



ReCITe!

COVENANT UNIVERSITY

**Appointment
and
Promotion Criteria**

Rewarding Academic *Excellence*

2018–2020

1.0 Preamble

Covenant University is poised to become one of the top ten universities in the world by the year 2022. This is the very present encapsulation of the overall vision of the University, which is to raise a new generation of leaders in all fields of human endeavor. The *ReCITE* approach to the fulfillment of the vision raises a new set of demands with very strong emphasis on research as the driving force for attaining all other parameters necessary to becoming a world-class university. It is with this aim in mind that it has become imperative to evolve a new document for assessing the quality of applicants for various positions in the three career *tracks* which are: Research, Teaching and Research/Teaching (a combination of Research and Teaching) cadres of Covenant (see Appendix 1 and 2 for details).

We have at the core of our operational strategies the consistent drive for continuous improvement as key to achieving excellence. We strongly emphasize the development of the Total Man. These strategies are factored into every promotion case. Excellence in both basic and applied research will be reflected appropriately in the consideration for promotion of the Faculty at Covenant University. The University will always encourage high productivity among all career tracks.

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

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

2.0 Procedures

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

2.2 Membership of the College **A&PC** shall comprise of all College Professors, and Heads of Departments with the Dean serving as Chairman. A representative of the Registrar from

the Establishment Unit, not below the rank of Senior Assistant Registrar, shall be present at all meetings. The College Officer shall serve as the Secretary.

- 2.3 At the Departmental level, the Appointments and Promotions Committee shall comprise the Head of Department (as Chairman) and all Academic staff not below the rank of Senior Lecturer. Where there are no Senior Lecturers and above, the College A&PC will suffice.
- 2.4 The Registrar shall release the schedule for the promotion exercise. Since the promotion exercise begins from the Department, upon the receipt of the circular on promotion from the Establishment Office, the Head of Department shall inform all Academic staff in the Department. Thereafter, candidates shall indicate in writing the cadre for which, they would like to be considered. The Departmental A&PC shall meet to consider all cases for promotion. Recommendations for promotion by the Departmental Committee, together with the minutes of the meeting must be processed to the College A&PC, which shall meet before processing the recommendations to the Central A&PC.
- 2.5 Every case for promotion shall be dealt with at each Department during the first week of April of every year. Recommendations from Departments shall reach the College by third week of April. The College A&PC shall meet in the fourth week of April. All processed applications and recommendations from the College A&PC shall reach the Central A&PC by first week of May. The central A&PC shall hold promotion interview from the third week of May. Announcement for successful cases shall be made by end of July to take effect from 1st of August of the year of promotion. The recommendations for cases below the professorial cadre shall include the assessment reports of publications (where applicable) signed by an expert in the field within the Department and or the Head of Department.
- 2.6 All promotion cases that fail at the Departmental level shall not be processed to the College A&PC. **Candidates whose applications have not been successful at the Departmental level shall be informed formally in writing within 72 hours of the decision, stating the specific reasons for the decision taken.** Copies of the letter shall be processed to the Vice-Chancellor, Registrar and Dean.

Candidates not recommended for promotion at the Departmental level may (if not satisfied) forward a statement of their case through the Dean to the College A&PC. The Central A&PC shall be copied. Each of such cases shall be referred to the appropriate Head of Department for comments. **The affected candidates shall be invited by the College A&PC to defend their cases.**

Similarly, candidates whose applications have not been successful at the College level shall also be informed formally in writing within one week of the decision stating reasons. Candidates not recommended at the College level, may (if not satisfied) forward a statement of their case to the chair of the Central A&PC and copy the Dean within a week of receipt of the decision of the College A&PC.

In the same vein, candidates whose applications have not been successful at the Central A & PC shall also be informed formally in writing within two weeks of the decision stating reasons.

- 2.7 The Committee to consider applications to the Professorial cadre shall exclude all non-professorial members. However, only full Professors shall sit for any consideration for a full professorship.
- 2.8. Every application to be processed to the central A&PC for promotion to the professorial cadre shall be accompanied by a preliminary report of the assessment of the publications by members of the College A&PC and signed by the Dean. Where there are no experts in the Departments, external experts will be sourced.
- 2.9. Only faculty and staff not currently on leave (study leave, postdoc, or the sabbatical) shall be eligible for consideration for promotion. However, for members of staff whose papers had been submitted and were being considered before such a member proceeded on leave (study leave, postdoc, or the sabbatical) the promotion shall be processed.
- 2.10. Appointment or promotion to the rank of Professor can only be approved for any faculty in the University subject to the following:
 - i. The applicant for Professorial position must not be more than sixty-five (65) years old.
 - ii. The applicant must have occupied or headed at least one leadership position with trait of exemplary leadership established, either in Committee, Directorate, Department, or College, in the University.
- 2.11. In putting up a candidate for promotion, the Chair of the relevant A&PC at the departmental level shall ***indicate clearly the progress the candidate has made since the last promotion***, bearing in mind all the parameters indicated in the preamble and including scholarly outputs such as:
 - i. Books/papers published in journals, conference proceedings, etc.
 - ii. Patents, Scientific inventions, creative works, etc. obtained.
 - iii. Workshops, Conferences, etc. attended.
 - iv. Academic or professional qualifications obtained.

