

MAKERERE UNIVERSITY.

THE POLICY ON APPOINTMENT AND PROMOTION OF ACADEMIC STAFF AS REVIEWED AND APPROVED BY THE UNIVERSITY COUNCIL

At the 106th Meeting held on 6th and 7th July, 2006

Amended at the 112th Meeting of University Council held on 10th September 2009

1 Basis for the Appointment and Promotion Policy

The reviewed **Appointment and Promotion Policy** is based on the following three assumptions:-

1. To promote Academic Staff whose performance demonstrates particular merit in teaching (and related duties) including student supervision, research, scholarship and creative activity, administration, service and leadership in the University and professional practice including service to the community;
2. To provide a fair and equitable method of assessment so as to encourage a diverse range of applicants get appointed and promoted.
3. To enable flexibility in assessment in order that the various ways in which staff contributes to achievement of the University's vision can be rewarded on the basis of consistently applied standards.

2 PhD Requirement as a Prerequisite for Appointment to Lecturer Position

That the current University policy and practice of the requirement of qualification of PhD for Lecturer position should continue to be applied for appointment and promotion for all positions disciplines.

Applicants who hold Third Class Bachelors Degree plus PhD Degree are eligible for appointment to the position of Lecturer. This is because PhD qualification is an indicator of academic maturity.

3 Exemption to PhD requirement to Lecturer Position

While recognising the PhD as an added advantage, the University Council decided to exempt the Scholars in Clinical disciplines from the requirement of PhD of qualification because a Master's in degree in Clinical disciplines is still accepted as a terminal degree, as follows:

3.1 Definition of Clinical Scholar

Due to the fact that Clinical Scholars in all departments in the College of Health Sciences contribute to the training and modeling of a health Professional, a Clinical Scholar shall be defined as a holder of a First degree or Master's Degree in a Clinical Discipline, for example, Human Medicine, Dentistry, Nursing, Speech Therapy, Pharmacy and his/her work is related to patient care.

i. Assistant Lecturer

A first Degree in a Clinical Discipline and having registered and successfully passed all the first year courses in a relevant Master's Degree Programme

ii. Teaching Assistant

A first degree in the relevant Discipline

iii. Lecturer

- a) Clinical Scholar who possesses Master's degree in Clinical disciplines shall be appointed to Lecturer positions.
- b) After appointment, the promotion of a Clinician Scholar shall be based on achievements in research, refereed publications, textbooks, and, where appropriate, (found in dissertation and excellent publications), professional practice and in his or her teaching ability. The objective evidence of these can also be found in teaching awards or Fellowship awards.

3.2 Exempted Clinical disciplines

- i. The exempted Clinical disciplines which are found in the College Of Health Sciences shall include the following:-.

Anaesthesia, ENT, Family Medicine or Community Practice, Internal Medicine, Microbiology, Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, Pathology, Ophthalmology, Orthopaedics, Dentistry, Nursing, Pharmacy and Public Health.

- ii. The Basic Science Scholars who are found in the College Of Health Sciences will be required to obtain PhD qualification before being appointed or promoted to lecture position. the basic science discipline shall include the following fields :-

Anatomy, Biochemistry, Physiology, Pharmacology, Medical Illustration and limited areas in Pharmacy like Pharmaceutical Chemistry or Mathematics.

4 MTSIFA Academic Staff

Due to the fact that the practice-based disciplines in the Visual and Fine Art did not until recently have PhD degree programmes worldwide, the staff in this particular field did not have avenues to do PhD, the appointment and promotion of MTSIFA staff shall be handled as follows:-

- i. Academic Staff in the practice-based disciplines of Visual/Fine Art who were at Senior Lecturer level by 1st October, 2000 when the University Council policy started to be implemented and who possess proven experience in research, publications/exhibitions and teaching can be promoted without the requirement of Ph.D. degree.
- ii. The rest of the staff in Visual/Fine Art disciplines shall not be exempted. That since PhD programmes are now available, they be required to obtain Ph.D. before being appointed or promoted.

5 Multi-Tracks in Handling Appointment and Promotion

The Council observed from the Senate recommendation that Makerere University has been indirectly acknowledging teaching in its promotion policy by requiring academic members of staff to teach in a position for a number of years before applying for another

promotion. This policy could have discouraged prolific researchers, writers and exhibitors from continuous writing, publishing and exhibiting since such outputs would not be recognised until the statutory years of teaching had been completed.

The University Council recognised the existence of this varied capacity and in knowledge creation foci among members of staff in the University, and in this regard decided to create a more flexible promotion with two avenues as follows :-

1. **Ordinary Track Promotion:** Requiring a number of publications plus number of years of teaching in a position.
2. **Fast Track Promotion:** Requiring at least twice as many publications or exhibits as required in Ordinary Track minus the required number of years of teaching in a particular position. A member of staff may invoke either track when they feel that they meet the required criteria or criterion.

The above measures have the advantage of separating or assessing different orientation of staff and enabling them to be recognised and rewarded. The tracks which have been created have similar standards and each avenue chosen ensures that staff being promoted on a basis of rigorous standards or scholarship.

That appointment and promotion to various academic positions should be according to different tracks as indicated in the Tables below:

6. Provision for New Entrants Track

- i. The New Entrant (Fast Track) has been maintained but the title was changed to New Entrants' Requirements.
- ii. At least two of the following shall constitute evidence of pedagogical skills as defined under teaching experience.
 - a) Teaching
 - b) Mentoring to a particular group of people
 - c) Supervision of other staff, research teams, consultancy team
 - d) Team building
 - e) Supervision of students
 - f) Qualification in pedagogical skills.
- iii. That the period of publications be specified as follows:
 - a) **Senior Lecturer**
Eight (8) recognized publications in the area of specialisation and at least three (3) publications, within the last three years at the time of application
 - b) **Associate Professor**
Eleven (11) recognized publications in the areas of specialisation and at least four (4) new publications within the last three years at the time of application
 - c) **Professor**
Twenty one (21) recognized publications in the area of specialisation and at least five (5) new publications in the last three years at the time of application.

The policy shall have a provision for New Entrants at all the academic levels as indicated in **Table 1.1** below

Table 1.1 NEW ENTRANTS REQUIREMENTS

Post	Minimum Academic Qualifications	Years of Teaching	Publications	Supervision of Graduate Students to completion	Contribution to Community
Teaching Assistant	Bachelor's Degree with a First Class or Second Class –Upper Division Degree or the equivalent	Not required	Not required	Not required	Not required
Assistant Lecturer	Bachelor's Degree with a First Class or Second Class Upper Division or the equivalent and a Master's Degree or A First Degree in a Clinical Discipline and having registered and successfully passed all the first year courses in a relevant Masters Degree Programme.	Not required	Not required	Not required	Not required
Lecturer	PhD or Master's Degree in Clinical Sciences	Not required	Not required	Not required	Not required
Senior Lecturer	PhD or Master's degree in Clinical Sciences	Evidence of pedagogical skills	Eight (8) recognised publications in the area of specialisation and at least three (3) of the publications within the last three years at the time of application.	Not required	Required
Associate Professor	PhD or Master's degree in Clinical Sciences	Evidence of pedagogical skills.	Eleven (11) recognised publications in the area of specialisation and at least four (4) publications within the last three years at the time of application.	Not required	Required
Professor	PhD or Master's degree in Clinical Sciences.	Evidence of pedagogical skills.	Twenty one (21) recognised publications in the area of specialisation and at least five (5) new publications within the last three years at the time of application.	Not required	Required

7.0 FAST TRACK PROMOTION PROVISION

- i. The Fast Track promotion shall be retained because it caters for prolific research writers and exhibitions. In order to address the issue of academic maturity and the need to ensure that teaching is highly regarded, the teaching experience has been reviewed as follows:
 - a. **Senior Lecturer.**
Two years of actual teaching experience.
 - b. **Associate Professor.**
Five years of actual teaching experience and supervision of at least four 4 graduate students to completion. Applicants who have not supervised PhD students be required to supervise additional three (3) Master’s students to completion.
 - c. **Professor.**
Six years of actual teaching experience and supervision of at least six (6) graduate students to completion, one of whom should be a PhD student. Applicants who have not supervised PhD students be required to supervise additional three (3) Master’s students to completion.
- ii. The period when an applicant is not involved in teaching such as study leaves, shall not count for teaching experience.
- iii. The teaching experience shall be cumulative with effect from appointment to the rank of Lecturer.
- iv. An applicant applying to be promoted under Fast Track provision shall be required to serve for a period of one year at each level before being considered for promotion to the next level.
- v. The Fast Track Table is amended as below:

Table 1.2 FAST TRACK PROMOTIONS

Post	Minimum Academic Qualifications	Years of Teaching	Publications	Supervision of Graduate Students to completion	Contribution to Community
Lecturer	PhD or Master’s Degree in a Clinical Discipline	Not required	Not required	Not required	Not required
Senior Lecturer	PhD or Master’s Degree in a Clinical Discipline	Two Years of actual Teaching Experience and having served for a period of at least one year at the rank of Lecturer.	Five recognised publications in the area of specialisation since promotion to the rank of Lecturer	Supervision of at least 1(one) Graduate Students to completion	Required

Associate Professor	PhD or Master's Degree in a Clinical Discipline	Five Years of actual Teaching Experience and having served for a period of at least one year at the rank of senior Lecturer.	Six new recognised publications in the area of specialisation since last promotion to the rank of Senior Lecturer	Supervision of at least 2 (two) Graduate Students to completion since last promotion.	Required
Professor	PhD or Master's Degree in a Clinical Discipline	Six Years of actual Teaching Experience and having served for a period of at least one year at the rank of Associate Professor.	Ten new recognised publications since last promotion to the rank of Associate Professor.	Supervision of at least 3 (three) Graduate Students to completion since last promotion.	Required

Table1.3 ORDINARY TRACK PROMOTION

Post	Minimum Academic Qualifications	Years of Teaching	Publications	Supervision of Graduate Students	Contribution to Community
Teaching Assistant	Bachelor's Degree with a First Class or Second Class Upper Division	Not required	Not required	Not required	Not required
Assistant Lecturer	Bachelor's Degree with a First Class, Upper or Master's Degree	Not required	Not required	Not required	Not required
Lecturer	PhD or Master's Degree in Clinical Sciences	Not required	Not required	Not required	Required
Senior Lecturer	PhD or Master's Degree in Clinical Sciences	Three Years of Teaching Experience	Three new recognised publications in the area of specialisation since promotion to the rank of Lecturer	Supervision of at least two Graduate Student to completion	Required
Associate Professor	PhD or Master's Degree in Clinical Sciences	Eight Years of Teaching experience	Three new recognised publications in the area of specialisation since promotion to the rank of Senior Lecturer	Supervision of three Graduate Students to completion. At least 2 (two) Graduate Students to completion since last promotion.	Required
Professor	PhD or Master's Degree in Clinical Sciences	Ten Years of Teaching experience	Five new recognised publications since promotion to the rank of Associate Professor	Supervision of five Graduate Students to completion. At least 2 (two) Graduate Students to completion since last promotion.	Required

8.0 Research Staff

The appointment, promotion criteria and titles of Research Staff in the University as indicated below.

