



# **Socioeconomic Institute for Advanced Studies (SIAS)**

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*Pioneering Socioeconomic Solutions  
& Development by Multidisciplinary Holistic Academic Programs*

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## **SIAS Academic Staff Appointment & Promotion Procedures**

**April 2023**

<http://www.sias.rw/>

Building 16, KK19 Avenue, Niboyi Sector, Kicukiro District, Kigali City, Rwanda

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## **Abbreviations and Acronyms**

SIAS: Socio economic Institute of Advanced Studies

HEC: Higher Education Council

HLIs: Higher Learning Institutes

EC: Executive Council

HRD: Human Resource Development

ICT: Information and Communication Technology

SDP: Staff Development Policy

SCB: Staff Capacity Building

ToR: Terms of Reference

## **1.0 Aim of SIAS Academic Appointment & Promotion Procedure**

The aim of this procedure is to provide a fair, transparent and equitable method for the appointment of all categories of SIAS academic staff and for the promotion of those academic staff whose performance and contribution to the institution has been excellent or outstanding, following the law No 010/2021 of 16/02/2021 & the Ministerial Order No 001/MINEDUC/2021 of 20/10/2021 the Rwanda national policy in this issues as published by the HEC.

The purpose of SIAS academic staff promotion is to recognize the achievements and professional development of academic staff and their demonstrated capacity to contribute to SIAS mission and academic contribution by undertaking duties at a higher level than their current appointment.

SIAS is a committed academic and research institution that encouraging good performance and enabling all its staff, including the academics to develop their potential and will provide a range of mechanisms, for academic staff appointment and promotion, including support policies that help to in performance reviews, training and development opportunities, as well as recognising and rewarding excellence by promotion.

Following Article 70 of the law No 010/2021 of 16/02/2021 as that determines the organization of education on matters regarding the types of Higher Learning Institutions, and the HEC Rwandan national policy on academic appointment and promotion procedures in higher education. Therefore, this procedure have been drafted with due regard to the National Equality and Diversity Policy. Thus, SIAS expects that the implementation of these practices will provide equality of opportunity for all its staff.

The procedure target to provide a fair, transparent and equitable terms of reference for the appointment of all categories of SIAS academic staff and their promotion. Besides, the procedure focus on those academic staff whose performance and contribution to the institution has been excellent or outstanding.

## **2.0 Grades of Academic Posts and Criteria for Appointment /Promotion**

### **2.1 SIAS Academic Appointment and Promotion framework**

These procedures refer 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. SIAS 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 SIAS through leadership, professional and community engagement are rewarded through promotion.

### **2.2 Introduction to Appointment and Promotion Posts**

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SIAS is committed to appoint staff to the following academic posts, as per their experience, competency, and history of achievement:

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

The SIAS academic staff are expected to engage in the full range of academic and research activities.

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

## **2.3 Definition of Terms Used in the Procedure**

### *2.2.1 Accelerated Promotion*

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

### *2.2.2 Outstanding achievement:*

Positive, demonstrable results of specific or overall academic performance which include grades, honours, awards, competitive results and experiences that demonstrate the academic prowess, engagement in student life, contributions to the community and resilience with challenges.

### *2.2.3 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.

### *2.2.4 Research*

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

### *2.2.5 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.

### **3.0 SIAS Academic Staff Appointment Procedure**

#### **3.1 Introduction**

The academic appointment and promotion at SIAS is based on process through which permanent academic staff are given academic grades according to their qualifications, performance level, contribution to the institution research done, books written, articles published, international seminars conducted etc. This code of practice sets out procedures and other code of conduct for the Committee in charge of that process following Higher Education Council (HEC) procedures and guidelines. The academic appointment and promotion committee's prime role is to oversee this process. Therefore, SIAS procedure targets to help support the appointment for all academic posts.

#### **3.2 Pre-Requisites to be Fulfilled before Starting the Process for Appointment and Promotion**

Before applying for SIAS's appointment or promotion, the applicants for promotion have to demonstrate that they have maintained active and effective scholarly capacity in their disciplines by contributions to teaching and learning, Research, Knowledge Application, Leadership and service to their discipline / profession, and the community. The following are considered as pre-requisite before starting appointment and promotion process:

- There is an increase in the quality and effectiveness of their teaching and contribution to all aspects of teaching and learning;
- There is an increase in the quality and impact of their research output;
- The applicant's role in the promotion of scholarly work is satisfactory;
- The applicant has made qualitative contribution to his/her discipline/profession;
- The applicant demonstrated increasing leadership in his/her discipline/profession, and community.