3.0 The Scoring System

Parameters for assessment shall be scored as indicated in Table 1

Table 1: Parameters for Assessment of All Faculty Career Tracks

	Parameter	Research	Research/Teaching	Teaching
1.	Sound scholarship	330	90	75
2.	Effective and competent teaching	NA	240	255
3.	Leadership and Service ^a	15	15	15
4.	Contribution to Community Development ^b	15	15	15
5.	Alignment with the University's Core Values	40	40	40
Total		400	400	400

^a Emphasis for Research track is postgraduates and postdoctoral fellows; for Teaching track, it is undergraduate research project supervision.

^b For Research track, items 3 and 4 are research-related, not administrative.

3.1. Scholarship

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

Table 2: Scholarship

	Parameter	Research	Research/Teaching	Teaching
1.	Publication	230	55	45
2.	Grants Attraction	50	5	NA
3.	Supervision (Theses, Dissertations & Research Project)	20	5	5
4.	Peer recognition	18	14	14
5.	Current Research	6	6	6
6.	Academic Linkages	6	5	5
Total		330	90	75

3.1.1. PUBLICATIONS

3.1.1.1. Journal Publications

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

The University shall recognise articles published in:

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

Special emphasis shall be placed on publications indexed in **SCOPUS**.

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

Only papers published since last promotion and in the last five (5) years shall be scored. In this case, applicants shall be deemed to have scored the minimum publication points required for their current rank, from which promotion is desired, except for applications into the Professorial cadre. *For example, an applicant for the Senior Lectureship position (requiring a minimum of 40 points) would be deemed to already have a score of 30 points as Lecturer I, and would only require 10 additional points for papers published since promotion to that rank.*

Papers presented must be numbered starting from the most recent to the oldest. All papers that have been presented for assessment must be summarised to reflect fitness to a candidate's primary/secondary area of research and contributions. This is to aid the assessment process.

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

- a) Quality and standard of the article.
- b) * Not more than one (1) article in a given issue of a Journal shall be considered.
- c) * Not more than three (3) articles in any two (2) consecutive years of a Journal shall be considered.
- d) ¹*Not more than 15% of the Journal articles shall be in the same Journal.
- e) For promotion to the grade of **Lecturer I**:
 1. Not less than 50% of the articles shall be in international Journals.
- f) For promotion to the grade of **Senior Lecturer**:
 1. Applicant must have a *Scopus h-index* score of not less than One (1).
 2. Not less than 60% of the articles shall be published in international Journals.
- g) For promotion to the grade of **Associate Professor**:
 1. Applicant must have a *Scopus h-index* score of not less than Two (2).
 2. Not less than 70% of the articles shall be published in international Journals.
- h) For promotion to the grade of **Professor**:
 1. Applicant must have a *Scopus h-index* score of not less than Three (3)
 2. Not less than 70% of the articles shall be published in international Journals.
- i) A candidate shall be the lead in not less than 60% of jointly authored articles for Senior Lecturer and above.
- j) **ALL** Journal articles indexed in *Scopus* or the *Web of Science Core Collection (Core Collection)*, shall be scored between **1.03** and **4.00** points, using the *Scopus CiteScore* percentile of the source journal as presented in Tables 3.1 and 3.2
- k) Where there is more than one author, the score earned will apply to all
- l) Only publications that are archived in the Covenant University Repository in full-paper form (or abstract form in cases where copyright restrictions exist), shall be scored.
- m) Not more than three (3) acceptance letters with galley proofs shall be considered for promotion up to the rank of Lecturer I.

Table 3.1: Scoring of Journal Publications

		Points										
		+	0	1	2	3	4	5	6	7	8	9
Percentile	0	1.03	1.06	1.09	1.12	1.15	1.18	1.21	1.24	1.27	1.30	
	10	1.33	1.36	1.39	1.42	1.45	1.48	1.51	1.54	1.57	1.60	
	20	1.63	1.66	1.69	1.72	1.75	1.78	1.81	1.84	1.87	1.90	
	30	1.93	1.96	1.99	2.02	2.05	2.08	2.11	2.14	2.17	2.20	
	40	2.23	2.26	2.29	2.32	2.35	2.38	2.41	2.44	2.47	2.50	
	50	2.53	2.56	2.59	2.62	2.65	2.68	2.71	2.74	2.77	2.80	
	60	2.83	2.86	2.89	2.92	2.95	2.98	3.01	3.04	3.07	3.10	
	70	3.13	3.16	3.19	3.22	3.25	3.28	3.31	3.34	3.37	3.40	
	80	3.43	3.46	3.49	3.52	3.55	3.58	3.61	3.64	3.67	3.70	
	90	3.73	3.76	3.79	3.82	3.85	3.88	3.91	3.94	3.97	4.00	

* Except in cases where the journal has a percentile score greater than 76% in Scopus.

