KISII UNIVERSITY

CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC AND RESEARCH STAFF

NOVEMBER 2025

DOCUMENT APPROVAL

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VICE CHANCELLOR

Signature_____   Date ___03·02·2026___
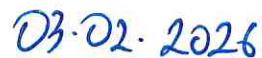
Dr. Sara Ruto, EBS
CHAIRPERSON OF KISII UNIVERSITY COUNCIL

FOREWORD

The *Criteria for Appointment and Promotion of Academic and Research Staff* provides a key governance framework to support this mandate and to guide academic career progression within the University.

This document sets out clear, transparent, and consistent standards for appointment and promotion, in line with national policies, regulatory requirements, and best practices in higher education. It affirms the University Council's commitment to merit, equity, accountability, and fairness, while recognizing excellence in teaching, research, innovation, leadership, and service.

By defining academic ranks, performance expectations, and evaluation processes, the Criteria supports staff development and institutional sustainability, while safeguarding academic standards and integrity. It complements the University's strategic and operational initiatives by ensuring that human resource decisions are anchored on measurable achievement and institutional priorities.

In approving this document, the University Council reaffirms its oversight responsibility to strengthen governance, uphold quality assurance, and promote a motivated and productive academic workforce. Council is confident that the effective implementation of these Criteria will enhance staff morale, institutional credibility, and the University's long-term growth.

I commend the Management, Senate, and all stakeholders involved in the development of this document and urge all academic and research staff to apply it diligently in the pursuit of professional excellence and service to society.

Dr. Sara Ruto, EBS
Chairperson, Kisii University Council

PREAMBLE

Kisii University has committed to recruiting, developing and retaining skilled and competent academic staff as one of the strategies for realizing its vision of *an inclusive and borderless University that creates positive change in the World*. Consequently, the criteria for appointment and promotion of academic staff forms the fulcrum for driving the University towards the realization of the said vision. The criteria should, therefore, form the basis for upholding transparency and accountability in the procedural and competitive appointment and promotion of academic staff. This should motivate staff to be productive in their work, knowing that meritocracy underlie career advancement from the lowest to the highest attainable rank.

In this context, the criteria provide the University with a framework for appraising and reviewing academic staff to enable timely upward mobility. This should enable academic staff to possess appropriate expertise in addition to ensuring that they are provided with the opportunity to advance their careers and, in so doing, contribute towards the University's core mandate of teaching, research, community extension and innovation. To sustain this, the University Management Board (UMB) through the University Council will at all times ensure that promotions reflect the contributions made by each staff. The University will therefore endeavour to remain an equal-opportunity employer through the adoption of recruitment and promotion processes that are informed by the core values of professionalism, accountability, transparency, responsiveness, inclusivity, fairness and integrity.
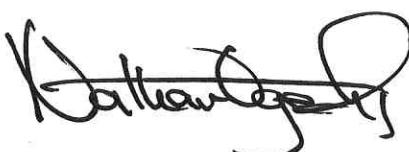
Prof. Dr. Nathan O. Ogechi
VICE CHANCELLOR AND PROFESSOR OF AFRICAN LINGUISTICS

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LIST OF ABBREVIATIONS/ACRONYMS/SYNONYMS

BDS	Bachelor of Dental Surgery
BPharm	Bachelor of Pharmacy
CAPAC	College Appointments and Promotion Advisory Committee
CBO	Community Based Organization
COD	Chairperson of Department
EBK	Engineers Board of Kenya
D.Phil.	Doctor of Philosophy
DVC	Deputy Vice Chancellor
LL.B.	Bachelor of Laws
LL.M	Master of Laws
MA	Master of Arts
MBChB	Bachelor of Medicine and Bachelor or Surgery
MDS	Master of Dental Surgery
MEng	Master of Engineering
M.Sc. Eng	Master of Science in Engineering
MMed	Master of Medicine
MPharm	Master of Pharmacy
MPhil	Master of Philosophy
M.Sc	Master of Science
M.Sc. Nurs	Master of Science in Nursing
KSU	Kisii University
NGO	Non-Governmental Organization
PGD	Postgraduate Diploma
Ph.D.	Doctor of Philosophy
SAPAC	School Appointments and Promotions Advisory Committee
UMB	University Management Board

1.0   BACKGROUND INFORMATION ON THE UNIVERSITY

Kisii University was founded as a teacher's training college in 1965 before its elevation to a Campus in 1994 and a Constituent College of Egerton University in 2007. It was subsequently awarded a Charter to become the 13th public University in Kenya on 6th February 2013. The University has maintained a steady growth since then. Presently, it offers degree programmes in a multiplicity of disciplines including health sciences, arts and humanities, agricultural sciences, information science and technology, education and pure and applied sciences. These disciplines are organized into eight schools, namely, School of Arts and Social Sciences; School of Education; School of Health Sciences; School of Pure and Applied Sciences; School of Information Science and Technology; School of Law; School of Agriculture and Natural Resource Management; and School of Business and Economics. From these Schools, the University offers over 200 degree programmes, consisting of undergraduate and postgraduate programmes. It has a staff complement of over 318 academic staff members.

1.1 Vision, Mission, Core Value and Philosophy of the University

1.1.1 Vision
An inclusive and borderless University that creates positive change in the World.

1.1.2 Mission
To create a transformative environment that generates and preserves knowledge, enriches student experience, delivers quality training and research, and promotes community engagement for sustainable development.

1.1.3 Core Values
Professionalism, inclusivity, accountability, transparency, transformative thinking, respect, fairness, and integrity.

1.1.4 Philosophy
Creative, scientific, technological, innovative and critical thinking, responsive tosocietal needs and service to humanity.

1.2 Quality Policy Statement
Kisii University is committed to provide training, research, community extension, innovation and support services that satisfy applicable customer, statutory and regulatory requirements. This shall be achieved by operating a quality management system in

accordance with the ISO 9001:2015 International Standard. The University shall establish, monitor and annually review Quality Objectives at relevant functions for continual improvement of the quality management system.

