KIGALI INDEPENDENT UNIVERSITY (ULK)



SUMMARY OF THE ANNUAL REPORT 2011-2012

Presented to the Board of Directors of ULK, 14 February 2013

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INTRODUCTION

The present report summarizes activities carried out by different executives of the Kigali Independent University (ULK), during the academic year 2011-2012 as presented in the 2011-2012 Year Book (to be released End April 2013). It focuses upon the academic, administrative and financial reports, all in line of the triple mission of the university: teaching, research, as well as the service to the community.

The present report is composed of two main parts which are:

- A brief presentation of ULK
- A presentation of activities carried out in:
 - Academics;
 - Research and Services to the Community;
 - Administrative and Financial;
 - Infrastructures and equipments;
 - External relations.

PART I GENERAL PRESENTATION OF ULK

I.1. PRELIMINARIES

I.1.1. Foundation and agreement

Kigali Independent University (ULK) is a higher learning institution. It was created on 15th March 1996 and accredited by the convention no 001/98 of 02/02/1998 with the Government of the Republic of Rwanda. ULK got its own status by the Ministerial Order No 013/17 of June 07, 2002.

I.1.2. Vision

ULK is destined to stand out as a remarkable university for excellence at the heart of Africa with highly motivated students and high qualified personnel endowed with elevated ethic values. ULK also takes pride in its very modern infrastructures and equipments and endeavours to perfectly fulfil its mission before God.

I.1.3. Mission

ULK fundamental mission is to provide the people with a training which enable them to become actors and organizers of a complete development of our nation. In this respect, research work is basically focused on topics of local, national and regional interests.

I.1.4. Objectives

- Providing the students with a higher scientific and intellectual education;
- Carrying out research and consultancy of quality;
- Serving the community.

1.1.5. Motto

The motto of ULK is "Science and Conscience".

I.1.6. Philosophy

ULK philosophy is based upon three principles:

- Having faith in God;
- Knowing our mission on earth;
- Having positive thoughts;
- Living ethical values.

I.1.7. Values and Principles of ULK

ULK is built on the following fundamental values:

- Integrity;
- Humility;
- Determination;
- Excellence;

I.2. ORGANIZATION OF THE UNIVERSITY

I.2.1. Organs

The university organs are:

- The office of the Founder and President of ULK;
- The Board of Directors;
- The Academic Senate:
- The Executive Council:
- The Faculty Council;
- The Department Council.

The organization and functioning of most of the above listed organs are provisioned by the law n° 20/2005 of 20/10/2005 governing the Organization and Functioning of Higher Education Institutions in Rwanda as well as ULK Internal Regulations.

I.2.2. Faculties and Centres

Kigali Independent University (ULK) runs four faculties in Kigali Campus and three faculties in Gisenyi Campus. These are: the Faculty of Economics and Business Studies; The Faculty of Social Sciences and the Faculty of Law, in both campuses, as well as the Faculty of Science and Technology in Kigali Campus.

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ULK also runs a Centre of Languages (CELA) which conducts the teaching of the English Language to both members of the ULK Staff as well as to students. The staff employed in the CELA are qualified and competent. The Centre is also equipped with audio-visual materials as well as different levels teaching and leisure reading books, newspapers, magazines, CD-Roms, etc.

Kigali Independent University (ULK) teaching system is focused upon providing fundamental knowledge and skills for professionalization. In this regard, ULK has set up four Computer Laboratories in Kigali Campus and two computer laboratories in Gisenyi Campus, where students are trained in new technologies of information and communication. These laboratories have 1149 computers. ICT skills are taught in each and every class (including the 500 brand-new computers acquired for the Digital Library).

The available internet connection allows the university community to carry out free of charge, research, documentation as well as exchange with the rest of the world, particularly into its four digital library laboratories located in Kigali Campus. All offices computers are also connected to internet.

PART II. KEY ACHIEVEMENTS OF THE 2011-2012 ACADEMIC YEAR

This heading presents key achievement as covered into the following aspects:

- Teaching;
- Research;
- Service to the community;
- Administration and finance;
- Infrastructure and equipment;
- Cooperation.

