

**KIGALI INDEPENDENT UNIVERSITY**

**ULK**



**Internal Regulations**

**November 21 , 2013**

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

### **Article 1:**

Kigali Independent University ULK is a private Institution of higher learning founded on 15<sup>th</sup> March, 1996 and governed by 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:**

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 have positive thoughts;
- To live on ethical values.

### **Article 3:**

The values of Kigali Independent University ULK are “Integrity, Humility, Determination and Excellence”.

### **Article 4:**

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

### **Article 5:**

Kigali Independent University's mission is: to educate, to teach, to conduct research and to serve the community.

### **Article 6:**

Kigali Independent University 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 7: Responsibilities of institutions of higher learning**

The main responsibilities of Kigali Independent University 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 and 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 and 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;
7. To submit to the Minister in charge of Higher Education, before the end of the first term of the academic year, an action plan of the current year, annual activities and financial reports of the previous year approved by a certified auditor.

### **Article 8: 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 and with 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 9:** 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 Faculty Council;
7. The Department Council.

### **Section 1: Founder and President's Office**

**Article 10:**

The Founder and President's Office comprises:

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

**Article 11: Attributions**

The main 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 dismiss members of the Board of Directors except those elected by their peers;
- To select members of Senior Management to be approved by the Board of Directors;
- To appoint and dismiss Directors;
- To appoint and dismiss his Advisors;
- 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.

**Article 12: 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 13: Board/Committee of Auditors**

The Board/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 establishments. Its members shall check all accounting documents without moving them from the place where they are kept.

The Board 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 14: Designation of the Chancellor**

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

**Article 15: 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 16: 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 of the following members:

- The Chairman appointed by the Founder and Owner of the University;
- The Rector who is in charge of the minutes of the meeting;
- The Vice-Rectors;
- Four experts in education, science and technology appointed by the Founder of the University;
- A representative of the Faculties Deans elected by his/her peers.

#### **Article 17: 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 and strategies and assure the follow up of their execution;
- To approve the designation of the Chancellor;
- To approve the selection 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 18: Appointment /Election of Chairperson and 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 19:**

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

**Article 20:**

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 21:**

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 Rector 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 22:**

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 23:**

Members of the Board of Directors of Kigali Independent University 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 24: Composition of the Senior Management**

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

### **Article 25: Composition of Senior Management**

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

- The Rector who acts as chairperson;
- Vice Rector Academics who acts as Vice-Chairperson;
- Other Vice-Rectors;
- The Director of Quality Assurance;
- The Director of Administration and Finance.

### **Article 26: 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 27: Meetings of Senior Management**

The Senior Management meets once in a week upon invitation of its chairperson, namely the Rector, or its Vice-chairperson (the Academic Vice-Rector) in case of the absence of the Rector. Extraordinary Senior Management meetings are convened by the Rector when requested by 1/3 of its members and whenever deemed necessary.

## **Section 5: Academic Senate**

### **Article 28: 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 29: Composition of the Academic Senate**

The Academic Senate is composed by the following members:

- The Rector of the University who acts as the Chairperson;
- Vice-Rector Academics who acts as Vice-chairperson and reporter;
- Other Vice-Rectors of the University;
- The Deans of Faculties;
- The Directors;
- The Heads of departments;
- The President of students Guild;
- The Commissioner to academic affairs of the General Association of Kigali Independent University students;
- A student at postgraduate level elected by his colleagues.

**Article 30: 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 faculties 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 31: Meetings of Academic senate**

Ordinary Academic Senate meetings are convened by the Chairperson once in a month. Extraordinary Academic Senate meetings are convened by the Chairperson when requested by one-third (1/3) of its members and whenever it is deemed necessary.

In the absence of the chairperson, his/her deputy can convene ordinary or extraordinary Academic Senate meetings.

### **Article 32: 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 Faculty Council**

### **Article 33: Attributions and Composition of the Faculty Council**

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

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

### **Article 34:**

The Faculty Council meets once a month upon the invitation of the Dean of the Faculty, or the most aged head of the department in case of the Dean's absence or unavailability. Such a case may occur on the request of a third (1/3) of the Faculty members.