2.0 SIGNIFICANCE AND OBJECTIVES OF THE CRITERIA

2.1 Significance of the Criteria

Kisii University endeavours to recruit, develop and retain highly competent staff from diverse backgrounds to achieve it vision and mission. To this end, it is essential that the performance of the university's academic and research staff be of high quality, yet the attraction, motivation and retention of high quality academicians and researchers may require recognition and reward for academic performance and service to the community. Consequently, it is envisaged that the recruitment and promotion requirements as well as the approaches adopted in these guidelines will enhance meritocracy and boost academic staff dedication, hard work, high morale and excellence in performance of duties. The Criteria, therefore, recognizes the need to encourage continued pursuit of scholarship by focusing on the University's core mandates of teaching, research, extension and innovation in the service of the University and the community.

For a seamless appointment and review of staff for promotion, the University shall ensure there is an approved staff establishment in place so that appointments and/or promotions are made to established teaching and research positions. There shall also be an effective staff succession plan to guarantee the availability of academic and research staff to roll the University towards its vision and mission. Embodied in this Criteria are the principles and recognition of:

(a) Academic and research career paths;

(b) diversity in the ways in which academic staff contribute to the University's mission and the wide variety of academic work and community service that are appropriate to that mission;

(c) the relative parity of value between teaching and research;

(d) the different performance expectations at each grade; and

(e) the need to encourage and facilitate academic staff to acquire the requisite qualifications, and gain further skills and relevant experience appropriate to the University's mission.

Whereas direct academic and research appointment shall normally be based on the existence of vacancies in the Staff Establishment, review for promotions will be a continuous process upon meeting the requirements. This Criteria shall be read together with relevant Government policies, laws, the University Statutes, and other University policies, rules and regulations.

2.2 Objectives of the Criteria

The objectives of policy are to:

a) Provide clearly defined career progression that will attract, motivate and facilitate retention of qualified academic and research staff at Kisii University;

b) Provide well-defined job descriptions and responsibilities at all levels of each respective cadre of academic and research staff;

c) Establish standards for recruitment, training, and advancement within each cadre, based on job academic/professional requirements, experience, and ability as reflected in performance appraisal; and

d) Ensure appropriate career planning and succession management for each cadre of academic and research staff.

3.0 AREAS OF ACADEMIC AND RESEARCH WORK AND SERVICE

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

(a) **Teaching** – this shall include lecturing, leading seminars and tutorials, facilitating laboratory practicals, clinical teaching, field courses, research projects, industrial attachment, teaching practice, supervision, examining, and any other means by which students derive learning;

(b) **Research** – this will include research work that result in publications, innovations, and patenting, technology transfer, and dissemination of knowledge. Publication in predatory journals will not be considered in the determination of appointment and promotion; and

(c) **Service** – this will include serving within the University, particularly in the form of administrative work and participation in committees for steering university activities and functions such as curricula design, development, evaluation and review; policy formulation; postgraduate studies; departmental and school functions; and examination matters, among others; and also service outside the University in the form of extension and outreach, especially service to one's primary profession, industry and the community.

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

4.0 SCOPE AND APPLICATION OF THE CRITERIA

This Criteria shall be applicable to all teaching and research staff in the University. It covers the criteria and procedures of appointment and/or promotion to the standard academic and research positions made on the following terms of employment:

(a) Permanent and pensionable; and

(b) Fixed – term contract.

5.0 ACADEMIC AND RESEARCH DESIGNATIONS, JOB DESCRIPTIONS AND CRITERIA FOR APPOINTMENT & PROMOTION

5.1 Academic and Research Designations and Grades

All academic and research appointments and/or promotions will be made to the academic and research positions/ designations and respective grades as outlined in Table 1 below.

Table 1: Academic Designations and Grades

DESIGNATION	GRADE
Graduate Assistant / Research Assistant	KSU 10
Tutorial Fellow /Junior Research Fellow	KSU 11
Lecturer / Research Fellow	KSU 12

Senior Lecturer /Senior Research Fellow	KSU 13
Associate Professor/Associate Research Professor	KSU 14
Professor/Research Professor	KSU 15

Appointment to the position of Emeritus Professor, Adjunct Professor/Lecturer and Visiting Scholar shall be made as per the guidelines spelt out in the First Schedule of this Criteria.

5.2 Terms of Appointment

a) The positions of Lecturer to Professor for citizens of Kenya shall be filled on permanent and pensionable terms.
b) Tutorial Fellow and Graduate Assistant positions are trainee positions and appointments to these positions shall be on contract terms.
c) A Graduate Assistant (GA) shall be hired on a one – year contract, renewable normally for a maximum of three years to enable the candidate complete a Master's degree programme.
d) A Tutorial Fellow shall be hired under an initial contract of two (2) years and normally renewable once for a similar period to enable the candidate complete a Doctoral degree programme.
e) International staff on contract terms shall normally be reviewed for performance and relevance at the expiry of each contract period to consider renewal of the same.

5.3 Job Description and Criteria for Appointment and Promotion

5.3.1 Graduate Assistant / Research Assistant

Reports to: Chairperson of Department

Duties and Responsibilities

a) Assist in preparation and execution of teaching and research activities.
b) Attend and participate in seminars, workshops and conferences in relevant fields.
c) Assist in carrying out departmental administrative activities.
d) Assist to review laboratory manuals (where applicable).
e) Any other official duties that may be assigned by the immediate supervisor.

Academic / Professional Requirements and Experience

To be eligible for appointment to this position, the candidate shall fulfill the following:

a) Must have a relevant Bachelor's degree of at least Upper Second-Class Honors or its equivalent from a recognized university;

b) Must be registered to study for a Master's degree in the same discipline as the Bachelor's degree;

c) Be registered or registerable with the relevant professional body (where applicable); and

d) Must have KCSE or equivalent qualification that merits admission to undergraduate studies in the relevant field.

5.3.2 Tutorial Fellow / Junior Research Fellow

Reports to: Chairperson of Department

Duties and Responsibilities

a) Assist senior academic members of staff in teaching and research assignments as allocated by the Chairperson of Department

b) Assist in the development of teaching materials.

c) Organize and supervise educational activities (practicals, field trips, tutorials, etc.) for undergraduate students.

d) Attend and participate in seminars, workshops and conferences in relevant fields.

e) Actively participate in departmental meetings

f) Carry out any other official duties that may be assigned from time to time.

