



MACHAKOS UNIVERSITY

CAREER PROGRESSION GUIDELINES FOR MACHAKOS UNIVERSITY ACADEMIC STAFF

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APPROVAL

Policy Guide Title: Career Progression Guideline for Academic Staff
Contact Office: Deputy Vice-Chancellor (APF)
Approval Authority: The University Council
Category: Division of Administration, Planning & Finance
Reference No.: MksU/HR/22/002
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Approved by the University Council:

Signature:



PROF. LUCY W. IRUNGU, Ph.D.

VICE CHANCELLOR & SECRETARY TO THE COUNCIL

Signature:

Date.....

DR. CHRISTOPHER GATAMA GAKAHU

CHAIRMAN, MACHAKOS UNIVERSITY COUNCIL



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FOREWORD

Machakos University endeavors and commits at all times to be fair in the appointment, promotion and assignment of duties and responsibilities of university staff, academic and non-academic. The University recognizes that all employees are unique and part of the continuous successful realization of its mission and vision. To ensure that emerging scholarly and human resource requirements are captured, the University made deliberate efforts towards subjecting its Academic Staff Recruitment and Promotions Criteria to a review.

This Career Progression Guidelines is envisaged to provide an environment and framework towards fostering fairness and objectivity which is key in promoting staff dedication, morale, commitment and employee productivity. This is critical in driving effective execution of the University mandate of “providing scholarly education through Training, Research and Innovation for Industrial and Socio-Economic Transformation of our Communities”. These guidelines aim to increase efficiency, equitable treatment as well as consistency and standardization in human resources administration.

The development of the MksU Academic Staff Career Progression Guidelines has been made possible through the guidance and support from the Machakos University Council and the University Management led by the Vice-Chancellor. The Council and management support in terms of facilitation of resources, facilities and goodwill in this exercise is highly acknowledged.

This document is the outcome of the process and work done by a committee appointed to spearhead the review of the current Recruitment and Promotions Criteria. The committee membership incorporated representation from UASU, KUSU and KUDHEIHA. We acknowledge the role played by this team in benchmarking and borrowing from practices from similar institutions. Members of staff



(Teaching and Non-Teaching) shared numerous feedbacks and comments which formed part of the inputs into this policy guide on recruitment and promotions.

I call upon those assigned responsibility of human resource administration to objectively utilize these guidelines for purposes of ensuring fairness and adherence to best practices. It is also important to note that these guidelines need to be read together with relevant University policies and procedures that may be introduced by the University Council from time to time.


PROF. LUCY W. IRUNGU, Ph.D.
VICE-CHANCELLOR



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LIST OF ABBREVIATIONS AND ACRONYMS

APF:	Administration, Planning & Finance
CATs:	Continuous Assessment Tests
COD:	Chair of Department
DVC:	Deputy Vice-Chancellor
ICT:	Information Communication Technology
KUDHEIHA:	Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers
KUSU:	Kenya Universities Staff Union
MksU:	Machakos University
PC:	Performance Contracting
TVET	Technical Vocational Education and Training
UASU:	Universities Academic Staff Union
VC:	Vice-Chancellor



MACHAKOS UNIVERSITY FUNDAMENTAL STATEMENTS

Vision

A preferred University of Excellence in Scholarship and Service Delivery.

Mission

Provide scholarly education through Training, Research and Innovation for Industrial and Socio-Economic Transformation of our Communities.

Machakos University Identity Statement

Machakos University is an academic institution committed in generating and transmitting knowledge, skills and attitude through Science, Technology, Research and Innovation for the benefit of humanity.

Machakos University Philosophy Statement

The Philosophy of Machakos University is to provide transformative leadership in Teaching,
Training, Research, Innovation, Industrial and Technology transfer for wealth creation.

Core Values

Integrity
Accountability
Professionalism
Inclusivity
Creativity
Teamwork
Equity



SECTION ONE: INTRODUCTION

1.1 Preamble

Machakos University was established through a charter awarded on 7th October 2016, as a successor to Machakos University College (MUC) previously established through a Legal Notice NO. 161 of 4th November, 2011 as a Constituent College of Kenyatta University.

