



# **TRINITY UNIVERSITY**

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## **Appointment**

### **And**

## **Promotion Criteria**

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### **Rewarding Academic Productivity**

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**2020 – 2022**

## **1.0 Preamble**

In line with the Mission of Trinity University, which is “**to equip our students with knowledge, skills, attitudes, competencies and values through quality teaching, learning and research, thus creating effective Change-agents and Value-adding members of the Society.**” Our core operational strategies involve a consistent drive for excellence in Teaching, Research, and other Academic and Administrative endeavours. These strategies are factored into the promotion criteria. Excellence in both basic and applied research with evidence of patents and quality publications in recognized journals and Conference proceedings are the major premise upon which the promotion criteria is based.

The University will strive to attain and maintain credible standards of appraisal for all Academic Staff with the key objectives of encouraging, recognizing, and rewarding:

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

## **2.0 Procedures**

**2.1.** There shall be a Central Appointments and Promotions Committee (**A&PC**) of the University, headed by the Vice Chancellor. Members will include the Deputy Vice-Chancellor(s), Registrar, Dean of School of Postgraduate Studies, Deans of Faculties, and any other members appointed by the Vice-Chancellor. The Principal Assistant Registrar (Establishment) shall serve as secretary.

The Committee shall:

Consider all recommendations for appointment to, confirmation of, and promotion within the academic staff cadre up to the professoriate, provided that in the appointment of Professors and Associate Professors, or equivalent positions, the reports of External Assessors as well as those of Specialist Interview Panels appointed by the Vice-Chancellor shall be considered.

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

**2.2** Membership of the Faculty **A&PC** shall comprise the College Professors, and Heads of Departments with the Dean serving as Chairman. An administrative staff not below the rank of Senior Assistant Registrar shall represent the Establishment at all meetings. The Faculty Officer shall serve as the Secretary.

- 2.3 At the Departmental level, the Appointments and Promotions Committee shall comprise the Head of Department (as Chairman) and all Academic staff not below the rank of Senior Lecturer. Where there are no Senior Lecturers and above, the College A&PC will suffice.
- 2.4. Considerations for promotion shall commence at the Departmental, followed by the Faculty up to the Central A&PC. The Departmental A&PC shall meet to consider all cases for promotion and the recommendations together with the minutes of the meeting must be processed to the Faculty A&PC, which shall meet before processing their recommendations to the Central A&PC for deliberation and consideration.
- 2.5. The recommendations for cases below the Professorial cadre shall include the assessment reports of publications (where applicable) signed by an expert in the field within the Department and or the Head of Department.
- 2.6. The Committee to consider applications to the Professorial cadre shall exclude all non-professorial members.
- 2.7. Every application to be processed to the Central A&PC for promotion to the professorial cadre shall be accompanied by a preliminary report of the assessment of the publications by members of the College A&PC and signed by the Dean. Where there are no experts in the Departments, external experts will be sourced.
- 2.8. Only staff serving on ground are eligible for consideration for promotion at that particular time. However, for members of staff whose papers had been submitted and were being considered before such a member proceeded on leave (study leave or sabbatical) shall be considered.
- 2.9. Since the promotion exercise begins from the Department, upon the receipt of the circular on promotion from the Establishment Office, the Head of Department shall inform all Academic staff in the Department, as well as directing them to the online notification on the Website.
- 2.9. All promotion cases that fail at the Departmental level shall not be processed to the Faculty A&PC. Candidates whose applications have not been successful at the Departmental level shall be informed formally in writing within 24 hours of the decision, stating the specific reasons for the decision taken. Copies of the letter shall be processed to the DVC (Academic), Registrar, and Dean.

However, candidates not recommended for promotion at the Departmental (or School) level, may (if not satisfied), report their cases, in writing, through the Dean to the Faculty A&PC. The Central A&PC shall be copied.

