



Covenant University

ReCITe2.0

Appointment *and* Promotion Criteria

Rewarding Academic Excellence

2021–2023

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1. PREAMBLE

Covenant University is poised to become one of the top ten universities in the world by the year 2022. This is the very present encapsulation of the overall vision of the University, which is to raise a new generation of leaders in all fields of human endeavour. The ReCITe2.0 approach to the fulfilment of the vision raises a new set of demands with very strong emphasis on teaching and research. It is with this aim in mind that it has become imperative to evolve a new document for assessing the quality of applicants for various positions.

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 appointment and promotion of the Faculty at Covenant University. The University will always encourage high productivity among its Faculty.

To ensure equity, fairness, and transparency and to reward performance in all matters of appointment and promotion of academic staff, these guidelines shall be followed. However, the Board of Regents (BOR) has discretionary prerogative to waive any part of this document as it deems fit. The BOR is the final authority to determine the eventual outcome of the recommendations made by the Central Appointment and Promotion Committee. The University will strive to attain and maintain credible standards of appraisal for all Faculty with the key objectives of encouraging, acknowledging, and rewarding using the following parameters:

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

2. PROCEDURES

- I. There shall be a Central Appointments and Promotions Committee (**A&PC**) of the University, headed by the Vice-Chancellor. Members will include the Registrar, Dean of the School of Postgraduate Studies, Deans of Colleges, Director of the Centre for Learning Resources, and other members appointed by the Vice-Chancellor. The Head of Human Resources unit or a representative of the Registrar shall serve as secretary. The Committee shall: consider all recommendations for appointment, confirmation,

and promotion within the academic staff cadre up to the professoriate, provided that in the appointment of Professors, Associate Professors, or equivalent positions, the reports of External Assessors as well as those of Specialist Interview Panels appointed by the Vice-Chancellor have been considered. Every Academic Unit starting from the College down to the Department shall constitute an Appointment and Promotion Committee.

- II. Membership of the College **A&PC** shall comprise of all College Professors, and Heads of Departments with the Dean serving as Chairman. A representative of the Registrar, from within the Human Resources unit, shall be present at all meetings. The College Officer shall serve as the Secretary.
- III. At the Departmental level, the Appointments and Promotions Committee shall comprise the Head of Department (as Chairman) and all Academic staff not below the rank of Senior Lecturer. Where there are no Senior Lecturers and above, the College A&PC will suffice.
- IV. The Registrar shall release the schedule for the promotion exercise. Appointments or promotions into different positions shall be based on established gaps in each department. For the professorial cadre, appointments and promotions shall be advertised only when there are existing gaps in the affected programmes and departments. For promotional route of Faculty, upon the receipt of the call for promotion from the Registrar's office, the Head of Department shall inform all Academic staff in the Department. Thereafter, candidates shall submit their applications in writing, applying for the cadre for which they would like to be considered. The Departmental A&PC shall meet to consider all cases for promotion. Recommendations for promotion by the Departmental Committee, together with the minutes of the meeting must be processed to the College A&PC, which shall meet before processing the recommendations to the Central A&PC.
- V. Every case for promotion shall be dealt with at each Department during the first week of April of every year. Recommendations from Departments shall reach the College by third week of April. The College A&PC shall meet in the fourth week of April. All processed applications and recommendations from the College A&PC shall reach the Central A&PC by first week of May. The central A&PC shall hold promotion interview from the third week of May. Announcement for successful cases shall be made by end of July to take effect from 1st of August of the year of promotion subject to the Board of Regent's approval. The recommendations for cases below the professorial cadre shall include the assessment reports of publications (where applicable) signed by an expert in the field within the Department and/ or the Head of Department.
- VI. Without prejudice to the timeline presented above, the office of the Registrar will also include an official timeline alongside the memo calling for promotions.

- VII. All promotion cases that fail at the Departmental level shall not be processed to the College A&PC. Candidates whose applications have not been successful at the Departmental level shall be informed formally in writing within 72 hours of the decision, stating the specific reasons for the decision taken. Copies of the letter shall be processed to the Vice-Chancellor, Registrar and Dean.

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

Candidates not recommended at the College level, may (if not satisfied) forward a statement of their case to the Chair of the Central A&PC and copy the Dean within a week of receipt of the decision of the College A&PC.