Machakos University aspires to be model institution of higher learning committed to providing competitive and professional programmes. The University is committed to providing high level Human Capital through quality training, research, consultancy and community service. These shall be attained through customer satisfaction, good corporate governance, integrity and professionalism, creativity, responsibility, teamwork and adaptation to change. In order to realize this commitment, the university has made deliberate efforts towards complying with all applicable requirements through the implementation of an effective Quality Management System based on ISO 9001:2015.

Machakos University aims at becoming a leading Centre of academic excellence in education, research, training and community service in Kenya, in the region, and beyond. The University Council provides an overall policy and strategy direction for management and staff aimed at journeying the University towards effective execution of her mandate. The University Management Board ensures the execution of this policy direction. For smooth implementation of various policies and strategies, the University is organized into three divisions (Division of Academics & Student Affairs, Division of Research, Innovation & Linkages, and, Division of Administration, Planning and Finance).

To promote a highly motivated, productive and supportive teaching staff, the University felt the need to review her Academic Staff Career Progression guideline. The review was to have in place a criteria that promotes a standardized



framework, professionalism, fairness and objectivity on managing teaching staff in the University.

1.2 MksU Strategic Goals

- a) Increase access to higher education and produce holistic graduates through quality training and research
- b) Improve productivity by attracting, developing and retaining competent and efficient workforce
- c) Develop infrastructural facilities that meet the needs of the University
- d) Promote Research, Science, Technology and Innovation for economic prosperity
- e) Integrate ICTs in all areas of management, research, consultancy and teaching and learning
- f) Offer efficient service to all and create a strong brand name
- g) Institutionalize good governance
- h) Meet the financial needs of the University
- i) Establish mutually beneficial partnerships, linkages and collaborations

1.3 Aims and Objectives of the Career Progression Guidelines

These guidelines have been developed to:

- a) Provide for a well-defined career structure, that will attract, motivate and facilitate retention of suitably qualified and competent academic staff in MksU
- b) Establish standards for recruitment and promotions to academic positions in MksU
- c) Provide for clearly defined job descriptions with clear specification of duties and responsibilities at all levels as a basis for proper deployment, advancement and utilization of academic staff
- d) Promote fairness and objectivity in career progression for MksU academic staff



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- e) Ensure appropriate career planning and succession management of MksU academic staff
- f) Promote professionalism in academic staff management in MksU

SECTION TWO: CAREER PROGRESSION GUIDELINES POLICY STATEMENTS

- a) MksU is an equal opportunity employer and committed to fill in vacant positions competitively based on merit, qualifications and equity to provide it with necessary knowledge, skills, competencies and attitudes for effective performance and service delivery.
- b) MksU shall not discriminate against an employee or a prospective employee or harass an employee or a prospective employee on grounds of race, color, gender, language, religion, age, culture, political or other opinion, nationality, ethnic or social origin, disability, pregnancy or HIV status.
- c) The University Management Board shall ensure that effective recruitment and selection systems are put in place for proper implementation of this guidelines.
- d) The recruitment procedure and steps stipulated in the University Human Resource Manual shall be followed.
- e) Academic Staff Appointment Committees shall be constituted in accordance with Schedule I of the Statutes of the University.
- f) The implementation of this guidelines shall commence after approval by the University Council and shall supersede any other existing internal guidelines.
- g) The Vice Chancellor shall be responsible for the administration of this Career Progression Guidelines
- h) On implementation of this guideline, all serving academic staff will automatically become members of the new respective Career Progression Guidelines.
- i) While Machakos University Management appreciates that employees expect upward mobility in their career paths, academic staff shall be



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expected to develop themselves in order to meet the criteria expected for appointment/promotion to various positions.

- j) This Career Progression Guidelines shall be reviewed and approved by the University Council from time to time as need arises to align to changes in business environment and accommodate best practices.