Table 3:2

Quartile	Percentile Range	Score Range
Q1	76-99	3.31-4.00
Q2	51-75	2.56 – 3.28
Q3	26-50	1.81 - 2.53
Q4	0-25	1.03 – 1.78

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

3.1.1.2 Books/Chapters in Books

For promotion exercise, a book is regarded as a publication of more than 100 pages, on 12 points or 120 pages on 14 points *Times New Roman*, cover excluded. A book must have an ISBN. Generally, **book chapters shall be assessed just like Journals articles** (viz. maximum of 3 points, and Scopus indexed). All books to be considered shall be published by reputable publishers and shall be indexed in relevant databases.

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

- a) publishers of such books shall be those that are recognised by the Publications Committee of the University;
- b) the publishers shall be academic units at the University level, research centres, (Public or Private) and professional bodies (Academic or Technical);
- c) other recognised categories of publishers shall be as decided upon from time to time by the University Management;
- d) evidence of peer review of such books as presented for promotion exercise shall be requested for at the Departmental level;
- e) textbooks published for Primary and Secondary Schools are unacceptable for academic promotion purposes; but such books shall be regarded and graded under the Community Development/Service Initiative section;
- f) such published books as will be presented for promotion exercise shall be the product of rigorous research in candidate’s area of specialisation;
- g) books, and chapters in books shall be assessed. However, to accommodate the peculiarities of the various disciplines at Covenant University, they shall not constitute more than 25% of the candidate’s publications; Chapter contributions by the same author(s) in the same book shall be listed as **a, b, c**, etc. and shall be evaluated as just one contribution;
- h) each book shall attract a maximum of four (4) points based on peer review; and
- i) all books to be considered must be in the candidate’s area of specialisation.
- j) Just like Journals, marks earned shall apply to all contributors.

3.1.1.3 Monographs, Conference Proceedings, Technical Reports, Book Reviews, etc.

In a bid to give necessary impetus to the achievement of the *One-of-Ten-in-Ten* vision and reward participation in reputable conferences, conference papers, technical reports, articles in

proceedings of workshops and symposia indexed in *Scopus/Web of Science Core Collection (Core Collection)* and particularly in *Conference Proceedings Citation Index (CPCI)* shall be scored under Publications.

a. A maximum of five (5) publications, drawn from any of *CPCI* and/or *Scopus*-indexed **conference proceedings, university and learned society-based journals**, and all other sources not indexed in *Scopus*, shall **each** be scored **exactly** one (1.0) point.

b. Peer reviewed **monographs** shall be assessed as Journal articles and scored a **maximum** of four (4) points.

c. Book reviews, which must be *Scopus*-indexed, shall be considered up to a maximum of four (4) and each scoring a **maximum** of one (1.0) point.

3.1.1.4 Patents

To encourage solutions to challenges of global relevance, Patents shall be considered if they include verifiable National or Regional problems. Not more than five (5) patents (at 4 points each, if *SCOPUS*-indexed) shall be considered. All non-*SCOPUS* indexed patents shall be scored a maximum of 2 points each.

3.1.1.5 Creative Work

A creative work shall be defined as a tangible idea in a substantive form or a validated process. This work shall be assessed by an external competent professional sourced from a relevant professional body who must not be less than a fellow of his professional body or shall have been a professor.

A creative work shall be assessed as equivalent to a Journal publication, that is, between 1 and 4 points. Scores for creative works shall not exceed 10% of publication scores.

3.1.1.6 Rewarding Industry Experience

Applicants who possess the Ph.D. degree and are seeking appointment to the Senior Lecturer position may be further rewarded, bearing in mind their cognate industry experience, provided they would have attained the Managerial position before joining the faculty base of Covenant University. The experience at the Managerial position at the corporate level must be in a reputable public or private enterprise shall be considered in their placement. This category of Faculty shall not constitute more than 25% of all other Senior Lecturers in the Department. For promotion beyond the Senior Lectureship position, the publication criteria shall hold sway.