#### **3.3 Grading Criteria**

In general, the academic staff at SIAS would be appointed according to the academic grading criteria as defined in HEC Rwanda policies and regulations, which is as follows:

##### **3.3.1 Appointment of Senior Lecturer/Senior Researcher**

Minimum requirements for appointment

- Possession of PhD.
- Minimum 5 peer-reviewed paper of publications in well-established journals / 10 peer-reviewed paper of publications in well-established journals (Senior Researcher) in the last 3 years.
- Teaching/research experience of not less than 3 years as a lecturer since obtaining PhD.

##### **3.3.2 Appointment of Associate Professor/Associate Research Professor**

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Minimum requirements for appointment or promotion:

- Possession of a PhD with at least three years as a senior lecturer/research in a recognized Institution of Higher Education.
- A minimum of 7 peer-reviewed paper of publications in well-established journals (Associate Professor)/ 14 peer-reviewed paper of publications in well-established journals (Associate Research Professor).
- Active involvement in research and evidence of ability to supervise masters and PhD students.

### **3.3.3 Appointment of Full Professor/Research Professor**

Minimum requirements for appointment or promotion:

- Possession of a PhD with at least three years of relevant successful teaching experience as Associate Professor or equivalent in a recognized HEI
- A minimum of 10 peer-reviewed paper of publications in well-established journals/ publications since the last promotion (Professor)/ 15 peer-reviewed paper of publications in well-established journals (Researcher Professor)
- Active involvement in research and evidence of ability to supervise masters and PhD students in the last 3 years.

### **3.3.4 Appointment of SIAS Vice Chancellor & Top Senior Management**

Since the SIAS Vice Chancellor (VC) and the top senior staff as the Deputies of VC, and the dean, are responsible for the daily development, management and coordination of academic activities, education, project, research and administration activities, the following criteria were set by the SIAS Board of Trustees Chairman (the Founder) that guide in nominating or appointing any of the senior staff, including the SIAS Vice Chancellor:

- 1- Academic reputation
- 2- Field of Specialisation
- 3- Passion about multidisciplinary Teaching
- 4- Experience in running and developing HLI's
- 5- Experience in Leadership of HLI's

## **4.0 SIAS Promotion Procedure**

### **4.1 Introduction to Promotion Procedure**

Promotion for SIAS academic and research staff will be made on the basis of a consideration of the case made. For all academic staff holding academic ranks from outside SIAS will be promoted based on the SIAS academic promotion policy. (Academic ranks would be maintained if the standards of promotion that are set by SIAS are fulfilled or met).

In order to start the annual promotion for the suitable candidates, the SIAS Human Resources will circulate a Proforma along with guideline that shows the closing dates for submissions. Applicants should submit a covering letter highlighting the basis of their application, plus an update curriculum vitae and any additional material that demonstrates that meet the criteria for promotion, plus the pro forma sheet. The applicant candidate would submit the name and contact of the referees who can comment authoritatively on the applicant's academic contribution in line with criteria

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requirements. However, the referees should not include the Deans/Heads of department of the applicants' who will contribute to the process.

It is expected that applications for SIAS Academic Advancement and Promotion should be the result of an ongoing process of staff development and performance review between the individual member of staff and their Head of Department/Dean.

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

Successful applicants will be informed in writing of the decision and of the effective date. Professors/Associate Professors will also be informed of the title of their Chair. Unapproved applicant's promotions, can be followed up with the Deputy Vice Chancellor for Academic affairs. DVC (Academic) can make the decision to review the reasons as to why the application for the concerned academic staff is not approved.

All the applications would be approved on the basis of their contribution to teaching, research, knowledge transfer, income generation, projects management, management and outreach. The applicants need to show how they enhance the SIAS reputation and act as a stimulus for his/her subject and department development.

The candidate for the promotion needs to show also academic and general leadership, besides development of scholarly activities, and contribution to the achievement of the strategic objectives of SIAS and its educational programs, in general. What counts as a research output varies by discipline and there is a wide range of research outputs beyond conventional paper-based journal articles and books.

#### **4.2 Merits**

Normal Promotion or accelerated promotion to all levels is based on the merit of the case presented without reference to staffing profiles or quotas. Consideration is being given to performance relative to opportunity to ensure that the limits imposed on opportunity by additional responsibilities are acknowledged in assessing achievements. The outcome of previous application for promotion has no relevance in a promotion round.