SECTION THREE: MINIMUM REQUIREMENTS FOR ACADEMIC STAFF

3.1 Academic threshold

- a) Holders of First Class Honours degree from Machakos University may be appointed to the position of Graduate Assistant.
- b) The minimum qualification for appointment to grade 11 and above shall be a relevant Master's degree from a recognized University or Institution.
- c) Although Master's Degree is the minimum qualification, it is a requirement that all teaching staff should attain a doctoral qualification.
- d) On attainment of an earned doctoral qualification from an accredited and recognized University or Institution, and on presentation of such evidence, the Vice-Chancellor on behalf of the University Council shall appoint a committee within a period of not more than six (6) months to verify such attainment and provide a recommendation as deemed appropriate before appointment to Lecturer position.

3.2 Publications, Scholarly Output and Leadership

In addition to the minimum academic threshold, considerations shall be given to among others the following:

- a) Published refereed Journal articles
- b) Refereed conference papers
- c) University Level books or book Chapters
- d) Published basic or tertiary level textbooks
- e) Postgraduate students' supervision (Masters and PhD)
- f) Completed collaborative research projects
- g) Research/Development Grants



- h) Patent and innovations
- i) Presentation in academic/research conferences
- j) Book/article reviews published in international journals
- k) Faculty/departmental responsibility
- l) Leadership roles at various levels
- m) Community Outreach
- n) Consultancy

SECTION FOUR: GRADING STRUCTURE FOR MksU ACADEMIC STAFF

The grading structure for Machakos University academic staff shall be as provided in table1.

Table 1: Grading Structure for MksU Academic Staff

DESIGNATION	GRADE
Graduate Assistant	10
Tutorial Fellow/Research Assistant/Assistant Lecturer	11
Lecturer/Research Fellow	12
Senior Lecturer/Senior Research Fellow	13
Associate Professor	14
Professor	15

SECTION FIVE: JOB SPECIFICATIONS AND REQUIREMENTS

5.1 Graduate Assistant– Grade 10

Reports to: Chairman of Department

This shall be a training position with potential for gaining employment with Machakos University and it entails undertaking limited teaching/research under supervision. The grade is to facilitate outstanding bachelor graduates to be trained for academic positions recommended by the relevant departments. This is a contractual position of one (1) year renewable up to a maximum of two (2) years.

a) Duties and Responsibilities

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- i) Undertake teaching activities of undergraduate programmes under the guidance of a senior member of teaching staff assigned by the Chair of Department
- ii) Undertake research activities under the guidance of a senior member of staff
- iii) Carry out other duties & responsibilities as may be assigned from time to time by the Chair of Department.

b) Requirements for Appointment

For appointment to this grade, a candidate: -

- i) Must have First Class Honours degree from Machakos University.
- ii) He/she should be registered/ registrable for a relevant Master's degree programme.
- iii) Be recommended by the relevant department.
- iv) Should demonstrate potential for University teaching and/or research during the appointment interview.

5.2 Tutorial Fellow/Research Assistant/Assistant Lecturer – Grade 11

Reports to: Chairman of Department

The position of Tutorial Fellow is a contractual position of one (1) year renewable up to a maximum of four (4) years based on progress made towards PhD completion. Research Assistants/Assistant Lecturer shall be engaged on permanent and pensionable terms.

a) Duties and Responsibilities

- i) Develop the teaching materials, teach, and mentor the undergraduate students
- ii) Set, moderate and mark examinations for undergraduate students
- iii) Participate in the development and preparation of annual faculty plans
- iv) Organize academic trips
- v) Supervise educational activities/projects
- vi) Assess industrial attachments for undergraduate students



- vii) Attend and participate in seminars/workshops/conferences in relevant fields
- viii) Participate in planning, development, implementation and evaluation of curricular activities in the department
- ix) Participate in the departmental ad-hoc committees and other activities for effective and efficient management of the department and school
- x) Carry out other duties and responsibilities as may be assigned by the Dean of School or Chairman of Department as deemed necessary

b) Requirements for Appointment

For appointment to this grade, a candidate: -

- i) Must have a Master's Degree and a Bachelor's Degree from an accredited and recognized University/Institution in the relevant field.
- ii) Registered for a PhD degree in the relevant field in an accredited and recognized University
- iii) Be registered or have qualification for registration by a relevant professional body (where applicable)
- iv) Demonstrate potential for University teaching and/or research.

