



# COVENANT UNIVERSITY

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## **Promotion Criteria** *For Covenant University Faculty*

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*Rewarding Academic Performance*

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2009/10 - 2012

## 1.0 Preamble

In line with the Vision Mandate of Covenant University which is to raise a new generation of leaders, we have at the core of our operational strategies the consistent drive for continuous improvement as key to achieving excellence. We strongly emphasize the development of the Total Man. These strategies are factored into every promotion case.

Excellence in both basic and applied research will be reflected appropriately in the consideration for promotion of the Faculty at Covenant University. The University will always encourage research active academics.

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

- (i) Scholarship
- (ii) Teaching Quality
- (iii) Professional Competence and technical skills (where applicable)
- (iv) Leadership skills/traits.
- (v) Proven cases of vision understanding and appreciation; and
- (vi) Alignment with Core Values.

## 2.0 Procedures

2.1. There shall be a central Appointments and Promotions Committee (**A&PC**) of the University, headed by the Vice Chancellor. Members will include the Deputy Vice-Chancellor, Registrar, Deans of Colleges/School of Postgraduate Studies, Deputy Dean of Schools and any other members appointed by the Vice-Chancellor. The Committee shall: consider all recommendations for appointment to, confirmation of and promotion within the academic staff cadre up to the professoriate, provided that in the appointment of Professors, Associate Professors, or equivalent positions, the reports of External Assessors as well as those of Specialist Interview Panels appointed by the Vice-Chancellor shall be considered.

Every Academic Unit starting from the College down to the Department shall constitute an Appointments and Promotions Committee.

2.2 Membership of the College **A&PC** shall comprise Deputy Deans of Schools, College Professors, and Heads of Departments with the Dean serving as Chairman. An administrative staff not below the rank of Senior Assistant

Registrar shall represent the Establishment at all meetings. The College Officer shall serve as the Secretary.

Membership of the School **A&PC** shall comprise Deputy Deans of Schools, Professors in the School, and Heads of Departments with the Deputy Dean serving as Chairman. An administrative officer representing the Registrar shall be in attendance.

2.3 At the Departmental level, the Appointments and Promotions Committee shall comprise the Head of Department (as Chairman) and all Academic staff not below the rank of Senior Lecturer. Where there are no Senior Lecturers, the College A&PC will suffice.

2.4. Every case for promotion shall be dealt with at each Department during the month of *May* of every year. Recommendations from Departments shall reach the College by *June 1*. All processed applications and recommendations from the College **A&PC** should reach the Central **A&PC** by end of July. Announcement for successful cases shall be made by end of August to take effect from September 1 of the year of promotion. The recommendations for cases below the professional cadre shall include the assessment reports of publications (**where applicable**) signed by an expert in the field within the Department and or the Head of Department.

2.5. The Committee to consider applications to the Professorial cadre shall exclude all non-professorial members.

2.6. Every application to be processed to the central **A &PC** for promotion to the professorial cadre shall be accompanied by a preliminary report of the assessment of the publications by members of the College **A&PC** and signed by the Dean. Where there are no experts in the Departments, external experts will be sourced.

2.7. Only staff serving on ground are eligible for consideration for promotion. However, for members of staff whose papers had been submitted and were being considered before such a member proceeded on leave (**study leave or the sabbatical**) shall be processed.

2.8. Since the promotion exercise begins from the Department, upon the receipt of the circular on promotion from the Establishment Office, the Head of Department shall inform all Academic staff in the Department. Thereafter, candidates shall indicate in writing the cadre they would like to be put up for. The Departmental **A& PC** shall meet to consider all cases for promotion. Recommendations for promotion by the Departmental Committee, together with the minutes of the meeting must be processed

to the College **A&PC** which shall meet before processing the recommendations to the Central **A&PC**.

2.9. **All promotion cases that fail at the Departmental level shall not be processed to the College A &PC.** Candidates whose applications have not been successful at the Departmental level should be informed formally in writing within 72 hours of the decision, stating the reasons.

Candidates not recommended for promotion at the departmental level may (if not satisfied) forward a statement of their case through the Dean to the College **A&PC**. The Central **A&PC** should be copied. Each of such cases shall be referred to the appropriate Head of Department for comments. The affected candidates may be invited by the College **A&PC** to defend their cases. Similarly candidates whose applications have not been successful at the College level should also be informed formally in writing within one week of the decision stating reasons. Candidates not recommended at the College level, may (if not satisfied) forward a statement of their case to the chairperson of the Central A&PC through their Dean within a week of the receipt of the decision of the College A&PC.

