ACADEMIC PROMOTION AND APPOINTMENT POLICY
AND REGULATIONS

October, 2024

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1.VISION OF INES RUHENGERI

"Universality in each individual; knowledge in order to unite and better serve the world."

2. MISSION OF INES RUHENGERI

To contribute through the interactive conjunction between civil society, private sector and public sector to national and regional development, by providing specialized higher education enhanced by research, in order to create competitive enterprises and well-paid employment.

3. DEFINITION OF KEY TERMS

The following key terms will serve as important reference for the Committee of Academic Promotion and Appointment when assessing applications for academic promotion or appointment.

3.1 Accelerated Promotion: Accelerated academic promotion refers to the advancement of a Faculty member's academic rank at a faster pace than the standard promotion timeline. This can occur when a candidate requests promotion to a level of two levels higher than the candidate's current position. Accelerated promotion can also be considered when a candidate is applying for the next rank before the normal timeline. This promotion focuses on the candidate who demonstrates exceptional research, teaching, and service achievements exceeding their current academic rank expectations. Accelerated promotion can also be awarded as a recognition of extraordinary contributions and accomplishments, such as receiving prestigious grants, publishing high-impact papers, or developing innovative teaching programs. Other specific criteria and process for accelerated promotion will be appreciated and motivated case by case by the Committee of Academic appointment and promotion. This will require the approval of the Academic Senate or the Board of Directors depending on the level of the contemplated grade.

3.2 Appointment: Academic appointment refers to formal employment or engagement by a higher education institution, such as a university or college, to a qualified individual involved in teaching, research, and other academic activities. It typically involves a contractual agreement between the institution and the individual, outlining the terms and conditions of their employment, including their rank, responsibilities, compensation, and appointment duration. At INES-Ruhengeri academic appointments can come in various forms, such as professorships, associate professorships, senior lecturers, lecturers, assistant lecturers,

research positions, and administrative roles within the academic setting. Academic appointments are usually granted based on the individual's qualifications, expertise, and experience in a specific field. They often come with expectations for scholarly productivity, professional development, and contributions to the institution's academic mission.

Both academic approval and administrative standards must be met for academic staff appointments.

3.3 Peer review: Peer review is "the act of reading a piece of writing authored by another scientist or expert working in the same field, checking it, and providing feedback about it". The foundations of peer review can be found in the evaluation procedures used by editors and reviewers of academic journals to choose which papers to accept for publication. Only peers (also known as referees) with established academic standing in a pertinent field of study were accepted as experts in the past. [1]For INES-Ruhengeri, the Committee will check the pertinence of the peer review basing on the Curriculum Vitae od the reviewer, his/her celebrity, and this, depending on the rank or degree of the applicant and the field of research.

3.4 Predatory Journal: Any journal that violates the standards of research integrity and takes advantage of the page fee business model is considered predatory. Quickly accepting articles with little to no peer review or quality control indicates predatory publishing. Predatory journals also display erroneous ISSN usage and fraudulent or non-existent impact factors.[2] Predatory publishing is also defined as activities that put self-interest over scholarship, deviate from standard editorial and publication norms, lack transparency, and use aggressive and indiscriminate solicitation techniques.[3] A such journal will not be considered by the Committee of Academic Promotion and Appointment at INES-Ruhengeri.

3.5 Promotion: advancing to a higher rank in an academic position from one rank, and it excludes changes in roles within a single ranking.

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[1] Forsberg, E. *et al. Peer review in an Era of Evaluation*. (Cham: Springer International Publishing, 2022)

[2] Xia, J. *Predatory Publishing*.(Routledge, 2021)

[3] Grudniewicz, A. et al. K. D. Predatory journals: no definition, no defence. *Nature* **576**, 210–212 (2019)

3.6 Research: According to Gibson. R[4], research is defined as creating new knowledge and using existing knowledge in a new and creative way to generate new concepts, methodologies and understandings. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes.

A consensus on what constitutes research and a precise definition of research is important for evaluating research output. For INES-Ruhengeri, the orientation of University of Applied Sciences will be taken into consideration to check the way knowledge transfer is considered by the research to be assessed, element of community outreach and linkage between academia and industry will be taken into consideration.

Both the quality and the amount of the content must be considered. The impact factor is one of many components that make up quality, but it is still limited. A significant scientific discovery or an engineering idea may have a significantly greater impact than a collection of journal papers.

Research productivity can be measured through the impact factor, number of publications, type of journal, and number of citations. All the above indicators of measuring research productivity can be linked with the microeconomic theory of production by calculating the Fractional Scientific Strength (FSS). The FSS formula considers the individual researcher, field, discipline, department, institution, region and nation. [5]

3.7 Teaching: The creative or intellectual activity that uses professional and disciplinary skills, as well as any clinical or professional experience, to improve the chances for students to learn and grow academically, especially in their chosen university degree programs. Research, scholarly work, consulting, and professional practice all reinvigorate teaching. A Teaching Portfolio containing student assessments and peer or supervisor evaluations is required to prove teaching accomplishment. The supporting data should demonstrate the standard and breadth of undergraduate and graduate subject responsibilities, training and supervision in research, contributions to curriculum creation or evaluation, and teaching and assessment innovations.

