



**KIBOGORA POLYTECHNIC**



# KP ACADEMIC PROMOTION POLICY AND PROCEDURES

**Revised version , June 2023**

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## **Section I: Preliminary**

### **Article one: KP Vision**

To become a HLI promoting academic excellence responsive to the local and global needs of the society inspired by Christian values

### **Article 2: KP Mission**

: To equip people with knowledge, skills and attitude through competitive academic and research programs that enable them to become transformational leaders nationally and globally

### **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 committees 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 demonstrated the outstanding achievement. The similar term also is applied to any staff member that is promoted to any higher level of academic rank due to the responsibilities assigned by KP Management.

### **Article 6: *Outstanding achievement***

The outstanding achievement refers to 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 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 other 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 2022. The amendments of the existing academic promotion policy were initiated to include new updates and bring clarity in policy terms and requirements for academic promotion.

**Article 12: Purpose of KP academic 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 under taking duties at a higher level than their current appointment.

**Article 13: KP academic 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: Standards and Academic ranks****Article 14: Academic standards**

The procedures for the 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 specialization. Research staff are mainly employed on fixed 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. 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.

**Article 15:** For teaching staff, KP promotes to the following academic ranks :

1. Professor,
2. Associate Professor
3. Senior Lecturer
4. Lecturer
5. Assistant lecturer
6. Tutorial Assistant

**Article 16:** Where necessary and according to the applicant's activities at KP, there can also be promotion 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

**Article 17:** Academic Promotion committee has to check if:

- a) There is an increase in the quality and effectiveness in the staffs contribution to all aspects of teaching and learning
- b) There is an increase in the quality and impact of their research output;
- c) An applicant's role in the promotion of scholarly work is satisfactory;
- d) An applicant has made qualitative contribution to his/her discipline/profession;
- e) An applicant demonstrated increasing leadership in his/her discipline/profession, and community.
- f) Minimum required duration of service has been made by the-applicant.
- g) If an applicant is on permanent contract

## **Section 5: General criteria , requirements and evidences**

**Article 18:** 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 19:** Applicants at all levels must provide evidences against the promotion criteria.

**Article 20:** Evidence for Teaching and Learning are shown by the following:

1. Course, Program and discipline co-ordination and development
2. a 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 a list of all modules taught approved by his direct supervisor
7. Evidence of using KP E-learning Plate-form generated and signed by IT officer
8. Appointment to Course/Program Advisory Committees of other educational institutions or education committees of professional associations

### **Article 21:**

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
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 22:** 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 23:** Evidence of leadership performance could include:

1. Working collaboratively including across boundaries

2. Building and nurturing beneficial relationships

3. Building about changes

4. Contributing to 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 6: Specific criteria**

**Article 24:** Minimum requirements for appointment and promotion to Tutorial Assistant (TA)/ Research Assistant RAS

To have a Honors degree with at least second class upper division Within five years the TA should have a Master degree

**Article 25:** Minimum requirements for appointment/promotion to Assistant Lecturer/Research Assistant B are as follow:



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, E) who cannot attain higher qualification within 5 years should be considered for retrenchment

**Article 26:** PhD holders with at least two publications/ four publications and with no prior experience in Teaching is directly appointed as lecturer/researcher.

**Article 27:** 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 with in 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 28:** 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 lecturer/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 29:** 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 30:** 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 5PhD 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 since obtaining the rank of associate professor

**Article 31:** One PhD Thesis supervision is equivalent to 3 Masters' theses supervisions

**Article 32:** One Master's thesis supervision is equivalent to 3 Bachelors' theses supervisions

**Article 33:** One Bachelor thesis supervision is equivalent to 3 Action researches' report supervisions.

**Article 34:** 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 by pre-selection Committee. .

**Article 35:** In all academic/ research ranks; the number of publication are calculated based on KP Publication guidelines

**Article 36:** 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 promotion round.

**Article 37: 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.

### **Section 7: Applications procedures.**

#### **Article 39:**

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 40:** The call for application is recommended by the Senate and announced by Vice Chancellor .

#### **Article 41: 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 30" to the chair of promotion committee through deans and Heads of Departments. The promotion committee will review the applications by 15" August. The final decision from KP council is communicated by the Vice Chancellor of KP to applicants after the approval of KP Council

**Article 42:** 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 43:** Applicants will be responsible for ensuring that their applications are submitted before the closing date.

