



# COVENANT UNIVERSITY

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## Appointment and Promotion Criteria

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Rewarding Academic Performance

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2015 – 2017

*Approved*  
August 18, 2017

## **1.0 Preamble**

In line with the Vision Mandate of Covenant University, which is to raise a new generation of leaders, we have at the core of our operational strategies the consistent drive for continuous improvement as key to achieving excellence. We strongly emphasise the development of the Total Man. These strategies are factored into every promotion case.

Excellence in both basic and applied research will be reflected appropriately in the consideration for promotion of the Faculty at Covenant University. The University will always encourage research active academics.

In order to ensure *equity, fairness* and *transparency* and to reward performance in all matters of promotion of academic staff these guidelines shall be followed. The University will strive to attain and maintain credible standards of appraisal for all Academic Staff with the key objectives of *encouraging, acknowledging, and rewarding*:

- a) Scholarship
- b) Teaching Quality
- c) Professional Competence and technical skills (where applicable)
- d) Leadership skills/traits.
- e) Alignment with Core Values.

## **2.0 Procedures**

**2.1.** There shall be a central Appointments and Promotions Committee (**A&PC**) of the University, headed by the Vice-Chancellor. Members will include the Deputy Vice-Chancellor, Registrar, Deans of Colleges, Dean of the School of Postgraduate Studies, Sub-Dean of Colleges and any other members appointed by the Vice-Chancellor. The Principal Assistant Registrar (Establishment) or a representative of the Registrar shall serve as secretary. The Committee shall: consider all recommendations for appointment, confirmation, and promotion within the academic staff cadre up to the professoriate, provided that in the appointment of Professors, Associate Professors, or equivalent positions, the reports of External Assessors as well as those of Specialist Interview Panels appointed by the Vice-Chancellor shall be considered.

Every Academic Unit starting from the Department up to the College shall constitute an Appointments and Promotions Committee.

**2.2** Membership of the College **A&PC** shall comprise Sub-Deans of Colleges, Professors, and Heads of Departments with the Dean serving as Chairman. A representative of the Registrar from the Establishment Unit shall be present at all meetings. The College Officer shall serve as the Secretary.

- 2.3 At the Departmental level, the Appointments and Promotions Committee shall comprise the Head of Department (as Chairman) and all Academic Staff not below the rank of Senior Lecturer. Where there are no Senior Lecturers and above, the College A&PC will suffice.
- 2.4 Every case for promotion shall be dealt with at each Department during the first week of March of every year. Recommendations from Departments shall reach the College by fourth week of March. The College A&PC shall meet in the last week of March. All processed applications and recommendations from the College A&PC shall reach the Central A&PC by second week of April. Announcement for successful cases shall be made by end of July to take effect from 1<sup>st</sup> of August of the year of promotion. The recommendations for cases below the professorial cadre shall include the assessment reports of publications (where applicable) signed by an expert in the field within the Department and or the Head of Department.
- 2.5 The Committee to consider applications to the Professorial cadre shall exclude all non-professorial members. However, only full Professors shall sit for any consideration for a full professorship.
- 2.6 Every application to be processed to the central A&PC for promotion to the professorial cadre shall be accompanied by a preliminary report of the assessment of the publications by members of the College A&PC and signed by the Dean. Where there are no experts in the Departments, external experts will be sourced.
- 2.7 Only staff serving on ground are eligible for consideration for promotion. However, for members of staff whose papers had been submitted and were being considered before such a member proceeded on leave (study leave or the sabbatical), the promotion shall be processed.
- 2.8 Since the promotion exercise begins from the Department, upon the receipt of the circular on promotion from the Establishment Office, the Head of Department shall inform all Academic Staff in the Department. Thereafter, candidates shall indicate in writing the cadre for which, they would like to be considered. The Departmental A&PC shall meet to consider all cases for promotion. Recommendations for promotion by the Departmental Committee, together with the minutes of the meeting must be processed to the College A&PC, which shall meet before processing the recommendations to the Central A&PC.
- 2.9 All promotion cases that fail at the Departmental level shall not be processed to the College A&PC. Candidates whose applications have not been successful at the Departmental level shall be informed formally in writing within 72 hours of the decision, stating the specific reasons for the

decision taken. Copies of the letter shall be processed to the Deputy Vice-Chancellor, Registrar, Dean (and Sub-Dean, where necessary).