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[4] Gibson, R. Expert Not Specialist: Doctoral Ecologies for Focused Frogs and High-Flying Birds. in *The PhD at the End of the World. Debating Higher Education: Philosophical Perspectives* 171–179 (Springer, Cham, 2021)

[5] Abramo, G. & D'Angelo, C. A. How do you define and measure research productivity? *Scientometrics* **101**, 1129–1144 (2014).

4. POLICY STATEMENT

To implement its educational program and achieve its objectives, INES Ruhengeri works to attract, retain, and develop a very high-quality academic staff. As part of this commitment, INES Ruhengeri aims to support academic staff members who exhibit exceptional talents in their duties by promoting them. This policy aims to provide a fair, open, and equitable method for appointing all categories of academic staff and for promoting those academic staff members who have made excellent or outstanding contributions to the institution. INES Ruhengeri provides a variety of mechanisms to help staff, such as performance reviews and training and development opportunities, as well as recognising and rewarding excellence by promotion. It also recognises the importance of encouraging good performance and enabling all staff to develop their potential. To offer all staff equal chances upon implementing this process, the national laws and policies relating to nondiscrimination and inclusion have been considered.

4.1 The Duties of INES Academic Appointment and Promotion Committee

The duties of the INES Academic Appointment and Promotion Committee shall be to promote excellency and high performance among teaching staff by assessing the application for academic promotion and appointment and giving the feedback to the applicant.

The Committee shall also ensure the regularity of the call for application in regards with Academic promotion.

4.2 INES Academic Appointment and Promotion Framework

These guidelines for INES-Ruhengeri Academic Staff Appointment and Promotion Committee have been developed by consulting several government and institutional documents and policies.

Firstly, the *Law determining organization of Education in Rwanda*, the National Policy on Academic Appointment and Promotion Procedures in Higher Education. Secondly, the INES-Ruhengeri policies and regulations: Statutes of INES-Ruhengeri, INES Ruhengeri Internal Regulations, human resource policy regarding academic and managerial excellence promotion, the wages policy, the staff handbook, the "Statut du personnel", and the Code of Practice for the INES-Ruhengeri Academic Appointment and Promotion Committee.

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INES Ruhengeri hereby values and recognises the importance of excellence in teaching and educational development, research and consultancy, scholarship, knowledge transfer, and through innovation and entrepreneurial spirit. Staff who meet the criteria for promotion set out in this code of practice and who contribute to the INES development through leadership and professional and community engagement are rewarded through promotion. The following are the principles that the INES-Ruhengeri follows in its entire academic and research endeavors.

4.3 Academic Standards

i. The INES-Ruhengeri promotion process shall always recognize and reward sustained excellence.

ii. Applicants for promotion will demonstrate that they have maintained active and effective scholarship in their areas of specialization through teaching and learning, research, knowledge application, leadership and service to their area of specialization/profession, INES-Ruhengeri and the community.

iii. Academic promotion shall base on the following elements:

1. Increase teaching quality and effectiveness and contribute to teaching and learning.
2. Quality and impact of research output.
3. Individual's role in the promotion of scholarship development.
4. Contribute to the development of the area of specialization/profession.
5. Demonstrated leadership in the INES-Ruhengeri development and involvement in community services.
6. Professional attitude and INES-Ruhengeri core values
7. Research and innovation
8. Knowledge transfer
9. Income generation

4.4 Merits

i. Promotion to all levels shall be merit-based, and nobody shall be promoted based on their profile, quota, or resources.

ii. Without prejudice to the principles of non-discrimination and equality, consideration will be given to achievements related to additional responsibilities, e.g., Dean of the Faculty,

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Head of Department, Programme Coordinator, etc. The INES-Ruhengeri Management shall, however be the recognising authority of those achievements.

iii. The materials submitted while applying for promotion to the previous grade shall not be considered for the next one.

iv. Theses and Dissertations are not considered for promotion unless they are published in a recognized publishing house.

4.5 Equal Opportunity

The promotion process shall be guided by the principles of equal opportunity, fairness and social justice. These principles entail that nobody shall be discriminated against based on gender, ethnicity, age, disability, cultural background, religion or nationality.

4.6. Confidentiality

Promotion documents shall always be kept confidential.

4.7 Promotion meeting frequencies

A promotion round will be conducted once a year in October for all promotion levels. Upon request by the Vice-Chancellor, the INES-Ruhengeri Human Resource Department will circulate the following:

a) Information on the Academic Promotions Procedures,

b) Application Template and

c) Applicant Guidance Document along with the Closing Date for Submissions.