2.10. In putting up a candidate for promotion, the Head of Department shall indicate clearly the progress the candidate has made since the last promotion bearing in mind all the parameters indicated in the preamble.

### 3.0 The Scoring System

Parameters for assessment shall be scored as indicated in Table 1

Table 1 Parameters for Assessment

3.1.	Sound scholarship	65
3.2.	Effective and competent teaching	20
3.3.	Exemplary leadership skills/traits	15
3.4.	Contribution to Community Development	15
3.5.	Alignment with the Core Values	40

**Total 155**

#### 3.1. Scholarship

Scholarship will be determined by the quality of publications, current research and peer recognition. The maximum score for this parameter shall be as specified below:

Publication	40
Peer recognition	14
Current Research	6
Academic Linkages	5

**65 marks**

### 3.1.1

#### **Journal Publications**

Covenant University shall recognize published articles in learned journals bearing in mind the following considerations:

The University shall recognise articles published in:

- i. Core journals (local and International) in the candidate's discipline;
- ii. Specialised journals of the candidate's discipline
- iii. Journals of professional bodies (whose editorial boards comprise reputable academics)

The Centre for Learning Resources shall assist in compiling the list of peer-reviewed and indexed academic/professional journals whether hard copy or electronic with emphasis on their peer-review processes.

In scoring journal articles, the following considerations shall be borne in mind.

- (i) Quality and standard of the article;
- (ii) Not more than one article in a given issue of a journal, and not more than three articles in two years.
- (iii) For promotion to Lecturer I grade, not less than 40% of the articles should be in international journals
- (iv) For promotion to the grade of Senior Lecturer, not less than 50% of the articles shall be published in international journals.
- (v) For promotion to the grade of Associate Professor, not less than 60% of the articles shall be published in International journals
- (vi) For promotion to the grade of Professor, not less than 70% of the articles shall be published in International journals
- (vii) For promotion to the grade of Associate Professor or Professor, not more than 20% of the journal articles shall be in the same journal
- (viii) A candidate should be the lead in not less than 50% of jointly authored articles for Senior Lecturer and above.
- (ix) Web-based articles shall not account for more than 20% of the total publications, except where there are online versions of regular print publications.

Each journal article score a maximum of 3 points. Where there is more than one author, the score earned will apply to all.

Note: *International* in this context is not location bound

### 3.1.2 **Books/Chapters in Books**

For the purpose of promotion exercise, a book is regarded as a publication of more than 100 pages, on 12 points or 120 pages on 14 points Times New Roman, cover excluded.

A book must have an **ISBN**. Generally, book chapters shall be assessed just like journals articles. All books to be considered must be published, not printed.

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

- a) Publishers of such books should be those that are recognised by the particular College/Department of the candidate;
- b) The publishers should be academic units at the University level, research centres, (**Public or Private**) and professional bodies (**Academic or Technical**) ;
- c) Other recognized categories of publishers shall be as decided upon from time to time by the University Management;
- d) Evidence of peer review of such books as presented for promotion exercise shall be requested for at the Departmental level;
- e) Textbooks published for Primary and Secondary Schools are unacceptable for academic promotion purposes; but such books shall be regarded and graded under the Community Development/Service Initiative section;
- f) Such published books as will be presented for promotion exercise should be the product of rigorous research in the area of specialisation of the candidate;
- g) Books, and chapters in books shall be assessed. However, in order to accommodate the peculiarities of the various disciplines at Covenant University, they should not constitute more than **40%** of the candidate's publications; Chapter contributions by the same author(s) in the same book shall be listed as a,b,c, etc and shall be evaluated as just one contribution.

Each book will attract a maximum of 4 points based on peer review

All books to be considered must be in the candidate's area of specialization. Just like journals, marks earned will apply to all contributors.

### **3.1.1. 3 Monographs, Conference Proceedings, Technical Reports, etc.**

Conference proceedings, technical reports, articles in proceedings of workshops and symposia shall not scored under Publications.

However, credible monograph by a peer review process will be assessed as a journal.

Book reviews shall be considered up to a maximum of 5 and each scoring a maximum of 1 point.

