
3 Knowledge Transfer/ Income Generation 3.1 Output	<ul style="list-style-type: none"> <li>• Grant income (Research Grants) as lead</li> <li>• Leadership of student courses</li> <li>• Commercialisation</li> <li>• Significant income generated from industry, commerce and/or public sector</li> <li>• High level consultancy contracts</li> </ul>

	<ul style="list-style-type: none"> <li>• Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>• Professional practice journal publications</li> </ul>
3.2 Leadership	<ul style="list-style-type: none"> <li>• Leadership at a senior level in national professional bodies</li> <li>• Leadership at a senior level in government organisations, industry, commerce and/or the public sector</li> <li>• Evidence of peer group esteem, chair of steering groups</li> </ul>
3.3 Standing	<ul style="list-style-type: none"> <li>• Consulted for advice by government departments, international organisations at home and overseas</li> <li>• Expert witness</li> <li>• Non-executive directorships</li> </ul>
4 Administration/Management	<ul style="list-style-type: none"> <li>• Faculty Management responsibility</li> <li>• Faculty representative at Institution level</li> <li>• Faculty representative at Institution level</li> <li>• Recognised Institution roles</li> <li>• Contribution to Institution policy formation</li> </ul>
5 Outreach	<ul style="list-style-type: none"> <li>• Expert work for Institution</li> <li>• Official Institution representative</li> <li>• Innovative Outreach initiatives at national/international level</li> <li>• Involvement with public agencies</li> <li>• Involvement with business and private sector groups</li> <li>• Enhancing the Institution's public profile</li> </ul>

## **Appendix C: Post Profiles**

**DEPARTMENT:**

**1. Post Title Tutorial Assistant**

**2. Location:**

**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
- Participating in continuous professional development.
- Undertake the Postgraduate Certificate in Learning and Teaching in Higher Education
- Carry out such related duties that may be allocated to you as advised by the Head of Department/ Dean/VRA.

<b>CANDIDATE PROFILE</b>
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**Qualifications:**

Essential: Honours Degree (NQF Level 5) in a relevant subject, at a minimum level of 2i.

**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
- Competence in both French and English and the ability to teach in at least one of these languages.
- 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 development

Demonstrate the potential to undertake research including applicable research and /or consultancy and /or knowledge transfer and/or continuing professional development

**DEPARTMENT:**

**1. Post Title Assistant Lecturer**

**2. Location:**

**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 teaching and related activities as may be allocated by the Head of Department
- 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 you as advised by the Head of Department/ Dean/VRA.

**CANDIDATE PROFILE**

**Qualifications:**

Essential: Honours Degree (2i) in a relevant subject  
Masters Degree

Desirable: Experience of teaching in higher education



## **.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 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
- Competence in both French and English and the ability to teach in at least one of these languages.
- 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 development
- Demonstrate the potential to undertake research including applicable research and /or consultancy and /or knowledge transfer and/or continuing professional development

## **POST PROFILE**

### **DEPARTMENT:**

#### **1. Post Title Lecturer**

#### **2. Location:**

#### **3. Responsible to: Head of Department**

#### **4. Main Purpose of the Post:**

a To deliver teaching and learning and undertake related activities, to assist in the development of new curricular 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 Department
- To assist in the development of new curricular
- Participating in continuous professional development.
- Carry out such related duties that may be allocated by the Head of Department/ Dean/VR/Rector.

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 the publication of  
text books
- Consultancy and other income generating activities including short courses
- Knowledge transfer to business and the community

## CANDIDATE PROFILE

### 1. Qualifications:

Essential: Honours Degree in a relevant subject and a masters degree or evidence of equivalent achievement, three years teaching experience and one unit of publication

OR

A PhD

Desirable; A Post Graduate Certificate in Learning and teaching in Higher Education or evidence of equivalent experience

### 2. Experience

#### Post specific criteria to be added

#### Essential

- Experience of 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
- Potential to engage in income generation activities
- Experience of one or more of the following: research, consultancy, 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 research and/or pedagogic research and /or/ scholarly activities and /or consultancy /and /or knowledge transfer
- Demonstrate a commitment to the Institute's Mission, Values, Principles of Governance and Strategic priorities

**Post Title Senior Lecturer**

**2. Location:**

**3. Responsible to: Head of Department**

**4. Main Purpose of the Post:**

To deliver teaching and learning and undertake related activities, to lead in the development of new curricular and to engage in research including applicable research and/or 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
- Participating in continuous professional development.
- Carry out such related duties that may be allocated by the Head of Department/Dean/Director/VRA.

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 text books
- Consultancy and other income generating activities including short courses
- Knowledge transfer to business and the community

**CANDIDATE PROFILE**

**1. Qualifications:**

Essential: Honours Degree in a relevant subject and a PhD and a record of success teaching in higher education and research and/or consultancy/and or knowledge transfer. At least three years teaching experience since gaining a PhD is required.

