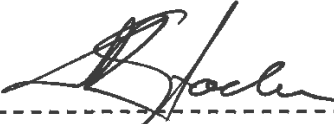


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**Appointments and Promotions Policy for
Academic Staff and Academic Development of
Support Staff**

Sponsor division	Academic Affairs and Research
Responsible Department	Research Development
Related WSU policies	
Policy name	Policy Name
Appointments and Promotions Policy for Academic Staff and Academic Development of Support Staff	
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WALTER SISULU UNIVERSITY POLICIES AND PROCEDURES			
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Table of Contents

Table of Contents

1	Preamble.....	3
2	Criteria for appointment and promotion	4
2.1	The key performance areas.....	4
2.2	Percentile point scoring system	4
2.3	Minimum requirements	5
2.4	Scoring Guidelines using the Four KPAs.....	5
2.4.1	Teaching.....	6
2.4.1.1	Teaching outcomes.....	6
2.4.1.2	Teaching performance	6
2.4.1.3	Teaching experience.....	6
2.4.2	Research and Innovation.....	7
2.4.3	Community Engagement.....	7
2.4.4	Administration	8
3.	Developmental Appointments and Promotions.....	9
4	Procedures for Promotions.....	14
4.1	Frequency of opportunities.....	14
4.2	Application Procedures.....	14
4.3	Documentation	14
4.3.1	A covering letter with motivation.....	14
4.3.2	A table of contents of the portfolio.....	14
4.3.3	Curriculum Vitae of the applicant.....	14
4.3.4	Teaching evidence of the applicant	15
4.3.5	Research and innovation evidence	15
4.3.6	Community engagement evidence.....	15
4.3.7	Evidence of administrative duties	15
4.4	Notification of the decision.....	Error! Bookmark not defined.
4.5	Composition of the advisory committee.....	16
4.6	Appeal and review	18

1 Preamble

The shortage of academic staff and the failure of universities to retain quality academic staff continue to be crucial to the changing prospects and potentials of knowledge formation and learning (Selesho and Naile, 2014). Recognition of expertise and quality in teaching, research, community engagement and administration form the basis of recognition for retention and is used to mitigate the effects of losses through retirement and resignations (Dube and Ngulube, 2013). It is in this light that this document is prepared to guide the appointments and promotion of academic/research staff at Walter Sisulu University. The policy document focuses on both substantive and procedural factors that will serve as yardsticks for the implementation of the policy.

This policy document provides the guidelines for members of the academic staff seeking appointment and promotion from the rank of Associate Lecturer, Research Associate up to the rank of Professor. These guidelines apply to the appointments and promotions of all permanent/contract full-time academic staff at the University. They do not apply to part-time academic staff. This policy document also provides the guidelines for members of the academic staff seeking appointment and promotion to administrative leadership roles of heads of academic departments and deans of faculties.

Each member of the academic staff should be afforded the opportunity to progress to appropriate rank if there is clear evidence of merit and ability to meet the criteria for promotion, whether or not there is a post available. In other words, academics should be promoted solely on merit and not only on the availability of vacant posts. As such, the criteria also apply to *ad-hominem* promotions. Faculties should make their academic staff aware of the criteria and processes for the university appointments to different ranks and promotion from one level to a higher level.

In order to accommodate the uniqueness of each discipline, each Faculty is also allowed their own emphasis in applying the guidelines. For example, when appointing a person from industry to a position in the Faculty, it should be taken into account that such a candidate may not have had the opportunity to take part in teaching and learning or even research.

This policy makes appropriate provision for professional fields where professional qualifications do not necessarily follow the traditional doctoral trajectory. In these cases equivalence is determined by means of breadth rather than depth, as is the case with the traditional doctoral trajectory.

Because of the socio-economic background of WSU, progression in terms of their qualifications and experience of many of the academics in the ranks and roles of WSU, is fraught with challenges that should be mitigated. This policy document therefore outlines developmental appointments and promotions as a principle of developing our own academics, and its application.

2. Criteria for appointment and promotion

2.1 The key performance areas

In accordance with the Mission and vision of WSU, the four key performance areas (KPAs) that will be considered when assessing an academic applicant for appointment or promotion include teaching, research, community engagement, and administration.¹

- Teaching refers to the actual contact time in the teaching venues (class-rooms and laboratories, etc.). To be considered for appointments and promotions, such teaching must be assigned by the HoD, recorded, monitored, evaluated and assessed within the academic line management system. Work done outside this management system cannot be considered.
- Research refers to all research activities in respect of research projects that are registered at the WSU research management office. This means research activities conducted by WSU staff must be registered at WSU in order to be considered. Unregistered work cannot be considered.
- Community engagement refers to all community engagement activities in respect of community engagement projects that are registered at the WSU community and international partnership management office. This means community engagement activities conducted by WSU staff must be registered at WSU in order to be considered. Unregistered work cannot be considered.
- Administration refers to all work assigned to academics in respect of any required administration. Such work must be recorded, monitored, evaluated and assessed within the line management function in order to be considered. Work done outside this management system cannot be considered.

2.2 Percentile point scoring system

The percentile system will be used; all applicants will be assessed out of 100 points. In terms of the WSU percentile assessment system for appointments and promotions, teaching, research, community engagement and administration will contribute the relative total scores shown in table 1, to the total of 100 points. In terms of this percentile system, assessment for the teaching KPA is therefore limited to a maximum of 40 points, and research is limited to a maximum of 20 points, community engagement to a maximum of 20 points while administration is limited to a maximum of 20 points.

¹These KPAs are generally accepted among all the higher education institutions in South Africa, e.g. University of Fort Hare, Policy document promotions/appointments of academic and research staff, 2010.