Table 1.4 Minimum Qualification and Experience for (Applicable to MISR Staff and other staff in Research Centres/Institutes in the University)

Post	Terms of Service	Minimum Qualification and Requirements	Area of Specialisation
Director (M3)	Contract 5 Years Renewable once	PhD 1. A minimum of ten (10) years of proven research 2. A minimum of twelve (12) publications (of which eight (8) are in refereed Journals or Books and two (2) are books 3. Evidence of successful grant proposals 4. Ability to shoulder administrative duties 5. Recognised service to the community. 6. Membership to Professional Organisations	Candidate may fall in any discipline within the wider university or fall within MISR's current areas of research. 1. Governance and Civil Society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanisation 7. Agriculture and Rural Development
Research Professor (M3)	Permanent	PhD 1. A minimum of ten (10) years of proven research 2. A minimum of twelve (12) new publications in refereed Journals and/or four books. 3. Evidence of successful research grants proposals. 4. Recognised service to the community. 5. Membership to Professional Organisations.	Candidate must fall within any of the current areas of specialization: 1. Governance and Civil Society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanisation 7. Agriculture and Rural Development
Research Associate Professor (M4)	Permanent	PhD 1. A minimum of ten (10) years of proven research 2. A minimum of eight (8) new publications in refereed Journals and/or two books. 3. Evidence of successful research proposals 4. A significant contribution to the intellectual life in their area of specialisation. 5. Recognised service to the community. 6. Membership to Professional Organisations. 7.	Candidate must fall within any of the current areas of specialization: 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanisation 7. Agriculture and Rural Development
Senior Research Fellows (M5)	5-Year Renewable Contract	PhD 1. A minimum of five (5) years of proven research. 2. A minimum of six (6) new publications in refereed Journals 3. Not less than ten (10) Research reports 4. Contribution to the intellectual life in area of specialization	Candidate must fall within the current area of specialization 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanisation 7. Agriculture and Rural Development

Post	Terms of Service	Minimum Qualification and Requirements	Area of Specialisation
Research Fellow (M6)	5-Year Renewable Contract	PhD 1. A minimum of three (3) years of proven research. 2. A minimum of three (3) refereed publications 3. At least two (2) research reports	Candidate must fall within the current area of specialization 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanisation 7. Agriculture and Rural Development
Graduate Fellow (M7)	5-Year Renewable Contract	Masters Degree (Coursework and Dissertation), Bachelors Second Class-Upper Division or its equivalent	Candidate must fall within any area of specialization in Humanities and/or Social Sciences
Research Secretary (M4)	Permanent	PhD 1. A minimum of ten (10) years of proven research. 2. A minimum of six (6) publications in refereed Journal 3. Proven work experience of public relations activities. 4. Evidence of previous administrative work experience and skills.	Candidate must fall within the current area of specialization 1. Governance and civil society 2. Health 3. Education 4. Environment and Natural Resources 5. Micro and Macro Economics 6. Resettlement, Migration and Urbanisation 7. Agriculture and rural Development

Attributes and Duties

The attributes and duties of staff in Research Institutes /Centres as follows:-

1. To have extensive research experience and a national/international standing in the relevant discipline;
2. To have evidence of an outstanding contribution to the discipline through publications, creative work and other appropriate forms of scholarship;
3. To have the ability to attract significant external research funding (directly or indirectly, according to the rules of the funding body);
4. To be the holder of several major grants and almost certainly finance his or her own research group and funding his/her own salary;
5. While the primary focus of a Principal Research Fellow's activity is research of high quality, this usually involves leading a team of other research staff and support staff;
6. Must be able to demonstrate the ability/experience of devising and directing research projects;
7. To receive invitations to speak at conferences;
8. Should serve on peer review Committees.

9.0 Library Staff

- i. Professional Librarians perform crucial and indispensable functions in the educational process. These functions collectively include:
 - a. Professional tasks that lead to easy access & retrieval of information resources within the library.
 - b. Designing and conducting customised information literacy programmes that equip library users with skills to effectively and efficiently utilize library resources.
 - c. Conducting research directed to user needs assessment and other library and information science related topics aimed at improving library services.
 - d. Liaising with teaching staff and students to determine and address collection development needs.
 - e. Analysing trends in the teaching and research programmes of assigned Departments to keep abreast with the scholarship in the discipline and use this knowledge to respond to Departmental need.
 - f. Liaising with local and international Library and Information Science professionals to keep abreast new developments in the field so as to provide modern library services to users.
- ii. Librarians in the University Libraries are partners with teaching staff in the scholarly and intellectual functions of the University and as such are entitled to academic status mission of the University. Many Librarians are involved in independent scholarly activities either in the field of library and information science or in other academic disciplines.
- iii. There shall be a two tier structure at the University Library whereby the current establishment shall have 54 positions (76%) to be held by academic Librarians, while 17 (24%) would be devoted to administrative Librarians (making a total of 71 existing positions).
- iv. Under this structure, the Library shall have a cadre of staff categorised as **Academic Librarians and Administrative Librarians** whose workload shall primarily comprise the professional library work such as:
 - a) Maintenance of library catalogues, databases and repositories (e.g. Online Public Access Catalogue – Mak ULA, Database of African theses and Dissertations-DATAD, the Uganda Health literature database feeding the African Index Medicus – AIM, the Uganda Science Digital Library –USDL repository);
 - b) Collection development and management (updating, weeding, archiving, etc);
 - c) Information literacy instructions.
 - d) To write project proposals, reports and implement official library projects.
- vi. The **Academic Librarians** are expected to conduct research, publish, and carry out other academic activities as a contribution to the academic growth of the University.
- vii. The effective dates of implementing the policy in respect of academic positions and designation of senior library staff should be as follows:-
 - (a) For new appointments, the policy shall be implemented with effect from the date of approval of this policy.

- (b) For the staff already appointed in the service of Makerere University, a designation exercise be affected from the date of approval of this policy.
- (c) The staff who were Senior Librarians and above at the time of implementing the existing policy be designated academic and promoted if they have MLIS, have engaged in research and publications.

9.1 THE APPOINTMENT AND PROMOTION CRITERIA OF THE ACADEMIC LIBRARY STAFF

1. General Guidelines

- (a) The Library shall have a Committee charged with the task of scrutinizing applications for appointment, confirmation and reviewing staff promotions. The Committee, made up of three or four members (preferably the most senior) chaired by the University Librarian, shall meet to review the progress of each member of staff for promotional or related considerations.
- (b) Where a Head of Section is a candidate or where two or more members of the Committee are being considered, or where the Committee has fewer than 3 members, the Committee shall co-opt members from a higher status Committee.
- (c) The Committee shall make recommendations to the Appointments Board, using the University Guidelines for Appointment and Promotion as defined here below:
 - i) No member shall be recommended for promotion to a post more than one step up the ladder.
 - ii) No member shall be recommended for promotion until she/he has served in the lower grade for a period of not less than three years. This will enable Librarians to gain the necessary professional practices/experience.

2. Appointment and Promotion Criteria

The appointment and promotion criteria of the Academic Library staff shall be composed of the following elements:

- i) Academic and professional qualifications
- ii) Publications
- iii) Professional Library work/ Professional Practice.
- iv) Research
- v) Information Literacy Instructions and Innovations
- vi) Other Academic Activities (Conferences/seminars attended and papers presented, lecturing, editors of periodicals, developing Library/Information courses, supervision of students, etc.)
- vii) Service to the University and the Community
- viii) Membership to Professional Bodies
- ix) Conduct

1) Promotional Interval

- i) No member of staff shall be promoted while on probation.
- ii) Members of staff serving on probation shall be eligible for confirmation after two (2) years of service. Confirmation in the University Service shall be based on favourable appraisal reports from the Supervisor.
- iii) No member shall be recommended for promotion until she/he has served in the lower grade for a period of not less than three years. This will enable Librarians to gain the necessary professional practices/experience.

4 Promotional outlet

As is the case with other academic staff in the Faculties/Schools/Institutes, promotion of Library academic staff shall not be limited to available established posts. The main consideration for the promotion of any member of staff from one scale to another, i.e. between M6 – M4 scales, shall take into account the satisfaction of the academic professional qualifications, professional proficiency or ability, research, publications and other requirements for the higher position.

5 Comparison with the teaching academics

Except for the two areas of Teaching and Supervision of Graduate students, which have been substituted with Professional Library work and Information Literacy Instructions, the rest of the elements for the Library Promotional criteria are exactly the same as those of the teaching academics. In addition, some Librarians teach various University courses/programmes and carry out various other academic activities.

6 Promotion of Academic Librarian

The **promotion** of **Academic Librarian 1** (M6) to Senior Librarian equivalent to lecturer (M5) and then to Deputy University Librarian/Associate Library Professor (M4) shall be based on the academic/scholarly activities carried out by Librarians.

The requirement of a PhD, as it is the case for teaching academics, shall apply to Librarians' promotion starting from Senior Librarian position. This is because the Librarian I position combines the Assistant Lecturer and Lecturer positions.

The Librarian 1 position is responsible for handling routine library tasks and duties which do not require a PhD. required qualifications for the Librarian 1 (M6) position are Master's degree in LIS¹, some research and professional library work experience

A Librarian who is designated administrative or one who is recruited under administrative terms, but later attains a PhD in Library and Information Science focusing on topics relevant to Makerere University library work shall be allowed to change from administrative to academic terms.

¹ LIS = Library and Information Science, which is restricted to Librarianship, Information studies, Archives/Archival studies and Information Technology applicable to libraries.

7 **Appointment at M7**

The appointment and promotion of Academic Librarian IIs (M7) shall follow the existing guidelines governing the appointment of other academic staff at M7, namely at least a BLIS Second-Class Upper Division degree, and should be below 30 years. Meanwhile the appointment and promotion of administrative Librarian IIs (M7) will follow the guidelines governing the appointment of other administrative staff at M7, namely, at least a BLIS Second-Class Lower Division degree. However, the applicant will need at least three years relevant working experience, and may be more than 30 years of age.