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

- VIII. The Committee to consider applications to the Professorial cadre shall exclude all non-professorial members. However, only full Professors shall sit for any consideration into a full professorship cadre.
- IX. 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 shall be sourced.
- X. Only faculty and staff not currently on leave (study leave, postdoc, or the sabbatical) shall be eligible for consideration for promotion. However, for members of staff whose papers had been submitted and were being considered before such a member proceeded on leave (study leave, postdoc, or the sabbatical) the application for promotion shall be processed.
- XI. Appointment or promotion to the rank of Professor can only be approved for any faculty in the University subject to the following:
- a) The applicant for Professorial position must not be more than **Sixty-five (65)** years old.
 - b) The applicant must have occupied or headed at least one leadership position

with trait of exemplary leadership established, either in Committee, Directorate, Department, or College, in the University.

c) The applicant must have adequate postgraduate supervision experience.

XII. In putting up a candidate for promotion, the Chair of the relevant A&PC at the Departmental level shall **indicate clearly the progress the candidate has made since the last promotion**, bearing in mind all the parameters indicated in the preamble and including scholarly outputs such as:

a) Books/papers published in journals, conference proceedings, etc.

b) Patents, Scientific inventions, creative works, etc. obtained.

c) Workshops, Conferences, etc. attended.

d) Academic or professional qualifications obtained.

3. THE SCORING SYSTEM

Parameters for assessment shall be scored as indicated in Table 3.1.

Table 3.1: Parameters for Assessment

#	Parameter	Scores
1.	Sound scholarship	90
2.	Effective and competent Teaching	240
3.	Leadership and Service	15
4.	Contribution to Community Development	15
5.	Alignment with the University's Core Values	40
Total		400

3.1. Scholarship

Scholarship will be determined by the quality of publications, current research, and peer recognition. The minimum score for this parameter shall be as specified in Table 3.2:

Table 3.2: Score Breakdown for Scholarship

#	Parameter	Scores
1.	Publication	55
2.	Grants Attraction	5
3.	Supervision (Theses, Dissertations & Research Project)	5
4.	Peer recognition	14
5.	Current Research	6
6.	Academic Linkages	5
Total		90

3.1.1. Publications

A. Journal Publications

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

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

Special emphasis shall be placed on publications indexed in SCOPUS and Clarivate Analytics' Web of Science. However, allowance shall be made to accommodate publications indexed in other databases for up to 50% of the publications points presented for assessment across all cadres.

Publications outside SCOPUS/Web of Science, which must be in university and/or learned society-based journals, shall each be scored a maximum of 1 point each. Other recognized indexing and archiving outside SCOPUS or WOS include Google Scholar, CABI, AGORA, DOAJ, JSTOR, Medline, PubMed, Index Copernicus, etc.

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

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

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

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

- a) Quality and standard of the article.
- b) At the least, **70%** of the journal outlets shall be in the core discipline of the candidate.

The other outlets outside the candidate's core discipline (up to **30%**) are permitted only for the purpose of interdisciplinary research with specific contributions of applicant properly articulated.
- c) *Not more than **One (1)** article in a given issue of a Journal shall be considered.
- d) *Not more than **Three (3)** articles in any two (2) consecutive years of a Journal shall be considered.
- e) *Not more than **15%** of the Journal articles shall be in the same Journal.
- f) For promotion to the grade of **Lecturer I**, not less than **50%** of the articles shall be in international Journals.
- g) For promotion to the grade of **Senior Lecturer**:
 - i. Applicant must have a SCOPUS H-index score of not less than **One (1)**, after deducting self-citation.
 - ii. Not less than **60%** of the articles shall be published in international Journals.
- h) For promotion to the grade of **Associate Professor**:
 - i. Applicant must have a SCOPUS H-index score of not less than **Two (2)**, after deducting self-citation.
 - ii. Not less than **70%** of the articles shall be published in international Journals.