Candidates not recommended for promotion at the Departmental level may (if not satisfied) forward a statement of their case through the Dean to the College A&PC. The Central A&PC shall be copied. Each of such cases shall be referred to the appropriate Head of Department for comments. The affected candidates shall be invited by the College A&PC to defend their cases. Similarly, candidates whose applications have not been successful at the College level shall also be informed formally in writing within one week of the decision stating reasons for which their applications were unsuccessful. Candidates not recommended at the College level, may (if not satisfied) forward a statement of their case to the Chairperson of the Central A&PC through their Dean within a week of receipt of the decision of the College A&PC.

**2.10.** In putting up a candidate for promotion, the Head of Department shall indicate clearly the progress the candidate has made since the last promotion, bearing in mind all the parameters indicated in the preamble.

### **3.0 The Scoring System**

Parameters for assessment shall be scored as indicated in Table 1

**Table 1: Parameters for Assessment**

1.	Sound scholarship	70
2.	Effective and competent teaching	20
3.	Exemplary leadership skills/traits	15
4.	Contribution to Community Development	15
5.	Alignment with the University's Core Values	40
<b>Total</b>		<b>160</b>

#### **3.1. Scholarship**

Scholarship will be determined by the quality of publications, current research and peer recognition (*appreciable number of citations in Google Scholar is required across all levels*). The maximum score for this parameter shall be as specified below:

**Table 2: Parameters for Scholarship**

1.	Publication	45
2.	Peer recognition	14
3.	Current Research	6
4.	Academic Linkages	5
<b>Total</b>		<b>70 Marks</b>

### 3.1.1. PUBLICATIONS

#### 3.1.1.1. Journal Publications

Covenant University shall recognise published articles in learned Journals, bearing in mind the following considerations.

The University shall recognise articles published in:

- a. Core Journals (local and International) in the candidate's discipline;
- b. Specialised Journals of the candidate's discipline
- c. Journals of professional bodies (whose editorial boards comprise reputable academics)

Special emphasis shall be placed on publications indexed in *Scopus* and the *Thomson Reuters Web of Science*.

All applicants for promotion must indicate clearly additional papers that have been published since their last promotion. These should be clearly marked ***to isolate them from other papers used for previous promotion***.

All papers that have been presented for assessment must be summarised to reflect a candidate's primary/secondary area of research and contributions. This is to aid the assessment process.

In scoring Journal articles, the following considerations shall be borne in mind.

- a) Quality and standard of the article.
- b) Not more than one article in a given issue of a Journal, and not more than three articles in two years.
- c) For promotion to Lecturer I grade, not less than 40% of the articles shall be in international Journals.
- d) For promotion to the grade of Senior Lecturer, not less than 50% of the articles shall be published in international Journals.
- e) For promotion to the grade of Associate Professor, not less than 60% of the articles shall be published in international Journals.
- f) For promotion to the grade of Professor, not less than 70% of the articles shall be published in international Journals.
- g) For promotion to the grade of Associate Professor or Professor, not more than 20% of the Journal articles shall be in the same Journal.
- h) A candidate shall be the lead in not less than 50% of jointly authored articles for Senior Lecturer and above.
- i) ALL Journal articles jointly indexed in *Scopus* or the *Thomson Reuters Web of Science* with Impact Factor shall be scored between two and a half and three (2.5 - 3.0) points.
- j) ALL Journal articles indexed in *Scopus* or the *Thomson Reuters Web of Science* without Impact Factor shall be scored between two and two and a half (2.0 - 2.5) points.