### **3.1.1. 4 Patents**

Patents shall be considered, taking into account the following:

- i. Not more than 5 patents (at 2 points each) shall be considered.
- ii. A major scientific development or invention (**which must be** documented and refereed) would be equivalent to a book.
- iii. A minor scientific invention (which must be documented and refereed) would be equivalent to a scholarly journal paper.

### 3.1.1. 5 Creative Work

A creative work in a programme like Architecture, shall be assessed by competent assessors, and be a piece of design work which is clearly articulated both graphically and in writing. Competent assessors should normally have been in practice for not less than fifteen (15) years or should have been professors in the field for not less than five (5) years.

A good creative work is assessed as equivalent to a journal publication. However, a maximum number of creative designs should be balanced with actual journal publications. Scores for creative works should not exceed 25% of publication scores.

### 3.1.1. 6 Rewarding Industrial Experience

Applicants in professional programmes as recognized by the NUC who possess the PhD degree and are seeking appointment or promotion up to the Senior Lecturer position may be further rewarded, bearing in mind their cognate industry experience, provided they would have attained the Managerial position before joining as faculty base of Covenant University. The experience at the Managerial position at a corporate level in a reputable public or private enterprise shall attract a maximum of 5 points in the *publications* category.

To be considered for promotion the minimum scores for publications shall be as follows:

Professor	36 points
Associate Professor	32 points
Senior Lecturer	30 points
Lecturer 1	20 points
Lecturer II	14 points
Assistant Lecturer	– possession of the Master’s Degree.

### 3.1.2 Peer Recognition – This shall be determined by the following considerations.

- Conferences attended with papers read since last promotion **2 points**
- Editorship of reputable journals (**1 point each year**)1 point for a maximum of two years). **2 points**
- Membership of editorial board of journals, (1 point for each or a maximum of 2) **2 points**

- Editorship of Core academic texts, (2 points for a maximum of 2) **4 points**
  - Appointment (**on academic merit**) by outside bodies e.g. as University External Examiner, or other equivalent positions 0.5 point each year for a Maximum of 4 years **2 points**
  - Delivery of lead papers, keynote addresses or Public lectures **2 points**
- Total 14 points**

**3.1.3 Current Research** shall be assessed on the basis of:

- Relevance **3 points**
  - Feasibility **3 points**
- Total 6 points**

**3.1.4 Academic Linkages**

- Active membership of professional bodies **1 point**
  - Use of personal contacts to attract research linkage and Collaboration (**locally and internationally**) **2 points**
  - Collaboration with external bodies and recognition in professional circles e.g. (appointments to boards, awards, and fellowships, attracting Grants etc.) **2 points**
- Total 5 points**

**3.2 Teaching Quality (Effective and Competent Teaching)**

This will be assessed on the basis of student (s) evaluation, quality of lecture modules, use of modern teaching aids, lecture delivery and overall students' performance. Experience based on the number of years of teaching shall also be rewarded. Scoring will be as specified below:

- a) Length of teaching – 1 mark for each year after the first five years – up to a maximum of 5 years. Teaching at other level below the University will attract half of the score **5 points**
  - b) Students' evaluation –
    - (i) Lecture Attendance
    - (ii) Quality of Tests and Questions
    - (iii) Frequency and Relevance of Assignments with Evidence of Return of graded manuscripts to Students
    - (iv) Coverage of Course Outlines **5 points**
  - c) Lecture modules-with proof of portal posting **2 points**
  - d) Modern teaching aids **2 points**
  - e) Lecture delivery/examination procedures **3 points**
  - f) Overall students' performance based on profiles of courses taught. **3 points**
- Total 20 marks**

### 3.3 Leadership (Skills & Traits)

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

- Appointment as Dean, Director, Head of Department or Co-ordinator – **1 point** for each successful year up to a maximum of 5 years. **5 points**
  - Leadership/membership of University Committees, Ad hoc and statutory Committees, service at Department, College, Hall and University levels – **1 point** for each Successful year – up to a maximum of 2 years **2 points**
  - Mentorship of students with evidence of contact **2 points**
  - Postgraduate Supervision **1 point**
  - Punctuality and attendance at committee meetings **1 point**
  - Feedback from beneficiaries of the leadership initiative **3 points**
  - Records of accomplishments/contributions **16 points**
- Total 16 points**

### 3.4 Community Service

Contributions at this level will be assessed in relation to the immediate University Community, our immediate host community of Ota, the wider Nigerian society and the entire world. Emphasis will be placed on the provision of innovative solutions to real community challenges.