4.8 Eligibility for promotion

Only INES permanent teaching and research staff fulfilling the requirements shall be eligible for promotion. However, INES teaching and research staff (meaning primarily recruited as teaching/research staff or as head of a teaching Unit/Department) to whom additional administrative duties are assigned and still having some teaching hours, shall also be eligible for promotion in the same conditions as academic and research staff. Administrative positions to be held by teaching and research staff must have been clearly defined by the INES Council. Supporting staff (administrative and technical staff, support staff, and casual staff) are only eligible for promotion when they have been recruited as teaching/research staff of a

Faculty/Research Center. Full administrative staff are not eligible for promotion, even if they teach as internal visitors. They shall only be paid for taught courses if INES internal regulations allow it; their promotion will follow the provisions of policies related to staff management in general.

4.9. Minimum Period of Service Following Appointment or Promotion

i.   Newly recruited staff must have completed one year of service since their appointment at INES before they become eligible for the promotion.

ii.   Applicants for promotion must provide complete files, including letters of application, recruitment and promotion. Staff having served in other Higher Learning /Research Institutions shall submit the same files.

iii.   The minimum period for applying to be promoted from an academic grade to another is three (3) years, unless the accelerated promotion is motivated and accepted.

5. MEMBERSHIP IN THE ACADEMIC APPOINTMENTS AND PROMOTION COMMITTEE

The members of the committee are the following:

- The Vice-Chancellor, Chairperson,

- The Deputy Vice-Chancellor for Academic Affairs and Research, Vice Chairperson

- The Deputy Vice-Chancellor for Administration and Finance,

- Director of Human Resources Management,

- Deans of all Faculties,

- Director of Research

- Director of Postgraduate studies, the secretary

- Director of Academic Quality Assurance

- One Lecturer per Faculty elected by his/her peers. Faculty Representative shall be chosen among the academic staff with the highest academic grade. In case there is no professor on the Committee, INES shall invite external professors to assist in the

6. HOLDING MEETINGS OF THE ACADEMIC APPOINTMENTS AND PROMOTION COMMITTEE

The Academic Appointment and Promotion Committee shall meet once a year in October. However, if the Committee cannot meet in October for sound reasons, the Academic Senate shall sanction an extraordinary meeting during the year.

The Vice-Chancellor shall call meetings of the Academic Appointment and Promotion Committee. The invitation letter shall be sent to the members of the Committee along with application files at least **FOURTEEN (14)** days before the meeting date. The Vice-Chancellor shall send the application files to the members of the committee at least two weeks before the meeting. The invitation shall indicate the time, date and venue of the meeting.

The quorum of the committee shall be three-quarters (3/4) of its members present in the meeting room. Otherwise, the meeting shall not take any decision but be postponed. The Vice-Chancellor shall consequently call another meeting within **SEVEN (7)** days, and if the quorum is not met again, the committee shall meet and make decisions.

7. COMMON REQUIREMENTS FOR APPLICANTS

The guidelines acknowledge that candidates may be able to demonstrate success in **all of the following five areas** of activity for all categories of appointment and promotion Learning and Teaching

- Research and innovation
- Knowledge Transfer
- Income generation
- Academic Administration/ Management
- Outreach to businesses and Community

The application will require to prove achievements in both outreach to businesses and outreach to Community.

For appointment and promotion, all the activities must relate to the candidate's area of academic specialization, and research is highlighted in section 3.5. This section describes the Criteria for INES Academic Staff Appointment and promotion. Where research publications/outputs are specifically required, they must report on the research findings as defined in Appendix B. Where

just 'publications' is specified, this may include other relevant outputs - for example, distance teaching texts, higher education textbooks, and consultancy.

8. GRADES OF INES ACADEMIC STAFF

INES Ruhengeri appoints academic staff to the following academic grades:

- Tutorial Assistant

- Assistant Lecturer

- Lecturer

- Senior Lecturer

- Associate Professor

- Professor

When necessary and according to the applicant's activities at INES Ruhengeri, there can also be appointment to the following research academic levels:

- Research Assistant B

- Research Assistant A

- Researcher

- Senior Researcher

- Associate Research Professor

- Research Professor

The procedures and criteria for appointing and promoting academic and research staff are identical. Academic staff are expected to engage in the full range of academic activities and to provide evidence of achievement in some/all of them. Research staff shall engage mainly in research, and their evidence of achievement must relate to their research activities. Their activities can also include evidence of, for example, income generation, consultancy, representational roles internally and externally and the production of higher education teaching texts provided these relate to their area of research specialization.

