University of Eldoret

flame of knowledge and innovation

ACADEMIC STAFF APPOINTMENT & PROMOTION POLICY

June, 2016

ACADEMIC STAFF APPOINTMENT
& PROMOTION POLICY

Version	1.0
Short description	ACADEMIC STAFF APPOINTMENT & PROMOTION POLICY
Relevant to	Academic Staff & Researchers
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Related legislation	Universities Act (2012), CUE Appointment & Promotion Criteria (2015)
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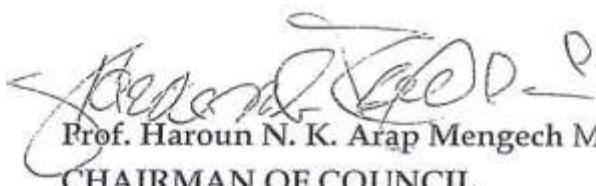
APPROVAL

The University of Eldoret having been awarded its Charter on 11th February 2013 has set on a growth path guided by its vision of "being a Premier University that is globally visible in knowledge generation and technological innovation". The university continues to offer the best academic programmes which enable graduates to have an edge in the world of work. In order to continue offering the best academic programmes and research undertakings, the university has developed an academic staff appointment and promotion policy as a tool to facilitate the progress of staff careers. This policy has been developed to be in line with Commission for University Education Criteria for Appointment and Promotion of Academic Staff in Universities in Kenya.

Appointment and Promotion at work place is a form of staff attraction, development, retention and motivation. University of Eldoret being an equal opportunity institution is committed to providing a safe and conducive work environment to all its staff in their quest to promote and defend intellectual and academic freedom, scholarship and the relentless search for the truth.

By virtue of the authority vested in me as the Chairman of the University of Eldoret Council and in reference to the approval granted by the Council in its meeting of ...., 2016 I hereby sign this Academic Staff Appointment and Promotion Policy This .... day of ...., 2016.
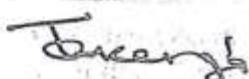
Prof. Haroun N. K. Arap Mengech MB.ChB, DPM, MRC Psych., MD, EBS.
CHAIRMAN OF COUNCIL

FOREWORD

University of Eldoret attaches great importance to its personnel as it is through this appreciation that the University can achieve its place as premier institution of higher learning globally. Further, the university attaches significant importance to the career development of its academic staff. It is for this reason that the academic staff appointment and promotion policy was developed to provide guidance in the recruitment, retention and promotion of the best staff that would live up to the core values of the university and make a contribution in moving the university to the highest level of academic and research spheres.

The Appointment and Promotion policy is anticipated to provide an equal opportunity, a safe and conducive work environment to all academic staff in the University of Eldoret. This policy shall be a motivator and will be a catalyst for attracting and retaining the best academic staff for the university.

Prof. Teresa A. O. Akenga, PhD (UNSW-Australia), M.Sc, B. Ed (KU), MBA (KCA) MRSC, MBS
VICE-CHANCELLOR

EXECUTIVE SUMMARY

As a premier institution of higher learning, University of Eldoret is responsible for developing a well-rounded human resource capable of driving the process of sustainable socio-economic and political development in across the regions of the world. The University Council has taken this initiative to embed quality in its activities to ensure that core areas of teaching, research and community service are enhanced through attraction, development, motivation and retention of high qualified academicians by recognizing and rewarding their academic performance through the enhanced policy.

This policy therefore provides the criteria and procedures for appointment and/or promotion to the established academic grades. It shall also be applied together with other approved policies and regulations. The reviewed policy is aimed at providing flexibility in assessment in order to recognize the diverse ways in which staff contributes to the achievement of University's Mission and Vision.

This policy document consists of an acknowledgement, Table of contents, List of abbreviations, Preamble, Areas of Academic work and service, Scope and application, Academic grades and Job description, Criteria for Academic appointment/promotion, Performance scoring system, Procedural matters, effective dates and review.

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1. INTRODUCTION

The University of Eldoret (UoE) is situated approximately 9 km along the Eldoret-Ziwa road in Eldoret town, Uasin Gishu County. UoE was established through an award of Charter on 11th February 2013. Before this, the institution had been a campus of Moi University since 1990, until 13th of August 2010 when it was elevated to Chepkoilel University College, a Constituent College of Moi University. The University programmes are largely Science and Technology-based, with a limited number of them in arts and humanities. The university's core activities are teaching, research, consultancy and outreach.

1.1 Vision

The Vision of the university is to be a premier University that is globally visible in knowledge generation and technological innovations.

1.2 Mission

The Mission of the university is to provide high quality Education in training, Science, Agriculture and Technology that promotes networking, Partnerships and linkages with other institutions and industry.

1.3 Core Values

At University of Eldoret, we are committed to:

- Integrity
- Innovativeness
- Customer Satisfaction
- Competitiveness
- Equity
- Responsiveness

2. OVERVIEW

University of Eldoret, through its vision and mission, is committed to the continued pursuit of excellence in teaching, research and service. In order to achieve this objective, it is essential that the performance of the University's academic staff be of high quality. To attract, develop, motivate and retain high quality academics, it is important to recognize and reward their academic performance. Promotion for academic staff is a very significant way of recognizing and rewarding sustained academic performance at University of Eldoret.

This policy provides the criteria and procedures for appointment and promotion to the established academic grades. The policy is aligned to Commission for University Education (CUE) Harmonized Criteria for Appointment and Promotion of Academic Staff in Universities in Kenya. One of the functions of CUE is to promote, set standards and assure relevance in the quality of university education in accordance with section 5. (1)(c) of the universities Act No.42 of 2012. The legal Notice No. 76 of June 2014 brought into force the universities Regulations 2014 and the universities standards and guidelines which operationalized them. On the first schedule on institutional standards, INST/STD/04 on Human Resources spells out guidelines and minimum criteria for appointment and promotion of academic staff in Kenyan universities. Stakeholders scrutinized this guidelines and criteria during a meeting on 11th July, 2015 and tasked a select committee to further scrutinize and harmonize the guidelines and criteria. Subsequently the stakeholders adopted the harmonised criteria on 27th October 2014, subject to incorporation of suggestions made during the same meeting. The final guidelines and criteria for appointment and promotion of academic staff in universities in Kenya captured in this document are contained in the report that was received by the cabinet secretary, ministry of education, science and technology on 8th June 2015.