Support Staff: Depending on availability of established posts and satisfactory previous work record, support staff who acquire BLIS degrees shall compete for the post of Librarian II (M7) on administrative or academic terms. It should be noted by library staff who register for BLIS and/or higher qualifications, that appointment to senior terms is not automatic. They will have to compete for the available posts either on academic or administrative terms with fresh applicants.

8 **The Position of University Librarian**

- i. The position shall be externally advertised to allow for fair competition with a view to attracting the best candidates for the job.
- ii. As a Head of an Academic Unit, the University Librarian (M3) should have a PhD in LIS. She/he should have served at least 12 years in an academic library environment, 3 of which should be at a managerial level. She/he should have mentored LIS professionals by teaching or supervising their research work and/or setting up LIS units. Five (5) new publications/conference papers will be required.

As this post is contractual but academic, at the end of the contract, the (teaching and research), or she/he may remain in the University Library service at the newly created post of Library Professor.

The University Library Structure

On the basis of the above measures the University Council approved the new University Library structure for categorisation of staff as academic and administrative and also the criteria for appointment, promotion and titles of Library staff.

9 UNIVERSITY LIBRARY STRUCTURE FOR STAFF CATEGORISED AS ACADEMIC

Scale	Number of Positions	Post	Minimum Academic Qualifications	Years of Professional Library Work	Publications	Information Literacy Instructions	Contribution to Community
M7	13 2	Librarian II Assist. Lib. I*	Bachelor's Degree with an Upper or First Class in BLIS		Not required	Not required	Not required
M 6	28 1	Librarian I Archivist	Masters degree in LIS	Three Years	Not required	Required	Required
M 5	5	Senior Librarian	PhD in LIS	Six Years	Three new recognised publications in the area of specialisation since last promotion	Required	Required
M 4	3 1	Associate Library Professor Chief Cataloguer	PhD (LIS)	Nine Years	Three new recognised publications in the area of specialisation since last promotion	Required	Required
M 3	1	Library Professor	PhD (LIS)	Ten Years	Five new recognised publications since last promotion	Required	Required
M 3	1	University Librarian/ Professor	PhD (LIS)	12 Years + managerial experience	Five new recognised publications since last promotion	Required	Required
	54						

[*Assist Lib 1 = Assistant Librarian, is a trainee librarian who would join the library with a BSc, BA, etc. Only two posts are in the current establishment.]

[** LIS = Library and Information Science is restricted to Librarianship, Information studies, Archives/Archival studies and Information Technology applicable to libraries.]

**UNIVERSITY LIBRARY STRUCTURE FOR STAFF CATERGORISED AS
ADIMINSTRATIVE**

Position	Qualifications	Scale	No of Posts
S. Librarian	MLIS 9 yrs exp.	M5	1
Librarian I System Adm. 1 Head Binder	MLIS MSc-CS MFA+ Bindery 6 yrs. Exp.	M6 M6 M6	4 1 1
Librarian II System Adm. II A/Binder Adm. Ass.	BLIS BSc-CS BFA B.Sc./ B.A 3 yrs exp. Age flexible	M7 M7 M7 M7	6 1 1 1
ICT Techn	Dip ICT	M10	1
			17

10 POINTS SYSTEM CRITERIA FOR ACADEMIC STAFF APPOINTMENT AND PROMOTION USED AT THE FACULTY/SCHOOL/ INSTITUTE/ DEPARTMENTAL LEVEL

The Points System Criteria for Academic Staff Appointment and Promotion for Use at the Faculty/School/ Institute/ Departmental Levels based on eleven parameters. There are two parameters which were added and these are:-Innovation and Professional Practice. 100 points shall be distributed amongst the eleven (11) criteria used in Appointment and Promotion as follows:

1.0 ACADEMIC AND PROFESSIONAL QUALIFICATIONS *(Maximum 20 Points)*

All the qualifications an applicant possesses shall be scored and in case the total score is above the maximum of 20 points, the points to be awarded shall be 20 points.

- a) Master's Degree (one year Coursework and Examination programme).....5
- b) Master's Degree by Coursework and Dissertation/Thesis..... 10
- c) PhD..... 15
- d) Other Academic and Professional qualifications(will include Fellowships Postgraduate Diploma and other Distinguished Awards.....5

2.0 PUBLICATIONS *(Maximum 25 Points)*

2.1 Publication in Journal

a) *Refereed professionally recognised Journal, assessed as:*

- i) Area of Specialisation4
- ii) Relevant to area of Specialisation.....3
- iii) Other publication.....1

b) *Non-refereed Journal, assessed as:*

- (i) Area of Specialisation2
- (ii) Relevant to area of Specialisation.....1
- (iii) Other publication.....0.5

2.2 Each

- i) Professionally recognised published book.....12
- ii) Published article or chapter in a professionally recognized Book.....4
- iii) Printed book.....2
- i) Manuscript.....2
- ii) Instruction/teaching materials.....1

Assessed in each case as of academic value.

- a) **Instructional study materials**..... 2

3.0 TEACHING ABILITY AND EXPERIENCE *(Maximum 13 points)*

- a) This includes Teaching ,Clinical Ability and Library Practice Ability (Points to be awarded are based on evaluation/appraisal but not years)8
- b) Experience...(0.5 points per year).....5
- c) Teaching Graduate programme per course.....1

- 4.0 RESEARCH** *(Maximum 8 points)*
- Departmental/Faculty Appointments/Promotions Committees should rate the candidate. The score is between 0 for no involvement in research to 8 for conducting a viable research programme generating acceptable results. Rating should be based on evidence of participation, research reports or successful research grants application.
- 5.0 SUPERVISION OF STUDENTS' RESEARCH** *Maximum 10 points)*
- a) Supervision of a Graduate Student up to completion stage:
- i) PhD.....10
 - ii) Masters..... 5
 - iii) Postgraduate Diploma..... 2
- b) Supervision of Undergraduate Students' Research.....2
- 6.0 OTHER ACADEMIC ACTIVITIES** *(Maximum 8 points)*
- a) Deanship of Faculty/Director/Deputising/ Headship of a Department.....3
 - b) Attendance at a conference/seminar and giving a paper.....1
 - c) Organiser/Convener of a Conference/Seminar.....1
 - d) Curriculum Development2
 - e) External Examination1
 - f) Vetting of publication1
 - g) Editing of a Book1
- 7.0 SERVICE TO THE UNIVERSITY AND THE COMMUNITY** *(Maximum 5 points)*
- i) **University**
- a) Membership to a University Standing Committee.....1
 - b) Membership of a University Taskforce/Mission.....1
 - c) Headship/ Coordinator of Academic Programme2
- ii) **Community**
- a) Membership to a National Technical Committee/Commission.....1
 - b) Membership to a National/District Taskforce/Mission.....1
 - c) Other involvement in Community Activities (training, Mobilization, Membership of Executive Committee of Public or Private Organisation or Local Community).....1
- 8.0 MEMBERSHIP OF PROFESSIONAL BODIES** *(Maximum 2 points).*
- 9.0 CONDUCT** *(Maximum 5 points).*
- (a) Ethics3
 - (b) Innovativeness and Dynamic/Pro-active2
 - (c) Interpersonal Relationship2
 - (d) Commitment to Duty1
- 10.0 PROFESSIONAL PRACTICE/OUTREACH SERVICES** *(Maximum 2 points).*
- 11.0 INNOVATION** (patents, discovery of a new variety of seeds or cows, etc) *(Maximum 2 points).*

There will be no pass/fail mark and the points system is purely to serve as a guideline to the Appointments Board in reaching fair decisions.

11.0 CRITERIA FOR SCORING ACADEMIC STAFF FOR APPOINTMENT AND PROMOTION AT THE SCHOOL OF INDUSTRIAL AND FINE ARTS

There should be two criteria for scoring Academic Staff at MTSIFA as follows:

- (i) The academic staff in MTSIFA who specializes in Art History shall be considered for appointment/promotion based on the general promotion/appointment criteria as in 12.0 above.
- (ii) The staff who specialize in practice studio-based Fine Art disciplines will be scored based on the criteria here below:
- (iii) The academic Staff who possesses publications in both Art History and Studio-based disciplines shall be scored based on the Scoring System under each category.
- (iv) 100 points be distributed amongst the eleven (11) criteria used in Appointment and Promotion as follows:

1.0 ACADEMIC AND PROFESSIONAL QUALIFICATIONS (*Maximum 20 Points*)

All the qualifications an applicant possesses shall be scored and in case the total score is above the maximum of 20 points, the points to be awarded shall be 20 points.

- a) Masters Degree (one year Coursework and Examination programme).....5
- b) Masters Degree by Coursework and Dissertation/Thesis.....10
- c) PhD.....15
- d) Other Academic and Professional qualifications(will include Fellowships and other Distinguished Awards.....5

2.0 Weighting and allocation of points

- i. Exhibition be made equivalent to publications.
- ii. Each exhibitor should always produce a Write-up on an exhibition.
- iii. Actual exhibition should have a weight of 75% and the attendant Write-up 25%. The detailed allocation of points is as follows:

2.1 Write-up (Maximum of five (5) points)

2.2 Exhibition (Maximum of twenty (20) points) allocated as follows:

- i) Each exhibition in a reputable International/National Art Gallery assessed as:
 - a) A major one person/joint exhibition.....2.5
 - b) A fairly major one person/joint exhibition.....1.5
 - c) Average exhibition.....0.75
- ii) Any other exhibition assessed as:
 - a) A major one person/joint exhibition.....1.5
 - b) A fairly major one person/joint exhibition.....0.75
 - c) Average exhibition.....0.5

iii) Each of the following assessed in each case as:

- a) A good monumental or equivalent work.....3
- b) Individual/Joint work.....3
- c) Average monumental work 1.5

3.0 TEACHING ABILITY AND EXPERIENCE *(Maximum 13 points)*

- a) This includes Teaching ,Clinical Ability and Library Practice Ability
(Points to be awarded are based on evaluation/appraisal but not years)8
- b) Experience...(0.5 points per year).....5
- c) Teaching Graduate programme per course.....1

4.0 RESEARCH *(Maximum 8 points)*

Departmental/Faculty Appointments/Promotions Committees should rate the candidate. The score is between 0 for no involvement in research to 8 for conducting a viable research programme generating acceptable results. Rating should be based on evidence of participation, research reports or successful research grants application.