9. CRITERIA FOR INES ACADEMIC STAFF APPOINTMENT AND PROMOTION

9.1. Appointment of Tutorial Assistant/ Research Assistant A and Assistant Lecturer / Research Assistant B

9.1.1 Appointment as Tutorial Assistant/ Research Assistant A

The following are the minimum requirements for appointment as Tutorial Assistant/Research Assistant A:

- Bachelor's Degree with Honours in the relevant field with at least Distinction, i.e., 70% and above.

Policy Note: For Tutorial Assistant appointed to assist the Lecturer in Class for some professional subjects, it may be necessary for them to have had successful professional experience before the appointment.

9.1.2 Appointment to Assistant Lecturer / Research Assistant B

The following are the minimum requirements for appointment/promotion to Assistant Lecturer/ Research Assistant B:

- A Master's degree which is a progression qualification, i.e., related to the Bachelor's Degree, and graded at the equivalent of Level 8 in the Rwandan National Qualification Framework.

- Applicants with a conversional Master's degree can be promoted provided that they are employed in the position matching with the Master's qualification,

- Staff doing PhD straight from Bachelors must first demonstrate capacity to attain an MPhil before transfer to PhD, and the transition between the two can be considered for intermediate promotion.

- The staff must provide the proof of equivalence issued by Higher Education Council

- One peer-reviewed Journal from any journal

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Policy Note:

-Assistant lecturers will not be promoted to lecturers unless they have PhD

-Junior Academic Staff (Tutorial Assistant/Research Assistant A, Assistant Lecturer/Researcher Assistant B and Lecturer/Researcher) who cannot attain higher qualification within **Three (3) years (Master's holder) or Two (2) years (Bachelor Holder) should** be considered for retrenchment. However, **those with successful admission for higher qualifications but unable to secure scholarship/funds** shall not be considered for retrenchment until they get needed support but the admission can be considered for a period of 3 years, after this period the staff can be considered for retrenchment. Alternatively, INES shall facilitate such staff if the means allow.

9.2 Criteria for the Promotion and Appointment to the Grade of Lecturer and Researcher

Teaching staff desiring to be promoted to the above-mentioned academic grades should ensure they fulfil the requirements detailed in **Appendix A1**.

9.2.1 Specific criteria for the promotion or Appointment to the Grade of Lecturer /Researcher

The following are the minimum requirements for appointment/promotion to Lecturer/ Researcher:

- Direct appointment for PhD holders with its Equivalence from Higher Education Council with no prior teaching/research experience
- Promotion of Assistant Lecturers/ Assistant Researcher who are Masters holders must have been on the Assistant Lecturer/ Assistant Researcher rank for not less than 3 years, having demonstrated teaching and research potential through publication or invention, contribution to module and programme specification, production of e-learning materials, consultancy/grant or project recognized by INES Management, etc.

    i.   A minimum of three pre-reviewed papers of publication/invention in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Assistant Lecturer / Research Assistant B.

    ii. S/He must have supervised at least **FIVE (5)** academic research works (*Memoire*) since appointment/promotion to Assistant Lecturer / Research Assistant B.

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9.3 Criteria for the Promotion to The Grade of Senior Lecturer/Senior Researcher

The General criteria for the promotion to the grade of Senior Lecturer/Senior Researcher are discussed in more detail in **Appendix A2**. However, the following shall be the minimum requirements for appointment/promotion to Senior Lecturer/ Senior Researcher:

- Possession of PhD with its Equivalence from Higher Education Council
- Teaching/research experience of not less than **THREE (3)** years since last appointment/promotion to Lecturer/Researcher,

- A minimum of **THREE (3)** units of publications in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Lecturer or a minimum of **SIX (6)** units of publications in Scopus or Web of Science indexed journals / book chapter /book for a Researcher since last appointment/promotion to Researcher.

- Must have supervised at least 2 masters and **TEN (10)** academic research works / memoires since last appointment/promotion to Lecturer/Researcher.

Policy Note: All justified academic grades obtained from other recognized higher learning and research institutions shall be re-checked by the Committee for appointment and/or promotion using the present document.

9.4 Criteria for the promotion to the Grade of Associate Professor/ Associate Research Professor and Professor/Research Professor

Following INES Statutes Article **23,** this promotion category is issued by the INES General Assembly based on the INES Council' proposal. The general peer-reviewed indicators for promoting to the grade of Associate Professor/ Associate Research Professor are listed in **Appendix A3**. For the case of promotion to Professor/Research Professor, the general indicators are depicted in **Appendix A4**.