Academic/Professional Requirements and Experience

To be eligible for appointment the candidate shall fulfill the following;

a) Must have relevant Bachelor's (at least Upper Second-Class Honours) and Master's degrees in **the same discipline** from a recognized university in the relevant field and be registered for a Doctor of Philosophy (PhD) degree.

      OR

Must have MBChB or BDS or BPharm and be registered for Master's degree studies in **the same discipline**.

b) Be registered or registerable with the relevant professional body *(where applicable).*

c) Must demonstrate potential for university teaching and/or Research during the appointment interview.

5.3.3 Lecturer / Research Fellow

Reports to: Chairperson of Department

Duties and Responsibilities

a) Teach and asses courses in one's discipline for both undergraduate and postgraduate students.

b) Supervise postgraduate students.

c) Initiate, promote and participate in research projects.

d) Attend and participate in seminars, workshops and conference in relevant fields.

e) Participate in planning, development, implementation and evaluation of curricula in the department.

f) Participate in departmental and School Board meetings and other activities.

g) Conduct community service and initiate linkages.

h) Perform any other official duties that may be assigned by the immediate supervisor from time to time.

Academic/Professional Requirements and Experience

To be eligible for appointment the candidate shall fulfill the following:

a) Must have a relevant PhD degree in the same discipline as the Bachelor's and Master's degrees from an accredited and recognized university;

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OR

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b) Master's degree in Medicine and Surgery, Dentistry, or Pharmacy from a recognized university and be registrable for a PhD in **the same field**. In addition, they:

    (i) Must have at least three (3) years of teaching experience at University level or in research after obtaining a Master's degree;

    (ii) For Lecturer, one must have a minimum of 24 publication points, out of which sixteen (16) shall be from articles in refereed journals. For Research Fellow, one must have a minimum of 48 publication points, out of which thirty-two (32) shall be from articles in refereed journals; and

c) Must be registered or registrable with the relevant professional body *(where applicable)*.

5.3.4 Senior Lecturer / Senior Research Fellow

Reports to: Chairperson of Department

Duties and Responsibilities

a) Teach and assess courses in one's discipline for both undergraduate and postgraduate students.

b) Supervise postgraduate students.

c) Participate in planning, development, implementation and evaluation of curricula in the department.

d) Attract research or institutional development funds.

e) Initiate, plan and conduct research in the relevant field.

f) Conduct community service and initiate linkages.

g) Perform any other official duties that may be assigned by the immediate supervisor.

Academic/Professional Requirements and Experience

To be eligible for appointment the candidate shall fulfill the following:

a) Must have a PhD Degree or its academic equivalent qualification from a recognized university;

OR

Master's Degree in Medicine, Dentistry, or Pharmacy from an accredited and recognized University;

b) Must have at least three (3) years of teaching experience at the University as a Lecturer or six (6) years relevant research experience as a Research Fellow;

c) For Senior Lecturer, one must have a minimum of thirty-two (32) publication points, of which at least twenty-four (24) shall be from refereed scholarly journals; and for Senior Research Fellow, one must have a minimum of sixty-four (64) publication points, of which at least forty eight (48) shall be from refereed scholarly journals;

d) Must have supervised at least three (3) postgraduate students to completion as a Lecturer/Research Fellow;

e) Must have provided professional and community service and initiated linkages;

f) Must show evidence of contribution to university life through active participation in seminars and conferences, departmental matters, students' academic advising, school and university committee meetings/membership; and

g) Must be registered with the relevant professional body *(where applicable)*.

5.3.5 Associate Professor / Associate Research Professor

Reports to: Chairperson of Department

Duties and Responsibilities

a) Provide academic leadership through programme development, mentorship and research.

b) Teach and assess courses in one's discipline at both undergraduate and postgraduate levels.

c) Supervise undergraduate projects and other experiential learning programmes.

d) Participate in the development and review of undergraduate and postgraduate curricula.

e) Develop proposals to attract research and institutional development grants for the University.

f) Supervise projects/theses research by students.

g) Initiate, promote and participate in research projects

h) Must have accumulated and published research findings thereof.

i) Must have provided professional and community service programmes and initiated linkages;

j) Must show evidence of contribution to university life through active participation in seminars and conferences, departmental matters, students' academic advising, school and university committee meetings/membership;

k) Carry out administrative and other duties and responsibilities as may be assigned from time to time.

Academic/Professional Requirements and Experience

To be eligible for appointment, the candidate shall fulfill the following;

a) PhD degree in the relevant field from an accredited and recognized university.

<div align="center">OR</div>

Master of Medicine, Master of Dentistry (MDS), or Master of Pharmacy from a recognized and accredited University.

b) Must have at least three (3) years of teaching and research experience as a Senior Lecturer or Senior Research Fellow at university level;

c) For Associate Professor, must have at least forty-eight (48) publication points as a Senior Lecturer, of which at least thirty-two (32) must be from refereed scholarly journals; and for Associate Research Professor, must have at least ninety-six (96) publication points as a Senior Research Fellow, of which at least sixty-four (64) must be from refereed scholarly journals;

d) Must have supervised at least four (4) postgraduate students to completion, one of which must be a doctoral student as a Senior Lecturer or Senior Research Fellow;

e) Must have attracted research or development funds as a Senior Lecturer / Senior Research Fellow;

f) Must be registered with the relevant professional body *(where applicable);*

g) Must have attended and contributed at learned conferences, seminars and workshops;

h) Must show evidence of academic leadership in his/her area of specialization through research publications and membership of professional societies *(where applicable)*; and

i) Must show evidence of leadership and administrative experience, through active participation in Departmental/School/University committees and activities as well as national and international engagements.