#### **4.3 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.

#### **4.4 Timing**

The application timing for academic appointment and promotion is done twice a year. Application for academic promotion should be submitted with all supporting documents

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by June 30th and 31st December each year to the DVC through deans and Heads of Departments. The promotion committee will review the applications and make recommendations to the Vice Chancellor of SIAS by August 15th for the first round and by 15th February for the second round. The final decision from SIAS council is communicated by the Vice Chancellor of SIAS to applicants after nearest council meeting.

#### **4.5 Academic Staff Promotion Application Process**

##### **4.5.1 STAGE 1**

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

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

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

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

*Applications for promotion to Lecturer/Researcher*

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

##### **4.5.3 STAGE 2 (ii)**

*Applications for promotion to Senior Lecturer/Senior Researcher*

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

##### **4.5.4 STAGE 2 (iii)**

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

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

The Dean is expected to be open with their staff and should supply the applicant with a copy of the supporting statement. In cases where an application is not supported by the institution feedback will be provided to the applicant by the Vice Chancellor (Academic & Research) in writing.

#### **4.5.5 Note for all applications about Stage (2)**

It is expected that applications for Academic Advancement and Promotion should be the result of an ongoing process of staff development and performance review between the individual member of staff and their Head of Department/Dean. Therefore, applicants are encouraged to seek guidance and support on their application from their Heads of Department/Dean in advance of making a submission.

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

#### **4.5.6 STAGE 3**

##### **4.5.6.1 The Promotion Committee**

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

The Committee meets at least 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

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files are transmitted along with the invitation letter. The Committee meets only if three quarter (3/4) of its members is present. Otherwise, the meeting is postponed. However, for the second time if the quorum is not met again, the Committee can meet and include this 2nd absence of members in this report.

#### **4.5.6.2 Notification of Decisions**

Successful applicants will be informed in writing of the decision and of the effective date. Professors/Associate Professors will also be informed of the title of their Chair e.g. Professor of Economics, Research Professor of Socioeconomic Development, Associate Professor of Community Development, Associate Research Professor of Econometrics.

All associate- and full-professors will have a title, except those on whom a professorial title is conferred on appointment as the Vice Chancellor or Deputy Vice Chancellor. All associate and full professors will also be informed, with the exception of 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. Periodic (at least every 2 years) performance reviews will be carried out, and, following a warning about poor performance, the Promotions Committee may recommend to the Board of Directors that the member of staff reverts to the post of senior lecturer. In reaching such a decision, the committee should give due consideration to the management and other responsibilities being undertaken and other contributions being made by the member of staff.

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

Following a written notification/ explanation from the Vice Chancellor (Academic & Research) on the success or failure of the application for promotion, and a meeting with the Vice Chancellor (Academic & Research), applicants will have the opportunity to submit a formal written appeal against an unsuccessful application.

Applicants should note that an appeal is not an opportunity to reconsider the original application. The grounds for appeal should be detailed and fall under one or more of the following headings:

1. Information is now available, which was pertinent at the time, but which was not available, for good reason, to the Promotions Committee.
2. Procedural error.
3. Mistakes of fact in the original application that can now be corrected.
4. The panel misdirected itself in some way (to be defined by the employee appealing).

Applicants should make contact with the Vice Chancellor (Academic & Research), immediately on receipt of the letter informing them of their lack of success, if they wish to take advantage of the opportunity to review the reasons as to why their application was unsuccessful and to focus constructively on development areas. A meeting should normally take place within two weeks of receipt of the unsuccessful letter.

Applicants who wish to proceed with an appeal after meeting the Vice Chancellor (Academic & Research) must submit it in writing, outlining the grounds. Appeals should

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

A committee made up of appropriate members of SIAS Senate who were not substantively involved in the original decision and chaired by the Chancellor will consider appeals. The decision of the Appeal Panel in the case of applications for promotion to Lecturer/Senior Lecturer, which will be communicated in writing, will be final.

In the case of those appealing against the decision not to promote to Associate Professor/Professor, where the appeals committee is of the view that there is a case to be considered, the appeal will be forwarded to the Promotions Committee. The Chair will take advice on the substance of the appeal from four full professors, including at least two external to the candidates' institution, who were not on the Promotion Committee. The decision of the Chair will be final.

