

KIGALI INDEPENDENT UNIVERSITY

ULK



P.O. BOX. 2280

Tel (250) 0788304081, 0788304086, 0788304084

E-mail : info@ulk.ac.rw; vc@ulk.ac.rw

Website : www.ulk.ac.rw

INTERNAL REGULATIONS

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CHAPTER I. CREATION, VISION, MISSION, PHILOSOPHY, MOTTO, VALUES, OBJECTIVES, RESPONSIBILITIES AND POWERS

Article 1:

Kigali Independent University ULK is a private Institution of higher learning founded on 15th March, 1996 and now governed by the new law N° 27/2013 of 24/5/2013 governing the organization and functioning of Higher Education in Rwanda, the Law N°13/2009 of 27/5/2009 regulating Labor in Rwanda, the Presidential Order N°51/01 of 13/7/2010 establishing quality standards in higher learning institutions, the ULK statutes, the present Internal Regulations and Manual of Procedures.

Article 2:

Kigali Independent University ULK has a Vision to stand out as a remarkable university for excellence at the heart of Africa with highly motivated students and highly qualified personnel endowed with elevated ethical values.

Article 3:

The Mission of ULK is: to educate, teach, conduct research and serve the community. The fundamental mission of ULK is to provide the students with a training which will enable them to become actors and organizers of a complete development of the nation.

Article 4:

The philosophy of Kigali Independent University ULK is based on four fundamental principles:

- To have faith in God;
- To know one's mission on earth;
- To live ethical values;
- To have positive thoughts.

Article 5:

The motto of Kigali Independent University ULK is "Science and Conscience".

Article 6:

ULK has the vision to stand out as a university of excellence at the heart of Africa with highly motivated students and a highly qualified personnel endowed with ethical values.

Article 7:

Kigali Independent University ULK has the following objectives:

- Providing a solid scientific, intellectual and professional training to the students;
- Promoting research in order to meet the community needs;
- Providing services to the community;
- Creating a competent human resources potential and endowed with moral and civic values;
- Organizing conferences and seminars to reinforce its teachings and research;
- Etc...

Article 8: Responsibilities of institutions of higher learning

The main responsibilities of Kigali Independent University ULK are the following:

1. To design programmes and provide higher learning education so as to award under graduate, graduate or post-graduate degrees and diplomas in various fields;
2. To carry out and promote research in all scientific and technological disciplines and on different problems at the national, regional level and worldwide;
3. To publish research results and to collaborate with other institutions to ensure their dissemination in order to contribute to the promotion of development at the national, regional level and worldwide;
4. To provide the student with knowledge, skills, technology and education for self confidence and self employment;
5. To promote the national culture with end-purpose of promoting an education that is appropriate to the Rwandan citizen;
6. To contribute to resolution of issues related to national development;

Article 9: Powers of Kigali Independent University ULK

Kigali Independent University ULK has the following powers:

1. To award Degrees and Diplomas of all academic levels offered in accordance with laws;
2. To award certificates to candidates who successfully complete short-time training courses;
3. To conclude cooperation agreements with different organs in charge of education, other national and foreign institutions of higher learning;
4. To award merit titles to authors of exemplary achievements and awards of excellence;
5. To promote lecturers and researchers to academic ranks;
6. To award honorific Degrees in accordance with laws.

CHAPTER II: KIGALI INDEPENDENT UNIVERSITY ULK ORGANS

Article 10: Kigali Independent University ULK organs are:

1. The Founder and President's office;
2. The Chancellor;
3. The Board of Directors;
4. The Senior Management;
5. The Academic Senate;
6. The School Council;
7. The Department Council.

Section 1: Founder And President's Office

Article 11:

The Founder and President's Office comprises:

- Founder and President of the University;
- Advisors;
- The Committee of Auditors.

Article 12: Attributions

The attributions of the Founder and President are:

- To represent legally the University;
- To designate the Chancellor to be approved by the Board of Directors;
- To appoint and cancel the appointment of any member of the Board of Directors ;
- To designate members of Senior Management to be approved by the Board of Directors;
- To appoint and dismiss ULK Authorities;
- To appoint and dismiss members of the auditors committee;
- To ratify activities programmes and the University budget;
- To decide about the University investments and extension;
- To decide about the Master's and Doctorate studies.
- Etc...

Article 13: Advisors

The Advisors of the Founder and President Office are in charge of the day to day coordination of activities of the Founder and President's Office.

Article 14: Committee of Auditors

The Committee of financial Auditors carries out the financial control of financial statements, bank accounts, and the quality of services provided by the Kigali Independent University ULK establishments. Its members shall check all accounting documents without moving them from the place where they are kept.