### **Article 35:**

Deans of faculties and heads of departments are elected by members of the teaching staff from their respective Faculties and Departments and approved by the Senior Management.

## **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;
- The permanent teaching staff of the Department;
- The student representing the department.

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

## **CHAPTER III: THE STAFF**

### **Article 37: Recruitment**

Before being recruited at Kigali Independent University ULK, all candidates with Academic documents issued abroad, must look for their equivalence at Ministry of education.

### **Article 38:**

In order to be hired on a partial or full time basis at Kigali Independent University, the following is required:

- The existence of a vacant post;
- Submitting an application form;
- 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;
- To pass successfully the required recruitment test (at least 65%).

**Article 39:**

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

- A permanent contract ;
- An annual contract;
- A part-time contract.

**Article 40: Probation employment**

A probationary employee is one who, for a period of six months, 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 41:**

Members of the teaching staff (part and full time) 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 with commitment and integrity;
- To abide by the Kigali Independent University's philosophy and values;
- To safeguard Kigali Independent University's 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 on service as well as off service;
- To avoid, words of defamation and criticism towards Kigali Independent University and authorities;
- To partake into other university's activities aimed at the population development.

**Article 42: 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: 00pm in the weekend.

**Article 43: 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 44: 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 45:**

Attributions of the teaching and research personnel are the following:

- To set up modules/units for 300 H per year in order to provide students with required knowledge;
- To carry out research in order to promote science, technology and services to the community;
- To ensure the follow-up and assistance to students in their studies and research work;

- To participate in exams, invigilation, in processing students' academic claims about their marks, and whatever academic and administrative tasks required by the hierarchy;
- To be committed to students' education and to serve as a model in matter of good conduct.
- To do consultancy;
- To participate in other activities in relation to the mission of the Institution.

**Article 46: Requirements before teaching**

No lecturer can start teaching without:

- Receiving the 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 i.e 50% of the total module/unit hours and to abide by the calendar established by the Faculty.

**Article 47: Evaluation of lecturers**

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

- his/her scientific competence (his/her handling of the module/unit contents, scientific articles and papers publishing);
- 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 65% of marks of the evaluation done by his/her students.

**Article 48:**

A part time 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 49:**

In order to teach in another institution, a full time lecturer must be allowed to do so by the Vice -Rector Academics upon the request of Vice-rector of the sister institution.

**Article 50:**

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 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 51:**

Part-time Lecturers benefit from salaries or fees in conformity with their academic degrees. Part-time teaching personnel sign a part time work contract with Kigali Independent University, represented by the Vice Rector in charge of Administration and Finance and the Vice Rector Academics or the Vice-Rector Research and Postgraduate Studies.

Permanent Lecturers and employees sign a work contract with the Founder and Owner of the University.



**Article 52:**

The teaching and research staff members have the right to exert consultancy services on the basis of a dully 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 53:**

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

**Article 54:**

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

**Article 55:**

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 56:**

Salaries raising for full time personnel consists of an annual increase of which the rate is dependable of the end-year performance evaluation (5% of the basic salary for grade "Excellent", 3% for grade "Very Good" and 1% for Grade "Good").

**Article 57:**

Grades "Less Good" and "Mediocre" automatically entail the termination of the employee's contract, no matter if he/she is full or part time.

## **CHAPTER IV: GENERAL ACADEMIC REGULATIONS**

### **Section 1: Students**

#### **Article 58:**

The Kigali Independent University ULK is accessible to students who comply with the admission conditions to higher education in Rwanda. Its doors are open to full-time as well as to part-time students. Exceptions may include students registered for modules on a credit accumulation basis, students repeating modules and those on exchange visits.

#### **Article 59:**

A full-time student in undergraduate studies is one who takes not less than 120 credits of modules during the academic year and 180 credits for 2 years in the case of Masters Students in accordance with requirements of the programme.

A part-time student has permission to cover the same requirement over a longer period and so to take fewer credits in a given year.