II.1. Teaching

II.1.1. Modules (units), examinations and dissertations running

In teaching, all the courses planned in the 2011-2012 academic year were carried out and the new academic year 2012-2013 started on 04th September 2012. The first and second sitting (sessions) of examinations were all carried out, as well as claiming letters related to, processed. Dissertations have also been presented up to the 31st December 2012.

As far as postgraduate studies are concerned, the key milestone of the academic year was the approval by the Ministry of Education, through its letter N°4176/1200/2012 dated 13/07/2012, of the nine master's degrees proposed by ULK. These postgraduate studies schemes are the following:

- Master's Degree in Finance;
- Master's Degree in Accounting;
- Master's Degree in Development Studies;
- Master's Degree in Governance;
- Master's Degree in Information Systems;
- Master's Degree in Business Administration;
- Master's Degree in International Economic Law and Business Law;
- Master's Degree in Public International Law;

II.1.2. Academic staff

The statement of the academic staff members for the year 2011-2012 as compared to the past two years is as follows:

	2009-2010	2010-2011	2011-2012
Full Prof	4	4	2
Associated Prof	5	5	7
Senior Lecturers	23	33	31
Lecturers	164	217	274
Assistant Lecturers	20	14	13
Total	216	273	327

In 2011 ULK had the total number of **327** Academic staff among whom **2** Full Professors, **7** Associate Professors, **31** Senior Lecturers, **274** Lecturers and **13** Assistant Lecturers.

As far as the academic staff training is concerned, **27 lecturers** are being trained in PhD, and **many** others in master's degrees. **2** lecturers presented their PhD thesis in 2012.

Concerning the advancement of grades, **two lecturers** have been promoted as Senior Lecturer and **one** as Associate Professor.

II.1.3. Students

The statement of students for the year 2011-2012 as compared to the past two years is as follows:

	2009-	2010	2010-	2011	2011-2012		
KIGALI CAMPUS	М	F	М	F	М	F	
	3 623	4 916	3 780	5 222	3 254	5 412	
GISENYI CAMPUS	М	F	М	F	М	F	
	1 549	1 253	1 649	1 550	1 597	1 557	
TOTAL	5 172	6 169	5 429	6 772	5 429	6 772	
GENERAL TOTAL	11 341		12 2	201	11 820		

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The figure of ULK registered students in 2011-2012 amounted to 11 820 students of whom 8 666 at the Kigali campus and 3 154 at the campus of Gisenyi. Compared with the academic year 2010-2011, the figure of students has decreased of 381 units. Out of 8 666 students at the campus of Kigali, 3 254 (37.5%) are male and 3 412 (62.5%) are female, whereas at Gisenyi Campus, proportions are 1 597 (50.6%) for male and 1649 (52%) for female.

An attached appendix shows the figure of students and their academic performance.

II.1.4. Academic graduation

During the academic year 2011-2012, ULK graduation ceremonies which took place both in Kigali Campus and in Gisenyi campus conferred bachelor's degrees to 2 139 graduands in Kigali Campus and 689 in Gisenyi Campus.

The following table shows the distribution of graduands from the first graduation ceremony to now:

Year	2002	2006	2007	2008	2009	2010	2011	2012	Gd
Campus									Total
Kigali	133	1 482	1 950	1 570	1 337	1 420	1 896	2 139	11 927
Gisenyi	-	-	326	340	398	476	589	689	2 818
Total	133	1 482	2 276	1 910	1 735	1 896	2 485	2 828	14 745

II.1.5. Library

In 2011-2012, the Kigali Independent University- Kigali Campus Library had 55 074, while the Gisenyi Campus had 20 806 volumes. ULK bought or acquired 4 500 volumes in 2011-2012 while the purchase and acquisition was of 3 873 in 2010-2011. A Digital

Library with 500 new computers, with access to different publishers of e-books and e-journals has also been put in place, thus making a total of 1170 computers for all ULK Computer laboratories.

