



**MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY  
(MMUST)**

**HARMONIZED CRITERIA AND GUIDELINES FOR APPOINTMENT AND  
PROMOTION OF ACADEMIC STAFF**

Revised Edition @ 2025

*[Handwritten signature]*

27/02/2026

## **Foreword**

This policy enables the University to recruit, promote and retain quality academic staff in a competitive manner. It also harmonizes and standardizes recruitment and promotions at MMUST with the practice in other Universities nationally and internationally. MMUST shall consider qualified staff from research institutions, industry, public and private sectors, including non-governmental and community based organizations. Weighted points will be awarded for Teaching, Research, Publications, Innovations and Community Engagement. Promotions shall be merit-based and as stipulated in this policy.

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		VERSION	1	
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### 1.0 Definitions

- 1) The terms in this policy document shall be defined in the context or in accordance with the definitions such terms have in the MMUST Statutes 2020 and The Universities Act, 2012.
- 2) These Statutes shall be read in conjunction with the MMUST Statutes 2020 and in the event of any contradictions, the interpretation in the MMUST Statues 2020 shall prevail.

### 2.0 Introduction

MMUST internal and external promotions shall be consistent with the University’s practice of ensuring impartiality and transparency in recruitment. Promotion of Academic staff shall be on the basis of skills, experience and performance. This policy outlines a fair and transparent academic staff promotion process for MMUST Academic staff based on merit and equity.

### 3.0 Objectives

The objectives of this policy are:

- 1) To ensure an effective and efficient promotion process which is fair, equitable, professional and timely enabling MMUST to attract, retain and motivate staff.
- 2) To enable academics to make an application for promotion by providing clear information responding to the criteria against which promotion applications are considered.

### 4.0 General Provisions

An eligible member of staff may be recommended for promotion, or may request promotion in writing to the Deputy - Vice Chancellor in charge of Administration and Finance through the Deputy - Vice Chancellor in Charge of Academics and Students Affairs. The academic staff shall be required to fill the preliminary questionnaire (Annex 1) which will also be a self-assessment tool. Successful shortlisted candidates for the position of Professor and Associate Professor will be subjected to peer review and appearance before the Appointments and Promotions Committee of Council.

### 5.0 Criteria for Promotion

That appointment and promotion to various academic positions shall be according to the following criteria:

- 1) The attainment of the basic requirements as indicated in Table 1 on harmonized criteria and guidelines for appointment and promotion of academic staff.
- 2) The attainment of a relevant Bachelor’s degree as a mandatory requirement for the appointment of teaching staff.
- 3) Collaborative research and publishing shall be considered and encouraged as it enriches knowledge and quality of research work as compared to single author publication which are less critiqued.
- 4) Weighted points will be awarded for research, publications and community engagement as illustrated in Annex 2. and Annex 3.

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**Table 1: Harmonized Criteria and Guidelines for Appointment and Promotion of Academic Staff**

S. No.	Grade	Appointment/Promotion Criteria
1.	Professor	<p>A Professor must have:</p> <ul style="list-style-type: none"> <li>i) An earned PhD in the relevant area from an accredited and recognized University;</li> <li>ii) At least three (3) years teaching experience since last appointment as Associate Professor;</li> <li>iii) At least sixty (60) publications points of which at least forty (40) should be from credible refereed scholarly journal articles AND any other scholarly outputs equivalent to twenty (20) points since attainment of Associate Professor;</li> <li>iv) At least six (6) post graduate students supervised to completion, two (2) of whom must be at Doctoral level since last appointment as Associate Professor;</li> <li>v) Be registered with a relevant professional body and in good standing;</li> <li>vi) Attracted external research/development/scholarship funds of at least KES 10,000,000.00 (Ten million shillings) since last appointment as Associate Professor;</li> <li>vii) Evidence of active community outreach/engagement;</li> <li>viii) Relevant knowledge, skills and competencies.</li> </ul>
2.	Associate Professor	<p>An Associate Professor must have:</p> <ul style="list-style-type: none"> <li>i) An earned PhD in the relevant area from an accredited and recognized University;</li> <li>ii) At least three (3) years teaching experience since last appointment as Senior Lecturer;</li> <li>iii) At least forty eight (48) publication points of which at least thirty two (32) should be from credible refereed scholarly journals articles OR one (1) article in a credible and refereed journal in addition to one (1) University level book OR One (1) patent grant and other equivalent scholarly outputs since attainment of Senior Lecturer;</li> <li>iv) At least four (4) post graduate students supervised to completion, one (1) of whom must be at Doctoral level since last appointment as Senior Lecturer;</li> <li>v) Be registered with a relevant professional body where applicable and in good standing;</li> <li>vi) Attracted external research/development/scholarship funds of at least KES 5,000,000.00 (Five million shillings) since last</li> </ul>

