



Covenant University

STAFF HANDBOOK & CONDITIONS OF SERVICE



Covenant University

Staff Handbook & **CONDITIONS OF SERVICE**



Covenant University

**Staff Handbook &
CONDITIONS
OF SERVICE**

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David O. Oyedepo, Ph.D. D.D.

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FOREWORD

I consider it a great privilege from God to open to you what Covenant University stands for, where she stands in this crisis-ridden world and what we hope to accomplish as an end time army in education revolution.

Covenant University, as a vision, is part of the Living Faith Church and the Liberation mandate given to the commission. As a University and as an academic group, we consider ourselves a certain part in the body of Christ.

This Handbook, supplemented by candid and open discussions with your Heads, should provide a good source of information concerning your work environment and success in your assignment.

At the root of every striking success is information. Whatever any man becomes begins with the information at his disposal.

Your appointment as a member of Faculty or Staff of Covenant University is a privilege from God.



pre-ordained before the foundation of the world, to fulfil His purpose for you.

God's expectations of you as a co-labourer with Him in this Christian Mission University places an awesome responsibility of acceptance of and compliance with His terms for maximum productivity and accomplishment.

Instructions are the highways of distinction. Direction plus instruction equals distinction. Apostle Paul said, "All things are lawful for me, but all things are not expedient; all things are lawful for me, but all things edify not" (1 Corinthians 10:23). This implies that your success in Covenant University is not in any person's hand but your own.

This handbook contains vital information and instructions that will help you to enjoy a most rewarding service through your willful and delightful obedience.

I welcome you to a unique experience in your professional pursuits here at Covenant University.

Dr. David Oyedepo
Dr. David Oyedepo

STATEMENT OF COMMITMENT

Covenant University is established by a vision whose mission is to raise a new generation of leaders for the African Continent in those fields of human endeavours that it chooses to explore.

In getting this done, we seek particularly a set of staff members who will be committed to a crop of students desiring to consciously and intelligently develop the leadership capacities. This we know must be done in two equally important and mutually exclusive dimensions of skills acquisition and character formation both of which are the essence of a total man.

I. OUR VISION:

The Covenant University vision aims at the transformation of her students into robustly empowered leaders through an active development of their total personalities. The University's vision is to raise a new generation of leaders by an exhaustive exploration of their personality constituents to such level of surpassing self

esteem that makes them accept personal responsibility for personal and community development.

Our vision as a University is therefore to:

a) raise a new generation of leaders in various fields of human endeavour by a training methodology that emphasizes character in the University's functions of teaching, research and community service;

b) upturn the mental slavery of the African people by giving them a sense of self-esteem that will propel them into world relevance;

c) give the Black man a practical orientation, such as will help him accept personal responsibility for his development.

The total personality of a man we believe is represented fully in the three dimensions of his spirit, his soul and his encasing body. We emphasize that man is essentially a spirit, which has a soul and lives in a body.

The spiritual plus emphasis in the University's curriculum is based on our knowledge from the Manual of Life (the Bible) that man is a triune being and may not be at his best unless these three parts are discovered, developed and explored in the learning process. Our educational philosophy is, therefore, based on a Total Man Concept, and the curriculum is so packaged.

II. OUR MISSION

Covenant University was founded as an arm of the liberation mandate, which was delivered to Bishop David Oyedepo as God began to speak to him in 1999 on the new phase in the fulfillment of that mandate.

God specifically emphasized to him that mental and material poverty is a consequences of spiritual disconnection and that dominion and liberty are direct products of spiritual repositioning. He came to the understanding that socio-economic revolution had always accompanied a nation's spiritual reawakening. The Church was therefore mandated to make the light that shined forth in the past two decades of profound spiritual re-awakening in Nigeria to shine all over the land. The Bible makes clear in Matt. 5:13 that the church is the light of the world and the salt of the earth, He was therefore commanded to establish a University that shall be dedicated to a revolutionary development of the people through education.

Covenant University is founded absolutely on Christian principles and is eternally committed to the development of godly character in both staff and student in such manner that the universal principles of the scriptures can galvanize the primary functions of the University in teaching, research and community service. This is the mission to which all of the corporate representations and personalities of the University are dedicated.



Covenant University is not just a private university - it is a *Christian Mission University*. We are not into educational entrepreneurship, we are rather engaged in a unique mission to our generation to offer an educational service. We are out to make our humble contribution by selflessly investing in the development processes of the university student. Our mission is to:

- Develop integrated, life-applicable, life-promoting education.
- Liberate mankind by promoting the relevance of university education to the society at large by:
 - processing the raw brains of our students into productive and resourceful minds and
 - promoting the mental dignity of the human race, particularly Africans, who have largely lost their mental bravery due to colonial entanglements.
 - Focus on *Human development* with the ultimate goal of creating the environment that will foster the *Total Man*, a person who will be relevant to his/her world.
 - Train our students to face the challenges of life; students who are intelligently conscious of their environment; students who know how to maximize existence.
 - Train students to be "Expert Thinkers" in



their fields - graduates who shall be:

- mentally resourceful;
- intellectually equipped;
- entrepreneurially (enterprisingly) self-dependent;
- futuristically visionary, and
- responsibility-sensitive to changes, preparing them for the leadership, or dominion role, they are made for.
- Produce men and women who will change their generations through unparalleled ingenuity, creativity and purposeful living. Our goal is to develop the man who will develop his world.

Our mission is clearly reflected in our motto: 'Promoting Mental Productivity'

III. THE NAME: COVENANT UNIVERSITY

All over Africa and particularly in Nigeria, a great significance is attached to names. They portray meanings and carry important messages. Names reflect circumstances of birth or events that occur in the environment of birth. The word "Covenant" has been chosen to express the University's total commitment to a vow to perform its best in the process of making the *Total Man* of all its students. It reflects the intention of the proprietors of CU to uphold a binding agreement with students to deliver their desires for



excellence and career exploits by offering them the best in educational growth and by offering their parents and guardians the best value for their investment in their children. It is also common knowledge that every covenant is ratified by blood and, as a mission-sponsored university, we consider the blood of Jesus Christ, the blood of the everlasting covenant, as our stronghold in fulfilling this awesome obligation.

Covenant University vows to make and deliver its products, our graduates, as expert thinkers, unusual managers, and hyper-resourceful technocrats in all fields of human endeavour. The University is bound by an oath to be the best.

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The commitment to creating the *Total Man* is a direct result of this vow and agreement between students and the proprietors of Covenant University.

IV. HISTORY OF ESTABLISHMENT.

Covenant University (CU) is a residential Christian Mission University, established by the World Mission Agency (WMA), an offshoot of Living Faith Church Worldwide (LFCW). The University's Chancellor, Bishop David O. Oyedepo, is the President of WMA and also the founding Bishop of LFCW.

CU is a component of the Liberation Commission that God gave to Bishop Oyedepo in a May 1981 vision-encounter. The drive to embark on the process of founding Covenant University came around Octo-

ber 1999 - one month after the dedication of Faith Tabernacle, the largest church auditorium in the world, built in one year with only local resources. As with all segments of the main vision, Bishop Oyedepo immediately kindled the fire for accomplishment. By 27th November, 1999, an in-house Consortium on the take-off of the University was inaugurated and by December, 1999 the formal application for a private university operation license was collected from the National Universities Commission (NUC).

As the activity of the Consortium wound up early in 2001, an Advisory Council was inaugurated on 17th February of that year to develop appropriate structures for the take-off of the University. By July 15th, 2001, the verification team of the NUC came for final inspection of facilities and programmes. The outcome of that visit occurred on January 16, 2002 with the Nigeria Federal Government's approval for the take-off of Covenant University. This approval was sealed with the presentation of the operation license to CU, on 12th February 2002, granting Covenant University, Ota, Ogun State, the license to operate as a private university in Nigeria.

It was revealed that not only was the approval the fastest in the history of the 16 applications for the establishment of private universities filed with the NUC (7 years being the next duration), but Covenant University's assessment score was also the highest.

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The foundation stone of the permanent site was laid on Sunday, 27th January 2002 and construction began diligently in March of the same year. The first phase of development was completed in October, 2002.

V. OUR FOUNDING PHILOSOPHY:

We have a clear and compelling philosophy of excellence embedded within a Christian mission framework with a strong drive for revolutionizing education - breaking away from regimented learning to integrative and life-applicable learning. It includes placing emphasis on qualitative delivery of academic and personal development programmes and commitment to discovery of in-depth knowledge at the leading edge.

We are committed to giving our academic endeavours a global out-look through an impact driven philosophy - that is, a world stage platform where best practices are fundamental and comparable in well-run service centers anywhere in the world. It is equally purpose-driven and places a strong emphasis on the provision of a liberation beacon for the Black race.

In response to the global demand for a needed departure from dogmatism to dynamism in the existing educational system, Covenant University is built on the philosophical platform of being a departure.

- from form to skill

- from knowledge to empowerment
- from figures to future-building
- from legalism to realism
- from points to facts
- from mathe-matics to life-matics.

This is reflected in our motto, "Promoting Mental Productivity".

VI. THE TOTAL MAN CONCEPT

The Total Man Concept is Covenant University's custom-built programme that constitutes the core concept of its academic programmes. This concept centres on 'developing the man who will develop his world.' It is designed to cause every student become intelligently conscious of his environment so as to know how to maximize his potential.

The programmes of the University are first directed at 'the person' before addressing his profession. In this way, the University will raise a generation of experts who possess a great capacity to face and manage challenges.

THREE COMPONENTS

Students in Covenant University are rigorously drilled in the three components of the human personality - the spirit, the mind, and the body- to enable



them to identify their personality and develop acceptable behavioural standards within the society.

The Spiritual Man

Spiritual development represents the major forte for producing the *Total Man*, as mental excellence and understanding requires the presence of the Holy Ghost.

As a University sponsored by a Christian Mission, character is conceived as spiritual and instilled by self-discipline and commitment to the principles enunciated by our Lord Jesus Christ.

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With Jesus Christ as the example of the perfect personality, Covenant University will encourage its students to evolve a life patterned after our Lord and Saviour. The mission of the Holy Ghost constitutes the basis of spiritual development.

Covenant University provides opportunities for spiritual development through various avenues, including spiritual formation programmes, and counselling and by creating leadership opportunities.

The Intellectual Man

Covenant University subjects its students to the highest standards of excellence through the institution of academic programmes that are innovative, creative and functional.

CU also encourages students to be inquisitive, bold and forthright in asking questions and facing the challenges of academic leadership through the provision of the highest standards of educational infrastructure and facilities, and a faculty of outstanding academicians of the highest caliber.

Besides this avenue for intellectual development, the concept of the *Total Man* is also promoted through the introduction of a system of compulsory, theoretical and practical courses, all of which must be passed before one can be considered for a degree from the University. In addition to normal General Studies Courses, we have included our own specially designed courses in areas such as: *Biographical Studies*, *Entrepreneurship*, *Family Life*, *Human Development Process*, *Leadership Development*, *Mental Development*, *Success Concepts* and *Work Ethics*.

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The Physical Man

The body is a vital component of the *Total Man*. Covenant University is committed to providing avenues for sound physical development via recreational activities that engage the body and enhance personality development, stimulating the cultivation of lifestyles that are conducive to healthy living.

We actively encourage students to take part in sports and sporting activities, as well as in programmes that lead to the evolution of a spiritual

mind, as against a reprobate mind. Both body and mind must develop along the same line, charted by the spirit, the third component of man's personality.

The Total Graduate

The CU graduate shall be mentally resourceful, intellectually reinforced, enterprisingly self-dependent, futuristically visionary and responsibility-sensitive to the changes demanded for the leadership role, of dominion nature, he is made for; he shall be a *Total Man*.

OUR OBJECTIVES

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The objectives of the University are:

(a) To provide facilities for learning and give instructions and training in areas of knowledge that will produce sound, mentally-equipped graduates, who will provide intellectual leadership in academic institutions, industry and the public sector through the development of their *Total Man*.

(b) To develop and offer academic and professional programmes leading to the award of diplomas, first degrees, postgraduate research and higher degrees, which emphasize planning, adaptive and technological maintenance, as well as developmental and productive skills.

(c) To promote, by research and other means, the

advancement of knowledge and its practical application to social, cultural, economic, scientific and technological problems.

(d) To encourage and promote scholarship and conduct research in all fields of learning and human endeavour.

(e) To disseminate scientific and technological knowledge among scientists, researchers, industries, trade services and other bodies.

(f) To relate its activities to the technological, scientific and socio-economic needs of the people of Nigeria and to undertake other activities appropriate for a University of the highest standard.

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VII. DISCIPLINE

It is our vision to raise an army who will lead in the emancipation of the Nigerian and African people, through our basic functions of teaching, research and community service. Discipline is considered a matter of necessity for an army, and especially this army. Our level of commitment to discipline for both staff and students is an indication of our missionary zeal for the vision.

We consider the wave of the spiritual revolution that Nigeria has witnessed as a signal for an outbreak of this socio-economic revolution. It is this education revolution that we have as a mission that we shall

achieve by instilling the leadership attributes of discipline and diligence into our staff and students as they function in the skills-impartation process in the University.

We also strongly believe the Nigerian nation is very crucial in the impending revolution in Africa and that the private sector initiative in tertiary education will restore a lot of confidence to the sector. We believe especially that the principles taught in scriptures for acquiring the character traits that make for good leaders are very crucial for the achievement of the required change in our society.

We are very positive that this will be achieved.

God bless you as you partner with us at Covenant University to cause this anticipated momentous change in Nigeria, in Africa and the entire world.



PRESENTING: THE HONOUR CODE COVENANT

Covenant University is established by the World Mission Agency (WMA), an offshoot of Living Faith Church Worldwide (LFCW). It is a component of the Liberation Commission committed to the Founding Bishop of LFCW

and the President of WMA, Bishop David Oyedepo, who is also the Chancellor of the University.

Complementary to the University's mission is the necessity for every employee to exemplify the life-style and Code of Honour, which the Commission represents. Therefore, every employee is expected to sign the Code of Honour Covenant when employed. Accepting employment by this act is of cardinal significance for every staff of the University. No person is permitted to work without signing it.

The Code of Honour Covenant is not meant to bind you under the control of selected individuals. Rather,



the Code of Honour Covenant is an expression of your responsibility to God and to yourself.

First and foremost, God has called you and given you a great responsibility to fulfill His purpose for the University and you cannot afford to disappoint destiny. God's Word reaffirms this through Apostle Paul in Philippians 4:8:

Finally, brethren, whatsoever things are true, whatsoever things are honest, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report; if there be any virtue, and if there be any praise, think on these things.

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Secondly, Covenant University has a great responsibility toward you. Your appointment as a faculty or staff of Covenant University is a privilege from God, pre-ordained before the foundation of the world to fulfill His purpose for your life. We believe that your decision to work here is based upon a hunger to deepen your relationship with God and we vow to help provide you with a conducive environment for such an experience.

The scriptures lay bare the truth that God uses established leaders to usher His people into a more profound relationship with Himself. This invariably involves establishing what His people should and should not do. The leadership of the University has searched

through scriptures to identify life-applicable principles that are essential for a deepened relationship with God. The Code of Honour Covenant is a product of those principles.

If you do violate any portion of the Code of Honour Covenant, which is a product of God's law, not only will you be violating your own conscience, you will be rebelling against Leadership and God Himself. We would be neglecting our responsibility to God and to you if we did not confront such Honour Code violations. Therefore, if you are found violating any aspect of the Code of Honour Covenant, you will be subject to disciplinary action.

Servants, obey in all things your masters according to the flesh; not with eyeservice, as menpleasers; but in singleness of heart, fearing God:

And whatsoever ye do, do it heartily, as to the Lord, and not unto men;

Knowing that of the Lord ye shall receive the reward of the inheritance: for ye serve the Lord Christ.

But he that doeth wrong shall receive for the wrong which he hath done: and there is no respect of persons. - Colossians 3:22-25

CODE OF HONOUR

Having gone through my selection process and accepted the contents of my appointment letter,

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I commit myself to the stated covenants below, with the objective of not just being a staff, but also a committed member of the Covenant University. In signing this Code of Honour, I fully recognize that Covenant University is a Mission University with Jesus Christ as its foundation.

I, therefore, covenant as follows:-

1. That I shall serve God faithfully and committedly through this Mission University by further discovering my gifts and talents and by developing a servant's heart. (1 Pet. 4:10; Eph. 4:11-12; Phil. 2:3-4,7; 1 Cor. 4,2).

2. That I shall uphold the biblical demand for character, holiness, righteousness and integrity (1 Tim. 2:21).

3. That my faithful service to this University shall include and cover all areas of financial faithfulness, giving myself wholly to the strict adherence and observation of the covenant demands, tithing with proofs, with borrowing, begging and cheating, strictly prohibited in line with scriptural demands. I shall not take financial advantage of any person or group of persons in any way, such as soliciting for financial aids, special contributions from students, or extorting money by any other such other means.

4. That I shall uphold and observe a good Christian testimony in my home, not as a striker, but

having firm control over my household and not as one with unruly children.

5. Any assignment given to me (be it technical, administrative, protocol etc.) shall be gladly accepted without any resentment or prejudice.

6. Should I be involved in any incriminating legal matters, court cases, police case, traffic offence or confrontation with any law enforcement agent, for which I am found liable or guilty, the University Authority shall be entitled, thereby, to sanction my actions with punishments ranging from suspension to outright dismissal, depending on the gravity of the issue.

7. That I shall be a committed and total follower of leadership, seeing instructions as leadership's utmost tool of operations. I, therefore, accept that any disobedience of the University authority's instruction is a deliberate act of insubordination on my side, which is liable to my being released from the services of this Mission University.

8. That all acts of disobedience of any of the terms and demands of this covenant shall automatically mean my immediate, unreserved, unconditional release from this University's employment.

I will keep the CODE of HONOUR faithfully and prayerfully. I understand that my signature is my acceptance of the entire Code of Honour, which completes a contract between me and Covenant



University. Further, my acceptance of the Code of Honour is a solemn vow and promise to God as to how I will live my life.

DATED THIS.....DAY OF.....

NAME:.....

SIGNATURE:.....

DESIGNATION:.....

DEPARTMENT:.....

FACULTY:.....

ADDRESS:.....

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COVENANT UNIVERSITY CULTURE

INTRODUCTION

Culture, simply put, is a belief system. It is a people's conviction on fundamental issues relevant to life that dictates their lifestyle, approach and disposition, which ultimately determine their position, value, worth and accomplishment. You cannot separate a person's personality from his culture.

Information is the taproot of every culture. What information is at your disposal determines what you believe, and what you believe determines how you behave and how you behave determines who you become.

"The Truth is the hardest and oldest currency of life." – Dr. David Oyedepo, Chancellor

Covenant University is a God ordained family of people chosen by God to raise a new generation of leaders that will change their world through

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unparalleled ingenuity, creativity and purposeful living and her culture has its root in the TRUTH - The living Word of God (2 Tim 3:15-17).