KPA	Description	Score
A	Teaching	40
B	Research	20
C	Community engagement	20
D	Administration	20
Total	All	100

2.3 Minimum requirements

Within each of the maximum scores for each of the KPAs there are different minimum requirements for each of the academic ranks and roles of WSU. The various academic ranks and roles of WSU are listed in table 2 of the academic structure and architecture (Songca, et al, 2014). The minimum requirements for each of the ranks and roles of the academic structure and architecture are listed in table 2 of this policy. The minimum qualifications required for each of the ranks and roles are listed in column 2 of table 2. Some faculties and/or departments however, focus on professional qualifications and the breadth of knowledge is emphasized more than the depth e.g. Medicine, Law, Engineering and Accounting. In these circumstances appointment and promotion may require a specified breadth of qualifications considered to be equivalent to the doctorate.² In such cases the required qualification breadth that is considered to be equivalent to the doctorate must be described and approved by senate.

Ranks and roles	Qualifications accreditation	Teaching learning	Research innovation	Community engagement	Administration management	Total Score
Maximuma (see table 1)	D	40	20	20	20	100
Dean	D	16	14	14	16	60
Heads of department	D	16	10	10	14	50
Distinguished Professor	D	16	16	6	8	46
Professor	D	12	16	6	8	42
Associate Professor	D	15	12	5	5	37
Senior Researcher	D	4	14	5	5	28
Senior Lecturer	D	12	6	5	5	28
Senior Academic Development Specialist	D	12	6	5	5	28
Researcher	M	5	12	5	4	26
Lecturer	M	16	3	3	4	26
Academic Development Specialist	M	16	3	3	4	26
Associate Researcher	BT	4	10	4	4	22
Associate Lecturer	BT	18	1	1	2	22
Associate Academic Development Specialist	BT	18	1	1	2	22
Laboratory Manager	M	3	0	2	5	10
Teaching Assistant	BT	1	0	0	3	4
Research Assistant	BT	0	1	0	2	3
Laboratory Technicians	BT	0	0	0	0	0
Laboratory Assistant	B	0	0	0	0	0
Postgraduate Student Assistant	BT	0	0	0	0	0
Undergraduate Student Assistant	B	0	0	0	0	0

D= Doctorate (PhD/DTech); M= Masters (MSc/MTech); BT=BSc (Hons)/BTech; B=BSc/ND

² Galukande et al (2014) argue for equitable recognition of knowledge breadth in professional qualification generating university organizations, e.g. faculties and departments.

Table 2.1: Minimum qualifications for developmental appointments	
Rank	Qualifications
Heads of Department	Masters (and registration of PhD with significant progress annually). Applicant must have gone past the proposal stage.
Senior Lecturer/Senior Academic Development Specialist	Masters (and registered for PhD with significant progress annually). Applicant must have gone past the proposal stage.
Lecturer/Academic Development Specialist	Honours/B Tech (registered for Masters with significant progress annually). Applicant must have gone past the proposal stage.
Associate Lecturer/Associate Academic Development Specialist	Honours/B Tech. Must complete within three years.

2.4 Scoring Guidelines using the Four KPAs

2.4.1 Teaching

Teaching will be assessed on the basis of learning outcomes, teaching performance and experience, all three of which must be supported by a validated portfolio of evidence. Teaching should produce maximum learning and increase independent learning with the evidence of learning outcomes such as high pass and throughput rates, and should promote the subject matter with the evidence of increasing enrolments.

2.4.1.1 Teaching outcomes

The assessment of teaching outcomes is based on a three-year average of student pass rates in all the courses and modules taught.

Table 3: Teaching Outcomes (max=10)	
3yr average pass rate	Points
90-100	10
76-89	9
66-75	8
50-65	6
Less than 50	0

2.4.1.2 Teaching performance

The assessment of teaching performance is based on the average of a 360 evaluation, i.e. self-evaluation, evaluation by students, peers and line manager. The three-year percentile average will be used.

Table 4: Teaching Performance (max=10)	
3yr average performance	Points
90-100	10
76-89	9
66-75	8
50-65	6
Less than 50	0

2.4.1.3 Teaching experience

The assessment of teaching experience is based on the number of years of teaching in higher education including tutoring, lecturing and laboratory teaching, using the annual teaching workload in terms of actual teaching contact time.

Number of years	Points
Above 10	10+1/yr
10	10
1-10	1/yr

2.4.2 Research and Innovation

Research heightens knowledge. Innovation heightens the benefit of society from research. Universities get research output grants from the Department of Higher Education and Training (DHET). The amount of the grant depends on the number of research papers published in journals that are accredited by the South African Post-Secondary Education (SAPSE) system, books, chapters in books and the number of masters and doctoral students that have graduated. Incentives are therefore provided for publishing in SAPSE accredited journals and for supervising postgraduate students. Graduation of Honours, Tech, and undergraduate researchers, conference abstracts, papers and posters are also acceptable as key performance indicators for research. In addition, patents, copyrights, artefacts and prototypes are also acceptable as key performance indicators for innovation.

Research and innovation is therefore evaluated on the basis of books, chapters in books, research papers, conference abstracts, papers and posters, technical reports, patents, copyrights, prototypes, artifacts and related inventions. The research and innovation value chain involves the creation of knowledge through research and the application of knowledge to create products that improve the quality of life. Research outputs are placed in point categories depending on their relative positions in the innovation value chain.

Research and Innovation Key Performance Indicators	Points
Artifacts and books	5
Patents, copyrights, prototypes, music or video CDs, doctoral graduates by/with research, computer or mobile applications etc	3
SAPSE papers, and masters graduates by research	1
Peer reviewed non-SAPSE papers, Honours and BTech with research, peer-reviewed SAPSE conference proceedings in ISBN book.	0.5
Peer-reviewed conference oral presentation, non-SAPSE conference proceedings in ISBN book, poster and abstract in ISBN book, undergraduate with research.	0.2

2.4.3 Community Engagement

The distinctive advantage of universities is the high concentration of a wide diversity of skills from their human and intellectual capital and from their collective infrastructural capital, putting them in the enviable position of being

able to provide a diverse array of services such as specialist, consultancy, expert, research, scientific, innovation, management of intellectual property and technology transfer. In this way they can serve government based service providers, non-governmental organizations, private business enterprises, civil society and even the military and national defense community. At the same time, because of their contract with society, they are duty bound to learn from and investigate societal condition in order to prepare appropriate human capital development in response.