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		<p>appointment as Senior Lecturer;</p> <p>vii) Evidence of active Community Outreach /Engagement;</p> <p>viii) Relevant knowledge, skills and competencies.</p>
3.	Senior Lecturer	<p>A Senior Lecturer must have:</p> <p>i) An earned PhD in a relevant area from an accredited and recognized University OR</p> <p>ii) An earned Masters from an accredited and recognized University.(For Medicine, Clinical Medicine, Engineering and Software Engineering);</p> <p>iii) At least three (3) years teaching experience since last appointment as Lecturer OR Six (6) years in Industry;</p> <p>iv) At least thirty two (32) equivalent publication points of which at least sixteen(16) should be from credible refereed journals articles OR equivalent scholarly outputs since attainment of Lecturer;</p> <p>v) At least three (3) post graduate students supervised to completion since last appointment as Lecturer OR For Medicine, Clinical Medicine, Engineering and Software Engineering, at least one (1) Post-graduate student to completion and two (2) in progress at the level of successful defense of proposal at the Graduate School;</p> <p>vi) Be registered with relevant professional body where applicable and in good standing;</p> <p>vii) Evidence of active Community Outreach /Engagement;</p> <p>viii) Relevant knowledge, skills and competencies.</p>
4.	Lecturer	<p>A Lecturer must have:</p> <p>i) An earned PhD in a relevant area from an accredited and recognized University</p> <p>ii) OR</p> <p>iii) An earned Master's degree qualification from an accredited and recognized University (For Medicine, Clinical Medicine, Engineering and Software Engineering);</p> <p>iv) At least three (3) years teaching experience at University level OR three (3) years of experience in research or Industry (For Medicine, Clinical Medicine, Engineering and Software Engineering) OR Three (3) years' experience since last appointment;</p> <p>v) At least twenty four (24) equivalent publication point from credible refereed journals articles OR equivalent scholarly outputs since attainment of Assistant Lecturer;</p> <p>vi) Be registered with relevant professional body where applicable and in good standing;</p> <p>vii) Evidence of active Community Outreach /Engagement;</p>

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		viii) Relevant knowledge, skills and competencies.
5.	Assistant Lecturer/Tutorial Fellow	An Assistant Lecturer/Tutorial Fellow must have: i) Evidence of registration of PhD; ii) An earned Master's Degree and a Bachelor's degree from an accredited and recognized University; iii) At least eight (8) equivalent publication points from credible refereed journal articles; iv) Be registered with relevant professional body where applicable and in good standing; v) Evidence of Community Outreach/Engagement ; vi) Relevant knowledge, skills and competencies.
6.	Graduate Assistant	A Graduate Assistant must : i) At least an Upper Second Class degree from an accredited and recognized University OR ii) Computed equivalent of upper second class degree For Bachelor degree programmes not classified; iii) Be registered or registrable for a relevant Master's Degree; iv) Be registered with relevant professional body where applicable and in good standing; v) Relevant knowledge, skills and competencies .

## 6.0 Job Description for Academic Staff

### 6.1 Graduate Assistant, Grade 10

#### a) Job Specification

This will be the entry grade for degree holders into this cadre. An officer at this level will work under direct supervision of a senior academician.

Duties and responsibilities will entail assisting in;

- i. Assisting the lecturers in preparation of teaching materials.
- ii. Assisting in conducting of research.
- iii. Teaching and examining assigned courses at Diploma level.
- iv. Supervising project work of Diploma students.
- v. Any other duty as may be assigned from time to time.

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### **6.2 Assistant Lecturer/Tutorial Fellow, Grade 11**

#### **a) Job Specification**

This will be the entry grade for Masters' degree holders into this cadre. An officer at this level will work under direct supervision of a senior academician.

Duties and responsibilities;

- i) Undertake teaching, research and community outreach activities.
- ii) Participate in the development and review of academic programmes.
- iii) Guide and counsel students.
- iv) Student supervision of research projects at undergraduate level.
- v) Examinations management.
- vi) Student assessment.
- vii) Attending and participating in research conferences and seminars.
- viii) Perform any other related duty assigned from time to time.

### **6.3 Lecturer, Grade 12**

#### **a) Job Specification**

This will be the entry grade for PhD degree holders into this cadre.

Duties and responsibilities

- i) Undertake teaching at undergraduate and graduate levels.
- ii) Undertake research and produce publications or other research outputs.
- iii) Supervise undergraduate and postgraduate research.
- iv) Participate in curriculum development and review.
- v) Examination preparation, administration and management.
- vi) Participate in administration and management of departmental programmes and activities.
- vii) Develop learning materials.
- viii) Community outreach activities.
- ix) Participate in the development and review of academic programmes.
- x) Guide and counsel students.
- xi) Attending and participating in research conferences and seminars.
- xii) Perform any other related duty assigned from time to time.