5.3 Lecturer/Research Fellow – Grade 12

Reports to: Chairman of Department

a) Duties and Responsibilities

- i) Develop teaching materials, teach, and mentor both the undergraduate and postgraduate students
- ii) Set, moderate and mark examinations for both the undergraduate and postgraduate students
- iii) Provide supervision services to students on their projects/dissertations/theses at undergraduate and postgraduate levels.
- iv) Participate in the development and preparation of annual faculty plans
- v) Participate in the development of undergraduate and postgraduate courses
- vi) Initiate and participate in research projects

- vii) Provide professional and community services
- viii) Initiate linkages with industry players
- ix) Organize academic trips
- x) Supervise educational activities/projects/thesis
- xi) Assess industrial attachments for both the undergraduate and postgraduate students
- xii) Attend and participate in seminars/workshops/conferences in relevant fields
- xiii) Participate in planning, development, implementation and evaluation of curricular activities in the department
- xiv) Carry out research in the area of specialization and providing consultancy services to the community
- xv) Participate in the departmental adhoc committees and other activities for effective and efficient management of the department and faculty
- xvi) Carry out administrative and other duties and responsibilities as may be assigned by the Chairman of Department from time to time

b) Requirements for Appointment

For appointment to this grade, a candidate: -

- i) Should have an earned PhD degree or its equivalent from an accredited and recognized University.
- ii) Registered with the relevant professional body (*where applicable*)

OR

- i) For special cases/disciplines (engineering, medicine, nursing), have a Master's degree in the relevant field from an accredited and recognized University plus at least three (3) years of teaching experience at University level or in research /industry.
- ii) A minimum of 24 research and publication points of which 16 should be in refereed journal(s) or one (1) post-secondary school book or four (4) book chapters in relevant fields for at least undergraduate studies level.
- iii) Registered with the relevant professional body (*where applicable*)



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Scoring

a) Relative Weighted Points for Lecturers from Different Backgrounds

Table 2: Relative Weighted Points for Lecturers from Different Backgrounds

Activity	University		Research Institution		Practice/Industry	
	Relative weight of activities (%)	Minimum points	Relative weight of activities (%)	Minimum points	Relative weight of activities (%)	Minimum points
Teaching and Instructions	30	15	~	~	~	~
Research and Publications	40	24	70	40	20	10
Professional/Consulting/Industry	-	-	~	~	50	30
Administration / Responsibility	20	8	20	7	20	7
Community Engagement & other Contributions	10	3	10	3	10	3
Total	100	50	100	50	100	50

Note:

The maximum and minimum number of weighted points for research and publications an applicant can score is 40 and 24 respectively (the stipulated relative weighted points for this activity).



b) Weighted Points for Teaching and Instruction

Table 3: Weighted Points for Teaching and Instruction

Area	Points
Evaluation (by students; staff appraisal)	10
Lecture notes and other materials	10
Academic advising and student mentoring	5
Training in pedagogy of higher education	5
Postgraduate supervision	10
Others such as examination of thesis	10
Total	50

c) Weighted Points for Administration and Responsibilities

Table 4: Weighted Points for Administration and Responsibilities

Area	Points
Recognized administrative position, VC, DVC, Dean/Director, COD, Coordinator, others	5
Other responsibilities – Examination Officer, membership to University committees, including sub-committees, Patrons, Coach, others	5
Total	10

d) Weighted Points for Community Engagement and other Contributions

Table 5: Weighted Points for Community Engagement and other Contributions

Area	Points
Attracting development funds for community	2
Community service and outreach	2
Professional affiliation and portfolios	2
Recognition, awards, and honours	2
Others	2
Total	10



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5.4 Senior Lecturer/Senior Research Fellow – Grade 13