3.1.1.7 Special Consideration for Faculty in Professional Departments

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

3.1.1.8. Appointment of Professors and Associate Professors with Industry Experience

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

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

3.1.1.9. Summary of Publication Scores per cadre

The minimum scores per cadre for publications shall be as follows:

Table 4: Minimum Required Publication Points

Cadre	Faculty Career Track		
	Research	Research/Teaching	Teaching
Professor	230	55	45
Associate (Research) Professor	184	50	43
Senior Lecturer / Senior Research Fellow	40		
Lecturer I / Research Fellow I	30 OR Possession of Ph.D and Professional Registration		
Lecturer II/ Research Fellow II	20 OR (Possession of Ph.D/ Professional Registration and Masters		
Assistant Lecturer/ Assistant Research Fellow	<ol style="list-style-type: none"> 1. Possession of a Masters Degree with M.Phil./Ph.D grade 2. Possession of 1st Class Honours at Bachelor's Level for Engineers (COREN recommendation) 		

Table 5: Grants Attraction

S/N	Classification	Scores
1.	Greater than \$1million	50
2.	Between \$500,000 - \$999,999	40
3.	Between \$100,000 - \$499,999	30
4.	Between \$50,000 - \$99,999	20
5.	Between \$10,000 - \$49,999	10
6.	Between \$1,000 - \$9,999	5

Table 6: Peer Recognition

S/N	Description	Research	Research/Teaching	Teaching
1.	Conferences attended with papers read since last promotion	4	2	2
2.	Reviewer of SCOPUS indexed Journals (1 pt./year for each journal for a maximum of 4 years) ^a (1 pt./year for a maximum of 2 years) ^b	4	2	2
3.	Membership of editorial board of Journals, (1 pt./year for a maximum of 4 years)	4	2	2
4.	Editorship of core academic texts, (2 points for a maximum of 2 texts)	NA	4	4
5.	Appointment (on academic merit) by external bodies e.g. as University External Examiner, or other equivalent positions (0.5 pts./year for a maximum of 4 years) ^{a & b} (1 pt./year for a maximum of 4 years)	2	2	2
6.	Delivery of lead papers, keynote addresses or Public lectures	4	2	2
Total		18	14	14

^a Research Track^b Research/Teaching Track**3.1.3: Current Research**

This shall be assessed based on:

Table 7: Current Research

	Research	Research/Teaching	Teaching
Relevance*	3	3	3
Visibility**	3	3	3
Total	6	6	6

* Relevance of research work to Covenant University Research focus.

** Citations in the past 5years on Google Scholar: 0-49 = 1point, 50-99 = 2points, 100-above = 3points

Table 8: Academic Linkages

-		Research	Research/ Teaching	Teaching
1.	Active membership of professional bodies with evidence of Registration and payment of financial obligations.	1	1	1
2.	Use of personal contacts to initiate/attract research linkage and collaboration (locally and internationally)	3	2	2
3.	Recognition in External Bodies & Professional circles e.g. (appointments to boards, awards, and fellowship, etc.)	2	2	2
Total		6	5	5

3.2: Teaching Quality (Effective and Competent Teaching)

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

Scoring shall be as specified below:

Table 9: Teaching Quality

S/N	Description	Research/Teaching	Teaching
1	Length of teaching – maximum of 10 marks for each year after the first five years of teaching in a University or equivalent.	30	40
2	Size of Classes taught (5 points for every 50 students taught per semester) i.e. total number of students taught per semester per lecturer.	30	30
3	Number of courses taught (5 points for every course taught per semester)	20	20
4	Evidence of membership of committees relevant to teaching, such as curriculum review, timetable, examination, etc. (5 points per assignment per session for a maximum of two sessions).	20	25
5	Evidence of Commendation, Award or prize for outstanding teaching from Unit, Department, and College.	10	10
6	Evidence of development and deployment of teaching and learning policies.	10	10
7	Student Evaluation (Quality Assurance). i) Lecture attendance and punctuality ii) Teaching quality iii) Coverage of Course outline iv) Lecture delivery v) Quality of tests and Questions vi) Use of modern teaching aids vii) Frequency and Relevance of Assignments with Evidence of Return of graded scripts to Students viii) Academic advising	10 10 10 10 10 10 10 10	10 10 10 10 10 10 10 10
8	Course compact with proof of portal posting	10	10
9	Lecture notes with proof of portal posting	10	10
10	Overall students' performance based on profiles of courses taught.	10	10
11	Evidence of timely upload of result	10	10
Total		240	255

3.3 Leadership and Service

Leadership skills will be demonstrated by readiness to accept responsibility, actual performance and the ability to achieve set goals with minimal supervision from constituted authorities. Evaluation shall be based on the following indices:

Table 10: Leadership and Service

S/N	Description	Research	Research/Teaching	Teaching
1.	Appointment as Dean, Director, Head of Department or Coordinator or Cluster Leader (1 pt. for each successful year up to a maximum of 5 years).	5	5	5
2.	Leadership/membership of University Committees, ad-hoc and statutory Committees, service at Department, College, Hall and University levels (1 pt. for each Successful year – up to a maximum of 2 years)	NA	2	2
3.	Mentorship of students with evidence of contact	1	2	3
4.	Postgraduate Supervision	4	2	1
5.	Punctuality and attendance at committee meetings	NA	1	2
6.	Feedback from beneficiaries of the leadership initiative	1	1	1
7.	Records of accomplishments/contributions	4	2	1
Total		15	15	15

3.4 Community Service

Contributions at this level shall be assessed based on the provision of innovative solutions to real community challenges as it affects the pursuits of the University.