- i) For promotion to the grade of **Professor**
- i. Applicant must have a SCOPUS H-index score of not less than **Three (3)**, after deducting self-citation.
 - ii. Not less than **70%** of the articles shall be published in international Journals
- j) A candidate shall be the lead author in not less than **60%** of jointly authored articles for candidates applying for Senior Lectureship and above.
- However, the 60% lead-authorship for candidates applying into professorial cadre shall be a combination of first authorship (not less than **50%** of jointly authored articles) and corresponding authorship (not more than **10%** jointly authored articles).
- The caveat on the corresponding authorship is to accommodate the mentorship and supervisory roles of the candidates in this category.
- k) **All** Journal articles indexed in SCOPUS, shall be scored between **1.525 and 4.000** points, using the SCOPUS' **CiteScore** and percentile of the source journal as presented in Tables 3.3 and 3.4.
- l) Journals which are indexed in Web of Science but not in SCOPUS shall each be scored in the **55th** Percentile.
- m) Publications which are not indexed in SCOPUS or Web of Science indexed shall attract exactly **One (1)** point
- n) Where there is more than one author, the score earned will apply to all.
- o) Only publications that are archived in the Covenant University Repository in full-paper form (or abstract form in cases where copyright restrictions exist), shall be scored.
- p) Not more than **Three (3)** acceptance letters with galley proofs shall be considered for promotion up to the rank of Lecturer I.

**Except in cases where the journal is indexed in Web of Science and has a percentile score greater than 76 in SCOPUS for at least three consecutive years.*

Table 3.3: Scoring of Journal Publications

		Points									
		0	1	2	3	4	5	6	7	8	9
Percentile	0	1.525	1.550	1.575	1.600	1.625	1.650	1.675	1.700	1.725	1.750
	10	1.775	1.800	1.825	1.850	1.875	1.900	1.925	1.950	1.975	2.000
	20	2.025	2.050	2.075	2.100	2.125	2.150	2.175	2.200	2.225	2.250
	30	2.275	2.300	2.325	2.350	2.375	2.400	2.425	2.450	2.475	2.500
	40	2.525	2.550	2.575	2.600	2.625	2.650	2.675	2.700	2.725	2.750
	50	2.775	2.800	2.825	2.850	2.875	2.900	2.925	2.950	2.975	3.000
	60	3.025	3.050	3.075	3.100	3.125	3.150	3.175	3.200	3.225	3.250
	70	3.275	3.300	3.325	3.350	3.375	3.400	3.425	3.450	3.475	3.500
	80	3.525	3.550	3.575	3.600	3.625	3.650	3.675	3.700	3.725	3.750
	90	3.775	3.800	3.825	3.850	3.875	3.900	3.925	3.950	3.975	4.000

Table 3.4: Score Range for Journal Quartile and Percentile Range

Quartile	Percentile Range	Score Range
Q1	76-99	3.425 - 4.000
Q2	51-75	2.800 – 3.400
Q3	26-50	2.175 – 2.775
Q4	0-25	1.525 – 2.150

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

B. Books/Chapters in Books

For promotion exercise, a book is regarded as a publication of more than 100 pages, on 12 points or 120 pages on 14 points Times New Roman, cover excluded. A book must have an ISBN. Generally, book chapters shall be assessed just like Journals articles (viz. maximum of **4.000** points and subject to the conditions in Section 3.1.1.A (k) and (m). All books to be considered shall be published by reputable publishers and shall be indexed in relevant databases.

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

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

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

In a bid to give necessary impetus to the achievement of the *One-of-Ten-in-Ten* vision and reward participation in reputable conferences, conference papers, technical reports, articles in proceedings of workshops and symposia indexed in *SCOPUS-Web of Science Core Collection (Core Collection)* and particularly in *Conference Proceedings Citation Index (CPCI)* shall be scored under Publications.

- a) Publication points from Conference articles shall not constitute more than **20%** of the points required for promotion. All **conference proceedings** shall **each** be scored **exactly One (1)** point.
- b) Peer reviewed **monographs** shall be assessed as Journal articles and scored a **maximum** of **Four (4)** points.

- c) Book reviews shall be considered up to a maximum of four (4) and each scoring a **maximum of One (1)** point.

D. Patents

To encourage solutions to challenges of global relevance, Patents shall be considered if they include verifiable National or Regional problems. Not more than ten (10) patents (at 4 points each for indexation in the SCOPUS database) shall be considered. All non-SCOPUS indexed patents shall be scored a maximum of **Two (2)** points each.

E. Creative Work

A creative work shall be defined as a tangible idea in a substantive form or a validated process. This work shall be assessed by an external competent professional sourced from a relevant professional body who must not be less than a fellow of his professional body or shall have been a professor. A creative work shall be assessed as equivalent to a Journal publication, that is, between **One (1)** and **Four (4)** points. Scores for creative works shall not exceed **10%** of publication scores.