- k) ALL other Journal articles from CU Journals, University-based/learned society Journal articles and those indexed in other databases besides *Scopus* or the *Thomson Reuters Web of Science* shall receive between one and a half and two (1.5 - 2.0) points.
- l) All other Journal articles that are not listed in the above will receive between half and one and a half (0.5 - 1.5) points.
- m) Where there is more than one author, the score earned will apply to all.
- n) Only publications that are archived in the Covenant University Repository in full-paper form (or abstract form in cases where copyright restrictions exist), shall be scored during promotion exercise. Without prejudice to this condition, not more than three (3) acceptance letters shall be considered for promotion up to the rank of Senior Lecturer. Also, the evidence of peer review shall be submitted as a criterion for consideration.

**Table 3: Scoring of Journal Publications**

	<b>Journal Publication</b>	<b>Score</b>
1.	<i>Thomson Reuters Web of Science</i> indexed (with Impact Factor) plus <i>Scopus</i>	2.5 – 3.0
2.	<i>Scopus</i> indexed/ <i>Thomson Reuters Web of Science</i> indexed (without Impact Factor)	2.0 - 2.5
3.	Journal articles from CU Journals, University-based/learned society Journal articles and those indexed in other databases besides <i>Scopus/ Thomson Reuters Web of Science</i>	1.5 – 2.0
4.	All other Journal articles that are not covered above	0.5 – 1.5

Note: “*International*” in this context is not location bound, but rather dependent on the membership of the Editorial Advisory/Review Board of the Journal articles not indexed in the *Thomson Reuters Web of Science*.

### **3.1.1.2 Books/Chapters in Books**

For the purpose of promotion exercise, a book is regarded as a publication of more than 100 pages, on 12 points or 120 pages on 14 points *Times New Roman* cover excluded. A book must have an ISBN. Generally, book chapters shall be assessed just like Journals articles (viz. maximum of 3 points). All books to be considered shall be published and not printed.

The following considerations shall be used in the assessment of books for the purpose of promotion exercise:

- a) publishers of such books shall be those that are recognised by the particular College/Department of the candidate;
- b) the publishers shall be academic units at the University level, research centres, (Public or Private) and professional bodies (Academic or Technical);

- c) other recognised categories of publishers shall be as decided upon from time to time by the University Management;
- d) evidence of peer review of such books as presented for promotion exercise shall be requested for at the Departmental level;
- e) textbooks published for Primary and Secondary Schools are unacceptable for academic promotion purposes; but such books shall be regarded and graded under the Community Development/Service Initiative section;
- f) such published books as will be presented for promotion exercise shall be the product of rigorous research in the area of specialisation of the candidate;
- g) books, and chapters in books shall be assessed. However, in order to accommodate the peculiarities of the various disciplines at Covenant University, they shall not constitute more than 40% of the candidate's publications; Chapter contributions by the same author(s) in the same book shall be listed as a, b, c, etc. and shall be evaluated as just one contribution;
- h) each book shall attract a maximum of four (4) points based on peer review; and
- i) all books to be considered must be in the candidate's area of specialisation. Just like Journals, marks earned shall apply to all contributors.

### **3.1.1.3 Monographs, Conference Proceedings, Technical Reports, *et cetera*.**

In a bid to give necessary impetus to the achievement of the *One-of-Ten-in-Ten* vision and reward participation in highly reputed conferences, conference proceedings, technical reports, articles in proceedings of workshops and symposia indexed in *Thomson Reuters Web of Science (WoS)* and particularly in *Conference Proceedings Citation Index (CPCI)* shall be scored under Publications.

- a) A maximum of five (5) *CPCI* and/or *Scopus* indexed **conference proceedings** papers shall each be scored **exactly** one (1) point.
- b) Peer reviewed **monographs** shall be assessed as Journal articles and scored a **maximum** of three (3) points.
- c) Book reviews shall be considered up to a maximum of five (5) and each scoring a **maximum** of 1 point.

### **3.1.1.4 Patents**

Patents shall be considered, taking into account the following:

- a) Not more than five (5) patents (at 2 points each) shall be considered.
- b) A major scientific development or invention (which must be documented and refereed) would be equivalent to a book.
- c) A minor scientific invention (which must be documented and refereed) would be equivalent to a scholarly Journal article.