Table 11: Community Service

S/N	Description	ALL
1.	Participation and promoting safety, security, harmony and sanitation initiatives (with proof)	3
2.	Effective participation in University <i>in-loco parentis</i> programme	3
3.	Initiating and participating in developmental projects within Ota – e.g. sanitation, road safety, workshops, advocacy etc.	3
4.	Initiating and participating in projects with national impact	3
5.	Initiating and participating in projects with global impact	3
Total		15

3.5: Alignment with Core Values

At the centre of the culture of Covenant University are the Seven Core Values of Spirituality, Possibility, Mentality, Capacity building, Integrity, Responsibility, Diligence and Sacrifice. Every staff of the University shall be expected to align with these values for efficiency. Therefore, assessment for promotion shall incorporate alignment parameters as indicated below:

TABLE 12: Core Values

Value	Description	Points
Spirituality	<ul style="list-style-type: none"> - Evidence of the fruit of the Spirit. Gal. 5: 22 (2 points) - Attendance at Departmental/College Fellowship/FFF (2 points) - Evidence of Soul Winning Matt. 6:33 (2 points) - Membership of Service Groups in a Church with proof (2 points) - Evidence of love towards others (2 points) 	10
Possibility Mentality	<ul style="list-style-type: none"> - Openness to innovation (2 points) - Faithfulness in executing given assignments (2 points) - Royal Carriage and Confidence (1 point) 	5
Capacity Building	<ul style="list-style-type: none"> - Skills acquired since last promotion (2 points) - Acceptance of mentorship roles for others (2 points) - Being continuously relevant to the vision of the University (1 point) 	5
Integrity	<ul style="list-style-type: none"> - Proof of Uprightness and trustworthiness (1 point) - Evidence of accountability and transparency (1.5 point) - Obedience to rules and regulations (1.5 point) - Acting with a good conscience (1 point) 	5
Responsibility	<ul style="list-style-type: none"> - Disciplined; doing what is expected not just what is convenient (1 point) - Preserving University property (1 point) - Willingness to serve and promptness in delivery (1 point) - Punctuality to events (1 point) - Total commitment to the University vision (1 point) 	5
Diligence	<ul style="list-style-type: none"> - Being hardworking (1 point) - Striving towards excellence and highest standards (2 points) - Evidence of thoroughness on assigned functions (2 points) 	5
Sacrifice	<ul style="list-style-type: none"> - Being available beyond the call of duty (2.5 points) - Readiness to give up rights and privileges for others (2.5 points) 	5
Total		40

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

4.0: Conditions for Promotion

The decision for promotion is based on the aggregate of the scores from all the parameters as indicated in **Table 13a or 13b or 13c as applicable to each track:**

Table 13a: Promotion Scores Matrix

RESEARCH TRACK													
	Scholarship							TQ	CD	L	CV	Grand Total	
Maximum	A	B	C	D	E	F	Total	0	15	15	40	400	100.00%
	230	50	20	18	6	6	330						
Cadre Minimum													
Research Professor	230	40	15	12	6	5	308	0	10	13	30	361	90.25%
A/ Research Professor	184	30	10	10	5	4	243	0	8	11	30	292	73.00%
Senior Research Fellow	REFER TO TABLE 13b												
Research Fellow I													
Research Fellow II													
Assistant Research Fellow													

NB: Research track faculty shall be exempt from Teaching, committee assignments and university administration assignments. However, research leadership of clusters and scientific/professional societies shall be examined.

Table 13b: Promotion Scores Matrix

RESEARCH AND TEACHING TRACK													
	Scholarship							TQ	CD	L	CV	Grand Total	
Maximum	A	B*	C	D	E	F	Total	240	15	15	40	400	100.00%
	55	5	5	14	6	5	90						
Cadre Minimum													
Professor	55	5	5	12	6	5	88	220	10	13	30	361	90.25%
A/Professor	50	5	4	10	5	4	78	200	8	11	30	327	81.75%
S/Lecturer	40	0	3	8	4	3	58	180	6	9	30	283	70.75%
Lecturer I	30	0	2	7	3	2	44	160	5	7	30	246	61.50%
Lecturer II	20	0	1	6	2	1	30	140	4	5	30	209	52.25%
Assistant Lecturer	Completion of the Master's Degree with a CGPA for M.Phil./PhD												

Table 13c: Promotion Scores Matrix

TEACHING TRACK													
	Scholarship							TQ	CD	L	CV	Grand Total	
Maximum	A	B	C	D	E	F	Total	255	15	15	40	400	100.00%
	45	0	5	14	6	5	75.0						
Cadre Minimum													
Professor	45	0	5	12	6	5	73.0	240	10	13	30	366	91.50%
A/Professor	43	0	4	10	5	4	66.0	220	8	11	30	335	83.75%
S/Lecturer	REFER TO TABLE 13b												
Lecturer I													
Lecturer II													
Assistant Lecturer													

LEGEND

A	Publication	TQ	Teaching Quality
B	Grants Attraction	CD	Community Development
C	Theses/Dissertation Supervision	L	Leadership
D	Peer Recognition	CV	Core Values
E	Research		
F	Linkages		

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

4.1 Assistant Lecturer

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

4.2 Lecturer II

Candidates for appointment or promotion to this cadre shall possess the **Ph.D** Degree from Covenant University or other Universities recognised by its Senate. Such candidates must exhibit the characteristics indicated on our conditions for appointment and promotion. Fresh **Ph.D** holders shall not be evaluated on the publication criterion.