5.0 SUPERVISION OF STUDENTS' RESEARCH *Maximum 10 points)*

- a) Supervision of a Graduate Student up to completion stage:
 - i) PhD.....10
 - ii) Masters..... 5
 - iii) Postgraduate Diploma..... 2
- b) **Supervision of Under-Graduate Students' Research.....2**

6.0 OTHER ACADEMIC ACTIVITIES *(Maximum 8 points)*

- a) Deanship of Faculty/Director/Deputising
Headship of a Department3
- b) Attendance at a conference/seminar and giving a paper.....1
- c) Organiser/Convener of a Conference/Seminar.....1
- d) Curriculum Development2
- e) External Examination1
- f) Vetting of publication1

7.0 SERVICE TO THE UNIVERSITY AND THE COMMUNITY (Maximum 5 points)

The scoring system on service to the University and the Community is defined as follows:-

- i) **University**
 - a) Membership to a University Standing Committee.....1
 - b) Membership of a University Taskforce/Mission.....1
 - c) Headship/ Coordinator of Academic Programme.....2

ii) **Community**

- a) Membership to a National Technical Committee/Commission.....1
- b) Membership to a National/District Taskforce/Mission.....1
- c) Other involvement in Community Activities (training, Mobilization, Membership of Executive Committee of Public or Private Organisation or Local Community)..... 1

8.0 MEMBERSHIP OF PROFESSIONAL BODIES (Maximum 2 points).

9.0 CONDUCT (Maximum 5 points).

- (e) Ethics3
- (f) Innovativeness and Dynamic/Pro-active2
- (g) Interpersonal Relationship 2
- (h) Commitment to Duty 1

10.0 PROFESSIONAL PRACTICE /OUTREACH SERVICES (Maximum 2 points)

11.0 INNOVATION (patents, discovery of a new breed of seeds, etc (Maximum 2 points).

There will be no pass/fail mark and the points system is purely to serve as a guideline to the Appointments Board in reaching fair decisions.

12.0 CRITERIA FOR APPOINTMENT AND PROMOTION – POINTS SYSTEM FOR RESEARCH STAFF

The criteria identified are:

1. Academic and Professional Qualifications
2. Publications
3. Research
4. Experience in Conducting Short Research Courses
5. Supervision of Graduate Students
6. Other Academic Activities (Conference/Seminar attendance, etc.)
7. Service to the University and the Community
8. Membership of Professional Bodies
9. Conduct
10. Professional Practice/Outreach (Where appropriate)

One hundred (100) points have been distributed amongst the **ten (10)** criteria mentioned above as follows:-

1. ACADEMIC AND PROFESSIONAL QUALIFICATIONS (Maximum 20 points)

All the qualifications an applicant possesses shall be scored and in case the total score is above the maximum of 20 points, the points to be awarded shall be 20 points.

- | | |
|---|----|
| a) Masters Degree through the one year Coursework and Examination programme | 5 |
| b) Master’s Degree by Coursework and Dissertation/Thesis | 10 |
| c) Ph.D. | 15 |
| d) Other Academic and Professional Qualifications | 5 |

2. PUBLICATIONS (Maximum 25 points)

(Assessed, in each case, as of academic value)

2.1 Publication in Journal

a) Refereed professionally recognised Journal, assessed as:

- | | |
|---|---|
| i) Area of Specialisation | 4 |
| ii) Relevant to area of Specialisation..... | 3 |
| iii) Other publication..... | 1 |

b) Non-refereed Journal, assessed as:

- | | |
|--|------------|
| (i) Area of Specialisation | 2 |
| (ii) Relevant to area of Specialisation..... | 1 |
| (iii) Other publication..... | 0.5 |

2.2 Each

- | | |
|---|----|
| i) Professionally recognised published book..... | 12 |
| ii) Published article or chapter in a professionally recognized Book..... | 4 |
| iii) Printed book..... | 2 |
| iii) Manuscript..... | 2 |
| iv) Instruction/teaching materials..... | 1 |

Assessed in each case as of academic value.

2.3 Instructional study materials..... 2

3. CONDUCTING SHORT RESEARCH COURSES (Maximum 5 points)

(Ability –3, Experience – 2)

- a) Ability: **Points to be awarded are based on evaluation/appraisal but not years**
- b) Experience (0.5 of a point per year)

4. RESEARCH (Maximum 23 points)

Institute’s Appointments and Promotions Committee should rate the candidate. The score is between 0 for no involvement in research to 23 for conducting a viable research programme generating acceptable results.

(i) Institutional Research	3
(ii) Collaborative Research	2
(iii) Individual Research	1
(iv) Other	0.5

5. SUPERVISION OF GRADUATE STUDENTS (Maximum 5 points)

- (a) Supervision/Co-Supervision of a Postgraduate student up to submission stage:
 - (i) Ph.D
 - (ii) Masters
 - (iii) Postgraduate Diploma.....
- (b) Teaching in a Postgraduate programme per course

6. OTHER ACADEMIC ACTIVITIES (Maximum 8 points)

- a) Coordination of a Unit/Department/ Committee.....2
- b) Attendance at a Conference/Seminar and giving a paper
- c) Organizer/Convener of a Conference/Seminar
- d) Curriculum Development
- e) External Examination
- f) Vetting of publication

7. SERVICE TO THE UNIVERSITY AND THE COMMUNITY (Maximum 5 points)

University:

- (a) Membership to University Standing Committee..... 1
- (b) Member of a University Task-Force/Mission..... 1

Community:

- (c) Headship/Member of a Community Programme 2

- (d) Membership to National Tech.Team/Committee/Commission. 1
- (e) Member of a National/District Task-Force/Mission 1
- (f) Other (training, mobilization, deputation etc) 1

8. MEMBERSHIP OF PROFESSIONAL BODIES (Maximum 5 points)

9. CONDUCT – (Maximum 5 points)

- (i) Ethics3
- (j) Innovativeness and Dynamic/Pro-active2
- (k) Interpersonal Relationship 2
- (l) Commitment to Duty 1

10. PROFESSIONAL PRACTICE.....2

11. INNOVATION2

There will be no pass/fail mark and the points system is purely to serve as a guideline to the Appointments Board in reaching fair decisions.

13.0 WEIGHTING AND POINT SCORING SYSTEM FOR THE APPOINTMENT AND PROMOTION CRITERIA FOR ACADEMIC LIBRARY STAFF

One hundred (100) points have been distributed amongst the eleven (11) criteria elements mentioned above as follows:-

1. ACADEMIC AND PROFESSIONAL QUALIFICATIONS (Maximum 20 points)

All the qualifications an applicant possesses shall be scored and in case the total score is above the maximum of 20 points, the points to be awarded shall be 20 points

- (a) Master's Degree (one year Coursework and Examination programme).....5
- (b) Master's Degree by Coursework and Dissertation/Thesis.....10
- (c) PhD.....15
- Other Academic and Professional qualifications (will include Postgraduate diploma, Fellowships and other distinguished awards 5

2 PUBLICATIONS (Maximum 25 points)

2.1 Each Publication in:

- a. Refereed professionally recognised journal, assessed as:-
 - i) Area of Specialisation4
 - ii) Relevant to area of Specialisation.....3
 - iii) Other publication.....1
- b. Non-refereed/local journal, assessed as:-
 - (i) Area of Specialisation2
 - (ii) Relevant to area of Specialisation.....1
 - (iii)Other publication.....0.5

Each

- i) Professionally recognized published Book12
- ii) Published Article or chapter in a professionally recognized Book or Peer reviewed conference proceedings4
- iii) Printed Book2
- iv) Manuscript2
- v) Instructional/teaching materials.....1

Assessed, in each case, as of academic value.

3 PROFESSIONAL LIBRARY ABILITY/PRACTICE AND EXPERIENCE

(Maximum 13 points). (*Ability – 8, Experience – 5*)

Ability: The University Senate further recommends that on recruitment, a short practical exercise be conducted to test the professional ability. This will be a pass/fail exercise and should count 8 points for pass and 0 point for failure.

Experience: The University Library Appointments and Promotions Committee shall rate candidates and make recommendations to the Appointments Board. There shall be a guideline of 0.5 points per year of full-time library work.

- Ability/Library work output ... (Maximum 8 points)
- Experience ... 0.5 points per year (Maximum 5 points)

4 RESEARCH *(Maximum 10 points)*

The University Library Appointments and Promotions Committee shall rate the candidates. Those who successfully conduct research geared at solving the problems of Uganda deserve a lot of credit. No one can be accepted as an academic without doing research. Rating shall be based on evidence of research report(s) and/or successful research grant application. The score is between 0 for no involvement in research to 10 for conducting a viable research programme generating **acceptable results**.

5 INFORMATION LITERACY INSTRUCTIONS *(Maximum 5 points)*

The University Library Appointments and Promotions Committee shall rate the candidate. The score is between 0 for no involvement in Information Literacy Instructions to 5 points for active involvement (namely, production of information literacy materials and their regular updates; actual teaching, coordination and report writing, etc).

5 INNOVATIVE LIBRARY DEVELOPMENTAL PROJECTS *(Maximum 5 points)*.

The staff who write successful official library developmental projects as well as implementing them need recognition. Implementation involves coordination, supervision, report writing, etc. The score is between 0 for no participation/contribution to the official library projects to 5 for active participation/contribution.

7 OTHER ACADEMIC ACTIVITIES *(Maximum 8 points)*

- i) Headship of a Branch Library/Section2
- ii) Attendance at a Conference/Seminar
& presenting a paper1
- iii) Organiser/Convener of a
Conference/Seminar.....1
- iv) Teaching.....2
- v) Supervision of graduate students 2
- vi) Development of a library/information course2
- vii) Vettors (internal or external) 2
- viii) Editor of a library periodical/ compiler of
Proceedings/ reviewer of articles, books2

8. SERVICE TO THE UNIVERSITY AND THE COMMUNITY (*Maximum 5 points*)

The scoring system on service to the University and the Community be defined as follows:-

i) University

- a) Membership to a University Standing Committee 1
- b) Membership of a University Taskforce/Mission 1
- c) Headship/ Coordinator of Academic Programme 2

ii) Community

- a) Membership to a National Technical Committee/Commission.....1
- b) Membership to a National/District Taskforce/Mission.....1
- c) Other involvement in Community Activities (training, Mobilization, Membership of Executive Committee of Public or Private Organisation or Local Community).....1

9 MEMBERSHIP TO PROFESSIONAL BODIES (*Maximum 2 points*)

10 CONDUCT (*Maximum 5 points*).

- i. Commitment/dedication to duty 3
- ii. Professionalism/Ethics/Integrity2
- iii. Interpersonal relations1
- iv. Innovativeness/Dynamism/Pro-active..... .1
- v. Other1

11 OUTREACH (*Maximum 2 points*)

There will be no pass/fail mark and the points system is purely to serve as a guideline to the Appointments Board in reaching fair decisions.