#### **4.6 Academic Promotion Opportunities**

##### **4.6.1 Application for Promotion to Lecturer/Researcher Criteria**

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

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

##### **4.6.2 Application for Promotion to Senior Lecturer/Senior Researcher Criteria**

Applicants at Lecturer/Researcher level who are seeking promotion to Senior Lecturer/Senior Researcher must have been awarded a PhD and be able to demonstrate consistently outstanding performance in at least two of the areas set out below (including research for promotion to Senior Researcher) and must have the minimum of peer-reviewed paper or publication as mentioned in the appointment section (3). For details of the below please refer to (Appendices (1)):

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

#### **4.6.3 Application for Promotion to/Designation as Associate Professor/ Associate Research Professor Criteria**

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

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

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

Applicants who are seeking promotion to Associate Professor must be able to demonstrate excellence, creativity and originality across a range of areas (although not necessarily in equal measures). Achievement in research is essential, and an applicant must have a minimum of five research publications/outputs, three of which are since last promotion. In determining the suitability of applicants for the post of Associate Professor, the Institution will consider the information in the application under the five headings of which are detailed in Appendix (1):

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

In assessing whether an applicant meets the criteria, the Promotions and Appointments Committee will consider not only an applicant's actual attainment but also the circumstances in which it has been achieved. Thus, it may be appropriate to place particular emphasis on the applicant's potential, where past achievement has clearly and demonstrably taken place alongside such activities as learning/teaching, examining, course development and similar contributions to education, which formed a necessary and significant part of the duties of the post. 12

#### **4.5.3 Application for Promotion to Professor/Research Professor Criteria**

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

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

Applicants who are seeking promotion to Professor/Research Professor must be able to demonstrate an outstanding contribution in at least two of the headings provided below one of which must be research. A minimum of 5 research publications /outputs must have been produced since the last promotion. In determining the suitability of applicants for the post of Professor, the Institution and the Promotions Committee will consider the information in the application under the five headings which are detailed in Appendix (1):

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

Additionally, all applicants for Professor will be required to demonstrate an outstanding level of research and at least a satisfactory teaching contribution and those for Research Professor that they have made significant contributions to the advancement of knowledge in their field recognised at an international level. An individual's case for conferment as a professor may rest on outstanding achievement either across a broad spectrum of academic activities or in a smaller number of areas. However, the underlying principle in assessing the standing of an individual is that of peer review. Academic achievements that are tangible and are recognised on a national or international scale will normally carry more weight than smaller-scale or local activities. The candidate will normally be expected to have attained an international reputation in the field.

## **5.0 Criteria**

### **5.1. General criteria**

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

- ✓ Teaching and Learning
- ✓ Research
- ✓ Knowledge Application
- ✓ Leadership

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

#### **5.1.1. Evidence for Teaching and Learning**

- Course, Program and discipline co-ordination and development
- 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)
- Sector collaboration on learning and teaching innovations and evidence of implementation and impact
- Contributions to the scholarly Learning and Teaching in strategically aligned areas
- Innovations that meet the learning needs of students with diverse backgrounds
- Have (or be completing) a Post Graduate Certificate in Teaching and Learning in Higher Education

### **5.1.2. Evidence for Research and Scholarly Work**

- Teaching innovations and/or curriculum developments based on feedback from students.
- Appointment to Course/Program Advisory Committees of other educational institutions or education committees of professional associations
- External competitive scholarships or awards won for teaching and learning
- Submission made to public enquires related to teaching and learning matters in Higher Learning Institutions and invitations to appear before enquiry committees

*Evidence of research and scholarship performance could include:*

- Research outputs (e.g.: journal articles, patents, solo exhibitions, software, electronic material, etc) ranked for quality and impact.
- Citations (per publication) where available.
- Journal impact factors.
- External research funding obtained.
- Other income (e.g.: industry, consultancy, etc)
- 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.
- Learning and teaching related to research activities.
- Publication in Predatory Journals are prohibited.

NB: The accepted publications should be published in one of journals/ Conferences accepted by SIAS as indicated in annexed copy of SIAS guideline for publication.

### **15.1.3 Evidence for Leadership**

Evidence of leadership performance could include:

- Working collaboratively including across boundaries
- Building and nurturing beneficial relationships
- Building about changes
- Contributing to and fostering a culture of trust and respect
- Modelling professional behaviour that reflects the SIAS's values.

Some specific examples of leadership could include:

Institutional leadership may be evidenced by:

- Organizing conferences or symposia
- Editing publications
- Leading in the formation of new professional or community associations
- Authorship of policy for professional or community organizations
- Invitations to chair or participate in review committees.
- Conducting projects that support community purposes
- Membership of industry consortium partnerships
- Providing advice to community groups
- Representing external organizations

## 15.2. Specific criteria

### 15.2.1 Minimum requirements for appointment and promotion to Tutorial Assistant (TA)/ Research assistant A.

Consider that SIAS has specific category of professional staff who are clinical instructors and who are also to be appointed and promoted to tutorial assistant, the following is the requirement.