The Chancellor also said that, "You cannot improve on the Truth. You can't bend it; you either accept it and be made by it, or reject it and, consequently, crash." The Truth has birthed for this family a life-changing, destiny-establishing culture that is building a formidable workforce God is working through to champion this revolution in education.

OUR ROLE MODEL

"Behind every move is a mover." -Chancellor

God always ties the destiny of a people or nation or generation to the personality and voice of His chosen vessels (Deuteronomy 5:1). For example, God's divine agenda of bringing out His people of Israel out of captivity into significance and royalty was carried out through His chosen vessel, Moses.

"You cannot play your role well without a role model." - Dr. David Oyedepo

Jesus said in Mark 1:17, *"Follow me and I will make you (to become)." Just as Moses was the vision-bearer, with all of Israel as vision-runners, so is Bishop (Dr.) David Oyedepo the vision bearer of Covenant University and we the vision-runners.*

He waits in God's presence; he understands God's

heart and purpose for every facet of the Liberation Commission, of which Covenant University is a vital component; he picks divine signals; he interprets them and passes them per time to us - the vision runners - in form of instructions. It is out of the abundance of these revelations over the years that Covenant University has birthed her rich cultural heritage.

Those things, which ye have both learned, and received, and heard, and seen in me, do; and the God of peace shall be with you. -Philippians 4:9

I. THE CULTURE OF HUMILITY

The culture of humility must be imbibed. The greatest challenge of the academics is pride.

See your appointment as a privilege from God, not a right or qualification. (1 Corinthians 1:26-29). Paul, a man of unusual exploits said, *"But by the grace of God, I am what I am, and His grace, which was bestowed upon me was not in vain...."* (1Cor. 15:10). This perspective to assignment is a principal requirement for your fruitfulness in any given task as a believer.

"No proud man has a future. If you don't shut down on pride, it can short-circuit your destiny...Minus the grace of God, you don't have a place with God. There is nothing about us except what God has put there."
- Dr. David Oyedepo



When God called the Chancellor into ministry, He said to him, "I have not called you because you are strong or because you are any better, I have only given you a privilege. Should you abuse it, there are 100's of better neighbours of yours waiting."

Dr. Oyedepo has rightly observed that, "A grace-made man is stronger than a expertise-made man." (Jeremiah 9:23-24).

II. THE CULTURE OF COMMITMENT

"CU is a system that passionately respects results only." - Chancellor

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An appointment with Covenant University is not formally equal to success. It is commitment to task that culminates in attainment, as only runners obtain the prize: "Know ye not that they which run in a race run all, but one receiveth the prize? So run, that ye may obtain." (1 Cor. 9:24).

"Don't work to be paid. Work to be made."
- Chancellor

Commitment is what edifies self-esteem, self-concept and self-worth. Be diligent and creatively productive! Fatten your destiny by the works of your hand. Respect is not a gift - it is earned through hard work. Hard work destroys hard life and it is the gateway to rewards. (Prov. 10:4-5).

Be committed, not primarily for gains, but for

generational impact. While you are enhancing the destiny of others, or the socio-economic or technological status of your nation or the world, or the system, ultimately, God rewards your inputs.

III. THE CULTURE OF PERSONAL DEVELOPMENT

When the LORD shall build up Zion, he shall appear in his glory. Ps 102:16

Pursue Development of Your Spirit

God's priority agenda for you, as a member of the CU family, is to build you. In the school of impact, there cannot be a manifestation without a building process. Job became a man of impact through the secrets of God he had contacted (Job 29:3-4). Even the 12 disciples had to be built up by Jesus before they could become men of impact and influence. It takes a sitting at the feet of Jesus before you rise in the school of impact.

"Covenant University is a revolution in education"
- Chancellor

At the root of every revolution is revelation, and the basis for every transformation is information (Prov. 4:20-23). Let your spirit man stay awake always in the truth (Is. 53:1). Whatever you see in the Book and your spirit man receives, you supernaturally become (1 Thes. 5:23).

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The Total Man Concept emphasis at Covenant University and your in-loco-parentis role to the students demand a qualitative development of your spirit man. You need robust spirit and mind to keep a robust body on in your pursuit in Covenant University.

Pursue Development in Your Field

The Chancellor has also intimated that "Covenant University is not just out to add to knowledge; it is out to create new knowledge." CU is part of a new dispensation all together - a dispensation of creative knowledge. Therefore, it takes a radical approach to remain on the frontline. To get where you have never been, you must go where you have never gone, do what you have never done, search where you have never searched and think what you have never thought. To maintain relevance, it is crucial that you be a hunter of fresh information to make meaningful impact in your field.

IV. THE CULTURE OF DISCIPLINE

"To be lawless is to be lifeless."

- Dr. David Oyedepo

"Life without law is a crisis-laden life."

- Dr. David Oyedepo

In your journey to success, it is expedient that you bring yourself under certain laws. Your assignment in Covenant University demands that you be

disciplined men and women. The Chancellor has said time and again, "Responsibility is the price for greatness." (Joshua 1:7). It takes responsibility to live a life of dignity. It takes discipline to succeed, maintain and sustain success.

Discipline requires decisions, which is a function of choice. Your choice is an expression of your will. Your decision informs your action, which informs your character, which, in turn, determines your personality, i.e. who you become.

V. LEADERSHIP QUALITIES

"Leadership is influence. Everything rises and falls on leadership." John Maxwell

Above all, remember that God appointed you as a leader. It is important to change your concept of yourself to align with how God sees you.

What is leadership?

1. Self discipline and Obedience

The highest form of discipline is self-discipline. Self-discipline means obedience and self-imposition of strict guidelines on yourself (Joshua 1:7). Some refer to discipline as hardship. In reality, it permits success and sets you free from futile living.

To be a leader you must be able to be led. Jesus, a model leader, committed His life to obedience to



the point of death (Phil 2:8). True leaders discipline themselves ahead of what other rules people or organizations set them.

In this world, we either discipline ourselves or others will discipline us. Only those who have excelled in this quality demand the respect of others and earn the right to lead and discipline others.

2. Character

A leader can never be separated from his character. The real indicator of your character is action, which is a product of a your thoughts.

Character is a choice. Choose to set standards, which are measured by God's Word, for yourself

Note that your ability to manage crisis moments effectively is one indicator of the strength of your character.

Good character brings lasting success with people. Followers do not trust leaders whose character is questionable. They will not continue following them.

Code Of Conduct

SOCIAL CULTURE

"Outward behaviour is the best thermometer for inward spirituality."

Every staff is expected to maintain a standard of excellence in every area of his/her life. This includes the following:

- I. Language (Ps. 34:12-13; 1 Pet. 3:8; Eph. 4:31)
 - i. Your words can either build or destroy lives. You are to speak edifying, encouraging words. Let your words be seasoned with salt.
 - ii. The way we speak about God's people and the University will be reflected in the attitude of the students.

II. Appearance (Exodus 28:40)

- i. Have a spirit of excellence about your life. Let your appearance be reflective of who and what you represent. To act right, you have to look right and feel right.



i. Covenant University has a formal dress code for employees. University Staff must adhere to the dress code during work hours and when representing the University in an official capacity.

ii. Never push the limit in any area of the dress code. Decency is the mother of dignity, so make your appearance an asset, not a liability.

iii. Always keep your hair in check. If the hairstyle is questionable, don't do it.

iv. During normal lectures, public lectures, special ceremonies, Matriculation, Founder's Day, Convocation and Examinations, all University staff must be corporately dressed.

iv. During special ceremonies, Matriculation, Founder's Day, etc., non officiating staff may wear full national attires that represent and promote our cultural heritage.

A. Dress Code for Women

i. For lectures, all female faculty members are to dress corporately in skirt/trousers suits, skirt and blouse, or short/long-sleeved gowns that should be well below the knees. Skirt lengths must be modest and in good taste.

ii. Low-necked blouses may not be worn. Any clothing made from transparent material must be fully lined.

iii. Sandals and strapless shoes are not permitted during official hours.

B. Dress Code for Men

i. Within work hours, male faculty members must wear, at least, a shirt tucked into a pair of trousers, and a tie. Suits are preferable.

ii. Male lecturers and staff may wear French suits with shirt and ties to lectures or to work.

iii. All male staff are to sport a regularly, well cut, combed hairstyle.

iv. Sandals and canvases are not allowed in the Lecture Halls and during official hours.

III. Approachability (Col. 3:12; Titus 3:2; 1 Pet. 3:8)

i. Approachability is one primary mark that should distinguish you as a faculty or staff member. The students should feel that you are caring.

Listen to them. Give them encouragement. you are competent to answer and refer them to appropriate quarters for help whenever necessary.

4. WORK ETHICS

"My Father worketh, hitherto and I work" (John 5:17).

Every faculty and staff member of Covenant



University is in covenant with God. As covenant practitioners, God wants us to be committed workers, not job-keepers.

I. The Right Covenant Perspective Towards Your Work

"Work well done for Christ will receive a well done from Christ."

i. You have a similar responsibility to release the strength, skill, knowledge and energy God gave you for the good of the students and the University.

ii. Strive to be an enthusiastic worker, rather than a job-keeper; enthusiasm changes problems to challenges.

iii. Your attitude towards your work is what moves God close to you increasingly. *"The path of the just is the path of glory."*

iv. You are here to solve someone's specific problem through your labour.

v. Don't work for pay; rather, work for personal fulfillment, contributing to the wealth of the students, the University and the world at large.

II. WORKING HOURS

i. Every staff is expected to productively engage a maximum number of the hours of every day in one

form of activity or the other, which is directly connected to his/her assignment in the University.

ii. You will be expected to be on duty from 8:00 a.m. to 5:00 p.m., except in those areas where a shift is being run or where offices are required to remain open for longer periods. Your HOD will advise you of any variations in the 8:00 to 5:00 workday, as occasion calls.

iii. All offices in the University normally remain open from 8 a.m. to 5:00 p.m., Monday through Friday, with adequate labour to handle the workload at all times. Some offices, however, because of the nature of the services rendered, may be required to remain open longer each day. In these cases, the department head will alternate or schedule the hours of the staff.

iv. On occasion, it may be necessary for you to work in excess of a 45-hour workweek for a continuous period of time.

III. LUNCH PERIOD

i. All University Staff are provided with a one-hour lunch period between 12:00 noon and 1:00 p.m., except in cases where lecture periods fall between this specified time.

IV. PUNCTUALITY

Because much of the University's manpower



activity is interdependent, it is important that you be at your workstation and be ready to begin work at the designated starting time. Punctuality reflects a positive interest and attitude towards your job.

V. NOTIFICATION OF ABSENCES

i. Regular attendance is expected of every employee. If it is necessary for you to be absent from your job due to illness or personal reasons, you must notify your immediate supervisor of the reason(s) for the absence as soon as possible, but not later than 15 minutes following the beginning of the workday, each day of your absence. If, for genuine reasons, you must be late to work, you must notify the sectional head within 15 minutes following the beginning of the work day, so that he will be aware of the situation and can arrange for a temporary replacement, if necessary.

ii. An unauthorized absence for up to a day shall be penalized with a loss of pay, and may additionally be cause for disciplinary action.

VI. PERSONAL TELEPHONE CALLS

i. Personal calls consume precious time, take your mind off your work, tie up the line and add disagreeably to recurrent costs. University Staff are not expected to make any personal calls during working hours, except by permission of the Registrar or the

Vice Chancellor.

ii. GSMs are to be switched off during meetings, lectures and assemblies.

VII. PERSONAL VISITORS

i. Personal visitors interfere with your work and disrupt the attention of those near you. Every faculty and staff is, therefore, advised to minimise their availability for private visits during business hours.

ii. Salesmen and solicitors are not permitted to hawk within and through the buildings or to contact employees for purchase of any item. Solicitations by employees, selling of merchandise, lottery, etc. and transactions relative to solicitations, are not permitted on the premises.

VIII. GIFTS

Policy On Personal Gift

Preamble:

"He who is greedy for gain troubles his own house, but he who hates bribe will live" (Prov.15:27).

Giving is living and a continuous experience of life, with graded reward.

Giving is the sowing of a seed, which must in time of its nurture bring forth a harvest, while the earth



remains. A seed is always sown in trust and in love that the earth to which it is committed may "bring forth fruit of herself, first the blade, then the ear and after that the full corn in the ear" (Matt.4:28)

"The earth which drinks in the rain that comes often upon it and brings forth herbs meet for them by whom it is dressed receives blessing from God ..." (Heb.6:7-16)

However, we must like Paul agree that necessity is laid upon us in this covenant to sow into the life of the students without charge that we may not abuse the privilege granted us in this service. We do this by making ourselves servants to them all, being made all things to all students that we may by all means save more.

We should therefore be very open to learning to give of ourselves to them in love with understanding. By doing this, we should not fall into the temptation and snares that premature harvesting called by the name of gifts by either students or parents can cause.

The Policy

Whereas:

- i) The University has a mission of deep commitment to excellence in delivery of all services.
- ii) It is considered essential that every staff of the University demonstrates strict ethical and moral

standards in their interactions with all persons with whom they have to transact business (students, parents, fellow staff and other members of the public)

iii) Staff may encounter situations of compelling obligations, compromise and conflict in the performance of their duties.

iv) Staff must be guided in their conduct in such manner as to help them be committed to institutional values, ethical standards and professional practice that can pungently communicate love and trust in the practice of covenant in the University.

v) The need is urgent to emphasize the Christian ethics distinguishing this University from others in terms of serving in His house.

Consequently, the following position, definitions and inferences shall hold:

- i) This document specifies in codified form, the expected mode of behaviour of staff in terms of personal gifts that may be offered them in regard of service offered by them in official or extra official capacity to students, staff or their friends and relations.
- ii) A gift may here be defined as a material, financial or other types of gratification offered a staff by any person with whom he has or may have official transactions in which he or she has official responsibility or goodwill.



iii) A Covenant University Staff shall not accept a gift or consideration of any sort thereof no matter the situation or circumstance from a supplier, contractor, or any other person with whom the University does business or has official transactions, (either as parents/guardians of students or of prospective students which also fall in this category) as this may induce undue preference in the decision making process.

iv) No staff of Covenant University may accept gifts, cash, food and drinks from persons who seek to do business or have interest in such matters that staff of the University maybe in position to pronounce or decide on.

v) In cases where it is difficult to make clear-cut distinction or where it becomes impracticable to stop the gift or return them or where donors are insistent in presenting the gift anyway, the donor shall be advised to present the gift to the University and this will be officially receipted and acknowledged immediately.

vi) It shall be the policy of the University to officially educate such donors about the constraining factors pertaining to the acceptance of personal gifts or more importantly the fundamental principles guiding such expressions.

vii) For avoidance of doubts, no staff of Covenant University should accept cash gifts or any 'gifts of value' from student and /or their parents for

whatever reasons and no matter the circumstance. Covenant University Staff must avoid acting under any undue influence in the performance of their duty. This includes decisions made with regards to admission, academic programmes, disciplinary matters, award of grants and scholarships etc.

viii) Nothing, however, in the above provisions prevents a staff of Covenant University from accepting gifts of nominal value, in such items as books, promotional items, information materials provided that receiving such items will in no way compromise their stance in decision making in respect of person giving such gifts and that this position is understood by the involved parties.

**The policy will be reviewed from time to time in line with the demands of the University's academic context and core values as they adjust to the changing time.*

IX ACCEPTABLE PUBLICATIONS

Policy On Textbooks And Other Reading Materials

There is great need to monitor the activities of all students in respect of their inputs into each and every course and lecture on the one hand as well as to ensure that our lecturers deliver best to the students on the other hand.

Secondly, there is an imperative need for students



to consult textbooks not only to master what were delivered unto them but also to move further and enrich their understanding.

Furthermore, it is important that lecturers do not abuse their privilege by compelling students to purchase books authored by them or by their friends.

This policy is put in place to help the processes of this development and safe guard the interest of the students, staff and Covenant University.

1. Each course must have a list of reference materials and lecturers must go extra length of recommending good books and materials in the field of study. A guided reading list may help the students to study better.

2. As much as possible, a few of the reference materials may be usable as *Course Textbooks*. These should be clearly identified.

3. In very exceptional cases should a course be offered without specification of at least one suitable textbook. Lecturers should ensure that even in these circumstances a minimum number of books is recommended as compulsory buying and reading.

4. When more than one lecturer teaches a course, all such lecturers must jointly compile the reference materials that are compulsory reading and those that are additional to the basic materials.

5. Lecturers are free and are encouraged to write textbooks. It shall be unethical to compel students to purchase such books. Where colleagues in that class certify that the books are indeed exceptionally good, they shall form part of the recommended set of materials and students will be free to use their discretion to buy or not to buy such books.

6. Where books authored by lecturers of Covenant University must be sold to students, these books should be deposited with the Bookshop Manager who will make appropriate arrangements for selling the book. On no account must books be sold to students from the office of any lecturer.

X. RESPONSIBILITIES

A. Class Related Responsibilities

i. Every faculty member is to arrive punctually for class.

ii. No lecturer is permitted to eat into another lecturer's class time.

iii. Every full-time faculty member needs to schedule and keep at least seven and-one-half (7 1/2) hours per week in his or her office, to be available to students. Office hours for student consultation are to be posted and adhered to.

Every full time faculty member must also be available to students at other times by appointment.

iii. All full time faculty members need to assist in the registration process.

iv. All full-time faculty members should engage in scholarly activity (e.g., research, publication, performance), hold membership of and participate in, professional organizations, and attend professional conferences.

v. Each faculty member shall complete a Professional Development Plan annually and submit it to their HOD. This plan must address how the faculty member will stay current in both subject area and pedagogy.

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vi. All faculty members shall complete and submit paperwork in a timely fashion.

vii. Faculty members need to show courtesy to colleagues by promptly responding to phone calls, e-mails and memos.

viii. Members of faculty who are unable to fulfill their responsibilities must notify their HOD in advance, if possible.

ix. *Performance Reviews*- Although your sectional head informally evaluates your job performance each day, you will be scheduled for a formal performance review annually. For most employees, this annual performance review will take place on the anniversary of the individual's date of employment.

The quality and quantity of your work, your ability to get along with co workers, your willingness to cooperate, your attendance and promptness records, your compliance with both the University's lifestyle and dress code, your leadership ability, and your personal initiative will be evaluated in these formal reviews.

C. Miscellaneous Responsibilities

i. All faculty members shall engage in a healthy lifestyle that includes a physical exercise programme.

ii. All faculty members should be familiar with University documents relating to their assignments, including this Handbook, the Conditions of Service, the Covenant University Student Handbook, and the syllabi guidelines.

iii. Faculty members are expected to be collegial (e.g.: supporting colleagues and departmental activities) and to accept their fair share of extra-curricular duties (e.g.: supporting student clubs, etc.).