- Participation and promoting safety, security, harmony and sanitation initiatives within the University (with proof) **3 points**
  - Effective participation in the *in-loco parentis* programme of the University – **3 points**
  - Initiating and participating in developmental projects within Ota – e.g. sanitation, road safety, workshops, advocacy etc **3 points**
  - Initiating and participating in projects with national impact **3 points**
  - Initiating and participating in projects with global impact **3 points**
- Total 15points**

Evidence must be provided

### 3.5 Alignment with Core Values

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

**Table 5: Scores for Core values**

<b>Core Value</b>	<b>Description</b>	<b>Points</b>
Spirituality	Vision Understanding Vision, actualization Humility/meekness Gentleness/peace Appreciation of goodness Being long-suffering Being God-fearing, God-loving Participating in Godly activities – service, Membership of service groups, belonging to fellowships etc.	<b>10</b>
Possibility Mentality	<ul style="list-style-type: none"> <li>- Openness to innovation</li> <li>- Faith and belief in assignments</li> <li>- Enthusiasm on executing assignments</li> <li>- Royal carriage and self-confidence</li> <li>- Dignity in conduct and character</li> <li>- Patriotism</li> <li>- Sense of contribution and accomplishment</li> </ul>	<b>5</b>
Capacity building	<ul style="list-style-type: none"> <li>- Being teachable</li> <li>- Acceptance of mentorship roles – both for self and others</li> <li>- Being continuously relevant to the vision of the University</li> <li>- Quality of output reflective of new knowledge</li> <li>- Being adaptable</li> </ul>	<b>5</b>
Integrity	<ul style="list-style-type: none"> <li>- Honesty/uprightness/trust</li> <li>- Being accountable</li> <li>- Being transparent</li> <li>- Obedience to rules and regulations</li> <li>- Acting with a good conscience</li> <li>- Being judicious with funds and resources</li> <li>- Being ethically committed in discharging duties</li> </ul>	<b>5</b>
Responsibility	<ul style="list-style-type: none"> <li>- Discipline</li> <li>- Doing what is expected not just what is convenient</li> <li>- Preserving University property</li> <li>- Willingness to serve</li> <li>- Promptness in delivery</li> <li>- Punctuality to events</li> <li>- Total commitment to the University vision,</li> </ul>	<b>5</b>

	values and goals.	
Diligence	<ul style="list-style-type: none"> <li>- Being hardworking</li> <li>- Delivery of quality work</li> <li>- Striving to excellence and highest standards</li> <li>- Being tenacious and attending to details without supervision,</li> <li>- Ability to be self motivated</li> </ul>	<b>5</b>
Sacrifice	<ul style="list-style-type: none"> <li>- Helping others at all times</li> <li>- Emphasizing the corporate vision and goal of the University</li> <li>- Being available beyond the call of duty</li> <li>- Going the extra mile</li> </ul>	<b>5</b>
	<b>Total</b>	<b>40 points</b>

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

#### **4.0 Conditions for Promotion**

The decision for promotion is based on the aggregate of the scores from all the parameters as indicated below:

**Table 6: Promotion Scores Matrix**

	<b>Scholarship</b>	<b>Teaching Quality</b>	<b>Comm Dev.</b>	<b>Leadership</b>	<b>Core Values</b>	<b>Total</b>
Cadre Maximum	65	20	15	15	40	155
Professor	45	10	9	12	25	101
Associate Professor	36	12	8	10	25	91
Senior Lecturer	30	14	6	8	25	83
Lecturer I	20	13	5	5	25	68
Lecturer II	14	12	4	3	25	58
Assistant Lecturer	Completion of the Masters Degree with a <b>CGPA</b> for <b>M.Phil/Ph.D</b>					

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

#### **4.1. Graduate Assistant**

Normally, the minimum qualification for the post of Graduate Assistant is the Bachelor's Degree with the Second Class Honours Degree (**Upper Division**) and above. Candidates are expected to be within the age bracket of 20 – 25. However special cases may be made on their own merit. A Graduate Assistant who at the end of

the Master's programme fails to qualify to proceed to the **M.Phil/Ph.D** may be relieved of the appointment. Upon successful completion of the Master's Degree at the appropriate level, candidates at this level shall be upgraded to the position of Assistant Lecturer on the recommendation of their Heads of Departments through the Deans of their Colleges.