5.3.6 Professor / Research Professor

Reports to: Chairperson of Department

Duties and Responsibilities

a) Provide academic leadership and mentorship to members of staff and students.

b) Teach, train and assess undergraduate and postgraduate students.

c) Develop proposals to attract research grants for the University.

d) Disseminate knowledge and research findings through public lecturers, conferences, publications, and seminars, among others.

e) Provide leadership in assessment of teaching and learning.

f) Give an inaugural lecture within one (1) year of promotion/appointment.

g) Plan and develop new academic programmes in the discipline.

h) Carry out supervision of projects/research by students.

i) Any other official duties that may be assigned by the immediate supervisor.

Academic/Professional Requirements and Experience

To be eligible for appointment the candidate shall fulfill the following;

a) PhD degree in the relevant field from an accredited and recognized university.

<div align="center">OR</div>

MMed, MDS, or MPharm from an accredited and recognized University.

b) At least three (3) years of teaching and research experience since being appointed Associate Professor or Associate Research Professor.

c) For Professor, one must have at least sixty (60) equivalent publication points since appointment as Associate Professors, of which at least forty (40) should be from refereed scholarly journals; and for Research Professor, one must have at least one hundred and twenty (120) equivalent publication points since appointment as Associate Research Professors, of which at least eighty (80) should be from refereed scholarly journals;

d) Should have supervised at least five (5) postgraduate degree students to completion, at least two at doctoral level as Associate Professor or Associate Research Professor.

e) Should have attended and contributed at learned conferences, seminars or workshops;

f) Should show evidence of continued research and effective teaching;

g) Must be registered with the relevant professional body *(where applicable);*

h) Should show evidence of administrative experience, through active participation in Departmental/School/University activities as well as national and international activities;

i) Must have attracted research or development funds as an Associate Professor or equivalent;

j) Must show evidence of contribution to the community; and

k) Must show evidence of leadership through contribution to university life by participating in departmental matters, staff mentoring, student academic advising, school and university meetings and committee's' membership as well as national and international engagements.

6.0 PROCEDURE FOR APPOINTMENT AND PROMOTION

Appointment and promotion to academic teaching and research positions in the University shall be based on the obtaining staff establishment. Whereas new appointments shall follow the advertisement of a vacancy, promotions will be based on the existence of a vacancy in the establishment and demonstrable meritorious performance in the areas of teaching, research, and service to the University and the wider community. Potential candidates will be expected to have achieved the outlined requirements to be appointed and/or promoted. This Criteria seeks to recognize and reward academic and reseacrh work according to its quality and impact. In the appointment and promotion process, the following procedure shall be followed to ensure transparency and accountability.

6.1 Existence and Notification of a Vacancy

(i) All academic positions in Departments shall be established in the University Staff Establishment following the laid down procedures;

(ii) Academic positions shall be deemed to be vacant in a Department as a result of circumstances which may include, but not limited to, end of contract, retirement, resignation, restructuring and/or expansion, dismissal or death; and

(iii) The CoD, through the respective Dean of School, shall notify the DVC in charge of Academic Affairs of the existence of vacancies in the department within one (1) month of such occurrence, with a proposal for appointment or review for filling the position; and

(iv) Review for promotion after attainment of a higher qualification and experience shall be based on the existence of vacancies in the Staff Establishment.

6.2 Methods of Filling a Vacancy

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

(i) **promotion** - where an existing member of academic staff meets requirements for the existing vacancy and, therefore, qualifies for review for promotion;

(ii) **recruitment** - where there is no qualified candidate from within the Department to fill a vacancy, the vacancy shall be advertised for recruitment. The advertisement may be internal if it is believed that there is sufficient capacity within the University or external if it is believed that such capacity is lacking within the University;

(iii) **renewal of contractual appointment** - a member of academic staff on contractual terms may be re-appointed where the procedures thereof are specifically provided for in the initial contract; and

(iv) **other appropriate methods** - notwithstanding provisions (i) to (iii), the University may secure suitable eminent candidates through other appropriate methods as approved by Council on the recommendations of the University Senate from time to time, for example, scholars on sabbatical, affiliation and visiting scholarship.

6.3. Procedure for Appointment or Promotion of Graduate Assistant, Tutorial Fellow, Lecturer & Senior Lecturer and their Research equivalents

The processing of applications for advertised and/or internal promotion academic vacancies shall be made strictly in line with the procedure set out hereunder:

(i) All applications shall be received by the DVC in charge of Academic Affairs, who will forward them to the relevant School for shortlisting and recommendation.

(ii) Each School shall establish a School Appointments and Promotions Advisory Committee (SAPAC), whose terms of reference shall be to shortlist applicants and make recommendations for appointment and/or promotion;

(iii) During the shortlisting, SAPAC shall rank candidates as guided by the scoring table presented in the Second Schedule of this Criteria;

(iv) A minimum of three (3) candidates shall be shortlisted for each advertised vacant position for direct appointment;

(v) In the case of promotions, all eligible applicants for an existing vacancy shall be shortlisted;

(vi) The Dean or the Principal, in respect of a school housed in a college, shall forward the names of the eligible applicants/shortlisted candidates, together with the long list and the minutes of the proceedings of SAPAC, to the DVC in charge of Academic Affairs;

(vii) The DVC in charge of Academic Affairs shall communicate in writing within two (2) weeks of receiving the shortlisting report from SAPAC to each candidate on the outcome of the shortlisting exercise. For internal candidates who were not shortlisted, the said DVC shall communicate to them giving reasons, based on the deliberations of the SAPAC, as to why they were not shortlisted;

(viii) Upon confirmation that the shortlist is in conformity with the requirements spelt out in this Criteria, the DVC in charge of Academic Affairs shall forward the documents to the DVC in charge of Administration who must seek the vice chancellor's concurrence in order to organize for interviews for the qualified and shortlisted candidates; and

(ix) shortlisted applicants shall be invited for interviews by the DVC in charge of Administration, giving reasonable notice of not less than two (2) weeks, specifying the time, date and place of the interview by a posted letter or other appropriate mode of communication, including electronic means.