### **6.4 Senior Lecturer, Grade 13**

#### **a) Job Specifications**

This position is responsible for teaching and supervision of postgraduate and undergraduate programmes as well as undertake research that influence theory and practice in a given field.

Duties and Responsibilities

- i) Undertake teaching at undergraduate and graduate levels.
- ii) Undertake research and produce publications or other research outputs.
- iii) Supervise undergraduate and postgraduate research.
- iv) Participate in curriculum development and review.

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- v) Examination preparation, administration and management.
- vi) Participate in administration and management of departmental programmes and activities.
- vii) Develop learning materials.
- viii) Undertake community outreach activities.
- ix) Attract research and development funds.
- x) Participate in the development and review of academic programmes.
- xi) Guide and counsel students.
- xii) Where appropriate provide leadership in the department or school.
- xiii) Attending and participating in research conferences and seminars.
- xiv) Perform any other related duty assigned from time to time.

### **6.5 Associate Professor, Grade 14**

#### **a) Job Specifications**

This position is responsible for teaching and supervision of postgraduate and undergraduate programmes as well as undertake research that influence theory and practice in a given field.

#### **Duties and Responsibilities**

- i) Undertake teaching at undergraduate and graduate levels.
- ii) Lead and manage teams in conducting research individually or collaboratively.
- iii) Disseminate research findings through publishing peer reviewed outputs and national and international learned conferences.
- iv) Supervise, advice and mentor postgraduate students and their research.
- v) Write proposals for research and development funding.
- vi) Significantly contribute to the development of academic policies.
- vii) Lead and coordinate research activities in their subject areas.
- viii) Develop collaborative links and research partnerships with other researchers and institutions within and outside the university.
- ix) Participate in curriculum development and review.
- x) Guide and mentor early-stage researchers in their training, skills acquisition and career development in their specialization.
- xi) Examination preparation, administration and management.
- xii) Participate in administration and management of departmental programmes and activities.
- xiii) Undertake community outreach activities.
- xiv) Where appropriate provide leadership in the department or school.
- xv) Participate in the development and review of academic programmes.
- xvi) Attending and participating in research conferences and seminars.
- xvii) Perform any other related duty assigned from time to time.

### **6.6 Professor, Grade 15**

#### **a) Job Specifications**

This position is responsible for teaching and supervision of postgraduate and undergraduate

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programmes as well as undertake research that influence theory and practice in a given field.

#### Duties and Responsibilities

- i) Undertake teaching at undergraduate and graduate levels.
- ii) Lead and manage teams in conducting research individually or collaboratively.
- iii) Disseminate research findings through publishing peer reviewed outputs and national and international learned conferences.
- iv) Supervise, advice and mentor postgraduate students and their research.
- v) Write proposals for research and development funding.
- vi) Significantly contribute to the development of academic policies.
- vii) Lead and coordinate research activities in their subject areas.
- viii) Develop collaborative links and research partnerships with other researchers and institutions within and outside the university.
- ix) Participate in curriculum development and review.
- x) Guide and mentor early stage researchers in their training, skills acquisition and career development in their specialization.
- xi) Examination preparation, administration and management.
- xii) Participate in administration and management of departmental programmes and activities.
- xiii) Undertake community outreach activities.
- xiv) Where appropriate provide leadership in the department or school.
- xv) Participate in the development and review of academic programmes.
- xvi) Attending and participating in research conferences and seminars.
- xvii) Perform any other related duty assigned from time to time.

### 7.0 Adjunct and Visiting Academic Staff

The University Senate and Council shall institutionalize the positions of Adjunct Academic Staff to support teaching, research, collaborations, practical training, linkages, and promote relevance; and Visiting Academic Staff to cover short-term faculty vacancies.

The Deputy Vice Chancellor, Academic and Student Affairs (DVC, A&SA) and the Dean of the School must provide a clear justification for recruitment of adjunct staff. Adjunct Academic or Technical staff shall be appointed subject to availability of funds.

#### 7.1 Adjunct Academic Staff

The Adjunct Academic Staff shall be:

- i) Drawn from other Universities, industry, public sector or private sector, locally and internationally;
  - ii) A holder of an earned doctorate or equivalent degree qualifications in the relevant field from an accredited and recognized university;
- OR
- iii) A Master's degree in the relevant field from an accredited and recognized university, with at least two (2) years industry or work experience; and

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iv) A Holder of qualifications as prescribed for the respective ranks

### **7.2 Visiting Academic Staff**

The Visiting Academic Staff:

- i) Shall be sourced from local and foreign universities to support teaching, research and collaborations at the equivalent grade.
- ii) Must have an earned PhD or equivalent degree qualifications in the relevant field from an accredited and recognized University.
- iii) Shall be appointed as per the Research policy.
- iv) May be considered for a corresponding appointment which shall be treated as a new appointment subject to University Appointment Criteria.
- v) Shall join the University with the titles they hold from their parent institutions.
- vi) The appointment of a visiting academic staff shall be subject to availability of funds.