**Article 44:** Late applications will be accepted only in exceptional circumstances determined by the promotions committee.

### **Section 8: Promotion Committee**

**Article 45:** The 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 46:** 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 47:** Members of Promotion committee should disclose any potential conflict of interest with any individual applicant.

#### **Article 48: Pre-selection Committee**

They shall be a Pre-selection Committee, which is a standing committee of the KP senate, will comprise of DVCAR, HR, Deans and DQA chaired by DVCAR. In all cases where the committee agrees that the candidate meets the minimum criteria for promotion, the committee will make a recommendation to the VC, who will in turn submit the Applications to the Promotion Committee.

DQA shall approve teaching evidences; DR shall approve research, consultancy and community services evidences while direct supervisor shall approve leadership evidences.

#### **Article 48: 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.48: Quorum**

The Committee meets only if two third (2/3) of its members are 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 2" absence of members in this report. j

#### **Section 9: Notification of Decisions**

**Article 50:** Successful applicants will be informed in writing of the decision and of the effective date.

**Article 51:** 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 52:** 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 10: Appeals Procedure for all Unsuccessful Applications**

**Article 53:** 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 54:**

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.

**Article 55:** 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)

**Article 56:** The Council will appoint a committee made up of appropriate independent members who were not substantively involved in the original decision to consider appeals. The decision of the Appeal Panel in the case of applications for promotion, which will be communicated in writing, will be final.

**Appendix I: Details on Criteria and their Scores**

The merits of an academic staff in KP for promotion under normal<sup>1</sup> conditions are evaluated in four areas:

1. Teaching and learning,
2. Research,
3. Consultancy and community services,
4. Leadership as stressed by the KP code of Practice for Appointment

Basing on this document, a number of criteria with considerable impact in academic achievement were sought of and set out to be weighted for promotion purposes. These criteria were extracted from both minimum and general requirements for promotion as depicted in the above said document.

**Assessment**

Considering the potential of those criteria, the minimum requirements for promotion score 85 whereas the general ones score 15 out of 100 and to be promoted an applicant should score a minimum of 70% overall. Each promotion criterion is evaluated against its related documentary evidences.

<b>Criteria</b>	<b>P</b>	<b>RP</b>	<b>AP</b>	<b>ARP</b>	<b>SL</b>	<b>SR</b>	<b>L</b>	<b>R</b>
Teaching & Learning	15	15	15	15	30	20	40	20
Program Development	10	-	10	-	10	-	10	-
Publications	30	35	30	35	25	40	20	40
Supervised theses	15	15	15	15	15	10	10	10
Grants projects	15	20	15	20	5	15	0	15
Consultancy services	5	5	5	5	5	5	5	5
Community services	5	5	5	5	5	5	5	5
Leadership	5	5	5	5	5	5	5	5
<b>Total</b>	100		100	100	100	100	100	100

P: professor, RP: Research Professor, AP: Associate Professor, ARP: Associate Research Professor, SL: Senior Lecturer, SR: Senior Researcher, L: Lecturer, R: Researcher

**1. Assessment of contribution in teaching and learning**

The staff contribution in teaching and learning is viewed in five areas which are: Coordination and development of program, Practice of peer review, Innovation and its impact, completeness of module files, and use of eLearning. The obtained total score is then brought to the score of teaching and learning according to rank applied for.

**2. Assessment of contribution in module and program Development**

The applicant should at least contribute to specifications of 4 modules and 2 programs in 3 years.

**Contribution to the program Development ( Module description or Module Review )**

	Title of Program and/or Module	Period	Contribution	Score

<sup>1</sup> Normal: means not automatic

1				
2				
3				
4				
5				

**3. Assessment of Publications**

Types and weights of publications are here below:

Publication type	Publication weight
Journal article	1
Book chapter	1
Conference proceedings	0.5
Text book	2
Book	3

Regarding the authorship credits on any publication, the SDC (Sequence-Determine-Credit) approach will help to score the applicant’s publication. In SDC each author should get whole score.

#	Publication Title	# authors	Publication type	Year of publication	Journal/Publisher	Journal category by KP guidelines	Score
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

**Note:** The minimum total score on publications must be 80%. The assessment of the candidate on the entire criteria would be proceeded with only if this minimum score on publications (80%) is attained. The score in excess of the required one shall not be added. The number of publications required for promotion or appointment is calculated based on KP publication guidelines. If the score on publications falls short of the

minimum required, the case for promotion or appointment to the desired rank would be considered to have failed.