UoE Document provides the criteria and procedures for appointment and/or promotion to the established academic grades. Embodied in this policy are the principles of:

(i) Recognition of diversity in the ways in which academic staff contribute to University of Eldoret mission and the wide variety of academic work which is appropriate to that mission;

(ii) Recognition of University of Eldoret as a comprehensive institution of higher learning where, on the whole, there is relative parity of value between teaching and research;

(iii) Recognition of the different academic expectations of different grades

LIST OF ABBREVIATIONS

ACG	-	Academic Career Grade
BDS	-	Bachelor of Dental Surgery
DVC (A&F)	-	Deputy Vice-Chancellor, Administration and Finance
DVC (ASA)	-	Deputy Vice-Chancellor (Academic & Students' Affairs)
GA	-	Graduate Assistant
HOD	-	Head of Department
M. Ed.	-	Master of Education
M. Eng	-	Master of Science in Engineering
M. Med	-	Master of Medicine
M. Sc.	-	Master of Science
MB. ChB	-	Bachelor of Medicine and Bachelor of Surgery
MDS	-	Master of Dental surgery.
PhD	-	Doctorate of Philosophy
SAPAC	-	School Appointment &Promotion Advisory Committee
VC	-	Vice-Chancellor

influencing academic job's relative worth; and

(iv) Encouraging and facilitating academic staff to acquire additional qualifications and gain further skills and relevant experience appropriate to University of Eldoret Mission.

Direct academic appointments shall be based on existence of vacancies in the establishment, while promotion/review will be an ongoing exercise. The University will consider applications for promotion on the basis of merit in accordance with the procedures set out in this policy.

3. AREAS OF ACADEMIC WORK AND SERVICE

There are three key areas of performance for academic work, which will form the basis of all decisions on appointment and/or promotion:

(i) Teaching – This area will include lecturing, activity in seminars and tutorials, laboratory, clinical teaching, Field courses, Industrial attachment and any other means by which students derive learning experiences, for example, supervision; examining; advising; curricula design, development, evaluation and improvement;

(ii) Research – This area will include different types of publications, patenting, technology transfer, and other creative activities, as well as a scholarly approach to inquiry and dissemination of knowledge; and

(iii) Service – This area will include service within the University, especially in the form of administrative, representative and committee work and outside it, especially service to one's primary profession, industry, and the community.

The balance of time and effort between the three areas of activity will, however, vary across the University, but the three will be valued appropriately as contributions to the University's academic life. All applications for appointment and/or promotion will, therefore, be evaluated on these activity areas. The levels of achievement required for the various grades in the three areas of performance shall be as detailed in Section 5 of this document.

4. SCOPE AND APPLICATION

This policy covers only the criteria and procedures of appointment and/or promotion made on the following terms to the standard academic grades:

(i)   Permanent and pensionable;

(ii)   Fixed-term contract; and

(iii) Honorary Lecturer.

5. ACADEMIC GRADES & JOB DESCRIPTION

This section lists academic grades and levels, and job description of the various levels.

Grading Nomenclature

The grading Nomenclature for academic staff in universities in Kenya shall be:

i.   Graduate assistant/research assistant
ii.   Tutorial fellow/junior research fellow
iii.   Lecturer/research fellow
iv.   Senior lecturer/senior research fellow
v.   Associate professor
vi.   Professor
vii.   Adjunct academic staff
viii.   Visiting academic staff

All Grading Nomenclature shall carry the rider "or equivalent".

5.1 Academic Grades and Levels

a. All academic appointments and/or promotion will be made at the following academic grades and levels

Table 1: Academic Grades & Levels

S/No.	Grade Title	Grade Level
1	Professor Emeritus	AC-15.
2	Professor	AC-15
3	Associate Professor Professor	AC-14
4	Senior Lecturer or Senior Research Fellow	AC-13
5	Lecturer, or Research fellow	AC-12
6	Tutorial Fellow or Junior Research fellow	AC-11

b. The grades Lecturer up to Professor shall normally carry permanent and pensionable terms. Tutorial Fellow and Graduate Assistant positions are traineeship grades to which appointments shall be on fixed-term contract terms. Professor Emeritus, an honorific title conferred on a retired Professor in recognition of his/her distinguished service and achievement, shall be on a fixed term of five (5) years.

c. A Graduate Assistant (GA) shall be hired on a two year contract renewable once.

d. A Tutorial Fellow shall be hired under an initial contract of two (2) years and normally renewable not more than twice to enable the candidate complete the Doctorate degree programme and/or acquire adequate teaching/research experience.

e. Any academic staff member on permanent and pensionable terms who retires from the service of the University may apply through the Head of Department and Dean of School for continued employment on contract basis for an initial period of two (2) years renewable twice.

f. The entry-point salary for recruitments made for GA positions in disciplines with critical shortage of staff shall be at the ceiling of the salary scale of the grade.

g. International staff on contract terms shall normally be appraised at the expiry of each contract period.

Appointees to the grades of lecturer and above must have an earned Doctorate Degree or its equivalent.

5.2 Academic Job Description.

5.2.1. Professor Emeritus

1. Undertake minimal teaching and assess courses in one's discipline at postgraduate level.
2. Supervise dissertations/theses at the graduate level.
3. Develop undergraduate and postgraduate courses.
4. Initiate, promote and participate in research projects and publish.
5. May give a public lecture in one's discipline.
6. Provide academic leadership through programme development, mentoring and

Research.