9.4.1 Specific criteria for Promotion to Associate Professorship/Associate Research Professorship

- Possession of a PhD and its equivalence from Higher Education Council with at least 3 years of relevant successful teaching experience as Senior Lecturer at INES-Ruhengeri or equivalent in an international recognized higher learning /research institution,

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- A minimum of 4 unit of research publications in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Senior Lecturer or a minimum of 8 **units of publications** in in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Senior Researcher,
- Must have supervised at least 3 PhD or 9 **masters research works** since appointment/promotion to Senior Lecturer/Senior Researcher,
- Active involvement in finding a solution for a given field of applied science problem,

9.4.2 Specific criteria for Promotion to Professorship/Research Professorship

- Possession of a PhD and its equivalence from Higher Education Council with at least 3 years of relevant successful teaching experience as Associate Professor at INES-Ruhengeri or equivalent in an international recognized higher learning /research institution,
- A minimum of Seven (7) units of research publications in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Associate Professor or a minimum of 14 units of publications in in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Associate Research Professor,
- Must have supervised at least 5 PhD or 15 **masters** academic research works since appointment/promotion to Associate Professor,
- Active involvement in finding a solution for a given field of applied science problem,

9.5 Procedures for Automatic Promotion and/or Appointment

As indicated in the specific criteria for promotion to different Academic Grades, the appointment of the following are cases for automatic appointment or promotion:

9.5.1. A PhD holder **(Equivalence must be shown if applicable)** without prior teaching experience or not yet promoted to the academic grade of Lecturer is automatically promoted to the **Grade of Lecturer.** S/he is requested to submit their academic evidence to the Vice-Chancellor of INES, who, upon proving their authenticity, requests the INES Council Chairperson to endorse the promotion. The promotion is effective until the candidate receives a notification letter from the Vice-Chancellor.

9.5.2. A Master's holder **(Equivalence must be shown if applicable)** without prior teaching experience or not yet promoted to the academic grade of Assistant Lecturer, is automatically promoted to the **Grade of Assistant Lecturer**. S/he is requested to submit their academic pieces of evidence to the Vice-Chancellor of INES, who, upon proving their authenticity, requests the INES Council Chairperson to endorse the promotion. The promotion is effective until the candidate receives a notification letter from the Vice-Chancellor.

9.5.3. A Bachelor's degree holder **(Equivalence must be shown if applicable)** with the required grades (Distinction) is automatically promoted to **Tutorial Assistant** with the Appointment Letter to Teaching from the Vice-Chancellor.

9.6 Accelerated Promotion

If a candidate meets the qualifications for promotion to each of the intermediate levels of promotion above his or her current level, s/he may apply for promotion two or more levels above his or her current level, or apply before the normal timeline. This suggests that a step-by-step evaluation of these cases should begin with a level immediately above the applicant's current level with respect of time period for two grades.

10. APPLICATION PROCESS FOR PROMOTION

- At least **THREE (3) months** before seating for appointment and promotion of the academic staff, the Vice-Chancellor shall announce in writing a call for academic promotion applications on so that potential applicants are informed ahead of time.
- All applications shall be submitted to the Vice-Chancellor before the set closing deadline.
- Applicants for promotion should complete the table in **Appendix C** and attach to the application the following documents:

  a. A summary sheet on each book/book chapter or paper published since the last appointment/promotion: Authors, title, length, publisher, place of publication, a brief summary (2 pages maximum), and comments of any independent review the publisher may have carried out.

  b. Copies of all journal papers published or accepted for publication since the last appointment/promotion. Applicants shall attach an acceptance letter for any paper accepted for publication.

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c. A summary sheet of each research project carried out since the last appointment/promotion and mentioned in the application: Title, abstract, names of consultancy team, if any, and the role of everyone (e.g., Research Team Leader, Research Team member, Secretary, etc), name of the funding agency, if any, amount of funding, and a letter of satisfaction of the funding agency. Research projects forming the basis for the application for promotion shall be subjected to a peer review.

d. A summary sheet of each consultancy carried out since the last appointment/promotion and mentioned in the application: Title, abstract, names of consultancy team, if any, and the role of everyone (e.g., Consultancy Team Leader, Consultancy Team member, Secretary, etc), name of the client, amount of funding, and a client's satisfaction letter. The consultancy works forming the basis for an application for promotion shall be subjected to a peer review. **Non-peer–reviewed consultancy works shall be assessed by referring to Appendix B.** INES shall set up a committee to review such works.

e. Copies of teaching materials produced since the last appointment/promotion and which form the basis for the application for promotion: simulations, textbooks, etc.

f. A summary sheet of any professional activities or other productions that form part of the basis for the promotion, with external review proof or recognized by the INES Council.

g. Any application which does not comply with the above instructions will not be considered.

h. Any applicants' attempt to lobby and/or pressurize members of the Appointment and Promotion Committee will entail rejection of the application if this can be evidenced.

As the academic 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 and Deans before submitting their applications for promotion.

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11. DECISION PROCEDURES

While assessing the application files, the Academic Appointment and Promotion Committee shall follow the guidelines in **Appendix C**.