6.3.1 Interviews

The following shall be followed to interview shortlisted applicants:

(i) There shall be interview committees for academic staff as spelt out in the University Statutes;

(ii) After obtaining the vice chancellor's concurrence, the DVC in charge of Administration shall organize for interviews with the appropriate committee as spelt out in the University Statutes;

(iii) The interview shall be conducted by the respective interview committee chaired by the vice chancellor using the approved scoring method;

(iv) The Committee shall make the verdict on the outcome of the interviews; and

(v) minutes of the interview together with the list of successful candidates signed by the chairperson of the interview committee shall be forwarded to the DVC in charge of administration for purposes of preparing letters of offer of appointment or promotion and communicating regrets to the unsuccessful candidates.

6.3.2 Offer and Acceptance of Appointment

The following procedure shall apply:

(i) an offer of appointment shall be made in writing by the vice chancellor and copied to the DVC in charge of Administration, DVC in charge of Academic Affairs, Registrar Administration, Finance Officer, Principal where applicable, the respective Dean of School and the COD of the relevant Department;

(ii) the appointment letter shall contain the following and, shall not be limited to, name of appointee, effective date of appointment, position appointed to, reporting related-matters, terms of appointment, salary scale, allowances and any other entitlements as applicable, and the validity period of the offer; and

(iii) the appointee shall be required to indicate in writing acceptance of the offer indicating the earliest time they shall be available to take up the appointment and attach three (3) copies of their recent passport size photograph.

6.3.3 Induction and/ or Orientation

All newly appointed academic staff shall undergo the following:

(i) Mandatory induction and orientation that will be organized by the Registrar in charge of Administration for the purpose of introducing the new academic staff to the work environment as well as to the various aspects of his/her work. This shall be done together with the respective COD and Dean of School to properly initiate all new academic staff into their new tasks; and

(ii) the induction and orientation programme shall include, but not limited to, pedagogy, ethics, University policies, rules and regulations, and the relevant national laws, policies, and rules and regulations governing the higher education sector in the country.

6.3.4 School Appointments and Promotions Advisory Committee (SAPAC)

(i) Each School shall have a SAPAC, which shall be chaired by the Dean and it shall be responsible for shortlisting candidates for appointments and/or promotions;

(ii) The Dean of a School shall make a request and recommend names for appointment to the SAPAC;

(iii) Members of the SAPAC shall be appointed by the DVC in charge of Academic Affairs after seeking concurrence of the vice chancellor on the request;

(iv) A SAPAC shall be composed of at least one (1) representative from each Department in the School, a representative from Quality Assurance Unit and at least two (2) Professors of the University;

(v) With respect to Schools based in a College, the Principal of the College shall be an ex-officio member of the SAPAC;

(vi) Only members of SAPAC whose positions are higher or equivalent to the position being considered for appointment and/or promotion shall participate in the shortlisting;

(vii) The quorum for a SAPAC meeting shall be two-thirds (2/3) of the eligible members to participate in shortlisting for the position;

(viii) The decision of SAPAC shall be communicated to the DVC in charge of Academic Affairs in the form of minutes, which shall bear signatures of all the members who attended the meeting, and the minutes shall clearly indicate the long list and the shortlist as well as recommendations for appointments and/or promotions;

(ix) in the event a School is unable to constitute a SAPAC due to lack of eligible staff members, the Dean shall, through the DVC in charge of Academic Affairs, request for eligible members of staff from other related fields/areas of specialization within the University or from other universities recognized by Senate to be incorporated in the SAPAC;

(x) where a Dean is a candidate, the DVC in charge of Academic Affairs shall seek the vice chancellor's concurrence to appoint a Chairperson of the Committee from among senior members of the School or other related disciplines to assess the application; and

(xi) All members of the SAPAC shall declare conflict of interest in accordance with the Leadership and Integrity Act, No. 19 of 2012 of the Laws of Kenya and amendments thereto or any other applicable law in any appointment and/ or promotion.

6.4 Procedure for Appointment and Promotion of Associate Professor and Professor

(i) applicants that meet the requirements for appointment to the position of Associate Professor or Professor shall make an application through the relevant COD and Dean of the School to the DVC in charge of academic affairs, who shall seek the vice chancellor's concurrence to constitute a review committee:

(ii) the review committee shall be composed of at least five (5) professors with at least one (1) in the field of the applicant;

(iii) the committee shall make recommendations based on the requirements for the position as set out in the Second Schedule of this Policy and forward to the DVC in charge of academic affairs; and

(iv) the DVC in charge of academic affairs shall forward the recommendations to the Vice Chancellor, who shall cause the Appointments Committee of Council to interview the candidates.

6.4.1 Committee for Appointment and Promotion of Professors

(i) There shall be an Appointments and Promotions Committee of Council chaired by the Chairperson of Council with membership comprising of the Chairpersons of the Council Standing Committees, and one (1) Senate representative in attendance who must be at the level of Professor or Associate Professor depending on the position the candidate is being interviewed for to promote Associate Professors and Professors;

(ii) In case there is no Professor or Associate Professor in the University in the field where a candidate has applied for appointment or promotion, the University will source for a Professor or Associate Professor from a sister university;

(iii) the Appointments Committee of Council shall interview candidates for the position of Associate Professor and Professors who are considered to have met the requirements in accordance with the criteria spelt out in this Policy; and

(iv) he successful candidates shall be issued letters of appointment or promotion in accordance with section 6.3.2 of this Policy.

6.5 Appeal

Candidates may appear at three levels as follows:

(a) A candidate who has not been shortlisted may appeal, stating the reasons, to the Vice Chancellor within one (1) week of the date of receipt of communication. The Vice Chancellor shall constitute an *Ad Hoc* Senate Committee of Professors to hear and determine the appeal. The members of the Committee shall appoint one among themselves to be the Chairperson. The decision of the Committee shall be final.

(b) A candidate who was not successful at an interview of the Appointments Committee chaired by the Vice chancellor may appeal to the Chairperson of Council within one (1) week of receipt of the communication. The decision of Council shall be final.

(c) A candidate who was not successful at an interview of the Appointments Committee of Council may appeal to the Chairperson of Council within one (1) week of receipt of the communication.