Community engagement is commonly designed as structured contractual projects aimed at building sustainable activities that add value to both the university and specific members and/or sectors in society. From a business perspective of the university, these two-way value adding activities are seen as market research and business scouting opportunities, because from them the university can establish new business or enhance existing business in programming for human capital development and research. From societal impact perspective of the community these two-way value adding activities are seen as capacity development and livelihood generation. Academics are therefore evaluated in their community engagement on the basis of the creation of new business and/or the enhancement of existing business in human capital development, research and resource mobilization. Assessment criteria include the successful initiation of community engagement projects, the creation of new business and/or enhancement of existing business, and the total value of the business and resource mobilization.

Table 7: Community Engagement Key Performance Indicators	Points
To include attendance of advisory board meetings	1
successful initiation of community engagement projects	1
programmes/qualifications, courses/modules created/improved	1
Community impact per hundred individuals in the community	1
short learning programmes courses/modules created/improved	1
Community impact per hundred individuals in the community	1
research projects created/improved	1
resource mobilization project proposal created/improved	1
Total value less expenses = R100,000 – R1,000,000	1
Total value less expenses = R1,000,000 – R50,000,000	2/million
Total value less expenses = R50,000,000 and above	13

2.4.4 Administration

The university is run on the basis of the functionality of its line management and committee structure. In addition cross cutting matrix organization type developmental projects, such as curriculum development and review, are often created to pursue specific projects with a limited scope and time-line. Academic staff should be actively involved in administrative activities such as serving in leadership positions; serving on committees and task teams; attendance of meetings; invigilation; and other activities that will result in the smooth running of academic and administrative affairs of the university. Such activities are not optional but are a mandatory work-load allocation by the HoD in consultation with the department.

The administrative performance of academics is therefore assessed on the basis of participation in administrative duties assigned to them by their line managers, serving in the university committee structure as assigned by their line managers and serving in ad-hoc matrix organization projects as assigned by their line managers. In terms of the work-load policy academics can be assigned a maximum number of 4 hours per week of administrative duties in the line structure, committees or matrix projects. Therefore, if academics earn 15 points for participating in administrative duties for 4 hours every week for the whole academic year, each of these hours earns 3.75 points. A three year average will be used for purposes of assessment of administration.

Table 8: Weekly Administration	
Per week	Administration
8 hrs	20
4 hrs	13
3 hrs	11.25
2 hrs	7.5
1 hrs	3.75

3. Developmental Appointments and Promotions

Developmental appointments and promotions are considered only for South African applicants who do not meet the minimum requirements for appointment or promotion, but show potential to meet these requirements within the time that it takes to do so on a part-time basis (for an employee of the university) provided that such a time is less than the tenure of the appointment or promotion position. Clearly developmental appointments will be considered upon motivation to show that there is a compelling need for such appointments or promotions. Therefore a developmental appointment will not be considered if an otherwise suitable applicant can be found.

In addition to the normal performance contract therefore, developmental appointees will have to sign a developmental performance agreement. While the normal performance agreement is to ensure service delivery in the appointment position, the developmental performance agreement is aimed at monitoring progress towards meeting the minimum requirements. Thus the developmental appointee will be monitored by the line manager to ensure that they deliver on their job specification and description and also meet the minimum requirements of the job within the agreed time period.

TABLE 9: REQUIREMENTS FOR APPOINTMENT OR PROMOTIONS TO THE VARIOUS ACADEMIC RANKS/GRADES:

ASSOCIATE	LECTURER				
Academic qualifications	Academic record.	Teaching and research skills	Continued Professional Development	Institutional involvement	Conversion to Lecturer
An honour's or BTech degree is the minimum requirement ³²	The academic record of the candidate must be excellent and must reflect his/her potential to be a good academic / researcher in the particular field or discipline.	<ul style="list-style-type: none"> • Communication skills, particularly clear and audible speaking; • Potential to become a role model for students; • A record of one completed project and/or a publication of at least one non-SAPSE article or a record of presentation at a regional or national conference; • Potential to become a good researcher. 	Academic staff members holding this position are expected to be actively engaged in further study and in continuous self-development by: attending courses, seminars and workshops; reading subject-related material such as journals, periodicals, books and search engines. Junior Lecturers, in particular, are in a developmental phase and should be encouraged to develop themselves and pursue further studies.	All Junior Lecturers are expected to be involved in the activities of the University, especially departmental activities such as departmental meetings and seminars.	The rank of Associate Lecturer will be used as a development rank. New appointees should be hired on contract for three (3) years, with the condition that the appointee is promoted to a permanent or contract position of Lecturer upon the completion of a master's degree and subject to the Promotion Policy of the University.
ASSOCIATE	RESEARCHER				
An honour's or BTech degree is the minimum requirement ⁴²	The academic record of the candidate must be excellent and must reflect his/her potential to be a good academic/researcher in the particular field or discipline.	<ul style="list-style-type: none"> • a record of two completed projects and/or a publication of at least one SAPSE article or a record of presentation at a regional or national conference; • a positive attitude to engage in research; • worked as part of a research team in a Faculty and with institutional Research Office; • potential to become a good researcher; • participate in research seminars and research workshops for both students and academic staff. 	Academic staff members holding this position are expected to be actively engaged in further studies and in continuous self-development by attending courses, seminars and workshops; reading subject related material such as journals, periodicals, books and the search engines. Research Associates, in particular, are in a developmental phase and should be encouraged to develop themselves and pursue further studies.	All Research Associates are expected to be involved in the activities of the University, especially departmental activities such as departmental meetings and seminars.	The post of Research Associate will be used as a development post. New appointees should be hired on contract for three (3) years, with the condition that the post be converted to a permanent or contract position of Researcher upon the completion of a master's degree and subject to the Promotion Policy of the University with more emphasis on research output than on teaching.
LECTURER					
Academic qualifications	Academic record.	Teaching	Research	Continued Professional Development	Institutional involvement
A master's degree or recognized equivalent qualification is the minimum academic requirement.	A good academic record testifying that the candidate has achieved a satisfactory level of academic performance, and has the potential of becoming a good academic/researcher in his/her particular field of study.	<ul style="list-style-type: none"> • competency in compiling, handling and organizing teaching material; • competency in compiling test and examination papers and assignments of high quality; • favourable reports of second (external) examiners and/or moderators on the standard of examination of students; • favourable results of student evaluations (if possible). • favourable assessments of clinical work by peers in the clinical discipline. 	<p>The candidate should have some research experience and show proof of participation in departmental research activities such as a research focus or niche area.</p> <p>The candidate must show evidence of research publications of at least two (2) articles in peer-reviewed journals and one (1) record of presentation at regional or national conference proceeding.</p>	A Lecturer should have participated in workshops and seminars with particular emphasis on curriculum design, supervisory skills and the development of research management skills. Membership and involvement in the activities of professional societies/associations of the discipline of the applicant is desirable	The candidate should participate actively in departmental academic and administrative activities specified in Category D above
RESEARCHER					
A master's degree or	A good record testifying that the candidate has achieved a satisfactory		<ul style="list-style-type: none"> • a record of at least two (2) publications in peer reviewed journals and two (2) records of 	A Researcher should have participated in workshops	The candidate should participate actively in departmental academic and administrative

¹ Tshwane University of Technology: Guidelines for the Appointment AND Promotion of Academic Staff and academic Support Staff,

¹ Tshwane University of Technology: Guidelines for the Appointment AND Promotion of Academic Staff and academic Support Staff,

recognized equivalent qualification is the minimum academic requirement	level of research performance and output, and has the potential of becoming a good researcher in his/her particular field of study		<p>presentation at regional or national conferences;</p> <ul style="list-style-type: none"> • a positive attitude to engage in research; • worked as part of a research team in a Faculty or with institutional Research Office; • potential to become a good researcher; • participate in research seminars and research workshops for both students and academic staff; • mentor other members of academic staff in research-related competencies. • An NRF rating will be an advantage. 	and seminars with particular emphasis on research in his/her field of expertise. Membership and involvement in the activities of professional societies/associations of the discipline of the applicant is essential	activities specified in Category D above
SENIOR	LECTURER				
A doctoral degree or similar / equivalent recognized qualification	The candidate's academic record should reflect sustained subject-scientific study performance of a high quality, and the potential to maintain it at this level. Research achievements or output must form part of the academic record	<ul style="list-style-type: none"> • planning of study materials for students to enable them demonstrate critical thinking and entrepreneurship; • involvement in curriculum design and the revision and compilation of study guides; • ability to act as mentor for Junior Lecturers in the department and to give guidance and advice on teaching; • good teaching and research guidance to undergraduate and postgraduate students; • mastery in Higher Education Quality Committee (HEQC) criteria for academic programs and Higher Education Qualification Framework (HEQF) policies and procedures. • Favourable assessments of clinical work by peers in the clinical discipline. 	<ul style="list-style-type: none"> • The candidate must have expertise in the planning and execution of research projects. • His/her subject expertise, research expertise and skills must be such that s/he can supervise postgraduate students to at least honour's level. • The candidate must show evidence of research. • publications of at least two(2) articles in peer-reviewed journals and one (1) record of presentation at regional or national conference proceeding. 	A Senior Lecturer must not only be a member of professional and subject societies or associations but must also participate in the activities of such bodies by delivering papers at their conferences and other meetings. Any candidate pursuing doctoral studies should try and obtain the degree timeously	
SENIOR	RESEARCHER				
A doctoral degree or similar / equivalent recognized qualification	The candidate's academic record should reflect sustained subject-scientific study performance of a high quality, and the potential to maintain it at this level. Research achievements or output must form part of the academic record		<ul style="list-style-type: none"> • a record of at least two (2) publications in peer reviewed journals and two (2) records of presentation at regional or national conferences; • a positive attitude to engage in research; • worked as part of a research team in a Faculty or with institutional Research Office; • potential to become a good researcher; • participate in research seminars and research workshops for both students and academic staff; • mentor other members of academic staff in research-related competencies. • An NRF rating will be an advantage 	A Senior Researcher must not only be a member of professional and subject societies or associations but must also participate in the activities of such bodies by delivering papers at their conferences and other meetings. Any candidate pursuing doctoral studies should try and obtain the degree timeously	
ASSOCIATE	PROFESSOR				
Academic qualifications	Academic record.	Teaching	Research	Continued Professional Development	External Assessment of Academic Profile
A doctoral degree or similar / equivalent	The academic record of the candidate should attest to high quality academic performance. The candidate must have	<ul style="list-style-type: none"> • the quality of teaching and learning opportunities created for students, evaluations by undergraduate and postgraduate students and peers, as well as 	<ul style="list-style-type: none"> • successfully supervising or co-supervising master's and doctoral students as well as serving as an external examiner of 	Membership of and active involvement in national and/or international	In terms of Promotion to Associate Professor, the Head of Department or Executive Dean in consultation with the