Each of such cases shall be referred to the appropriate Head of Department for comments. The affected candidates shall be invited by the Faculty A&PC to defend their cases.

Similarly, candidates whose applications have not been successful at the Faculty level shall also be informed formally in writing within 72 hours of the decision stating the reasons. Candidates not recommended at the Faculty level, may (if not satisfied) report their cases, in writing, to the chairperson of the Central A&PC through their Dean within a week of receipt of the decision of the Faculty A&PC.

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

**2.11** Announcement for Appointments and Promotions shall be made yearly in the month of February. The process of interview shall commence in April and concluded latest in June. Successful cases shall be made by end of July to take effect from 1<sup>st</sup> of August/September of the year of promotion or the beginning of a new academic session.

### **3.0 The Scoring System**

Parameters for assessment shall be scored as indicated in Table 1

**Table 1: Parameters for Assessment**

3.1.	Scholarship	60
3.2.	Teaching Quality (Effective and Competent Teaching)	15
3.3.	Leadership skills/traits	10
3.4.	Community Development	10
3.5.	Compliance with the Core Values	5
<b>Total</b>		<b>100</b>

#### **3.1. Scholarship**

Scholarship will be determined by the quality of publications, current research and peer recognition (**appreciable number of citations in Google Scholar is required across all levels**). Hence, it is mandatory for every Academic Staff to create a Google Scholar page. Similarly, only publications that are archived in the University Repository in full-paper form or abstract form, in cases where copyright restrictions exist, shall be considered for promotion and scored appropriately.

The maximum score for this parameter shall be as specified below:

**Table 2: Parameters for Scholarship**

1.	Publications	40
2.	Research Quality	8
3.	Peer recognition	7
4.	Academic Linkages	5
<b>Total</b>		<b>60 Marks</b>

### **3.1.1. PUBLICATIONS**

#### **3.1.1.1. Journal Publications**

The University shall recognize published articles in learned journals bearing in mind the following considerations.

Recognition of articles published in:

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

Special emphasis shall be placed on publications indexed in **SCOPUS** and the *Thomson Reuters Web of Science*<sup>TM</sup>.

All applicants for promotion must indicate clearly additional papers that have been obtained since their last Promotion/Appointment. These should be clearly marked (**asterisked**) and listed beneath other papers that had used for previous promotion.

All papers presented for assessment must be summarized to reflect fitness to a candidate's primary/secondary areas of research and contributions. This is to aid the assessment process.

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

- a. Quality and standard of the article.
- b. Not more than one (1) article in a given issue of a journal, and not more than three (3) articles in two years.
- c. For promotion to Lecturer I grade, not less than 40% of the articles shall be in international journals
- d. For promotion to the grade of Senior Lecturer, not less than 50% of the articles shall be published in international journals.
- e. For promotion to the grade of Associate Professor, not less than 60% of the articles shall be published in International journals.
- f. For promotion to the grade of Professor, not less than 70% of the articles shall be published in International journals

- g. For promotion to the grade of Associate Professor or Professor, not more than 20% of the journal articles shall be in the same journal
- h. A candidate shall be the lead in not less than 50% of jointly authored articles for Senior Lecturer and above.
- i. ALL journal articles jointly indexed in **SCOPUS** or the *Thomson Reuters Web of Science*<sup>TM</sup> with Impact Factor shall be scored a maximum of three (3.0) points.
- j. ALL journal articles indexed in **SCOPUS** or the *Thomson Reuters Web of Science*<sup>TM</sup> without Impact Factor shall be scored a maximum of two (2.0) points.
- k. ALL other journal articles that are **NOT** indexed in **SCOPUS** or the *Thomson Reuters Web of Science*<sup>TM</sup> shall be scored shall a maximum of (1.0) point.
- l. Where there is more than one author, the score earned will apply to all.
- m. Not more than three (3) acceptance letters shall be considered for promotion up to the rank of Senior Lecturer.