F. Rewarding Industry Experience

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

G. Special Consideration for Faculty in Professional Departments

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

H. Appointment of Professors and Associate Professors with Industry Experience

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

top corporate, multinational organisations in Nigeria/International contexts, who have the potential to add value, particularly from a practitioner base.

Such individuals with a minimum of 3 to 5 years post-Ph.D experience shall have distinguished themselves in the particular field they are being considered for. They must also be able to attract endowments and credible network base with remarkable pedigrees.

They shall also need to be persons with awards in their professional contexts. Such persons should serve as bridge between *Town and Gown* and bring in a rich industry expertise. They should also boast of an appreciable publications base, particularly in practitioner-based Journals.

I. Summary of Publication Scores per cadre

The minimum scores per cadre for publications shall be as follows (See Table 3.5):

Table 3.5: Minimum Required Publication Points

Cadre	Scores
Professor	55
Associate Professor	50
Senior Lecturer	40
Lecturer I	30 OR (Possession of Ph.D and Professional Registration*)
Lecturer II	20 [‡] OR Possession of Ph.D
Assistant Lecturer	Possession of a Masters' Degree with direct Ph.D Grade
<p><i>*Applicable Only to Programmes in the College of Engineering</i> <i>‡ The candidate must have submitted PhD thesis for External Assessment</i></p>	

3.1.2. Grants Attraction

For this parameter, Internal research and seed grants shall be permitted. However, external grants are preferable.

Grant attraction score shall be based on Table 3.6.

Table 3.6: Grants Attraction Scores

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

3.1.3. Peer Recognition

Peer Recognition shall be assessed as contained in Table 3.7.

Table 3.7: Peer Recognition Scoring

#	Description	Scores
1.	Conferences attended with papers read since last promotion	2
2.	Reviewer of Journals (1 pt./year for a maximum of 2 years)	2
3.	Membership of editorial board of Journals (1 pt./year for a maximum of 2 years)	2
4.	Editorship of core academic texts (2 points for a maximum of 2 texts)	4
5.	Appointment (on academic merit) by external bodies e.g. as University External Examiner, or other equivalent positions (0.5 pts./year for a maximum of 4 years)	2
6.	Delivery of lead papers, keynote addresses or Public lectures	2
Total		14

3.1.4. Current Research

This shall be assessed based on Table 3.8:

Table 3.8: Current Research Score

Description	Scores
Relevance*	3
Visibility**	3
Total	6
<i>*Relevance of research work to Covenant University Research focus.</i>	
<i>**Citations in the past 5 years on Google Scholar:</i>	
<i>0 – 49 = 1 Point; 50 – 99= 2 Points; 100 – above = 3 Points</i>	

3.1.5. Academic Linkages

Academic linkages shall be assessed as contained in Table 3.9.

Table 3.9: Academic Linkages Scoring

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

3.2. Teaching Quality (Effective and Competent Teaching)

This shall be assessed based on student evaluation, quality of lecture modules, and use of modern teaching aids for lecture delivery and overall student performance.

- a. Experience based on the number of years of teaching shall also be rewarded.
- b. Scoring shall be as specified in Table 3.10.

3.3. Leadership and Service

Leadership skills will be demonstrated by readiness to accept responsibility, actual performance, and the ability to achieve set goals with minimal supervision from constituted

authorities. Evaluation shall be based on the indices in Table 3.11:

Table 3.10: Teaching Quality Assessment Indices

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

Table 3.11: Leadership and Service Scoring

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

3.4. Contributions to Community Development

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

Contribution to community development shall be assessed based on indices in Table 3.12.

Table 3.12: Community Service

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

3.5. Alignment with Core Values

At the centre of the culture of Covenant University are the Seven Core Values of Spirituality, Possibility, Mentality, Capacity building, Integrity, Responsibility, Diligence and Sacrifice.

- a. Every staff of the University shall be expected to align with these values for efficiency.
- 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.
- c. Therefore, assessment for promotion shall incorporate alignment parameters as indicated in Table 3.13:
- d. Internal candidates with any disciplinary record in the academic session under review will be deemed to have fallen short of CU’s core value alignment and will not be eligible for consideration for promotion. Such candidates would be required to re-apply in the next promotion year.