Reports to: Chairman of Department

a) Duties and Responsibilities

- i) Develop the teaching materials, teach, and mentor both the undergraduate and postgraduate students
- ii) Set, moderate and mark examinations for both the undergraduate and postgraduate students
- iii) Participate in the development and preparation of annual departmental and school plans
- iv) Organize academic trips
- v) Supervise educational activities/projects/thesis
- vi) Assess industrial attachments for both the undergraduate and postgraduate students
- vii) Attend and participate in seminars/workshops/conferences in relevant fields
- viii) Initiate and propose development of client driven programs,
- ix) Participate in the implementation and evaluation of curricular activities in the department/school
- x) Supervise dissertations/theses at the graduate level.
- xi) Develop undergraduate and postgraduate courses
- xii) Initiate and participate in research projects
- xiii) Participate in academic leadership programmes
- xiv) Provide professional and community services and initiate linkages and fundraising.
- xv) Carry out research in the area of specialization and providing consultancy services to the community
- xvii) Participate in the departmental ad-hoc committees and other activities for effective and efficient management of the department and faculty
- xvi) Endeavor to articulate and actualize the vision and mission of the department, school and the University



- xviii) Carry out administrative and other duties and responsibilities as may be assigned by the Chair of Department from time to time

b) Requirements for Appointment

For appointment to this grade, a candidate: -

- i) Must have an earned PhD degree or its equivalent from an accredited and recognized University/Institution
- ii) Must have three (3) years teaching experience as a Lecturer/Research Fellow (Grade12) or its equivalent
- iii) Must have a minimum of thirty-two (32) research and publication points of which at least twenty-four (24) should be in refereed journals since appointment as Lecturer/Research Fellow
- iv) Should have supervised at least three (3) postgraduate students to completion or one postgraduate supervision and attracted Kenya Shillings three (3) million external research funds since appointment as Lecturer/Research Fellow.
- v) Should have evidence of membership and in good standing of professional societies/boards (where applicable).
- vi) Must have attended and contributed at academic conferences, seminars or workshops.

OR

- i) Must have a Master's degree or its equivalent (in special disciplines) from a recognized University with nine (9) years' experience, three (3) of which as a Lecturer/Research Fellow (Grade12)
- ii) Must have a minimum of thirty-two (32) publication points of which at least twenty-four (24) should be in refereed journals since appointment as Lecturer/Research Fellow
- iii) Should have supervised at least three (3) postgraduate students to completion or one postgraduate supervision and attracted Kenya Shillings



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three (3) million external research funds since appointment as Lecturer/Research Fellow.

- iv) Should have evidence of membership and in good standing of professional societies/boards (where applicable).
- v) Must have attended and contributed at academic conferences, seminars or workshops.

Scoring

a) Relative Weighted Points for Senior Lecturers/Senior Research Fellows from Different Backgrounds

Table 6: Relative Weighted Points for Senior Lecturers from Different Backgrounds

Activity	University		Research Institution		Practice/Industry	
	Relative weight of activities (%)	Minimum points	Relative weight of activities (%)	Minimum points	Relative weight of activities (%)	Minimum points
Teaching and Instructions	25	12	10	5	10	5
Research and Publications	50	32	65	39	25	15
Professional/ Consulting/ Industry	10	5	10	5	50	25
Administration/ Responsibility	10	4	10	4	10	4
Community Engagement & other Contributions	5	2	5	1.5	5	1.5
Total	100	55	100		100	

Note:

The maximum and minimum number of weighted points for research and publications an applicant can score is 50 and 32 respectively (the stipulated relative weighted points for this activity).

b) Weighted Points for Teaching and Instruction

Table 7: Weighted Points for Teaching and Instruction

Area	Points
Evaluation (by students; staff appraisal)	5
Teaching materials	5
Academic advising	2.5
Training in pedagogy of higher education	2.5
Postgraduate supervision/ Attracted research funds in excess of Kenya Shillings one (1)million	5
Others such as examination of thesis	5
Total	25

c) Weighted Points for Administration and Responsibilities

Table 8: Weighted Points for Administration and Responsibilities

Area	Points
Recognized administrative position, VC, DVC, Dean/Director, COD, Coordinator, others	3
Other responsibilities – Examination Officer, membership to University committees, including sub-committees, others	2
Total	5