### **3.1.1.5 Creative Work**

A creative work in a programme like Architecture, shall be assessed by competent assessors, and be a piece of design work which is clearly articulated both graphically and in writing. Competent assessors shall normally have been

in practice for not less than fifteen (15) years or shall have been professors in the field for not less than five (5) years.

A good creative work is assessed as equivalent to a Journal publication. However, a maximum number of creative designs shall be balanced with actual Journal publications. Scores for creative works shall not exceed 25% of publication scores.

#### **3.1.1.6 Rewarding Industrial Experience**

Applicants in professional programmes as recognised by the NUC who possess the Ph.D degree and are seeking appointment or promotion up to the Senior Lecturer position may be further rewarded, bearing in mind their cognate industry experience, provided they would have attained the Managerial position before joining the faculty base of Covenant University. The experience at the Managerial position at the corporate level in a reputable public or private enterprise shall be considered in their placement. This category of Faculty shall not constitute more than 50% of all other Senior Lecturers in the Department. For promotion beyond the Senior Lecturer position, the publication criteria shall hold sway.

#### **3.1.1.7 Special Consideration for Faculty in Professional Departments**

As a strategic option, Faculty in the core areas of Engineering, Technology, Science and all professional programmes recognised by NUC who have 10 years of Industry and University teaching experience post the Ph.D and have a track record of research and product development may be encouraged to apply up to the position of Senior Lecturer. Their publications shall be reviewed as appropriate.

#### **3.1.1.8 Appointment of Professors and Associate Professors with Industry Experience**

Covenant University encourages Faculty who have earned the Doctor of Philosophy degree (Ph.D) or its equivalent from renowned Universities in disciplines relevant to the needs of the University to apply for Professorship (i.e. Associate Professor/Professor). Such applicants may be currently serving as Faculty or persons in the Managing Director cadre of top corporate, multinational organisations in Nigeria/International contexts, who have the potential to add value, particularly from a practitioner base.

Such individuals with a minimum of 3 to 5 years post-Ph.D experience must have distinguished themselves in the particular field they are being considered for. They must also be able to attract endowments and credible network bases with remarkable pedigrees. They shall also need to be persons with awards in their professional contexts. Such persons should serve as bridge between *Town and Gown* and bring in a rich industry expertise. They should also boast of an appreciable publications base, particularly in practitioner based Journals.

In view of the fact that indexed conference proceedings shall be scored under publications for promotion, the minimum scores for publications shall be as follows:

**Table 4: Minimum Required Publication Points**

Professor	40
Associate Professor	35
Senior Lecturer	30
Lecturer I	25
Lecturer II	18 (or Possession of Ph.D)
Assistant Lecturer	Possession of a Master's Degree with M.Phil./Ph.D grade

**2. Peer Recognition**

This shall be determined by the following considerations.

- a) Conferences attended with papers read since last promotion **2 points**
- b) Editorship of reputable Journals (1 pt./year for a maximum of two years) **2 points**
- c) Membership of editorial board of Journals, (1 pt./year for a maximum of two years) **2 points**
- d) Editorship of core academic texts, (2 points for a maximum of 2) **4 points**
- e) Appointment (on academic merit) by external bodies e.g. as University External Examiner, or other equivalent positions (0.5 pts./year for a maximum of 4 years) **2 points**
- f) Delivery of lead papers, keynote addresses or Public Lectures **2 points**

**Total = 14 points**

**3.1.3: Current Research** shall be assessed on the basis of:

- Relevance **3 points**
- Feasibility **3 points**

**Total = 6 points**

**3.1.4: Academic Linkages**

- Active membership of professional bodies **1 point**

- Use of personal contacts to attract research linkage and Collaboration (locally and internationally) **2 points**
- Collaboration with external bodies and recognition in Professional circles e.g. (appointments to boards, awards, and fellowships, attracting Grants etc.) **2 points**

**Total = 5 points**

### **3.2: Teaching Quality (Effective and Competent Teaching)**

This shall be assessed on the basis of student evaluation, quality of lecture modules, and use of modern teaching aids for lecture delivery and overall student performance. Experience based on the number of years of teaching shall also be rewarded.