For the professional courses, candidates with the Master's Degree and full corporate registration certificates from professional associations by an act of the National Assembly shall be appointed as Lecturer II.

An Assistant Lecturer will automatically be upgraded to the rank of Lecturer II upon obtaining a **Ph.D**. Degree. Those who earned promotion to Lecturer II before obtaining the **Ph.D** shall be regraded on the appropriate salary scale.

4.3 Lecturer I

Candidates for appointment or promotion to this cadre shall in addition to meeting the requirements for the post of Lecturer II serve normally for a minimum of two (2) years in a University or an institution of similar status or shall have had relevant professional experience elsewhere.

4.4 Senior Lecturer

- a) Research publications as evidenced in *SCOPUS* and/or Web of Science Core Collection indexed papers and citations in *SCOPUS* ($h_{index} = 1$).
- b) Possession of the **Ph.D** or its equivalent is mandatory for promotion to this level.
- c) To be promoted from Lecturer I to Senior Lecturer, a candidate must have served a minimum of two (2) years as Lecturer I.

4.5 Promotion to the Professorial Cadre

The three differentiated career tracks shall apply from the professorial cadre. Applicants may opt for the research track, teaching track, or research and teaching track as prescribed in Tables 13a-c. Promotion from the Senior Lecturer cadre to the professorial cadre shall be based on established cases of vacancy. In addition to meeting the full requirement for the rank of professor, the candidate should have spent a minimum of three years on the Senior Lecturer position, score at least 50% above the score required for the rank of professor in publications, and possess evidence of postgraduate supervision. With exception to those who joined the

University from the industry, all cases of faculty seeking promotion to the Professorial cadre will be considered provided such have stayed in the employ of a University or other institution of identical status as faculty/researcher for not less than five (5) years for Associate Professor and six (6) years for Professor. A candidate for the professorial cadre must be vast in administration with an excellent track record.

4.6 Associate Professor

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

- a) *Outstanding research and publications as evidenced in SCOPUS and/or Web of Science Core Collection indexed papers and appreciable number of citations in SCOPUS ($h_{index} = 2$ in the past 5 years).*
- b) Adequate experience including professional excellence and competent teaching.
- (c) The residency period for promotion from Senior Lecturer to the rank of Associate Professor shall be at least two (2) years. In addition to the residency, candidate must have been in the employ of a University or other institution of identical status as faculty/researcher for at least five (5) years, except if such was employed to the Senior Lecturer cadre based on industry experience
- (d) Exceptional teaching ability at the University level or in other institutions of identical status for at least eight (8) years or three (3) years post Ph.D.
- (e) Evidence of postgraduate supervision.

4.7 Professor

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

- c) *Outstanding research and publications as evidenced in SCOPUS and Web of Science Core Collection indexed papers and appreciable number of citations in SCOPUS ($h_{index} = 3$ in the past 5 years).*
- d) Adequate experience, including professional experience;
- e) Evidence of leadership in research at the Ph.D level and postgraduate supervision.
- f) Administrative competence.
- g) Exceptional teaching ability at the University level or in other institutions of identical status for at least ten (10) years or five (5) years post Ph.D.

4.8 Promotion from Senior Lecturer to the Grade of Professor

To be promoted from Senior Lecturer to the grade of Professor, the candidate should have been on this position for at least three (3) years, and satisfy all the Criteria for promotion to the post of Professor with additional 50% of full Professorial publication points.

4.9 Assessment procedures for Appointment or promotion to the Rank of Associate Professor or Professor

- a) In addition to the preliminary assessment at both the Departmental and College levels, the College shall make a *prima facie* case to the Central Appointments and Promotion Committee. Thereafter, and on the recommendation of the Central **A&PC** the Vice Chancellor shall put in place the processes of the External Assessment of the candidate's publications.
- b) The Dean of the College shall submit to the Vice Chancellor a list of 6 names of possible assessors on the **advice** of the Head of Department (**where the Head of Department is a Professor**).
- c) In cases where the HOD is not a Professor, and there are no other Professors within the Department, an Ad-hoc Committee appointed by the Dean shall supervise the generation of nominees.
- d) Where the Dean is not a Professor, an Ad-hoc Committee appointed by the Vice-Chancellor shall supervise the generation of nominees.