(d) The Chairperson of Council shall refer the appeal to the Appointments and Promotions Appeals Board of Council for deliberation. The Appointment and Promotions Appeals Board shall be chaired by an Independent Council member, and composed of representatives of the Principal Secretaries Ministry of Education and the National Treasury & Planning.

(e) The recommendations of the Appointment and Promotions Appeals Board shall be reported to Council for decision making. The decision of Council on the recommendations shall be final.

Note: The Ad Hoc Committees may have membership of experts in the field area of specialization of the candidate invited from outside the University to hear the appeal

7.0 EFFECTIVE DATE AND REVIEW

This Policy shall be:

(a) effective from the date Council approves it; and

(b) reviewed every four (4) years from the effective date or when deemed necessary.

FIRST SCHEDULE: APPOINTMENT OF OTHER MEMBERS OF ACADEMIC STAFF

(i) The University may from time to time seek the services of academicians or professionals from other universities, research institutions, industry or the public sector who are valued for their significant accomplishments within their disciplines/ fields of specialization to assist in building capacity at the University, bridge a shortfall in staff numbers due to inadequate qualified human resource, sabbatical leaves or illness of Department/School members or need for services of an expert in a specific discipline/field of specialization to offer the students and/ or an academic programme expert or skill set or viewpoint;

(ii) The academicians or professionals sought shall be appointed and given titles of Adjunct Professors/ Lecturers or Visiting Scholars; and

(iii) Depending on his/ her agreement with the University, the Adjunct Professor/ Lecturer or Visiting Scholar may s teach a specific topic or several topics or may assume the role of a full-time teaching staff and/ or undertake specific research or consultancy for the University for a limited period of time not exceeding two (2) years on temporary contractual terms that will be dependent on the needs of the University.

(a) Procedure for Engagement of an Adjunct Professor/ Lecturer or Visiting Scholar

The following procedure shall apply in the engagement of an Adjunct Professor/ Lecturer or Visiting Scholar:

(i) the Chairperson of Department (CoD) shall make a request for an Adjunct Professor/ Lecturer or Visiting Scholar based on need in writing by filling out the Adjunct Professor/ Lecturer or Visiting Scholar Request Form and sending it to the respective Dean of School;

(ii) the Dean of School shall, after ensuring and certifying that the request is justified, forward it to the DVC in charge of academic affairs for onward transmission and approval by the University Management Board (UMB);

(iii) if the request is the UMB approves the request, the procuring an adjunct faculty shall be initiated;

(iv) candidates for appointment as Adjunct Professor/ Lecturer or Visiting Scholar will be interviewed on Campus or through virtual (online) means;

(v) if the candidate meets the requirements of the Department, an appointment letter stipulating the terms of engagement, the duration of engagement and the duties and

responsibilities of the Adjunct Professor/ Lecturer or Visiting Scholar shall be issued by the vice chancellor;

(vi) after the appointment, the relevant Department, in conjunction with the Human Resource Office, will carry out an induction session for the Adjunct Professor, Lecturer or Visiting Scholar into the University system;

(vii) at the end of the contract period, the CoD shall send a written evaluation of the performance of the Adjunct Professor/ Lecturer or Visiting Scholar to the Dean of School and to the person holding the position. All such evaluations will be taken into consideration in the event that the individual is considered for subsequent reappointment; and

(viii) a Certificate of Service shall be issued the Adjunct Professor/ Lecturer or Visiting Scholar at the end of the service contract.

Note: Appointment as an Adjunct Professor/ Lecturer or Visiting Scholar shall carry absolutely no presumption of reappointment in a subsequent term. However, if the need still exists, an Adjunct Professor/ Lecturer or Visiting Scholar may be reappointed on the recommendation of the CoD and the Dean of the respective School.

(b) Requirements for Appointment

A candidate for consideration for appointment as an Adjunct Professor, Lecturer or Visiting Scholar shall:

(i) be appointed at any academic designation or position provided that they meet the minimum qualifications of that designation or position;

(ii) have professional standing and specialist knowledge to make significant contribution to teaching and research or consultancy in the University:

(iii) be an eminent leader in their discipline/ field of specialization and a person of distinction, and high achievement in the world of science, profession, business, industry, arts or public service;

(iv) have evidence of significant and on-going contribution to a discipline/ field or expertise relevant to the academic programme to be appointed to; and

(v) have evidence of willingness and capacity to contribute to the academic programme.

(c) Duties and Responsibilities

An individual appointed to the position of Adjunct Professor Lecturer or Visiting Scholar shall

be allocated duties and responsibilities as per the request of the user Department and may include, but shall not be limited to:

(i)   contribute in research projects and other intellectual activities;

(ii) teach undergraduate and postgraduate students in a specific discipline/field of expertise;

(iii) supervise and advice on students' dissertations/ theses, research projects or practicums;

(iv) mentor students where applicable;

(v)   advise the University on areas relevant to their expertise;

(vi) contribute to specific consultancy services to the University; and

(vii) carry out such other duties and responsibilities as may be assigned from time to time but shall not hold a substantive position in the University.

(c) Professor Emeritus

Professor Emeritus is an honorific title conferred on a retired Professor in recognition of his/ her distinguished service and achievement during his/ her academic career.

(a) For appointment of an Individual as Professor Emeritus, the following conditions shall

apply:

(i)   the title of professor emeritus may be conferred upon a distinguished retiring Professor of Kisii University or any other university recognized by Senate who, during his/ her tenure at the university, made exceptional contribution in academic leadership, including dedicated achievement to his/her discipline/field of study/specialization and made significant contribution to university activities and society as a reward for meritorious service;

(ii) Professor Emeritus will be conferred to a Professor who, upon attaining retirement age, applies or is recommended by the Department and School, and meets the requirements for the position;

(iii) a recommendation for the award of professor emeritus will be made by the respective Dean of School to the Vice chancellor through the DVC in charge of academic affairs (and the College Principal where applicable) in respect of a Professor scheduled to retire, but in whose opinion and that of the Department and School, it is felt that the individual made significant contribution towards the Department and School and

therefore, he/ she may be bestowed with the title of professor emeritus as a sign of recognition;

(iv)   the Vice chancellor shall, upon recommendation of Senate and approval by Council, ward the candidate the title of professor emeritus within three (3) months following the date of retirement of the candidate; and

(v)   a Certificate of Recognition shall be issues to the professor emeritus.