The Committee of Academic Auditors carries out the academic control of the content of module syllabus and notes, the veracity of marking, students' marks, etc.

Section 2. Chancellor's Office

Article 15: Designation of the Chancellor

The chancellor is designated by the Founder and the Owner of the Kigali Independent University ULK and approved by the Board of Directors.

Article 16: Attributions of the Chancellor

The main attributions of the Chancellor include:

- To preside over the academic year opening ceremonies of the University;
- To preside over the graduation ceremonies;
- To award academic titles, award merits and excellence titles;
- To attend other events or meetings when appropriate.

The Chancellor is replaced by the Chairperson of the Board of Directors when he/she is absent during graduation and other merit titles awarding.

Section 3: Board Of Directors / Governors

Article 17: Board of Directors of the University

The Board of Directors/Governors is the governing and decision making organ of the University. Members of the Board of Directors of the Kigali Independent University are appointed by the Founder (owner) of the University and it comprises the following members:

- The Chairman appointed by the Founder and Owner of the University;
- The Vice Chancellor who is in charge of the minutes of the meeting;
- The Deputy Vice Chancellors;
- Four experts in education, science and technology appointed by the Founder of the University;
- A representative of the Deans of Schools.

Article 18: Attributions of the Board of Directors/Governors

The Board of Directors'/Governors main attributions are the following:

- To provide points of view and suggestions concerning the University education policies, strategies and assure the follow up of their execution;
- To approve the designation of the Chancellor;
- To approve the designation of the Members of Senior Management;
- To approve Internal Regulations of the University;
- To approve the University budget;
- To approve the Annual Activity Plan of the University and the related budget;

- To approve the conclusions and decisions submitted by the Academic Senate, including particularly the academic awards, recruitment, promotions for lecturers and researchers of higher learning institutions;
- To make a follow-up of activities which allow the University to fulfill its mission;
- Etc...

Article 19: Appointment of Chairperson and the election of the Vice chairperson of the Board of Directors/ Governors

The Chairperson of the Board of Directors is appointed by the Founder and Owner of the University. The Vice-Chairperson of the Board of Directors is elected by his/her colleagues during the first meeting chaired over by the Chairperson of the Board.

Article 20:

The Vice- Chairperson replaces the Chairperson of the Board of Directors/Governors in case of the latter's absence or unavailability.

Article 21:

The Board of Directors meets once in three months upon the request of the Chairperson or Vice-Chairperson in case of the Chairperson's absence or unavailability while the quorum of 2/3 of its members are present.

Article 22:

In case of emergency and impossibility for the Board of Directors to sit, the Senior Management of the University can urgently decide in order that the University fulfils its mission. In this case, the Vice Chancellor shall communicate the decision in writing to the chairperson of Board of Directors not later than three (3) working days starting from the day on which the decision was taken.

The Board of Directors shall examine the urgent decision taken by the Senior Management during its next meeting.

Article 23:

The decisions of the Board of Directors are reported to the Founder and President of the University within five (5) working days after the meeting.

Article 24:

Members of the Board of Directors of Kigali Independent University ULK attending the meetings of the Board of Directors shall be entitled to sitting allowances determined by the Founder of the University.

Section 4. Senior Management

Article 25: Selection of the members of the Senior Management

Members of the Senior Management of Kigali Independent University ULK are selected by the Founder and Owner of the University and approved by the Board of Directors.

Article 26: Composition of Senior Management

The Senior Management of the Kigali Independent University ULK is made up of:

- The Vice Chancellor who acts as chairperson;
- The Deputy Vice Chancellor Academics who acts as Vice-Chairperson;
- Other Deputy Vice Chancellors;
- The Director of Academic Services;
- The Director of Administration and Finance.

Article 27: Competence

The Senior Management looks forward to administering and managing the University on a daily basis, and takes decisions for the smooth running of the University.

Article 28: Term Office of Vice Chancellor and Deputy Vice Chancellors

The term office of Vice Chancellor and Deputy Vice Chancellor is set for 4 years renewable and this can be cancelled any time by the Founder and Owner of ULK, in case of poor performance and lack of compliance with Laws and ULK Regulations.

Article 29: Meetings of Senior Management

The Senior Management meets once a week upon invitation of its chairperson, namely the Vice Chancellor, or its Vice Chairperson (the Academic Deputy Vice Chancellor) in case of the absence of the Vice Chancellor. Extraordinary Senior Management meetings are

convened by the Vice Chancellor when requested by 1/3 of its members and whenever necessary.