14.0 Description of Policies and Other Important Requirements

14.1 Qualification

- i) It must be noted that academic qualifications are as diverse as Universities. The quality of the qualification must, therefore, be taken into account.
- ii) The first degree is usually the Bachelor's degree or its equivalent, where the degree is classified, the class must be considered.
- iii) The second degree is usually the Master's degree or its equivalent. In some Universities, a one year Course work and examination programme without research leads to an award of this degree. In others, it is a combination of Course work and Research or Research alone.
- iv) Ph.D (Doctor of Philosophy) is one of the highest academic degrees conferred by a University after spending several years in advanced study of a specialisation by writing an acceptable dissertation/thesis and by passing numerous vigorous examinations. After this qualification, the person is competent by reason of skills and knowledge to teach or expound authoritatively a subject or field of knowledge. M.D is Doctor of Medicine and is equivalent to Ph.D.
- v) There are three types of doctorates: Research, Terminal/Professional, and Honorary.
 - Research doctorates are nearly always awarded in recognition of academic research that is of a publishable standard (even if not actually published) and that represents at least a modest contribution to human knowledge. The research is usually assessed by submission and oral defence-(viva voce) of a doctoral Thesis or Dissertation, though in some cases a coherent body of published literature can be accepted instead.
 - Professional doctorates are awarded in certain fields where most holders of the degree are not engaged primarily in scholarly research and academic activities, but, rather in a profession, such as law and medicine.
 - Honorary Doctorates are awarded for a substantial contribution to a field that need not be academic in character.
- vi) Master's and Ph.D degrees by Coursework and Dissertation should be rated higher than those by Thesis or by Coursework only. This is because the Master's and Ph.D degrees by Coursework and Dissertation have a wider (broad) knowledge base.

14.2 Publications

1 Type and Quality of Publication

- i) Publications are very diverse. Some are a result of strenuous research, whereas others do not require exhaustive research. The University must not be deluded by the number of publications. The content is more important than the number. Publications which appear in referred journals are the most serious test of ones scholarship.
- ii) Scholarships in referenced Journals as well as Published books and articles in published books are of academic value and should be considered. A good publication is that which is based on original research and published by professional organisations and has been peer review.
- iii) However, individuals sometimes author/produce work but do not have it published. Some of the work are based on compiled lecture notes or have not been peer reviewed.

The Senate recommends that such work should not be submitted for consideration by External Vettors as evidence of scholarship because the authors are sole Reviewers/Vettors and even act as publishers. Such publications include the following:-

- a) **Printed Books**
- b) **Manuscript**
- c) **Instructional/teaching materials**
- iv) In case of visual and performing arts, exhibitions may be accepted in lieu of publications. In cases of performing arts, recorded materials may also be accepted as publications.
- v) That a good book shall be equated to (3) three articles published in recognized journals.
- vi) Departmental committees are the best suited to evaluate the publications to ascertain that they are of academic value and have been published.

2. Vetting of Publications

- (i) Publication submitted for promotion shall be vetted. Those applying for promotion to the rank of Senior Lecturer will be vetted internally. Those applying for promotion to the ranks of Associate Professor and Professor must be vetted externally. The vetting should be done by Senior Academicians who are at least at the appropriate relevant rank.
- (ii) The External Vetting and Internal Vetting shall cover all publications even for publications in refereed journals/books because the Vetter's assessments cover wider perspectives than what the publishers do. These areas include the following:
 - a. Originality and contribution to knowledge.

- b. Relevance to the academic discipline where the applicant is being considered for promotion or appointment.
 - c. Relevance or consistency to the individual's own specialisation in an Academic Discipline or Unit where promotion was being sought.
 - d. Bench marking with other professionals.
- (iii) External Veters shall be given up to a maximum of three (3) months' period to submit their assessment reports. Initially an External Vetter shall be given two months period and upon expiry of the two months a reminder shall be sent to him/her.
- (iv) External Veters shall be remunerated so as to motivate or facilitate them to submit reports on time.
- (v) Internal Veters shall be given a period of one (1) month to submit their reports.

3 Co-Authored Publications

Applicants shall be awarded equal weight on the co-authored publications submitted because it promotes interdisciplinary. However Applicants shall not present more than 50% of co-authored publications in which he/she is not a Principal Author for the position of Associate Professor or Professor. The onus will be on the applicant to prove that he/she is a Principal author.

4 Recognizing Publications obtained before the rank of Lecturer under Ordinary Track Promotion Pathways

In order to recognize previous publication produced before attaining the rank of lecturer, the staff at the rank of lecturer shall be promoted to the rank of Senior Lecturer based previous on three publications. At least one of the publications should have been produced since appointment or promotion to the rank of Lecturer.

5 Staff who possess more than the required number of Publications

Members of Staff, who possess more than the required number of publications at a particular rank, may be considered for appointment to a higher rank based on the New Entrants' Requirements.

6. Time Frame for Publications

The publications time frame shall be the publications which were produced after the date of making the applications, but not the date of successful promotion or appointments. In order to track the records or the dates of publications, the Human Resources Directorate shall state in the letter of award/appointment the date when the applications were made (e.g. *you have been promoted or appointed based on your application dated (quote; date, month, year)*)

14.3 Teaching ability and experience

1. Teaching ability

- (i) Teaching refers to the preparation one makes, the actual imparting of knowledge to learners and evaluating their performance. It involves activities such as: drawing course outlines, presenting knowledge to learners through lectures and other forms of teaching, setting and marking coursework assignments and examinations, supervising students as well as counselling and guiding them.
- (ii) The ability to communicate knowledge to students is an asset to an academic and it must be one of the desired qualities in a good academic aspiring for promotion. The instrument to be used to evaluate ability to teach shall be used for assessment of teaching.

2. Teaching Experience

- i. The period when an applicant is not involved in teaching such as study leaves, should not count for teaching experience.
- ii. The teaching experience shall be cumulative with effect from appointment to the rank of Lecturer.
- iii. Applicant applying to be promoted under Fast Track provision shall be required to serve for a period of one year at each level before being considered for promotion to the next level.

3. Pedagogical skills

At least two of the following shall constitute evidence of pedagogical skills as defined under teaching experience.

- a) Teaching
- b) Mentoring to a particular group of people
- c) Supervision of other staff, research teams, consultancy team
- d) Team building
- e) Supervision of students
- f) Qualification in pedagogical skills

4. Teaching Load for Academic Staff

The maximum workload (hours per week) for teaching members of staff are weighted in terms of hours as follows:

i. Lecture Preparation	12
ii. Lecturing	6
iii. Tutorial/Seminar	2
iv. Marking	6
v. Practical /Clinical	2
vi. Supervision	4
vii. Research	4
viii. Maximum workload per week	40

- a. The minimum teaching load is 10 contact hours per week and maximum teaching load is 12 contact hours per week for a member of staff.
- b. The mandatory contact hours are based on visible and monitorable workload. (ii), (iii), and (v) above.

- c. At postgraduate level only staff who possess a PhDs or who are at the rank of Senior lecturer should teach and supervise graduate students. Furthermore the staff/student ratios to guide in deciding the intake capacity to graduate programmes:-
 - i. Masters programmes 1:5 one lecturer to five students
 - ii. PhD programmes 1:3 one lecturer to three students
 - iii. Postgraduate Diploma programmes 1:10 one lecturer to 10 students.
- d. Provision (b) above notwithstanding, a teaching load lower than ten hours a week may be granted under special circumstances mutually agreed with the relevant Committee of the Faculty for such reasons as studentship, supervising graduate students, special duties, illness, etc.

14.4 Research

Research is a necessary component in academic life. Those who successfully conduct research geared at solving the problems of the world deserve a lot of credit. No one can be accepted as an academic without involvement in research.

14.5 Supervision of Postgraduate Students

- i) An academic who accept responsibility of supervising post-graduate students is an asset and should be rewarded by promotion. It is necessary to insist on tangible proof of involvements in postgraduate programmes as a requirement for promotion. The degree of involvement should rise steeply when considering one for the post of full Professor.
- ii) Some academic staff who through no fault of their own may not have the opportunity to supervise the required number graduate students. This could be because there are no graduate programmes in their disciplines or that the students have not shown interest in the area the academic staff is specialized or knowledgeable in. To address this matter the following guidelines shall be used to handle promotion of academic staff on the basis of involvement in scholarly activities such as research and publication.
 - a) An academic member of staff who has not supervised graduate students up to completion may be eligible for promotion on the basis of academic qualifications, teaching experience, publications and University/Community Service.
 - b) A Staff who has not supervised graduate students shall be required to submit more publications. One Master's Degree student shall be equated to two (2) publications. One PhD Degree student shall be equated to five (5) publications.
 - c) However before a staff member is considered for promotion, under this guideline, a justification has to be made by the respective Unit on why the applicant did not supervise the required number of graduate students to completion.

14.6 Other Academic Activities

It is recognized that the intellectual life of the University is kept ticking largely by essential activities of academics. Those who contribute to the success of conferences, seminar, workshops, symposia and public lecturers keep the University alive and contribute to its viability. Active involvement in academic activities is a requirement for promotion or appointment.

14.7 Service to the University and the Community

University men and women must accept the fact that they have an obligation to serve the University and the community. A good record of involvement in community and national affairs is desirable.

14.8 Membership of Professional Bodies

Membership of professional bodies is in some cases are a sign of success. Some professional bodies guard their membership jealously while others are not very particular as to who is eligible for membership. Departmental and Faculty Committees will be the ones to evaluate the worth of membership to particular professional bodies.

14.9 Conduct

The general behaviour of the individual is an important aspect to consider for appointment or promotion of that individual.

14.10 Promotional Interval

- (a) Promotion of Academic Staff should not be strictly limited to available established posts. The main consideration should take into account the satisfaction of the qualification, teaching, publication and other requirements for the post.
- (b) It is more important to ensure that there is a machinery to review all members of staff at regular intervals than to insist on intervals between promotions. It is, therefore, important to carry out annual staff reviews.
- (c) No member of staff shall be promoted while on probation.

14.11 Promotion of staff on Contract

In case a Member of staff who is on contract is found suitable for appointment to a higher rank, he/she should be appointed on contract to the next rank.

14.12 Probationary Period

- a) The maximum length of a probationary period is six months, but it may be extended for a further period of not more than six months with the agreement of the employee.
- b) An employee shall not be employed for a probationary period of service on more than one occasion by the University unless she or he is engaged for work of a different nature.