Table 3.13: Core Values Scoring

Core Value	Description	Points	Cumulative
Spirituality	Evidence of the fruit of the Spirit (Gal. 5:22)	2	10
	Attendance at Departmental/College Fellowship/Friday Faculty Fellowship (FFF)	2	
	Evidence of Soul Winning (Matt. 6:33)	2	
	Membership of Service Groups in a Church with proof	2	
	Evidence of Love towards others	2	
Possibility Mentality	Openness to innovation	2	5
	Faithfulness in executing given assignments	2	
	Royal Carriage and Confidence	1	
Capacity Building	Skills acquired since last promotion	2	5
	Acceptance of mentorship roles for others	2	
	Being continuously relevant to the vision of the University	1	
	Proof of Uprightness and trustworthiness	1	5

Core Value	Description	Points	Cumulative
Integrity	Evidence of accountability and transparency	1.5	
	Obedience to rules and regulations	1.5	
	Acting with a good conscience	1	
Responsibility	Disciplined; doing what is expected not just what is convenient	1	5
	Preserving University property	1	
	Willingness to serve and promptness in delivery	1	
	Punctuality to events	1	
	Total commitment to the University vision	1	
Diligence	Being hardworking	1	5
	Striving towards excellence and highest standards	2	
	Evidence of thoroughness on assigned functions	2	
Sacrifice	Being available beyond the call of duty	2.5	5
	Readiness to give up rights and privileges for others	2.5	
Total		40	

4. CONDITIONS FOR PROMOTION

4.1. Promotion Scores Matrix

The decision for promotion is based on the aggregate of the scores from all the parameters as indicated in Table 4.1:

Table 4.1: Promotion Scores Matrix

	Scholarship							TQ	CD	L	CV	Grand Total (%)	
	A	B*	C	D	E	F	Total						
Maximum	55	5	5	14	6	5	90	240	15	15	40	400	100.00%
Professor	55	5	5	12	6	5	88	220	10	13	30	361	90.25%
A/Professor	50	5	4	10	5	4	78	200	8	11	30	327	81.75%
S/Lecturer	40	0	3	8	4	3	58	180	6	9	30	283	70.75%
Lecturer I	30	0	2	7	3	2	44	160	5	7	30	246	61.50%
Lecturer II	20	0	1	6	2	1	30	140	4	5	30	209	52.25%
Assistant Lecturer	Completion of the Masters' Degree with a CGPA for PhD												
<i>*Internal research and seed grants shall be permitted. However, external grants are preferable.</i>													

LEGEND

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

4.2. Additional Conditions

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

4.2.1. Assistant Lecturer

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

4.2.2. Lecturer II

Candidates for appointment or promotion to this cadre shall possess the **Ph.D** Degree from Covenant University or other Universities recognised by the Covenant University's Senate.

Such candidates must exhibit the characteristics indicated on the conditions for appointment and promotion.

Fresh **Ph.D** holders shall not be evaluated on the publication criterion.

An Assistant Lecturer shall be upgraded to the rank of Lecturer II upon obtaining a **Ph.D.** Degree OR upon having the requisite publications points (Table 4.1) and a residency of **Two (2)** years. In addition to meeting the publications requirement, the candidate in the Assistant Lecturer cadre without a PhD must have submitted copies of their PhD thesis to the School of Postgraduate Studies for External Assessment before application.

4.2.3. Lecturer I

Candidates for promotion/appointment to this cadre shall in addition to meeting the requirements for the post of Lecturer II serve normally for a minimum of **Two (2)** years in a University or an institution of similar status or shall have had relevant professional experience elsewhere. Candidates applying for promotion into this position but currently on their Ph.D programme shall be expected to have submitted copies of their Thesis to the School of Postgraduate Studies for External Assessment before qualifying to apply.

4.2.4. Senior Lecturer

- a) Research publications as evidenced in SCOPUS, Web of Science, or any other reputable indexing outlets.
- b) Possession of the Ph.D or its equivalent is mandatory for promotion to this level.
- c) To be promoted from Lecturer I to Senior Lecturer, a candidate must have served a minimum of **Two (2)** years as Lecturer I.

4.2.5. Promotion to the Professorial Cadre

Promotion from the Senior Lecturer cadre to the rank of full professor shall be based on established cases of vacancy. However, request for the promotion from Senior Lecturer cadre to full Professor cadre shall first receive the approval of the Board of Regents before consideration and the establishment of prima facie. Submission in this regard will follow a presentation format that captures the applicants' postgraduate supervision history, service and leadership exposure, and core value alignment.