Section 5: Academic Senate

Article 30: Competence of Academic Senate

The Academic Senate is the Supreme competent organ in academic affairs, research and education in an institution of higher learning.

Article 31: Composition of the Academic Senate

The Academic Senate is composed by the following members:

- The Vice Chancellor of the University who acts as the Chairperson;
- The Deputy Vice Chancellor Academics who acts as Vice-chairperson and reporter;
- Other Deputy Vice Chancellors of the University;
- The Deans of Schools;
- The Directors;
- The Heads of departments;
- The President of students Guild;
- The Commissioner of academic affairs from the General Assembly of Kigali Independent University ULK students;
- A student at postgraduate level elected by his or her peers.

Article 32: Attributions of Academic Senate

The Academic Senate has the following attributions:

- To set up strategies, programmes as well as academic and research schedules which are to be submitted to the Board of Directors for approval before implementation;
- To prepare and avail the academic regulations to be approved by the Board of Directors as regards admission requirements, teaching conditions, good conduct, sitting for examinations, degrees and certificates issued by the institution, etc.
- To appreciate any decision related to exams or other forms of assessment before submitting them for approval to the Board of Directors;
- To conduct and supervise teaching-related activities, research and education within faculties and departments;

- To suggest and submit to the Board of Directors any proposition on creating, reducing, changing, suppressing or merging schools and departments;
- To prepare and submit suggestions related to Lecturers recruitment and promotion to the Board of Directors;
- To elaborate and submit to the Board of Directors the Annual Report of academic, research and teaching activities undertaken within the institution;
- To perform and execute any activity required by the Board of Directors;
- Etc.

Article 33: Meetings of Academic senate

- Ordinary Academic Senate meetings are convened by the Chairperson once a month. Extraordinary Academic Senate meetings are convened by the Chairperson when requested by one-third (1/3) of its members and whenever necessary.
- In the absence of the chairperson, his/her deputy can convene ordinary or extraordinary Academic Senate meetings.

Article 34: Decision making

The Academic Senate's decisions are taken through consensus. However, they may be taken through the absolute majority by polling the members present in the meeting. In case of equality, the Chairman's decision is preponderant.

Section 6: The School Council

Article 35: Attributions and Composition of the School Council

The School Council analyses all the issues related to teaching and to research within the school. It is made up of the following members:

- The Dean of the School, who acts as its Chairperson;
- The Heads of Departments;
- The School's teaching personnel;
- One (1) student representing the School, this one being elected by his/her colleagues.
- The Secretary of the School.

Section 7: The Department Council

Article 36: Attributions and Composition

The Department Council analyses all the issues related to teaching and research in the Department. Its members appear as follows:

- The Head of Department;
- Teaching staff of the Department;
- The student representing the department, this one being elected by his/her colleagues.

The Department Council meets at least once every two weeks on the request of the Head of the Department whenever necessary.

Article 37: The term office of Deans and Heads of Departments

The term office of Deans and Heads of Departments is set for 3 years renewable and this can be cancelled any time by the Founder and Owner of ULK, in case of poor performance and lack of compliance with Laws and ULK Regulations.

CHAPTER III: THE STAFF

Article 38: Equivalence

After being recruited, all candidates with Academic documents issued abroad, must look for their equivalence at Ministry of Education.

Article 39: Recruitment

Before being recruited, all candidates, to any rank of lecturer must succeed the test of recruitment with at least 70%.

However, the following is to be taken into consideration:

- The existence of a vacant post;
- Submitting an application;
- A Curriculum Vitae;

- Notified copies of the degrees;
- If possible an official act of appointment to the latest position;
- Two (2) passport photographs;
- To display scientific; intellectual, professional and moral aptitudes and abilities tailored to the post to be provided;
- A photocopy of a national Identity Card or passport for foreigners ;card or a residence card for foreigners;

Article 40:

The following are the types of employment contracts at the Kigali Independent University ULK:

For Administrative and support staff:

- Open Ended Contract (permanent contract) ;
- Fixed Term Contract (An annual contract) ;

For teaching staff, the staff should sign an Academic contract with the Vice chancellor before starting teaching.

Article 41: Probation employment

A probationary employee is one who, for a period of three months renewable once, is being observed and evaluated to determine whether or not he is qualified for permanent contract or annual contract.

The probation employment or its renewal must be concluded in writing and can only cover a maximum period of six (6) months. During that period, each party can terminate the contract in accordance with the law regulating Labor in Rwanda.