Desirable: A Post Graduate Certificate in Learning and teaching in Higher Education or evidence of equivalent experience

## 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 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
- Evidence of an ability to manage the student learning experience and a substantial record of successful teaching in higher education
- A successful record of research and/or pedagogic research and /or scholarly activities and /or consultancy and /or knowledge transfer
- Evidence of the potential to engage in income generating activities
- Demonstrate a commitment to the Institute's Mission, Values, Principles of Governance and Strategic priorities

**1. Post Title: Professor**

**2. Location:**

**3. Responsible to: Dean/ Director**

**4. Main Purpose of the Post:**

Contribute to the strategic academic development of the Institute by providing leadership for the development and delivery of research and/or knowledge transfer/consultancy and/or scholarship/ teaching/learning in the Faculty/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: (List a maximum of 10 duties/responsibilities)**

Lead and engage in **TWO** or more of the following including research:

- Research,
- Knowledge Transfer including Applied Research, Consultancy and CPD including knowledge transfer to the community
- Advanced Professional Practice
- 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 Scotland and beyond.)*

Lead and participate in income generation activities.

**and/or**

The supervision of postgraduate research and/or professional doctorate students.

**and/or**

Contribute to curriculum development, pedagogy and teaching/learning, as appropriate, including contributing to undergraduate and postgraduate programmes, CPD. And e-learning

**and/or**

Engage in external academic and other relevant activities nationally and internationally.

**And/or**

Lead and engage with the wider academic community in scholarly activities and  
Continuous professional development for themselves and colleagues.

**And**

Serve on and/or Chair of Departmental/Faculty/School/Centre/University Committees and/or Working Groups as required.

## CANDIDATE PROFILE

### 1. Qualifications and/or Membership of Professional Bodies:

**Essential:** Honours Degree in a relevant subject

An international profile and evidence of having produced international or equivalent quality work in **one or more** of the following:

- Research
- Knowledge Transfer including applied research, consultancy and CPD
- Scholarly /Teaching/Learning/Pedagogic Activities
- Advanced professional practice

#### AND 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 in

total at least **THREE** activities are cited in making the case for conferment

:

- Research
- Knowledge Transfer including applied research, consultancy and CPD
- Scholarly/Teaching Activities
- Advanced professional practice
- Academic and general leadership
- Contribution to the achievement of the strategic objectives of the university and education more generally
- 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 publication
- A significant record of carrying out consultancy / applied research
- A track record of leading innovations in teaching and learning in the higher education sector
- Have been responsible for the development and implementation of major advances in practice in their field
- Involvement in HE networks internationally

### **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 Institute's Mission, Values, Principles of Governance and Strategic priorities

- Demonstrate effective academic/professional and general leadership and people management skills
- Demonstrate an ability to lead the development of research and / or knowledge transfer and / or advanced professional practice and / or teaching and learning in line with the Institutes strategic positioning
- Have the potential to contribute as appropriate towards the growing international teaching, research and consultancy/ income generation activities of the faculty/School/Centre/Institute.
- Demonstrated relevant interaction and networking with a range of key figures preferably, at an international level.
- An international profile in research and / or knowledge transfer and / or advance professional practice and / or scholarly / teaching /learning activities
- Demonstrate an ability to generate income as appropriate to the discipline and activities engaged in

#### Appendix 4: Assessing publications for promotion

1. Papers in Refereed Journals, rated at 1.00 units each
2. Papers in fully Peer Reviewed Refereed Proceedings of international conferences, rated at 1.0 units each
3. Books that has 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 (note only research monographs/chapters reporting original research findings count as **research** publications. Other contributions may count as publications)
4. Consultancy and research Reports: After peer review, can be rated between 0 to 2 depending on quality and contribution to knowledge.
5. Theses and Dissertations are not considered
6. In Co-authored publications, units are shared among the authors based on contribution.
7. Inventions and innovations that have impact on social and economic development should be considered for promotion. Artefacts and performances should be considered in the Arts.

Note: ‘peers review’ means that the contribution has been fully reviewed by acknowledged experts in the relevant specialisation. If an applicant wishes account to be taken of research reports, including consultancy reports that have not previously been subject to peer review, they must be reviewed by at least two independent experts.

The publication should be assessed using grades A=Excellent, B= Very Good, C= Good, D= Fair, and

E = Poor accordingly, using criteria in the Table below:

No	Assessment Item	Grade
1	Coverage of subject matter	
2	Originality	
3	Contribution to Knowledge	
4	Relevance to Academic discipline	
5	Relevance to individuals specialization	
6	Presentation	
7	Relevance to Policy and Practice	
8	Overall quality of publication	

An average grade of C is needed to deem the publication worth one unit of publication. A publication is rated as 1.0 or 0 (zero) for journal and conference proceedings