(b) Requirements for Appointment of Professor Emeritus

A candidate for appointment of the position of Professor Emeritus must:

i.   make an application or be recommended by the CoD and the Dean through the DVC in-charge of academic matters and the Principal of the College (where applicable) to the Vice chancellor for consideration within three (3) months prior to the retirement date;

ii.   have at least ten (10) years of service with Kisii University or any other University recognized by the Senate, five (5) of which must have been at the position of Professor.

iii.   show significate contribution to the University in the following areas:
   - Teaching,
   - Scholarship
   - Innovation and/or creative activities, and
   - Community service

iv.   have proven service to the University, that is, active participation in Departmental, School and University activities;

v.   show evidence of having developed proposals that have attracted funding for postgraduate students training and research, and created strategic training, research or consultancy partnerships and linkages for the University;

vi.   have been an excellent lecturer and administrator as evidenced by supervision and mentoring of postgraduate students and staff; and

vii.   be medically fit as certified by a University recognized medical practitioner.

(c) Roles and Activities

Professor emeritus will continue to support the University by participating in any of the following duties on voluntary capacity;

i. undertaking teaching and assessing courses in one's discipline/field of specialization at postgraduate level;

ii. helping in developing undergraduate and postgraduate courses;

iii. supervising dissertations/ theses at postgraduate level but shall not act as the primary supervisor;

iv. mentoring junior academic staff;

v. initiating, promoting and participating in research projects and publishing;

vi. providing academic leadership through programme development, mentoring and research;

vii. writing proposals for funding, and creating strategic research or training partnerships and linkages, and fundraising for the University;

viii. providing professional consultancy and community services for the University;

ix. giving guest lectures; and

x. carrying out such other duties and responsibilities as may be assigned from time to time but shall not hold a substantive position in the University.

(d) Terms of Engagement and Employment Status

The following terms of engagement and employment status shall apply:

i. the position of Emeritus Professor is voluntary and the person holding it shall not be considered an employee of the University;

ii. the Emeritus Professor shall be provided with office space/desk (in the Professor Emeritus Common Room or any other designated space) transport and secretarial services when required; and

iii. the Emeritus Professor may be paid honoraria from funds s/he participated in raising through specialized training, research or consultancy services as per the existing University policy.

SECOND SCHEDULE: DISTRIBUTION OF EQUIVALENT PUBLICATION POINTS FOR TYPES OF PUBLICATIONS

(a) The maximum points that may be awarded for one item for each category of publication are shown in Table 1 below.

Table 1: Distribution of Weighted Publication Points by Type of Publication

No.	Type of Publication and Other Scholarly Output	Maximum Points
1.	One University-Level Scholarly Book *	24
2.	Patented Invention or Innovation	16
3.	One Article in a Refereed Journal *	8
4.	One Tertiary Level Scholarly Book	8
5.	Book Charter in a University-Level edited Book	6
6.	Refereed Learning Modules	6
7.	One Reviewed Conference Paper	4
8.	One Secondary School Level Textbook	4
9.	Short Communication in a Refereed Journal	4
10	Consultancy and Project Reports	4

I I	Refereed Exhibitions and Performances**		4
12	One non - Reviewed Conference Paper		2
13	Editorship of a refereed Journal, Book or Conference Proceedings		2
14	Scholarly Presentations at Conferences/Workshops/Seminars		2
15	Public lecture		1
16	Book Review Published in Refereed Journals		I

* For Multiple authorship of a Scholarly Book or Journal refer to the formula in (b) below.

* *Refereed exhibitions and performances have to be accompanied with a write-up and list of experts who judged the exhibition or performance.

(b) Computation of Weighted Publication Points for multiple authorship of journal articles, chapters in edited books and editing of books is as follows:

(i) The maximum number of weighted publication points that may be awarded for one scholarly article with multiple authors is eight (8).

(ii) The Weighted Distribution Approach shall be adopted for distribution of the eight (8) weighted publication points to each of the multiple authors.

(iii) Allocation of multiple authorship publication points will reflect the level of contribution of each author as determined by the position of the author's name in the listing of authors from the first to the last author. The order of authorship is assumed to be proportional to the contribution of each author.

(iv) The formula below will be used to determine the proportion of the publication points to be allocated to each author:

$$Publication\ points = 2\left\{\frac{(n+1)-i}{n(n+1)}\right\} x\ max\ points$$

Where:
'i" represents the position of the applicant's name in the authors' list, i.e., is the "i[th]" author; and
"n" represents the total number of authors.

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

For Example:

Allocation of Weighted Publication Points for an article published by four (4) authors

1st author of 4 authors:

$$1st\ author\ = 2\left\{\frac{(4+1)-1}{4(4+1)}\right\} = \frac{2}{5}$$

The first of four (4) authors gets $\frac{2}{5}$ of the 8 points

$$First\ author\ publication\ points = \frac{2}{5}\ x\ 8 = 3.20$$

2nd author of 4 authors:

$$2nd\ author\ publication\ points = 2\left\{\frac{(4+1)-2}{4(4+1)}\right\}\ x\ 8 = \frac{3}{10}\ x\ 8 = 2.40$$

3rd author of 4 authors

$$3rd\ author\ publication\ points = 2\left\{\frac{(4+1)-3}{4(4+1)}\right\}\ x8 = \frac{1}{5}\ x8 = 1.6$$

4th author of 4 authors:

$$4th\ author\ publication\ points = 2\left\{\frac{(4+1)-4}{4(4+1)}\right\}\ x8 = \frac{1}{10}\ x8 = 0.80$$

The total weighted publication points for the four (4) authors are: 3.20 + 2.40 + 1.60+0.80 = 8.00

THIRD SCHEDULE: PERFORMANCE SCORING SYSTEM FOR ACADEMIC POSITIONS AND SHORTLISTING FOR APPOINTMENT AND/OR REVIEW FOR PROMOTION