It should be clear that the Committee shall make decisions on lower grades i.e. Assistant Lecturer, Lecturer and Senior Lecturer. For Senior Academic Grades: Associate Professor, Associate Research Professor, Professor and Research Professor, the Committee shall seek at least views from three external reviewers on each application before the Committee can take any decisions on the application for promotion. The external reviewers must be Professors or Research Professors.

The Committee shall take decisions by consensus after scrutinizing every individual application. When consensus is not possible, the decisions shall be taken through an absolute majority vote of the members present. In the event of a voting tie, the vote of the Chairperson shall have a casting vote.

The Vice-Chancellor shall officially inform unsuccessful applicants of the unmet requirements before the Committee reports to the Academic Senate for them to lodge any appeal. When reporting to the Academic Senate on the decisions taken on individual promotion applications, the Committee shall fill in the template in **Appendix D**.

The Committee shall forward its decisions to the Academic Senate for consideration. The decisions of the Academic Senate shall be presented to the INES Council for final approval.

After the INES Council's approval, the Vice-Chancellor shall inform the applicants of the outcome of their applications within seven (7) working days through official letters. If the Vice-Chancellor was to be promoted to any academic grade, he/she would be notified of the decision on his/her application by the Chairperson of the INES Council.

When dealing with promotion, the chairperson of INES committees/organs shall request any applicant concerned with promotion to get out when his/her case is being assessed. In case the chairperson is concerned, the Vice-Chairperson takes over.

12. APPEAL PROCEDURES

a. Applicants dissatisfied with the decision taken against their applications shall have the right to appeal.

b. Applicants shall lodge their appeals with the Vice-Chancellor within 7 days after notification of the result of their application.

c. Applicants shall supply appeal evidence in line with the promotion criteria stated above.

d. The Vice-Chancellor shall call upon an extraordinary meeting of the Academic Appointment and Promotion Committee that will reassess all claims before forwarding decisions of the promotion round to the Academic Senate for consideration. The decision of the Committee shall be irrevocable.

Done at Musanze, 30th October, 2024

Dr. MAZARATI Jean Baptiste

Chairperson/INES-Ruhengeri governing Board

For Approval

APPENDICES

Appendix A1: GENERAL CRITERIA FOR PROMOTION TO LECTURER/RESEARCHER

CRITERIA	GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)
Consistently very good and sporadically exceptional under more than one Heading:	
1. Research	- Three pre-reviewed papers of publication/invention in Scopus or Web of Science indexed journals / book chapter /book - Supervision of at least fiveacademic research works (*Memoire*) - Successful external research funding with the minimum amount of 5.000.000 Rwf, - Invited/referred to national/international conference papers published in journals indexed in Scopus or Web of Science - Productive external collaboration - Relevant professional contributions - Successful technology transfer - Peer Reviewer /editor of some journals
2. Teaching 2.1 Performance and Professional Development	- Development of new modules/pathways - Good student evaluations - Support from externals - Innovative methodologies/pedagogy - Subject textbook/distance learning materials - Contributes appropriately to the teaching load of the unit
2.2 Management/Leadership	- Curriculum Review - Module/Year/Programme Coordinator - Subject review responsibility - Training teaching assistants

3. Knowledge Transfer/Income Generation	• Consultancy income • Entrepreneurial activity • Commercialization success • Significant income generated from industry, commerce and/or public sector • High level consultancy contracts • Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material • Professional practice journal publications
4. Administration/Management	• Faculty Management responsibility • Adviser of Studies • Faculty/Departmental representative at Institution level.
5. Outreach	• Expert work for Institution • Official Institution representative • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

Appendix A2: GENERAL CRITERIA FOR ROMOTION TO SENIOR LECTURER/ SENIOR RESEARCHER

CRITERIA	GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)
Accelerated: consistently very good and sporadically exceptional under more than two headings. **Discretionary: evidence of continuing outstanding progress under more than heading:**	

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1. Research
 	
   1.1 Output
	• Three or six units of research publications in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Lecturer or Researcher, respectively.
	
	• Supervision of at least two masters and ten academic research works (memoires) since last appointment/promotion to Lecturer/Researcher.
	
	• Research / teaching/research experience of not less than 3 years since last promotion.
	