#### Qualification

- Have a degree with distinction at least 70% or Honours degree with at least second-class upper division.
- Have professional experience in his/her specialty.

### 15.2.2 Assistant Lecturer/Research Assistant B

The following are the minimum requirements for appointment/promotion.

- Master's degree holder preferably related to the Bachelor's degree.
- Active participation in the teaching activities and/or in the institution development.

Junior Academic Staff (TA, AL, L) who cannot attain higher qualification within 5 yrs should be considered for retrenchment

### 15.2.3 Lecturer/Researcher

1. Direct appointment for PhD holders with limited prior teaching experience
2. For Assistant Lectures who are Masters Holders:
  - Must have been on the Assistant Lecturer grade for not less than 3 years
  - Must have demonstrated teaching and research potential through publications.
  - Must have contributed to module and program specifications
  - Must have published at least one publication as indicated in SIAS guidelines for publication.
  - For every publication indicated here above, the researcher should be mentioned as first author.
  - Must have supervised at least 20 Bachelors' theses or its equivalent in number of action researches.

### 15.2.4. Senior Lecturer/Senior researcher

Minimum requirements for appointment

- Possession of PhD

- Minimum 3 units of publications /6 Units of research publications in 3rd category of SIAS publication guidelines.
- Teaching/research experience of not less than 3 years since obtaining PhD
- Have supervised at least 20 Bachelor theses or its equivalent in Masters' theses or Action researches since obtaining the rank of lecturer.

#### 15.2.5. Associate Professor/Associate Research Professor

Minimum requirements for appointment or promotion:

- Possession of a PhD with at least three years of relevant successful teaching experience as a senior Lecturer in a recognized institution of Higher Learning
- A minimum of 5 units of research publications /10 units for Associate Research Professor
- Active involvement in research and evidence of ability to supervise masters and PhD students.
- Have supervised at least 3 PhD theses or its equivalent number of Masters, Bachelor, or Action Researches since obtaining the rank of senior lecturer.

Note:

- ✓ 1 PhD Thesis supervision is equivalent to 3 Masters' theses supervisions
- ✓ 1 Masters supervision is equivalent to 3 Bachelors' theses supervisions
- ✓ 1 Bachelors thesis supervision is equivalent to 3 Action researches' supervisions.

#### 15.2.5. Full Professor/Research professor

Minimum requirements for appointment or promotion:

- Possession of a PhD with at least three years of relevant successful teaching experience as Associate Professor or equivalent in a recognized Higher Institutions of Learning.
- A minimum of 5 units of research publication since the last promotion (Professor)/10 units (Research Professor)
- Evidence of attracting research income
- Active involvement in research and evidence of ability to supervise masters and PhD students.
- Have supervised at least 3 PhD theses or its equivalent number of Masters, Bachelor, or Action Researches since obtaining the rank of associate professor

Note:

- ✓ 1 PhD Thesis supervision is equivalent to 3 Masters' theses supervisions
- ✓ 1 Masters supervision is equivalent to 3 Bachelors' theses supervisions
- ✓ 1 Bachelors thesis supervision is equivalent to 3 Action researches' supervisions.
- ✓ All justified academic grade appointed before the recruitment, will be kept and considered by the Committee for a new appointment or promotion after verification

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- ✓ Staff from outside Rwandan institutions who already hold warranted senior Ranks, will be appointed accordingly and the institution reserves the right to determine down the salary standard.

## Appendix (1)

### 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>1</sup> which delivered it).....

#### Section IV. Working Experience (add more rows as required)

##### A. Teaching and Learning activities

##### A.1. Teaching background (last 3 years)

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

<sup>1</sup> HLI: Higher Learning Institution

### 3. Self-Assessment Done

Year	HLI involved	Type of self assessment <sup>2</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	Derivable <sup>3</sup>	
				Title	N° of pages

### 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

<sup>2</sup> Self-assessment can be at program level, Faculty level or at institutional level.

<sup>3</sup> These are kinds of papers, manual, handbook, policies, etc. produced and validated for usage towards high quality of education.