**4. Assessment of supervised students’ work**

Type of supervised work	Number	Score
PhD thesis		
Master thesis		
Bachelor thesis		
<b>Total score</b>		

Each work is scored basing on the required number of supervised works per academic rank. The number of supervised works is calculated based on guidelines in KP code of practice for academic appointment and promotion. Any supervised work in excess of the required ones shall not be scored.

**5. Assessment of grant projects**

	Title of grant project	Applicant's role in the project	Funded and completed within the 3 least years or ongoing	Funded and still ongoing	Approved for funding	submitted and rejected	submitted and still under review	Score
1								
2								
3								
4								
5								
6								
<b>Total score</b>								

Each project presented here is scored basing on the required number of projects per academic rank. Any project in excess of the required ones shall not be scored.

**6. Assessment of Consultancy and Community services**



	<b>Title of consultancy done/ Community Service</b>	<b>as individual</b>	<b>on behalf of institution</b>	<b>in collaboration with others with institution</b>	<b>In collaboration with others outside institution</b>	<b>in collaboration with both internal and external</b>	<b>Score</b>
1							
2							
3							
4							
5							
<b>Total score</b>							

In the period after the previous rank, each applicant is encouraged to take part in at least two consultancy services and any consultancy work in excess of the required ones shall not be scored.

**7, Assessment of contribution in institutional Leadership**

	Period	HLI	Position	Main duties	Deliverable <sup>2</sup> title	Score
1						
2						
3						
4						
<b>Total score</b>						

In the period after the previous rank, wherever applicable each applicant is encouraged to take part in producing at least two documents used for high quality education purposes and any document in excess of the required ones shall not be scored.

**Appendix II : Evaluation form**

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<sup>2</sup> Deliverable: The document produced and validated for usage towards high quality of education.  
 Page 18 of 40, **KP Academic Promotion Policy Approved by the Council on 24<sup>th</sup> June 2023**

## 2.1 Evaluation form for Teaching Staff

### 2.1.1 Evaluation form to Lecturer Rank

Areas	Criteria	Max points	Score
<b>Teaching learning &amp;</b>	Coordination and development of program	8	
	Practice of peer review	8	
	Innovation and its impact	8	
	Completeness of module files	8	
	Use of eLearning	8	
	<b>Total score/ 40</b>		
<b>Program Development</b>	Contributed to 1 module	1	
	Contributed to 2 modules	2	
	Contributed to 4 or more modules	3	
	Contributed to 1 program	3	
	Contributed to 2 or more	7	
	<b>Total score /10</b>		
<b>Publications</b>	2 recognized publication	5	
	4 recognized publications	10	
	6 recognized publications	15	
	8 or more recognized publications	20	
	<b>Total score /20</b>		
<b>Supervised theses</b>	Supervision of 5 Bachelor theses or equivalent	3	
	Supervision of 10 Bachelor theses or equivalent	5	
	Supervision of 15 Bachelor theses or equivalent	8	
	Supervision of 20 or more Bachelor theses or equivalent	10	
	<b>Total score /10</b>		
<b>Grants projects (N/A)</b>	2 funding proposal	N/A	
	4 funding proposals	N/A	
	or more funding proposals	N/A	
	2 founded project	N/A	
	5 or more founded projects	N/A	
	<b>Total score /0</b>	N/A	
<b>Consultancy services (with documentary evidence)</b>	Development of tool/program/project for institution	5	
	Development of tool/program/project for other institution	5	
	External examiner/ Evaluator/Accreditor	5	
	<b>Total score /5</b>		

<b>Community services</b> (with documentary evidence)	Participation in community activities	5	
	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