Scoring shall be as specified below:

- a) Length of teaching – 1 mark for each year after the first five years – up to a maximum of 5 years. **5 points**
- b) Student evaluation :
  - i) Lecture Attendance (1 point)
  - ii) Quality of Tests and Questions (1 point)
  - iii) Frequency and Relevance of Assignments with Evidence of Return of graded manuscripts to Students (1 point)
  - iv) Coverage of Course Outlines (1 point)
  - v) Student Evaluation (1 point) **5 points**
- c) Lecture modules with proof of portal posting **2 points**
- d) Use of modern teaching aids **2 points**
- e) Lecture delivery/examination procedures **3 points**
- f) Overall students' performance based on profiles of courses taught. **3 points**

**Total = 20 points**

### **3.3 Leadership (Skills and Traits)**

Leadership skills will be demonstrated by readiness to accept responsibility, actual performance and the ability to achieve set goals with minimal supervision from constituted authorities.

Evaluation shall be based on the following indices:

- a) Appointment as Dean, Director, Head of Department or Coordinator (1pt. for each successful year up to a maximum of 5 years). **5 points**

- b) Leadership/membership of University Committees, ad-hoc and statutory Committees, service at Department, College, Hall and University levels (*1pt.* for each successful year – up to a maximum of 2 years) **2 points**
  - c) Mentorship of students with evidence of contact **2 points**
  - d) Postgraduate Supervision **2 points**
  - e) Punctuality and attendance at committee meetings **1 point**
  - f) Feedback from beneficiaries of the leadership initiative **1 point**
  - g) Records of accomplishments/contributions **2 points**
- Total = 15 points**

### **3.4 Community Service**

Contributions at this level shall be assessed in relation to the immediate University Community, our immediate host community of Ota, the wider Nigerian society and the entire world. Emphasis shall be placed on the provision of innovative solutions to real community challenges.

- a) Participation and promoting safety, security, harmony and sanitation initiatives within the University (with proof) **3 points**
  - b) Effective participation in University *in-loco parentis* programme **3 points**
  - c) Initiating and participating in developmental projects within Ota – e.g. sanitation, road safety, workshops, advocacy etc. **3 points**
  - d) Initiating and participating in projects with national impact **3 points**
  - e) Initiating and participating in projects with global impact **3 points**
- Total = 15points**

Evidence of such participation as mentioned above must be provided.

### **3.5: Alignment with Core Values**

At the centre of the culture of Covenant University are the Seven Core Values of Spirituality, Possibility, Mentality, Capacity building, Integrity, Responsibility, Diligence and Sacrifice. Every staff of the University shall be expected to align with these values for efficiency.

Therefore, assessment for promotion shall incorporate alignment parameters as indicated below:

**TABLE 5: SCORES FOR CORE VALUES**

<b>Core Value</b>	<b>Description</b>	<b>Points</b>
<b>Spirituality</b>	<ul style="list-style-type: none"> <li>- Understanding the Vision</li> <li>- Actualisation of Vision, Humility/meekness</li> <li>- Gentleness/peace Appreciation of goodness</li> <li>- Being long-suffering</li> <li>- Being God-fearing, God-loving, Participating in Godly activities – service, Membership of service groups, belonging to fellowships etc.</li> </ul>	<b>10</b>
<b>Possibility Mentality</b>	<ul style="list-style-type: none"> <li>- Openness to innovation</li> <li>- Faith and belief in assignments</li> <li>- Enthusiasm about executing assignments</li> <li>- Royal carriage and self-confidence</li> <li>- Dignity in conduct and character</li> <li>- Patriotism</li> <li>- Sense of contribution and accomplishment</li> </ul>	<b>5</b>
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>- Being teachable</li> <li>- Acceptance of mentorship roles – both for self and others</li> <li>- Being continuously relevant to the vision of the University</li> <li>- Quality of output reflective of new knowledge</li> <li>- Being adaptable</li> </ul>	<b>5</b>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>- Honesty/uprightness/trust</li> <li>- Being accountable</li> <li>- Being transparent</li> <li>- Obedience to rules and regulations</li> <li>- Acting with a good conscience</li> <li>- Being judicious with funds and resources</li> <li>- Being ethically committed in discharging duties</li> </ul>	<b>5</b>
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Discipline</li> <li>- Doing what is expected not just what is convenient</li> <li>- Preserving University property</li> <li>- Willingness to serve</li> <li>- Promptness in delivery</li> <li>- Punctuality to events</li> <li>- Total commitment to the University vision, values and goals.</li> </ul>	<b>5</b>
<b>Diligence</b>	<ul style="list-style-type: none"> <li>- Being hardworking</li> <li>- Delivery of quality work</li> <li>- Striving towards excellence and highest standards</li> <li>- Being tenacious and attending to details without supervision,</li> <li>- Ability to be self-motivated</li> </ul>	<b>5</b>
<b>Sacrifice</b>	<ul style="list-style-type: none"> <li>- Helping others at all times</li> <li>- Emphasising the corporate vision and goal of the University</li> <li>- Being available beyond the call of duty</li> <li>- Going the extra mile</li> </ul>	<b>5</b>
<b>Total</b>		<b>40 pts.</b>

Candidates for promotion shall be required to provide evidence in this regard – e.g. letters of commendation, references from Service Group Heads, attendance and performance records, etc.

#### 4.0: Conditions for Promotion

The decision for promotion is based on the aggregate of the scores from all the parameters as indicated below:

**Table 6: Promotion Scores Matrix**

	Scholarship	Teaching Quality	Community Development	Leadership	Core Values	Total
<b>Cadre Maximum</b>	<b>45+14+6+5=70</b>	<b>20</b>	<b>15</b>	<b>15</b>	<b>40</b>	<b>160</b>
Professor	40+8+6+5=59	10	10	12	25	116 (72.50%)
Associate Professor	35+7+5+4=51	12	8	10	25	106 (66.25%)
Senior Lecturer	30+6+4+3=43	14	6	8	25	96 (60.00%)
Lecturer I	25+5+3+2=35	13	5	5	25	83 (51.88%)
Lecturer II	18+2+2+1=23	12	4	3	25	67 (41.87%)
Assistant Lecturer	Completion of the Master's Degree with a <b>CGPA</b> for <b>M.Phil./Ph.D</b>					

In addition to the provisions presented above, the following conditions shall apply.

##### 1. Assistant Lecturer

Candidates for appointment or promotion to the grade of Assistant Lecturer shall normally possess at least the Master's Degree in relevant disciplines with a **CGPA** or percentage score suitable for undertaking **M.Phil./Ph.D** programmes. Such candidates must satisfy their Departments and Colleges that they possess the skills for sustained academic careers.

##### 2. Lecturer II

Normally, candidates for appointment to the grade of Lecturer II shall possess the **Ph.D** Degree from this University or other Universities recognised by the Senate of Covenant University. Such candidates must exhibit the characteristics indicated in our conditions for appointment and promotion. Fresh **Ph.D** holders may not be evaluated on the publication criterion. Faculty without the **Ph.D**, but who seek promotion from Assistant Lecturer to Lecturer II must show evidence that they have successfully defended their **Ph.D** proposals.

Candidates without the **Ph.D** may be appointed or promoted to this post if they have adequate teaching **and/or** professional experience, with evidence of a promising research career. In which case, candidates shall possess the Master's Degree with at least 3 years post-qualification teaching experience at the University level as well as recognised publications. For the professional courses, candidates with the Master's Degree and full corporate registration certificates such as the **COREN, CIBN, ICAN**, etc. are appointed as Lecturer II just as candidates with the **LL.M.**

An Assistant Lecturer will automatically be upgraded to the rank of Lecturer II upon obtaining a **Ph.D.** Degree. Those who earned promotion to Lecturer II before obtaining the **Ph.D** shall be regraded on the appropriate salary scale. Movement to any other level for this category of staff shall be by promotion or by appointment.