- c) A contract for a probationary period may be terminated by either party by giving not less than fourteen days' notice of termination, or by payment of fourteen days' wages in lieu of notice by either party.
- d) New employees on contractual terms may also be subjected to probation for a period as may be specified in their contract with the University.
- e) Notwithstanding the provisions of (a) above, the Appointments Board may waive the whole or part of the probationary period of service in certain cases.
- f) An employee shall not be promoted during his or her probationary period of service.

14.13 Confirmation in Service.

1. An employee who has successfully completed his/her probation may be confirmed in the University service with effect from the date of expiry of their probationary period.
2. However, confirmation is not automatic; therefore members of staff have to take the initiative to apply for confirmation at the end of their probation.
3. **The procedure for confirmation shall be as follows:**
 - i. An employee concerned shall, through the Head of Academic or Administrative Department/Unit, submit an application, a Curriculum Vitae and a statement of achievements to the Director, Human Resources, **and two months before the expiry of the probationary period.**
 - ii. Where the performance of an employee due for confirmation is found satisfactory, the Head of Academic or Administrative Department/Unit, shall forward to the Director, Human Resources, a recommendation from the Departmental Appointments and Promotions Advisory Committee that the employee should be confirmed.
 - iii. Where the Departmental Appointments and Promotions Advisory Committee finds the performance of an employee due for confirmation to be unsatisfactory, the head shall so inform both the Appointments Board and the employee in writing and indicate clearly the recommendation of the committee.
 - iv. After a year of continuous service, an employee at the rank of Assistant Lecturer shall be eligible for confirmation in the University service provided he/she has registered for a PhD degree programme in addition to satisfactory progress.
 - v. **Staff members who are provisionally registered for PhD programmes may be confirmed in service because the individual has no control over the process of their registration.**
 - vi. Members of staff appointed at other ranks, are confirmed in service on completion of the probationary period. Confirmation in University Service shall be based on favourable appraisal reports from the supervisor
 - vii. Confirmation in all cases must be processed within the probationary period of an employee. In the event that this is not done and the probationary period expires, the employee shall be entitled to have their confirmation **back dated** to the date it was first due.
 - viii. Heads of unit who fail to process confirmations of employees within the probationary period shall face disciplinary action as shall be determined by the Appointing Authority.

15.0 Scoring System for Post Retirement Contract Staff

The performance of staff who applies for contracts shall be appraised and scored based on the following:

- i) Teaching ability 40%**
 - a) Involvement in teaching.....10
 - b) Curriculum development.....10
 - c) Supervision of Graduate Students.....10
 - d) Mentoring Junior staff.....10

- ii) Research and Publication 40%**
 - a) Involvement in Quality Research Programme.
with credible research results which solve society's
problems or and advance knowledge.....20
 - b) Having an on-ground publication record
in books or scholarly journals at least one in the
last five years or contract period.....20

- iii) Service to University and Community 20%**
 - a) Participation in the democratic process of University
Service such as Committee Membership.....5
 - b) Quality Assurance Procedures of an Institution such as
Appraisal, Vetting, Moderation, Editorial Board.....10
 - a) Participation in community service e.g. External
Boards, External bodies offering consultancy service.....5
 - i) An academic staff member at the rank of Associate Professor shall be given a
contract up to the age of 65 years broken into two (3,2) to allow for review with
the first contract being 3 years and the second one 2 years;
 - ii) An academic staff member at the rank of Professor shall be given a contracts up to
the age 70 years broken into three (4,4,2) for review with the first contract being 4
years, second contract being 4 years and third contract 2 years;
 - iii) Staff who are awarded contracts shall not block staffing positions to be filled by
younger staff to allow for planned continuity of establishment; and
 - iv) Academic staff members who are on contract shall not be allowed to serve in
administrative positions of Deans, Directors, Deputy Deans, Deputy Directors or
Heads of Department in the University.

16.0 External Vetting Of Publication

The University Council observed that the practice of external vetting of publication for promotion to the ranks of Associate Professor and Professor was necessary and important in ensuring standards and comparability. The process draws expertise to make a competent assessment of the applicant's expertise and contribution and enables the integration of a range of perceptions to achieve a balanced judgement.

The University Council **approved** the Senate recommendation that the current system should continue and that in order to streamline the vetting process the following guidelines be introduced.

16.1 Scoring System for External Veters

- 1 Assessors should be requested to submit the following information on each publication. Assessment of the publication in relation to:
 - a. Originality and contribution to knowledge.
 - b. Relevance to the academic discipline.
 - c. Relevance and currency of literature.
 - d. Relevance or consistency to the individual's own specialization in an academic discipline.
 - e. Quality of published work.
 - f. Overall quality.
- 1.1 For each aspect (a) to (e) above, a grade should be given as per the grading system shown below. A score of A (Excellent) should only be awarded when indicators in (a),(b)and (c) are highly regarded. For number (f) above (i.e. overall quality), the grade should reflect the average of numbers (a) to (e) above.

Grade	Points	Comment
A	6	Excellent
B+	5	Very Good
B	4	Good
C	3	Average
D	2	Poor
E	1	Very Poor

Evaluation Form

Paper/ Book	(a) originality and contribution	(b) Relevance To academic discipline	(c) Relevance and currency of literature	(d) Relevance or consistency to individual's own specialisation in academic discipline	(e) Quality of published work	(f) Overall quality
1						
2						
3						
4						
5						

1.4 Overall Assessment (Promote/ Do not promote; Appoint/Do not appoint)

1.4.2 Any other comments / suggestions/recommendations (Please attach any other relevant additional information).

.....

Assessors brief bio-data

Assessor's name:.....
 Name of Institution

Academic Qualifications:.....
 Title:.....
 Signature.....

17.0 Procedures for Appointment/Promotion of Academic Staff

1. The Posts in the University are created by the University Council on the recommendation of the Establishment and Administration Committee. Appointments and promotions are made strictly in line with the Council established criteria. The initiative to advertise or fill a vacancy originates from the relevant Department.
2. Applications are received by the Appointments Board office and are forwarded to the relevant Department for review and short listing.

17.1 Terms of Employment

Appointment into the University service shall be on the following terms:

a) Permanent Terms

Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age of 60 years subject to other provisions contained in this Manual. Eligibility to such appointments shall be as follows:

- i. Assistant Lecturer below the age of forty (40) years;
- ii. All other academic staff below the age of fifty (50) years;
- iii. All administrative staff below the M3 salary scale;
- iv. All administrative staff below the age of fifty (50) years; and
- v. All support staff below the age of fifty (50) years.

b) Contractual Terms

Appointment on Contract shall be the type of employment where the terms of employment are as defined in a particular contract of employment between the University and an employee. Eligibility to such appointments shall be as follows:

- i. All new appointments at the age of fifty (50) years and above;
- ii. Professors and Associate Professors who have reached the mandatory retirement age of sixty (60) years and whose services are still needed;
- iii. Non citizens;
- iv. All new appointments at the level of Teaching Assistant below the age of thirty (30) years;
- v. All administrative staff at M3 salary scale and above who shall be employed on five year contractual terms; and
- vi. Any exceptional cases as may be determined by the University Council.

c) Casual Terms

Appointment on Casual Terms shall be the type of employment where an employee is engaged to perform defined tasks on a day to day basis and whose remuneration is on a piece rate basis.

d) Honorary Terms

Appointment on Honorary Terms is the type of employment which attracts no remuneration from the University and is only extended to persons of academic and/ professional distinction as determined by Senate.

e) Adjunct Terms

Appointment on Adjunct Terms is the type of employment where a member of staff of one department may render part-time services to another department on agreed terms.

f) Appointment of Temporary and Part Time Staff

- i. A part-time employee is appointed where a vacancy exists and it has not been possible to fill that vacancy substantively on fulltime basis.
- ii. The working hours on part-time basis shall be as determined by the University Council from time to time. The current maximum is twenty hours a week.
- iii. For academic staff, part-time appointments shall be renewable every academic year upon mutual consent.
- iv. Part-time appointments for non-academic staff, shall be made by the Director, Human Resources on the recommendation of the recipient unit.
- v. That part-time staff or temporary staff who serves for up to six months shall be appointed by the Vice-Chancellor on the recommendation of the Dean or Director of a particular Faculty/School/Institute.
- vi. In the case of a Constituent College, the Principal of the College can appoint temporary staff on the recommendation of the Dean of a particular Faculty/School/Institute and that the Deputy Vice-Chancellor (Academic Affairs) be informed of the decision.
- vii. The qualifications of part time/temporary staff should be comparable to the rank they are appointed against.
- viii. That the appointment of temporary/part time staff on contracts longer than six months shall be made by the Appointments Board.

17.2 Categories of Employees

Employees of the University shall comprise of the following categories:

a) Academic Staff

Academic staff shall be staff engaged in teaching, research and outreach to the community in line with the mission of the University. They shall include the following:

- i. Principals of Colleges;
- ii. Deans and Directors of Faculties/Schools/Institutes;
- iii. Professor Emeritus;
- iv. Professor;
- v. Associate Professor;
- vi. Senior Lecturer;
- vii. Lecturer;
- viii. Assistant Lecturer;
- ix. Teaching Assistant;
- x. Research Fellow;
- xi. Research Assistant;
- xii. Honorary chairs; and
- xiii. Library staff designated Academic.

b) Library Staff

Library staff shall comprise:

- i. University Librarian /Library Professor
- ii. Deputy University Librarian/Associate Library Professor
- iii. Other library staff designated as academic

17.3 Recruitment Procedures

a) Vacancies

Posts shall be deemed to have fallen vacant as a result of the following:

- i. End of contract;
- ii. Retirement;
- iii. Resignation;
- iv. Dismissal;
- v. Death;
- vi. Restructuring;
- vii. Rejection of appointment offered; and
- viii. Any other causes, and/or reasons.

b) Notification of Vacancies

The Dean, Head of Academic or Administrative Department or unit shall notify the Director, Human Resources of existing vacancies or positions expected to fall vacant within three (3) months of such occurrence.

c) Methods of Filling Vacancies

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

i. Promotions

Where a Dean, Head of Academic or Administrative Department or unit is satisfied that there is an employee who is competent to fill a vacant post, the responsible Dean, Head of Academic or Administrative Department or unit shall recommend that the vacancy be filled by promotion within the department, provided that no one still serving a period of probation shall be considered for promotion.