**D.3. Students' Research Projects Supervised**

Year	Theme	HLI in which belong the student	Level of study <sup>4</sup>

**Section V. CAPACITY BUILDING**

**A. Training or Refresher Courses Attended**

Period	Theme	Organizer

**B. Workshops or Brainstorming attended**

Period	Theme	Organizer

**C. Conferences or Public lectures conducted**

Period	Theme	Place

**Section VI. OTHER SKILLS AND ACHIEVEMENT (Specify, and you can use other page if space if not enough)**

.....  
 .....  
 .....

**Section VII. REFERENCES**

Name	Position	Telephone	E-mail

I declare that the information given above is correct and sincere.

Done at SIAS on .....

**Name and signature of Applicant**

\_\_\_\_\_

<sup>4</sup> Level of study are (according to Rwanda National Qualification Framework): Diploma, Advanced diploma, Ordinary degree, Bachelor with honors, Masters and PhD

## 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

## 2. SIAS Guidelines for Publication and Project Funding

### 2.1 Introduction

This guide is intended to clarify and demonstrate SIAS commitment to academic excellence by setting out the principles required to guide and encourage publishing academic papers in recognized journals. The publication guide sets the general principles to recognize and support academic staffs who contribute to achieving SIAS priorities. The SIAS publication guide also will provide an identifiable career pathway for academic staff and foster a culture of promoting excellence in academic activities.

### 2.2 Principles For Publishing Academic Papers

2.2.1 Every academic staff is encouraged to publish his/her research in recommended journals with clear reference to SIAS as the reference institute.

2.2.2 SIAS recommends staff to publish their researches in journals as per here below indicated:

- **Category one:** Journal indexed in Sciences Citation Index (SCI), Social Sciences Citation Index (SSCI), and Science Citation Index Expanded (SCIE)
- **Category two:** Journal indexed in SCOPUS, EI Compendex, and Conferences Proceedings Citation Index (CPCI), Emerging sources Citation Index (ESCI), and SCImago.
- **Category Three:** SIAS Scientific Journals, Journal indexed in cross-ref, DOAJ, ERIC, EI Inspec and many other recognized indexing bodies.

2.2.3 SIAS Scientific Journal is the first priority and recommended in category three.

#### Note:

- 1 Publication carrying SIAS reference is equivalent to 2 publications of 2<sup>nd</sup> category.
- 1 Publication for 1<sup>st</sup> category is equivalent to 2 publications of 2<sup>nd</sup> category.
- 1 Publication for 2<sup>nd</sup> category is equivalent to 2 publications of 3<sup>rd</sup> category
- 1 Publication for 1<sup>st</sup> category is equivalent to 4 publication of 3<sup>rd</sup> category.

## 3.Principles for funds application

3.1 Academic staff choice for publication should be in compliance with principle 2.2 as here above indicated.

<http://www.sias.rw/>

Building 16, KK19 Avenue, Niboyi Sector, Kicukiro District, Kigali City, Rwanda

3.2 Research projects should be aligned with SIAS priorities including but not limited to:

- ✓ Projects initiated by SIAS
- ✓ Projects initiated by faculty or Department
- ✓ Projects aligned to staff area of expertise

3.3 The concept note for research project to be funded indicated in 3.2 is scrutinized by dean of faculty, the director of research, verified by the Deputy Vice Chancellor concerned with research, and approved by the Office of Vice Chancellor.

3.4 In normal condition the individual application for funds should not exceed 500 USD prior to be increased in case of having the exception reason approved by VC office.

3.5 Application for funds is only considered if applicants apply for fund to publish in journal classified into category **one and two** of point 2.2 in this publication guide.

#### **4.Principles of priorities**

Priorities are set by concerned staff after consulting the SIAS strategic plan and other cross-cutting issues that may be recommended by SIAS management or other regulatory bodies.

#### **5.Academic staff responsibilities**

Every SIAS academic staff is responsible to publish academic paper aligned with SIAS priorities after getting approval from the concerned organs.

#### **6.SIAS Management responsibilities.**

SIAS management/ organ concerned with publication is responsible to timely respond and give advice to staff requests.