### **8.0 Review of Policy**

This policy shall be reviewed after three (3) years or as shall be determined by the University Council.

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**Annexes**  
**Annex 1**

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY  
PRELIMINARY INTERVIEW QUESTIONNAIRE**

**Part I: To be Completed by the Applicant**

**Personal Details**

**1.0** Position Applied For:.....

**1.1** Name of Candidate:.....

Gender:             M             F

**1.2** County of Residence:.....

**1.3** Present Designation and Grade:.....

Basic Salary:.....

**1.4** Date of Appointment to Present Grade: **Day**..... **Month**:.....**Year**:.....

**1.5** Total years of working experience in a University or equivalent organization:.....

**1.6** Date of submission of this document:.....

**2.0** Fulfillment of Qualifying Criteria

**2.1** Academic Qualification and Professional Qualifications:

S.No	Institution Attended	Year		Award (Ph.D, Masters Degree, KACE, KCE, KCSE)	Year	
		From	To		From	To



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**4.0** List of published books\*in the last five (5) years (state full title, author(s), ISBN, date of publication, etc.)

**4.1**

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**5.0** List of Publications in conference proceedings in the last five (5) years (state full title, author(s), ISBN, date of publication, etc.)

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**5.6 Editors of Journals**

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**6.0 List of postgraduate students supervised to completion in the last five (5) (Indicate the name of student, programme supervised and year of completion and University, 1<sup>st</sup>, 2<sup>nd</sup> etc. Supervisor.**

S. No	Name of Student	Programme (Ph.D./Master s)	Title of Thesis	Year of Completion/ University
1.				
2.				
3.				
4.				
5.				
6.				

**6.1 External Examinations**

S.No	University	Courses	Period
1			
2			
3			
4			
5			

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**7.0 External research grants/Development/Scholarship received (Title, Year and Amount)**

**7.1**.....

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**7.2**.....

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**7.3**.....

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**8.0 Other Details\*** (list any other relevant details including but not limited to: responsibilities, outstanding contributions to university, community service, attendance at conferences/workshops, etc. and attach relevant evidence )

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**8.2**

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**8.3**

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**8.4**

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**8.5**

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**8.6**

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**9.0** Membership of Professional Societies\* (List membership to professional societies, if any, and attach relevant evidence)

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**9.2**

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**9.3**

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**9.4**

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Note: (i) You MUST attach updated Curriculum Vitae and application letter.  
 The information presented is to the best of my knowledge true.

**Signature of Applicant:**

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**Signature**

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**Date**

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**Annex 2**  
**PUBLICATIONS & SCHOLARLY OUTPUT TABLE**

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	One Article in a Refereed Journal	8 points
4	One Tertiary Level Scholarly Book	8 points
5	Book Chapter in a University Level Scholarly Book	6 points
6	Refereed Learning Modules	6 points
7	One Reviewed Conference Paper	4 points
8	One Secondary School Level Textbook	4 points
9	Short Communication in a Refereed/Scholarly Journal	4 points
10	Consultancy and Project Reports	4 points
11	Refereed Exhibitions and Performances	4 points
12	One non - Reviewed Conference Paper	2 points
13	Leadership	2 points
14	Any Other Book	2 points
15	Editorship of a Book or Conference Proceedings	2 points
16	Scholarly Presentations at Conferences/Workshops/Seminars	2 points
17	Journal reviewing/Editorial responsibilities	2points
18	Book Review Published in Refereed Journals	1 point

*Patents(16)Computer Software(12)/Industrial Designs, Architectural Designs(8)/Trade Marks, Copy Rights, Trade Secrets, Geographical Indications(GIS),Data Base Rights, Plant Variety Protection, Plant Breeders right (4)*

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### Annex 3

#### SOURCES OF RESEARCH DEVELOPMENT AND SCHOLARSHIP FUNDING

S. No.	Sources of Research Development and Scholarship Funding
1.	Grants/Fellowship/Funds from NGOs and other Institutions
2.	Sponsorship attracted for conferences and workshop attendance
3.	External funding attracted for Conferences and Workshops
4.	Secured funding for students for Masters and Ph.D.
5.	Equipment Grants attracted
6.	Patent Grants
7.	Sponsorship attracted for Staff Exchange Program
8.	Consultancies
9.	Innovations initiated to bring about cost cutting to the institution
10.	Book grants attracted
11.	Funding attracted for publishing proceedings of conference/Workshops/Research outputs
12.	Funding attracted for Academic Programme Development