7. Provide professional and community services including initiating linkages and fund-raising.
8. Undertake consultancy services.
9. The workload of Professor Emeritus will be as follows:

i)	Develop undergraduate and postgraduate courses	30%
ii)	Research & Supervision of post-graduate students	40%
iii)	Teaching	10%
iv)	Consultancy Service, Fund raising	20%

5.2.2. Professor

1. Teach and assess courses in one's discipline at both undergraduate and postgraduate level.
2. Supervise undergraduate projects and other experiential learning programs.
3. Supervise dissertations/theses at the graduate level.
4. Develop undergraduate and postgraduate courses.
5. Initiate, promote and carry out research and publish.
6. Give an inaugural lecture in one's discipline as scheduled by the committee of Professors.
7. Provide academic leadership through programme development, mentoring research and community service.
8. Provide professional and community services including initiating linkages and fund-raising.
9. Carry out administrative and other duties & responsibilities as may be assigned.
10. The workload of a Professor will be divided as follows:

i.	Administration	10%
ii.	Research & Supervision of post-graduate students	30%
iii.	Teaching	40%
iv.	Publishing	10%
v.	Community service	10%

11. The workload of a Research Professor will be as follows:

i)	Administration	10%
ii)	Research & Supervision of post-graduate students	50%
iii)	Teaching	5%
iv)	Publishing and attracting grants	30%
v)	Community service	5%

5.2.3. Associate Professor

1. Teach and assess courses in one's discipline at both undergraduate and

postgraduate level.

2. Supervise undergraduate projects and other experiential learning programs.

3. Supervise dissertations/theses at the graduate level.

4. Develop undergraduate and postgraduate courses.

5. Initiate, promote and participate in research projects and publish.

6. Provide academic leadership through programme development, mentoring and research

7. Provide professional and community services and initiate linkages and Fundraising.

8. Carry out administrative and other duties & responsibilities as may be assigned.

9. The workload of an Associate Professor will be divided as follows:

i)	Administration	10%
ii)	Research & Supervision of post-graduate students	30%
iii)	Teaching	40%
iv)	Publishing	15%
v)	Community service	5%

10. The workload of an Associate Research Professor will be as follows:

i)	Administration	10%
ii)	Research & Supervision of post-graduate students	50%
iii)	Teaching	5%
iv)	Publishing and attracting grants	30%
v)	Community service	5%

5.2.4. Senior Lecturer /Senior Research Fellow

1. Teach and assess courses in one's discipline at both undergraduate and postgraduate level.

2. Supervise undergraduate projects and other experiential learning programs.

3. Supervise dissertations/theses at the graduate level.

4. Develop undergraduate and postgraduate courses.

5. Initiate, promote and participate in research projects and publish.

6. Participate in academic leadership programmes.

7. Provide professional and community services and initiate linkages and fundraising.

8. Carry out administrative and other duties & responsibilities as may be assigned.

9. The workload of a Senior Lecturer will be divided as follows:

i) Administration	5%
ii) Research & Supervision of post-graduate students	30%
iii) Teaching	50%
iv) Publishing	10%
v) Community Service	5%

10. The workload of Senior Research Fellow will be as follows:

i) Administration	5%
ii) Research and supervision	60%
iii) Teaching	10%
iv) Publishing more than an academic Senior lecturer	20%
v) Community service	5%

5.2.5. Lecturer /Research Fellow

1. Teach and assess courses in one's discipline at both undergraduate and postgraduate level.
2. Supervise undergraduate projects and other experiential learning programs.
3. Supervise dissertations/theses at the graduate level for those with PhD.
4. Participate in the development of undergraduate and postgraduate courses.
5. Initiate, promote and participate in research projects.
6. Provide professional and community services and initiate linkages and fundraising.
7. Carry out administrative and other duties & responsibilities as may be assigned.
8. The workload of a Lecturer will be divided as follows:

i) Administration	5%
ii) Research & Supervision of post-graduate students	30%
iii) Teaching	50%
iv) Publishing	10%
v) Community service	5%

9. The workload of Research Fellow will be as follows:

i) Administration	5%
ii) Research	60%
iii) Teaching	10%
iv) Publishing more than an academic lecturer	20%
v) Community service	5%

5.2.6. Tutorial Fellow / Research Fellow

1. Shall serve on contractual terms.

2. Assist senior academic members of staff in assignments allocated by the Head of Department.

3. Must undertake Doctoral degree programme.

4. Provide professional and community services and initiate linkages.

5. Carry out other duties & responsibilities as may be assigned from time to time.

6. The workload of a Tutorial Fellow be divided as follows:

i)	Administration duties and other responsibilities	0.5%
ii)	Research, Publish & Supervision of under-graduate students	49.5%
iii)	Conduct Practical & other assignments	15%
iv)	Undertake Doctoral degree programme	35%

5.2.7. Graduate Assistant/Research Assistants

1. Shall serve on contractual terms.

2. Assist senior academic members of staff in assignments allocated by the Head of Department.

3. Must undertake a Master's degree programme within the first year of engagement.

4. Carry out other duties & responsibilities as may be assigned from time to time.

5. Will be given two year contract renewable only once.

The workload of a Graduate Assistant will be divided as follows:

i)	Administrative duties & other responsibilities	0.5%
ii)	Research, Publish & Supervision of under-graduate students	39.5%
iii)	Conduct Practical & other assignments	10%
iv)	Undertake a Master's Degree programme	50%

6. CRITERIA FOR ACADEMIC APPOINTMENT/PROMOTION

Appointment/promotion to the above academic grades shall be made on normal basis. To be eligible for promotion and/or appointment to the different grade, a candidate must satisfy the teaching, research and service criteria set out below. Further, all candidates to be appointed on permanent and pensionable terms must have a PhD in their respective areas to be considered for teaching at the University. Academic staff shall be promoted to the next grade upon the attainment of relevant qualifications.