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XI. RESIGNATION

i. The employment relationship between the employee and Covenant University is based upon a mutual decision that the employee has the right to terminate employment whenever he chooses, for any reason, or no reason. Covenant University shall have the same right.

ii. It is customary for any faculty member, either

tenured or non tenured, who does not intend to continue employment at the University, to notify the University Administration in writing of that intent at the beginning of the last year, but, in any case, not later than the beginning of the last semester he/she intends to teach. This is without prejudice to specific provisions for exercising such right as provided for in the Senior Staff Conditions booklet.

iii. Should any University Staff have reason to resign, it is important to first talk to your supervisor, HOD or Dean. If your resignation is due to dissatisfaction with working conditions or fellow employees, you may want to discuss it with the Personnel Department before making a final decision.

iv. You will not be eligible to use vacation or other leave pay after you have submitted a resignation. Also, a doctor's certificate will be required in order for you to be paid for any sick time claimed after you have submitted a resignation. However, in furtherance of good practice and the preservation of goodwill to all men, we expect staff leaving the University to discuss and be discussed with. It is expected that this will foster a relationship which can help a staff in fulfillment of destiny.

XII. CIVIL DISOBEDIENCE

- i. Covenant University does not encourage or

condone acts of civil disobedience (strikes, riots, rampage etc.).

XIII. PAYROLL POLICIES

A. Your Wages

i. Your wages are determined by a Salary Administration policy adopted by Covenant University. Job descriptions have been compiled and evaluated on the basis of the value of your job compared to other jobs in Covenant University.

ii. Based on the skills and effort required and the responsibilities involved with each position, a value has been assigned to every job in the University.

B. Salary Adjustments

i. Based on your performance, progress, quality and quantity of work, attitude and attendance, all regular staff may be recommended for a merit increase on an anniversary date review. Guidelines for merit increases will be announced each year.

XIV Performance Assessment and Evaluation:

Staff shall be subjected to annual assessment in respect of performance in their job. This shall normally be made available for proportion and placement exercises.



Similarly, staff shall be evaluated by their customers to ascertain their services are delivered. Specifically, teachers shall also be assessed for teaching effectiveness by students under criteria that shall be determined by the management from time to time.

OTHER EXPECTATIONS OF STAFF CONDUCT

I. IN-LOCO PARENTIS ROLE.

We are not just demanding Covenant relationship with all partners, we live it and expect every staff to be a part of this covenant understanding where we see members of the community as belonging to one large family.

II. As such, we therefore must express love to the students brought our way by God to be prepared as arrows. We expect every staff to deal with students on daily basis as family member and in practical terms; this means we must have oneness in us and among us.

III. We shall be standing together, encourage one another, pray for one another and give to one another. It is our believe that we have no hope if we do not plug into the mystery of sowing seed for our harvest in life. For this reason, we must serve as parents to those students whose parents are not here. Staff will be



expected to actively participate in the;

- a. Faculty Support Programme
- b. Mentoring and Counseling Programme
- c. Make themselves available at scheduled time for meeting with their students. Such meetings period shall be displayed on the staff door as a weekly duty.

IV. Respect for Privacy of Others:

i. The University is a place where men connect to deep things yet unknown through meditation and inspiration.

ii. Every staff must therefore subscribe to a noise free work context ensuring that they do not in any way generate noise that becomes an abuse to an academic environment nor an abuse of the University Community.

V. Academic Freedom:

i. We believe absolutely in the positive values of Academic Freedom as the basic and only platform for pushing forward the frontiers of knowledge.

ii. We believe that every privilege comes along with its responsibilities. We understand that the purpose of academic freedom is in contribution to knowledge in such manner and at the speed that brings assurance and succor to the pains occasioned by living. We therefore give respect and regard to academic freedom

practiced in the context and adventure of academic leadership.

iii. A staff of Covenant University must be qualified by training and experience to teach, research and to lead because only leaders can train leaders.

iv. We believe and encourage both staff and students to be involved in full enquiries concerning any question of life that has not been answered or that is always needing better answers.

v. The very essence of academic freedom is what Covenant University tolerates and celebrates to wit: the ability, capacity and freedom to convey many different points of views on any issue taking into consideration all sides of possibilities in order to capture the full length, breadth and dept of an opinion.

vi. Our spiritual antecedent however forbids blasphemy against God in whom we believe, as a tenet of faith, all things are contained. True academics freedom must translate theoretical concepts in man's partial understanding with practical proofs of God's creation story for in Him are all things contained.

vii. The universe that God created is the eternal research preoccupation of all learning institutions and personalities all over the world. We therefore may not encourage statements on research experience or findings query God's sovereignty or blaspheme His delivered principles by which He concluded all things before we began.



VI. Relating with the Mass Media

i. Staff members are free to make statement in any media or at any forum in the world in respect of issues of knowledge, understanding or findings that has to do with their own specialization or in an area that is outside theirs.

ii. Staff are however not permitted to make public comments in any media about the administration of the University. They are rather to channel every such opinion through the various administrative machineries available to them in the University.

iii. Staff who contradict these expectations shall be brought before the relevant disciplinary committee of the University for appropriate sanction, which may range from suspension from duty to dismissal from the University.

iv. The University's Public Affairs or Media Relations Department should be responsible for such media contact except where approved officer of the University were mandated by management to so deal with any media.

CAMPUS LIFE

Church and Chapel

i. All University Staff are expected to attend Chapel Services.

ii. The Chapel is intended to bring the faculty, staff, students and the University community together for worship, thereby, fostering the spirit of fellowship and spiritual nurturing.

iii. Make sure that you go and feed yourself. Remember that you need to be fed just like everyone else. Your attitude towards Chapel will affect the significance that you will see in it. Chapel services hold twice-weekly in the University.

II. CHURCH ATTENDANCE

i. A vital aspect of your overall growth while in Covenant University revolves around the Mission Church Services. The church is pastored by the founding Bishop, Dr. David Oyedepu, Chancellor of Covenant University, who consistently ministers the Word of God in power, to the satisfaction of every hungry soul. You cannot afford to miss out on the life-transforming experience that awaits you in each service.

ii. All staff are encouraged to attend Wednesday Communion Service, from 5:00-7:30 p.m. at Faith Tabernacle.

iii. Every branch and fruit on a tree is enriched by the root. All University Staff are expected to attend every Sunday service at Faith Tabernacle.

Let us hold fast the profession of our faith without



wavering; (for he is faithful that promised;) And let us consider one another to provoke unto love and to good works: Not for saking the assembling of ourselves together, as the manner of some is; but exhorting one another, and so much the more, as ye see the day approaching. (Hebrews 10:23-25)

III. ETHICAL ISSUES

A. Personal Finances

i. The University expects you to handle your personal finances responsibly. If you demonstrate an inability or unwillingness to do so, you will be confronted.

ii. For example, if the University is notified by a local business that you have written a check without sufficient funds in the bank, you will be contacted. You will be expected to arrange for payment of the insufficient check. Unwillingness to do so, or further "insufficient funds" checks will be considered a violation of the Code of Honour, which you signed as a condition of employment, and will make you subject to the Covenant University corrective policy. Lack of submission to corrective discipline can lead to termination of employment.

iii. Borrowing money from other people or employees is not allowed and solicitations for gifts and donations are prohibited.

B. Use of Illicit Drugs and Alcohol

i. Illicit Drugs

a. The illegal use of controlled substances has a substantial and detrimental effect on the spiritual and physical health, as well as the general welfare of others. The health risks and spiritual death associated with the unlawful use of controlled substances depend on the substances or combination used and the individual using them.

b. Unlawful possession and distribution of controlled substances are serious offenses with serious legal consequences under federal, state, and local laws.

ii. Alcohol Abuse

a. Consumption of alcohol is strictly prohibited.

b. The use of alcohol presents a health risk. Consumption of alcohol, in combination with such innocent activities as driving a car, swimming, and the like, can result in injury or death.

iii. Violations

The University will dismiss from employment those employees who possess, use, or distribute illicit drugs and/or alcohol.

C. Miscellaneous

i. Each year, all Faculty and Staff members sign



and uphold the Honour Code Pledge.

ii. Faculty and staff members shall not use professional relationships with students or institutional facilities or privileges to further personal, private gain. They shall accept no gratuities, gifts, or favours that might impair professional judgment, including remuneration for tutoring students enrolled in the University. Faculty members are expected to give needed assistance to their students.

iii. Faculty members shall not use, directly or indirectly, the prestige and/or influence of the University in their personal affairs. For a faculty member to act for, or on behalf of the University without prior approval is prohibited. The use of the University's name, letterhead, or influence on behalf of any private individual member of the University Community is strictly prohibited.

iv. Faculty must adhere to all laws addressing the ethical use of other's materials, whether it is in the form of print, video, multimedia, or computer software.

IV. SECURITY

i. The Covenant University Department of Public Safety and Security is open 24 hours a day, seven days a week. The department is to be notified of all emergencies, e.g. those relating to Fire, Ambulance

or the Police. Students, faculty and staff are to contact the Covenant University Public Safety and Security Office to coordinate emergency procedures.

ii. An incident report is written on all complaints or suspicious activity reported. Since Covenant University is represented by the primary responsibility of the State Police Department, Covenant University's policy is to cooperate with, and assist fully in any investigation by the State Police Department.

V. FOOD SERVICES

i. You may purchase your meals at the University Cafeteria. *(Note: Interested University Staff are required to adhere to Cafeteria Rules and Regulations).*

VI. RESIDENTIAL QUARTERS

i. Covenant University has plans to accommodate all staff on Campus.

ii. All residential apartments, flats or houses allotted to staff are expected to be kept in neat condition.

iii. Parents are to ensure that their growing children do not deface the walls with pencils, markers, sharp objects, etc.

iv. Lights are to be kept off when not in use.

v. Taps should always be turned off after use, to



avoid undue overflow.

vi. All staff are expected to live harmoniously in the spirit of brotherly love, respect the privacy of their neighbours by controlling the volume of their audio/ audio-visual equipment, and be their neighbours' keeper.

vii. Peradventure strange faces or movements are noticed around your premises, quickly alert the Security Staff on patrol, or contact the Security Post.

VII. OTHER THINGS TO KNOW

Identification Cards

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i. As a security measure, you will be issued a staff identification card showing your name, designation and department. This card should be worn openly on you at all times when you are on Covenant University premises.

ii. Your identification card is issued for your own use and should never be lent to another person. If you should lose your I.D. card, notify the Office of the Registrar immediately and make arrangements for another one to be made.

iii. If you leave the University employment, your identification card must be turned in to the Personnel Department before your final paycheck will be released to you.

SECTION II: STAFF CONDITIONS OF SERVICE

INTRODUCTION

1.1.1 This Handbook contains vital information about the Conditions of Service of the Senior Staff of Covenant University, where a Senior Staff is defined as those employed on CUSS 06 and above.

1.1.2 These regulations are subject to review from time to time.

1.2 Definitions

1.2.1 REGULATIONS FOR ACADEMIC STAFF

These are regulations governing the appointments, promotions, etc. of the Academic Staff in the University. They are made under the authority of the Council. These regulations shall have application to all matters appertaining to the appointments, tenure, determination of appointments, leave, promotions and study leave of Academic staff, except where Council

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directs generally on the conditions of all University staff.

1.2.2 Regulations for Senior Non-Teaching Staff

These are regulations governing the appointments and promotions etc. of the non-teaching senior staff of the University. They are made under the authority of Council. These regulations shall have application to all matters appertaining to the appointments, tenure, determination of appointments, leave, promotions and study leave of non-teaching staff, except where Council directs generally on the conditions of service of all University Staff.

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2.0. INTERPRETATIONS

2.1 In these Regulations, unless the context otherwise requires, the following expressions have the following meanings:

"Academic Staff" includes all persons holding appointments as members of the teaching or research staff of the University and whose primary duty is teaching or research and shall also include the professional Centre For Learning Resources staff of the status of Resource Officer II and above.

"Committee" means the appropriate Appointments and Promotions Committee for the category of staff concerned.

"An officer" means a senior member of staff.

"Ordinary promotion" means a promotion to the next grade after serving at least a year on the last step of the salary scale on the preceding grade.

"Accelerated promotion" means a promotion to the next higher grade before the last step of the salary scale of the preceding grade has been reached.

"Established Post" means a post specifically provided for in the current University Budget.

"Council" means the University Management Council, which is the apex decision-making body for the day to day running of both Academic and Administrative functions of the institution.

"Senate" refers to the academic decision-making body. They are responsible to the Council in all academic matters.

"Unestablished Post" means any post that is not established, i.e. not provided for in the University Budget.

"Study leave" is a period of paid absence of a semester or two semesters' duration granted after a period of service to staff for academic purposes.

"Leave of Absence" is unpaid leave granted to staff.

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"Misconduct" means general misconduct to the scandal of the University or to the prejudice of discipline and the proper administration of the business of the University, and, without prejudice to the generality of this definition, includes corruption, dishonesty, drunkenness, false claims against the University, insubordination, negligence, falsification of records, failure to keep or suppression of records, conviction on a criminal offence, absence without leave from place of work without satisfactory excuse; failure to resume from authorized leave at its expiration, negligence deemed by an internal auditor to have been the occasion of a loss of funds to the University, disobedience of an order to proceed on transfer or to accept a posting or of any other lawful order issued by the University Management Council, the Chancellor, the Vice-Chancellor, the Registrar, the Head of Department or their representatives; failure to appear or to answer questions satisfactorily in any investigations before any person or body designated by the University Management Council, the Vice-Chancellor or the Registrar for the purpose of investigating any matter provided for, in, or any case arising out of these regulations.

'Non-teaching Staff' includes all persons holding appointments that do not involve teaching and research in the University.



3.0 THE COMMITTEE

3.1. THE APPOINTMENTS AND PROMOTIONS COMMITTEE FOR ACADEMIC STAFF

3.1.1. There shall be a standing committee of the University Management Council known as the Appointments and Promotion Committee, whose terms of reference shall be:

(a) to consider and to make all appointments to and promotions within the Academic Staff, provided that the Vice-Chancellor, in consultation with the appropriate Head of Department, shall have power to make temporary appointments to the Academic Staff for a period not exceeding one year;

(b) to decide the points in the appropriate salary scale at which a member of the academic staff shall be placed on first appointment or on promotion in accordance with the regulations made from time to time by Council.

(c) to consider the confirmation or extension of appointment of a member of the Academic Staff on the expiration of his initial period or appointment and to decide whether or not the appointment be confirmed to retiring age or extended for any specific period;

(d) to grant study leave to academic staff in accordance with recommendations made, from time to



time, by Senate;

(e) to advise the Board of Regents on any other matters relating to the Committee's terms of reference and procedure.

3.1.2 The membership of the Committee shall be as follows:

- a) The Vice-Chancellor
- b) The Deans of Colleges
- c) The Registrar
- d) The Director, Centre For Learning Resources
- e) The Dean, of Student Affairs

f) The Dean of the College and /or Head of Department concerned, if not already a member, or a person deputed by him for the occasion.

g) The appropriate Head of Department (if not already a member) or a person deputed by him when business relating to his department is being considered.

3.1.3 The Vice Chancellor or, in his absence, his representative shall be the Chairman of the Committee.

3.1.4 The Registrar or his representative shall be the Secretary of the Committee.

3.1.5 The quorum of the Committee shall be six,

provided that the Head of Department concerned or the person deputed by him when business relating to his department is being considered shall be a part of the quorum.

3.1.6 If, for any reason, a vote has to be taken, the concurrence of votes of a simple majority of the members of the Committee present shall be required to make the decision valid.

3.1.7 The Registrar shall, in due course, report appointments, promotions, confirmation or extension of appointments made by the Committee and such other matters as the Committee may deem necessary to the Board of Regents through the Chancellor.

3.2 THE APPOINTMENTS AND PROMOTIONS COMMITTEE FOR ADMINISTRATIVE, PROFESSIONAL AND TECHNICAL STAFF

3.2.1. There shall be a standing Committee of Council known as the Appointments and Promotions Committee for Administrative, Professional and Technical Staff whose term of reference shall be:

To consider all appointments to, and promotions within, the administrative, professional and technical staff, except to the office of Registrar and Director of Financial Services, provided always that the Chancellor shall have power to make temporary appointments to such posts for a period not exceeding one year.



3.2.2. The membership of the Committee shall be as follows:

- a) The Registrar (Chairman)
- b) The Director, Financial Services
- c) The Director, Centre For Learning Resources
- d) The Dean of Student Affairs
- e) The Director of Physical Planning & Development
- f) The Head of Department concerned, if not already a member, or a person deputed by him for the occasion.

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3.2.3. The Director of Academic Planning (or any officer appointed by him) shall be the Secretary to the Committee.

3.2.4. The Registrar shall make report of the Committee to the University Management Council (UMC) for onward approval by Appointments and Promotions Committee of the Board of Regents.

4.0 APPOINTMENTS

4.1.0 GENERAL

4.1.1. Subject to the proviso in Regulation,

3.1.1. (a), relating to the making of temporary appointments by the Chancellor, vacancies on the established

staff shall be advertised except where, for good reasons, the Committee authorizes that any particular vacancy be filled without advertisement. In such a case, however, the candidate shall not be exempted from the usual assessment.

4.1.2. There shall be constituted, in respect of each appointment, a University Assessment and Interviewing Panel that shall interview and assess candidates for appointment and make recommendation to the University Management Council.

4.1.3. The University Assessment and Interviewing Panel shall consist of:

- a) The Vice-Chancellor and/or his representative;
- b) The Head of Department concerned, or if the appointment is to a professorship in the department, the Dean of the College concerned, in addition to the Head of Department, except where the Head of Department is himself a candidate he shall not serve on the Panel;
- c) Two persons with knowledge of the subject or field in respect of which candidates are being assessed or interviewed;
- d) The Registrar or his representative as Secretary.

4.1.4. Accredited agencies elsewhere (e.g. the Inter University Council) may be used for interview, assessment and recommendation of candidates, but the responsibility and authority for making appointments

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shall remain vested in the University.

4.1.5. The criteria used for promotion shall be used for appointment and performance at interview shall count towards teaching experience, which is normally taken into consideration in determining a candidate's suitability for promotion.

4.1.6. Where it is necessary to extend a temporary appointment made by the Chancellor under the proviso in Regulation 3.1.1(a), such extension shall be referred to the Committee for decision.

4.1.7. Tenure of Appointment

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All appointments have a probationary period of two years, in the first instance. They may be extended for specific periods or confirmed to retiring age at the discretion of Council. Professorial appointments are tenable to retiring age.

4.1.8. Incremental Date

The general incremental date of those in receipt of salaries on an incremental scale shall be October 1, provided that the salary on which increment is to be made is entered on not less than one year before the said date.

4.1.9. Spouses

Spouses appointed to the Senior Staff of the University

have the same conditions of service as those of any other member of the senior staff. Both husband and wife shall be entitled to only one staff quarters. They shall be entitled to normal housing allowance.

Every interested staff shall apply for housing and will be served with conditions and, as he/she agrees to it he/she, will be made to forfeit his/her prescribed rental for the quarters approved for occupation. In the case of a couple staff members, the rentals will be deducted from the salary of the allottee.