recognized qualification	done extensive research and delivered papers at national and international conferences. S/he must have a record of invitations, particularly from other universities and scientific interest groups, to contribute to and/or lead/chair seminars to show the extent of his/her recognition	<p>reports from external examiners;</p> <ul style="list-style-type: none"> ability to supervise undergraduate and postgraduate students; develop their critical thinking; and inspire them to pursue postgraduate studies; teaching and supervising students in research methodology up to doctoral level expertise in curriculum development/design; mastery in Higher Education Quality Committee (HEQC) criteria for academic programs and Higher Education Qualification Framework (HEQF) policies and procedures. Favourable assessments of clinical work by peers in the clinical discipline. 	<p>postgraduate students of other universities;</p> <ul style="list-style-type: none"> papers presented at conferences; publications of at least two(2) articles in peer-reviewed SAPSE journals; three (3) articles in peer reviewed non SAPSE journals / conference proceedings. ability to attract funding recognition as researcher by scientific or other research/funding agencies. An NRF rating is an advantage. 	<p>professional societies/associations where applicable.</p> <p>Participation at local, national and international conferences</p>	<p>Head of School should supply the names and contact details of three external experts who could be requested to assess the applicant's research and academic profile, after a prima facie case had been made. Interviews will only be conducted for the applicant on receipt of two favorable reports from the external experts. In uncertain situations such as when it is difficult to obtain two straight favorable reports, a third opinion from another external expert will be sought. An applicant for Promotion may indicate to the Executive Dean the names of people who should not be contacted as referees or external experts</p>
PROFESSOR					
A doctoral degree or similar / equivalent recognized qualification	The academic record of the candidate should attest to high quality academic performance. The candidate must have done extensive research and delivered papers at national and international conferences. S/he must have a record of invitations, particularly from other universities and scientific interest groups, to contribute to and/or lead/chair seminars to show the extent of his/her recognition	<ul style="list-style-type: none"> the quality of teaching and learning opportunities created for students, evaluations by undergraduate and postgraduate students and peers, as well as reports from external examiners; ability to supervise undergraduate and postgraduate students; develop their critical thinking; and inspire them to pursue postgraduate studies; teaching and supervising students in research methodology up to doctoral level experience in curriculum development/design; mastery in Higher Education Quality Committee (HEQC) criteria fro academic programs and Higher Education Qualification Framework (HEQF) policies and procedures. External examination of undergraduate and post graduate programmes. Favourable assessments of clinical work by peers in the clinical discipline. 	<ul style="list-style-type: none"> successfully supervising master's and doctoral students as well as serving as an external examiner of postgraduate research theses or dissertations; research publications; publications of at least five (5) articles in peer-reviewed SAPSE journals; five (5) articles in peer reviewed non SAPSE journals and three (3) conference proceedings. recognition as researcher by scientific or other research/funding agencies. Ability to attract founding. An NRF rating is an advantage. 	<p>Membership of and active involvement in national and/or international professional societies/associations.</p> <p>Participation at local, national and international conferences.</p>	<p>The Head of Department or Executive Dean in consultation with the Head of School should supply the names and contact details of three external experts who could be requested to assess the applicant's research and academic profile, after a prima facie case had been made. Interviews will only be conducted for the applicant on receipt of two favourable reports from the external experts. In uncertain situations such as when it is difficult to obtain two straight favourable reports, a third opinion from another external expert will be sought. An applicant for Promotion may indicate to the Executive Dean the names of people who should not be contacted as referees or external experts.³</p>
ADJUNCT	PROFESSOR				
A doctoral degree or similar / equivalent recognized qualification	The academic record of the candidate should attest to high quality academic performance. The candidate must have done extensive research and delivered papers at national and international conferences. S/he must have a record of invitations, particularly from other universities and scientific interest groups, to contribute to and/or lead/chair seminars to show the extent of his/her recognition	<ul style="list-style-type: none"> the quality of teaching and learning opportunities created for students, evaluations by undergraduate and postgraduate students and peers, as well as reports from external examiners; ability to supervise undergraduate and postgraduate students; develop their critical thinking; and inspire them to pursue postgraduate studies; teaching and supervising students in research methodology up to doctoral level experience in curriculum development/design; mastery in Higher Education Quality Committee (HEQC) criteria fro academic programs and Higher Education Qualification Framework (HEQF) policies 	<ul style="list-style-type: none"> successfully supervising master's and doctoral students as well as serving as an external examiner of postgraduate research theses or dissertations; research publications; publications of at least thirteen (13) articles in peer-reviewed Journals in the last 10-14 years; recognition as researcher by scientific or other research/funding agencies. Ability to attract founding. An NRF rating is an advantage. 	<p>Membership of and active involvement in national and/or international professional societies/associations.</p> <p>Participation at local, national and international conferences</p>	<p>The designation of Adjunct Professor is applicable to those professional areas in which registration with an <u>external statutory body and/or a professional (as well as academic) qualification is required</u> and was created in response to a specifically defined need to recognize distinction in teaching and excellence in a profession as evidenced by reputation and national and/or international standing. Examples of the disciplines in which Adjunct Professors may be needed are Accountancy, Law, Engineering, Medical Sciences, Social Work and Psychology</p>

²University of the Witwatersrand: Appointment and Promotion to Reader/ Professor. HRA/07,C 2006/438