	• Successful external research funding with the minimum amount of 10.000.000 Rwf,
	
	• Invited/referred to national/international conference papers published in journals indexed in Scopus or Web of Science
	
	•
	
	• Invited national / international conference speaker
	
	   • Evidence of future work planned
	
	   • Peer Reviewer /editor of some journals

1.2 Leadership	• National conference organization • Mentoring of junior colleagues • Lead/co-lead applicant in significant grants • Successful postgraduate supervision • Leader of internal research groups • Member of national/international research groups
1.3 Standing	• External Examiner • National/international association executive • Leading expert in subject field • External PhD examining

2. Teaching
 	
   2.1 Performance and
 	
      Professional Development
	• National/international reputation in advice on quality
	• Lead role in reflective practice in Institution
	• Invited subject review role
	• Keynote speaker at national/international conferences in Teaching/Learning

2.2 Management/ Leadership	• Significant mentoring role in teaching/learning practice in Institution • Programme leadership • Chair programme development team
3. Knowledge Transfer/ Income Generation 3.1 Output	• Associated to Grant income (Research Grants) • Commercialization • Significant income generated from industry, commerce and/or public sector • High level consultancy contracts • Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material • Professional practice journal publications
3.2 Leadership	• Leadership at a senior level in national professional bodies • Leadership at a senior level in government organizations, industry, commerce and/or the public sector • Evidence of peer group esteem, chair of steering groups
3.3 Standing	• Consulted for advice by government departments, international organizations at home and overseas. • Expert witness • Non-executive directorships
4. Administration/Management	• Faculty representative at Institution level • Recognized Institution roles • Contribution to Institution policy formation • Management responsibility
5. Outreach	• Expert work for Institution • Official Institution representative • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

Appendix A3: GENERAL CRITERIA FOR PROMOTION TO ASSOCIATE PROFESSOR/ ASSOCIATE RESEARCHER

CRITERIA	GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)
FOR PROMOTION: Demonstrate excellence, creativity and originality across a range of areas under the five headings	
1. Research 1.1 Output	• Four or eight units of publications in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Senior Lecturer or Senior Researcher, respectively. • Supervision of at least three PhD or nine masters research works since last appointment/promotion to Senior Lecturer / Senior Researcher. • Research / teaching/research experience of not less than 3 years since last promotion. • External research funding obtained with the minimum amount of 50.000.000 Rwf. • International quality significant over career (and since last promotion where appropriate) • Successful grant application over career (and since last promotion where appropriate) • External referees' support • Evidence of future research • Invited/referred to national/international conference papers published in journals indexed in Scopus or Web of Science •
1.2 Leadership	• National conference organization • Mentoring of junior colleagues • Lead and co-lead applicant in research/KT grants

	• Successful postgraduate supervision
1.3 Standing	• Referee for external publications • External consultancies • Journal editorial board

2. Teaching
    2.1 Performance and
        Professional Development
	• Post graduate Certificate in Teaching and Learning in Higher Education
	• Development of new modules/pathways
	• Good student evaluations
	• Support from externals
	• Innovative methodologies/pedagogy
	• Subject textbook/distance learning materials
	• Positive Peer Review
	• Contributes appropriately to the teaching load of the department,
	• Conferences and Workshops on the subject linked with the vision of INES-Ruhengeri in different national or international universities and high-learning institutions that accredit education program and/or education provider,

2.2 Management/ Leadership	• Curriculum/Pathway Review • Module/Programme Co-ordinator • Subject review responsibility • Contribution to PICKLE training courses • Coaching of junior colleagues • Research training modules • Training teaching assistants
3. Knowledge Transfer/ Income Generation 3.1 Output	• Grant Income as a leader • Commercialization • Significant income generated from industry, commerce and/or public sector • High level consultancy contracts

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	• Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material • Professional practice journal publications
3.2 Leadership	• Leadership at a senior level in professional bodies • Leadership at a senior level in government organizations, industry, commerce and/or the public sector • Evidence of peer group esteem, chair of steering groups
3.3 Standing	• Referee for external publications • External consultancies • Journal editorial board • Consulted for advice by government departments, international organizations at home and overseas. • Expert witness • Non-executive directorships
4. Administration/Management	• Faculty Management responsibility • Faculty representative at Institution level • Recognized Institution roles
5. Outreach	• Expert work for Institution • Official Institution representative • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

Appendix A4: GENERAL CRITERIA FOR PROMOTION TO PROFESSOR

CRITERIA	GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)
Outstanding in two of the following areas. Additionally, applicants must be able to demonstrate a satisfactory or better level of research and teaching contribution.	

1. Research
   1.1 Output
	• Seven or 14 units of publications in Scopus or Web of Science indexed journals / book chapter /book since appointment/promotion to Associate Professor or Associate Researcher, respectively.
	
	• Supervision of at least Five PhD or fifteen masters academic research works since last appointment/promotion to Associate Professor / Associate Researcher.
	• Research / teaching/research experience of not less than 3 years since last promotion.
	