## Appendix (2)

### Checklist for SIAS Academic Staff Appointments & Promotions

Criteria	Guidance On Range of Activities Expected by Academic/Researchers
<p><b>Teaching</b> 2.1 Performance and Professional Development</p>	<p><b>Checklist for Promotion to Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Post Graduate Certificate in Teaching and Learning in Higher Education</li> <li><input type="checkbox"/> Development of new modules/pathways</li> <li><input type="checkbox"/> Good student evaluations</li> <li><input type="checkbox"/> Support from externals</li> </ul> <p><b>Checklist for Promotion to Senior-Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Innovative methodologies/pedagogy</li> <li><input type="checkbox"/> Subject textbook/distance learning materials</li> <li><input type="checkbox"/> Positive Peer Review</li> <li><input type="checkbox"/> Contributes appropriately to the teaching load of the unit</li> </ul> <p><b>Checklist for Promotion to/Designation as Associate Professor/ Associate Research Professor Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> National/international reputation in advice on quality</li> <li><input type="checkbox"/> Lead role in reflective practice in Institution</li> <li><input type="checkbox"/> Invited subject review role</li> <li><input type="checkbox"/> Keynote speaker at national/international conferences in Teaching/Learning</li> <li><input type="checkbox"/> Post graduate Certificate in Teaching and Learning in Higher Education</li> <li><input type="checkbox"/> Development of new modules/pathways</li> <li><input type="checkbox"/> Good student evaluations</li> </ul> <p><b>Checklist for Promotion to Professor/Research Professor Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support from externals</li> <li><input type="checkbox"/> Innovative methodologies/pedagogy</li> <li><input type="checkbox"/> Subject textbook/distance learning materials</li> <li><input type="checkbox"/> Positive Peer Review</li> <li><input type="checkbox"/> Contributes appropriately to the teaching load of the Department.</li> <li><input type="checkbox"/> National/international reputation in advice on quality</li> <li><input type="checkbox"/> Invited subject review role.</li> <li><input type="checkbox"/> Keynote speaker at national/international conferences in Teaching/Learning</li> </ul>

<p>2.2 Management/Leadership</p>	<p><b>Checklist for Promotion to Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Curriculum Review</li> <li><input type="checkbox"/> Module/Year/Programme Co-ordinator</li> <li><input type="checkbox"/> Subject review responsibility</li> <li><input type="checkbox"/> Training teaching assistants</li> </ul> <p><b>Checklist for Promotion to Senior Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Significant mentoring role in teaching/learning practice in Institution</li> <li><input type="checkbox"/> Programme leadership</li> <li><input type="checkbox"/> Chair programme development team</li> </ul> <p><b>Checklist for Promotion to/Designation as Associate Professor/ Associate Research Professor Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Curriculum/Pathway Review</li> <li><input type="checkbox"/> Module/Programme Co-ordinator</li> <li><input type="checkbox"/> Subject review responsibility</li> <li><input type="checkbox"/> Contribution to PICKLE training courses</li> <li><input type="checkbox"/> Coaching of junior colleagues</li> <li><input type="checkbox"/> Research training modules</li> <li><input type="checkbox"/> Training teaching assistants</li> <li><input type="checkbox"/> Faculty Management responsibility</li> <li><input type="checkbox"/> Faculty representative at Institution level</li> <li><input type="checkbox"/> Recognised Institution roles</li> </ul> <p><b>Checklist for Promotion to Professor/Research Professor Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Significant participation in internal academic quality audit</li> <li><input type="checkbox"/> Chair of validation panels</li> <li><input type="checkbox"/> Significant mentoring role in teaching/learning practice in Institution</li> <li><input type="checkbox"/> Leading role in Post Graduate Certificate in Teaching and Learning in Higher Education</li> </ul>
<p>Research</p>	<p><b>Checklist for Promotion to Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> External funding secured</li> <li><input type="checkbox"/> Invited/refereed national conference papers</li> <li><input type="checkbox"/> Refereed international conference papers</li> <li><input type="checkbox"/> Productive external collaboration</li> <li><input type="checkbox"/> Relevant professional contributions</li> </ul> <p><b>Checklist for Promotion to Senior Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Successful technology transfer</li> <li><input type="checkbox"/> Refereed Publications</li> </ul>