		<p>and procedures.</p> <ul style="list-style-type: none"> External examination of undergraduate and post graduate programmes. Favourable assessments of clinical work by peers in the clinical discipline. 			
DISTINGUISHED	PROFESSOR				
A doctoral degree or similar / equivalent recognized qualification	The academic record of the candidate should attest to high quality academic performance. The candidate must have done extensive research and delivered papers at national and international conferences. S/he must have a record of invitations, particularly from other universities and scientific interest groups, to contribute to and/or lead/chair seminars to show the extent of his/her recognition	<ul style="list-style-type: none"> the quality of teaching and learning opportunities created for students, evaluations by undergraduate and postgraduate students and peers, as well as reports from external examiners; ability to supervise undergraduate and postgraduate students; develop their critical thinking; and inspire them to pursue postgraduate studies; teaching and supervising students in research methodology up to doctoral level experience in curriculum development/design; mastery in Higher Education Quality Committee (HEQC) criteria for academic programs and Higher Education Qualification Framework (HEQF) policies and procedures. External examination of undergraduate and post graduate programmes. Favourable assessments of clinical work by peers in the clinical discipline. 	<ul style="list-style-type: none"> successfully supervising master's and doctoral students as well as serving as an external examiner of postgraduate research theses or dissertations; research publications; publications of at least thirteen (13) articles in peer-reviewed Journals in the last 10-14 years; recognition as researcher by scientific or other research/funding agencies. Ability to attract founding. An NRF rating is an advantage. 	Membership of and active involvement in national and/or international professional societies/associations. Participation at local, national and international conferences	<ul style="list-style-type: none"> This special and rare appointment to the highest echelon of academia requires an applicant to be a full Professor in his/her area of expertise. In addition, the applicant should have/be: a high NRF rating; original work consistently cited in the international literature; invitations to present keynote or plenary lectures at leading international research conferences in field of expertise; substantial grants from funding agencies and other sources outside the university; exceptional track record of supervising/co-supervising postgraduate students. an international leader in field of expertise substantial research outputs in this form of publications in accredited journals
HEAD OF DEPARTMENT					
Academic qualifications	Academic record.	Teaching	Research	Continued Professional Development	External Assessment of Academic Profile
A doctoral degree or similar / equivalent recognized qualification	Same as for full professor. The key requirement is a track record of leadership and administration as shown by extensive participation in internal, national and international committees and related forums.	<ul style="list-style-type: none"> Same as for full professor leading the department in teaching work-load distribution and course/module mix development, maintenance and transformation. 	<ul style="list-style-type: none"> Same as for full professor development, maintenance and transformation of research niche areas to align with mission and vision increase the number of rated researchers in the department research resource mobilization through proposals and collaboration 	Same as for full professor	<ul style="list-style-type: none"> This administrative appointment requires an applicant to be a full Professor in his/her area of expertise. In addition the applicant should demonstrate leadership and people's skills.
DEAN					
A doctoral degree or similar / equivalent recognized qualification	Same as for full professor. The key requirement is a track record of leadership and administration as shown by extensive participation in internal, national and international committees and related forums.	<ul style="list-style-type: none"> Same as for full professor leading the department in teaching work-load distribution and course/module mix development, maintenance and transformation. 	<ul style="list-style-type: none"> Same as for full professor development, maintenance and transformation of research niche areas to align with mission and vision increase the number of rated researchers in the faculty research resource mobilization through proposals and collaboration 	Same as for full professor	<ul style="list-style-type: none"> This administrative appointment requires an applicant to be a full Professor in his/her area of expertise. In addition to leadership and people's skills, the applicant should demonstrate capacity for transformative leadership and change management.

4 Procedures for Promotions

4.1 Frequency of Opportunities

An opportunity will be provided every academic year as follows:

1 March	Internal advertisements for promotions
30 April	Closing date for applications
May-August	Processing of applications and interviews
September	Approved promotions, effective 1 September.

4.2 Application Procedures

- 4.2.1** Academics may apply for promotion through the academic line management system, and all applications are forwarded to the dean for consideration by the Faculty Management Committee.
- 4.2.2** Candidates (who meet the criteria for promotion, but who have not been nominated by their Faculty Management Committee) can apply directly to the Chairperson of the relevant Appointments and Promotions Committee. The candidate should notify the Dean/Head of Department that an application has been made.
- 4.2.3** Academics should be informed of the outcomes of the appointments and promotion process, providing comprehensive feedback.

4.3 Documentation

Applicants should complete and sign the application form, and submit to their line manager, together with a comprehensive and neatly spiral bound portfolio of evidence, consisting of the following:

- 4.3.1 A covering letter/motivation addressing the criteria for promotion stipulated in this document.
- 4.3.2 A table of contents outlining the contents of the portfolio and their page numbers.
- 4.3.3 Curriculum Vitae of the applicant giving information under the following headings
 - 4.3.3.1 Personal details (Name, current position/rank, department);
 - 4.3.3.2 Academic qualifications;
 - 4.3.3.3 Professional qualifications;
 - 4.3.3.4 Membership of Professional bodies/Associations;
 - 4.3.3.5 Academic distinctions/fellowships and awards;
 - 4.3.3.6 Academic and professional experience; including leadership position
 - 4.3.3.7 Supervision of higher degrees, including honours.

- 4.3.3.8 Service to the university/profession/discipline/community;
- 4.3.3.9 A statement of departmental and other duties;
- 4.3.3.10 A record of research/innovation output classified as in table 6.
- 4.3.3.11 Any other information
- 4.3.3.12 Contact details of three referees;
- 4.3.3.13 Hard copies of the candidate's publications.