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d) Weighted Points for Community Engagement and other Contributions

Table 9: Weighted Points for Community Engagement and other Contributions

Area of focus	Points
Attracting development funds for community	1
Community service and outreach	1
Professional affiliation and portfolios	1
Recognition, awards, and honours	1
Others	1
Total	5

e) Weighted Points for Professional/Consulting/Industry

In determining the weighted points in this activity, the University shall rate the sub-categories indicated below. The minimum points shall be five (5)

Table 10: Weighted Points for Professional/Consulting/Industry

Area of focus	Points
Evidence of networking and collaborating with at least two external organizations	2
Being a referee for professional periodicals or being an invited member of an editorial board	2
Appointment to national regional or international boards as a consultant	2
Consulting for external academic/professional organizations/institutions	2
Membership to academic/professional bodies	2
Total	10



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5.5 Associate Professor – Grade 14

Reports to: Chairman of Department

a) Duties and Responsibilities

- i) Provide academic leadership through programme development, mentoring and research
- ii) Initiate and propose new programmes
- iii) Review of the existing programmes
- iv) Carry out research in the area of specialization and providing consultancy services to the community
- v) Attend and participate in seminars/workshops/conferences in relevant fields
- vi) Develop teaching materials, modules and teach
- vii) Mentor both the undergraduate and postgraduate students
- viii) Coordinate and mark undergraduate and postgraduate examinations
- ix) Supervise projects/dissertations/theses at the graduate level
- x) Initiate and undertake research projects, share research outputs and publish
- xi) Write proposals and attract research/development grants
- xii) Provide professional and community services
- xiii) Initiate linkages with the community and industry.
- xiv) Carry out administrative and other duties and responsibilities as may be assigned
- xv) Any other duties and responsibilities assigned

b) Requirements for Appointment

For appointment to this grade, a candidate:-

- i) Must have an earned PhD degree or its academic equivalent from an accredited and recognized University/Institution.



- ii) Must have at least three (3) years teaching and research experience since becoming Senior Lecturer/Senior Research Fellow position (grade 13).
- iii) Must have a minimum of forty-eight (48) research and publication points thirty two (32) of which should be in peer reviewed journals since appointment to a Senior Lecturer/Senior Research Fellow position.
- iv) Should have supervised a minimum of four (4) postgraduate students to completion of which at least one (1) must be a PhD student since appointment to Senior Lecturer/Senior Research Fellow.
- v) For specialized disciplines (Engineering/nursing & Medicine) should have supervised a minimum of six (6) postgraduate (masters) students to completion since appointment to Senior Lecturer/Senior Research Fellow.
- vi) Should show evidence of academic and thematic leadership in his/her area of specialization
- vii) Should have attended and contributed at academic conferences, seminars or workshops.
- viii) Should show evidence of continued research and effective teaching.
- ix) Should have attracted Kenya Shillings three (3) million external research funds since appointment to Senior Lecturer/Senior Research Fellow.
- x) Should be registered by relevant professional body where applicable.

Scoring

a) Relative Weighted Points for Associate Professors from Different Backgrounds

Table 11: Relative Weighted Points for Associate Professors from Different Backgrounds

Activity	University		Research Institution	
	Relative weight of activities (%)	Minimum points	Relative weight of activities (%)	Minimum points
Teaching and Instructions	20	10	10	5
Research and Publications	60	48	70	42



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Professional/Consulting/ Industry	10	5	10	5
Administration/ Responsibility	5	2	5	2
Community Engagement & other Contributions	5	1.5	5	1.5
Total	100	66.5	100	58.5

Note:

The maximum and minimum number of weighted points for research and publications an applicant can score is 60 and 48 respectively (the stipulated relative weighted points for this activity).