Nominees as External Assessors shall not be:

- a) Current Examiners to the disciplines concerned;
- b) Members of staff who had left the services of the University in the last 5 years;
- c) Proposed External Assessors must be recognised experts in their fields.

Academic Librarian Cadre (Equivalent Academic Positions at the Centre for Learning Resources /The University Library)

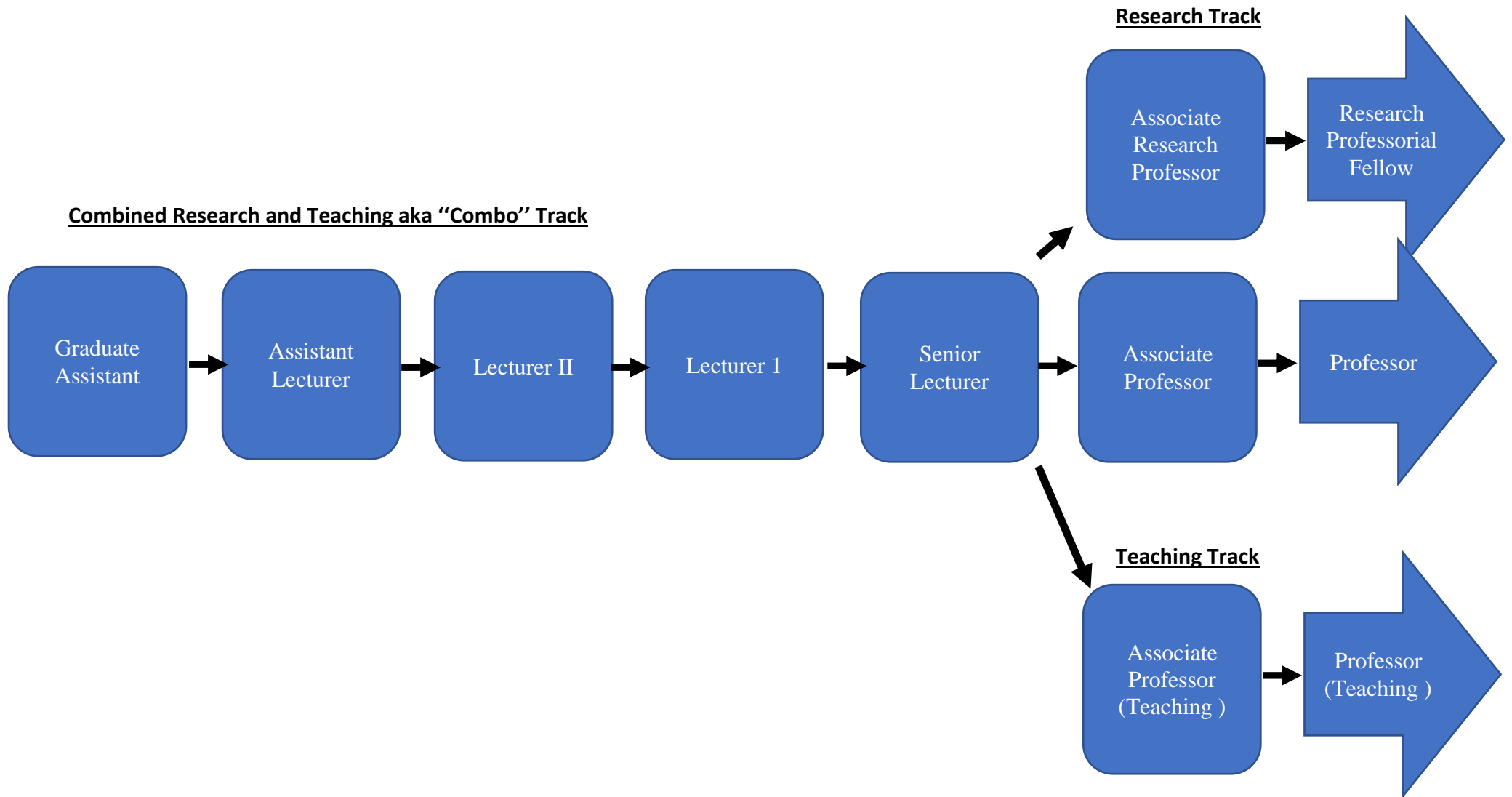
Candidates applying for academic librarian cadre are expected to meet the requirements for the equivalent research/teaching track.

- a) **Resource Officer II** (Librarian II/Assistant Lecturer). The candidate must possess a Masters degree in Library and Information Science. (Section 4.1 applies).
- b) **Resource Officer I** (Librarian I/Lecturer II: Section 4.2 applies).
- c) **Senior Resource Officer II** (Senior Librarian II/Lecturer I: Section 4.3 applies).
- d) **Senior Resource Officer I** (Senior Librarian I/Senior Lecturer: Section 4.4 applies).
- e) **Principal Resource Officer** (Principal Librarian/Associate Professor: Section 4.6 applies).
- f) **Deputy Director** (Deputy Librarian/Professor: Section 4.7 applies).
- g) **Director** (University Librarian: By appointment).