### **3. Lecturer I**

Candidates for appointment or promotion to the Lecturer I position shall in addition to meeting the requirements for the post of Lecturer II serve normally for a minimum of 3 years in a University or an institution of similar status or shall have had relevant professional experience elsewhere. The residency period of 3 years as Lecturer II applies.

All candidates without the **Ph.D** shall not progress **beyond the rank of Lecturer I at Covenant University.**

### **4. Senior Lecturer**

Possession of the **Ph.D** or its equivalent is mandatory for promotion to this level. To be promoted from Lecturer I to Senior Lecturer, a candidate must have served a minimum of 3 years as Lecturer I and at least 5 years of teaching experience at a University or institution of similar status.

#### **4.5 Associate Professor**

Promotion from the rank of Senior Lecturer to the grade of Associate Professor shall be based on:

- a) Outstanding research and publications;
- b) Adequate experience including professional excellence and competent teaching.
- (c) The residency period for promotion from Senior Lecturer to the rank of Associate Professor shall be at least 2 years.
- (d) Exceptional teaching ability at the University level or in other institutions of identical status for at least 8 years and/or (3) three years post Ph.D.
- (e) Evidence of postgraduate supervision.

#### **4.6 Professor**

A Candidate to be appointed to the post of Professor must have served in the position of Associate Professor for at least 2 years. Such candidates must also satisfy the following criteria:

- a) Outstanding research publications;
- b) Adequate experience, including professional experience;
- c) Evidence of leadership in research at the Ph.D level and postgraduate supervision.
- d) Administrative competence.
- e) Exceptional teaching ability at the University level or in other institutions of identical status for at least 10 years and/or five (5) years post Ph.D.

#### **4.7 Promotion from Senior Lecturer to the Grade of Professor**

To be promoted from Senior Lecturer to the grade of Professor, the candidate should have been on this position for at least five (5) years and satisfy all the criteria for promotion to the post of Professor.

#### **4.8 Assessment procedures for Appointment or promotion to the Rank of Associate Professor or Professor**

- a) In addition to the preliminary assessment at both the Departmental and College levels, the College shall make a *prima facie* case to the Central Appointments and Promotion Committee. Thereafter, and on the recommendation of the Central **A&PC**, the Vice-Chancellor shall put in place the processes of the External Assessment of the candidate's publications.
- b) The Dean of the College shall submit to the Vice-Chancellor a list of 6 names of possible assessors on the **advice** of the Head of Department (**where the Head of Department is a Professor**).
- c) Where the Dean is not a Professor, an ad-hoc committee appointed by the Vice-Chancellor shall generate the names.

Nominees as External Assessors shall not be:

- i. Current Examiners to the disciplines concerned; and
- ii. Members of staff who had left the services of the University in the last 5 years

In addition, the proposed External Assessors must be recognised experts in their fields.

#### **4.9 Equivalent Positions at the Centre for Learning Resources (The University Library)**

1. Director (University Librarian) – Professor
2. Deputy Director (Deputy Librarian) – Associate Professor
3. Principal Resource Officer (Principal Librarian) – Senior Lecturer
4. Senior Resource Officer/ Senior Librarian – Lecturer I
5. Resource Officer I (Librarian I) – Lecturer II
6. Resource Officer II (Librarian II) – Assistant Lecturer
7. Assistant Resource Officer (Assistant Librarian) – Graduate Assistant.

#### **4.10 Advertisement of Vacancies for Academic Positions**

In the course of each academic session, as the need arises, advertisement shall be placed for identified Academic vacancies. Both internal and external applications will be harvested. Internal applications shall be considered alongside the external ones for Appointments, without prejudice to the normal annual Promotion exercise.