4.2. DETAILED PROCEDURE FOR APPOINTMENTS TO PERMANENT ACADEMIC POSITIONS:

4.2.1. PERMANENT ACADEMIC POSITION

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a) During the first week of March and August, Heads of Departments shall seek approval from the Vice-Chancellor to initiate the process to fill vacancies that exist in their departments.

b) In respect of any vacancy that is to be filled, the Heads of Departments shall submit a request as approved in 4.2.1 (a) for advertisement stating clearly the requirements for filling the post. The Registry shall advertise accordingly.

c) Where a chair is vacant, the Dean of the College shall submit to the Chancellor through the Vice-Chancellor a request for advertisement stating clearly the requirements for filling the post. Following the

approval, the Registrar shall advertise the approved request accordingly. The Dean shall be responsible for short-listing candidates for interview.

d) The Registry shall put out the advertisement locally and request the accredited agencies elsewhere to put out the advertisement overseas where necessary.

e) As applications are received by the Registry, copies shall be sent to accredited agencies overseas and they, in turn, shall send to the Registry, copies of those received by them.

f) After the closing date, the Registry shall, on the advice of the Vice-Chancellor or the Dean when an Acting Head is a candidate, prepare a list of those qualified in terms of the advertisement and call for references.

g) After the receipt of references and the deposition of publications, the Registrar shall ask the Head of Department in consultation with his senior colleagues, to prepare a shortlist, which shall be returned to the Registry within reasonable time.

h) The Dean on the advice of the Head of Department, where applicable shall suggest the membership of an interviewing and assessment panel for the approval of the Vice-Chancellor. On receipt of the Vice-Chancellor's approval (with or without amendments) the Registry, in consultation with the Dean, shall fix a suitable date for interview.

i) Members of the Assessment and/or Interviewing Panel shall evaluate, where necessary, the publications of persons invited for interview.

j) In the meantime, the agencies overseas, where appropriate, shall be requested to set up Selection Panels to interview candidates available and assess others, including candidates who have applied directly to the University.

k) The Recommendations of the local Panel, as well as those of the agencies overseas shall be put before the University Management Council for final determination of the appointment.

l) As soon as possible thereafter, the Registry shall issue the letter of appointment in accordance with the decision of the University Management Council.

m) The Deans of Colleges shall be consulted by the Acting Heads of Departments in all matters of appointments.

4.2.2 Appointment of Assistant Lecturer

A candidate, who has an Masters degree in their respective field, may be appointed Assistant Lecturer, provided such candidate possesses at least a second class honours degree in the relevant field.

4.2.3. Appointment of Lecturer II

a. A candidate for appointment as a Lecturer II



in the University shall normally have a Ph.D. in addition to possessing at least a second class honours degree in the relevant field

b. A candidate who has an M.Phil. qualification may be appointed as Lecturer II provided the candidate has a substantial number of publications as well as adequate number of teaching years in the University.

c. A candidate who has passed the final examinations of relevant professional bodies may be appointed as Lecturer II, provided the candidate has at least a second class honours degree in the relevant field.

d. A candidate who is already registered for a PHD programme and has relevant and substantial number of academic publications as well as adequate number of teaching years in a University.

4.2.4 Upgrading to Lecturer Grade II

a. An Assistant Lecturer may be upgraded to Lecturer Grade II on obtaining his Ph.D. degree or after passing the final qualifying examinations of relevant professional bodies.

b. A candidate who has an M.Phil. qualification may be upgraded to Lecturer II after a period of two years as Assistant Lecturer, provided the candidate has a substantial number of publications.

4.2.5 Appointment to the Grade of Lecturer I

a. A candidate for appointment as a Lecturer I in the University shall meet the conditions specified for appointment as Lecturer II.

b. Appointment to the grade of Lecturer I may be made on the basis of:

- i. adequate experience;
- ii. adequate teaching ability;
- iii. competence in research; and
- iv. publications

Note:

In relation to (iii) and (iv), special allowance may be made for exceptional clinical or other professional competence.

4.2.6 Appointment to the Grade of Senior Lecturer

a. A candidate for appointment as a Senior Lecturer in the University shall meet the conditions specified for appointment as Lecturer I.

b. Appointment to the grade of Senior Lecturer may be made on the basis of:

- i. adequate experience;
- ii. adequate teaching ability.



- iii. adequate research;
- iv. adequate publications.

Note:

In relation to (iii) and (iv), special allowance may be made for exceptional clinical or other relevant professional competence.

4.2.7 Appointment to the Grade of Associate Professor

a. A candidate for appointment as Associate Professor in the University shall meet the conditions specified for appointment as Senior Lecturer.

b. For appointment to the grade of Associate Professor, the candidate shall be fully assessed on the following criteria:

- i. adequate experience, including where applicable, professional competence;
- ii. outstanding research and publications;
- iii. adequate teaching ability.

c. When the Committee is satisfied that there is a prima facie case it shall proceed to seek the advice of three outside assessors, who will be appointed by the University.

4.2.8 Appointment to the Grade of Professor

a. For appointment to the grade of professor, the

candidate shall be fully assessed on the following criteria:

- i. adequate experience, including, where applicable, relevant professional competence;
- ii. very outstanding research and publications;
- iii. exceptional teaching ability;
- iv. evidence of leadership in research and post-graduate supervisions; and
- v. administrative ability or competence.

b. Only candidates from the grade of Associate Professor of two years standing or Senior Lecturer of at least four years standing shall be considered.

c. Appointment from the grade of Senior Lecturer to the grade of Professor may be considered provided that the candidate has met the criteria (under 4.2.8(a) (i) and (ii) above).

d. When the Committee is satisfied that there is a prima facie case it shall proceed to seek the advice of three outside assessors, who will be appointed by the University.

Note:

The same criteria used for the promotion of staff to these positions shall be used for appointment.



4.2.9 Appointment of Part-Time Lecturers.

a. The Head of Department shall recommend a candidate to the Dean. The recommendation shall be accompanied by an up-to-date curriculum vitae of the candidate.

b. The Dean shall satisfy himself that the candidate is *prima facie* qualified to participate in the teaching or allied programmes of the department.

c. Part Time Appointments: Remuneration is as determined by

University Management Council from time to time.

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**4.2.10 Associate and Honorary Lecturers**

a. Associate Lecturers may be appointed to any of the teaching Departments of the University. The rate of remuneration and travel expenses are as determined by the University Management Council, from time to time, depending on qualification and experience.

a. Duties

Associate Lecturers shall normally be involved in the practical work of the department and shall handle not less than two courses or equivalent workload per semester. Associate Lecturers shall take part in practical and project supervision.

c. Qualifications

Candidates who are certified by the appropriate College authority as possessing special expertise or professional competence that the departments need may also be appointed Associate Lecturer. Only candidates with at least a masters degree and not below the rank of Senior Lecturer may be so appointed.

d. Appointing Authority

The appointment of Associate Lecturers shall be made in the first instance by the Appointments and Promotion Committee and renewed annually by the same Committee.

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**4.2.11 Appointment to Headship of Departments and Research Institutes****a. Eligibility**

To be eligible for appointment as Head of a Department or Director of an Institute, the member of staff must be a full Professor in the Department or Institute concerned and must normally be holding a permanent appointment.

b. Appointment

i. The Chancellor shall appoint the Head of a Department on the recommendation of the Vice-Chancellor.

ii. Where there are two or more professors, a

headship shall be by the appointment of the University Management Council.

iii. Where there are no professors, an acting head shall be appointed from among Readers and Senior Lecturers up to a maximum of two years renewable, as desirable.

vi. Where there are no persons of the rank of Senior Lecturer and above in a Department, the Dean shall act as Head of Department to be assisted by the next senior-most Lecturer in the Department.

4.3. MULTIPLE CHAIRS AND PROFESSORSHIPS

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4.3.1 ESTABLISHMENT OF ADDITIONAL CHAIRS IN THE DEPARTMENTS

When a full-fledged Department has been established, there is, *ipso facto*, the establishment of a chair in that Department. It follows, therefore, that there is, in every Department of the University, at least one established chair. To institute additional chairs, therefore, the criteria shall be as follows:

- a. demonstrated research commitment and postgraduate development in an area much wider than the originally defined scope of the department;
- b. the growth of undergraduate curriculum, as indicated by the scope, number and variety of courses;
- c. Regulations (a) and (b) above shall not, in any

way, prejudice the establishment of specific chairs that may be endowed from outside source. Such offers of endowment shall, however, be considered, in the first instance, by the Senate on the joint recommendation of the Head of Department concerned and the Dean of the College. A report shall later be made to the Appointments and Promotions Committee and an appointment made to the Chair, in accordance with normal University regulations and procedures.

4.3.2 Detailed Procedure for Establishment of Multiple Chairs and Professorships

a. The establishment of a second chair in a department shall receive the prior approval of the relevant College Assembly before it goes to the Senate.

b. In all cases, the establishment of an additional chair in any department shall be a deliberate action of the Senate.

c. The practice of promoting individuals to full professorship on the basis of academic merit shall continue irrespective of regulations (a) and (b) above, but that when such personal professorships become vacant, the vacancies shall not be filled at any level higher than that of a Senior Lecturer.

d. When a chair is vacant, it must be advertised and filled in the normal way.

e. The Annual University Estimates, as well as

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the Calendar, should indicate clearly the number of established chairs and other posts in such departments.

4.3.3. Temporary Academic Appointments

i) Requests for temporary appointments shall be accompanied by advertisement for the position(s).

ii) Where the appointment is for one year, it may be terminated in writing by the Registrar through the Head of Department and Dean at any time during this period by one month's notice in writing unless otherwise stated in the letter of appointment.

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4.3.4. POST-DOCTORAL RESEARCH FELLOWSHIP

The appointment is normally tenable for a maximum of three years, subject to annual review and may be similarly terminated at any time by the Registrar during this period by three month's notice in writing.

ACADEMIC STAFF HIERARCHY

4.4.1. Criteria for Determining Seniority

The date of first appointment, or promotion to a given cadre, shall normally be the only criterion for determining seniority.

4.4.2. PROFESSORIAL SENIORITY

The Chairman of the Committee of Deans shall be

the Vice-Chancellor and shall have one of the Deans act for him/her whenever the Vice-Chancellor is away, provided a deputy Vice-Chancellor is not appointed. In such circumstance the acting chairman of the committee of Deans shall be by appointment by the Board of Regent or the Chancellor acting for the Board.

5.0 CONFIRMATION OF APPOINTMENT

5.1.ACADEMIC STAFF

The appointment of an Assistant Lecturer shall not be confirmed until he has been promoted into a higher grade.

5.1.2. All appointments to the grades of Lecturer II, Lecturer I and Senior Lecturer shall be for three years in the first instance and shall be subject to review thereafter. The appointment may be extended for specific periods or confirmed to retiring age at the discretion of the Council.

5.1.3. Confirmation to retiring age after the initial period of three years will be made on the following grounds:

- a. Satisfactory evidence of continuing research since appointment;
- b. Evidence of exceptional teaching ability and experience.
- c. Membership or prospecting of membership of

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relevant professional bodies, where applicable.

- d. Evidence of being worthy in character, and
- e. Medical fitness to stay on the job.

5.1.4 Appointments not confirmed at the expiry period would be deemed to have lapsed and the affected member of staff shall immediately be informed accordingly.

5.1.5 The Departmental Appointments and Promotions Panel and other permanent staff on grades higher than the grade of the lecturer being considered for confirmation of appointment shall carry out the assessment of the lecturer using the criteria stipulated above.

5.1.6 Candidates seeking confirmation of appointment must submit their current curriculum vitae, following the University guidelines for appointment/promotion of staff.

5.1.7 Assessment of each of the above five main criteria for confirmation of appointment shall be carried out as indicated below.

I. Satisfactory Evidence of Continuing Research Since Appointment

- a) Published papers:

These are papers published in Learned Journals or Refereed Proceedings of Conferences.

- b) Papers accepted for publication:

Candidates must attach evidence of acceptance.

- c) Conference papers:

These are papers presented during conferences, which may not be published.

- d) Patents:

These must be properly registered.

- e) Supervision of postgraduate projects:

This applies to postgraduate teachers (Lecturer I and Senior Lecturer).

f) For postgraduate lecturers (Lecturer Grade I and Senior Lecturer) and lecturers appointed on the basis of considerable professional experience, items (a), (h), (c), (d) and (e) apply.

II. Evidence of Adequate Teaching Ability and Experience

a. There shall be annual assessment of all courses by means of questionnaire completed by students duly registered for that course.

b. There shall be annual reports by the External Examiners and the Chief Examiner on all courses taught in the University. Such reports shall also be used to evaluate adequate teaching and experience.



iii. Evidence of Being Worthy in Character

This is to be assessed by the Departmental Appointments and Promotions Panel on the basis of:

- a) Character (absence of acts adjudged to be misconduct);
- b) Students/staff relationship;
- c) Professional ethics;
- d) Participation in departmental activities and responsibilities;
- e) The annual open assessment reports of the staff for the past three years.

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**iv. Medical Fitness to Stay on the Job**

This is to be determined by the Director of the University Health Service (UHS) upon conduct of appropriate medical tests and examinations. The Establishments Division shall make request to the Director of Health Services for such reports to be sent to the Head of Department under confidential cover.

5.1.8 Persons appointed to the Assistant Lecturer grade shall be on probation for a period of not more than three years. It shall be extended for another maximum period of two years on grounds of satisfactory evidence of continuing research, after which it shall lapse.

5.1.9 All academic appointments, other than those

of Professors, shall be reviewed three years from the date of first appointment, regardless of whether the person concerned has, in the meantime, been promoted from one grade to another, appointed to a higher grade, or transferred from one department to another.

5.2.0 NON-TEACHING STAFF

a) All Senior non-teaching staff appointment shall be reviewed two years from the date of first appointment for purposes of nonconfirmation regardless of whether the person concerned has in the meantime, been promoted from one grade to another, appointed to a higher grade, or transferred from one department to another.

b) Temporary service of a person appointed to an established post (academic and non-teaching) may count as part of a period of probation or of the initial period of tenure, provided that temporary service is relevant and has been in the same department which the person is being appointed.

c) Appointments not confirmed at the expiry period would be deemed to have lapsed and the affected staff accordingly informed.

d) Recommendations for confirmation of academic staff appointments by Heads of Departments should be submitted to the College Promotions Panel

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for assessment and subsequent recommendation through the College Appointments and Promotions Panel to the Appointments and Promotions Committee. Similarly, recommendations for confirmation of senior non-teaching appointments shall be submitted by Heads of Departments or Units through the normal channel to the College Dean or Registrar as appropriate, to the relevant Committee for consideration.

5.3. RULES GOVERNING CONTRACT APPOINTMENT

5.3.1. Contract Appointment for Retiring Staff.

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- 1) Applications must be accompanied by medical report of fitness;
- 2) Notices of retirement must have been accepted before any member of staff could be recommended;
- 3) There must be justification for wishing to retain such staff, in which case, what the Department stands to lose if such a member goes away must be clearly stated;
- 4) Contract appointment shall not normally be given to staff who retired voluntarily.

5.3.2. Contract Appointment For External Applicants.

i) Persons who have served in other universities or establishment and desire to work in Covenant University shall be employed under the same conditions of service as contained here except for provisions that have implications for tenure.

ii) Specifically however, their employment shall also observe the following:

(a) Contract appointment shall be for one year in the first instance.

(b) The appointment of a contract staff may be renewed subsequently after every two years subject to satisfactory performance and good medical report on the contract staff.

(c) Contract staff may not benefit from facilities that require payment on a long period e.g. Vehicle Acquisition Scheme, Computer Acquisition Scheme etc.

(d) Contract staff are not on the University's Terminal Benefit Scheme.

(e) Contract staff may not benefit from the Seminars and Conferences Fund until after two years of satisfactory performance of their duties except by a special approval of University Management Council.

(f) Contract staff may not terminate their appointment before expiration of their annual contract

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without paying the balance of salary for that year.

(g) The University shall not terminate the contract year except for reasons of official misconduct, character inadequacies or poor performance, as may have been determined by the University.

(h) A person who is presently a Senior Staff or Associate Professor and is applying to the University for a higher position as a Contract Staff will be appointed as a Senior Lecturer or Associate Professor (as the case may be) in the first instance. Once the papers have been appropriately assessed by Covenant University, the candidate shall be put in the appropriate salary grade and level for the new position and such appointment shall be applicable only while the service contract is subsisting.

(i) A person who is already a Professor, before retiring and is applying to the University as a Contract Staff shall be placed in accordance with his/her status on retirement before coming to Covenant University.

5.4. TERMINATION OF APPOINTMENT

ACADEMIC/NON-TEACHING STAFF

5.4.1. Professorial Staff

A professor shall not terminate his/her appointment

other than on the 30th August in any year, after having given to the Council through his/her Head of Department and Dean six months' notice in writing of his intention to do so, or pay six month's salary in lieu, unless the consent of the Council be otherwise obtained.

5.4.2. Academic Staff (other than Professors).

A Lecturer shall not terminate his/her appointment other than on the 30th August in any year, and after having given to the Council through the Head of his/her Department and Dean, three months' notice in writing of his intention to do so, or pay three months' salary in lieu, unless the consent of the Council is otherwise obtained.

5.4.3. Non-Teaching Staff (other than the Registrar)

A staff may terminate his/her appointment with the University at any time by a three month's notice in writing, to the Registrar through the Head of Department.

5.4.4. All Staff

The appointment of a staff of the University can be terminated by a notice of thirty days (30) to that effect. The University shall pay such staff one month's salary in lieu of such notice where the termination



circumstances require his or her immediate departure.

5.4.5. Temporary Non-Teaching Staff

- i) Request for temporary appointment shall be accompanied by advertisement for the position(s).
- ii) These appointments are tenable for a period of one year and may be similarly terminated by either side at any time by one month's notice in writing.

6.0 PROMOTION (ACADEMIC STAFF)

6.1 REGULATIONS

6.1.1 a. The Appointments and Promotions Committee will normally consider only recommendations put forward and supported by the Head of Department concerned, or, if there is no Head of Department, by the Dean of the College concerned.

b. It shall be in order, however, for a member of staff not recommended for promotion, to forward a statement of his case through the Dean of his College to the Committee, setting out his claims to be considered for promotion. Such an application shall be referred to the appropriate Head of Department, in case he might wish to forward comments to the Committee.

c. Paragraph 6.1.1(h) above can only apply to a person not already recommended by his Head of Department.

6.1.2 Assessment of Publications

Where publications are cited in support of promotion, the Head of Department making the recommendation shall include in his recommendation an assessment of those publications and, if possible, the opinion of another competent person who has read them. Where a publication is the result of a joint effort between the person recommended for promotion and others, there shall be a clear statement from either the Head of Department or someone in a position to know, of the specific contribution of the candidate recommended for promotion.

6.1.3 Assessment of Research

The Head of Department shall include in his recommendation an assessment of on-going research (papers presented at conference, unpublished works, solicited publications, ... etc.) of the candidate.

6.1.4 Promotion to the Grade of Lecturer II

Promotion from Assistant Lectureship is the same as provision in 4.2.4.

6.1.5 Promotion to the Grade of Lecturer I

Promotion to the grade of Lecturer I may be made on the basis of:

- a. adequate experience;



- b. adequate teaching ability;
- c. competence in research; and
- d. publications.

e. In relations to (c) and (d), special allowance may be made for exceptional clinical or other professional competence.