Article 42:

Members of the teaching staff as well as those of the administrative, technical and support staff are requested:

- To observe Kigali Independent University's regulations, procedures and other requirements;

- To serve Kigali Independent University ULK with commitment and integrity;
- To abide by the Kigali Independent University ULK's philosophy and values;
- To safeguard Kigali Independent University' ULKs interests in any circumstance;
- To avoid any act or attitude likely to blackmail the dignity of their functions and that of the Kigali Independent University ULK on service as well as off service;
- To avoid, words of defamation and criticism towards Kigali Independent University ULK and authorities;
- To partake into other university's activities aimed at the population development.

Article 43: Duration of work

The legal employment's duration is forty five hours (45) per week following the structure of the institution.

However, for the teaching staff, working hours are reduced to 40 hours per week split as follows: from 8:00 am to 2:00 pm and from 5:30 pm to 9:30 pm in working days and from 8:00am to 4: 00 pm in the weekend.

Article 44: Annual leave

The Senior Management establishes the annual leave timetable for all his/her staff. The action of requesting for a leave remains valid within two (2) years from the date where the worker enjoys the right to the leave. A request for leave is made by the worker in writing and the employer shall respond to the request in writing, too. Working days of the university holidays are part of the workers' leave.

Article 45: Categories of staff

The following categories constitute Kigali Independent University's staff.

1. The teaching and research staff;
2. The administrative and technical staff;
3. The supporting staff.

Section 1: Teaching Staff

Article 46:

Attributions of the teaching and research personnel are the following:

- To lecture modules/units from 300 H to 450 H per year as decided by the Senior Management meeting N° DEC/257/SM/2014 of September 29, 2014.
- To carry out research in order to promote science, technology and services to the community confer to the decision of Senior Management N° DEC/258/SM/2014 of September 29, 2014.
- To ensure the follow-up and assistance to students in their studies and research work, internship etc...;
- To participate in students assessment tests, invigilation, processing students' academic claims about their marks, and whatever academic/administrative tasks requested by the hierarchy;
- To be committed to students' education and to serve as a model in matter of good conduct.
- To engage in consultancy;
- Represent the Institution in various conferences, seminars and workshops;
- To participate in other activities in relation to the mission of the Institution.

Article 47: Requirements before teaching

No lecturer can start teaching without:

- Receiving the ULK harmonized module/unit notes from the Department;
- Signing the contract with Kigali Independent University authorities.

He is also required to teach (theory, practical exercises and presentations) the contents of the module/unit in its entirety according to HEC requirements.

Article 48: Evaluation of lecturers

Any teaching staff member is evaluated by students at the end of the module/unit and by the Senior Management at the end of the academic year based on:

- his/her scientific competence (his/her handling of the module/unit contents, scientific articles and books published);

- his/her pedagogic competence (methodology, techniques and strategies applied in transmitting efficiently the module/unit contents);
- his/her moral values (punctuality, integrity, sense of responsibility, commitment to students' education, etc);
- his/her assiduity and commitment to accomplish academic and administrative tasks.

In order to maintain or keep his/her module or unit, the lecturer must get at least 70 % of marks of the evaluation done by his/her students and the evaluation done by the Senior Management on the overall evaluation.

Article 49:

Teaching personnel with at least the degree of masters is recruited among the staff from other universities. Experts from other fields holding the required scientific competence can be recruited as well.

Article 50:

In order to teach in another institution, a lecturer must be authorized to do so by the Deputy Vice Chancellor Academics upon the request of Deputy Vice Chancellor or any other competent authority of the sister institution.

Article 51:

Academic requirements and ranks are the same as those applied by the world's good universities, Kigali Independent University ULK recruits among holders of the following degrees:

1. **Assistant Lecturer:** Master's degree related to field;
2. **Lecturer:** PhD or three years as assistant Lecturer with Masters and one unit of research publication;
3. **Senior Lecturer:** PhD with three years as Lecturer with three units of research publications after the previous publications;
4. **Associate Professor:** PhD with three years as Senior Lecturer and five research Publications since appointment as Senior Lecturer;
5. **Full Professor:** PhD with three years as Associated Professor and five Units Publications since last promotion.

A published book is equivalent to three units of research publications.

Article 52:

Academic services contract of teaching staff is signed between Vice Chancellor and a teaching staff, however its annex related to its financial benefits is signed between Deputy Vice Chancellor Administration and Finance and a teaching staff.

Article 53:

The teaching and research staff members have the right to exert consultancy services on the basis of a duly signed consultancy contract of which fees are distributed after tax deduction and all related expenses at 50% for the Lecturer(s) and 50% for the university.