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II.2. Research and Consultancy

As far as research is concerned, the University Scientific journal published 4 issues in 2011-2012, issues 23, 24, 25 and 26; all with a total of 14 articles. ULK has also hosted and has participated to various scientific *fora* in 2011-2013; some of them are listed under the heading "services to the community".

II.3. Cooperation

In the field of cooperation, ULK signed MoUs with:

- 1) RIGEL (Reseau Interuniversitaire de Grands Lacs)
- 2) BiSev Inc (Business Intelligent Service Incorporation)
- 3) Association Nzambazamariya Veneranda
- 4) PMI (Panafrican Institute of Management)
- 5) Kigali City Council
- 6) Other Government institutions and embassies
- 7) Various other contacts for the Masters' Programme

ULK has been represented to various regional academic fora by top academic managers, namely:

- The Rector, Dr SEKIBIBI Ezechiel: in the IUCEA Meeting in Kampala;
- The Vice-Rector Academics, Gisenyi Campus, Dr CYEZE Emmanuel: in the RIGL meeting in Kinshasa;
- The Vice-Rector Research and Postgraduate Studies, Dr KASAI Ndahiriwe: in the IUCEA meeting in Dar-Es-Salaam.

In the Rwandan Association of Private Institutions of Higher Learning (ARIPES), ULK was involved in many activities organized by ARIPES, including: the organizing of a Summary of the 2011-2012 Annual Report- The Sixteenth Year Book

colloquium; tournament among all institutions, where ULK came up the first in three disciplines: football, volley-ball and basket-ball.

The university has also participated in all meetings of ARIPES as well as these of the Council of Rectors of Private Institutions of Higher Learning (CRIPES).

As for Sports and Culture, ULK won three medals into the ARIPES tournament, respectively in: Football, Volley-ball and Basket-ball.

The university has also received two awards: the RRA best contributor award as well an award from the Forum of Print News Paper (FPN), it awarded ULK for its outstanding support in 2011.

II.4. Service to the community

In the field of service to the community, the University was involved in several activities of national and international interest (judicial clinic, holding out seminars, organizing and participating to different conferences and symposiums. The following are to be noted:

- 26th January 2012, ULK hosted a conference on "upholding Heroism through protecting children against any abuse; animated by Hon. Protais Mitali (Minister of Youth and ICT); Hon. Ndayisaba Fidele (Mayor of Kigali) and Lt. General Ceasar Kaisari
- On 16th February 2012 ULK welcomed the Minister of Education Dr. Vincent Biruta amid ARIPES General Assembly at Host;
- On the 1st March 2012 the institution held Accountability Day and a Press Conference to present to its customers and public a large its services and products;

- On 3rd March 2012, the Rwanda Governance Board launched the Governance Month at ULK, a poll opinions from ULK community regarding the role of academia in consolidating good governance in Rwanda;
- 24th April 2012, New Development on International Humanitarian Law by Sarah Schwart;
- Various students' career development clubs have been initiated and launched with a clear aim to improve professionalism and employability among students:
 4th may 2012; Official Launch of CEE the investment Club by Prof. Rugege Geoffrey;
- 10th May 2012, Learning from History Building a Better Future by Lt. Gen. Charles KAYONGA and Mr. KAREMERA Ildephonse
- On the 19th June 2012 East Africa Consortium of University Entrepreneurs was launched by Mr Tobias Hugh.
- On 21st June 2011 ULK hosted a conference prior to the celebration of the 50 years anniversary of independence. The key address was centered on the theme:
 The Unity of Rwandans should be the Pillar of true independence with Hon.
 Fatuma NDANGIZA and Maj. Gen. MUSEMAKWELI Jacques as speakers;
- ULK contributed to the Agaciro development Fund with an amount of Rwf 113,000,000; raised from both the institution and its employees.
- On the 10th June 2012 ULK was crowned the ARIPES Champion after winning three trophies from football, Basketball and Volleyball tournaments;
- On 5th September 2012 ULK was awarded by RRA among best taxes payers for social development;
- 24th September 2012 ULK Officially launched its Masters programmes with nine specialties;

- From 8th December 2012 to 18th December ULK Showcased its contribution to country development in prosperity organized at the occasion of celebration 25 years of transformational leadership of RPF; Etc.
- FRB assisted 2 435 students so far in 2011 without mentioning 404 for this academic year.

