NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Policy and Procedures for Awarding and Appointing Professors



OFFICE OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND PARTNERSHIPS

POLICY AND PROCEDURES FOR AWARDING AND APPOINTING PROFESSORS

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	Copyright and Neighbouring Rights Protection Act, 1994 (Act No. 6 of 1994)	*Employability Policy*
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ABBREVIATIONS AND ACRONYMS

Abbreviations	Meaning
CV	Curriculum Vitae
DVC: R&IP	Deputy Vice-Chancellor: Research, Innovation and Partnerships
DVCs	Deputy Vice-Chancellors
FPC	Faculty Professorial Committee
HC	Human Capital
HoD	Head of Department
UPC	University Professorial Committee
VC	Vice-Chancellor

Acronyms	Meaning
NGOs	Non-Governmental Organisations
NQF	Namibian National Qualifications Framework
NUST	Namibia University of Science and Technology

DEFINITIONS

Term	Definition
Academic Misconduct	Any action that compromises the integrity of teaching, research, or academic decision-making, including falsification of credentials, biased assessments, and unethical professional behaviour.
Academic Staff	Refers to any incumbent of a post declared by the Council to be an academic post. This includes faculty members who engage in teaching, research, and service activities within the university. Academic staff are typically responsible for curriculum development, mentoring students, conducting research, and contributing to the academic community through publications and presentations.
Adjunct Professor	A person who has been or is a Professor at another institution or an individual with expert knowledge and skills from the private or public sector, appointed for a specific period at the university. Adjunct Professors often teach and bring practical experience and industry insights into the classroom, enhancing the educational experience for students for a specific period.
Administrative Staff	Administrative staff are non-academic personnel who provide essential operational, managerial, and support services that enable the university to function effectively. They are not required to engage in teaching or research as part of their job description, but play a critical role in facilitating academic activities, student services, institutional governance, and resource management.
Associate Professor	An academic rank lower than Professor but higher than Senior Lecturer. Associate Professors are expected to have a strong record of teaching, research, and community service. They typically have significant experience in their field and are often involved in mentoring junior faculty colleagues and leading research projects. This rank is often a step toward promotion to a Professor position.
Council	The governing body of the Namibia University of Science and Technology (NUST), established under the NUST Act (Act No. 7 of 2015). The Council is responsible for the overall strategic direction of the university, including policy formulation, budget approval, and oversight of academic programmes. It ensures that the university meets its educational objectives and adheres to legal requirements.
Creative Work	Creative work refers to creating new original ideas/knowledge/art and/or transforming existing knowledge into improved products, prototypes, services and processes.

Curriculum Development	The process of designing and organising educational content, lessons, and assessments to achieve specific learning outcomes. This includes identifying educational needs, setting objectives, selecting materials, and evaluating effectiveness. Curriculum development ensures that educational programmes are relevant and aligned with institutional goals.
Emeritus Professor	A retired Professor who keeps an honorary title corresponding to that held before retirement. This title is often granted to recognise a distinguished academic career, including contributions to research, teaching, and community service. Importantly, Professors Emeriti may continue to engage with the university through mentoring, guest lectures, or collaborative research projects, ensuring their valuable expertise is not lost.
Facilitated Learning	An educational approach where the lecturer guides and supports students in their educational journey, fostering an environment that encourages participation, collaboration, and critical thinking. This method often involves interactive activities and discussions, allowing students to take an active role and ownership in their learning process.
Governance Framework	Institutional structures and policies that regulate ethical conduct, transparency, and accountability in university leadership and decision-making.
H-index	H-index is a numeric value that measures a researcher's productivity and impact based on their publications and citations.
Independent Review	A process conducted by external assessors to ensure objectivity and prevent conflicts of interest in promotion and appointment decisions.
Learning Outcomes	Specific statements that describe what learners are expected to know, understand, and be able to do by the end of a learning experience. Learning outcomes guide curriculum design and assessment, ensuring that educational activities are aligned with desired skills and knowledge.
Partnerships	Partnerships are strategic, mutually beneficial collaborations between higher education institutions and stakeholders—including other universities, industry, government, civil society, and communities—established formally and informally to foster collaborative learning, research, innovation, entrepreneurship, capacity building, and societal development. These partnerships are *not exclusive* to the *signed agreements*. The partnerships should be grounded in shared values, reciprocity, and a commitment to long-term impact while respecting all parties' cultural, institutional, and contextual diversity.

Pedagogy	The art and science of teaching, encompassing various instructional strategies, methods, and approaches used to facilitate learning. Pedagogy considers the needs of learners, the content being taught, and the context in which learning occurs.
Professor	The highest academic rank recognised for outstanding achievements and expertise in a particular field at the university. Professors are expected to demonstrate leadership in research and teaching, contribute significantly to their academic discipline, mentor junior faculty colleagues and students, and engage in community service. The role often includes publishing research and representing the university at national and international forums.
Professorship	Professorship refers to the rank, position or title of a professor within an academic institution. It signifies recognition of an individual's scholarly expertise, research contributions, and leadership in their field.
Funding	Funding refers to financial contributions, including monetary and *non-monetary resources*, to foster a sustainable, inclusive, and impactful research, innovation and entrepreneurial environment.
Visiting Professor	A Professor visiting the university to teach or conduct research for a specified time. Visiting Professors may come from other academic institutions or industry and are typically invited to share their expertise, enhance the university's academic programmes, and foster collaboration between institutions. Their presence often enriches the academic environment and provides students with unique learning opportunities.
Honorary Professorship	An individual who has received the title of Professor based on notable professional achievements and recognised contributions to the field that may include significant community service, leadership roles, or advancements in practice. Honorary Professors may not have formal teaching responsibilities but are valued for their expertise and influence.
Posthumous Honorary Professorship	Posthumous Honorary Professorship is awarded to an individual after passing away in recognition of their exceptional scholarly contribution to their field.

1. PREAMBLE

The Namibia University of Science and Technology (NUST) recognises the need for a structured, transparent, and merit-based framework for the awarding, promotion, and appointment of professors. Professorial ranks represent the highest level of academic achievement, scholarly excellence, research leadership, and professional influence, and this policy ensures that appointments reflect NUST's commitment to academic integrity, innovation, and global competitiveness.

1.1 Purpose

The primary purpose of this policy is to:

1.1.1 Align professorial appointments with the University's vision and mission of excellence in teaching, applied research, innovation, entrepreneurship and community service.
1.1.2 Align with national, international standards and best practices in higher education.

1.2 Background

The review of this policy is required to align the award of professorial titles with national and international best practices, maintain academic excellence, and uphold the university's commitment to excellence in research, teaching and learning, and community service. It is also guided by the need to ensure a seamless process, harmonise the recruitment procedure, and achieve a clear and concise policy interpretation. It also responds to the evolving demands of academia.

1.3 Objectives

The objectives of this policy are to:
1.3.1 Define the criteria and procedures for appointing and promoting eligible staff members to professorial ranks, upholding high scholarly and professional standards while recognising and rewarding academic achievements, research contributions and leadership.
1.3.2 Ensure transparency and fairness in the evaluation and decision-making processes.
1.3.3 Promote career development and provide opportunities for faculty advancement.

2. SCOPE OF APPLICATION

This policy applies to **all eligible candidates** including faculty and staff members seeking promotion and external candidates applying for professorial positions. This also includes candidates who are nominated for the award of professorships. It covers all disciplines, institutes, centres, departments, schools and Faculties within the University.

3. POLICY STATEMENT

NUST is committed to being a premier university of science and technology. By awarding, promoting, and appointing professors—who represent the pinnacle of professional knowledge, scholarly activity, influence, research, and leadership—NUST ensures the assembly of high-calibre academics. This not only enhances the university's public image and reputation both nationally and internationally but also reinforces its commitment to academic excellence. Additionally, NUST strives to promote equal

opportunities for all staff and foster a working environment free from discrimination and unfair treatment.