6.1.6 Promotion to the Grade of Senior Lecturer

Promotion to the grade of Senior Lecturer may be made on the basis of:

- a. adequate experience;
- b. adequate teaching ability;
- c. adequate research;
- d. adequate publications.

e. In relation to (c) and (d), special allowance may be made for exceptional clinical or other relevant professional competence.

6.1.7 Promotion to the Grade of Associate Professor

a. For promotion to the grade of Associate Professor, the candidate shall be fully assessed on the following criteria:

- i. adequate experience, including where applicable professional competence;

- ii. outstanding research and publications;
- iii. adequate teaching ability.

b. Promotion from the grade of Senior Lecturer to Associate Professor may be considered provided that the candidate has satisfied the criteria under 6.1.7(a) above.

c. When the Committee is satisfied that there is a prima facie case, it shall proceed to seek the advice of three outside assessors, who will be appointed by the University.

6.1.8 Promotion to the Grade of Professor

a. For promotion to the grade of professor, the candidate shall be fully assessed on the following criteria:

- i. adequate experience, including where applicable relevant professional competence;
- ii. very outstanding research and publications;
- iii. exceptional teaching ability;
- iv. evidence of leadership in research and post-graduate supervisions; and
- v. administrative ability or competence.

b. Only recommendations or applications of candidates from the grade of Associate Professor of three years standing or Senior Lecturer of at least five years



standing shall be considered.

c. Promotion from the grade of Senior Lecturer to the grade of Professor may be considered provided that the candidate has met the criteria under 6.1.8(a) (i) and (ii) above.

d. When the Committee is satisfied that there is a prima facie case, it shall proceed to seek the advice of three outside assessors who will be appointed by the University.

6.1.9 Effective Date of Promotion

Save in exceptional circumstances, promotion will not take effect earlier than the first day of October subsequent to the date on which the promotion is initiated.

8.2. GUIDELINES ON THE REGULATIONS OF PROMOTIONS (ACADEMIC STAFF)

6.2.1 Status of College Promotion Panels

College Promotion Panels are expected to operate as sub-committees of the Appointments and Promotions Committee.

6.2.2 Functions

a. To serve as a clearing house for all cases of promotion to the grade of (a) Lecturer Grade II (b) Lecturer

Grade I and (c) Senior Lecturer and equivalent grades in each case. All cases submitted by Heads of Departments shall be considered by the College Panels, which shall ensure that all relevant information in each case has been supplied.

b. To determine whether a prima facie case has been made, in respect of each recommendation, whereupon, it shall forward its recommendation and other comments together with the applications of those candidates in respect of whom prima facie cases have been established, to the Appointments and Promotions Committee.

c. i. To undertake the initial consideration of cases of candidates applying for promotion under paragraph 6.1.1 to determine whether prima facie cases have been made.

ii. If the College Promotion Panel considers it necessary, it may invite a candidate who has applied under paragraph 6.1.1 to appear before the panel. In the alternative, the Panel may wish to seek the expert opinion of one or two knowledgeable persons with regard to the quality of the candidate's publications. If the Panel is convinced that the case has merit, it shall proceed to back up the candidate's claim with its own recommendation to the effect that the candidate be considered for promotion by the Appointments and Promotions Committee.



6.2.3 Composition of the College Promotion Panel

- a. Dean of College as Chairman;
- b. All Professors in the College;
- c. All Heads/Acting Heads of Departments in the College;
- d. College representative on the Appointments and Promotions Committee
- e. Two elected members, not below the rank of Senior Lecturer: where not available, the two senior most academic staff shall be members, provided the matter being discussed does not relate to them.
- f. College shall have the power to co-opt a maximum of two members at any point in time from within or outside the College and such members shall have the right to vote.

6.2.4 Non professorial members shall not participate in the consideration of promotions to Associate or full Professorship.

6.2.5 Composition of Assessment Panel

All Colleges should have Assessment Panels for Senior Lectureship grade and above. The assessment panel should comprise experts in or close to the field of the candidates being assessed.

6.2.6 The Use and Role of External Assessors

This is left to the Colleges, provided that the adopted procedure is reported to the Appointments and Promotions Committee.

6.2.7 Assessment of Publications in Respect of Candidate's Appointment or Promotion to the Grade of Professor.

(i) At the end of each session's promotions exercise, the Dean, in consultation with the substantive Head of Department, shall submit to the Vice-Chancellor a list of six assessors in respect of candidates for whom *prima facie* cases have been approved by the Appointment and Promotions Committee. Out of this number a minimum of three assessors shall be appointed by the Vice-Chancellor.

(ii) The candidate's publications, as well as his list of publications, shall be forwarded to the external assessor.

(iii) Where an Acting Head of Department is already a candidate for promotion, the nomination assessor's shall be made by the Dean of the College.

(iv) Deans of Colleges shall give brief written statements on the distinguished academic qualities of the scholars they recommended for appointment as assessors, with a view of justifying their nomination.

(v) The nomination shall be made in confidence

to the Vice-Chancellor.

(vi) Each proposed assessor must have attained both national and international eminence in a particular relevant academic discipline and the academic or equivalent status of a Professor.

(vii) The proposed assessor must have teaching and/or research responsibilities in a reputable university or similar institutions.

(viii) Scholars, including external examiners who had been on the staff of the Covenant University within the last five years, will not qualify for appointment as assessors.

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(ix) External assessors' consent to serve shall be obtained before publications are sent to them, and they shall be given suitable honoraria.

(x) For a candidate to be promoted or appointed, the reports of at least two of the three external assessors shall be adjudged to be favourable by the appointments and promotions committee.

6.2.8 Guidelines for Assessors

An assessor will be required to give detailed answers, as much as possible, to the following in his report of assessment of a candidate's contribution to scholarship through publications:

(1) Do you know this candidate, who is being

considered for Professorship? If so, in what connection or capacity?

(2) Are his research papers known to you before now? If so, which?

(3) Please comment freely on:

The works known to you before now;

Those papers you are coming across for the first time.

(4) Please specify which of his works is outside your field, or you are unable to comment fully on.

(5) What in your opinion is /are the contribution(s) of this candidate to knowledge in his/her field.

(6) Please give your overall judgement and recommendation.

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6.2.9 Research

(i) On-going research

(ii) Theses and Dissertations

(iii) Designs

(iv) The following shall be accepted as evidence of research:

(a) Progress reports on long-term research undertaking;

(b) Conference and seminar papers, based on on-going research.

(c) Published abstracts

(v) Monographs

6.2.10 Publications

(a) (i) Articles published in refereed journals.

(ii) Books or chapters in books, which should be relevant to the discipline of the candidate.

(iii) Accepted articles or manuscripts may be used for promotion to the grades, but these would be only on strict verification by College Promotions Panel.

(iv) Published conference papers.

(v) Patents.

(vi) Technical reports.

(b) Weighting of Contribution

(i) Weighting of Multiple Authorship

An honest statement of contribution by all collaborators endorsed by the contributors themselves or by someone in authority should be submitted for all publications with multiple authors.

(ii) Weighting of Books and Chapters in Books

Books in this category must be scholarly works. Adjudged scholarly work or textbooks should have

greater weighting than journal articles and should be assessed in their own right. Chapters in books should have equal weighting with journal articles.

(iii) Weighting for Proceedings

Refereed articles published in the proceedings of conferences of learned societies should be given equal weighting as journal articles.

(iv) Concept of Clinical Work, Creative Work, Recognised Professional Contribution, Registered Patents and Design

All these should be given due recognition, provided the contribution is relevant to the discipline in which a candidate is being considered for promotion or appointment.

(v) Concept of Hardship Area

Hardship area should be strictly defined as areas where recruitment is difficult, new disciplines are being developed and disciplines into which it is difficult to attract experts. The concept should, therefore, be applicable only at the time of appointment.

(vi) Learned Journals

Each College should be able to determine which journals are learned journals and which are not. What is more important is the contribution of the candidate to scholarship than the journal in which it is published.

It is not necessary to make a distinction between



local and international journals, for a journal which is local in one place may be international in another.

(vii) Assessment of Quality and Quantity of Publications

A. Candidates for promotion to the grades of Reader and Professor should be advised:

(1) to list their publications in groups stating the contribution to scholarship in each group;

(2) to list ten works, which in their opinion best reflect the totality of their contribution to scholarship in their discipline;

B. Colleges should be advised to set out their assessment along the following lines:

i. Information or subject matter, i.e., what new information is provided directly in the group of papers;

ii. Significance, i.e., the implications for knowledge and ignorance in areas of scholarship connected with the theme, and the weight of these implications;

iii. Scope, i.e., the extent of the substance embraced by the candidate's treatment of the theme; e.g., in the study of a phenomenon one may focus on this among a sub-species or the entire species. The scope is wider in the latter.

(viii) Duplication and Overlapping In Publication

Duplication is an unnecessary repetition of the

substance of published work and this is undesirable. Candidates should be advised, in their own interest, to avoid it. Some overlapping is, however, inevitable, but where overlapping occurs, candidates should be advised in grouping their publications, to so indicate and state development or advancement upon previous work.

(ix) Revisitation of Thesis

Revisitation must advance the work in the thesis.

6.2.11 Professional Competence

The Appointment and Promotions Committee shall be guided by each recommending unit as appropriate.

6.2.12 Annual Evaluation

Promotion exercises are held annually. However, there should be an annual evaluation of each member of staff.

Overall Evaluation of Publications For Academic Appointments

1. Items Listed In The Publications

The evaluation of publications is where both quality and quantity count. Nevertheless, it is important that one does not over-emphasize quantity. To provide objectivity, there is need to develop a Weighting System



for this exercise. Items listed in the publications may be assessed using the Point System as follows:

Item Range of Points

(a) Journal Articles and published proceedings (in relevant field) 1-2

(b) Articles or Chapters published in a book (in the relevant field), subject to a maximum of two in one book 1-2

(c) Textbook at the tertiary level (from research in the relevant field) 1-5

(d) General textbook (in the relevant field) 1-2

(e) Monographs (subject to a maximum of three (3)) 1

(f) Designs, Patents etc (duly registered) 1-5

It is expected that assessors will ensure that each paper or item in a publications list is objectively scored along the lines above. The points gathered by a candidate can then be summed for the totality of the publications.

2. The Grading System

A candidate must meet specified standards to be considered appointable into the respective cadres of Professor, Associate Professor, Senior Lecturer, Lecturer I, Lecturer II and Assistant Lecturer. For Covenant University, the suggestion is as follows;

No	Position	Points from Research and Publications
1	Professor	60
2	Associate Professor	45
3	Senior Lecturer	25
4	Lecturer I	12
5	Lecturer II	Ph. D
6	Assistant Lecturer	Masters Degree

3. Quality Of First Degree

For all Positions, a good First Degree in the discipline of interest is required. A Second Class Upper or above is considered a good first degree.

4. Definitions

General texts include books treating foundational knowledge in a discipline, handbooks or manuals; and published lecture notes. Books from research are normally results of investigations into selected areas of study within the discipline.

6.2.13 Criteria for Appointments and Promotions

The same criteria shall apply for appointment and promotion but the processes for both may not be totally identical. A candidate, whose application for promotion/appointment fails, may be considered for promotion or appointment, as the case may be, to the



same grade with an improved curriculum vitae not earlier than six months from the date the Appointments and Promotions Committee decided his case for promotion or appointment (whichever is applicable).

6.2.14 Teaching

- (a) Number of years of teaching at University level;
- (b) Teaching load which shall include Guidance and Counselling, and postgraduate supervision;
- (c) Teaching effectiveness (including responsibility in the discharge of teaching duties). A summary of course assessments by questionnaires by duly registered students for the course shall be used;
- (d) Postgraduate teaching is teaching and should not attract any special weighting. However, postgraduate teaching and supervision by all grades of staff should be noted for promotion.

6.2.15 Procedure

(a) Voting.

Secret voting method shall be used to decide controversial issues.

(b) Sanctions.

Sanctions, such as those banning a candidate from presenting himself for promotion for a given period,

should not be imposed.

6.2.16 Appeals for Reconsideration of Decision of Appointments and Promotions Committee.

1. Appeals from members of Academic Staff against its decisions shall be routed through their respective Heads of Departments and Deans of Colleges, who should comment on whether there is any new evidence to justify a reconsideration at its meeting during the succeeding session after the promotion exercise. A candidate can make a final appeal to Council through Senate, if he so desires.

a) In relation to this guideline, a special Ad-hoc Senate Committee on Appointments and Promotions shall be established to deal with appeals to Senate on Appointments and Promotions.

b) Membership:

The Committee shall comprise the Chairman of Senate as Chairman, 2 specialists in the candidate's field of interest, and 2 other members, all appointed by Senate.

6.2.17 Promotion During Leave of Absence

When an Academic Staff is on approved leave of absence, and is making contribution to scholarship through research, such a person can be recommended for promotion, the quality of such



contribution will be measured in the same way as for those who remain in the University.

6.3 GUIDELINES FOR THE REGULATIONS FOR PROMOTIONS OF THE ACADEMIC STAFF OF THE CENTRE FOR LEARNING RESOURCES

6.3.1 Regulations

Post of Academic Resource Officers (Professional Librarians), which is a combination of professionalism and scholarship, is very strongly service-oriented. By its nature, its professional/ service aspect tends to make disproportionate demand on the time of the practitioner. Moreover, a long period of initiation and experience is usually required before maturity, leading to meaningful research and publications, can be attained. Therefore, in all cases, but particularly up to the Senior Resource Officer grade, greater emphasis should be placed on the professional competence and experience than on research and publications.

6.3.2 Professional Ability and Contribution

(1) Professional ability and competence will be adjudged on the following:

- (i) Nature of professional practice in an academic or research institution.
- (ii) Work-load and level of productivity;

(ii) Nature of responsibility to manage a sub-section of the Library.

(2) Additionally, a Resource Officer is expected to take keen interest in any activity capable of enhancing library and information science in and outside the University.

The elements of contribution include:

- (i) Level of professional practice/responsibility in an academic or research library;
- (ii) Activities in the professional associations;
- (iii) Contribution to the professional literature; and body of knowledge or practice.

(3) Research

The Resource Officer in a University system should also end in research. This shall include the following:

- (i) on-going research, particularly all studies aimed at improving professional practice;
- (ii) Theses and dissertations, subject bibliography
- (iii) Policy papers, manuals;
- (iv) Others such as:
 - (a) unpublished bibliographies, indexes, guidance and book reviews;
 - (b) conference and seminar papers;



(c) abstracts (which have not otherwise been published).

(4) Publications

(i) Articles published in refereed journals.

(ii) Books or chapters in books (which should be relevant to the discipline of the candidate).

(iii) Accepted articles or manuscripts for books may be used for promotion to all grades but these would be only on strict verification by the Library Promotions Panel.

(iv) Published conference papers;

(v) Bibliographies, indexes and guides.

(5) Experience

As applicable to equivalent positions in the Departments.

(6) Assessment of Criteria

In every case, but particularly up to the Senior Resource Officer grade, a high rating in professional ability and experience shall compensate for deficiency in research and publications.

(7) Criteria for Appointments and Promotions

The same set of criteria shall be used for both appointments and promotions

6.3.3 Promotion Criteria for Academic Staff of the Centre for Learning Resources

(1) Promotion to the Grade of Resource Officer II

A graduate assistant showing adequate ability in librarianship may be promoted to the grade of Resource Officer II.

(2) Promotion to the Grade of Resource Officer I

Promotion to the grade of Resource Officer I may be made on the basis of:

(a) adequate experience;

(b) evidence of professional ability.

(3) Promotion to the Grade of Senior Resource Officer

Promotion to the grade of Senior Resource Officer may be made on the following grounds:

(a) adequate experience;

(b) evidence of professional contribution;

(c) evidence of research ability or publications.

(4) Promotion to the Grade of Principal Resource Officer

Promotion to the grade of Principal Resource Officer may be made on the following grounds:

(a) adequate experience;

(b) adequate professional contribution.



(c) adequate research and publications.

(b) Promotion to the Grade of Deputy Director of Learning Resources

Promotion to the grade of Deputy Director of Learning Resources may be made on the basis of:

- (a) adequate experience;
- (b) outstanding professional contribution;
- (c) significant research and publications.
- (d) administrative ability or competence.

Note:

Recommendations for promotion to this grade shall be accompanied by a full internal assessment of the candidate's contribution to scholarship.

(6) Promotion to the Grade of Director - Centre for Learning Resources

Promotion to the grade of Director of Learning Resources may be made on the basis of:

- (a) adequate experience;
- (b) outstanding professional contribution;
- (c) significant research and publications.
- (d) administrative ability or competence.



Note:

Recommendations for promotion to this grade shall be accompanied by a full internal assessment of the candidate's contribution to scholarship.

6.4 ASSESSMENT FOR PROMOTION BY HEAD OF DEPARTMENT

Assessment by the Head of Department (by the Dean of College, where appropriate) for promotion shall be under the following headings:

(A) Teaching

- (i) Number of years of teaching at University level;
- (ii) Teaching load including guidance and counselling of students;

(iii) Teaching effectiveness

- (a) nature of courses;
- (b) level of courses.

(B) Research

- (i) On going research;
- (ii) Theses and Dissertations;
- (iii) Designs;
- (iv) Research Reports (including seminar and occasional papers).

(C) Publications (including patents)



(D) Professional Competence (where applicable)

(E) General Assessment

This assessment should be sent directly to the Establishments Officer under confidential cover

6.5 FORMAT FOR PRESENTATION OF CURRICULUM VITAE FORM FOR PROMOTION

To ensure that criteria for promotion are consistent and comparable, a uniform way of presenting published work is suggested as follows:

(1) Books, monographs, should be listed separately, in the conventional way, e.g.

Johnson D. (1982) *Conceptual Frameworks in Urban Analysis*. London, Croom Helm, New York St. Martin's Press.

(2) Publications in Journals should be rendered thus: Author, date, title, journal, volume and page number e.g.:

Brown, B.O. (1990): Dietary Patterns and Metabolic Distresses in Artesian Dogs, *Indian J. Nutr.* Vol. 18, No. 1, 377-380.

Where there are multiple authors, publications should be rendered exactly as they appear in the journal. No attempt must be made to change the order of authorship round or to use the form: "Smith and others ...". Page numbers must be quoted in full to

indicate the length of the paper.

(3) Patents: state title, number and date.

(4) Papers not yet in print, but already accepted for publication, should be categorized, with the name of the original and a photocopy of the letter of acceptance.

(5) Research in progress must be separately treated, stating precisely when this was started, with a brief paragraph to indicate the "story so far" and its potential. It is valuable for candidates to indicate the direction in which their published work and research is oriented and if possible separate the major publications from those of a more general nature.

(6) Twenty copies of the candidate's curriculum vitae as per the format below together, with a digital (soft) copy, should be submitted to the Establishments Office.