6.1 Graduate Assistant

1. Must have a Bachelor's degree of at least a first class honours from University of Eldoret or a recognized/ accredited University. Holders of at least upper Second Class honours level shall only be considered in Nursing.

   OR

2. Must demonstrate potential for university teaching and/or research during the appointment interview.

3. Must demonstrate intention to register for a Master's degree within the first year of engagement.

4. Must have registered for a Master's degree for further renewal.

5. Will be on a two year contract renewable only once.

6. Will be competitively reviewed for the position of lecturer on meeting the necessary requirements.

6.2 Tutorial Fellow/Junior Research Fellow

1. a) Must have a Bachelor's degree and a Master's degree from University of Eldoret or a recognized/accredited University.

   OR

   b) Must have MB.ChB or BDS or Bachelor's degree in Engineering and is registered by Professional regulatory bodies.

2. Must demonstrate potential for university teaching and/or research during the appointment interview and also during the contract period.

3. Must register for a PhD, MDS/ M. Med/ M. Eng.

4. Must be recognized and registered by at least one relevant professional body (where applicable).

6.3 Lecturer/Research Fellow

1. a) Must have an earned Doctorate Degree from University of Eldoret or a recognized accredited academic institution.

   OR

   b) In case of Clinical Academic staff must have M. Med; MDS Clinical Services, Specialist/Specialized training

   OR

   c) (i) Must have a Master degree in addition to a Bachelor's degree from a recognized academic institution plus at least 3 years of full time teaching experience at University level after obtaining Master's Degree and at least 2 articles in refereed journals or a minimum of 10 equivalent scholarly publication points.

(ii) Not more than 2 articles should be in a single issue/volume of a journal/other scholarly publications.

(iii) Those with a Master's degree should register for a Doctorate degree.

2. Must show evidence of evaluated effective teaching.

3. (a) Must be recognized and registered by relevant professional bodies.

(b) Evidence of affiliation to a professional body will be an added advantage.

Candidates from research institutions / industries or practicing engineers

a) Must show at least 4 articles in refereed Journals or 20 equivalent scholarly publication points. Evidence of teaching experience will be an added advantage.

b) Not more than two (2) articles should be in a single issue / volume of a journal

c) Those with a Masters' degree should register for a Doctorate degree.

d) Must show evidence of evaluate effective teaching

e) Must be recognized and registered by relevant professional bodies.

f) Evidence of affiliation to at least one professional body will be an added advantage.

6.4 Senior Lecturer / Senior Research Fellow

1. a) Must have an earned Doctorate Degree or its academic equivalent from University of Eldoret or a recognized accredited institution.

   OR

   b) Must show evidence of having supervised two (2) people in respective discipline

   c) Must have M. Med. /MDS/M. Engineering/M.Pharmacy Specialist/Specialized training.

   d) Those promoted without a PhD outside these disciplines, must attain PhD within five years.

2. Must have at least 3 years of teaching and/or research experience at University level since becoming Lecturer/Research Fellow.

3. Must have a minimum of 4 articles in refereed journals or two (2) refereed journal publications and two (2) chapters in scholarly books (32 equivalent Scholarly publication points since appointment as Lecturer/Research Fellow). A patented or peer-reviewed invention (including technological outputs by staff in the applied Science disciplines) will be equivalent to two refereed journal publications or three chapters in a university level book.

OR

4. a) Must have a Master's degree plus a minimum of 5 years of university teaching experience after becoming Lecturer and 5 articles in refereed journals or a minimum of 25 equivalent publication points since becoming Lecturer/Research Fellow.

   b) Not more than 2 articles should be in a single issue/volume of a journal.

5. Must have successfully supervised postgraduate degree candidates (two masters or one PhD).

6. Must have attended and contributed at learned conferences, seminars or workshops.

7. Must show evidence of continued research and evaluated effective teaching & success in   student supervision.

8. Must show evidence of contribution to University life through active participation in departmental matters, students' academic advising, School and University meetings committee membership and others.

9. (a) Must be recognized and registered by relevant professional bodies.

   (b) Evidence of affiliation to at least one professional body will be an added advantage.

10. Must show evidence of developing fundable proposals and attracting funding.

11. This shall normally be the last promotion/appointment grade for the non-PhD. Holders unless one is a clinical academic staff

Candidates from Research Institutions

a) Have at least 8 articles in refereed journals or four (4) refereed journal publications and four (4) chapters in scholarly books since last promotion (a minimum of 40 equivalent scholarly publication points since appointment as Research Fellow); a patented or peer-reviewed invention/innovation (including technological outputs by staff in the applied science disciplines) will be equivalent to two refereed journal publications or three chapters in a university level book.

b) Not more than two (2) articles should be in a single issue / volume of a journal or a scholarly book.

c) Must have taught at post-graduate level or successfully supervised graduate degree candidates.

d) Must show evidence of continued evaluated effective teaching and successful supervision of graduate students.

e) Must have attended and contributed at learned conferences, seminars or workshops.

   (i) Must be recognized and registered by relevant professional bodies

(ii) Evidence of affiliation to a professional body will be an added advantage.

f) Must show evidence of contribution to community, national and international life. At the University level, the candidate must show evidence of active participation in departmental matters, students' academic advising, school and university meetings committee memberships and others.

g) Must show evidence of having developed proposals that have attracted funding.

h) This shall normally be **the last promotion / appointment position for non-PhD holders** unless one is a clinical academic staff.

i) For successful candidate(s) who are engineers or from the industry, the University will offer competitive salaries and benefits.

6.5 Associate Professor / Associate Research Professor

1. a) Must have an earned Doctorate Degree from University of Eldoret or a recognized accredited institution.

   OR

   b) Must have M.Med, MDS /Specialized/Specialist training.