II.5. Administration and Finance

The following summary of the administration and finance report comprises a highlight upon the organizational structure of ULK as well as heading on administration activities, organs meetings, etc.

As for the organizational structure, in 2011-2012, all the organs listed in the law bearing the organization and the functioning of higher education institutions as well as in the university regulations have functioned regularly, these organs are:

In 2011-2012, the University administration comprised the Rector, 5 Vice- Rectors (Kigali and Gisenyi), 7 Deans of whom 4 in Kigali and 3 in Gisenyi; 11 Directors and 13 Heads of Departments for both campuses. Different services worked under the authority of the above mentioned managers.

In order to better achieve its mission, several meetings were held:

- Board of Directors: one meeting per term (3 meetings were held);
- Academic Senate: one meeting every two months (over 10 meetings were held, including extraordinary meetings);
- Executive Council: One meeting every two weeks (about 30 meetings were held per Campus including extraordinary meetings);
- Faculty Council: once a month (Almost all the faculties respected the regularity of meetings);
- Department Council (meeting were held according to circumstances).

Administrative meetings with students and staff members were also organized. Apart from organs activities, other administrative activities were carried out by different managers of the University. As for the finance, key data to present are as follows:

- **Budget:** ULK Consolidated budget for 2010; 2011 and 2012 is as follows, in RWF:

2010	2011	2012
3 092 544 595	4 043 314 000	4 770 569 809

- **Taxes:** the contribution of ULK to the national development through taxes, is as follows for 2010; 2011 and 2012 (in RWF):

	2010	2011	2012
Kigali Campus	429. 116. 189	519. 404. 602	553. 182. 246
Gisenyi Campus	177.928.161	233.370.513	235.717.969
Total	607.044.350	752.775.115	788.900.215

- **Agaciro:** ULK has contributed for **RWF 113 millions** to Agaciro Development Fund.

Current university regulating texts and various other documents were reviewed (Internal Regulations, Academic Calendar, etc).

II.6. Infrastructure

In 2011-2013, ULK/Kigali is endowed with adequate infrastructure and equipment. From January 2007 all the ULK faculties and administration operate in the new Campus premises at Gisozi. These premises include three faculties and laboratories buildings;

a new Main Building sheltering the main administration offices, the digital library and the masters programmes lecture rooms, etc; a large stadium with almost 14,000 places holding capacity.

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CONCLUSION

Achievements of the academic year 2011-2012 were a result of the collaboration and

efforts from all members of ULK Community, through blessings from God.

Therefore, my sincere thanks are conveyed to everyone who has significantly

contributed to the above mentioned achievements of the university objectives. Above all,

we thank the Almighty God for His mercy and blessings. We look forward to see

everybody being more committed for the noble academic work in this academic year

2012-2013.

With our strong determination and our faith in God, we shall achieve more in the

academic year 2012-2013.

May God bless you.

Done at Kigali, February 13, 2013

Dr SEKIBIBI Ezechiel

Rector of ULK

APPENDICES

Appendix I. Synthetic table of activities carried out in the year 2011-2012

Activities	Expected results	Achievements	Budget
Teaching			l
- Ensure the respect of	- All courses are	- All courses were taught in	Budget
teaching curriculum	delivered in	compliance with the	of ULK
	accordance with	Regulations	
	General Academic		
	Regulations		
- Ensure quality	- All lecturers meet the	- This activity has been well	Idem
education	standards of quality	conducted.	
	and continuous		
	monitoring is done		
- Approval of new	- The programme of	- Related modules and units	Budget
programs (new	Development Studies	were run accordingly	of ULK
departments)	was approved by the		
	Ministry of Education		
- Improving the	-Recruit at least 20	- Lecturers have been	Budget
quantity and quality of	teachers	recruited by a transparent	of ULK
staff		and serious selection criteria,	
		comprising an interview with	
		an independent panel of	
	- All courses were	academics;	
	taught in English		
		- All ULK personnel were	
		trained in English	
- Organize the	- Two graduation	- They have been effectively	Idem
graduation ceremonies	ceremonies were	organized: 28/2/2012 at	
	organized	Gisenyi and 28/3/2012 at	
		Kigali	