17) Format of the Curriculum Vitae

I. Name (Underline Surname)

Date of Birth:

Department:

College:

II. (a) Present Appointment (with Date)

(c) Date of last Promotion



- III. University Education (with dates)
- IV. Academic Qualifications (with Dates and Granting Bodies)
- V. Professional Qualifications and Diplomas
- VI. Scholarships, Fellowships and Prizes
(In respect of Undergraduate and Postgraduate work only)
- VII. Honours, Distinctions and Membership of Learned Societies
- VIII. Details of Teaching Experience at University Level

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The following sections should constitute a separate attachment to the Curriculum Vitae

- IX. Research
 - (i) Completed
 - (ii) In Progress
 - (iii) Dissertation and Thesis
- X. Publications
 - (i) Books or Chapters in Books already published
 - (ii) Patents
 - (iii) Articles that have already appeared in learned journals
 - (iv) Books, Chapters in Books and Articles already

accepted for publications.

XI. Major Conferences Attended with Papers Read

(List not more than 5 in the last 5 years)

Note:

Please use a single asterisk for publications which have appeared/been accepted since last promotion or appointment and a double asterisk for publications that have appeared/been accepted since last consideration for promotion.

7.0 PROMOTIONS: (NON-TEACHING STAFF)

There shall be a mandatory annual appraisal of all staff, which shall be taken into account during promotions exercise.

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7.1 ORDINARY PROMOTION (I.E. PROMOTION AT THE TOP OF SALARY SCALE)

This shall be a promotion to the next grade after serving the prescribed minimum number of years since the last promotion or appointment.

7.1.2 A candidate for ordinary promotion to the next grade shall be assessed on the following criteria:

- a) General ability
- b) Disposition to work

- c) Initiative
- d) Personal integrity
- e) Attitude to work
- f) Experience

Subject to review by the Appointments and Promotions Committee for Senior Staff (Non Teaching), the following shall be considered as the required minimum number of years of experience:

7.1.3 Executive Cadre

CUSS 5-6	3 Years
CUSS 7-8	3 Years
CUSS 9-10	4 Years
CUSS 11-13	4 Years

7.1.4 Administrative Cadre

CUSS 5-8	3 Years
CUSS 9-11	4 Years
CUSS 11-13	4 Years

7.1.5 Technical Staff Cadre

CUSS 5-6	3 Years
CUSS 7-8	3 Years
CUSS 9-11	4 Years
CUSS 12-13	4 Years



7.1.6 Qualifications

A candidate recommended for promotion to a higher grade must possess the qualification and experience for that post as shown in the scheme of service.

7.2 ACCELERATED PROMOTION

This is promotion to the next higher grade before serving for the prescribed minimum number of years after the last promotion or appointment. A candidate for accelerated promotion to the next grade shall be assessed on at least two of the following criteria, in addition to 7.1.2 (a-f) above:

- i. Outstanding level of performance;
- ii. Additional relevant qualification, if any;
- iii. A minimum of two years.



7.3 REPRESENTATION

7.3.1. Individual Representation for Promotion

The committee will normally consider only recommendations put forward and supported by the Head of Department concerned. It shall be in order, however, for a member of staff, not recommended for promotion to forward a statement of his case through the Registrar, setting out his claims to be considered for promotions.

7.3.2 Procedure for Making Representation Arising from Promotions Exercise

Representation shall be made in the first instance to the Head of the Department concerned and, if there is still need, through the Head of Department to the Registrar. When the Registrar considers it necessary or at the request of the person concerned, he/she refers the matter to the appropriate committee. In exceptional cases, further appeal may be made directly to the Council through the Registrar. Petitions may be submitted within one month of receiving notification of non-approval of the promotion from the Establishment.

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7.3.3 Point of Entry into Scale on Promotions

Adjustments of salaries should not be made, for promotion, on the basis of years of graduation of the concerned. All officers promoted with effect from the same date should be placed at the bottom of the salary scale of the grade to which they are promoted irrespective of years of graduation or salaries before the promotion, except that adjustments shall be made to ensure that any staff promoted from one grade level to another should enter the higher scale at a point that gives him a salary increase that is at least equal to the incremental step in his old scale.

8.0

DISCIPLINE

There shall be a Senior Staff Disciplinary Committee

to look into all cases of misconduct.

8.1 MEMBERSHIP

- i) The Vice-Chancellor - Chairman
- ii) The Dean of Student Affairs
- iii) The Deans of Colleges
- iv) One Senate Representative
- v) The University Chaplain

The Head/Director of the Unit of the member of staff concerned, except in a case where the Head/Director of the Unit is the staff whose conduct is under investigation.

The Registrar

Secretary: The Registrar's nominee (from Establishment). Provided no one shall sit as a member of this committee who is considered connected with the matter under investigation.

In Attendance

The Legal Officer

8.2 TERMS OF REFERENCE

The terms of reference of the Committee shall be:-

- i) To investigate, consider and determine all disciplinary cases involving members of the Senior Staff

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of the University, except the Principal Officers as established by the University or any other member of staff as Council may direct, provided always that any member of staff aggrieved by a decision of the Committee may appeal to Council for reconsideration within twenty-one days of the decision of the Committee.

ii. Subject to (i) above, to exercise on behalf of Council those functions of Council specified in the University Law.

iii. To make recommendations to Council on any matter that will be in the interest of the proper discipline of members of Staff of the University.

iv. To report to Council from time to time.

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8.3 TERMS OF OFFICE

Appointed members shall hold office for two years in the first instance, renewable for another period of two years, but no member shall serve for more than a total period of four years.

8.4 MODUS OPERANDI OF THE COMMITTEE

8.4.1. Procedures

The following procedure shall be adopted:

i. The cases requiring disciplinary measures shall first be reported to the Registrar who shall

invite comments from the member of Staff concerned:

ii. The report and the comments shall be submitted to the Vice-Chancellor, who shall refer same to the Committee:

iii. The Committee, after receiving the report and comments, shall consider same and determine the nature of the alleged offence committed by the member of staff concerned; thereafter the Committee shall proceed as follows:

a. where it is satisfied that there is no offence committed by the said member of staff, or where it is satisfied that it has no jurisdiction over the matter, the Committee shall dispose of the matter as it deems fit;

b. where it is satisfied that an offence has been committed and that the offence lies within its jurisdiction, the committee shall, where necessary, appoint a Panel to investigate the matter. Such panel shall consider representations by the member of staff and others concerned and report to the Committee for appropriate action.

c. where a *prima facie* case is established by the Committee, it shall direct that the member of Staff concerned be notified of the nature of the offence committed and that he/she show cause why disciplinary action should not be taken against him/her for the offence alleged.

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8.4.2. Tape Recording/Verbatim Report

The Panel appointed to carry out an investigation should feel free to use any lawful means at its disposal to ascertain the facts of the situation. It may decide to obtain written reports and to interview the accused person(s), the complainant(s), the eye-witnesses, other persons who can help the Panel in its work. The tape-recording and/or verbatim report of proceedings in shorthand (for transcription and detailed analysis at a later stage) can be used by the Panel (depending, of course, on the nature of the case). These will ensure that investigations are thorough and that missing links in written allegations and written self-defence are identified and taken into account.

8.4.3. Open Interrogation

The Committee can allow open interrogation, if found necessary, but this should not be made a standing rule since the Staff Disciplinary Committee should not be seen as constituting itself into a Court of Law.

8.4.4. Dissemination of Information

Since cases of disciplinary nature are delicate and sensitive, the recommendations of the Committee should not be publicized to the University Community, so that the persons concerned may not feel that their public image is being damaged unnecessarily through

undue publicity. This is without prejudice to giving information to the University Community in respect of cases that demand such publicity. (Any member of the University Community who may desire information regarding the decisions of the Committee on any disciplinary matter can request such information from the Secretary to the Committee).

8.5 MEETING SCHEDULE

The Committee shall meet as may be required from time to time. However, no disciplinary case shall be left un-discharged later than 2 weeks after the matter was reported.

8.6 GRADATION OF DISCIPLINE

The Committee's disciplinary measures shall be based on the following rank order as specified in Section 8.7, e.g. with 8.7.1 as the mildest and 8.7.6 as the most severe, and shall be applied according to the nature and the gravity of the offence and the offender's previous records.

8.7 RANK ORDER OF DISCIPLINARY MEASURES

- i.) Serious reprimand (in writing);
- ii.) Specified punitive measures, e.g.
 - a) Loss of annual increment for a specified period;



b) Delay of promotion/appointment for a specified period;

c) Loss of headship or other administrative position of honour and responsibility for a specified period; and

d) Deferment of confirmation of appointment for a specified period.

iii.) Suspension for a specified period.

iv.) Forced resignation (non-compliance with this option leads to (v)).

v.) Termination of appointment/contract (applicable when resignation is not considered adequate punishment).

vi.) Dismissal which is applicable in case of gross misconduct, shall follow the processes laid down in the University Law.

9.0. ACCOMMODATION

Accommodation will only be given to staff on approval by application by interested member of staff. The general policy is that all academic and senior non-teaching staff of the University that apply shall be provided with residential accommodation in accordance with the provisions of this article, provided always that where there are not sufficient housing units, the affected staff shall be paid the normal housing allowance as contained in the University Salary Package.

9.1. HOUSING ALLOCATION

The Estate unit of the Directorate of Physical Planning & Development will be charged with the responsibility of allocation after approval of University Management Council.

9.1.2 Mode of Allocation

Allocation is based on a point system, carefully worked out to reflect rank, length of service and entitlement to University quarter depending on the availability of accommodation vacancies.

9.1.3. Change of Accommodation

(i) Members of staff wishing to change accommodation may complete an application form obtainable from the Estate Office. A list of applicants in order of merit on the basis of points scored, is kept up to date and presented to the University Management Council at its meeting. When quarters, such as are applied for are available, every applicant's claim is considered on its merits and all unsuccessful applications are carried over to the next meeting.

(ii) The house/flat of a member of staff, who is about to be considered for a change of accommodation is first inspected by the Estate Unit. If the house/flat or furniture is found to be in a bad state and there is need for redecoration as a result of misuse during the applicant's tenancy, the applicant shall not be



entitled to relocation until a determined percentage / proportion of the renovation cost had been paid by him.

(iii) Members of staff for whom change of accommodation has been granted shall be required to take occupation of the new allocation within two weeks of the date of allocation. Any staff who fails to comply with the above shall have the new allocation revoked or shall be surcharged economic rent, where he holds the keys of both the old and new allocations.

9.1.4. Tenure of Accommodation

Where a member of staff applies for a change of accommodation and accepts an allocation based on his application, an application for a further change will not, in normal circumstances, be considered within the next two years. However, in special circumstances, such applications for change shall be duly considered by the University Management Council. Special circumstances shall be as determined by the University Management Council.

9.1.5. Houses/Flats of staff when on Leave

Members of staff are not permitted to sublet University houses/flats during any period of absence from the University.

(i) A member of staff going on leave for not more than a year may make his house/flat available for

temporary allocation by the Estate Unit. In such cases, the occupant may lock his own possessions in one room. Every occupant is expected to submit his accommodation as he/she proceeds on vacation. During the time that a house/flat of a staff on leave is allocated temporarily by the Housing Allocating Committee the permanent occupant pays no rent. A house/flat intended for this purpose must first of all be inspected and certified by the Maintenance Officer as suitable for temporary occupation, unless it is considered due for minor maintenance or renovation. If a house/flat or furniture is found to be in a bad state and there is need for maintenance or renovation by the University, the cost of maintenance or renovation and of any damaged furniture will be charged to the account of the occupant. If the staff does not agree to this condition, the house will not be qualified for temporary allocation and full rent must be paid.

ii.) A member of staff going on study leave or leave of absence for more than a year or for an indefinite period cannot keep his house/flat for more than a year. The house/flat may be made available for temporary allocation within that year. After the expiration of one year, the house/flat will be re-allocated.

9.1.6. Swapping of Houses/Flats

Members of staff are not permitted under any circumstances to swap houses or flats.



Any change of accommodation must be approved by the Council and any handing over of keys must be made to the Maintenance Officer.

9.1.7. Vacation of Quarters

Any member of staff resigning from the University must vacate his quarters not later than the day in which his contract expires. If a house/flat or furniture is found to be in a bad state and there is need for repairs or renovation within four years from the date of the last decoration by the University, as a result of misuse during the staff's tenancy, the staff concerned shall not be cleared until a determined proportion or percentage of the renovation cost has been paid by him.

9.1.8. The University Management Council handles special cases of executive allocations, while other allocations are handled by the Estate Unit of the Directorate of Physical Planning and Development.

Allocations made by the Council are governed by the following guidelines:

- i) Any member of staff found to have given false information adjudged misleading the Committee will be disqualified for housing allocation for two years.
- ii) A tie in points will be resolved by elimination on the basis of the following factors in the order shown below:

a) If the house being considered has a study, preference will be given to Academic Staff.

b) Rank, being a broad reflection of salary and of rent payable: preference is given to applicant of highest rank.

c) Need for moving: preference is given to the applicant who has the greatest need for moving, i.e. the applicant who is currently least comfortably housed.

d) Number of children: preference is given to the applicant with the highest number of children.

e) Length of service: preference is given to the applicant with longest continuous service.

f) Length of occupancy of present quarters: preference is given to the applicant with the longest stay in his present quarter.

iii.) Members of staff to whom houses/flats have been allocated should take up occupation within two weeks. Any repairs or renovation still needed will be carried out after occupation.

iv.) Any refusal of an allocation precludes the staff for being considered for allocation for at least one year.

v.) Any rejection of an allocation after it had been initially accepted by a member of staff precludes any other application from him for one year.



9.1.9. Enquiries

Routine enquiries regarding the availability of housing may be made at the Estate Office.

9.2 RENTS

All staff accommodated in Staff Quarters shall pay rents on the quarters at the rateable value of the house occupied as may be determined, from time to time, by the Estate Unit.

10.0. VACATION/ANNUAL LEAVE

The University recognizes the following categories of leaves for all of its staff:

10.1. ANNUAL LEAVE FOR ACADEMIC STAFF

(i) Members of the academic staff are free to take their leave during the long vacation or at any other time during the year, as may be convenient for their Head of Department.

ii.) The duration of the Annual Leave of staff of the University is as follows:

■ Officers on CUSS	14	-	4 0
calendar days			
■ Officers on CUSS	13	-	3 0
calendar days			
■ Officers on CUSS	6-12	-	3 0
calendar days			

■ Officers on CUSS	1-5	-	2 1
calendar days			

iii.) Deans of Colleges and Heads of Departments/Units may, where necessary be allowed, for the duration of their term, to take their annual leave at the convenience of their faculties or departments during the year;

vi.) Short term postponements of not more than four years of leave for good reasons may be approved for staff on the recommendation of the Head of Department/Dean of the College to the Vice-Chancellor.

10.2. ANNUAL LEAVE FOR NON-TEACHING STAFF

Members of the non-teaching staff shall take their annual leave at the discretion of their Head of Department and upon the authorization of the Registrar.

10.2.1. Pro-Rata Leave

Leave in the first year of appointment shall be pro-rata for six months or over, if served in the calendar year within which the date of the duty falls. Service of less than six months in the first calendar year shall not qualify; the same rule shall apply during the last year service.

10.2.2. Deferment of Leave

Leave or any part thereof shall not be carried forward from one calendar year to the next, otherwise, it



shall be forfeited. In exceptional circumstances and when exigencies of service demand that a staff cannot proceed on annual leave during the leave year, an application for short-term postponement of the leave may be considered by the Registrar.

10.2.3. Temporary Staff

Leave for temporary staff shall be defined in their agreements and shall not normally exceed fifteen days in any calendar year.

10.2.4 Annual Leave Year

All leave must fall within the long vacation periods in two main batches.

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10.3 OTHER LEAVE

10.3.1. Absence outside the Leave Period

All Principal Officers, Deans of Colleges and Directors of Institutes shall seek the Chancellor's approval through the office of the Vice-Chancellor, in writing, whenever they have good reasons to be absent from the University for periods not exceeding three (3) days. Separate approval will be similarly obtained by a Principal Officer when he may have to be absent for more than three days for purposes of fulfilling an academic engagement like Seminar, Conference etc.

However, upon the authority of the Vice-Chancel-

lor through the office of the Dean, an Academic Staff may be granted permission to be away from the University on good grounds for a period not exceeding one week.

10.3.2. Maternity Leave

All female officers who are pregnant are entitled to 12 weeks maternity leave with half of her gross pay when the officer has served for at least three years and has not benefitted from maternity leave in the past three years. Otherwise she goes on 50% gross pay. The annual leave for that year will, however be regarded as part of the maternity leave. Where this annual leave has already been enjoyed before the grant of maternity leave, that part of the maternity leave equivalent to the annual leave will be without pay.

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10.3.3. Sick Leave

i.) A member of staff not being on leave of absence who is absent from duty on the ground of ill-health will, provided such absence is covered by proper authority, be regarded as absent on sick leave.

ii.) A member of staff on vacation leave, who is prevented from resuming duty at the expiration of his authorised leave by reason of ill-health duly certified by the University's Director of Medical Services, may be granted an extension of leave.

iii.) The maximum aggregate sick leave which can be allowed a member of staff, who is not hospitalised,

during any period of twelve months shall be two weeks. Where such a member of staff has been absent from duty on the ground of ill-health for an aggregate period in excess of two weeks within 12 calendar months, he should be made to appear before a Medical Board set up by the University with a view to ascertaining whether he should be invalidated from the University services. Any period of absence on the ground of ill-health in excess of the prescribed aggregate period will be without pay and will not be reckoned for purpose of increment or pension.

iv.) A member of staff who is incapacitated as a result of injury sustained in the course of his official duties shall be entitled to draw full salary until he is declared fit to return to duty or permanently invalidated.

v.) A member of staff who is recommended by a Medical Board to be permanently invalided will forthwith commence vacation leave if any, prior to retirement or determination of appointment.

vi.) Paid sick leave for a period up to three months in the first instance may be allowed on the certificate of the Director of the University Health Service or a Government Medical Officer to a member of staff who is hospitalised. If at the end of that period he is still hospitalised, his Dean shall request the Director of the University Health Service to make an arrangement for him to be examined by a Medical Board with a view to its being ascertained whether he should be



invalided from the University service or allowed further paid sick leave. Any such action shall be reported to the Council

vii.) As a safeguard, the Director of the University Health Service or his representative is empowered to endorse a sick certificate issued by a Medical Officer in respect of a member of staff.

11.0. LEAVE OF ABSENCE - ACADEMIC STAFF

An application for leave of absence shall not normally be granted in order to enable the applicant take up an academic appointment elsewhere. Leave of absence may, however, be granted for one year in the first instance to members of academic staff invited to develop new programmes in Nigerian Universities and other Universities around the globe.

However, a member of Staff may be granted leave of absence up to one academic year only. Such a member of staff taking a full year's leave of absence shall not be entitled to increment in respect of the year concerned.