2. Must have at least 3 years of teaching and research experience since becoming a Senior Lecturer.

3. (a) Must have at least 5 articles in refereed journals or three (3) refereed journal publications and two chapters in scholarly books since the last promotion (a minimum of 48 equivalent Publication points since appointment as Senior Lecturer). A patented or peer-reviewed invention/innovation (including technological outputs by staff in the applied science disciplines) will be equivalent to two refereed journal publications or three chapters in a university level book.

   OR

   (b) Not more than 2 articles should be in a single issue of a journal except for special journal editions and edited books.

4. Must show evidence of continued evaluated effective teaching and Supervision of post graduate students (two masters or one PhD since last promotion as Senior lecturer).

5. Must have attended and contributed at learned conferences, seminars or workshops.

6. (a) Must be recognized and registered by relevant professional bodies.

   (b) Evidence of affiliation to at least one professional body will be an added advantage.

7. Must show evidence or contribution to community, National and International life.

8. Must show evidence of contribution to University life through participation in departmental matters, students' academic advising, school and university meetings, membership and others.

9. Must show evidence of developing fundable proposals and attracting funding.

Candidates from Research Institutions

a) Have at least 10 articles in refereed journals or five (5) refereed journal publications and five (5) chapters in scholarly books (a minimum of 50 equivalent scholarly publication points since appointment as Senior Research Fellow). A patented or peer-reviewed invention/innovation (including technological outputs by staff in the applied science disciplines) will be equivalent to two refereed journal publications or three chapters in a university level book.

b) No more than 2 articles should be in a single issue of a refereed journal or a scholarly book.

c) Must show evidence of continued evaluated effective teaching and successful supervision of graduate students (two masters or one PhD since last promotion as a senior research fellow).

d)
   (i) Must have attended and contributed at learned conferences, seminars or workshops.
   (ii) Must be recognized and registered by relevant professional bodies
   (iii) Evidence of affiliation to a professional body will be an added advantage.

e) Must show evidence of contribution to community, national and international life.

f) Must show evidence of having developed proposals that have attracted funding.

g) For successful candidate(s) who are engineers or from the industry, the University will offer competitive salaries and benefits.

6.6 Professor / Research Professor

1. a) Must have an earned Doctorate degree or its academic equivalent from University of Eldoret or a recognized accredited institution.

   OR

   b) Must have M. Med, MDS /Specialized/Specialist training.

2. Must have at least 3 years of teaching experience since being appointed Associate Professor.

3. Must have at least 5 articles in refereed journals or three refereed journal

publications and two chapters in a scholarly book (a minimum of 60 equivalent Scholarly publication points since appointment as Associate Professor); A patented or peer-reviewed invention/innovation (including technological outputs by staff in the applied science disciplines) will be equivalent to two refereed journal publications or three chapters in a university level book.

4. Must show evidence of continued evaluated effective teaching and successful supervision of post graduate students (two masters or one PhD since last promotion to Associate Professor).

5. Must have attended and contributed at learned conferences, seminars or workshops.

6. (a) Must be recognized and registered by relevant professional bodies.
   (b) Evidence of affiliation to at least one professional body will be an
   added advantage.

7. Must show evidence or contribution to community, National and International life.

8. Must show evidence of contribution to University life through participation in departmental matters; staff mentoring, students' academic   advising, school and university meetings, membership and others.

9. Must show evidence of developing fundable proposals and attracting funding.

Candidates from Research Institutions must:

a) Have at least 15 articles in refereed journals or eight (8) refereed journal publications and seven (7) chapters in scholarly books (a minimum of 75 equivalent scholarly publication points since appointment as Associate Research Professor). A patented or peer-reviewed invention/innovation (including technological outputs by staff in the applied science disciplines) will be equivalent to two refereed journal publications or three chapters in a university level book.

b) No more than 2 articles should be in a single issue of a refereed journal or a scholarly book.

c) Must show evidence of continued evaluated effective teaching and successful supervision of graduate students (Two masters or one PhD since last promotion as an Associate Research Professor).

d) Must have attended and contributed at learned conferences, seminars or workshops.
   i) Must be recognized and registered by relevant professional bodies
   ii) Evidence of affiliation to a professional body will be an added advantage.

e) Must show evidence of contribution to community, national and international life.

f) Must show evidence of having developed proposals that have attracted funding.

g) For successful candidate(s) who are engineers or from the industry, the university shall consider matching their previous salaries and other personal emoluments or offer competitive salaries and other benefits. However, **there will be NO corresponding adjustment to their university title /grade** unless the candidates fulfil the academic criteria for promotion to that specific.

h) No academic staff will be considered for promotion without the minimum required refereed journal publications. Contributions of chapters in scholarly books may and can be substituted by authorship of books as indicated in Table 3.

6.7 Professor Emeritus

1. She/he must have retired as a Professor of University of Eldoret.
2. Must have been an excellent lecturer and administrator.
3. Must show evidence of developing fundable proposals and attracting funding.

6.8 Adjunct and Visiting Professors

The university senate and council shall institutionalize the position of adjunct academic staff to support teaching, research, collaboration, practical training, and promote relevance; and visiting academic staff to cover short-term faculty vacancies.

6.8.1. Adjunct/Sessional Academic Staff

The adjunct academic staff shall be:

i.   Drawn from industry, public sector or private sector, locally and internationally.

ii. A holder of an earned doctorate or equivalent degree qualification in the relevant field from an accredited and recognized university.

OR

A master's degree in the relevant field from an accredited and recognized university, with at least three (3) years industry or work experience; and

iii. A holder of qualification as prescribed for the respective ranks.

6.8.2. Visiting Academic Staff

The visiting academic staff

i.   Shall be sourced from local and foreign universities to support teaching, research and collaboration at the equivalent grade.

ii. Must have an earned PhD or equivalent degree qualification degree in the relevant field from an accredited and recognized university

iii. Shall be appointment or re-appointment for periods not exceeding twelve (12) months, and a period of consecutive service or not exceeding two (2) years

iv. May be considered for a corresponding appointment which shall be treated as a new appointment subject to university appointment criteria.

v. Shall join the university with the tittles they hold from their parent institutions.