- 4.3.4 Teaching evidence of the applicant giving information under the following headings
 - 4.3.4.1 Courses/modules taught showing class sizes and the year
 - 4.3.4.2 Annual contact time for each courses/modules taught
 - 4.3.4.3 Annual pass rate for each courses/modules taught
 - 4.3.4.4 Teaching self-evaluation
 - 4.3.4.4 Teaching evaluation by student
 - 4.3.4.4 Teaching evaluation by peers
 - 4.3.4.4 Teaching evaluation by line manager
 - 4.3.4.5 Teaching Portfolio
 - 4.3.4.6 Evidence from the teaching development specialist

- 4.3.5 Research and innovation evidence of the applicant giving information under the following headings
 - 4.3.5.1 Artifacts and books
 - 4.3.5.2 Patents, copyrights, prototypes, music or video CDs, doctoral graduates by/with research, computer or mobile applications etc
 - 4.3.5.3 SAPSE papers, and masters graduates by research
 - 4.3.5.4 Peer reviewed non-SAPSE papers, Honours and BTech graduates with research, peer-reviewed conference proceedings in ISBN book.
 - 4.3.5.5 Peer-reviewed conference oral presentation, poster and abstract in ISBN book, graduate students with research.
 - 4.3.5.6 Other recognized research outputs
 - 4.3.5.7 Evidence from the publisher

- 4.3.6 Community engagement evidence of the applicant giving information under the following headings
 - 4.3.6.1 Successful initiation of community engagement projects
 - 4.3.6.2 Programmes/qualifications, courses/modules created/improved and impact per hundred individuals in the community
 - 4.3.6.3 Short learning programmes courses/modules created/improved and impact per hundred individuals in the community
 - 4.3.6.4 Research projects created/improved
 - 4.3.6.5 Resource mobilization project proposal created/improved and funding attracted

- 4.3.7 Evidence of administrative duties by the applicant showing the total number of hours per year in each of the following

- 4.3.7.1 Departmental committees
- 4.3.7.2 Faculty committees
- 4.3.7.3 University committees
- 4.3.7.4 Other administration

4.4 COMPOSITION OF APPOINTMENTS AND PROMOTIONS COMMITTEE

The composition of the advisory committee for the various ranks/levels of appointment or promotion must be constituted as shown in table 10

Table 10: Composition of Appointments and Promotions Committees			
TEACHING LEVELS		RESEARCH LEVELS	
Associate Lecturer/ Associate Development Specialist	Academic	<ul style="list-style-type: none"> • Dean of the relevant Faculty • HoD (Academic Department/Academic Support) • A Senior Academic from another Department in the same Faculty. • A Departmental Representative • Applicant's union Rep (with observer status) • HR representative (As resource person) • An academic staff member of the Employment Equity Committee 	Associate Researcher <ul style="list-style-type: none"> • Dean of the relevant Faculty/Director of relevant division • HoD • Applicant's union Rep (with observer status) • HR representative (as resource person) • Senior Researcher • Research Professor • An academic staff member of the Employment Equity Committee
Lecturer/Academic Development Specialist		<ul style="list-style-type: none"> • Dean of the relevant Faculty • HoD (Academic Department/Academic Support) • A Senior Academic from another Department in the same Faculty. • A Departmental Representative • Applicant's union Rep (with observer status) • HR representative (Resource person) • Chair of the applicant's Faculty Research Committee • An academic staff member of the Employment Equity Committee 	Researcher <ul style="list-style-type: none"> • Dean of the relevant Faculty • Head of Department • A Senior Academic from another Department in the same Faculty. • A Departmental Representative • Applicant's union Rep (with observer status) • HR representative (Resource person) • Senior Researcher • An academic staff member of the Employment Equity Committee
Senior Academic Specialist	Lecturer/Senior Development	<ul style="list-style-type: none"> • Campus Rector • Dean of the relevant Faculty. • Head of Department • Director of Research • Director: Learning & Teaching Development • Chair of the Research Committee of the relevant Faculty/Senior Researcher • External Assessor • Applicant's union Rep (with observer status) • HR representative (resource person) • Research Professor 	Senior Researcher <ul style="list-style-type: none"> • Campus Rector • Dean of the relevant Faculty/Director of the unit • Head of Department. • Director of Research. • External Assessor • Senior Researcher • Applicant's union Rep (with observer status) • Research Professor • HR representative (resource person)
Associate Professor and Professor		<ul style="list-style-type: none"> • Deputy Vice Chancellor: Academic Affairs and Research. • Campus Rector • Dean of the relevant Faculty/Director of the Centre/Unit. • Head of Department. • Director of Research. • Chair of the Research Committee of the 	Associate Professor and Professor <ul style="list-style-type: none"> • Deputy Vice Chancellor: Academic Affairs and Research. • Campus Rector • Dean of the relevant Faculty/ Director of the unit • Head of Department • Director of Research.

	relevant Faculty <ul style="list-style-type: none"> • Applicant's union Rep (with observer status) • Representative of the Institutional Forum. • Human Resources (Resource person) • Professor from the same Faculty/Unit • Professor from another faculty • External Assessor (Professor in the Applicant's discipline) • An academic staff member of the Employment Equity Committee 		<ul style="list-style-type: none"> • Chair of the Research Committee of the relevant Faculty/ Senior researcher • Applicant's union Rep (with observer status) • Representative of the Institutional Forum. • Human Resources (Resource person) • Professor from the same Faculty/Unit • Professor from another faculty • External Assessor (Professor in the Applicant's discipline) • An academic staff member of the Employment Equity Committee
Distinguished Professor / Adjunct Professor/ Professor Emeritus	Only by nomination by FACEX and approval by the University Senate. No interviews will be conducted.	Distinguished Professor/ Adjunct Professor/ Professor Emeritus	Only by nomination by FACEX and approval by the University Senate. No interviews will be conducted.

4.5 Notification of the decision

The recommendation of the appointments and promotions committee will be conveyed by the Chairperson of the relevant position to HR and Vice Chancellor's office (where necessary) within 7 working days after the interview. HR will then convey the appointment to the successful applicant within 14 working days after a final decision has been taken by Faculty/Unit/Senate/Council with copies to the Deputy Vice-Chancellors/Dean of the relevant Faculty/Director of the relevant unit.

In the case of unsuccessful applicants who were invited for interviews, HR will notify them within 21 working days after a final decision has been taken by Faculty/Unit/Senate/Council with copies to the Deputy Vice-Chancellors/Dean of the relevant Faculty/Director of the relevant unit. (nature of feedback)

The decision of the panel will be strictly confidential and any deviation from this will lead to disciplinary action against the defaulter.