4.10 Advertisement of Vacancies for Academic Positions

During each academic session, as the need arises, advertisement shall be placed for identified Academic vacancies. Both internal and external applications will be harvested. Internal applications shall be considered along the external ones as Appointments.

APPENDIX 1 – ILLUSTRATION OF FACULTY CAREER PROGRESSION



APPENDIX 2 – GUIDING NOTES

1. Remuneration guideline is as follows:
Research track shall have an increment of 15% above the current pay structure; Teaching and Research Track shall retain the current pay structure.
2. Library Faculty shall be the equivalent of Research and Teaching Track.
3. The 2018 edition of promotion exercise shall follow the research/teaching track provisions. Subsequent editions shall incorporate the other tracks.
4. Faculty may not be required to score high in all parameters. Having significant input in 80% of the parameters (as enumerated in Tables 12a-c) shall be deemed adequate, provided the minimum required percentage score is met.
5. Faculty may apply for change of track after applying to the Vice-Chancellor, who shall review the capacity of the applicant to function in the new track.
6. Faculty who fail to meet the requirement for their chosen tracks (Research and Combined Research and Teaching tracks) for two consecutive years shall be migrated to the next suitable track as considered appropriate by the VC. The said faculty shall also lose the privilege of step increment for the next two years.
7. Key Performance indicators

Key performance Indices for Research Track Shall be:

- i. Evidence of outstanding research output judged by quality, peer-reviewed publications in Q1 Journal outlets.
- ii. Evidence of peer recognition as reviewer and editorial board membership of top-rated journals of not less than 70% percentile in SCOPUS and/or ISI indexed Journals.
- iii. Recipient of local and international research grants and awards.
- iv. Recognition by professional body/circle and amongst professional colleagues, both local and international, with evidence of participation in professional engagements and Invitations as keynote speaker to local and/or international gatherings.
- v. Evidence of engagement as external assessor to local and foreign institutions or organisations either as external examiner/assessor of undergraduate and/or postgraduate students works or awards/grants.
- vi. Attraction and engagement in research collaborations with local and foreign institutions and organisations.
- vii. Outstanding research output leading to product development of patentable standard. Possession of patents indexed in SCOPUS shall be a key evidence.
- viii. Possession of strong research ability with evidence of attraction and supervision of Postdoctoral fellows and outstanding Masters and Doctoral candidates.

Key performance Indices for Research/Teaching Track Shall be:

- i. Evidence of outstanding research output judged by quality, peer-reviewed publications indexed in SCOPUS.
- ii. Evidence of peer recognition as reviewer and editorial board membership of top-rated journals of not less than 70% percentile in SCOPUS and/or ISI indexed Journals.
- iii. Recognition by professional body/circle and amongst professional colleagues, both local and international, with evidence of participation in professional engagements and Invitations as keynote speaker to local and/or international gatherings.
- iv. Evidence of engagement as external assessor to local and foreign institutions or organisations either as external examiner/assessor of undergraduate and/or postgraduate students works or awards/grants.
- v. Possession of strong research ability with evidence of attraction and supervision of Postdoctoral fellows and outstanding Masters and Doctoral candidates.
- vi. Ability to participate and contribute to the development of academic curriculum.
- vii. Possession of very good research ability with evidence of supervision of Masters and Doctoral candidates.
- viii. Excellent ability for selfless service in the pursuit of organisational development.

Key performance Indices for Teaching Track Shall be:

- i. Evidence of participation and contributions to University's drive towards *in-loco parentis*.
- ii. Ability to participate and contribute to the development of academic curriculum.
- iii. Possession of the ability to sustain and enhance students' academic performance as evidenced by report of students' course evaluation.
- iv. Excellent ability to employ modern teaching aids for knowledge dissemination.
- v. A record of successful supervision of students' final year research project.
- vi. Demonstration of sound leadership in teaching and learning within the University.
- vii. Demonstration of the ability to go the extra mile in mentoring and guiding students towards alignment with the University's core values.

Leadership and Service

- i. Evidence of continuous contribution towards the University's community development drive, whether corporately or individually.
- ii. Evidence of using personal contact/achievement to attract external collaboration to the University.
- iii. Evidence of occupation of leadership roles in the University, learned society or other established organisations.
- iv. Excellent ability to work with others of similar and different disciplines in the drive towards fulfilling organisational goals.
- v. Ability to work under pressure and take instruction from superiors for the corporate fulfilment of organisational vision.

8. Determination of the minimum annual publication profile of Research track faculty is determined by chart below:

		Points											
		+	0	1	2	3	4	5	6	7	8	9	
Percentile	0												0.00
	10												0.00
	20												0.00
	30												0.00
	40												0.00
	50		4										10.24
	60												0.00
	70							4					13.24
	80												0.00
	90												0.00
		0	4	0	0	0	0	4	0	0	0	23.48	
		# of Publications					8						

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