6.9 Assessment

6.9.1. Awarding weighted points

Weighted points will be awarded for Research and Publication; Teaching and Learning; Administration and Responsibilities; and Community Engagement and other Contributions. The maximum points awarded for Research and Publication shall be as specified in Table 2. Details of the sub-categories for quality teaching and learning; administration and responsibilities; and appointing committees to set up guidelines for scoring. The maximum weighted score shall be determined based on relative weighted points as shown in Table 2.

Table 2: The maximum weighted score

No.	Type of Publication and other Scholarly Output	Maximum Points
1	One University level Scholarly Book*	24 points
2	Patented invention or Innovation	16 points
3	One Article in a Refereed Journal*	8 points
4	One Tertiary Level Scholarly Book	8 points
5	Book Chapter in a University Level Scholarly Book	6 points
6	Refereed Learning Modules	6 points
7	One Reviewed Conference Paper	4 points
8	One Secondary Level Text Book	4 points
9	Short Communication in a Refereed/Scholarly Journal	4 points
10	Consultancy and Project Reports	4 points
11	Refereed Exhibitions and Performance**	2 points
12	One non-Reviewed Conference Paper	2 points
13	Any Other Book	2 points
14	Editorship of a Book or Conference Proceedings	2 points
15	Scholarly Presentations at Conferences/Workshops/Seminars	2 points
16	Book Review Published in Refereed Journals	1 point

*For multiple authorship of a scholarly book or journal refer to the formula in section five

**Refereed exhibitions and performances have to be accompanied with a write –up and a list of experts who judged the exhibition OR PERFORMANCE

7. QUALITY TEACHING AND LEARNING

In determining the score in this category, universities shall rate the following subcategories:

i. Students evaluation of instructor and course
ii. Lecture notes
iii. Training in higher education teaching
iv. Post graduate supervision
v. Any other subcategory as determined by individual universities.

7.1 Administrative and responsibilities

In determining the score in this category, UoE shall rate the following

i. recognized university administrative positions
ii. other responsibilities

7.2 Community engagement and other contributions

In determining the score in this category, universities shall rate the following

i. attracting research and developmental funding
ii. community service and outreach
iii. professional affiliation and portfolios
iv. recognition, Awards and Honours
v. any other sub-category as determined by the university

7.3 Computation of weighted publication points for multiple authorship

i. the maximum number of weighted publication points that may be awarded for one scholarly article with multiple authors is eight (8)
ii. the weighted distribution approach shall be adopted for distribution of the eight (8) weighted publication points to each of the multiple to each of the multiple authors
iii. Allocation of multiple authorship publication points will reflect the level of contribution of each author as determined by the position of the authors name in the listing of authors. The order of authorship is assumed to be proportional to the contribution of each author.
iv. The formula below will be used to determine the proportion of the publication points to be allocated to each author:

$$\text{The formula} \quad 2\left\{\frac{(n+1)-i}{n(n+1)}\right\}$$

Where:

"i" represents the position of the author's name in the authors' list i.e is the "ith" author; and "n" represents the total number of authors.

The formula given should be default, provided that the interviewing panel shall have the leeway to determine the points due to a particular candidate in case of mitigating factors.

Example 1

Allocation of weighted publication points (wpp) for an article published by three (3) authors

1st author of 3 authors

$$2 \{1/3(3+1=2 \{3/3 \ x4\}\}$$

$$= 2x \{3/12\} = 2x1/4-1/2$$

The first of three authors (3) authors gets ½ of the 8 points i.e 1/2x8=4.0 points

2nd author of three (3) authors:

$$2 \{ (3 \div 1) - 2/3 \ 3 \div 1) = 2 \ 2/3x4\}$$

$$= 2 \{2/12\} = 2x1/6 = 1/3$$

The 2nd author gets 1/3 of the 8 points i.e. 1/3x8=2.67

3rd author of 3 authors

$$2 (3+1)-3/3(3+1) = 1/2x3$$

$$2 \{1/12\} = 2/1/12 = 1/6$$

The third author gets 1/6 of the 8 points i.e. 1/6x8=1.33

The total weighted points for the three (3) authors is 4.0+2.67+1.33=8.0

Example 2 Allocation of wpp for an article by ten (10) authors is as in table (3)
Points accruing to a candidate at authors position (i) (1-10)

Table 3: Allocation of WPP for an article by ten (10) authors

Total number of authors	1	2	3	4	5	6	7	8	9	10
1	8	-	-	-	-	-	-	-	-	-
2	5.67	2.33	-	-	-	-	-	-	-	-
3	4.0	2.67	1.33	-	-	-	-	-	-	-
4	3.2	2.4	1.60	0.80	-	-	-	-	-	-
5	2.67	2.13	1.60	1.06	0.53	-	-	-	-	-
6	2.28	1.90	1.52	1.15	0.76	0.32	-	-	-	-
7	2.0	1.71	1.43	1.14	0.85	0.18	0.18	-	-	-
8	1.77	1.55	1.33	1.11	0.88	0.67	0.44	0.22		
9	1.60	1.42	1.24	1.06	0.88	0.68	0.53	0.34	0.14	
10	1.45	1.30	1.16	1.01	0.87	0.77	0.58	0.36	0.23	0.14

7.4 Performance Scoring System

Table 4: Summary of relative weighted points in various categories for different cadres of academic staff*

Area of contribution		Relative weighted points		
	Lecturer	Senior lecture	Associate professor	Professor
Research and publications	40	50	60	65
Teaching and instruction	30	25	20	15
Professional/consulting/industry	-	10	10	10
Administration/responsibility	20	10	05	05
Community engagement/other contributions	10	05	05	05
Total score (per cent	100	100	100	100

*For academic staff from Research Institutions and Practice/Industry, the relative weighted points are as specified in the tables for each category.