ii. Advertising

- a) Where the responsible Dean, Head of Academic or Administrative Department or unit is satisfied that there is no qualified candidate from within the department/unit to fill the vacancy, they shall recommend that the vacancy be advertised.
- b) 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.
- c) The job advertisements must contain sufficient details about the positions advertised, the type of person required and other relevant information.

iv. Election

Election of Principal/ Dean/ Director/ Head of Department shall be conducted as prescribed in the Universities and Other Tertiary Institutions Act 6 of 2001 (as amended), Sections 53 and 54.

v. Re-appointment

An employee on contractual terms may be re-appointed where re-appointment and the procedure thereof are specifically provided for in the initial contract.

vi. Other Appropriate Methods

Notwithstanding provision (i) to (v) above, the University may secure eminently suitable candidates through other appropriate methods as approved by Council from time to time.

d) Application

All persons seeking employment with the University shall do so through a written application addressed to the Director Human Resources or as may be appropriate depending on the type of employment sought.

e) Processing Applications and Verification

- i. The posts in the University are created by the University Council on the recommendation of the Establishment and Administration Committee. Appointments and promotions are made strictly in line with the Council established criteria.

ii. Applications are received by the Employment Division of the Directorate of Human Resources and either forwarded to the relevant department for review and assistance with the short listing or are processed by the Directorate in consultation with the user unit.

iii. Verification of Documents

The Directorate of Human Resources reserves the right to authenticate in such manner as it shall deem necessary a prospective employee's employment and salary history, stated qualifications and references. False information knowingly given may lead to summary dismissal.

iv. Impersonation or falsification of documents

Cases of impersonation, falsification of documents or giving false /incomplete information whenever discovered either before appointment or afterwards, shall lead to automatic cancellation of candidature or appointment and/ or prosecution.

v. Short Listing

- a) Short listing of applicants shall be the responsibility of the Directorate of Human Resources which shall co-ordinate the exercise in close consultation with the user or technical department as the case may be.
- b) The short-listing shall always be guided by agreed criteria as well as provisions in the advertisement or other job related factors as may be considered applicable by the short listing committee.
- c) Short-listing shall be done within a period of not more than **one month** from the closure of receiving applications.
- d) Short-listed applicants shall be given reasonable notice for interviews specifying time, and place of interview by a posted or hand delivered letter.

f) Offer of Appointment and Acceptance

- i. Offer of Appointment shall be made in writing by the Director, Human Resources. Deans and Heads of relevant departments shall receive copies of such offers of appointment.
- ii. The Appointment letter shall embody the following: name of appointee, effective date of appointment, rank appointed to, reporting relationship, terms of appointment, validity period of appointment, salary scale and allowances, any other entitlements as applicable and the acceptance option.
- iii. The appointee shall be required to indicate in writing their offer of acceptance, attach three copies of passport size photographs of their current likeness, indicating the earliest time they would be available to take up the post.

- iv. All new employees shall be required to fill the personal data form (HURIS form) which captures their bio-data and other information required by the University during and after their tenure of employment.
- v. It shall be the responsibility of the appointee to provide up-date information about their bio-data to capture significant changes during their tenure of employment.

g) Induction/Orientation

- i. Induction is the first step in building a two-way relationship between the University and the employee. The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employees work.
- ii. Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.
- iii. The induction programme shall be arranged by both the Directorate of Human Resource and the relevant head of department or immediate supervisor as soon as the employee reports. The induction programme shall not exceed one month

17.4 Departmental /Faculty Appointment and Promotions Committee

Departmental Appointment and /Promotion Advisory Committee

- i. The Department Appointment/Promotions Committee shall consist of at least 5 senior members of staff of the Department. The Committee shall consider applications at the rank of Senior Lecturer and below. Where a department is understaffed and lacks quorum, the applications shall be considered at faculty level.
- ii. only persons whose rank are higher or equivalent to the position being considered for Appointment/Promotion shall constitute the Committee; and
- iii. That the quorum for the Departmental Appointments and Promotions Advisory Committee shall be 3 (three members).
- iv. Where the Head of Department is a candidate, or where two or more members of the departmental committee are being considered, the Dean shall assume the chair of the Department Appointments/Promotions Committee meeting called for that purpose.
- v. where the Faculty/School/Institute cannot form a committee due to lack of eligible staff members, the committee shall Copt /appoint members from related fields to assess the application.
- vi. The task of the Committee shall be to scrutinize all applications for appointment and review employees for promotion. The Committee shall also evaluate employees annually and submit its recommendations to the Appointments Board through the relevant Dean. The Minutes of the Departmental Committee shall be signed by all the members who attend.
- vii. The decisions of the committees shall be communicated to the Appointments Board in the form of minutes which should bear signatures of all the members who attend the meeting and membership at any one time should not be below three.

Faculty Appointments/Promotions Advisory Committee

- i. A Faculty, School, or Institute shall have a Committee which shall be chaired by the Dean/Director.
- ii. The Faculty Committee shall be made up of at least one representative from each Departmental Committee.
- iii. Only persons whose rank are higher or equivalent to the position being considered for Appointment/Promotion shall constitute the Committee; and
- iv. The quorum for the Faculty Appointments and Promotions Advisory Committee shall be 3 (three members)
- v. The Terms of Reference of this committee shall be:
 - a) To receive recommendations from Departmental Committees and make recommendations to the Appointments Board using University guidelines;
 - b) To make recommendations to the Appointments Board on cases of appointment of Professors and Associate Professors;
 - c) To make recommendations to the Appointments Board on cases of conflicts; and
 - d) To handle cases of Appointment/promotion from understaffed departments.
- vi. The decisions of the committees shall be communicated to the Appointments Board in the form of minutes which should bear signatures of all the members who attend the meeting and membership at any one time should not be below three.
- vii. Where a Faculty, School, or Institute is understaffed and cannot form a committee due to lack of eligible staff members, the committee shall Copt /appoint a members composed of Deans /Directors /Professors in related fields to assess the application.
- viii. Where a Dean/Director is a candidate, the committee shall appoint a Chairperson of the committee from among the members present to assess the application
- ix. In case of controversy within a Department or lack of clarity on any issue, the relevant Dean/Director/Head can be invited to appear before the Appointments Board to assist in resolving the problem.
- x. An employee who is not satisfied with the Appointments Board's ruling can appeal to the Staff Tribunal.

18.0 Policy on Joint/Cross Appointment of Academic Staff.

The University Council noted that within the University there are persons with qualifications and experience who teach in other units quietly or secretly. That the services offered by such individuals are not recognized by their departments or the University. In a bid to streamline and rationalize this matter the University Council **approved** the following Policy on Joint/Cross Appointments.

1. Definition

Where a member of staff from other Disciplines or Department offers service in another unit and the service offered could be any scholarly activity like teaching or participation in research.

2. Advantages

- i) Formalization will lead to solving problems of staff having heavy teaching load.
- ii) Formalization of the service offered by of individuals will also enable it to be recognized by the primary unit and secondary unit.
- iii) Staff members who want to offer service in other units will not be required to resign or ask for transfer service.
- iv) Promotes interdisciplinary arrangements.
- v) Staff will be able to continue discharging their duties as well as Collaborating with other units.
- vi) Ultimately Human Resource within the University will be utilized optimally.

3. Procedure/Guidelines

- i) The Terms and Duties under joint appointment shall be agreed upon by both departments parent/secondary.
- ii) There shall be a formal agreement between the parent and service unit in terms of recognition of the service to be rendered and the period in terms of hours per Semester or year.
- iii) The agreement between Units on joint appointment shall be implemented when an official appointment has been issued by the Vice-Chancellor on the recommendation of the parent unit and the secondary unit.
- iv) The contract for joint appointment shall range from 2 to 5 years renewable when necessary.
- v) The Primary (parent) unit shall remain responsible for handling the appointment and promotion of staff.
- vi) Joint appointments will not affect staff establishment (i.e. staff appointment under this arrangement shall not fill existing positions).
- vii) Joint appointment should not lead to double salary payment on the pay roll. Payment if any should be on the basis of hours offered or honorarium as agreed between departments.
- viii) The rank on which an individual currently holds will be the rank he/she will be appointed to in the secondary unit.

- ix) The Academic staff in administration (Vice Chancellor, Deputy Vice Chancellors, Deans, Directors and other Administrators etc) may be recommended for promotion or appointment at appropriate level by secondary unit as long as they continue to engage in scholarly work. This is because the administration is not an academic unit.

19 Visiting Professors/Lecturers

a) Title/status

That Visiting Lecturers/Professor be appointed by Makerere University as per their status from the parent Universities as long as the parent University where he/she is serving is a University or recognized academic institution of repute.

b) Tenure

Visiting Professor/Lecturer should be appointed for two years renewable on the recommendation of their respective units and also supported by their parent Institutions.

c) Administrative Roles

In units where there may be no suitable staff to be appointed to occupy Headship/Deanship positions, the Visiting lecturer may be assigned administrative roles.

d) Promotion of Visiting Academic Staff

The Parent Institution shall be responsible for the promotion of Visiting Academic Staff.

e) Remuneration

The concerned units may give Visiting Academic Staff honoraria, but not pay a salary.

20.0 Terms for Non Ugandan Lecturers/Professors

- i) Academic staff seeking to transfer to a position in Makerere University shall be considered as follows:
- a) The previous Institution should be a recognised University;
 - b) The relevant criteria and requirement for the post shall be used for consideration of the application;
- ii) There shall not be age limit fixed for a Visiting Lecturer/Professor for appointment into University service. The ability of the staff to serve shall be the only major assessment;
- iii) In case of staff on secondment seeking to transfer to the service of Makerere University, a recommendation/clearance from the former Institution shall be submitted; and
- iv) The appointment shall be based on the terms and conditions approved for the position.

21.0 Secondment

The University shall receive or give staff on secondment by authority of the Vice-Chancellor under the following terms and conditions:

a) Internal Secondment

- i. An employee may when circumstances so demand, be internally seconded to another Unit within the University by authority of the Vice-Chancellor for a specified period of time, following necessary consultations.
- ii. The duties, terms of service and any change in the remuneration shall be specified in the letter of secondment issued by the Vice Chancellor.
- iii. All applicable allowances shall be paid to the employee by the receiving Unit.
- iv. Upon expiry of the period of secondment the employee shall revert to their original Unit.

a) External Secondment

i. Employee Received on Secondment

- a. Such an employee shall serve for a specified period of time as agreed between Makerere University and the employee's parent employer.
- b. Makerere University shall remunerate such an employee as shall be agreed upon between the two parties.
- c. Such an employee shall not be entitled to terminal benefits as applicable to University employees on permanent or contract terms.

ii. Employee Given on Secondment

- a. Such an employee shall serve the recipient organization for a period not exceeding two years.
- b. The employee on secondment to other organizations shall continue drawing their basic salary from Makerere University but the allowances and other forms of remuneration shall be the responsibility of the recipient organization.
- c. Upon expiry of the period of secondment, the employee shall return to their original position in Makerere University. In the event that such an employee does not return after the period of secondment without formal resignation, such employee shall be deemed to have absconded.
- d. The period of secondment shall NOT be treated by Makerere University as a break in service.