### **Section 2: Admission requirements**

#### **Article 60:**

To be admitted to the first year of an undergraduate programme at the Kigali Independent University it is necessary to have an Advanced General Certificate of Secondary Education with at least two principal passes permitting entry to higher education or an equivalent qualification. Applicants must also demonstrate sufficient competence in English to study at Higher Education Level 1.

To be allowed to attend lectures or other teaching/learning activities of the Kigali Independent University or to examinations or other assessments, students must be registered to the appropriate programme.

To be admitted to a Masters programme it is necessary to have a recognized Bachelor Degree with Honours or a qualification deemed equivalent. Applicant must also demonstrate sufficient ability in English.

### **Section 3: Registration**

#### **Article 61:**

In order to be registered for any degree course, the prospective student must hand in:

1. A notified photocopy of the required certificate;
2. A dully filled in registration form;
3. Four passport photos;
4. A copy of the identity card;
5. An evidence of registration fees payment.

#### **Article 62:**

Students should register individually at the Academic Directorate at the beginning of each academic year.

#### **Article 63:**

Before being registered at Kigali Independent University ULK, all students with Academic documents issued abroad, must look for their equivalence at Ministry of Education.

#### **Article 64:**

Students requesting entry with credit transferred from another Higher Learning Institution must do so before the beginning of the programme for which entry is sought. The Department commission analyses the case and gives a written answer.

#### **Article 65:**

All students are requested to supply registry services with telephone number, e-mail, postal and residential address, and an address for the receipt of the institution's accounts.

The names under which students are registered will be used in all Institution documents. Any request for change of name must be supported by the Ministry of Justice/ legal documentation.

Any change of address, telephone number, e-mail should be notified to the Director of Academics Affairs.

#### **Article 66:**

A student registration may be withdrawn at any time during the academic year by the Rector in case of absence without permission of justification of more than a month during the

academic year. Such exclusion shall be valid for the very same year and all the results nullified.

A student registration may be withdrawn at any time during the academic year by the Senior Management on the grounds of serious omission, false declaration at registration and student's serious misconduct.

**Article 67:**

A regular student is the one:

- who meets with the registration conditions;
- who has cleared registration and academic fees;
- who has registered for the whole range of the academic year course;
- Who sits for assessments of the modules programmes.

**Article 68:**

A student card is issued to each registered student. It must be produced in order to have access to the university premises, lectures, practical works, assessments and the library. It must bear the photograph of the student and the signature of the Academic Director and the seal of the University.

**Article 69:**

In lieu of a student card, the part-time student is given a registration testimonial pointing out different modules/units to be attended/taken.

**Article 70:**

In case he/she wishes, a regular student can as well register as a part time student in another programme.

**Article 71:**

Before registration, each applicant must read the text of the Kigali Independent University ULK regulations and must accept to conform to its contents and to the educational philosophy of the Kigali Independent University ULK and its values.

**Article 72:**

The transfer from one University to another by students, must be subjected to an investigation by an ad hoc team before the registration of the student.

**Article 73:**

Registration and academic fees are fixed by the Founder and President of the University. They are not refundable, except in case of redundant or double payment.

**Article 74:**

Each class must have a class representative, a Deputy Class representative and three (3) advisers who are democratically elected by their peers. Elections are held under supervision of the Director of student affairs (or his/her delegate) and the delegates of the Association of Students Executive committee.

**Article 75:**

The main attribution of the promotion representative and his/her Deputy consists in representing the promotion to the Kigali Independent University's authorities and academic staff. They act as a transmission chain between their colleagues and the Institution.

**Section 4: Modules****Article 76:**

The Rector, assisted by the Vice-Rector Academics, assures that programmes, modules and units contents at undergraduate level are followed up by teaching staff members. Nevertheless, each Faculty is autonomous in managing modules, examinations, exemptions, internship, dissertations, etc.

**Article 77:**

The Rector, assisted by the Vice-Rector of Research and Postgraduate Studies, assures that programmes, modules and units contents at postgraduate level are followed up by teaching staff members.