Activities	Expected results	Achievements	Budget
- Promote training in	- At least 15 lecturers	-27 are actually in Ph D	Idem
Masters and PhD	are being trained	training and Masters	
Research and Cons	sultancy		
- Doing research	- Each lecturer has to	- Hours of research have	
	make research	been allotted	
-Publish the results of	At least four scientific	4 issues were published	
research	review of ULK were		
	released, with 14		
	articles.		
-Organise conferences	Organise at least 15	19 conferences have been	
	conferences	effectively organized	
Service to the com	munity		1
- Assisting the legal	- The legal clinic	- More than 70 cases have	ULK
community	receives clients	been analyzed and legal	budget
		advices have been given	
		Logal Wook	
		- Legal Week	
		- The legal Unit has been	
		operational	
- Fight against corruption and injustice	- The legal unit of students is working with the Ombudsman Office	Idem	
Hosting various eventsAssist vulnerable	- Several events are organized at the stadium	- Gisozi stadium has hosted several events (cultural, sporting, academic, political, etc.)	ULK budget
groups	- various vulnerable groups were assisted	- Genocide orphans were assisted	

Activities	Expected results	Achievements	Budget
		- Some vulnerable students were also assisted in collaboration with AGEULK	
		- RBF (Rwigamba Balinda	
		Foundation) assisted 321	
		students;	
- Provide expertise	- ULK lecturers and administrative staff members offering their expertise	- ULK was present in several for a organized in Rwanda and abroad	
Administration and	l finances		
- Strengthen the	- Training personnel	- Some lecturers and	Budget
intellectual capacities		administrative staff were	of ULK
of personnel		trained (English and others).	
Investment		,	
- Construction of the	- Construction work	- Construction completed	Idem
main building	were ongoing and		
	completed in 2012		
- Refurbishment of the		- the refurbishment was	
existing buildings		executed for all the existing	
	- Continuous	buildings	
Cooperation			
- Preparing the project	- Signing (and	3 MoUs have signed were	Idem
of cooperation	implementing)	implemented:	
between ULK and	Memorandums of	- The American University in	
other institutions	understanding;	Cairo, Egypt	
		- The Nile Basin Initiative, for	
		Nine Countries of Africa -	
		BiServ Inc (USA) for	
		Computer assembling and	

Activities	Expected results	Achievements	Budget
		three others are in preparation	
- Initiating new fields of cooperation at national and international level	-Contacts have been done	- ULK has carried out many contacts with national and international organizations.	
- Receive or conduct various delegations	-Delegations were received - Visits	Deputies;ARIPESForeign UniversitiesVisit to Gisozi memorial site	

APPENDIX II. STUDENTS' ACADEMIC RESULTS IN 2011-2012

1. KIGALI CAMPUS

ALL FACULTIES (Day and Evening Sections are together)

together)	YE	AR 1	YEA	AR 2	YE	AR 3	Y	EAR 4	1	OTAL	GRAND TOTAL
	F	М	F	М	F	М	F	M	F	М	F+M
									3		
									6		
	114								0		
Passed	9	815	1327	789	952	710	178	191	6	2505	6111
									1		
									6		
Deferred	72	49	58	58	27	21	7	36	4	164	328
Assimilate									9		
d to									0		
deferred ¹	203	256	92	98	48	51	561	386	4	791	1695
									4		
									6		
	142								7		
Total	4	1120	1477	945	1027	782	746	613	4	3460	8134

FACULTY OF SOCIAL SCIENCES (Day and Evening Sections are together)

	YEAR 1 YEA			YEAR 2		YEAR 3	YE	AR 4		TOTAL	GRAND TOTAL
	F	М	F	М	F	М	F	Μ	F	M	F+M
Passed	106	69	131	76	162	88	42	21	441	254	695
Deferred	18	1	17	10	6	4	2	1	43	16	59
Assimilated to deferred	31	37	26	11	8	3	144	63	209	114	323
Total	155	107	174	97	176	95	188	85	693	384	1077

¹ This figure of "assimilated to deferred" includes year four students, who have completed with their modules (units) but who are in the process of the presentation of their dissertations (memoirs).