4. LEGAL FRAMEWORK

This policy should be read in conjunction with related policies and other documents as indicated on this document's front (first page).

5. PRINCIPLES GUIDING PRACTICES AT NUST

The recognition of a Professorship in academia reflects the demonstration of a combination of scholarly achievements and qualifications across key performance areas. These individuals have convincingly demonstrated expertise and significantly contributed to specialisation, thereby making a profound impact on the broader society. The recognition of a Professorship will be both a mark of merit and rank in the University's academic structure. Awarding the professor's rank represents the highest honour that can be bestowed upon a person in the educational field. The policy sets apart six (6) categories of professorships, which are distinguished below:

5.1 Categories

5.1.1 Associate Professor

This position is awarded to individuals who have demonstrated **significant achievement** beyond the level of Senior Lecturer in research and publications, teaching and learning excellence, service to the institution/profession, the community and academic independence.

5.1.2 Professor

This highest academic position is awarded to individuals who possess evidence of **sustained academic excellence** and **leadership** (outstanding research record, leadership in teaching and learning, national/international recognition, service leadership and impact in the broader society) in their respective fields.

5.1.3 Emeritus Professorship

Emeritus Professorship may be awarded to a **professor** who is retired from the University. The individual is deemed to have made significant contributions to the University, and the award presents an opportunity to continue making an extensive impact on the Institution and society.

5.1.4 Visiting Professorship

A visiting professor is a **professor** affiliated with another university who joins the University temporarily for a specific period to teach, conduct research, participate in community service, or collaborate with the staff member(s).

5.1.5 Adjunct Professorship

An adjunct professorship is a **part-time faculty member** at the University who has already been awarded a professorship at another university. Non-academic professionals with **practical, high-level experience** may be appointed adjunct professors because of their expertise in bringing real-world insights to academia.

5.1.6 Honorary Professorship

Honorary professorship may be awarded to individuals with **outstanding scholarly contributions**. They are professional experts whose exceptional contributions to the field deserve recognition.

5.2 Appointment and Promotion Criteria for Professorships

5.2.1 Associate Professor

5.2.1.1 Candidates for appointment to the rank of Associate Professor must *demonstrate evidence* of significant contributions to facilitated learning, including the use of appropriate pedagogy and technology-enabled teaching methods. *In addition*, candidates must show a sustained record of research or creative work beyond the doctoral level. For appointment to Associate Professor, all the following *minimum non-negotiable* requirements must be met:

1) A doctoral (or equivalent on NQF Level 10) degree.
2) Six (6) years of service (in research, teaching and learning **OR**/**AND** experience in industry).
3) A cumulative record of twelve (12) publications (in reputable peer-reviewed journals/books/book chapters/conference proceedings/patents/intellectual property as per the *NUST Accredited Publications*) with five (5) published in the last five years.
4) At least successful supervision of four (4) master's theses; of these, at least two (2) of the supervisions must be the main supervisor, **OR** at least successful supervision of two (2) PhD's theses; of these, at least one (1) of the supervisions must be the main supervisor (*see footnote*[1]).
5) Demonstrate a track record of securing funding for research, innovation and entrepreneurship activities.
6) Evidence of engagement in partnerships in the recent five (5) years. These activities may include, but are not limited to, teaching and learning collaborations; research and innovation partnerships such as joint supervision of postgraduate students; and joint research projects with local or international universities, research institutions, Non-Governmental Organisations (NGOs), communities, and industry partners.
7) Candidates must provide documented evidence of their contributions to institutional development activities. These may include, but are not limited to, involvement in policy formulation, strategic planning, curriculum review and development, quality assurance and accreditation processes, and staff development initiatives.
8) Reflexive community services to a broader community, and professional community service within the field of specialisation.

[1] One (1) PhD = Two (2) Master's Theses and not vice versa.

5.2.1.2 As an *added advantage* to further distinguish eligible candidates, each Faculty must establish a *minimum h-index threshold*, based on Scopus or other reputable citation databases per the NUST-accredited list of article indices, to reflect discipline-specific research impact and excellence.

5.2.1.3 *Accelerated promotion* to the associate professor position from a lower position other than the senior lecturer position may be considered if the *minimum non-negotiable* requirements are met. The *minimum non-negotiable requirements* apply to internal promotions and appointments for externally advertised associate professor positions.

5.2.2 Professor

5.2.2.1 Candidates for appointment to the rank of Professor are expected to *demonstrate a sustained* and outstanding contribution to facilitated learning, incorporating appropriate pedagogical approaches and technology-enabled instruction. Additionally, candidates must show evidence of research excellence or creative work that clearly exceeds the level required for Associate Professor. Must show national or international recognition for research excellence. The body of work is expected to be extensive, original, and *influential*, with a significant citation record. Demonstrate *leadership* at national and international forums. Demonstrated professional development, *including mentorships*, and made vital contributions to the department, school, Faculty, university and community. For professorship, *all* the following *minimum non-negotiable requirements* need to be demonstrated:

1) A doctoral (or equivalent on NQF Level 10) degree.
2) Seven (7) years of service (in research, teaching and learning **OR**/**AND** experience in industry).
3) A cumulative record of twenty-five (25) publications (in reputable peer-reviewed journals/books/book chapters/conference proceedings/patents/intellectual property as per the *NUST Accredited Publications*) with ten (10) published in the last five (5) years.
4) At least seven (7) postgraduates were successfully supervised at NQF level 9 or NQF level 10. Out of the seven (7), at least one (1) **must be at NQF level 10 (***see footnote*[2]). At least three (3) of the master's theses supervised must have been at the main supervisory level.
5) Demonstrate a track record of securing funding for research, innovation and entrepreneurship activities.
6) Evidence of engagement in partnerships in the recent five (5) years. These activities may include, but are not limited to, teaching and learning collaborations; research and innovation partnerships such as joint supervision of postgraduate students; and joint research projects with local or international universities, research institutions, Non-Governmental Organisations (NGOs), communities, and industry partners.
7) Candidates must provide documented evidence of their contributions to institutional development activities. These may include, but are not limited to, involvement in policy formulation, strategic planning, curriculum review and development, quality assurance and accreditation processes, and staff development initiatives.
8) Reflexive community services to a wider community, and professional community service within the field of specialisation.

[2] One (1) PhD = Two (2) Master's Theses and not vice versa.

5.2.2.2 As an *added advantage* to further distinguish eligible candidates, each Faculty must establish a *minimum h-index threshold*, based on Scopus or other reputable citation databases per the NUST-accredited list of article indices, to reflect discipline-specific research impact and excellence.

5.2.2.3 *Accelerated promotion* to the professor position from a lower position than the associate professor position may be considered if the *minimum non-negotiable* requirements are met. The *minimum non-negotiable requirements* apply to internal promotions and appointments for externally advertised professor positions.

5.2.2.4 *Newly appointed* professors must deliver an inaugural lecture within eighteen (*18) months* of their appointment. Details on how the inaugural lecture should be delivered is provided in the Procedures and Guidelines of this policy.

5.2.3 Emeritus Professor

Emeritus professor is not automatically granted upon retirement; it is *earned* through a career of **distinguished excellence** in facilitated learning, research and academic leadership with *at least ten (10) years of continuous* service at the University. The retired professor must be recognised in their field of specialisation. Professors who retire or are *medically boarded* may be awarded an emeritus professorship by the university; the latter usually associated with long and/or meritorious service to the university.

5.2.4 Visiting Professor

The visiting professor will be *appointed at the Institution for a fixed period* (term or semester or year). Must be a recognised expert in the field of specialisation and relevant to departmental need or institutional strategic objectives. The visiting professor is accorded the same designation as the one s/he holds at the home institution; thus, the University does not evaluate to determine whether the visiting professor meets the minimum non-negotiable requirement for associate professor or professor appointment. The individual must be affiliated to reputable universities, research centres, or industry of good standing.

5.2.5 Adjunct Professorship

5.2.5.1 The individual shall hold a doctoral degree and must provide verifiable evidence of expertise and competence in their field of specialisation, as well as in the specific area(s) of service and contribution to the University.