**Article 78:**

There shall be a module description for every module approved by the Faculty, which includes the following: Faculty/Department, title, code/reference number of the module, its level and credit value, co-requisites, pre-requisites or prohibited combinations, the member(s) of staff responsible for the module, whether it is taught in semester 1 or 2, the learning outcomes, a brief description of the content, the learning and teaching strategy, key resources and the forms of assessment. This document shall have been scrutinised and approved at Faculty level and shall have been available to the validation panel which advised on the approval of the programme.

**Article 79:**

The student participation to modules/units, practical assignments, exercises and assessments is compulsory.

**Article 80:**

Any absence due to disease or any other important reason should be notified and the notification to the head of the department shouldn't exceed one week. An information copy should be handed to the Dean of the Faculty; the notification will have supporting documents.

**Article 81:**

The content of attendance (with attendance lists) will be regularly carried out and checked at the level of each department.

**Article 82:**

Students may make a written request to the Academic Vice-Rector with information copies to the Administrative and Financial Vice-Rector, Administration and Finance Director, the Dean of the Faculty, the academic Director, and the Head of the department to suspend their registration for the whole or the remainder of the academic year. The letter must include evidence of circumstances that make it impossible for them to continue with their studies.

**Article 83:**

Any student suspending his/her studies must pay the tuition fees related to the term or quarterly period in which the suspension takes place because of the consumed service.

**Article 84:**

In the case of a suspension that starts after the beginning of an academic year, any passing grades already earned during that year will be retained on the student's record and the student will not be required to redo these assignments/examinations but will rejoin the programme at an appropriate point to be agreed with the Department programme.

**Article 85.**

No student may suspend studies for more than two years, nor may there be more than one period of suspension at any given level. Instead, students should re-apply for admission with transferred credit, under whatever admission rules are in force at the time.

**Article 86:**

The Academic Vice-Rector has to respond by writing within seven (7) working days and should reserve copies to the Administration and Financial Director, the Dean of the Faculty and the Head of Department.

**Section 5: Internships****Article 87:**

Any programme of the undergraduate studies at Kigali Independent University must comprise an internship and the writing of a dissertation.

**Article 88:**

Internship extends on six weeks and is marked out of 12 credits, i.e. 120 hours. It is supervised by Department lecturers who give a related written report.

## **Section 6: Admission requirements at Masters Level**

### **Article 89:**

To be admitted to a master's programme, it is necessary to have a recognized Bachelor Degree with Honors' or a qualification deemed equivalent. Applicants must also demonstrate sufficient ability in English.

### **Article 90:**

Successful applicants will be registered only after they have filled in a registration form to be submitted together with a proof of payment of the first instalment of the required University fees. Students are requested to renew their registration at the beginning of every subsequent year. Failure to renew the registration, shall lead to an automatic discontinuation from studies.

A registered student must have a student card as a proof of registration for the academic year.

### **Article 91:**

No student shall be allowed to change modules/programmes after the third week of commencement of the academic year.

Transferring from one academic programme to another will be allowed only if the candidate posses the required admission criteria for the programme which transfer is being sought and vacancy exists in that programme.

After consultation with the postgraduate committee, the Vice Rector of research and Postgraduate Studies may cancel the registration of a student after the first academic year if his/her academic progress is not satisfactory.

### **Article 92:**

A minimum of 180 credits (150 credits for module work and 30 credits for a dissertation) must be completed for a student to obtain masters degree at the Kigali Independent University.



## **Section 7: Evaluations**

### **Article 93:**

The marking system is based on the principle of continuous evaluation, except for the final assessment test or special exam.

### **Article 94:**

At the undergraduate and postgraduate level the grade for a module is made up of the grades for continuous and final assessments, weighted as approved in the Programme Specification. All assessments, module and programme marks shall be presented as percentage scores. Continuous assessments shall make up 60% of the module score while the final assessment shall make up 40% of the module score. It should be noted that continuous assessment test comprises two parts, namely:

- Assessments, case studies, class presentation and participation (30% of the module score )
- Partial assessment test(30% of the module score)

### **Article 95:**

A master's degree is conferred on a candidate only if he has successfully completed all requirements during two years after the registration to master's programme at this University. However, after consultation with the postgraduate committee, the Vice Rector of research and Postgraduate Studies may grant to a student a limited extension to this period.