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FACULTY OF ECONOMICS AND BUSINESS STUDIES (Day and Evening Sections are together)

		YEAR 1	Y	ÆAR 2	٧	ÆAR 3		YEAR 4	тс	OTAL	GRA ND TOT AL
	F	М	F	М	F	М	F	М	F	М	F+M
										16	456
Passed	972	593	1108	538	701	426	118	112	2899	69	8
Deferred	36	28	36	35	17	7	0	6	89	76	165
Assimilated										49	108
to deferred	140	147	56	63	33	26	360	257	589	3	2
										22	581
Total	1148	768	1200	636	751	459	478	375	3577	38	5

FACULTY OF LAW (Day and Evening Sections are together)

	Y	ÆAR 1	YI	AR 2	ΥI	EAR 3		YEAR 4		AND OTAL	GRA ND TOT AL
	F	Μ	F	М	F	Μ	F	М	F	Μ	F+M
										18	
Passed	26	43	53	72	49	61	3	5	131	1	312
Deferred	16	9	4	1	1	3	0	0	21	13	34
										10	
Assimilated to deferred	23	37	6	12	6	8	55	51	90	8	198
										30	
Total	65	89	63	85	56	72	58	56	242	2	544

2. ULK/ GISENYI CAMPUS

ALL FACULTIES (Day and Evening Sections are together)

	١	YEAR 1	Υ	EAR 2	Υ	EAR 3	Y	EAR 4	,	TOTAL	GRAND TOTAL
	F	М	F	М	F	М	F	М	F	М	F+M
Passed	389	395	449	417	308	345	199	249	1345	1406	2751
Deferred	85	46	21	19	21	18	1	4	128	87	215
Assimilated											
to deferred	72	100	25	38	23	29	16	33	136	200	336
Excluded	0	2	0	1	0	0	1	0	1	3	4
Total	546	543	495	475	352	392	217	286	1610	1697	3306

FACULTY OF ECONOMICS AND BUSINESS STUDIES

	YEAR 1		Y	EAR 2	YEAR 3		YEAR 4		TOTAL		GRAND TOTAL
	F	М	F	М	F	M	F	М	F	М	F+M
Passed	321	314	376	361	237	275	145	199	1079	1149	2228
Deferred	69	39	20	18	21	17	1	4	111	78	189
Assimilated											
to deferred	46	72	23	28	18	25	14	28	101	153	254
Excluded	0	2	0	1	0	0	1	0	1	3	4
Total	436	427	419	408	276	317	161	231	1292	1383	2675

FACULTY OF SOCIAL SCIENCES—GISENYI CAMPUS (Day and Evening sections are together)

	,	YEAR 1		'EAR 2	YEAR 3 Y		/EAR 4 TOTAL			GRAND TOTAL	
	F	М	F	М	F	М	F	М	F	M	F+M
Passed	36	28	55	43	47	38	46	27	184	136	320
Deferred	8	4	1	0	0	1	0	0	9	5	14
Assimilated											
to deferred	16	19	1	4	2	3	1	1	20	27	47
Total	60	51	57	47	49	42	47	28	213	168	381

FACULTY OF LAW-GISENYI CAMPUS

	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL		GRAND TOTAL
	F	М	F	М	F	М	F	М	F	М	F+M
Passed	32	53	18	33	24	32	8	23	82	141	223
Deferred	8	3	0	1	0	0	0	0	8	4	12
Assimilated to deferred	10	10	1	6	3	1	1	4	15	21	36
Total	50	66	19	40	27	33	9	27	105	166	271

End of the Summary 2011-2012 Annual Report