5.2.5.2 In exceptional cases, where the candidate demonstrates outstanding professional achievements and recognised impact in their field, the requirement for a doctoral degree may be waived upon approval by the Senate.

5.2.6 Honorary Professorship

5.2.6.1 An honorary professorship is awarded to an individual with national or international good standing in recognition of their expertise in a particular field. The individual's potential

contribution to the university must be significant and or strategic, such as collaborative research, presenting guest lectures, mentoring and others. The individual could be from the private and public sectors or academia and possess expertise equivalent to that of an academic professor. The award may not necessarily be equated to the Institutional criteria for appointing an Associate Professor or Professor.

5.2.6.2 Honorary Emeritus Professorship may be conferred upon a retired professor who was not a full-time employee of the University but has made a significant contribution to the Institution. Such contributions may include service as a visiting professor, collaborator, or advisor.

5.2.6.3 The Vice-Chancellor and Deputy Vice-Chancellors of the University may be granted the title of Honorary Professor in cases where they do not meet the standard requirements and criteria for appointment at the level of Associate Professor or Professor. This recognition is conferred in acknowledgment of their position, status, rank, and standing within the University.

5.2.6.4 *Posthumous* Honorary Professorship may be awarded to formally recognise and honour an individual's outstanding lifetime contributions to a field or discipline—their impact on teaching and learning, research, innovation and collaboration or service to the University or national/international development.

5.3 Use, Retention, and Forfeiture of Title

The awarding of a professorship entitles the recipient to use the title in the following circumstances:

5.3.1 A person to whom an associate professorship, professorship, adjunct professorship, emeritus professorship or honorary professorship has been awarded shall be entitled to be called "Professor".

5.3.2 Staff members awarded the title of Professor shall retain and use this academic title with any managerial or administrative designation they may hold within the University.

5.3.3 Individuals who have been awarded professorships shall *retain* the title of "Professor" if they are promoted or appointed to other positions within the University, or if they depart from the University.

5.3.4 Individuals who are found guilty of gross misconduct shall be subject to revocation of the professorial title.

5.3.5 The honorary professorship is revocable at the University's discretion, if the individual's behaviour brings the University into disrepute.

5.4 Appeals

Unsuccessful applicants can appeal in writing, if not satisfied with the reasons given by the University Professorial Committee (UPC), to the Chairperson of the Council through the Registrar within fourteen (14) days after receiving the outcome of the application in writing. The appeal request for a review of the case is made to the NUST Council, and the decision of the Council in this regard shall be final.

6. POLICY CONTEXT

This policy context aims to uphold academic excellence by recognising outstanding teaching and learning, research and community service contributions while aligning with the University's mission, national educational goals and international standards.

7. STRUCTURES GOVERNING THE POLICY

The Office of the Deputy Vice-Chancellor for Research, Innovation and Partnerships is the leading Executive governing this policy and its guidelines and procedures.

8. IMPLEMENTATION

Policy implementation involves transforming policy objectives into concrete actions to achieve desired outcomes through administrative processes and decisions. The following subsections describe the respective entities' roles and responsibilities for implementing this policy.

8.1 Roles and Responsibilities

8.1.1 University Professorial Committee

The University Professorial Committee evaluates applications and recommends appointments and promotions for professorships to the Vice-Chancellor. The University Professorial Committee evaluates candidates based on academic credentials, research outputs, teaching and learning excellence, community engagement, and leadership as recommended by the Faculty Professorial Committee. The University Professorial Committee include senior academics, Professors, Senate Representatives, Dean of Faculties, Human Capital representatives, and external assessors. See Procedures and Guidelines for the Terms of Reference of the UPC.

8.1.2 Faculty Professorial Committee

The Faculty Professorial Committee (FPC) shall handle the initial screening, selection and evaluation of candidates within the Faculties/Schools/Departments and make recommendations to the central University Professorial Committee. See Procedures and Guidelines for the Terms of Reference of the FPC.

8.1.3 External Reviewers/Assessors

External reviewers are subject matter experts from other universities, research institutions or retired professors (emeritus professors). They provide independent, confidential evaluations of the candidate’s academic portfolio (particularly research) to ensure objectivity and benchmarking against international standards. The Executive Deans appoint external reviewers recommended by the HoDs.

8.1.4 Human Capital

The Human Capital Directorate facilitates the administrative process and ensures compliance with the university's employment and promotions policies.

8.1.5 Council

The University Council approves all professorships for the Council-appointed staff (VC, DVCs, and Registrar) and honorary professorships.

8.1.6 Vice-Chancellor

The Vice-Chancellor gives the final approval of all staff appointments and promotions as delegated by the Council except those appointed by the Council.

8.1.7 Institutional Managers

The DVCs, Executive Deans, Executive Directors, Associate Deans and Head of Departments (HoDs) are responsible for creating a conducive environment and framework within which individual staff members can optimise their potential.

8.1.8 Staff Member

The staff member should take full responsibility and accountability for their own career planning and development.

8.2 Support and Advice

To ensure effective implementation and understanding of this policy, the following support structures are in place:

8.2.1 Legal questions and advice related to this policy will be channelled through the Office of the Chief Legal Advisor.

8.2.2 The Human Capital Directorate will provide support to faculty members regarding the application and promotion process, including guidance on documentation and procedural requirements.

8.2.3 The Department of Human Capital will assist in handling appeals pertaining to promotions and appointments while the Office of the Registrar will ensure compliance with institutional regulations governing promotions and appointments.

8.2.4 The University Professorial Committee will offer advice to candidates regarding the evaluation criteria and requirements for appointment and promotion.

8.2.5 The Executive Dean of the Faculty and Heads of Departments will provide academic staff with mentorship and guidance in preparing for promotion applications.

8.2.6 The Research Intelligence and Ethics Office within the Directorate of Research Innovation and Partnerships may be tasked to provide data to support candidates' publication metrics for decision-making.

8.2.7 Library and Information Services Department may be tasked to authenticate the candidate's publication list.

8.3 Communication

The University community will be informed about this policy through the following means:

5.2.1 Official Announcements

The policy will be communicated through official announcements on the NUST website and via email circulars jointly issued by the Office of the Registrar and the Director of Human Capital to all faculty and staff.

5.2.2 Workshops and Training Sessions

The Human Capital Directorate, in collaboration with Faculty Executive Deans, will conduct regular workshops and information sessions to educate staff on the policy, its procedures, and best practices for career progression.

5.2.3 Faculty and Departmental Meetings

The policy will be discussed in Faculty and departmental meetings to ensure staff are well-informed and have the opportunity to seek clarifications.

5.2.4 Orientation Sessions

New academic staff will be introduced to this policy during induction and onboarding sessions to ensure they understand the criteria and procedures for career advancement at NUST.

9. COMMENTS

9.1 NUST Community Members: All faculty, staff, and academic administrators are encouraged to provide feedback.

9.2 External Stakeholders: External academic partners and professional bodies may also submit comments on the policy’s effectiveness and implementation.

9.3 Submission Process: Comments can be submitted via an online channel on the NUST website or through email to the Director, Human Capital.

9.4 The Human Capital Directorate, in collaboration with the UPC, will review and consider all feedback for future policy enhancements.

10. REVIEW

This policy will be reviewed as required in response to significant changes in the internal or external academic environment. A comprehensive review will be conducted every five (5) years from the approval date or earlier as needed. Any substantial amendments will require a recommendation from the Senate and the approval of the Council.

PROCEDURES AND GUIDELINES FOR AWARDING AND APPOINTING PROFESSORS

11. ELIGIBILITY

11.1 Eligibility Criteria for Appointment to Professorship

This procedure governs the appointment and promotion to the rank of Associate Professor and Professor. These procedures also include appointing Visiting and Adjunct Professors and awarding the Honorary and Emeritus Professorships. It applies to all eligible internal (academic and administrative) and external candidates for the award/appointment of professorship.