### 2.1.2 Criteria evaluation form to Senior Lecturer Rank

Areas	Criteria	Max points	Score
<b>Teaching &amp; learning</b>	Coordination and development of program	6	
	Practice of peer review	6	
	Innovation and its impact	6	
	Completeness of module files	6	
	Use of eLearning	6	
	<b>Total score /30</b>		
<b>Program Development</b>	Contributed to 1 module	1	
	Contributed to 2 modules	2	
	Contributed to 4 or more modules	3	
	Contributed to 1 program	3	
	Contributed to 2 or more	7	
	<b>Total score /10</b>		
<b>Publications</b>	2 recognized publication	15	
	4 recognized publications	20	
	6 or more recognized publications	25	
	<b>Total score /25</b>		
<b>Supervised theses</b>	Supervision of 5 Bachelor theses	5	
	Supervision of 10 Bachelor theses	8	
	Supervision of 15 Bachelor theses	10	
	Supervision of 20 Bachelor theses or 2 Masters theses	15	
	<b>Total score /15</b>		
<b>Grants projects</b> (with documentary evidence)	2 funding proposal	2	
	4 funding proposals	3	
	6 or more funding proposals	4	
	2 founded project	4	
	5 or more founded projects	5	
	<b>Total score /5</b>		
<b>Consultancy services</b> (with documentary evidence)	Development of tool/program/project for institution	5	
	Development of tool/program/project for other institution	5	
	External examiner/ Evaluator/Accreditor	5	
	<b>Total score /5</b>		
<b>Community services</b> (with documentary evidence)	Participation in community activities	5	
	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the

applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

**2.1.3 Evaluation form to Associate Professor Rank**

<b>Areas</b>	<b>Criteria</b>	<b>Max points</b>	<b>Score</b>
<b>Teaching &amp; learning</b>	Coordination and development of program	3	
	Practice of peer review	3	
	Innovation and its impact	3	
	Completeness of module files	3	
	Use of eLearning	3	
	<b>Total score /15</b>		
<b>Program Development</b>	Contributed to 1 module	2	
	Contributed to 2 modules	4	
	Contributed to 4 or more modules	6	
	Contributed to 1 program	8	
	Contributed to 2 or more Program	10	
	<b>Total score /10</b>		
<b>Publications</b>	2 recognized publication	8	
	4 recognized publications	16	
	6 recognized publications	24	
	More than 8 recognized publications	30	
	<b>Total score /30</b>		
<b>Supervised theses</b>	Supervision of 2 PhD theses or More than 4 Masters	5	
	Supervision of 4 PhD theses or More than 8 Masters	10	
	Supervision of 6 PhD theses or more than 12 Masters theses	15	
	<b>Total score /15</b>		
<b>Grants projects (with documentary evidence)</b>	2 funding proposal	7.5	
	4 funding proposals	10	
	6 or more funding proposals	15	
	2 or more founded projects	15	
	<b>Total score /15</b>		
<b>Consultancy services (with documentary evidence)</b>	Development of tool/program/project for institution	5	
	Development of tool/program/project for other institution	5	
	External examiner/ Evaluator/Accreditor	5	
	<b>Total score /5</b>		
<b>Community services (with documentary evidence)</b>	Participation in community activities	5	
	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership (with documentary evidence)</b>	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines

**2.1.4 Evaluation form to Full Professor Rank**

		<b>Max points</b>	<b>Score</b>
<b>Teaching &amp; learning</b>	Coordination and development of program	3	
	Practice of peer review	3	
	Innovation and its impact	3	
	Completeness of module files	3	
	Use of eLearning	3	
	<b>Total score /15</b>		
<b>Program Development</b>	Contributed to 1 module	2	
	Contributed to 2 modules	4	
	Contributed to 4 or more modules	6	
	Contributed to 1 program	8	
	Contributed to 2 or more Programs	10	
	<b>Total score /0</b>		
<b>Publications</b>	2 recognized publication	7	
	4recognized publications	14	
	6 recognized publications	21	
	7 recognized publications	28	
	9 or more recognized publications	35	
	<b>Total score /35</b>		
<b>Supervised theses</b>	Supervision of 2 PhD theses or 4 masters	3	
	4 PhD theses or 8 Masters	6	
	6 PhD theses or 12 Masters	9	
	8 PhD theses or 16 Masters	12	
	Supervision of 10 or more PhD theses or 20 Masters	15	
	<b>Total score /15</b>		
<b>Grants projects (with documentary evidence)</b>	2 funding proposals	6	
	4 funding proposals	9	
	6 or more funding proposals	12	
	1 funded project	15	
	2 or more funded projects	20	
	<b>Total score /20</b>		
<b>Consultancy services (with documentary evidence)</b>	Development of tool/program/project for institution	5	
	Development of tool/program/project for other institution	5	
	External examiner/Evaluator/Accreditor	5	
	<b>Total score /5</b>		
	Participation in community activities	5	



<b>Community services</b> (with documentary evidence)	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