22.0 Honorary Lecturers

Honorary lecturers play a very significant role in the University, especially in the College Health Sciences, where they engage in teaching, research, and clinical as well as administrative roles. In some cases the University does not pay for their services.

Ranks

Honorary Lecturers shall be assessed and ranked based on their credentials/qualifications as follows;

- a) Honorary Lecturer
- b) Honorary Senior Lecturer
- c) Honorary Associate Professor
- d) Honorary Professor

22.1 Requirement for Honorary Positions

1. Objective

- i) To strengthen the skills, ethics and integrity of the graduates of Makerere University;
- ii) To involve the Private and Public Sectors in the training of Makerere University graduates;
- iii) To facilitate interaction of Private /Public Sector professionals with Makerere University academics; and
- iv) To increase the participation of the Private /Public Sectors in the development and revision of University curricula.

2. Benefits

Honorary appointments bring benefits both to the recipient and to the University; hence a guiding criterion should be that the proposal for an honorary appointment should demonstrate both:

- i) An opportunity for personal and professional development of the individual; and
- ii) Contribution to the strategic objectives of the University.

3. Benefits to the University

A proposal for an honorary position within an Academic Unit should demonstrate a significant contribution to one or more of the following areas:

- i) Training/Teaching, for example in curriculum development, programme design or delivery with emphasis on practical skills.
- ii) Research, for example, of direct contribution to research collaboration.
- iii) Influence where an appointment could significantly benefit the Unit's objectives.
- iv) Strategy development where an appointment contributes significantly to the development of strategy in any of the areas of current or future University activity.

4. Benefits provided by the University to the recipient of the Title

- i) Use of the honorary title for the agreed period of the appointment;
- ii) Access to the University library;
- iii) Access to a University email address;
- iv) Invitation to University seminar series and events; and
- v) Access to University websites and updates

5. Mechanisms for Approval of Honorary Appointments

- i) Nominations for honorary positions should originate from a Faculty/School/Institute;
- ii) The CV or profile of the applicant, together with a full publication list should be submitted to the Vice-Chancellor's Office;
- iii) Applications should be accompanied by a letter of support from a Head of Department familiar with the work of the applicant;
- iv) Applications will be handled following the University guidelines for appointment of academic staff;
- v) The respective Faculty/School/Institute and Department Committee will discuss the applicant's level and nature of the mutual commitment and these will be communicated to the appointing authority;
- vi) Recommendations for appointment will be submitted to the Vice-Chancellor if the appointment is for less than one academic year and to the Appointments Board if the appointment is for a period longer than one academic year;
- vii) After approval, a letter of appointment will be issued by the appointing authority; and
- viii) If an appointment is not approved, this will be communicated to the applicant and the sponsor.

7. Renewal of Honorary Appointments

- i) Honorary posts are normally of limited tenure, for three years maximum;
- ii) Renewal will be subject to satisfactory performance in the post, and will require evidence of continuing positive contribution to the strategic objectives of the host Faculty/School/Institute; and
- iii) Holders of honorary appointments will be required to provide annual reports of their activities.

8. Types of Honorary Appointments

- i) Honorary Lecturer/Honorary Research Fellow
- ii) Honorary Senior Lecturer /Honorary Research Fellow
- iii) Honorary Senior Associate Professor/Honorary Associate Research Professor
- iv) Honorary Professor/Honorary Research Professor

9. Payment

That the Honorary appointments shall not be entitled to any stipend arising from their duties.

10.0 The Criteria for Honorary Appointments

Candidates must demonstrate achievement at a level appropriate to the title in at least one of the following areas:

- a. Teaching/training,
- b. Research or
- c. Professional eminence or Entrepreneurship.

Honorary Lecturer

1. *General requirements*

The individual appointed to this position will normally:

- i) be a professional or holder of a scientific or middle managerial post;
- ii) have a major academic, teaching, research or management interest in matters relevant to the position;
- iii) have accreditation in their specialty from the appropriate Professional Institute or equivalent professional body; and
- iv) Having a Masters or higher degree or equivalent is an added advantage.
- v) being ethical

2. *Teaching*

Evidence of, or potential to make, a successful contribution to teaching, including practical / clinical work

3. *Research*

- i) Evidence of, or potential to make, productive research collaboration with the University;
- ii) Evidence of, or potential to publish conference papers/research presentations at conferences; and
- iii) Being capable of obtaining external funding for research.

4. *Professional eminence*

- i) Appropriate status within profession or occupation;
- ii) Academic qualifications at an appropriate level;
- iii) Professional activity;
- iv) Practical / Clinical work (where appropriate); and
- v) Membership of learned societies/professional bodies.

Honorary Research Fellow

1. *General requirements*

The individual will normally:

- i) have research skills in matters relevant to the interests of a particular University Academic Unit; and
 - ii) be undertaking a post with a substantial research component, or a full-time research post.
- b. being ethical

2. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Evidence of other successful collaborations;
- iii) Being capable of obtaining external funding for research; and
- iv) Evidence of having been invited to present National Conference Papers and or evidence of National Conference Papers presented.

Honorary Senior Lecturer

1. *General requirements*

The individual will normally follow any three of the following requirements:

- i) be a senior professional or hold a senior scientific or managerial post;
- ii) have a major academic, teaching, research or management interest;
- iii) have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body; and
- iv) have a Masters or higher degree or equivalent is an added advantage.
- v) being ethical

2. *Teaching*

- i) Evidence of a successful contribution to teaching, including clinical teaching if applicable, in a University;
- ii) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- iii) Contribution, at an appropriate level, to curriculum review;
- iv) Innovative methodologies/pedagogy;
- v) Author of subject text book or chapter;
- vi) Possession of technical/subject expertise;
- vii) Mentoring or potential to mentor junior colleagues in the Faculty/School/Institute; and
- viii) Evidence of support and supervision of research students.

3. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Evidence of other successful collaborations;
- iii) Being capable of obtaining external funding for research;

4. *Professional eminence*

- i) Appropriate status within a profession or occupation;
- ii) Academic qualifications at an appropriate level;
- iii) Professional contributions;
- iv) Successful technology transfer;
- v) Entrepreneurial activity;
- vi) Clinical work (where appropriate); and

- vii) Membership of learned societies/professional bodies.

Honorary Associate Professor

1. *General requirements*

The individual will normally fulfill three (3) of the following requirements:

- i) be a leading professional or hold a senior/leading scientific or managerial post;
- ii) have a major academic, teaching, research or management interest;
- iii) have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body; and
- iv) Having a Masters or higher degree or equivalent is an added advantage.
- v) being ethical

2. *Teaching*

Evidence of a successful contribution to teaching/training, including clinical teaching, in a University:

- i) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- ii) Contribution, at an appropriate level, to curriculum review
- iii) Innovative methodologies/pedagogy;
- iv) Author of a subject text book or chapter;
- v) Possession of technical/subject expertise;
- vi) Mentoring or potential to mentor junior colleagues in a College or University ; and
- vii) External examining.

3. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Significant research output over career;
- iii) Successful external funding over career, including as lead applicant in grants;
- iv) Invited speaker at international conferences, workshops and meetings;
- v) Leadership of research group(s);
- vi) Member of international research groups;
- vii) Successful postgraduate supervision;
- viii) Referee, editor or member of editorial board for major journals;
- ix) Invited assessor for major grant awarding Bodies;
- x) National/international subject association Executive;
- xi) Leading expert in subject field; and
- xii) Member of Research Council sub-committees.

4. *Professional eminence*

- i) Outstanding professional achievement;
- ii) Recognized as leading expert within profession or occupation;
- iii) Academic qualifications at an appropriate Level;
- iv) Professional contributions;

- v) Successful technology transfer;
 - vi) Successful entrepreneurial activity; and
 - vii) Invited assessor for major grant awarding bodies.
5. *Other considerations*
- i) Service on local, regional, national or international committees or advisory bodies; and
 - ii) Management work of relevance and/or benefit to the University.

Honorary Professor

1. *General requirements*

The individual will normally fulfill three (3) of the following requirements:

- i) be a leading professional or hold a senior/leading scientific or managerial post;
- ii) have a major academic, teaching, research or management interest;
- iii) have accreditation in his/her specialty from the appropriate Professional Institute or equivalent professional body; and
- iv) having a Masters or higher degree or equivalent is an added advantage.
- v) being ethical

2. *Teaching*

Evidence of a successful contribution to teaching/training, including clinical teaching, in a University:

- i) Contribution, at an appropriate level, to the development of new modules and pathways in a University;
- ii) Contribution, at an appropriate level, to curriculum review
- iii) Innovative methodologies/pedagogy;
- iv) Author of a subject text book or chapter;
- v) Possession of technical/subject expertise;
- vi) Mentoring or potential to mentor junior colleagues in a College or University ; and
- vii) External examining.

3. *Research*

- i) Evidence of a productive collaboration with a University or clear evidence of intention to collaborate;
- ii) Significant research output over career;
- iii) Successful external funding over career, including as lead applicant in grants;
- iv) Invited speaker at international conferences, workshops and meetings;
- v) Leadership of research group(s);
- vi) Member of international research groups;
- vii) Successful postgraduate supervision;
- viii) Referee, editor or member of editorial board for major journals;
- ix) Invited assessor for major grant awarding Bodies;
- x) National/international subject association Executive;

- xi) Leading expert in subject field; and
 - xii) Member of Research Council sub-committees.
4. *Professional eminence*
- i) Outstanding professional achievement;
 - ii) Recognized as leading expert within profession or occupation;
 - iii) Academic qualifications at an appropriate Level;
 - iv) Professional contributions;
 - v) Successful technology transfer;
 - vi) Successful entrepreneurial activity; and
 - vii) Invited assessor for major grant awarding bodies.
5. *Other considerations*
- i) Service on local, regional, national or international committees or advisory bodies; and
 - ii) Management work of relevance and/or benefit to the University.

23.0 Effective Dates of Implementing the Policy

That for new Appointments, Promotion(s) and other personnel matters concerning members of staff already appointed in the service of Makerere University, the revised Policy should take effect from 1st October 2009.