11.2 APPOINTMENTS

Candidates applying for appointment to a professorship position shall be considered eligible provided they meet **all the minimum requirements** as stipulated in the approved job description/role profile/ job advert. Eligibility extends to both internal and external candidates and applies across all academic **units** of the University.

11.3 PROMOTIONS

11.3.1 Academic Staff

Academic staff may apply for promotion to the rank of Professor, provided the following conditions are met:

11.3.1.1 Fulfilment of Minimum Requirements

The candidate must satisfy all the minimum criteria prescribed for appointment to the respective professorship role.

11.3.1.2 Valid Appointment

The candidate's appointment, whether permanent or fixed term, must extend at least until the end of the calendar year in which the application is submitted.

11.3.2 Administrative Staff

Administrative staff may be considered for the award of professorships under the following conditions:

11.3.2.1 **Fulfilment of Minimum Requirements**

The candidate must satisfy all the minimum criteria prescribed for appointment to the respective professorship role.

11.3.2.2 **Formal Academic Affiliation**

The individual must hold a formal association with an academic department.

11.3.2.3 **Active Academic Contribution**

The individual must be demonstrably engaged in the teaching and/or research activities of the relevant department or academic unit.

12. FACULTY PROFESSORIAL COMMITTEE TERMS OF REFERENCE

12.1 Purpose

The Faculty Professorial Committee (FPC) is established to evaluate, *shortlist* and recommend applications for Associate Professor, Professor and Honorary Professorships to the University Professorial Committee. The FPC should ensure the appointment and promotion process's integrity, transparency, and fairness align with the procedures prescribed in the recruitment policy.

12.2 Mandate

The FPC Committee shall:

12.2.1 Evaluate applications for promotion and appointment to professorial ranks.
12.2.2 Evaluate applications for honorary professorship awards.
12.2.3 Ensure alignment with institutional criteria and policies.
12.2.4 Provide recommendations to the University Professorial Committee.
12.2.5 Review and provide input on staff development related to professorial pathways.
12.2.6 Monitor the fairness and consistency of assessment processes.
12.2.7 Offer strategic research advice to the Executive Dean.

12.3 Membership

The FPC shall consist of the following members:

12.3.1 **Chairperson**: Executive Dean of the Faculty (or nominee)
12.3.2 *Ex officio members*: Associate Dean(s), HC representative (advisory role)
12.3.3 *Rotating* Executive Dean from another Faculty
12.3.4 **Elected/appointed members**:
   i. Minimum of three (3) Professors within the Faculty (in the absence of three (3) Professors, Associate Professors may be considered)
   ii. One (1) senior external reviewer per evaluation cycle (expert in that discipline)
12.3.5 **Secretary**: Appointed by the Executive Dean for administrative support

12.3.6 **Quorum:** 50% of members plus one, including the Chair.

12.4 Functions

The FPC shall perform the following functions:

12.4.1 Review documentation submitted and shortlist/select candidates for professorial promotion and appointment.
12.4.2 Review nominations received for honorary and emeritus professorships award as well as review the documentation submitted for the appointment of Visiting and Adjunct Professorships.
12.4.3 Assess applications and nominations based on the University's approved professorship criteria/requirement.
12.4.4 Make clear, evidence-based recommendations to the central University Professorial Committee.
12.4.5 Maintain confidentiality and impartiality throughout the process.

12.5 Meetings

12.5.1 The FPC Committee shall meet at least twice per academic semester or as needed based on application cycles.
12.5.2 The Chair may call special meetings.
12.5.3 Minutes shall be recorded, and those approved shall be submitted to the Faculty Board of Studies (BoS) for noting.

12.6 Decision-Making

12.6.1 Decisions shall be made by majority vote.
12.6.2 In case of a tie, the Chair has the casting vote.
12.6.3 All decisions must be clearly justified and documented.

13. UNIVERSITY PROFESSORIAL COMMITTEE TERMS OF REFERENCE

13.1 Purpose

The University Professorial Committee (UPC) is constituted to evaluate, interview and recommend applications for Associate Professor, Professor and Honorary Professorships to the Vice-Chancellor or to Senate/Council where applicable. The UPC should ensure the appointment and promotion process's integrity, transparency, and fairness in line with the prescribed procedure in the recruitment policy.

13.2 Mandate

The UPC is mandated to:

13.2.1 Evaluate and recommend applications for appointments and promotions to Associate Professor and Professor positions.
13.2.2 Review nominations received for honorary and emeritus professorships award.

13.2.3 Assess applications based on the university's approved professorship criteria (such as research output, student supervision, partnership).
13.2.4 Make clear, evidence-based recommendations to the Vice-Chancellor or Council as appropriate.
13.2.5 Uphold integrity, objectivity, and equity in all decisions.
13.2.6 Offer strategic research advice to the Deputy Vice-Chancellor: Research, Innovation and Partnerships.

13.3 Membership

The UPC shall be composed of the following members:

13.3.1 **Chairperson**: A Professor elected by the Senate *every third year*.
13.3.2 *Ex officio members*: Deputy Vice-Chancellor: Teaching, Learning Technology, Deputy Vice-Chancellor: Research, Innovation and Partnerships.
13.3.3 Executive Dean(s) of the Faculty concerned.
13.3.4 Two (2) senior academics holding the rank of Professor, nominated by Senate *every third year*.
13.3.5 One (1) senior external reviewer per evaluation cycle (expert in that discipline).
13.3.6 **Secretary**: Human Capital representative.

13.3.7 ***Quorum:*** *50% plus one of the total voting members, including the Chairperson.*

13.4 Functions

The UPC shall perform the following functions:

13.4.1 Review documentation submitted and interview candidates for professorial promotion and appointment.
13.4.2 Review nominations for Honorary and Emeritus Professorships forwarded by the Faculty Professorial Committees.
13.4.3 Assess applications and nominations based on the university's approved professorship criteria/requirement.
13.4.4 Make clear, evidence-based recommendations for final approval by the Vice-Chancellor or the University Council, as appropriate.

13.5 Meetings

13.5.1 The UPC shall meet at least twice per academic semester or as necessary depending on the volume and urgency of applications.
13.5.2 The Chairperson may convene special meetings if required.
13.5.3 Minutes shall be recorded, and those approved shall be submitted to the Senate for noting.

13.6 Decision-Making

13.6.1 Decisions shall be made through majority vote.

13.6.2 In case of a tie, the Chairperson shall cast the deciding vote.
13.6.3 All decisions must be evidence-based and documented in writing.

14. Confidentiality and Ethics

14.1 All members involved in the application and nomination must maintain confidentiality at all times.
14.2 Members must declare conflicts of interest and recuse themselves where necessary and uphold Institutional integrity, ensuring decisions are free from bias, nepotism, or undue influence.

15. Application Procedures

15.1 Process for Promotion / Appointment to Associate and Professor Position

General Information:

i. All applicants for the promotion and appointment to the positions of Associate Professor and Professor will follow the same application process as depicted in **Figure 1**.
ii. For internal promotion process, there will be only one request/call by HC for submission of applications annually as contained in the NUST calendar. However, the call is subject to approval of the Vice-Chancellor.

The following documents should be submitted by the Applicant:

15.1.1 Cover memorandum stating motivation for promotion/appointment in fulfilling the minimum requirement.
15.1.2 A comprehensive, up-to-date curriculum vitae (educational qualifications, employment history, significant achievement, lists of publications and conference participation).
15.1.3 Authorship contributions for each publication.
15.1.4 Evidence of:

1) Peer-reviewed publications
2) H-index (*optional*)
3) Students Supervision
4) Research Fund Income
5) Partnerships
6) Leadership in Institutional Development Activities
7) Community Service

15.1.5 **Submission of Application:** All complete applications under Section 15.1 must be submitted to the Human Capital (HC) Directorate as indicated in the call/advertisement. Late and or incomplete applications after the closing date shall be disregarded.
15.1.6 **Shortlisting:** The HC will conduct the shortlisting process strictly in accordance with the requirements and forward the outcomes on prescribed template to the relevant HoD for concurrence. The HoD will thereafter, send shortlisted applications to the external assessors/reviewers.
15.1.7 **Role of the FPC:** The HoD will forward the reviewer(s) recommendation to the FPC, who shall in turn, through the HC send its recommendation to the UPC.