b) Weighted Points for Teaching and Instruction

Table 12: Weighted Points for Teaching and Instruction

Area of focus	Points
Evaluation (by students; staff appraisal)	3
Lecture notes and other materials	2
Academic advising and student mentoring	3
Training in pedagogy of higher education	4
Postgraduate supervision	7
Others such as examination of thesis	1
Total	20

c) Weighted Points for Administration and Responsibilities

Table 13: Weighted Points for Administration and Responsibilities

Area of focus	Points
Recognized administrative position, VC, DVC, Dean/Director, COD, Coordinator, others	2.5
Other responsibilities – Examination Officer, membership to University committees, including sub-committees, others	2.5
Total	5



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d) Weighted Points for Community Engagement and other Contributions

Table 14: Weighted Points for Community Engagement and other Contributions

Area of focus	Points
Attracting development funds for community	1
Community service and outreach	1
Professional affiliation and portfolios	1
Recognition, awards, and honours	1
Others	1
Total	5

e) Weighted Points for Professional/Consulting/Industry

In determining the weighted points in this activity, the University shall rate the sub-categories indicated below. The minimum points shall be five (5)

Table 15: Weighted Points for Professional/Consulting/Industry

Area of focus	Points
Evidence of networking and collaborating with at least two external organizations	2
Being a referee for professional periodicals or being an invited member of an editorial board	2
Appointment to national regional or international boards as a consultant	2
Consulting for external academic/professional organizations/institutions	2
Membership to academic/professional bodies	2
Total	10

5.6 Professor – Grade 15

Reports to: Chairman of Department

a) Duties and Responsibilities

- i) Provide academic leadership through programme development, Mentoring and research



- ii) Teach and assess courses in one's discipline at undergraduate and postgraduate level
- iii) Provide leadership in development of new programmes and review of the existing ones
- iv) Supervise dissertations/theses at the graduate level
- v) Initiate, promote and participate in research projects and publish
- vi) Providing consultancy services to the community
- vii) Attend and participate in seminars/workshops/conferences in relevant fields
- viii) Develop teaching materials and teach
- ix) Mentor staff and both the undergraduate and postgraduate students
- x) Coordinate and mark undergraduate and postgraduate examinations
- xi) Provide professional and community services including initiating industry linkages and fundraising.
- xii) Any other duties and responsibilities assigned as may be assigned from time to time

b) Requirements for Appointment

For appointment to this grade, a candidate must: -

- i) Have an earned PhD degree qualification in the relevant area from an accredited and recognized University
- ii) At least three (3) years teaching or research/industry experience since being appointed Associate Professor/Associate Research Professor
- iii) At least sixty (60) research and publication points of which forty (40) should be in refereed journals since attaining Associate Professorship
- iv) Supervised at least five (5) postgraduate students to completion, of which two (2) must be PhD since appointment to Associate Professor.
- v) Should have attracted Kenya Shillings five (5) million external research funds since appointment to Associate Professors position.
- vi) Should have attended and contributed at academic conferences/seminars/workshops.
- vii) Should show evidence of continued research and effective teaching.

viii) Should be registered or qualifies for registration by a relevant professional body where appropriate.

ix) Should show evidence of community service

x) Should demonstrate academic leadership in area of specialization.

Scoring

a) Relative Weighted Points for Professors

Table 16: Relative Weighted Points for Professors

Activity	Relative weight of activities (%)	Minimum points
Teaching and Instructions	15	7.5
Research and Publications	65	60
Professional/Consulting/ Industry	10	5
Administration/ Responsibility	5	2
Community Engagement & other Contributions	5	1.5
Total	100	76

Note:

The maximum and minimum number of weighted points for research and publications an applicant can score is 65 and 60 respectively (the stipulated relative weighted points for this activity).