### **Article 96:**

Attendance at lectures, seminars, practical sessions etc is obligatory. Attendance will be monitored as agreed by the Faculty. Students who attend less than 85% of such sessions will be considered as not having achieved the modules learning outcomes and will not be allowed to sit for the final examination.

### **Article 97:**

Only those who have completed the course programmes with at least 85% of attendance for each module/unit and who have paid their tuition fees and whose payment receipts have been

processed at the Kigali Independent University cashier's office at least 24 hours before the exam, will be allowed to sit for the exams.

**Article 98:**

Submission of coursework by due date and attendance at assessment and in-module tests is obligatory. Non submission or non-attendance will lead to a mark of zero for the assignment or assessment unless adequately justified.

**Article 99:**

Failure to pass modules because coursework with mitigation or exceptional extension is still outstanding or because the date for the special examination has not yet been reached shall not preclude students from progressing within the same academic year.

**Article 100:**

The date for each assessment test is jointly fixed by students and the Department office, who inform the lecturer of the course module/unit.

**Article 101:**

The examination questionnaire is set from each module/ unit which has been taught. It must comprise general questions as well as maturity questions.

**Article 102:**

An examination booklet is given by the University officials to the students who are allowed to sit for the examination. At the handing in of the examination copy, the invigilator checks the student's card, Identity card and the latter signs the examination attendance form at the invigilator's sight.

**Article 103:**

At the beginning of an examination the Chief Invigilator shall remind students of the length of the examination, warn them that they must not cheat, not talk to each other or look at each other's work during the assessment test.

**Article 104:**

Students may not enter an examination after it has started except with the permission of an invigilator and may not hand in their scripts and leave within one hour of the end of the examination.

**Article 105:**

Talking among candidates or looking at each other's work shall not be permitted in examinations and shall be grounds for exclusion from the examination by the Chief Invigilator, who also has the power to initiate disciplinary proceedings for cheating.

**Article 106:**

Any student needing to leave the examination room during an examination for an unavoidable reason with permission and with the intention of returning must be accompanied by an invigilator.

**Article 107:**

Except where specified in the module description, students may not bring into the examination room any books, papers, calculators with text facility or mobile telephones.

**Section 8: Dissertation****Article 108:**

The dissertation shall consist of student's individual and original research, investigation, compilation or experimentation, making some contribution to knowledge in relevant discipline. Public presentation of Undergraduate dissertation is not allowed.

**Article 109:**

The dissertation is conducted under the direction of a supervisor. The choice of the topic and the supervisor is operated by the student and approved by the faculty council. Nonetheless, the Faculty can propose in both the topic and the supervisor to the student.

**Article 110:**

On a written authorization by the Supervisor, the student submits his/her dissertation in three copies to the Kigali Independent University Academic Directorate, 10 days at least before the presentation. The students are required to make an oral defence of their dissertations. The defence shall not normally extend beyond an hour for undergraduate dissertation. Undergraduate students will be expected to defend their dissertations in English.

**Article 111:**

The panel is designated by the Vice-Rector Academics/ Vice-Rector Research and Post graduate Studies on the proposal of the Dean of the Faculty/Director of Research and Post graduate Studies. It comprises of three members among whom the dissertation supervisor. The latter can be replaced by the co-supervisor should he be prevented from coming. No other authority can change the composition of the panel without the Vice-Rector Academics'/ Vice-Rector Research and Post graduate Studies' approval.

**Article112:**

A student is only admitted to present his/her dissertation after having passed all the academic examinations including the internship and having paid on the Kigali Independent University bank account the dissertation fees as stated by the University.

**Article 113:**

The norms and standards of the dissertation format must follow the model of a scientific work presentation as put forward by the Kigali Independent University.