15.1.8 **Role of the UPC:** The UPC, at its meeting will consider the submission and make recommendations to the Vice-Chancellor.

15.1.9 **Approval:** The Vice-Chancellor consider and approve the recommendation.

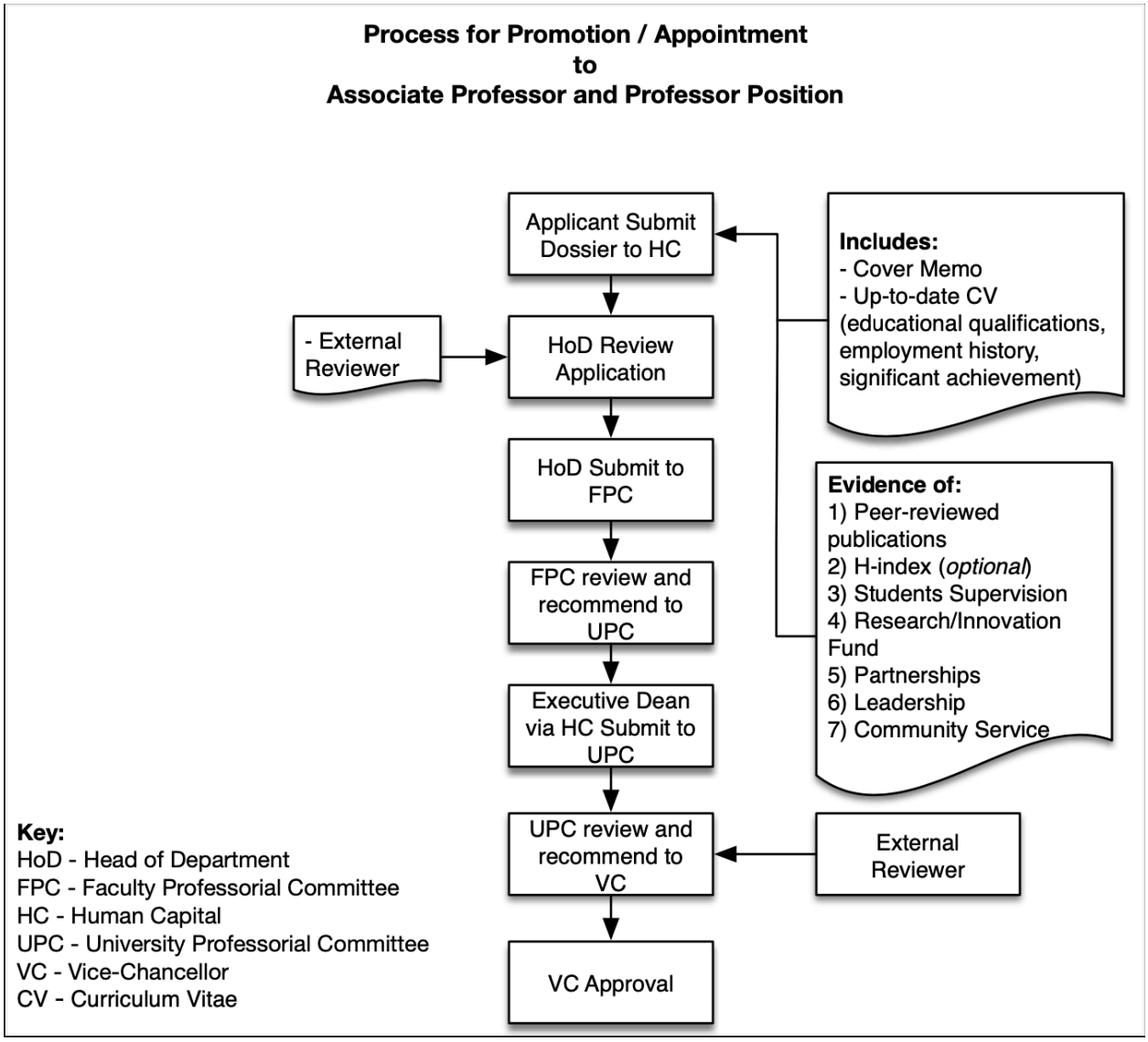


***Figure 1**: Process for Appointing Associate Professor and Professor*

15.2 Application Process for Associate Professor and Professor (Council Appointments)

General Information:

i. Applicants under Section 15.2 are those that are appointed by the University's Council which include the Vice-Chancellor, Deputy Vice-Chancellors and the Registrar.

ii. All applicants (internal and external) under this category will also follow the same application process under Section 15.2 and as depicted in **Figure 2**.

The following documents should be submitted by the Applicant:

15.2.1 Cover memorandum stating motivation for promotion / appointment in fulfilling the minimum requirement.

15.2.2 A comprehensive, up-to-date curriculum vitae (educational qualifications, employment history, significant achievement, lists of publications and conference participation).

15.2.3 Authorship contributions for each publication.

15.2.4 Evidence of:

1) Peer-reviewed publications
2) H-index (*optional*)
3) Students Supervision
4) Research Fund Income
5) Partnerships
6) Leadership in Institutional Development Activities
7) Community Service

15.2.5 **Submission of Application:** All complete applications under Section 15.2 must be submitted to the Human Capital (HC) Directorate as indicated in the call/advertisement. Late and incomplete applications after the closing date will not be considered.

15.2.6 **Screening:** The HC will conduct screening exercise strictly in accordance with the criteria/requirements and forward the outcomes on prescribed template to the relevant HoD for concurrence. The HoD will thereafter, send the document to the external assessors/reviewers.

15.2.7 **Role of the FPC:** The HoD will forward the reviewer(s) recommendation to the FPC, who shall in turn, through the HC send its recommendation to the UPC.

15.2.8 **Role of the UPC:** The UPC shall consider the submission from FPC and make recommendations via the HC/Registrar to the Council.

15.2.9 **Approval:** The Council will consider and approve the recommendation.