**Table 3: Scoring of Journal Publications**

	<b>Journal Publication</b>	<b>Score</b>
i)	SCOPUS/Thomson Reuters <i>Web of Science</i> indexed (with Impact Factor)	3.0
j)	SCOPUS indexed/Thomson Reuters <i>Web of Science</i> indexed (without Impact Factor)	2.0
k)	All other journal articles that are not indexed in SCOPUS/Thomson Reuters Web of Science <sup>TM</sup>	1.0

Note: *International* in this context is not location bound, but rather dependent on the membership of the Editorial Advisory/Review Board of the Journals. Similarly, based on the Assessor's judgment, a score lower than the maximum score can be awarded.

### **3.1.1.2 Books/Chapters in Books**

For the purpose of promotion exercise, a book is regarded as a publication of more than 100 pages, on 12 points or 120 pages on 14 points Times New Roman, cover excluded. A book must have an ISBN. Generally, book chapters shall be assessed just like journals articles based on indexing (viz. maximum of 3 points). All books to be considered must be published by reputable publishers, and not printed.

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

- a. Publishers of such books shall be those that are recognized by the particular College/Department of the candidate.
- b. The publishers shall be academic units at the University level, Research centres, (Public or Private) and Professional bodies (Academic or Technical).

- c. Other recognized categories of publishers shall be as decided upon from time to time by the University Management.
- d. Evidence of peer review of such books as presented for promotion exercise shall be requested for at the Departmental level.
- e. Textbooks published for Primary and Secondary Schools are unacceptable for academic promotion purposes; but such books shall be regarded and graded under the Community Development/Service Initiative section.
- f. Such published books as will be presented for promotion exercise shall be the product of rigorous research in the area of specialisation of the candidate.
- g. Books, and chapters in books shall be assessed. However, in order to accommodate the peculiarities of the various disciplines in the University, they shall not constitute more than 30% of the candidate's publications,
- h. Chapter contributions by the same author(s) in the same book shall be listed as a, b, c, etc. And shall be evaluated as just one (1) contribution.
- i. Each book will attract a maximum of four (4) points based on peer review.
- j. All books to be considered must be in the candidate's area of specialisation.
- k. Like journal articles, the score earned will apply to all authors.

### **3.1.1.3 Monographs, Conference Proceedings, Technical Reports, etc.**

Conference proceedings, Technical reports, articles in proceedings of workshops and symposia indexed in SCOPUS/Thomson Reuters *Web of Science*<sup>TM</sup> (WoS) and, particularly in *Conference Proceedings Citation Index*<sup>TM</sup> (CPCI) shall be scored under Publications.

- a. A maximum of five (5) CPCI and/or SCOPUS/WOS indexed **conference proceedings** papers shall each be scored **exactly** one (1) point.
- b. Peer reviewed **monographs** shall be assessed as journal articles and scored a **maximum** of three (3) points.
- c. Book reviews shall be considered up to a maximum of five (5) and each scoring a **maximum** of 1 point.

### **3.1.1.4 Patents**

Patents shall be considered, taking into account the following:

- a. Not more than five (5) patents (at 3 points each) shall be considered.
- b. A major scientific development or invention (which must be documented and refereed) would be equivalent to a book.
- c. A minor scientific invention (which must be documented and refereed) would be equivalent to a scholarly journal paper.

### **3.1.1.5 Creative Work**

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

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

#### **3.1.1.6 Appointment based on Industrial Experience**

Applicants in professional programmes as recognized by the NUC who possess a Ph.D degree and are seeking appointment or promotion up to the Senior Lecturer position may be considered, bearing in mind their cognate industry experience, provided they would have attained the Managerial position before joining the faculty base of the University. The experience at the Managerial position at the corporate level in a reputable public or private enterprise shall be considered in their placement. This category of Faculty will not constitute more than 50% of all other Senior Lecturers in the Department. For promotion beyond the Senior Lecturer position, the publication criteria will hold sway.