**Article 114:**

Marking the Dissertation is done as follows:

- Content: 50%
- Form, style and format: 25%
- Oral defence:25%

The oral defence is done in front of a Jury of three Lecturers and not in public audience.

**Article 115:**

Subsequent to the presentation, the student hands over to the Academic Directorate 2 copies of his/her corrected dissertation to be kept in the library within a month deadline.

**Article 116:**

The student who has not been able to present his/her dissertation in the module of his/her last academic year has two year to do it otherwise he/she must undergo new registration without any exemption in the last year.

**Section 9: Cheating****Article 117:**

Cheating of any kind is a serious disciplinary offence and may render the student liable to failing an assignment or examination, failing a module, failing a Level or temporary or permanent exclusion from the Kigali Independent University. Any student who, during the examination is found guilty of cheating, with palpable and good evidence, is suspended from the University for one year. The suspension is decided upon by the Senior Management. This decision also applies in case of plagiarism or for someone doing the exam for the other. This decision upon suspension is stuck up on walls and notice boards. Reinsertion into the university is conditioned by a written letter for forgiveness with a solemn engagement to conform to the Kigali Independent University philosophy focussing on ethic values.

**Article 118:**

Where plagiarism or other cheating is discovered in a dissertation or thesis after the award of a Degree, a hearing analogous to an appeal hearing shall be held to consider it in the same way as if it had been discovered before the award. Every reasonable effort must be made to contact the student, but if these efforts are unsuccessful during a six-month period, the hearing shall be held in his or her absence. If the charge is proven, the degree will be withdrawn. In this case the student has a right of appeal to a hearing chaired by the Rector.

**Article 119:**

Where draft dissertation work is submitted to a supervisor purely for comment, rather than for the award of marks or credit, and plagiarism or another form of cheating is suspected, no technical offence has been committed because there is no attempt to obtain grades or credit dishonestly. However, the supervisor shall warn the candidate and also the examiners of the final work if he or she is not one of them.

**Section 10: Marking****Article 120:**

The marking system has to be taken into account when allocating marks to a module: ten marks per credit, a credit being defined as a ten hours period.

**Article 121:**

Grades sheet, evaluation sheets together with their marking schemes are handed into the department offices. In case there appears a marking error, the latter is corrected by the department commission which is composed by three lecturers appointed by the head of department. Hereupon a report is made and handed into the department with a copy to the Dean of the faculty and concerned students are informed as soon as possible.

**Article 122:**

Within a period of five (5) days after the results have been released to students, any complaint (marks claiming) should be written to Head of Department with a copy to the Director of Quality. The Head of the Department then appoints a commission of 3 teaching staff members to treat the claims within a period of 4 days. The Department Commission examines the claim and a feed-back is given to the student within two working days.

**Article 123:**

The marks of a module of which a student got an examination dispensation are included in the year's general average calculations. Exemption marks are 12/20 or beyond.

**Article 124:**

Part-time teachers participate in the deliberation session and can voice their points of view in case they are present.

**Article 125:**

The quorum for the deliberation commission (the jury) to sit is 2/3 of the faculty permanent lecturers.

**Article 126:**

The jury cannot legitimately sit when the Dean of the faculty/ Vice-Rector Research and Postgraduate Studies is missing. In case of an unexpected obstacle, the Vice-Rector Academics/ Rector designates an ad interim chairperson of the jury.

**Article 127:**

Deliberations are collegial. Every member of the jury swears in holding the deliberations secretive. In case the voices are equally shared, the chairperson's voice will be preponderant.

**Article 128:**

The student whose general average marks are below 50% automatically fails.

**Article 129:**

If the student has no failure, his grades are considered as follows:

1. From 80%: First class Honours(A)
2. From 70%: Second class Honours, Upper Division(B)

3. From 60%: Second class Honours, Lower Division(C)
4. From 50%: Pass(D)

**Article 130:**

The jury decision is approved and signed immediately on the deliberation grids. Students are informed of the decision immediately after the deliberation.