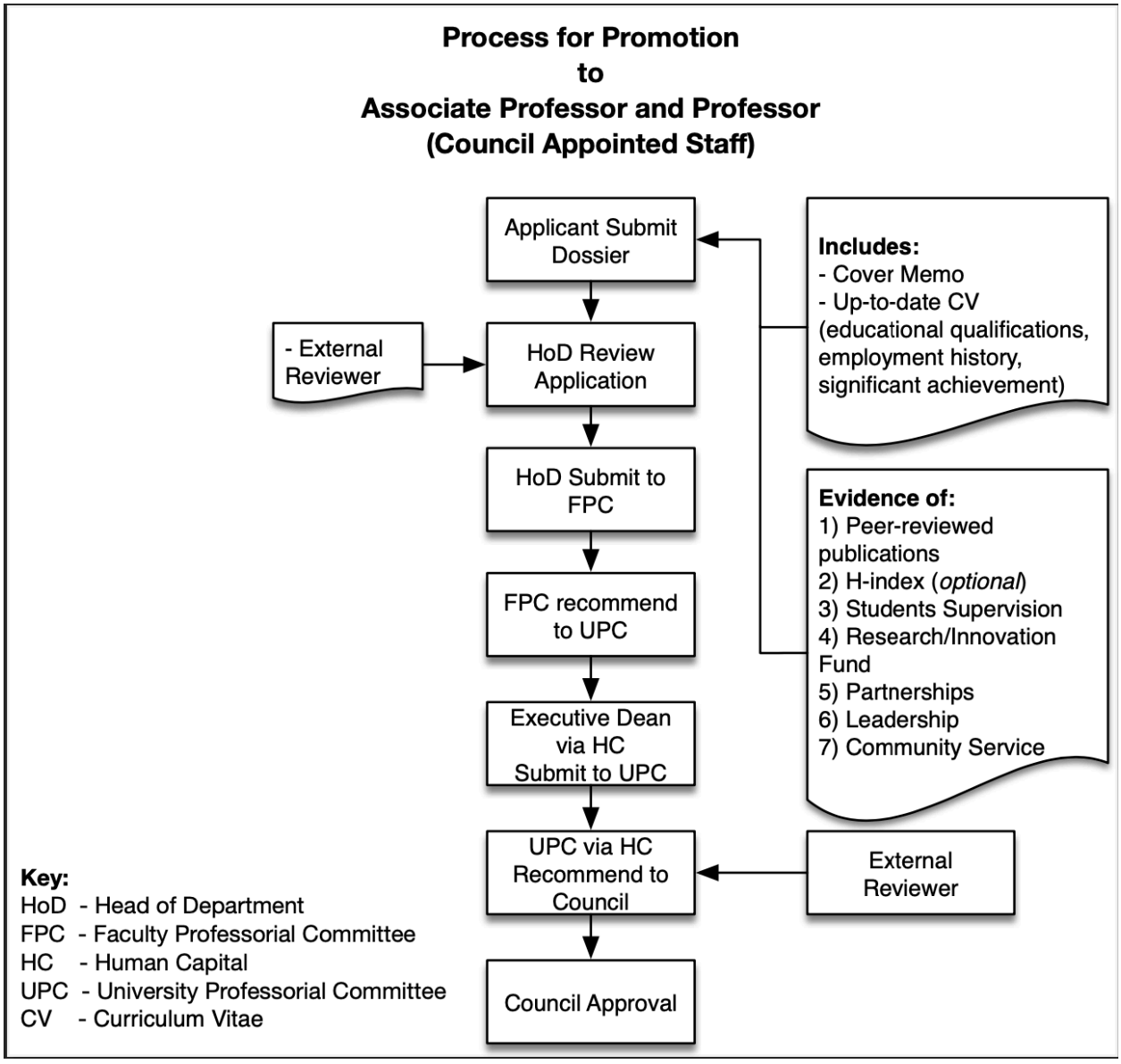


***Figure 2**: Process for Appointing Associate Professor and Professor (Council Appointed Staff)*

15.3 Nomination Procedure for Awarding Honorary and Emeritus Professorships

General Information:

i. Applicants under Section 15.3 are those that involve the appointments of Honorary Professorship and Emeritus Professorships and shall follow the application process as depicted in **Figure 3**.

Submission of Nomination

15.3.1 A letter of acceptance signed by the nominee, as well as by the nominator and seconded.

15.3.2 A comprehensive curriculum vitae of the nominee (including educational qualifications, employment history, list of research publications, technical publications and reports).

15.3.3 Comprehensive report of the nominee's significant achievements in the field of expertise. (maximum of five (5) pages).

15.3.4 A well-motivated submission by the nominator indicating the significance of the achievements of the nominees, how the expertise of the nominee would contribute to the scholarship and prestige of the Institution (maximum of three (3) pages).

15.3.5 **Screening Process:** The submitted documents of nominee(s) shall be screened by the HC for compliance with specified criteria/requirements for the award of **Honorary Professorship and Emeritus Professorship and** forward to the UPC via HC for evaluation.

15.3.6 **Role of the UPC:** The UPC evaluate the submission and make recommendation to the **Senate**.

15.3.7 **Role of HAC:** The HAC consider the submission and recommend to the Council.

15.3.8 **Approval:** The Council will consider and approve the recommendation.

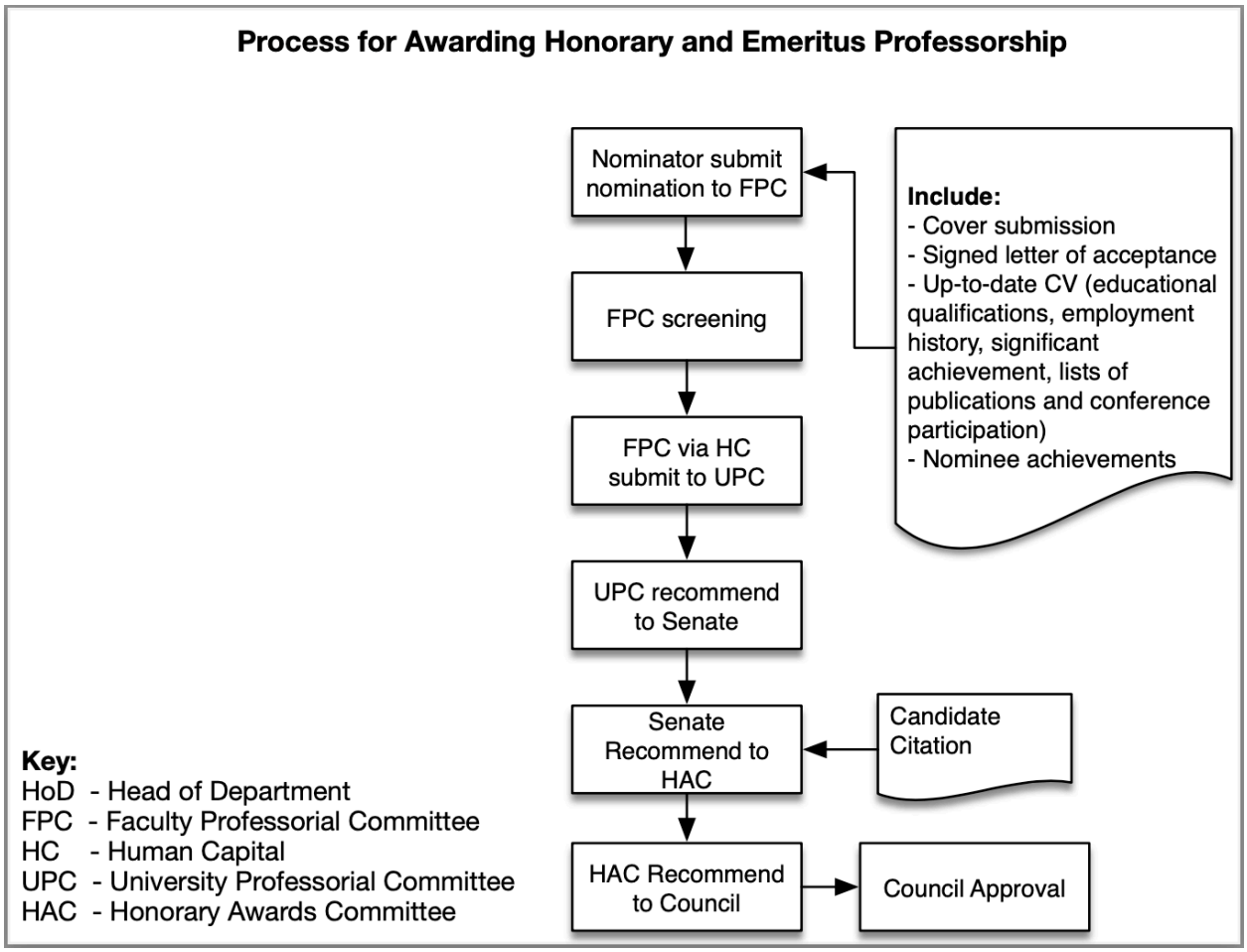


***Figure 3**: Process for Awarding Honorary and Emeritus Professorship*

15.4 Process for Appointment of Adjunct Professor

Appointment of Adjunct Professor shall follow the application process as depicted in **Figure 4**.
The following documents should be submitted by the Applicant:

15.4.1 A cover letter for the Adjunct Professor position addressed to the HoD.

15.4.2 A comprehensive up-to-date curriculum vitae (educational qualifications, employment history, significant achievement, lists of publications and conference participation).

15.4.3 Motivation by the HoD on how the expertise of the applicant will meet the specific needs of the Department and indicate objectives that the applicant is expected to achieve during the period of service. The HoD submit the documents to the FPC.