Note:

i. All Principal staff shall not normally be granted leave of absence.

ii. A member of staff who takes advantage of these rules shall be deemed to have surrendered his contractual right to annual or overseas leave and shall



consequently have no contractual right to the benefits conferred by these regulations, for instance, study leave, superannuation/pension etc

12.0. STUDY LEAVE/SABBATICAL LEAVE

12.1 (A) ACADEMIC STAFF

1) Members of Staff whose appointment had been confirmed and who are engaged in teaching or research may, apply for study leave, leave of absence after six semesters of service. Applications for sabbatical leaves are normally considered after twelve (12) completed semesters of service.

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2) Application for study leave or sabbatical leave shall be sent through the Head of Department and the Dean of the College to the Senate. The application must be accompanied by a statement outlining the academic and research programme and specifying the place of study.

3) Study leave or sabbatical leave will not necessarily be granted to every applicant who has completed six or twelve semesters of service, as the case may be. Before any application can be considered, evidence shall be afforded the University Management Council that the applicant can be spared from his duties and that no additional expense will be incurred by the University if leave is granted.

4) For the purpose of these regulations, study leave with salary is defined as a period of not more than one semester, while sabbatical leave with salary is defined as a period of not more than two semesters. These leaves shall always be for research, training and other recognized academic purposes.

5) For the purpose of these regulations, "a term of service" means any of the period into which the academic year is divided and in which an applicant for study leave has fulfilled the duties of his office, including residence required, provided that if an applicant has been on leave on account of illness or other sufficient cause for part of the period, the University Management Council shall, in its discretion, decide whether or not that period shall be reckoned as a term of service.

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6) Not more than one period of study leave may be granted in respect of previous service, notwithstanding that the service may exceed six semesters after the first appointment or after a period of study leave has been taken. Service for the purpose of study leave shall be reckoned either from the date of appointment in the case of a first application for study leave or from the date of resumption of duty after the last Study leave or in-service training of at least one semester, in the case of any subsequent application.

7) Notwithstanding regulation (6), study leave for, at most, one year may be granted to a member of staff

in respect of a continuous service of at least twelve semesters during which no study leave has been taken or study leave of at most two semesters for twelve semesters of a condition service, provided that in either case the Dean concerned so recommends.

8) In exceptional cases, when study leave for more than one semester is required or is required after less than six semesters of service or involves the University in additional expenditure, either directly or indirectly, it may be considered by the University Management Council, and each such case shall be decided on its merits, but where financial aid from the University is necessary the decision to grant leave shall require the further approval of the Regent.

9) Accumulation of study leave will not be allowed. Nevertheless, postponement of study leave or sabbatical leave may be allowed if the University Management Council is satisfied that, for good reason the member of staff has not been able to take leave.

10) A Head of Department wishing to take study leave should apply to the Vice-Chancellor and copy his application to the Dean of his College outlining clearly any arrangements he intends to make for the proper running of the department while he is away. The Vice-Chancellor would then forward such an application to the Council for consideration after satisfying himself of these arrangements.



11) A member of staff shall forfeit his leave allowance at the end of the academic year, during which he has taken the leave.

12.1 (b) STUDY LEAVE (NON-TEACHING STAFF)

1) For the purpose of these regulations:

"An officer" means a member of the non-teaching senior staff.

"Additional expenditure" means any expenditure to be incurred by the University in excess of the Officer's salaries and allowances.

2) An officer may in accordance with these rules, be considered for study leave after five years of service provided that if an applicant has been on leave on account of illness or other sufficient cause for part of a year, the University Management Council may in its discretion decide whether or not that year shall be reckoned as a year of service.

3) Recommendation for study leave shall be submitted by the appropriate Head of Department to the Registrar for consideration by the University Management Council. The recommendation must be accompanied by a statement outlining the proposed programme of work or study visit.

4) Study leave with pay may be granted to an of-



ficer for a period of one to three months for the purpose of:

a) visits to other Universities or institutions to acquaint himself with their administrative methods and techniques, and/or

b) undertaking some work in or outside the University, with a view to improving the officer's competence.

5) In exceptional cases, study leave with full pay may be granted to a confirmed officer for up to a period of one year, provided the University Management Council is satisfied that the proposed programme of work or study visit will be beneficial to the University.

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6) Where study leave is required after less than five years of service or involves the University in additional expenditure, either directly or indirectly, this may be considered by the University Management Council, and each such case shall be decided on its merits.

12.2 REGULATIONS GOVERNING STUDY LEAVE AND LEAVE OF ABSENCE FOR NON-TEACHING STAFF.

1) There are two categories of leave of absence:

a) Leave of absence granted staff in order to take up public/national appointment

b) Leave of absence granted staff to do academic/professional courses.

2) Any staff granted leave of absence to do a basic course shall not be entitled to any payments by way of emoluments and salaries.

Note:

Basic courses are courses leading to basic qualifications, academic or professional, e.g. U.N.D. or H.N.D; first-degree courses etc.

3) Only in exceptional cases of proven hardship in the recruitment of persons of this basic qualification will any request for grants be entertained by the University Management Council.

Note:

Periods spent on study leave, or study fellowships will not be leave-earning. A Study Fellowship lasting more than one year will be considered as having used up any leave earned, but not taken before the Fellowship began.

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12.3. RESIGNATION DURING STUDY LEAVE

i.) Members of academic staff may not resign their appointments, withdraw, retire from the service of the University or seek transfer of service until after they have served required bond on their return from the approved study leave or leave of absence as prescribed in the Staff Development Policy.

ii.) Members of Academic Staff, who fail to com-

ply with the provisions in i) above and who subsequently resign their appointments, retire from the University service or move to other bodies in or outside the country, shall not only be dismissed from the service of the University, but may, in addition, be liable to legal action which should lead to the recovery of projected man - hour shortage suffered by the University as a result of that breach.

13.0. PASSAGES.

Passages means costs associated with the recruitment of members of staff from outside the country.

13.1 ON APPOINTMENT, TERMINATION, RESIGNATION AND RETIREMENT

A member of the senior staff recruited from overseas shall be entitled to economy class air passages or approved first class sea passages for himself, his wife and up to four children and a baggage allowance thus:

13.1.1 By Air

80 kilos Air freight unaccompanied per person, or 180 kilos Air-freight unaccompanied for a married couple (paid against valid documents only).

13.1.2 By Sea

40 cubic feet (1.5 cubic meters) per person, or

80 cubic feet (3 cubic meters) for a married couple (paid against valid documents only).

13.1.3 A staff can claim under one category only. Children have no baggage allowance, except that which is allowed by carriers to passengers generally. The above claim is subject always to the production of vouchers in respect of:

(a) his journey to Nigeria from his place of engagement on first appointment; and

(b) his departure from Nigeria to his place of domicile on his retirement or resignation or termination in accordance with his contract, provided that where a member of the senior Staff resigns while on overseas leave, he shall not ordinarily be entitled to passages for himself, his wife or his children to return to Nigeria except at the discretion of the Chancellor, subject to report to University Management Council, unless the Chancellor agrees that there is due cause for the extra expense. Baggage does not include a motor vehicle.

(c) a member of staff domiciled outside Nigeria cannot resign, terminate, retire or transfer his appointment while on leave from the University.

(d) the provisions of Regulation 12(3)(i) and (ii) also apply to all persons recruited outside of Nigeria.



13.2. LEAVE ALLOWANCE

Leave allowance shall be paid to expatriates as applicable to Nigerians.

13.3 OVERSEAS PASSAGE FOR SABBATICAL LEAVE/STUDY LEAVE

No member of staff shall be entitled to passages for the purpose of overseas Sabbatical Leave/Study Leave.

13.4 LEAVE PASSAGES ON SPECIAL GROUNDS

a. A member of staff or his spouse who, on medical grounds of obvious emergency, requires passage to overseas, may have such return passage paid. No other leave passage shall be claimed in respect of the same session or calendar year by the member of staff.

b. Free passage to overseas on medical grounds may not be granted without the authority of the Chancellor on the recommendation of the Director, University Health Services.

13.5 PASSAGE FOR OFFICIAL UNIVERSITY BUSINESS

Passages on University business can be authorized by the Chancellor on behalf of the Council. There is no family or baggage allowance entitlement. Fares

while on University business in overseas countries shall be on economy class only, except the Principal Officers, who shall be in business class.

13.5.1 Medical Insurance

All University staff going abroad on approved trips are obliged to take medical insurance policy where such policy exists. The University will reimburse the cost of the premium paid. Further information on this can be obtained from the Director, University Health Service.

13.6 PASSAGE FOR AN EXPATRIATE WOMAN MARRIED TO A NIGERIAN

An expatriate woman married to a Nigerian has the same contractual rights, obligations and privileges as are applicable to a Nigerian member of staff. The husband's country of domicile is, for purposes of passage regulations, also the wife's home.

14.0 ADVANCES**14.1 SALARY ADVANCE**

a. On first appointment one month's salary advance may be approved by the Registrar to a member of staff. Such an advance shall be refunded in not more than three consecutive monthly installments deducted from salary, the first installment to be made



in the month following the month in which the advance is granted.

Note:

i. The value of such advances shall ordinarily not exceed one month's salary, except where the Registrar's approval has been sought and obtained through the Director, Financial Services.

ii. The terms of repayment shall be as advised / recommended by the Director, Financial Services.

14.2 Touring Advances

An advance given to a staff who has been approved to go on an official trip outside his place of current assignment.

14.3 Vehicle Advances

This is advance given to a qualified staff for the purpose of acquiring a vehicle to enhance performance of his official duties.

To qualify for vehicle advance;

i) A staff must have been confirmed under the requirements specified in this Handbook; except where special exemption is granted an applicant on account of input or special duty.

ii) A staff must apply in writing and complete the prescribed application forms.

iii) Must provide acceptable guarantor who shall redeem the value of the advance in the event of cessation of appointment before the full value is redeemed.

iv) Must agree to a monthly deduction from his salary and sign the relevant agreement with the University.

v) Shall pay the balance of the car advance in the event of a resignation.

vi) A beneficiary in the event of resignation shall redeem the car to the value of the sum outstanding at the time he is asking to be released from the services of the University.

vii) Where an outgoing staff is incapable of paying the outstanding balance on the car he shall transfer the ownership of the car back to the University provided that where the current value of the car is below the outstanding balance on the advance, the officer shall pay that balance before he can take an approved exit.

viii) Where an unapproved exit will imply a dismissal from the services of the University.

ix) Nothing in this provision compels the University to extend this privilege to a staff, except as funds are available in the Vehicle Acquisition Scheme Fund and in due consideration of the process here above stated.



14.4 House Rent Advance

House Rent advance may be given to a staff who could not secure official accommodation in the University premises for purpose of paying rent in advance, provided the total sum advance being requested shall not be in excess of the monthly housing allowance that could be accumulated over the months in the period for which he is seeking financial assistance; a staff shall not be granted housing advance for more than one year except where acceptable reasons are advanced through the Registrar to the Chancellor for approval.

14.5 Other Advances

Other Advances may be granted to a staff if in the opinion of the University there is a need for such consideration.

15.0 NON-REGULAR ALLOWANCES

15.1 DEAN

An allowance at a rate to be determined by University Management Council from time to time shall be paid to the Dean.

15.2 HEADS OF DEPARTMENT

An allowance at a rate to be determined by University Management Council, from time to time shall

be payable to a Head of Department.

15.3 ACTING APPOINTMENT ALLOWANCES

15.3.1 Acting Appointments and Allowances in the University

Regulations in respect of acting appointments and allowances shall be as follows:

a) An acting Head of a Department in the University shall be paid an acting allowance at the University approved rate subject to written approval by the Council;

b) A non-teaching staff who is called upon to assume the responsibilities of an officer on a higher level, while the position remains vacant shall be paid acting allowance in accordance with rates determined by the Council.

15.3.2 Approval of Acting Appointments

All acting appointments to headship of academic departments and to the positions of Registrar, Director, Financial Services, Director, Centre for Learning Resources, Director Physical Planning & Development and Director of University Health Services shall be approved in writing by the Chancellor. Other acting appointments shall be on the recommendation of the Head of Department and written approval of the Registrar.



15.3.3 Rates of Acting Allowances for Non-Teaching Members of Staff

a) Non-teaching members of staff who are called upon to take the full responsibilities of the next higher post shall be paid a responsibility allowance as determined by the Council.

b) Before an acting appointment commences, a Head of Department must obtain prior approval from the Registrar in writing.

15.4 TRANSPORT AND TRAVELLING ALLOWANCE

(i) Kilometre allowance is determined, from time to time, by the University Management Council.

15.5 SUBSISTENCE ALLOWANCE

Subsistence allowance shall be paid to staff on official duty on rates as currently determined by the Council.

15.6 ESTACODE RATES

a) Overseas Night Allowance

Rates as currently determined by the University Management Council shall apply.

b) Overseas Subsistence or Incidental Allowance

Rates as currently determined by the University Management Council shall apply.

c) Allowance for Training Courses Overseas

Rates as currently determined by the University Management Council shall apply.

d) Overnight Rates For Local Travel

Rates as currently determined by the University Management Council shall apply.

16.0 OTHER WELFARE MATTERS

16.1 RETIRING AGE

a) A staff of the University shall be considered of retiring service age when the staff has served continuously for at least 10 years. Cessation of appointment before this service length shall be regarded as service withdrawal.

b) A staff of the University may continue in the service of the University after the age of 60 provided he shall produce a certificate of medical fitness by the University Health Centre at that age and every 3 years after and every year after the age of 70.

c) Service after the age of 60 shall normally be under the contract appointment for officers who joined University service before or at the age of 40; otherwise contract appointment begins from age of 50.

d) The medical examination of members under consideration for extension of service beyond



the retiring age as specified above will normally be arranged by the Registrar through the University Health Services Centre.

16.2. RETIREMENT AND PENSIONS ENTITLEMENT

16.2.1 Entitlements On Cessation of Appointment

i.) A Staff of Covenant University shall have the right to stop serving the University at any time he/she desires to exercise that right provided such notice of cessation of appointment conforms with the provisions of section 5.4 and section 17.1.4 of the Staff Condition of Service.

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ii.) A Staff who has put in a minimum of two years of continuous service shall be entitled to gratuity provided such cessation is not as result of termination of his/her appointment or dismissal by the University.

iii.) An officer's entitlement at cessation of his appointment shall be paid to him or her only out of what ever cost is outstanding against him to the University, as will be made known to him as soon as notice of cessation is given.

16.2.2 Entitlement Schedule On Appointment Cessation

i.) A staff of the University who gives due notice of cessation and whose notice is accepted, shall be entitled to the following gratuity at the expiry of such

notice.

- (a) Minimum of 2 years - 1 month basic pay
- (b) Between 3 to 4 years - 2 months basic pay
- (c) Between 5 and 6 years - 4 months basic pay
- (d) From minimum of 7 years and 9 years - A month basic pay multiplied by number of years served.

(e) From minimum of 10 years service, the officer shall be entitled to one month gross pay multiplied by number of years served.

(f) From minimum of 15 years service, the staff shall be entitled to one month's gross pay multiplied by number of years served and shall also be paid additional one month gross pay as long service bonus.

(g) Minimum of 20 years service shall be entitled as in (e) above and shall be paid an additional two months gross salary as long service bonus.

(h) After twenty years of service every additional five years of service by a staff shall entitle such staff to a additional one month gross salary as long service bonus.

16.2.3 Exclusion From Entitlement On Cessation of Appointment

i) For purpose of making a claim on the schedule in 16.2.2. above, an officer must have served

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continuously.

ii) If for any reason an officer who had taken his benefits secures appointment to return to Covenant University service, his computation shall be based entirely as if such officer is just starting service.

iii) Officers duly permitted on leave of absence or study leave or other non-university service absence shall normally not consider such period as part of service unless a special approval of the University Management Council had earlier been sought and obtained.

iv) By virtue of obtaining approval to proceed as in (iii) above, an officer's service year shall be deemed to continue when he returns to this University.

v) Notwithstanding any of above provisions, a staff dismissed from service or whose appointment was terminated for any kind of misconduct shall not be entitled to above benefits, except his pension as provided in the section 16.2.4..

16.2.4. PENSIONS

i) Every regular staff who has meritoriously served the University shall participate and benefit from the contributory Pension Fund as enacted by the Act of the National Assembly.

ii) The University shall pay into the Scheme the

specified proportion of staff salary on a monthly basis and shall also cause to be deducted from staff salary the prescribed proportion by the same Act and shall cause the contribution to be paid into the Scheme.

iii) A staff shall not be hindered by the University from drawing from the Pensions Scheme, as prescribed by the Act irrespective of the service status with the University.

16.3 MEDICAL CARE

16.3.1 Domestic Treatment

Generally, a member of staff shall enjoy subsidized medical treatment from the University Health Centre and other referral hospitals within the country where the required treatment is not available in the University Health Centre. These facilities are extended to the immediate family, i.e. wife and four children under twenty one (21) years of age.

16.3.2 OVERSEAS TREATMENT

Any senior member of staff whose employment status is confirmed shall be entitled to subsidized medical treatment overseas provided the illness occurs while abroad on University approved trip such as attendance at conferences, study leave, training course, sabbatical leave, etc.



16.3.3 Treatment during "Home Leave"

Home leave means leave taken by an expatriate staff to his own country.

To qualify for University reimbursement during "home leave" vacation or in-between contract, expatriate staff must submit before assumption/resumption of duty a record of "prior medical condition", in addition to the usual medical certificate of fitness.

Based on available information from the past medical record, each application for treatment during vacation shall be treated on its own merit with a view to ensuring that the interests of both the University and the Staff are adequately protected.

16.3.4 Emergency Treatment outside the University

In cases of emergency, a member of Staff, who, in accordance with his contract of service, incurs any expenditure in respect of medical treatment for himself or family outside the University may claim a refund of any such expenditure subject to a maximum of what would have been paid if the person concerned had been treated in the University Health Centre. Any such claim for a refund must be supported by proper receipts and such claims shall be carefully investigated and evaluated by the University's Director of Medical Services.

16.3.5 Treatment of Health Problems Arising from Direct Occupational Hazard

Notwithstanding the above provision, any staff suffering ill health on account of an occupational hazard or exposure directly arising from his involvement in official duty shall be entitled to 100% medical subsidy. However, an overseas treatment, in this case, will be at discretion of Council.

16.4. PUBLIC APPOINTMENTS - ACADEMIC STAFF

Members of staff holding full time teaching, research or administrative posts shall not be permitted to hold more than one paid post in the Public Service of the Federation. All such paid posts shall be subject to the approval of the Executive Council. The Chancellor may, on behalf of the University Management Council, give approval in cases of urgent requests for public appointments.