With exception to persons nominated by the BOR from the Industry for appointment into professorial cadre, all cases of faculty seeking promotion to the professorial cadre shall be considered provided such have stayed in the employment of a University or other institution of identical status as faculty/researcher for not less than **Five (5)** years for Associate Professor and **Six (6)** years for Professor.

A candidate for the professorial cadre must be vast in administration with an excellent track record.

4.2.6. Associate Professor

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

- a) Outstanding research and publications.
- b) Adequate experience including professional excellence and competent teaching.
- c) The residency period for promotion from Senior Lecturer to the rank of Associate Professor shall be at least **Two (2)** years. In addition to the residency, candidate must have been in the employment of a University or other institution of identical status as faculty/researcher for at least five (5) years, except if such was employed to the Senior Lecturer cadre based on industry experience.
- d) Exceptional teaching ability at the University level or in other institutions of identical status for at least **Eight (8)** years or **Three (3)** years post Ph.D.
- e) Evidence of postgraduate supervision.

4.2.7. Professor

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

- a) Outstanding research and publications.
- b) Adequate experience, including professional experience.
- c) Evidence of leadership in research at the Ph.D level and postgraduate supervision.
- d) Administrative competence.
- e) Exceptional teaching ability at the University level or in other institutions of identical status for at least **Ten (10)** years OR **Five (5)** years post Ph.D.

4.2.8. Promotion from Senior Lecturer to the Grade of Professor

To be promoted from Senior Lecturer to the grade of Professor, the candidate should have been on this position for at least **Three (3)** years and satisfy all the Criteria for promotion to the post of Professor with additional **50%** of full Professorial publication points. However, this shall be subject to the conditions in **Section 4.2.5**.

4.2.9. Assessment Procedures for Appointment or Promotion to Professorial Cadre

- a) In addition to the preliminary assessment at both the Departmental and College levels, the College shall make a *prima facie* case to the Central Appointments and Promotion Committee. Thereafter, and upon the recommendation of the Central **A&PC**, the Vice Chancellor shall put in place the processes for the External Assessment of the candidate's publications.
- b) The Dean of the College shall submit to the Vice Chancellor a list of 6 names of possible assessors on the advice of the Head of Department (where the Head of Department is a Professor). At least one of the Assessors shall be from the international context.
- c) In cases where the HOD is not a Professor, and there are no other Professors within the Department, an Ad-hoc Committee appointed by the Dean shall supervise the generation of nominees.
- d) Where the Dean is not a Professor, an Ad-hoc Committee appointed by the Vice-Chancellor shall supervise the generation of nominees.
- e) Applicants from the external context applying into the Professorial Cadre for permanent positions shall undergo the same procedures as the internal faculty members. However, those applying for visiting and sabbatical positions may not be assessed for their publications but shall retain their current status as appointed by their host institutions. Such applicants shall appear before the Central A&PC for further assessment.
- f) Nominees as External Assessors shall not be:
 - i. Current Supervisors and Examiners to the programmes concerned.
 - ii. Members of staff who had left the services of the University in the last 5 years.
 - iii. The proposed External Assessors must be recognised experts in their fields, with similar ratings of Covenant Professors as contained in the A&PC document.

4.3. Academic Librarian Cadre

Candidates applying for academic librarian cadre are expected to meet the requirements for the equivalent track as shown in Table 4.2.

Table 4.2: Academic Librarian Cadre Equivalent and Conditions

#	Cadre	Equivalent	Conditions
1	Resource Officer II	Librarian II or Assistant Lecturer	The candidate must possess a Masters' degree in <i>Library and Information Science</i> and Section 4.2.1 applies
2	Resource Officer I	Librarian I or Lecturer II	Section 4.2.2 applies
3	Senior Resource Officer II	Senior Librarian II or Lecturer I	Section 4.2.3 applies
4	Senior Resource Officer I	Senior Librarian I or Senior Lecturer	Section 4.2.4 applies
5	Principal Resource Officer	Principal Librarian or Associate Professor	Section 4.2.6 applies
6	Deputy Director	Deputy Librarian or Professor	Section 4.2.7 applies
7	Director	University Librarian	By BOR's Appointment

4.4. Advertisement of Vacancies for Academic Positions

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

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