15.4.4 **Screening Process:** The submitted documents shall be screened by the HC for compliance with specified criteria/requirements for the appointment of Adjunct Professor and forward to the UPC for evaluation.

15.4.5 **Role of the UPC:** The UPC shall evaluate and submit recommendation including the duration of appointment to the VC.

15.4.6 **Approval:** The VC shall consider and approve the recommendation.

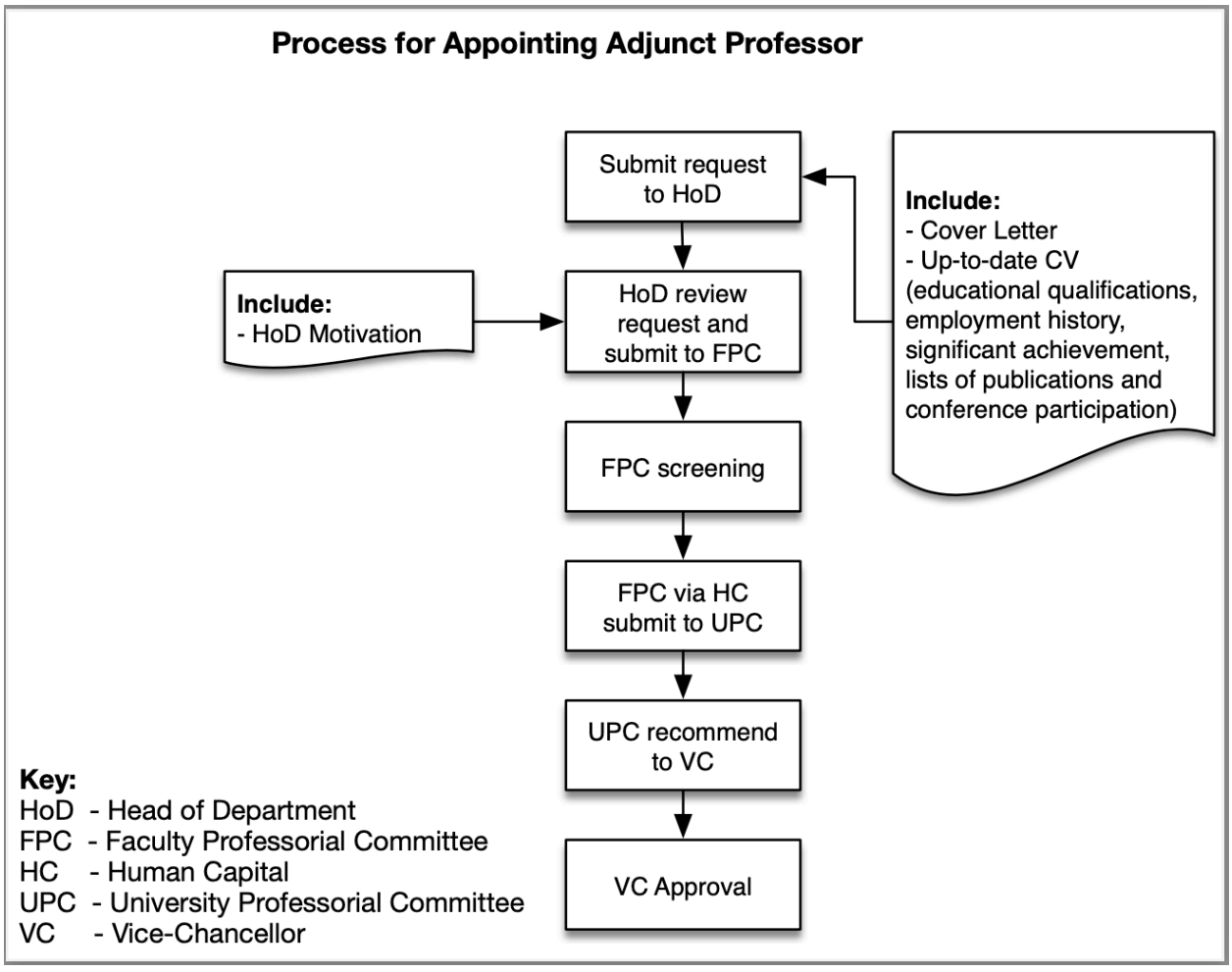


***Figure 4**: Process for Appointing Adjunct Professor*

15.5 Process for Appointing Visiting Professor

Appointment of Visiting Professor shall follow the application process as depicted in **Figure 5**.
The following documents should be submitted by the Applicant:

15.1.1 A cover letter for the Visiting Professor position addressed to the HoD.

15.1.2 A comprehensive up-to-date curriculum vitae (educational qualifications, employment history, significant achievement, lists of publications and conference participation).

15.1.3 Activity plan

15.1.4 Motivation by the HoD on how the expertise of the applicant will meet the specific needs of the Department and indicate objectives that the applicant is expected to achieve during the period of service. The HoD submit the documents to the FPC for endorsement.

15.1.5 **Role of the International Office:**

a) International Office to refer all request to host Visiting Professors to relevant HoDs.

b) International Office to assist HoDs in drafting the required support/invitation letters to enable visiting professors to secure funds for their stay.

c) The International Office facilitate the visa application and other logistics.

15.1.6 **Role of the FPC:** The FPC shall evaluate and submit recommendation including the duration of appointment to the DVC: RI&P.

15.1.7 **Approval:** The DVC: RI&P shall consider and approve the recommendation.

15.1.8 **Exit:** A certificate of appreciation or letter of acknowledgement shall be prepared by HoD for DVC: RI&P endorsement.