4.6 Appeal and Review (applicable only to promotion)

For applicants that were not successful, there will be recourse to the right of appeal to the Appointments and Promotions Committee. Upon appeal, the same portfolio of evidence will be used to review the panel decision.

Candidate shall lodge an appeal in writing to HR within a month of the receipt of the panel decision. HR will inform the DVC who will inform the Vice Chancellor about the appeal.

4.6.1 Composition of the Appeals and Review Committee

This committee will be constituted by following members from the institutional level:

- Vice Chancellor (Convener and Chairperson)
- Two Institutional Senate members
- One External Council member (Senate membership)
- Applicant's union rep (one who did not sit in the interview panel)
- HR Director
- Director Student Affairs
- Non-unionised staff representative

4.6.2 Appeals Procedures

Appeals Committee will scrutinize the complaint. After arriving at a decision by consensus or voting the following will apply:

- If the Appeals Committee differs with the Appointments and Promotions Committee, the decision will be overruled in favour of the applicant.
- If the Appeals Committee agrees with the decision of the Appointments and Promotions Committee, the decision will be upheld against the applicant.
- The decision should be communicated to the applicant within 14 working days after a final decision has been taken with copies to the Deputy Vice-Chancellors/Dean of the relevant Faculty/Director of the relevant unit.

All recommendations of candidates for Appointments and Promotions must be forwarded to the appointments and Promotion Committee for academic staff of the University for scrutiny before final recommendation to council.

4.7 Review Procedures

4.7.1 Review and Selection

4.7.1.1 Application

Applicants are required to submit a Curriculum Vitae and a portfolio of evidence in line with the guidelines (see **Documentation** section) as well as a covering letter written by the candidate in motivation of the promotion. The letter should speak to each of the criteria in the policy document and make clear reference to the evidence available in the portfolio.

4.7.1.2 Faculty Executive Committee

Deans are required to set up a Faculty Executive Committee to evaluate the documents of applicants in their faculty against the set criteria prior to the meeting of the Appointments and Promotions Committee.

4.7.1.3 Moderatorion

Teaching Development Specialist, Research Coordinator and Community Engagement Facilitator to evaluate the applicants' documents against the set criteria prior to the meeting of the Appointments and Promotions Committee.

4.7.1.4 The Appointments and Promotions Committee

The Appointments and Promotions Committee to consider the input from the faculty and the moderators (as well as external panel members where appropriate) and decides whether the candidate qualifies for promotion.

4.8 Recommendation to Senate

The Chairperson of the Appointments and Promotions Committee notifies the Senate of the outcome of the review process and makes recommendations for promotions to be conferred/not conferred.

4.9 Confirmation of the award

Senate/Council will confirm the recommendations of the Appointments and Promotions Committee.

4.10 Policy Review

The policy will be reviewed every three years.

5 Acknowledgements

5.1 The policy review team

The team that was tasked with the review of this policy was composed of the following people:

- 5.1.1 Prof. SP Songca, Deputy Vice Chancellor, Academic Affairs and Research (Divisional Head)
- 5.1.2 Mr VM Dwayi, Director of Centre for Learning and Teaching Development (Team Leader)
- 5.1.3. Dr. N Cishe, Director of research Development and Innovation
- 5.1.4 Dr M. Molepo, Faculty of Education
- 5.1.5 Dr Paul Mokhele, Faculty of Education
- 5.1.6 Dr Nonkelela, Faculty of Health Sciences
- 5.1.7 Mr MD Manamela, Faculty of Science, Engineering and Technology
- 5.1.8 Dr Rajkaran, Faculty of Business, Management Sciences and law
- 5.1.9 Mr M Panicker, Faculty of Business, Management Sciences and law
- 5.1.10 Ms B. Makiwane, Faculty of Business, Management Sciences and law

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FORM A: APPLICANT

WALTER SISULU UNIVERSITY

CONFIDENTIAL

PROMOTIONS FOR ACADEMIC STAFF

NAME OF THE APPLICANT:

DEPARTMENT:

FACULTY :

1. Have you been offered a mentor?

(If YES please elaborate):

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(If NO please explain)

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2. Have you been offered an opportunity to mentor a staff member?

(If YES, please elaborate)

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(If NO please explain)

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3. Have you been nominated to serve on departmental/University Committees/Sub-Committees?

(If YES, please elaborate)

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(If NO, please explain)

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4. Have you been given an opportunity to offer courses at post graduate level?

(If YES, please elaborate):

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(If NO, please explain):

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5. Have you been offered an opportunity to develop new curricula?
(If YES, please elaborate).....

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(If NO, please explain):

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6. Have you been offered sabbatical leave?
(If YES, please elaborate):

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(If NO, please explain):

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7. Is there any other information that you would like to add?

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FORM : HEAD OF DEPARTMENT/UNIT

WALTER SISULU UNIVERSITY

CONFIDENTIAL

PROMOTIONS FOR ACADEMIC STAFF

NAME OF THE APPLICANT:

DEPARTMENT:

FACULTY :

1. Has the candidate been offered a mentor?

(If YES please elaborate):

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(If NO please explain)

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2. Has the candidate been offered an opportunity to mentor a staff member?

(If YES, please elaborate)

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(If NO please explain)

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3. Has the candidate been nominated to serve on departmental/University Committees/Sub-Committees?

(If YES, please elaborate)

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(If NO, please explain)

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4. Has the candidate been given an opportunity to offer courses at post graduate level?

(If YES, please elaborate):

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(If NO, please explain):

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5. Has the candidate been offered an opportunity to develop new curricula?
(If YES, please elaborate).....

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(If NO, please explain):

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6. Has the candidate been offered sabbatical leave?
(If YES, please elaborate):

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(If NO, please explain):
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7. Is there any other information that you would like to add?

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