## 2.2 Evaluation form for Research Staff

### 2.2. 1 Evaluation form to Researcher Rank

Areas	Criteria	Max points	Score
<b>Teaching &amp; learning</b> (	Coordination and development of program	4	
	Practice of peer review	4	
	Innovation and its impact	4	
	Completeness of module files	4	
	Use of eLearning	4	
	<b>Total score /20</b>		
<b>Program Development</b>	Contributed to 1 module	N/A	
	Contributed to 2 modules	N/A	
	Contributed to 4 or more modules	N/A	
	Contributed to 1 program	N/A	
	Contributed to 2 or more	N/A	
	<b>Total score /10</b>		
<b>Publications</b>	2 recognized publication	10	
	4 recognized publications	20	
	6 recognized publications	30	
	8 or more recognized publications	40	
	<b>Total score /40</b>		
<b>Supervised theses</b>	Supervision of 5 Bachelor theses or equivalent	3	
	Supervision of 10 Bachelor theses or equivalent	6	
	Supervision of 15 Bachelor theses or equivalent	8	
	Supervision of 20 or more Bachelor theses or equivalent	10	
	<b>Total score /10</b>		
<b>Grants projects</b> (with documentary evidence)	2 funding proposal	5	
	4funding proposals	7.5	
	6 or more funding proposals	10	
	2 founded project	12	
	5 or more founded projects	15	
	<b>Total score /15</b>		

<b>Consultancy services</b> (with documentary evidence)	Development of tool/program/project for institution	5	
	Development of tool/program/project for other institution	5	
	External examiner/ Evaluator/Accreditor	5	
	<b>Total score /5</b>		
<b>Community services</b> (with documentary evidence)	Participation in community activities	5	
	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

## 2.2.2 Evaluation form to Senior Researcher Rank

Areas	Criteria	Max points	Score
<b>Teaching &amp; learning</b> (The performance is graded as Capstone(4), Milestone(3), Benchmark(2), and Below benchmark(1) )	Coordination and development of program	4	
	Practice of peer review	4	
	Innovation and its impact	4	
	Completeness of module files	4	
	Use of eLearning	4	
	<b>Total score /20</b>		
<b>Program Development</b>	Contributed to 1 module	N/A	
	Contributed to 2 modules	N/A	
	Contributed to 4 or more modules	N/A	
	Contributed to 1 program	N/A	
	Contributed to 2 or more	N/A	
	<b>Total score /10</b>	N/A	
<b>Publications</b>	1 (2) recognized publication	15	
	2 (4) recognized publications	30	
	3 (6) or more recognized publications	40	
	<b>Total score /40</b>		
<b>Supervised theses</b>	Supervision of 5 Bachelor theses or equivalent	3	
	Supervision of 10 Bachelor theses or equivalent	6	
	Supervision of 15 Bachelor theses or equivalent	8	
	Supervision of 20 or more Bachelor theses or equivalent	10	
	<b>Total score /10</b>		
<b>Grants projects</b> (with documentary evidence)	2 funding proposal	5	
	4 funding proposals	7.5	
	6 or more funding proposals	10	
	2 founded project	12	
	5 or more founded projects	15	
	<b>Total score / 15</b>		

<b>Consultancy services</b> (with documentary evidence)	Development of tool/program/project for institution	5			
	Development of tool/program/project for other institution	5			
	External examiner/Evaluator/Accreditor	5			
	<b>Total score /5</b>				
<b>Community services</b> (with documentary evidence)	Participation in community activities	5			
	Journal reviewer/editor	5			
	<b>Total score /5</b>				
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5			
	Initiate or lead a project in institution	5			
	<b>Total score /5</b>				

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

2.2.3 Evaluation form to Associate Research Professor Rank

		<b>Max points</b>	<b>Grade</b>	<b>Score</b>
<b>Teaching &amp; learning</b>	Coordination and development of program	3		
	Practice of peer review	3		
	Innovation and its impact	3		
	Completeness of module files	3		
	Use of eLearning	3		
	<b>Total score /20</b>			
<b>Program Development</b>	Contributed to 1 module	N/A		
	Contributed to 2 modules	N/A		
	Contributed to 4 or more modules	N/A		
	Contributed to 1 program	N/A		
	Contributed to 2 or more programs	N/A		
	<b>Total score /0</b>	N/A		
<b>Publications</b>	2 recognized publications	7		
	4 recognized publications	14		
	6 recognized publications	21		
	8 recognized publications	28		
	10 or more recognized publications	35		
	<b>Total score /35</b>			
<b>Supervised theses</b>	Supervision of 2 PhD theses or 4Masters theses	5		
	Supervision of 4 PhD or 8 Masters theses	10		
	Supervision of 6 PhD or 12 Masters	15		
	<b>Total score /15</b>			
<b>Grants projects (with documentary evidence)</b>	2 funding proposal	7		
	4 funding proposals	14		
	6 or more funding proposals	20		
	2 or more founded projects	20		
	<b>Total score /20</b>			