Section 2: Administrative, Technical And Support Staff

Article 54:

The Administrative Staff and technical staff are employees hired to assist the Senior Management in fulfilling the University's mission.

Article 55:

The support staff is the staff employed by the University, other than the teaching, the administrative and the technical staff.

Article 56:

The rights and obligations of the Kigali Independent University ULK administrative, technical and support staff are regulated by the Law regulating Labor in Rwanda, the law governing the Organization and functioning of Higher Education, the Kigali Independent University ULK Regulations, the Manual of Procedures and the Manual of Attributions.

Article 57:

Every staff is subject to a monthly evaluation for his or her performance which is structured as following:

1. 86% and above (A⁺),
2. 80 – 85 % (A)
3. 76-79 % (B⁺)
4. 70 – 75% (B)
5. 60 – 69 % (C)

Below 60 % is mediocrity or professional insufficiency D.

The performance at workplace is still a sine qua none condition for a staff to be maintained at work place.

CHAPTER IV: DISCIPLINE AND SANCTIONS

Section 1: Prohibitions

Article 59:

Are strictly prohibited, all forms of ethnic segregation, regionalism and discrimination.

Article 60:

Are also strictly prohibited, all forms of corruption, intolerance and immorality.

Article 61:

All forms of moral, physical aggression, oral or written threats directed at teachers, colleagues or at any member of the Kigali Independent University ULK are sanctioned by definite or temporary exclusion from Kigali Independent University according to the graveness of the case.

Article 62:

Outrageous behaviour vis-à-vis accepted moral standards of the Rwandan culture are prohibited. For example: the case for miniskirts, shorts and tight trousers for girls and ladies, earrings and plaits for boys and gentlemen. The subsequent sanction may reach definite exclusion in case the misconduct is repeated.

Article 63:

Any member of the Kigali Independent University ULK community has to be obedient, polite, tolerant, respectful and honest.

Article 64:

Any breach or infringement to the obligation defined in the current Regulation by the Kigali Independent University ULK member is liable to sanctions.

Section 2: Sanctions

Article 65:

The following are different Disciplinary Committees:

The Academic Disciplinary Committee is made of:

- Director of Administration and Finance (Chairman);
- Director of Academic Services;
- ULK Legal Advisor;
- Related Head of the Department.

This Committee will analyse teaching staff and students disciplinary cases. In case of students, the Director of Students Affairs is also invited.

The Administrative and Supporting Staff Committee is made of:

- Director of Administration and Finance (Chairman);
- Director of Academic Services;
- ULK Legal Advisor;
- Related Line Manager of the Service.

The Disciplinary Committee is held upon the request of the Chairman of the Senior Management or Deputy Vice Chancellor Academics after consultation in case of absence of the chairman of the Senior Management. And each Disciplinary Committee, after having followed the disciplinary procedure, proposes the sanction to the Senior Management for final decision.

Article 66:

The following are the disciplinary sanctions taken by the Senior Management, applicable to the Kigali Independent University ULK members:

- Written Warning;
- Blaming Letter;
- Suspension (for the staff) whose maximal duration is 8 days determined at the very moment it was pronounced
- Termination of the contract (for staff) and exclusion (for students).

Article 67:

For all staff, the Senior Management has the right to stop him or her from any activity for a gross misconduct (fraud of marks, plagiarism, complicity in cheating during or before the assessment session, corruption, ethnic, discrimination, professional insufficiency (less than 60% of annual evaluation), absenteeism, violence, drunkenness, insubordination, recidivism, forgery, and the use of forgeries, subversion, sexual harassment, uttering bad words between students, staff or against the institution, etc...)

Article 68:

Other provisions on disciplinary sanctions:

- Any member of the Management (Senior Management, Deans, Directors and Heads of Departments) who gets a Blaming Letter loses his/her position in the Management.
- Two Warning Letters are equivalent to one Blaming Letter; this has a retroactive effect.
- Any member of the permanent personnel who gets two Blaming Letters in his/her file is dismissed from the University; this has a retroactive effect.

CHAPTER V: FINAL PROVISIONS

Article 69:

Any member of the Kigali Independent University ULK (staff and student) acknowledges having read and agreed to the text of the Kigali Independent University Internal Regulations.

Article 70:

The current regulations are susceptible to modification anytime circumstances related to the Kigali Independent University ULK development will oblige.

Done at Kigali on August 31, 2016

Prof. Dr RWANYINDO R. Pierre

Chairperson of the Board of Directors