	• External research funding obtained with the minimum amount of 50.000.000 Rwf,
	• International quality significant over career (and since last promotion where appropriate)
	• Successful grant application over career (and since last promotion where appropriate)
	   • External referees' support
	
	• Evidence of future research
	• Significant refereed publications over career (and since last promotion where appropriate)
	• Invited/referred to national/international conference papers published in journals indexed in Scopus or Web of Science

1.2 Leadership	• National conference organization
	• Mentoring of junior colleagues
	• Lead/ co-lead applicant in research/KT grants
	• Successful postgraduate supervision
	• Leader of internal research groups
	• Member of national/international research groups
1.3 Standing	• National/international association executive
	• Leading expert in subject field
	• External PhD examining
2. Teaching 2.1 Performance and Professional Development	• National/international reputation in advice on quality, • Invited subject review role, • Keynote speaker at national/international conferences in Teaching/Learning.
2.2 Management/ Leadership	• Significant participation in internal academic quality audit
	• Chair of validation panels
	• Significant mentoring role in teaching/learning practice in Institution
	• Leading role in Post Graduate Certificate in Teaching and Learning in Higher Education
3. Knowledge Transfer/ Income Generation 3.1 Output	• Grant Income at least $50,000 as lead
	• Leadership of student courses
	• Commercialization
	• Significant income generated from industry, commerce and/or public sector
	• High level consultancy contracts
	• Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material
	• Professional practice journal publications
3.2 Leadership	• Leadership at a senior level in professional bodies
	• Leadership at a senior level in government organizations, industry, commerce and/or the public sector
	• Evidence of peer group esteem, chair of steering groups
	• Mentorship and career guidance

3.4 Standing	• Consulted for advice by government departments, international organizations at home and overseas • Expert witness • Non-executive directorships
4. Administration/Management	• Faculty Management responsibility • Faculty representative at Institution level • Recognized Institution roles • Contribution to Institutional Policy Formation
5. Outreach	• Expert work for Institution • Official Institution representative • Innovation outreach initiatives at national/international level • Involvement with public agencies • Involvement with business and private sector groups • Enhancing the Institution's public profile

APPENDIX B. ASSESSING PUBLICATIONS FOR PROMOTION

1. Papers in Refereed Journals, rated at 1.00 units each.
2. Papers in fully Peer Reviewed Refereed Proceedings of international conferences indexed in Scopus or Web of Science, rated at 1.0 units each.
3. Books that have been refereed, reviewed and published by a reputable publisher, 0 to 6.00 units, OR each chapter rated at 1.0 unit up to a maximum of 6.00 units (note only research monographs/chapters reporting original research findings count as **research** publications. Other contributions may count as publications)
4. Consultancy and research Reports: After peer review, can be rated between 0 to 2 depending on quality and contribution to knowledge.
5. **Theses and Dissertations are not considered.**
6. In Co-authored publications, units are shared among the authors based on contribution.
7. Inventions and innovations that impact social and economic development should be considered for promotion. Art facts and performances should be considered in the Arts.

Note: "peers review' means that the contribution has been fully reviewed by acknowledged experts in the relevant specialization. If an applicant wishes account to be taken of research reports, including consultancy reports that have not previously been subject to peer review, they must be first published in Scopus or Web of science – indexed journals."

The publication should be assessed using grades:

A: Excellent,

B : Very Good,

C : Good,

D: Fair, and

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

Publication assessment form

No	Assessment Item	Grade
1	Coverage of subject matter	
2	Originality	
3	Contribution to Knowledge	
4	Relevance to academic discipline	
5	Relevance to individuals' specialization	

6	Presentation	
7	Relevance to Policy and Practice	
8	Overall quality of publication	

Note: An average grade of C is needed to deem the publication worth one unit of publication. A publication is rated as 1.0 or 0 (zero) for journal and conference proceedings. Only publication with **Grades A, B and C shall be considered for promotion**. Publications ranked fair or poor shall automatically be rejected.

Criteria	To be filled in by the candidate	Review Committee comments
Full Name		
Department		
Current academic grade		
Grade applied for		
Date of last promotion		
Academic qualifications and dates of awards (MA/MSc, MPhil, PhD)		
Equivalence if applicable(MA/MSc, MPhil, PhD)		
Peer-reviewed papers published since the last promotion		
Peer-reviewed papers accepted for publication since last promotion in reverse date order of publication.		
Book and book chapters published since the last promotion		
Conference presentation (with proof that the abstract was scrutinized before acceptance, specify if written, oral, or poster presentation)		
Consultancy reports (Only registered by INES-Ruhengeri Management)		
Completed research projects		
Teaching material produced (attach a copy)		
Number of academic works supervised since the last promotion		
Undergraduate thesis		
MSc thesis		

PhD thesis		
Project development and income generated.		
Leadership evidence		

APPENDIX D. Committee Reporting Template

Faculty	Applicant name	Degree	Current grade & date of the appointment /promotion (E.g. Lecturer,2008)	Grade applied for (E.g. Assistant, Lecturer, Senior Lecturer)	Basis for promotion claim (E.g. title of books, articles, invention, conferences presentation, etc,	Committee decision (E.g. recommended/not recommended)
Law						
Applied and Fundamental Sciences						
Languages and Applied Linguistics						

Economics, Social Sciences and Management						