**Article 131:**

A module is passed if its specified learning outcomes have been achieved. The assessment of each module shall generate a single mark between 0 and 100% expressing the extent to which the learning outcomes have been achieved. The pass mark for all levels shall be 50% on undergraduate programmes and 60% on postgraduate ones. No supplementary examinations should be allowed in the modular system but special examinations may be considered on merit of individual case.

**Article 132:**

The deliberation stipulates the following:

- Have succeeded the students who have obtained 50% at least for each module without any failure;
- Are promoted students who have obtained 50% with supplementary modules.

**Article 133:**

Candidates registered for the coursework and dissertation programme shall sit for course examinations following assessment procedures. Unless stipulated otherwise the general university regulations shall be used to guide the conduct of examinations of all postgraduate courses.

**Article 134:**

The Masters programme's mode of teaching and learning shall mainly be interactive with discussions as the main method used. For all the programmes, students will study core and elective courses. The marking scheme is 60% for continuous assessment (assignments, presentations...) and 40% for the final examination.

**Article 135:**

The minimum pass mark for each prescribed master's module is 50%, provided that a subminimum of 50% has been obtained in the final examination.



**Article 136:**

A student who will have been unable to sit for the final assessment due to proven unavoidable circumstances will sit for the special exam. Unavoidable circumstances with authentic documents are limited to:

- Being admitted to the hospital at the time of the exam;
- Being on work mission outside Rwanda;
- Being on maternity bed at the time of exam.
- Or any other reason that the Senior Management will judge genuine.

**Article 137:**

The student or his/her relative should submit the proof to the directorate of postgraduate studies not later than 48 hours from the time of exam. Students on work mission can submit the proof ahead of time or scan and send it to the University email.

A student who fails in a module in a given year shall repeat it next time it is offered.

**Article 138:**

A Masters student, who fails a module for a second time, shall be obliged to attend and pay for that module in order to rewrite its examination.

**Article 139:**

To complete the module work phase of the Masters programme, a student must pass all the 6 prescribed core modules and four (4) elective modules.

**Article 140:**

After having completed the coursework phase, the Masters candidate will proceed to the dissertation phase of the programme. It is essential that he/she writes and submit a comprehensive proposal to the Director of postgraduate studies.

A candidate who, for valid reasons, fails to complete the dissertation within the specified period may apply for an extension of the registration period.

The extension period shall not exceed six months. Under very special circumstances, the Vice Rector of Research and Postgraduate studies may consider a further extension of registration period for a maximum of six months.

## **Section 11: Diplomas, Testimonials and Degrees**

### **Article 141:**

Diplomas, Testimonials and Degrees are awarded by Kigali Independent University ULK on the basis of the decisions taken by the faculty deliberation commission or by the Jury.

### **Article 142:**

Degrees bear obligatorily the signatures of the President of the University, the Rector, the Academic Director and that of the recipient. The Diplomas and Testimonials bear the signature of the Vice-Rector Academics/ Vice-Rector Research and Postgraduate Studies and that of the recipient. The seal of the University must be put on Diplomas, Testimonials and Degrees.

### **Article 143:**

The allocated mention to the end cycle degree is cumulative.

## **CHAPTER V: DISCIPLINE AND SANCTIONS**

### **Section 1: Prohibitions**

#### **Article 144:**

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

#### **Article 145:**

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

#### **Article 146:**

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 147:**

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 148:**

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

**Article 149:**

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 150:**

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

- Written warning;
- Blame;
- 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). This sanction is taken by the Senior Management Organ in case of gross misconduct (fraud of marks, complicity in cheating during or before the examination session, corruption, ethnic discrimination, professional insufficiency, absences, violence, drunkenness, forgery and the use of forgeries, robbery, subversion, sexual harassment, uttering bad words against the institution, etc).

**Article 151:**

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 in a period of four consecutive years 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 VI: FINAL PROVISIONS****Article 152:**

Any member of the Kigali Independent University (full time, part time staff and students) acknowledges having read and agreed to the text of the Kigali Independent University Internal Regulations.

**Article 153:**

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

**Done at Kigali on November 21, 2013**

**Prof. Dr RWANYINDO R. Pierre**

**The President of the Board of Directors**