b) Weighted Points for Teaching and Instruction

Table 17: Weighted Points for Teaching and Instruction

Area of focus	Points
Evaluation (by students; staff appraisal)	3
Teaching materials	1.5
Academic advising and student mentoring	2
Training in pedagogy of higher education	2.5
Postgraduate supervision	5
Others such as examination of thesis	1
Total	15



c) Weighted Points for Administration and Responsibilities

Table 18: Weighted Points for Administration and Responsibilities

Area of focus	Points
Recognized administrative position, VC, DVC, Dean/Director, COD, Coordinator, others	2.5
Other responsibilities – Examination Officer, membership to University committees, including sub-committees, others	2.5
Total	5

d) Weighted Points for Community Engagement and other Contributions

Table 19: Weighted Points for Community Engagement and other Contributions

Area of focus	Points
Attracting development funds for community	1
Community service	1
Professional affiliation and portfolios	1
Recognition, awards, and honours	1
Others	1
Total	5

e) Weighted Points for Professional/Consulting/Industry

In determining the weighted points in this activity, the University shall rate the sub-categories indicated below. The minimum points shall be five (5)

Table 20: Weighted Points for Professional/Consulting/Industry

Area	Points
Evidence of networking and collaborating with at least two external organizations	2
Being a referee for professional periodicals or being an invited member of an editorial board	2



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Appointment to national regional or international boards as a consultant	2
Consulting for external academic/professional organizations/institutions	2
Membership to academic/professional bodies	2
Total	10

SECTION SIX: DISTRIBUTION OF POINTS ON RESEARCH AND PUBLICATIONS

The maximum points that may be awarded for one item for each category are shown in the table below.

Table 21: Distribution of Weighted Publication Points

S/NO.	Type of Publication and other Scholarly Output	Maximum Points
1.	One University Level Scholarly Book*	24 points
2.	Patented Invention or Innovation	16 points
3.	Designed project	16 points
4.	Research Grant/Development funds attraction (External)	8 points
5.	One tertiary Level Scholarly Book	8 points
6.	One Article in a Refereed journal*	8 points
7.	Book Chapter in a University Level Scholarly Book	6 points
8.	Refereed learning Modules	6 points
9.	One Reviewed Conference paper	4 points
10.	One Secondary School Level Textbook	4 points
11.	Short Communication in a Refereed/Scholarly Journal	4 points
12.	Consultancy and Project Reports	4 points
13.	Refereed Exhibitions and performances**	4 points
14.	One non – Reviewed Conference Paper	2 points

15.	Any Other Book	2 points
16.	Editorship of a book/Journal	4 points
17.	Editorship of a Conference proceedings	2 points
18.	Scholarly presentations at Conferences/Workshop/Seminars	2 points
19.	Book review Published in Refereed Journals	2 points

Notes:

- i) For Multiple authorship of a scholarly book or Journal article, the points to be shared equally among all the authors irrespective of the order of authorship/the position of the author’s name in the list of authors up to a minimum of two (2) points per author.
- ii) Refereed exhibitions and performances have to be accompanied with a write-up and list of experts who judge/curate the exhibition or performance.
- iii) For grant attraction involving more than one applicant, each shall be awarded the maximum points equivalent for a peer reviewed journal article.
- iv) Where a grant has been used as a substitution for a peer reviewed article, the same grant shall not be used to as an alternative for supervision of post graduate students or any other aspect for purposes of evidence for research and scholarly output.

SECTION SEVEN: IMPLEMENTATION, MONITORING AND EVALUATION

7.1 Effective Date

This Career Progression Guidelines shall come into effect on the date of signing and supersedes all prior MksU policy guidelines on academic staff recruitment and promotions.

7.2 Implementation

The University Management through the office of Deputy Vice-Chancellor APF shall put in place an implementation framework for the guidelines

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7.3 Monitoring and Evaluation

The University Management through the office of Deputy Vice-Chancellor APF shall;

- a) Develop the Career Progression Guidelines monitoring and evaluation framework
- b) Monitor and evaluate the implementation of the guidelines and submit annual reports to the University Council.

7.4 Career Progression Guidelines Review

These guidelines shall be reviewed within a period not exceeding three years or as need arises to align to the dynamism in the education sector, Commission of University Education guidelines and best practices.

7.5 Citation Statement

This Career Progression Guidelines shall be cited as the Machakos University Academic Staff Career Progression Guidelines 2022.



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