<b>Consultancy services</b> (with documentary evidence)	Development of tool/program/project for institution	5	
	Development of tool/program/project for other institution	5	
	External examiner/Evaluator/Accreditor	5	
	<b>Total score /5</b>		
<b>Community services</b> (with documentary evidence)	Participation in community activities	5	
	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

**2.2.4 Evaluation form to Research Professor Rank**

<b>Areas</b>	<b>Criteria</b>	<b>Max points</b>	<b>Score</b>
<b>Teaching &amp; learning</b> (	Coordination and development of program	3	
	Practice of peer review	3	
	Innovation and its impact	3	
	Completeness of module files	3	
	Use of eLearning	3	
	<b>Total score /15</b>		
<b>Program Development</b>	Contributed to 1 module	N/A	
	Contributed to 2 modules	N/A	
	Contributed to 4 or more modules	N/A	
	Contributed to 1 program	N/A	
	Contributed to 2 or more	N/A	
	<b>Total score /</b>		
<b>Publications</b>	2 recognized publications	7	
	4 recognized publications	14	
	6 recognized publications	21	
	8 recognized publications	28	
	10 or more recognized publications	35	
	<b>Total score /35</b>		
<b>Supervised theses</b>	Supervision of 2 PhD theses or 4 Masters	3	
	Supervision of 4 PhD theses or 8 Masters	6	
	Supervision of 6 PhD theses or 12 Masters	9	
	Supervision of 8 PhD theses or 16 Masters	12	
	Supervision of 10 PhD theses or 20 Masters	15	
	<b>Total score /15</b>		
<b>Grants projects</b> (with documentary evidence)	2 funding proposal	5	
	4 funding proposals	10	
	6 or more funding proposals	10	
	2 founded project	15	
	6 or more founded projects	20	
	<b>Total score /20</b>		
<b>Consultancy services</b> (with documentary evidence)	Development of tool/program/project for institution	5	



	Development of tool/program/project for other institution	5	
	External examiner/Evaluator/Accreditor	5	
	<b>Total score /5</b>		
<b>Community services</b> (with documentary evidence)	Participation in community activities	5	
	Journal reviewer/editor	5	
	<b>Total score /5</b>		
<b>Leadership</b> (with documentary evidence)	Holding a responsible position in institution	5	
	Initiate or lead a project in institution	5	
	<b>Total score /5</b>		

<sup>a</sup> **Publication items** include conference proceeding, Journal article, Book chapter, Text book and Book, their weight are 0.5, 1, 1, 2, and 3 respectively. For the authorship credits on a joint publication item, the applicant gets credit for whole item score. Publishers are also in category 1, 2 and 3 as stressed by KP Publication guidelines.

### APPENDICES III: 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<sup>3</sup> which delivered it).....

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<sup>3</sup> HLI: Higher Learning Institution

**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**

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 <sup>4</sup>

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 <sup>5</sup>	
				Title	N° of pages

<sup>4</sup> Self assessment can be at program level, Faculty level or at institutional level.

<sup>5</sup> These are kinds of papers, manual, handbook, policies, etc. produced and validated for usage towards high quality of education.

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**D. Research done**

**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 <sup>6</sup>

<sup>6</sup> Level of study are (according to Rwanda National Qualification Framework): Diploma, Advanced diploma, Ordinary degree, Bachelor with honors, Masters and PhD

**Section V. CAPACITY BUILDING**

**A. Training or Refresher courses attended**

<b>Period</b>	<b>Theme</b>	<b>Organizer</b>

**B. Workshops or Brainstorming attended**

<b>Period</b>	<b>Theme</b>	<b>Organizer</b>

**C. Conferences or Public lectures conducted**

<b>Period</b>	<b>Theme</b>	<b>Place</b>

**C. Conferences or Public lectures attended**

<b>Period</b>	<b>Theme</b>	<b>Organizer</b>	<b>Place</b>


**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

**Person responsible:** DVCAR

**Version:** June 2023

**Approved by:** KP Council

**Approval date:** 24-June 2023

**Next formal review:** - June ----2028