#### **3.1.1.7 Special Consideration for Faculty in Professional Departments**

As a strategic option, Faculty in the core areas of Engineering, Technology Science and other Professional programmes recognized by NUC who have at least 10 years of Industry and University teaching experience post Ph.D and have a track record of research and product development may be encouraged to apply up to the position of Senior Lecturer. Their publications will be reviewed as appropriate.

#### **3.1.1.8 Appointment of Professors and Associate Professors with Industry Experience.**

The University encourages Faculty who have earned a Ph.D degree or its equivalent from renowned Universities in disciplines relevant to the needs of the University to apply for Professorship (i.e. Associate Professor/Professor). Such applicants may be currently serving as Faculty but should be persons in the Managing Director cadre of top corporate, multinational organizations in Nigeria/International contexts, who have the potential to add value, particularly from a practitioner base.

Such individuals must have distinguished themselves in the particular field they are being considered for. They must also be able to attract endowment, and credible network base with remarkable pedigree. Such persons should serve as bridge between town and gown and bring in a rich industry pedigree & expertise to the University. They should also boast of an appreciable publication, particularly in practitioner-based journals.



### 3.1.1.9. Summary of Publication Scores per Cadre

The minimum scores for each of the cadres are presented below:

**Table 4: Minimum Required Publication Points**

Professor	34
Associate Professor	30
Senior Lecturer	25
Lecturer I/ Research Fellow I	21 or Ph.D and Professional Registration
Lecturer II/ Research Fellow II	17 or Ph.D/Master's Degree with Professional Registration
Assistant Lecturer	Possession of a Master's Degree with M.Phil/Ph.D grade

### 3.1.2: Research Quality

This shall be assessed on the basis of:

**Table 5: Current Research Scores**

S/N	Parameters	Score
1.	Relevance*	4
2.	Visibility**	3
3.	Membership of a Research Cluster	1
Total		8

\* Relevance to TU Research Focus

\*\* Appreciable Citation in Google Scholar

### 3.1.3: Peer Recognition

This shall be determined by the following considerations.

**Table 6: Peer Recognition Scores**

S/N	Parameters	Score
1.	Conferences attended with papers read since last promotion	1
2.	Membership of Reputable Editorial Board of Journals	2
3.	Appointment (on academic merit) by external bodies e.g. as University External Examiner, or other equivalent positions	2
4.	Delivery of lead papers, keynote addresses or Public lectures	2
Total		7

### 3.1.4: Academic Linkages

This shall be assessed based on the recognition of the applicants within the academic and professional circles.

**Table 7: Academic Linkages Scores**

S/N	Parameters	Score
1.	Active membership of Professional bodies	1
2.	Attraction of research linkage and Collaboration (Nationally and Internationally)	2
3.	Collaboration with external bodies and recognition in Professional circles e.g. (appointments to boards, awards, and fellowships)	2
<b>Total</b>		<b>5</b>

### 3.2: Teaching Quality (Effective and Competent Teaching)

This shall be assessed on the basis of student evaluation, quality of lecture modules, and use of modern teaching aids for lecture delivery and overall student performance. Experience based on the number of years of teaching shall also be rewarded.

Scoring shall be as specified below:

**Table 8: Teaching Quality**

S/N	Parameters	Scores
1.	Length of teaching – 1 mark for each year after the first five years – up to a maximum of 5 years.	3
2.	Effective use of Multimedia for Lecture Delivery	2
3.	Evidence of the use of LMS for Lecture delivery (Course Compacts and Notes of the Portal)	2
4.	Evidence of Updated Staff Profile of the Portal	2
5.	Overall students' performance	2
6.	Student Evaluation (Quality Assurance)	3
<b>Total</b>		<b>14</b>

### 3.3 Leadership Skills and Traits

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

Evaluation shall be based on the following indices:

**Table 9: Leadership Scores**

S/N	Parameters	Scores
1.	Appointment as Dean, Director, Head of Department or Coordinator	2
2.	Leadership/membership of University Committees, ad-hoc and statutory Committees, service at Department, College, Hall and University levels	2
3.	Mentorship of students with evidence of contact / Postgraduate Supervision	2
5.	Punctuality and attendance at committee meetings	2
6.	Records of accomplishments/contributions	2
<b>Total</b>		<b>10</b>

### 3.4 Community Service

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

**Table 10: Community Service Scores**

S/N	Parameters	Scores
1.	Initiating and participating in developmental projects within Sabo – Yaba, e.g. sanitation, road safety, workshops, advocacy, road maintenance, etc.	2
2.	Effective participation in University <i>in-loco parentis</i> programme/Counselling	2
3.	Initiating and participating in advocacy programmes in health, education, general safety measures, etc.	2
4.	General advocacy on topical issues of National/Global importance	2
5.	Initiating and participating in projects with National/Global impact	2
<b>Total</b>		<b>10</b>

Evidence of such participation as mentioned above must be provided.

### 3.5: Compliance with Core Values

The Core values of the University are carefully crafted to address the current situations in the country and Africa in general. The are Academic Excellence, Professionalism, Responsibility, Integrity, Christian Values, and Leadership.

Every staff of the University is expected to align with these values for efficiency. Therefore, assessment for promotion will incorporate alignment parameters as indicated below:

**TABLE 11: SCORES FOR CORE VALUES**

<b>Core Value</b>	<b>Description</b>	<b>Points</b>
<b>Academic Excellence</b>	<ul style="list-style-type: none"> <li>- Commitment to Teaching Quality and Academic Excellence.</li> <li>- Punctuality at Lectures and Meetings.</li> <li>- Availability for Counselling and Consultation.</li> </ul>	<b>1</b>
<b>Professionalism</b>	<ul style="list-style-type: none"> <li>- Membership of Professional Body(ies).</li> <li>- Application of innovative concepts into the teaching method.</li> <li>- Active participation and application of expertise in Community Impact initiatives.</li> </ul>	<b>1</b>
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>- Disciplined and committed approach to University assignments.</li> <li>- Total commitment to the University Vision, Values and Goals.</li> <li>- Promptness in service delivery &amp; Punctuality to events.</li> </ul>	<b>1</b>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>- Demonstration of Honesty, Uprightness and Trust.</li> <li>- Evidence of Transparency and Accountability.</li> <li>- Demonstration of judicious management of funds and resources.</li> </ul>	<b>1</b>
<b>Christian Values</b>	<ul style="list-style-type: none"> <li>- Active participation in Spiritual activities on Campus.</li> <li>- Evidence of Love and Harmonious working relationship.</li> <li>- Demonstrable evidence of Christian virtues.</li> </ul>	<b>1</b>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>- Commitment to Mentorship.</li> <li>- Demonstrable evidence for managing self, peers and students.</li> <li>- Ability to Lead others to produce results.</li> </ul>	<b>1</b>
<b>Total</b>		<b>6</b>

#### 4.0: Conditions for Promotion

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

**Table 12: Promotion Scores Matrix**

	Scholarship	Teaching Quality	Community Development	Leadership	Core Values	Total (%)
<b>Cadre Maximum</b>	<b>40+8+7+5=60</b>	<b>14</b>	<b>10</b>	<b>10</b>	<b>6</b>	<b>100</b>
Professor	34+6+5+4=49	10	8	8	5	80
Associate Professor	30+5+4+4=43	8	7	7	5	70
Senior Lecturer	25+4+4+3=36	7	6	6	5	60
Lecturer I	21+3+3+2=30	6	5	5	5	50
Lecturer II	17+3+3+2=25	6	5	4	5	45
Assistant Lecturer	Completion of the Master's Degree with a <b>CGPA</b> for <b>M.Phil/Ph.D</b>					