In determining suitability for appointment or promotion, academic staff will be evaluated on the basis of qualification, work experience, research and publication, quality teaching and learning, administration and responsibility, and community engagement and other contributions.

7.5 Procedural Matters

(a) Existence of Vacancy and its Notification

Academic posts shall be deemed to have fallen vacant or to exist in an academic unit as a result of a diversity of circumstances which may include, but not limited to the following reasons or causes: End of contract; Retirement; Resignation; Dismissal; Death; Restructuring; Expansion; and Review after attainment of higher qualifications and experience.

(b) Methods of Filling Vacancy

Vacancies shall be filled through any one of the following methods:

(i) *Promotion*: Where a Dean/HoD is satisfied that there is an employee who is competent to fill a vacant post, the responsible Dean/HoD shall recommend that the vacancy be filled by promotion within the department.

(ii) *Advertising*: Where the responsible Dean/HoD is satisfied that there is no qualified candidate from within the department to fill the vacancy, they shall recommend that the vacancy be advertised. The advertisement may be internal if it is believed that there is sufficient capacity within the University or external if it is believed that such capacity is lacking within the University.

(iii) *Renewal of appointment*: A member of academic staff on contractual terms may be re- appointed where the procedures thereof are specifically provided for in the initial contract.

(iv) *Other Appropriate Methods*: Notwithstanding provision (i) to (iii), the University may secure eminently suitable candidates through other appropriate methods as approved by Council on the recommendations of Senate from time to time for example scholars on sabbatical, affiliation, and visiting scholars.

(c) Application

All persons seeking academic employment with the University shall do so through a written application addressed to the Vice-Chancellor.

The applications for grade 13 and below shall be addressed to the Vice Chancellor. Applications for grades 14 and 15 shall be marked to VC by chair of Council who shall in turn mark them to committee of Professors for shortlisting under the chairmanship of the Deputy Vice Chancellor (ASA).

(d) Processing Applications

(i)   Processing of applications for academic appointments and promotions shall be made strictly in line with the criteria established herein in this policy.

(ii)   Applications for grades 13 and below shall be received by the Vice-Chancellor and forwarded to the Deputy Vice-Chancellor (ASA) for processing and short listing. The DVC (ASA) shall return the Short list to respective schools. For this purpose, establish a School Appointment & Promotions Advisory Committee (SAPAC). Schools may co-opt external expertise where necessary. Applications for grades 14 and above shall be received by the Vice-Chancellor and in consultation with Council marked to the Committee of Professors for short listing. Interviews shall thereafter be conducted by Council.

(iii)   Short listing of applicants for direct appointment and the review of candidates for promotion shall be the responsibility of SAPAC, and shall always be guided by the criteria set out herein and be done within a period of not more than one month from the closure of receiving applications.

(iv)   Short-listed applicants shall be given reasonable notice for interviews specifying time, and place of interview by a posted or other appropriate mode of communication.

(e) Offer of Appointment and Acceptance

(i) Offer of Appointment shall be made in writing by the Vice-Chancellor on behalf of Council. Deans and Heads of relevant departments shall receive copies of all such offers of appointment.

(ii) The Appointment letter shall embody the following: name of appointee, effective date of appointment, grade appointed to, reporting relationship, terms of appointment, validity period of appointment, salary scale and allowances, any other entitlements as applicable and the acceptance option.

(iii) The appointee shall be required to indicate in writing their offer of acceptance, attach three copies of passport size photographs of their current likeness indicating the earliest time they would be available to take up the post.

(f) Induction/Orientation

(i) The induction shall serve the purpose of introducing the new academic

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staff to the work environment as well as to the various aspects of his/her work.

(ii) Induction shall be mandatory to properly initiate all new academic staff (directly hired or promoted) into their new tasks.

(iii) The induction programme shall be arranged by both the Deputy Vice-Chancellor (ASA) and the relevant head of department as soon as the employee reports. The induction programme shall not exceed one month

(g) School Appointment/Promotion Advisory Committee (SAPAC)

(i) A School shall have a School appointment/promotion advisory committee (SAPAC) which shall be chaired by the Dean.

(ii) The SAPAC shall be made up of at least one representative from each department and an eminent Professor for purposes of assessment of Associate Professors and Professors. The quorum for SAPAC shall be two thirds of the expected membership.

(iii) The eminent Professor shall be nominated by the SAPAC and appointed by Deputy Vice-Chancellor (ASA).The function of the eminent Professor shall assess the Academic dossier and shall be invited to present her/his written recommendations to the SAPAC. External assessor shall only apply in the absence of relevant expertise internally.

(iv) Only persons whose grade are higher or equivalent to the position being considered for Appointment/Promotion shall constitute the SAPAC; and

(v) The Terms of Reference of SAPAC shall be:

- To Establish staff needs from schools and departments and make recommendations to DVC (ASA)
- To receive recommendations from departments and the assessors and make recommendations to the Deputy Vice-Chancellor (ASA);
- To make recommendations to the Deputy Vice-Chancellor (ASA) on cases of appointment of Professors and Associate Professors;
- To make recommendations to the Deputy Vice-Chancellor (ASA) on cases of conflicts; and
- To handle cases of Appointment/promotion from under-staffed departments.

(vi) The decisions of SAPCs shall be communicated to the Deputy Vice-Chancellor (ASA) in the form of minutes which should bear signatures

of all the members who attend the meeting.

(vii) Where a School is understaffed and cannot form a committee due to lack of eligible staff members, Three (3) members of management shall appoint this committee chaired by Deputy Vice-Chancellor (ASA), would appoint members composed of Deans/Professors in related fields to assess the application.

(viii) Where a Dean is a candidate, the SAPAC shall appoint a Chairperson of the committee from among the members present to assess the application.

(ix) In case of controversy within a Department or lack of clarity on any issue, the relevant Dean/Head can be invited to appear before the Deputy Vice-Chancellor (ASA) to assist in resolving the problem.