Table 2: Awarding Weighted Publication Points

INSERT PUBLICATION POINTS TABLE

Table 3: Performance Scoring System for Academic Positions

S/N	Performance Area	Professor	Associate Professor	Senior Lecturer	Lecturer
		Weight (%)	Weight (%)	Weight (%)	Weight (%)
1	Teaching/Training	35	40	50	50
2	Research Productivity	50	40	30	20
3	Outreach Activities	6	8	5	12
4	Other Trainings/ Qualifications	-	2	10	15
5	Administrative Responsibility	2	6	3	2

6	National/International Collaborations	7	4	2	1
	Total	**100**	**100**	**100**	**100**

Table 4: Performance Scoring System for Research Positions

S/N	Performance Area	Research Professor Weight (%)	Associate Research Professor Weight (%)	Senior Researcher Weight (%)	Researcher Weight (%)
1	Teaching/Training	20	20	30	20
2	Research Productivity	60	65	50	45
3	Outreach Activities	6	8	5	12
4	Other Trainings/Qualifications	-	2	10	15
5	Administrative Responsibility	2	6	3	2
6	National/International Collaborations	12	9	2	6
	Total	100	100	100	100

Table 5: Performance Scoring System for Academic Positions

	Prof		Assoc. Prof		Senior Lecturer						Lecturer								
					Uni		Ind		RI		Uni		Ind		RI		AL		TF/GA
	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)	MS	Wt (%)
Teaching/Training	35	10	40	10	50	10	10	0	10	0	50	0	2.5	0	5	0	20	-	-
Research Productivity	50	56	40	44	30	32	15	16	60	62	20	14	22.5	8	45	32	-	-	-
Outreach Activities	6	13	8	8	5	13	40	6	5	6	12	1	40	6	15	6	-	-	-
Other Trainings/Qualifications	0	0	2	2	10	1	10	1	10	1	15	1	20	-	20	-	80	-	100
Administrative Responsibility	2	1	6	6	3	1	10	-	10	-	2	-	10	-	10	-	-	-	-
National/International Collaborations	7	5	4	4	2	5	15	-	5	-	1	-	5	-	5	-	-	-	-

Total	100	85	100	100	100	100	100	33	100	100	16	100	14	100	38	100	100	100

Legend:

Prof.:	Professor
Assoc. Prof.:	Associate Professor
AL:	Assistant Lecturer
TF/GA:	Tutorial Fellow/ Graduate Assistant Lecturer
Wt (%):	Relative weighting percentage
MS:	Minimum Score
Uni:	University
Ind:	Industry
RI:	Research Institution

Assumptions for Research Output:

1. It is feasible for a scholar to publish at least two (2) articles per year;
2. The scholar may supervise at least two (2) candidates per year either Masters or Doctorate degree (Ph.D/ D.Phil);
3. There are other areas of research output that may be achieved by every scholar every year such as publishing a book chapter at any level, post-doctoral research, patent and innovation, reviewership of books and/ or journals; and
4. University level book is equivalent to three (3) refereed articles

Table 5: Shortlisting Scoring Template

Performance Category	Grading	Verification	Score	Total
Qualification: Over and above minimum qualifications				
Training (above grade requirement)	Certificate	Certificate	1	5
	PGD		2	
	Masters		3	
	Fellowship		4	
	Ph.D		5	
Teaching/Training				
Number of years since last promotion	3-5	Last appointment	2	5
	6-8		5	
Teaching load per year	0-1	Teaching timetables	0	
	2-4		4	
	5-7		6	

Criterion	Evidence	Measure	Score	Max
Participation in Examinations	Exam Rotas	8-9	8	10
		>9	10	
	Teaching in clinical area (Doctor Lecturers)	Setting	2	8
		Marking	4	
		Invigilating	2	
Student Evaluation of Instructor	Instructor evaluation questionnaires	3.5 – 5.0	10	10
		2.5 – 3.4	5	
		< 2.5	1	
Internal/ External Examinership	Appointment letter	Yes	5	5
		No	0	
Refereed Module	Module	Yes	2.5	2.5
		No	0	
Research Output and Productivity				
Refereed journal publication	Print out	1 – 3 authors	8	
		>3 authors	6	
One University level book	The book	Each	24	
Middle level college book	The book	Each	6	
University level book chapter	Print out	Each chapter	6	
Post-Doctoral Research	Publication/ Report	Number of publications/ reports	2	
Secondary level text book	The book	Each	2	
Short communication in a refereed or scholarly journal	Print out	Each	2	
Innovation/ Patent	Certificate/ Product	Each	16	
Postgraduate students' supervision	Master's Thesis booklet	Each to a maximum of 5	2	10
	PhD Thesis booklet	Each to a maximum of 3	3	9
Presentation at Scientific conference	Proceedings	1 – 2	1	2
		>2	2	
Reviewed conference papers	Appointment letter	1 -2	1	2
		>2	2	
Outreach and University Service				
Consultancy and project reports	No, of reports	1 - 2	6	10
		3 - 4	8	
		> 4	10	

Category	Evidence	Criteria	Marks	Max
Educational institutions	No. of engagements	1 - 2	4	8
		3 - 4	6	
		> 4	8	
Health and Clinical services	No. of engagements	1 - 2	6	10
		3 - 4	8	
		> 4	10	
Legal clinics/ services	No. of engagements	1 - 2	6	10
		3 - 4	8	
		> 4	10	
Community services	No. of engagements	1 - 2	2	20
		3 - 4	6	
		> 4	20	
Merit Awards	Certificate		1	3
Attracting funding (developmental, infrastructural and/ or research)	Grants/ Agreements	Less than 10 million	1.5	
		More than 10 million	2	
University Committee membership	Attendance list/ appointment		1	2
Administrative responsibilities	Appointment		1	
National, Regional and International appointment and service	Appointment	National	6	15
		Regional	8	
		International	10	

REFERENCES

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Kisii University Human Resource Manual

Commission for University Education, Harmonize Criteria and Guidelines for Appointment and Promotion of Academic Staff in Universities in Kenya, 2014.