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

#### 4.1 Assistant Lecturer

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

#### 4.2 Lecturer II

Normally, candidates for appointment to the grade of Lecturer II shall possess the Ph.D Degree from this Trinity University or other Universities recognized by its Senate. Such candidates must exhibit the characteristics indicated on our conditions for appointment and promotion. Fresh Ph.D holders may not be evaluated on the publication criterion. Faculty without the Ph.D but who seek promotion from Assistant Lecturer to Lecturer II must show evidence that they have successfully defended their Ph.D proposals with relevant years of Teaching experience.

For the professional courses, candidates with the Master's Degree and full corporate registration certificates such as the **COREN, CIBN, ICAN, LLM**, etc. are appointed as Lecturer II.

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

#### **4.3 Lecturer I**

Candidates for appointment or promotion to the Lecturer I position shall in addition to meeting the requirements for the post of Lecturer II serve normally for a minimum of 3 years in a University or an institution of similar status or shall have had relevant professional experience elsewhere. The candidates must show appreciable Citation in **Google Scholar**. **SCOPUS** Citation shall be an added advantage.

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

#### **4.4 Senior Lecturer**

Possession of the Ph.D or its equivalent is mandatory for promotion to this level. To be promoted from Lecturer I to Senior Lecturer, a candidate must have served a minimum of 2 or 3 years as Lecturer I and at least 5 years of teaching experience at a University or institution of similar status. The candidate must show appreciable Citation in **SCOPUS**.

#### **4.5 Associate Professor**

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

- a. Outstanding research and publications.
- b. Adequate experience including professional excellence and competent teaching.
- c. Evidence of leadership in research and postgraduate supervision.
- d. The residency period for promotion from Senior Lecturer to the rank of Associate Professor shall be at least 2 years.
- e. Exceptional teaching ability at the University level or in other institutions of identical status for at least 8 years and/or (3) three years post Ph.D.

#### **4.6 Professor**

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

- a. Outstanding research publications.
- b. Adequate experience, including professional experience.
- c. Evidence of leadership in research and postgraduate supervision.

- d. Administrative competence.
- e. Exceptional teaching ability at the University level or in other institutions of identical status for at least 10 years and/or (5) five years post Ph.D.

#### **4.7 Promotion from Senior Lecturer to the Grade of Professor**

To be promoted from Senior Lecturer to the grade of Professor, the candidate must have been on this position for at least five (5) years and satisfy all the Criteria for promotion to the post of Professor.

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

- a. In addition to the preliminary assessment at both the Departmental and College levels, the College shall make a *prima facie* case to the Central Appointments and Promotion Committee. Thereafter, and on the recommendation of the Central A&PC the Vice Chancellor shall put in place the processes of the External Assessment of the candidate's publications.
- b. The Dean of the College shall submit to the Vice Chancellor a list of 6 names of possible assessors on the **advice** of the Head of Department (**where the Head of Department is a Professor**).
- c. Where the Dean is not a Professor, an ad-hoc committee appointed by the Vice Chancellor shall generate the names.

Nominees as External Assessors shall not be:

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

#### **4.9 Equivalent Positions at The University Library**

- 1. University Librarian – Professor
- 2. Deputy Librarian – Associate Professor
- 3. Principal Librarian – Senior Lecturer
- 4. Senior Librarian – Lecturer I
- 5. Librarian I – Lecturer II
- 6. Librarian II – Assistant Lecturer
- 7. Assistant Librarian – Graduate Assistant.

#### **4.10 Advertisement of Vacancies for Academic Positions**

In the course of each academic session, as the need arises, advertisement will be placed for identified Academic vacancies. Both internal and external applications will be harvested. Internal applications shall be considered along the external ones as Appointments, without prejudice to the normal annual Promotion exercise at the instance of the A&PC. This precludes the former clause on accelerated promotion.

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