16.4.1 Outside Appointments: Categories of Appointments

- a) The following are the usual categories of other appointments that are likely to be offered to members of staff of the University:
 - i.) Appointment requiring expertise in respect of which the appointee is already employed and paid by the University.



ii.) Appointment requiring expertise in respect of which the appointee is not directly employed and paid by the University.

iii.) Appointments which require no special expertise other than ordinary experience and public spirit;

iv.) Appointments which are in the nature of political patronage.

b) In all cases where the appointment has been offered by any of the governments of the Federation, a public corporation, public utility company, a local government council, a reputable religious organisation or any organization of a public nature, the member of staff may be permitted to accept the offer if:

i.) in the case of partial appointment, the amount of time that will be spent by the officer in carrying out the functions of the outside appointment or assignment is not such as will jeopardize the efficient performance of the University duties of the member of staff; and

ii.) the general and obvious effect of the acceptance is not in conflict with the interests of the University as an institution of higher learning.

c) Procedure for Leave of Absence in order to Undertake Outside Appointments or Assignments

i.) All applications for permission to take up an outside appointment or assignment should be sent

to the Registrar through the Head of the applicant's department for the consideration of the Appointments and Promotions Committee. Very urgent cases requiring decision before the next meeting of the Appointments and Promotions Committee should be referred by the Registrar to the Chancellor.

ii.) The Chancellor may, on behalf of the Appointments and Promotions Committee, give approval in cases of urgent requests for public appointments, particularly during the vacation period.

iii.) During semester time, requests for members of staff to serve with either the Federal or State Governments shall be submitted through the Registrar to the Appointments and Promotions Committee for consideration in the first instance.

iv.) Requests for extension of periods of such leave of absence shall also be considered by the Appointments and Promotions Committee. Each application for extension shall be considered on its merit.

v.) The periods of such leave of absence shall not be counted towards the confirmation of appointment of the individuals concerned, in view of the fact that it would be difficult to assess such persons on the basis of the criteria normally used for confirmation of appointments by the University.

vi.) Such periods of leave of absence shall not normally exceed four years.



vii.) Any member of staff granted leave of absence for a period of a year or longer by the University to serve in the public service shall give up his right to University accommodation.

viii.) Arising from the foregoing, Heads of the Departments affected shall be required to approach the Senate for the creation of supernumerary posts, if and when the situation demands it. Such requests must, however, be fully justified on academic ground only.

d) Remuneration from outside Appointments/Consultancy Services

The University reserves the right to control acceptance of outside appointments by fulltime employee of the University.

i.) That the remuneration/honoraria to be allowed to a full time University employee on outside appointment after taxation should be 75% of the total contract value for the individual, 15% to the Department of the member concerned, and 10% to the University.

ii.) That payment by the appointing outside authority or body should be made directly to the University Financial Services Department which, in turn, will pay the appointee as appropriate.

iii.) That the University's share and the Department's share should be tied strictly to scholarly purposes such as the publication of University

inaugural lectures.

16.4.2 Outside Appointments: Regulations

1) Maximum Number of Outside Appointments

The maximum number of outside appointments that a member of staff can hold at a time should normally not be more than two provided none of the appointment is full time.

However there could be no rigid rules in this matter because the nature of Part-time outside appointments vary from one organisation to the other. The Chancellor, on behalf of University Management Council, should continue to consider cases on their own merit relying on the recommendations of the Head of Department and/or Dean of the College of the member of staff concerned.

2) Mode of Presenting Requests for Outside Appointments

Requests from members of Staff for permission to take up outside appointments should be accompanied by letters of invitation from the appointing body and the recommendations of the Head of Department and/or the Dean of the College of the applicant. The approved format for present requests is obtainable from the Secretary to the Chancellor.

3) Mode of Payment from Outside Appointments

Transport allowance shall not be considered as



part of the remuneration for outside appointment deductible by the University since the outside appointing body would normally specify this allowance it will pay.

16.5 PUBLIC APPOINTMENTS NON-TEACHING STAFF

16.5.1 Regulations on Leave of Absence on Public Appointments

a) The University may grant not more than one year leave of absence to member of Staff who seeks to take up other full-time public appointment. The above excludes members of staff invited to National, State, Local Government, etc. services, as they shall continue to be granted leave of absence for the period of their national assignment.

b) Leave of absence shall be granted to members of staff for one year only, in the first instance, for academic/professional pursuits on the recommendation of the respective Head of Department. This may be renewed for a maximum period of three years.

c) The University may grant leave of absence of one year only on domestic grounds, usually to female member of Staff who wish to accompany their husbands proceeding on leave of absence. This may be extended for good reasons up to a maximum period of three years, provided such female members of Staff

do not take up full time appointment in the public service during the period.

d) Application for temporary leave of absence of not more than three months shall be considered and approved for officers on CUSS 12 and below by the Registrar. The Chancellor will continue to deal with such matters for officers on CUSS 13 and above.

17.0 STAFF DEVELOPMENT

17.1 ACADEMIC STAFF

17.1.1 Development Programme

The Covenant University provides staff development opportunities and Staff Development Fellowship to support its Academic Staff to acquire higher qualifications.

17.1.2 Criteria for Benefitting from Programme

Academic members of Staff who have served continuously and satisfactorily for at least two years in the Covenant University may qualify for staff development provided;

i. He/She has secured admission for a higher degree programme in any University in Nigeria. In very special cases, applicants may be considered for



sponsorship to Universities outside Nigeria.

ii. The candidate's area of research and study is clearly and currently relevant to the growth and emphasis of the department, on the one hand, and the University on the other.

iii. The candidate is specifically recommended by the Head of the Department and the Dean of the College, providing strong reasons that satisfy such privilege to the staff.

In all cases, candidates are to note that the award of a Staff Development Programme or Fellowship is a privilege and not a right and that nothing in the above condition precludes the Council from exercising discretion to approve that a Staff, who has not spent up to two years be granted such privilege.

17.1.3 Fellowship Sponsorship Benefits

Candidates who secure the University Staff Development Fellowship may be entitled to the following:

(i) payment by the University of all tuition and examination fees of the staff while undergoing his/her study at this new host university;

(ii) if Fellowship is to be enjoyed outside the country, the University may also pay living allowances based on the living conditions, as determined by responsible authorities of the host university;

(iii) payment of his salaries and entitlements for the duration of the course subject to a maximum of three years. Nevertheless, there will be a yearly evaluation of the progress of the candidate to determine whether the Fellowship should continue or not;

(iv) freedom from lecturing students of Covenant University for the first year if in a Nigerian university and for the three years, if in a foreign university.

17.1.4. Fellowship/Sponsorship Conditions

Candidates so selected will be required to enter into a bond to serve the University for two years for every one year of sponsorship.

17.2 NON-TEACHING STAFF

17.2.1 Criteria for Benefiting from Programme

Non-teaching Staff, who have served continuously and meritoriously for at least three years in the University may be considered for Staff Development Programme or Fellowship provided:

i. He/she has secured admission into a higher institution for a course directly relevant to his career in Covenant University.

ii. The duration for such a course shall not exceed eighteen months. In very special cases, a Staff may



be considered for sponsorship in an overseas institution for a period not exceeding one academic session.

iii. He/she must have been specifically recommended to the Council by the Head of Department.

iv. Nothing in this provision shall exclude a Staff from being discretionally considered for such privilege before the 3 years of satisfactory service.

17.2.2 Fellowship Benefits

A non-teaching staff who secures a Staff Development Fellowship may be entitled to the following:

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i. payment by the University of all tuition and examination fees while under going his study provided his/her performance is satisfactory;

ii. payment of living allowance, if outside the country, based on prevailing cost of living as determined by responsible authority of host institution.

iii. Payment of his salaries and entitlements for the duration of the course subject to a maximum of 18 months provided he/she is adjudged to have performed satisfactorily at assessment intervals while undertaking the program.

iv. Candidate so selected will be required to enter into a bond to serve the University for three months for every one month of sponsorship.

17.2.3 Criteria for Awarding Grants from the Staff Development Fund

a. Applications should be made by departments before the end of the first semester for consideration in the second semester;

b. Grants should normally be used to provide supplementation for Staff who could be released by their departments for up to one academic year to pursue studies in an area of interest to the department and the University;

c. Grants from the fund should be made only to non-teaching Staff who are already in the service of the University and have been recommended by their departments to acquire competence in new administrative, professional and technical areas;

d. Allocation of grants to departments should be related to departmental projections within the quinquennial plan;

e. As far as possible, the allocation of grants shall take into account the various needs of the faculties, departments and units, as well as staff dispositions within the departments and units;

f. Normally, no member of staff shall receive grants from funds more than once in five (5) years;

g. Grants should normally cover return passages only for the Staff member, his/her cost of tuition,

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where applicable, and a fixed maintenance allowance per month according to approved rates. No dependants' allowance will be paid; maintenance allowance, where applicable to a particular case, will be reduced by the amount of outside assistance that the recipient of the grant may have benefited from.

h. Members of staff, who benefit from Staff Development Fund for purposes of in-service training or otherwise, will be bonded to the University as prescribed in 17.2.2 iv above.



APPENDIX I

LIVING FAITH CHURCH WORLDWIDE TENETS OF FAITH

We Believe...

THE SCRIPTURES - The Bible is the inspired Word of God, the Product of holy men of old, who spoke and wrote as they were moved by the Holy Spirit. We accept the New Covenant, as recorded in the New Testament, as our infallible guide in matters pertaining to conduct and doctrine. (2 Tim. 3:16; 1 Thess. 2:13; 2 Peter 1:21)

We Believe...

THE GODHEAD - Our God is one, but manifested in three persons - the Father, the Son, and the Holy Spirit, each being co-equal (Phil. 2:6).

God the Father is greater than all; the Sender of the Word (Logos) and the Begetter (John 14:28; John 16:28; John 1:14).



The Son is the flesh covered Word, the One Begotten, and has existed with the Father from the beginning (John 1:14; John 1:18; John 1:1).

The Holy Spirit proceeds forth from both the Father and the Son and is eternal (John 15:26).

We Believe...

MAN, HIS FALL AND REDEMPTION - Man is a created being, made in the likeness and image of God, but through Adam's transgression and fall, sin came into the world.

"... all have sinned, and come short of the glory..."
(Rom. 3:23).

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"As it is written, There is none righteous, no, not one." (Rom. 3:10).

Jesus Christ, the Son of God, was manifested to undo the work of the devil and gave His life and shed His blood to redeem and restore man back to God (Rom. 5:12; 1 John 3:8).

Salvation is the gift of God to man, separate from works and the law, and is made operative by grace, through faith in Jesus Christ, producing works acceptable to God (Eph. 2:8).

We Believe...

ETERNAL LIFE AND THE NEW BIRTH - Man's first step towards salvation is a godly sorrow that worketh repentance. The New Birth is necessary for

all men, and when experienced, produces eternal life (2 Cor. 7:10; John 3:3-5; 1 John 5:12).

We Believe...

WATER BAPTISM - Baptism in water by immersion is a direct commandment from our Lord and is for believers only. The ordinance is a symbol of the Christian's identification with Christ in His death, burial, and resurrection (Matt. 28:19; Rom. 6:4; Col. 2:12; Acts 8:36-39).

The following recommendation regarding the water baptismal formula is adopted: to wit: *"On the confession of your faith in the Lord Jesus Christ, the Son of God, and by His authority, I baptize you in the Name of the Father, and the Son, and the Holy Ghost. Amen."*

We Believe...

BAPTISM IN THE HOLY GHOST - The Baptism in the Holy Ghost and fire is a gift from God, as promised by the Lord Jesus Christ to all believers in this dispensation, and is received subsequent to the New Birth. This experience is accompanied by the initial evidence of speaking in other tongues, as the Holy Spirit Himself gives utterance (Matt. 3:11; John 14:16,17; Acts 1:8; Acts 2:38,39; Acts 19:1-7; Acts 2,4).

We Believe...

SANCTIFICATION - The Bible teaches that without holiness no man can see the Lord. We Believe in the Doctrine of Sanctification as a definite, yet

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progressive work of grace, commencing at the time of regeneration and continuing until the consummation of salvation at Christ's return (Heb. 12:14; 1 Thess. 5:23; 2 Peter 3:18; 2 Cor. 3:18; Phil. 3:12-14; 1 Cor. 1:30).

We Believe...

SIGNS & WONDERS made manifest through insight into New Testament mysteries (Mk. 4:11; 1 Cor. 2:10) such as:

- Laying on of hands to impart the gifts of God (2 Tim. 1:6; Deut. 34:9)
- Holy Communion (1 Cor. 11:23-26)
- Anointing people and things with oil (Mk 6:13; Exo. 30:25-31)
- Feet-Washing (John 13:3-10)
- Anointed clothing material (Acts 19:11-12)
- Blood of Sprinkling (1 Cor. 5:7; Exo. 12:1-25)
- Prophetic Utterance (Isa. 44:26; Mk. 11:23)

We Believe ...

DIVINE HEALING - Healing is for the physical ills of the human body and is wrought by the power of God through the prayer of faith and by the laying on of hands. It is provided for in the atonement of Christ, and is the privilege of every member of the Church today (James 5:14,15; Mark 16:18; Isa. 53:4,5,

Matt. 8:17; 1 Peter 2:24).

We Believe...

RESURRECTION OF THE JUST AND THE RE-
TRICTION OF OUR LORD - The angels said to Jesus' disciples, "...this same Jesus, which is taken up from you into heaven, shall so come in like manner as ye have seen him go into heaven" (Acts 1:11). His coming is imminent. When He comes, "...the dead in Christ shall rise first. Then we which are alive and remain shall be caught up together with them in the clouds, to meet the Lord in the air..." (1 Thess. 4:16,17).

Following the Tribulation, He shall return to earth as King of kings, and Lord of lords, together with His saints, who shall be kings and priests. He shall reign a thousand years (Rev. 20:6).

We Believe...

HELL AND ETERNAL RETRIBUTION - The one who physically dies in his sins without accepting Christ is hopelessly and eternally lost in the Lake of Fire and, therefore, has no further opportunity of hearing the Gospel or repenting. The Lake of Fire is literal. The terms "eternal" and "everlasting", used in describing the duration of the punishment of the damned in the Lake of Fire, carry the same thought and meaning of endless existence as when used in denoting the duration of joy and ecstasy of saints in the Presence of God (Heb. 9:27; Rev. 19:20).



APPENDIX II

THE 12 PILLARS OF OUR COMMISSION

God commissioned me with a Word of Faith ministry to my generation. Remember Paul said, *"...if the trumpet give an uncertain sound, who shall prepare himself to the battle?"* (1 Cor 14:8).

We have experienced amazing testimonies ever since this Commission was handed down and that is over twenty-one years now!

The Holy Ghost has committed the Word of faith into my hands, which He inspired me to classify into the following specific areas of emphasis, in direct response to Isaiah 40:6: *"The voice said, Cry, And he said, What shall I cry?..."*, and I discovered that even the books we have authored thus far can be comfortably put under the same subheadings.

I have named these 12 areas of emphasis as the 12 Pillars of our Commission.

We have stood firm upon these twelve stones! And

they have resulted in breakthroughs – both for the Ministry and all that are partakers with us, of the same grace. We have crossed Jordan into power, bearing the ark of liberation. Here are the 12 stones, after the order of Joshua 4:1-8, 20-24 and their accompanying books till date published by Dominion Publishing House (DPH).

Note: All books authored by Dr. David O. Oyedepo except otherwise indicated.

1. FAITH (1 John 5:4; Eph. 6:16)

"For whatsoever is born of God overcometh the world: and this is the victory that overcometh the world, even our faith." – 1 John 5:4

- Exploits Of Faith
- The Law Of Faith
- Satan Get Lost!
- Born To Win
- Overcoming Forces Of Wickedness
- The Path Of The Eagle
- Keys To Divine Protection
- Long Life, Your Heritage

2. THE WORD (John 1:1-12; Heb. 1:3)

"Who being the brightness of his glory, and the express image of his person, and upholding all things by the word of his power, when he had by himself



purged our sins, sat down on the right hand of the Majesty on high." - Heb. 1:3

- The Force Of Freedom
- The Miracle Seed
- Stirring Up The Grace Of God (Faith Oyedepo)
- Nurturing The Incorruptible Seed

3. THE SUPERNATURAL (Ps. 82:5-7; John 3:8)

"The wind bloweth where it listeth, and thou hearest the sound thereof, but canst not tell whence it cometh, and whither it goeth: so is every one that is born of the Spirit." - John 3:8

- Releasing The Supernatural
- Wonders Of The Age (DPH)
- Put Your Angels To Work
- The Blood Triumph

4. THE HOLY SPIRIT (Acts 1:1-8; Isaiah 10:27)

"And it shall come to pass in that day, that his burden shall be taken away from off thy shoulder, and his yoke from off thy neck, and the yoke shall be destroyed because of the anointing." - Isaiah 10:27

- Anointing For Breakthrough
- The Release Of Power



■ The Mystery Of The Anointing Oil

5. PROSPERITY (3 John 2; Ps. 35:27; Zech. 1:17)

"Beloved, I wish above all things that thou mayest prosper and be in health, even as thy soul prospereth." - 3 John 2

- Breaking Financial Hardship
- Covenant Wealth
- The Hidden Covenants Of Blessings

6. PRAYER (1 John 5:14)

"And this is the confidence that we have in him, that, if we ask anything according to his will, he heareth us." - 1 John 5:14

- Keys To Answered Prayer

7. HEALING (Isaiah 53:3-4; Jer. 8:22; Matt. 8:17)

"That it might be fulfilled which was spoken by Isaiah the prophet, saying, Himself took our infirmities, and bare our sicknesses." - Matt. 8:17

- Keys To Divine Health
- The Healing Balm
- Communion Table (Faith Oyedepo)

8. WISDOM (Prov. 24:3-4; Isaiah 33:6)

"And wisdom and knowledge shall be the stability



of thy times, and strength of salvation; the fear of the Lord is his treasure." - Isaiah 33:6

- The Winning Wisdom
- Excellency Of Wisdom
- Wisdom Diary Series

9. SUCCESS (Joshua 1:8-10)

"This book of the law shall not depart out of thy mouth; but thou shalt meditate therein day and night, that thou mayest observe to do according to all that is written therein: for then thou shalt make thy way prosperous, and then thou shalt have good success."

- Verse 8

- Success Buttons
- Toward Excellence In Life And Ministry
- Marriage Covenant (Faith Oyedepo)
- Making The Most Of Opportunity (David Abioye)

10. VISION (Prov. 29:18, Jer. 29:11)

"Where there is no vision, the people perish: but he that keepeth the law, happy is he." - Prov. 29:18

- Understanding Vision
- Service: The Master Key (Faith Oyedepo)
- Spiritual Apprenticeship (David Abioye)

- Stewardship: The Pathway To Honour (David Abioye)

11. CONSECRATION

(Hebrews 12:14, 2Tim. 2:19)

"Nevertheless the foundation of God standeth sure, having this seal, the Lord knoweth them that are his. And let every one that nameth the name of Christ depart from iniquity." - 2 Tim. 2:19

- Dynamics Of Holiness
- Emergence Of The Glorious Church
- Conquering Controlling Powers
- A Living Witness (Faith Oyedepo)
- Dignity Of The Believer (Faith Oyedepo)

12. PRAISE (2 Chro. 20:20-22, Ps. 67:1-7; 149:1-9)

"And when they began to sing and to praise, the Lord set ambushments against the children of Ammon, Moab, and mount Seir, which were come against Judah: and they were smitten." - 2 Chro. 20:22

- Wonders Of Praise
- Overcoming Anxiety (Faith Oyedepo)

- BISHOP DAVID OYEDEPO
Founding Bishop