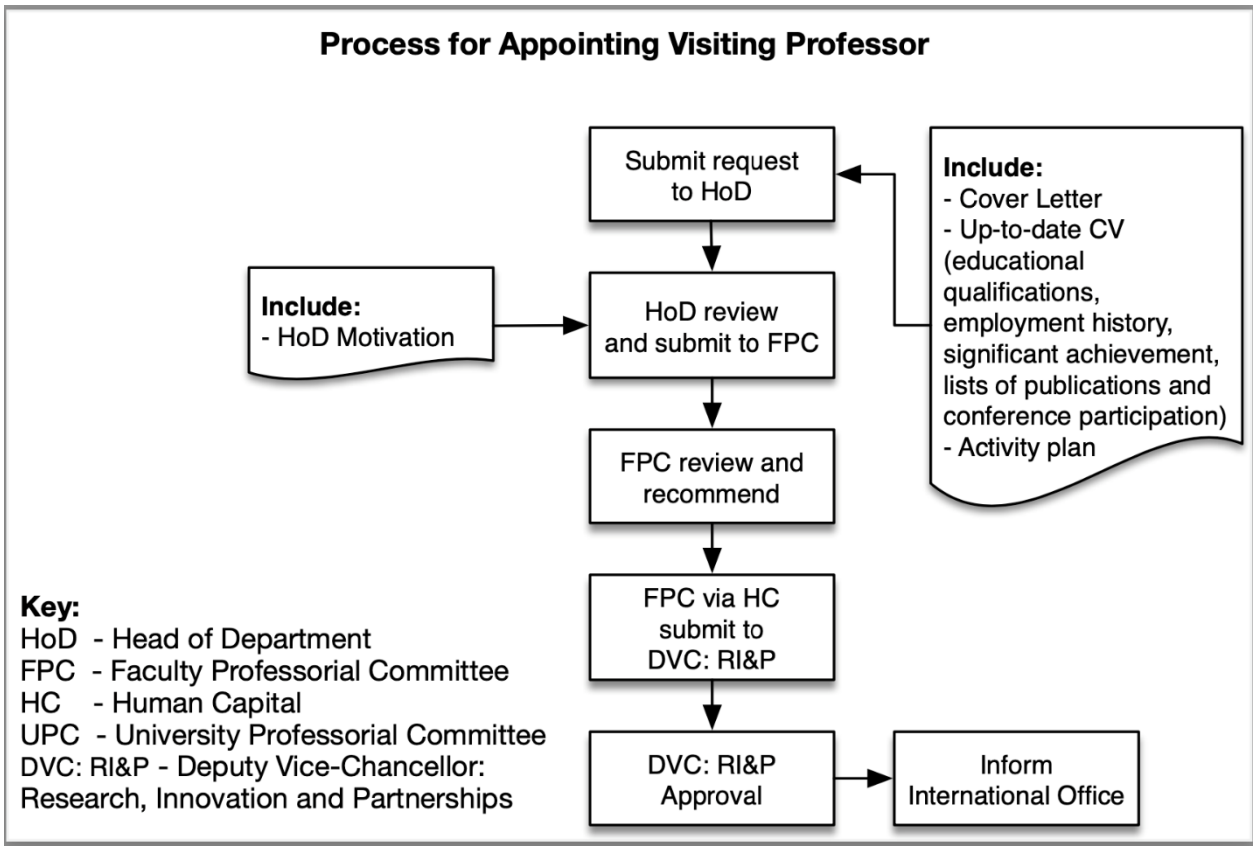


***Figure 5**: Process for Appointing Visiting Professor*

16. CONDITIONS FOR PROMOTION AND APPOINTMENT

16.1 A professor position must be officially vacant before an *appointment* is considered for associate professorship or professorship.

16.2 No direct appointment shall occur without an available professorial position.

16.3 Eligible candidates may be considered for *promotion* to associate professor or professor even in the absence of a vacant position at the respective rank.

16.4 The promotion and appointment exercises shall adhere to the institutional recruitment and appointment procedures.

16.5 **NB**: The conditions outlined above do not apply to the Honorary Professorial categories.

17. INAUGURAL LECTURE

17.1 GUIDELINES

17.1.1 The inaugural lecture shall be planned for a working day.

17.1.2 Each inaugural lecture/lecture will be 45 - 60 minutes in length.

17.1.3 The inaugural lecture is a formal event recognising a professor's appointment and contribution to academia. It serves as an opportunity for the professor to showcase their research, expertise, and vision for their academic field.

17.1.4 Newly appointed professors are required to deliver an inaugural lecture within eighteen (18) months of their appointment.

17.1.5 The lecture should focus on the professor's area of expertise, incorporating past research, future directions, and contributions to the university and broader academic community.

17.1.6 The lecture must be of high, though comprehensible standard; indicative of subject mastery; focused on the application of knowledge; and technological, career-focused and multidisciplinary in nature and reflect innovative thought.

17.1.7 It should be accessible to a multidisciplinary audience, including students, faculty members, and external stakeholders.

17.1.8 The lecture shall be delivered in a formal setting, typically in the university's main lecture hall or an equivalent venue.

17.1.9 It must include a presentation component, with options for audience engagement and discussion.

17.1.10 The university shall publicise inaugural lectures through official channels, including digital media, university websites, and academic forums.

17.1.11 Attendance should include faculty members, students, external academics, and invited guests from relevant industries and sectors.

17.1.12 A written transcript or summary of the lecture shall be archived by the university for academic reference and institutional history.

17.2 ROLES AND RESPONSIBILITIES

17.2.1 The Office of the Deputy Vice-Chancellor: Research, Innovation and Partnership shall:

1. Assume the overall administrative responsibility for all inaugural lectures; and
2. Receive; review all advertising documentation, invitations, and the programme.

17.2.2 The Office of the Registrar shall:

1. Decide on the dates and venue of inaugural lectures
2. Organise and avail the inaugural lecture academic attire.

17.2.3 The Dean of the relevant Faculty shall:

1. Receive, review, and identify an expert in the field or discipline who shall ensure that the abstract and article is peer-reviewed.

2. Provide the CV or biography and abstract to the Department of Communication and Marketing before two weeks of the inaugural lecture for promotion and advertising.
3. Provide the complete inaugural documents to the following persons:
    a) Chair of the University Professorial Committee; and
    b) Deputy Vice-Chancellors.
4. Invite the following persons:
    a) Relevant industry partners
    b) All members of staff within the Faculty and
    c) Students.

17.2.4 The Inaugurate shall:

1. Prepare an *inaugural article*, which shall include the following but not limited to, the following:
    a) An overview of their contribution to their respective field and discipline.
    b) Be comprehensive and of a high standard.
    c) Indicative of subject mastery and future of the field and discipline.
    d) Focused on the creation and application of knowledge where applicable.
    e) Technological where applicable and reflective of innovative thought; and
2. Prepare a two-page typed resume, abstract of 150 words and an article between 3 000 – 6 000 words.
3. Provide the complete inaugural documents at least *one month before* the inaugural lecture to the Dean of the relevant Faculty.

17.2.5 The Department of Communication and Marketing shall:

1. Assume the responsibility to oversee the promotion and advertising of inaugural lectures to the University community, press, website, and the general public.
2. Assume the responsibility for all costs associated with the arrangement for inaugural lectures.
3. Compile, design and distribute the invitations and the programme.
4. Invite senior management.
5. Communicate the formal business dress code for all guests.
6. Handle all protocol-related matters.

17.2.6 The Department of Library and Information Services shall:

1. Receive from the Dean of the relevant Faculty the complete electronic inaugural documents after one week of inaugural lecture to the Department of Library and Information Services.
2. Ensure that all inaugural lectures are archived.

17.3 PROCESSION

1. The procession in respect of inaugural lectures shall be limited to the following:
    a) Vice-Chancellor
    b) Chair of the University Professorial Committee
    c) Invited keynote speaker
    d) Deputy-Vice Chancellors

e) The Registrar
f) Executive Deans
g) The Inaugurate

17.4 PROCEEDINGS

17.4.1 The Vice-Chancellor shall open the proceedings.
17.4.2 The Vice-Chancellor or nominee shall deliver the welcoming address.
17.4.3 The Dean of the relevant Faculty shall introduce the Inaugurate.
17.4.4 The Inaugurate shall deliver the inaugural lecture.
17.4.5 The Vice-Chancellor shall present a certificate of recognition to the inaugurate; and
17.4.6 Congratulatory message and vote of thanks by the DVC: RI&P or nominee.

18 PROCESS FOR COMMUNICATION

18.2 Acknowledgment of Application

Upon receipt of an application, or within three (3) working days thereof, the Human Capital Department shall issue a formal acknowledgement via email to confirm receipt of the submission.

18.3 Promotions

18.3.1 The Office of the Director of Human Capital shall perform administrative compliance and inform candidates in writing of any incomplete information or not meeting the minimum requirement and return documents within two (2) weeks after the deadline.
18.3.2 Applicants who received feedback on non-compliance should submit their updated application within one (1) week of receiving the notice for the application to be considered during that call for submission of application for the professorship promotion.
18.3.3 The Office of the Director of Human Capital shall issue a formal offer letter to successful candidates and thank you/regret letter to unsuccessful candidates.

18.4 Nomination: Incomplete submissions are referred to the nominator by the chairperson of the FPC. The Secretary to the Council shall communicate the decisions to the nominees.

18.5 Visiting Professor and Adjunct Professor

For Visiting Professor and Adjunct Professor all communication involving incomplete submissions of documentation and outcomes of the application will be handled by the HC.

19 UNETHICAL CONDUCT

19.2 Nepotism and Favouritism

Direct or indirect influence over decisions benefiting family members or close associates is strictly prohibited.

19.3 Transparency Measures

All professorial appointments and promotions will undergo independent external assessment/review to mitigate bias and undue influence.

19.4 Research Integrity

Plagiarism, data manipulation, and research misconduct will lead to immediate disqualification and potential revocation of academic titles.

19.5 Whistleblower Protection

19.5.1 Members who report unethical conduct will be protected under institutional whistleblower policy to prevent retaliation.

19.5.2 Contravention of any clauses under Section 19, *inter alia*, shall be dealt with according to the applicable disciplinary procedures and policies.

NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Policy and Procedures for Awarding and Appointing Professors

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