#### **4.2. Assistant Lecturer**

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

#### **4.3. Lecturer II**

Normally, candidates for appointment to the grade of Lecturer II shall possess the **Ph.D** Degree from this University or other Universities recognized by Senate of Covenant University. Such candidates must exhibit the characteristics indicated on our conditions for promotion. Fresh **Ph.D** holders may not be evaluated on the publication criterion. Candidates without the **Ph.D** may be appointed or promoted to this post if they have adequate teaching and/or professional experience, with evidence of a promising research career. In that case, candidates shall possess the Master's Degree with a least 3 years post-qualification teaching experience at the University level as well as recognized publications. For the professional courses, candidates with the Master's Degree and full corporate registration certificates such as the **COREN, CIBN, ICAN**, etc. are appointed as Lecturer II just as candidates with the **LLM**.

An Assistant Lecturer will automatically be upgraded to the rank of Lecturer II upon obtaining a **Ph.D**. Degree. Those who earned promotion to Lecturer II before obtaining the **Ph.D** shall be regraded on the appropriate salary scale. Movement to any other level for this category of staff shall be by promotion or by appointment

#### **4.4. Lecturer I**

Candidates for appointment or promotion to the Lecturer I position shall in addition to meeting the requirements for the post of Lecturer II serve normally for a minimum of 3 years in a University or an institution of similar status or should have had relevant professional experience elsewhere.

All candidates without the **Ph.D** shall not progress **beyond the rank of Lecturer I at Covenant University**.

#### **Senior Lecturer**

Possession of the **Ph.D** or its equivalent is mandatory for promotion to this level. To be promoted from Lecturer I to Senior Lecturer, a candidate must have served a minimum

of 3 years as Lecturer I and at least 5 years of teaching experience at a University or institution of similar status.

#### **4.5. Associate Professor**

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

- (i) Outstanding research and publications;
- (ii) Adequate experience including professional experience; and
- (iii) Competent teaching ability for a minimum of 8 years post - **Ph. D**, three of which must have been as a Senior Lecturer.

#### **4.6. Professor**

A Candidate to be appointed to the post of Professor must have served in the position of Associate Professor for at least 3 years. Such candidates must also satisfy the following criteria:

- (i) Outstanding research publications;
- (ii) Adequate experience, including professional experience;
- (iii) Evidence of leadership in research and postgraduate supervision.
- (iv) Administrative competence.
- (v) Exceptional teaching ability at the University level or in other institutions of identical status for at least 10 years post **Ph.D**.

#### **4.7 Promotion From Senior Lecturer To The Grade of Professor**

To be promoted from Senior Lecturer to the grade of Professor, the candidate must have been on this position for at least 5 years and shall be assessed on the following criteria:

- (i) Adequate experience – including relevant Professional experience (where required)
- (ii) Outstanding research and publications
- (iii) Exceptional teaching ability
- (iv) Evidence of leadership in research and Postgraduate supervision
- (v) Administrative competence

#### **4.8 Assessment procedures for Appointment or promotion to the Rank of Associate Professor or Professor.**

- In addition to the preliminary assessment at both the Departmental and College levels, the College shall make a *prima facie* case to the Central Appointments and Promotion Committee. Thereafter, and on the recommendation of the Central **A&PC** the Vice Chancellor shall put in place the processes of the External Assessment of the candidate's publications.

- The Dean of the College shall submit to the Vice Chancellor a list of 6 names of possible assessors on the **advice** of the Head of Department (**where the Head of Department is a Professor**).
- Where the Dean is not a Professor, the names shall be generated by an ad-hoc committee appointed by the Vice Chancellor.

Nominees as External Assessors shall not be:

- (i) Current Examiners to the disciplines concerned;
- (ii) Members of staff who had left the services of the University in the last 5 years
- (iii) Proposed External Assessors must be recognized experts in their fields.

A note on accelerated promotion.

#### **4.9 Equivalent Positions At The Centre For Learning Resources (The University Library)**

1. Director (University Librarian) Professor
2. Deputy Director (Deputy Librarian) Associate Professor
3. Principal Resource Officer (Principal Librarian) – Senior Lecturer
4. Senior Resource Officer/ Senior Librarian – Lecturer I
5. Resource Officer 1 (Librarian I) – Lecturer II
6. Resource Officer II (Librarian II) – Assistant Lecturer
7. Assistant Resource Officer (Assistant Librarian) – Graduate Assistant.

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