	<input type="checkbox"/> Referee for external publications <input type="checkbox"/> External consultancies <input type="checkbox"/> Journal editorial board  <b>Checklist for Promotion to/Designation as Associate Professor/ Associate Research Professor Criteria</b> <input type="checkbox"/> Regional quality <input type="checkbox"/> Successful external research funding <input type="checkbox"/> International peer reviewed conference publications <input type="checkbox"/> Invited international conference speaker <input type="checkbox"/> Peer review publications <input type="checkbox"/> Evidence of future work planned <input type="checkbox"/> National/international association executive <input type="checkbox"/> Leading expert in subject field <input type="checkbox"/> External PhD examining  <b>Checklist for Promotion to Professor/Research Professor Criteria</b> <input type="checkbox"/> International quality significant over career (and since last promotion where appropriate) <input type="checkbox"/> Successful grant application over career (and since last promotion where appropriate) <input type="checkbox"/> External referees' support <input type="checkbox"/> Evidence of future research <input type="checkbox"/> Significant refereed publications over career (and since last promotion where appropriate) <input type="checkbox"/> Invited/refereed papers at national/international conferences. <input type="checkbox"/> Successful external research funding <input type="checkbox"/> External referees' support <input type="checkbox"/> Invited international conference speaker <input type="checkbox"/> Significant record of peer review publications <input type="checkbox"/> Evidence of future work planned
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Criteria	Guidance On Range of Activities Expected by Academic/Researchers
Administration/Management	<p><b>Checklist for Promotion to Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Faculty Management responsibility</li> <li><input type="checkbox"/> Adviser of Studies</li> <li><input type="checkbox"/> Faculty/Departmental representative at Institution level.</li> </ul> <p><b>Checklist for Promotion to Senior Lecturer/Senior Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Management responsibility</li> <li><input type="checkbox"/> Faculty representative at Institution level</li> <li><input type="checkbox"/> Recognised Institution roles</li> <li><input type="checkbox"/> Contribution to Institution policy formation</li> </ul> <p><b>Checklist for Promotion to/Designation as Associate Professor/ Associate Research Professor Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Curriculum/Pathway Review</li> <li><input type="checkbox"/> Module/Programme Co-ordinator</li> <li><input type="checkbox"/> Subject review responsibility</li> <li><input type="checkbox"/> Contribution to PICKLE training courses</li> <li><input type="checkbox"/> Coaching of junior colleagues</li> <li><input type="checkbox"/> Research training modules</li> <li><input type="checkbox"/> Training teaching assistants</li> </ul> <p><b>Checklist for Promotion to Professor/Research Professor Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Faculty Management responsibility</li> <li><input type="checkbox"/> Faculty representative at Institution level</li> <li><input type="checkbox"/> Faculty representative at Institution level</li> <li><input type="checkbox"/> Recognised Institution roles</li> <li><input type="checkbox"/> Contribution to Institution policy formation</li> </ul>
Outreach	<p><b>Checklist for Promotion to Lecturer/Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expert work for Institution</li> <li><input type="checkbox"/> Official Institution representative</li> <li><input type="checkbox"/> Involvement with public agencies</li> <li><input type="checkbox"/> Involvement with business and private sector groups</li> <li><input type="checkbox"/> Enhancing the Institution's public profile</li> </ul> <p><b>Checklist for Promotion to Senior Lecturer/Senior Researcher Criteria</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expert work for Institution</li> <li><input type="checkbox"/> Official Institution representative</li> <li><input type="checkbox"/> Involvement with public agencies</li> </ul>

	<input type="checkbox"/> Involvement with business and private sector groups <input type="checkbox"/> Enhancing the Institution's public profile  <b>Checklist for Promotion to/Designation as Associate Professor/ Associate Research Professor Criteria</b> <input type="checkbox"/> Expert work for Institution <input type="checkbox"/> Official Institution representative <input type="checkbox"/> Involvement with public agencies <input type="checkbox"/> Involvement with business and private sector groups <input type="checkbox"/> Enhancing the Institution's public profile  <b>Checklist for Promotion to Professor/Research Professor Criteria</b> <input type="checkbox"/> Expert work for Institution <input type="checkbox"/> Official Institution representative <input type="checkbox"/> Innovative Outreach initiatives at national/international level <input type="checkbox"/> Involvement with public agencies <input type="checkbox"/> Involvement with business and private sector groups <input type="checkbox"/> Enhancing the Institution's public profile
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### VERSION CONTROL

Version Number	2
Prepared by	Dr. Mohamed Buhiji
Version Reference number	SP/10/2022
Description	SIAS Academic Staff Appointment & Promotion
Policy owner	Socioeconomic Institute for Advanced Studies (SIAS)
Responsible division	Quality Assurance Coordinator & SIAS Council
Internally validated	Yes
Date of Internal Validation	1/11/2022
Approved by	SIAS Governance Board
Date of approval and Update	18/12/2022 and 9/3/2023
Amendments	2
Proposed Review date	2024
Web address of this policy	<a href="http://www.sias.rw/">http://www.sias.rw/</a>

## APPROVAL FORM

**Checked by:**

**Signature:**



**DR. Donya Ahmed**  
**Vice Chancellor**  
**Socioeconomic Institute for Advanced Studies**

**Approved by:**

**Signature:**



**DR. Mohamed Buhijji**  
**Founder & Chairman of the Board of Trustees**  
**Socioeconomic Institute for Advanced Studies**