(h) Appeal

Unsuccessful candidates for appointment and/or promotion shall appeal in accordance with the appeal procedure contained in the Human Resource Policy.

Table 5: Minimum criteria for appointment or promotion of university academic staff

GRADE	APPOINTMENT/PROMOTION CRITERIA
Graduate Assistant/Research Assistant	This grade is contractual to facilitate identification of outstanding Bachelor's degree graduates to be trained for academic positions. A graduate assistant/research assistant shall: i. Have at least an upper class Honours Bachelor's degree from an accredited and recognized university in the relevant field ii. Be expected to register for a relevant master's degree; and iii. Be registered or registerable with the relevant the relevant professional body(where applicable)
Tutorial fellow/junior research fellow	A tutorial fellow/junior assistant research fellow must: i. Have a bachelor's degree and a master's degree qualification from accredited and recognized university in the relevant field. ii. Be registerable for a Doctor of Philosophy (PhD) OR equivalent Doctoral Degree qualification; and iii. Be registered or registerable with the relevant professional body(where applicable)

Lecturer/research fellow	A lecturer/research fellow must have :

A lecturer/research fellow must have :

i.   An earned PhD OR equivalent Degree qualification in the relevant field from an accredited and recognized university ; and be registered with the relevant professional body (where applicable)
OR
A master's degree in the relevant field from an accredited and recognized university (in special cases) with at least three (3) years teaching experience at university level or in research or in industry; and

ii.   A minimum of 24 publication points , of which at least sixteen(16) should be from refereed journal papers; and

iii.   Registered with the relevant professional body(where applicable)

Table 6: Relative weighted points and maximum points of contribution for lecturers from different backgrounds

Categories of contribution	University		Research institutions		Practice/industry	
	Relative weighting	Minimum	Relative weighting	Minimum points	Relative weighting of	Minimum points
publications	40	24	70	42	20	10
Teaching and learning	30	15	-	-	-	-
Professional /consulting/industry	-	-	-	-	50	30
Administration/responsibility	20	8	20	8	20	8
Community engagement/other contributions	10	3	10	3	10	3
Total score	100		100		100	

Senior lecture /senior research	A senior lecturer/senior Research Fellow

A senior lecturer/senior Research Fellow

I.   An earned PhD or equivalent degree qualification (or a

master's degree qualification in special cases) in the relevant field from an accredited and recognized university;

II. At least three (3) years of teaching experience at the university level as a lecturer or six (6) years research/industry experience;

III. A minimum of thirty two (32) publication points as a lecturer or its equivalent, of which at least twenty four (24) should be from refereed scholarly journal;

IV. Supervised at least three (3) post graduate students to completion as a lecture or equivalent

V. Registered with the relevant professional body(where applicable)

VI. For persons from research institutions, practice/industry, and the provisions in table 4 shall apply.

VII. All applicants must meet the minimum points requirements for each subcategory to qualify for appointment

Table 7: **Relative weighted points and minimum points by areas of contribution for senior lecturers from different backgrounds**

Categories of contribution	Relative weighted points					
	university		Research institutions		Practice/industry	
	Relative weight	Minimum points	Relative weighting	Minimum points	Relative weighting of	Minimum points
publications	50	32	65	39	25	15
teaching	25	12.5	10	5	10	5
Professional/consulting	10	5	10	5	50	25
administration	10	4	10	4	10	4
Community engagement/other contributions	05	2	05	1.5	05	1.5
Total score (per cent)	100	100	100	100	100	100

Associate professor	An associate professor must have: i. An earned PhD or equivalent degree qualification in the relevant field from an accredited and recognized university ii. At least three (3) years teaching experience at the university as a senior lecturer; or senior research/industry experience or equivalent; iii. A minimum of forty eight (48) publication points as a senior lecturer or equivalent, of which at least twenty four (24) should be from refereed scholarly journals; iv. Supervised a minimum of four (4) post graduate students to completion including at least one doctoral students; v. Attracted research or development funds as a senior lecturer/senior research fellow vi. Registered with the relevant professional body (where applicable) vii. For persons from research institution, practice/industry, the provision in Table 8 shall apply **Table 8: Relative weighted points and minimum points by areas of contribution for associate professors from different background** CONTINUED BELOW

Table 8: Relative weighted points and minimum points by areas of contribution for associate professors from different background

Areas of contribution	Relative weighted points			
	University Points		Research institution	
Areas of contribution	Relative weighting of categories %	Minimum points	Relative weighting of categories %	Minimum points
Research and publication	60	36	70	42
Teaching and instruction	20	10	10	5
Professional/consulting/industry	10	5	10	5
Administration/ responsibility	05	2	05	2
Community engagement/other contribution	05	1.5	05	1.5
Total score	100	100	100	100

*** persons from research institutions and industry will be appointed to the position of associate professor or below

Professor	A professor must have

i. An earned PhD or equivalent degree qualification in the relevant field from accredited and recognized university;
ii. At least three (3) years teaching experience as an associate professor or equivalent; and research experience
iii. A minimum of sixty (60) equivalent publication since attaining associate professorship or equivalent of which at least forty (40) should be from refereed scholarly journal;
iv. Supervise a minimum of five (5) postgraduate students to completion, at least two at doctoral level;
v. Registered with the relevant professional body(where applicable); and
vi. Attracted research or development funds as an associate professor or equivalent

Table 9: Relative weighted points and minimum points for professors

Areas of contributions	Relative weighted points	
	Relative weighting of categories %	Minimum points
Research and publication	65	39
Teaching and instruction	15	7.5
Professional/consulting/industry	10	5
Administration/responsibility	05	2
Community engagement/other contribution	05	1.5
TOTAL SCORE (PER CENT)	100	

8. REVIEW OF POLICY

This policy will be reviewed from time to time as circumstances may dictate and the outcome of review process forwarded to the University Council for approval.

9. EFFECTIVE DATE

The policy shall be effective after approval has been granted by University of Eldoret Council.