

# KIGALI INDEPENDENT UNIVERSITY ULK



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## INTERNAL REGULATIONS

**Kigali, March 24, 2023**

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

### **Article 1: CREATION**

Kigali Independent University ULK is a private Institution of higher learning founded on 15<sup>th</sup> March, 1996 and now governed by the new Law n° 010/2021 of 16/02/2021 determining the organization of education, the Ministerial Order determining standards in education N° 001/MINEDUC/2021 of 20/10//2021, the Ministerial Order determining Rwanda qualifications framework N° 003/MINEDUC/2021 of 20/10//2021, the current Law regulating Labour in Rwanda, the current Law governing Companies, the ULK statutes, the present Internal Regulations and other academic regulations.

### **Article 2: VISION**

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: MISSION**

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: PHILOSOPHY**

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: MOTTO**

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

### **Article 6: OBJECTIVES**

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 7: Responsibilities of institutions of higher learning**

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

1. to develop a curriculum to be approved by the agency in charge of the institutions of higher learning;
2. to offer higher education courses leading to the award of certificates or degrees that it is authorized to award;
3. to carry out and promote research in all scientific and technological disciplines and on different issues at the national, regional and global level;
4. to publish and disseminate research findings;
5. to impart knowledge and skills through face-to-face learning, distance learning or both and promote technology for job creation purposes;
6. to promote education, Rwandan culture and values;
7. to contribute in solving other national development related issues.

### **Article 8: Powers of Kigali Independent University ULK**

Kigali Independent University ULK has the following powers:

1. to award degrees at cycles of education it offers in accordance with relevant laws;
2. to award certificates to candidates who successfully complete short-time training courses;

3. to conclude partnership and cooperation agreements with different organs in charge of education and with other national and foreign institutions of higher learning in accordance with relevant laws;
4. to award merit titles and awards that recognize exemplary achievements;
5. to promote their lecturers, researchers and staff in accordance with relevant laws and ULK Regulations;
6. to award an honorary degree in accordance with relevant laws and ULK Regulations.

## **CHAPTER II: KIGALI INDEPENDENT UNIVERSITY ULK ORGANS**

**Article 9:** Kigali Independent University ULK organs are:

1. Office of the Founder and President;
2. The Chancellery;
3. The Governing Body;
4. The Executive Organ;
5. The Academic Senate;
6. The Senior Management Committee.

### **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 attributions of the Founder and President are:

- to represent legally the university;
- to appoint the Chancellor of the University;
- to appoint and cancel the appointment of any member of the Governing Body;
- to designate members of Executive Organ to be approved by the Governing Body;



- to appoint and dismiss ULK authorities;
- to appoint and dismiss members of the auditors committee;
- to appoint and dismiss his advisors;
- to ratify activities programmes and the University budget;
- to decide about the University investments and extension;
- to decide about the strategic plan of the University.

### **Article 12: 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 and other key points of the Academic performance contract signed by every authority.

### **Section 2. Chancellor's Office**

#### **Article 13: Appointment of the Chancellor**

The Founder and President of Kigali Independent University appoints the Chancellor of the University.

#### **Article 14: 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 Governing Body of the Institution when he/she is absent during graduation and other merit titles awarding.



### **Section 3: Governing Body**

#### **Article 15: Composition of ULK Governing Body**

ULK Governing Body is composed of:

1. Persons from outside the institution of higher learning institution who are designated based on their competence and expertise including a chairperson and a deputy chairperson.
2. Vice Chancellor, who is also its rapporteur,
3. Deputy Vice Chancellor Academics, Secretary
4. Other Deputy Vice Chancellors
5. Representative of teaching staff chosen by his/her peers
6. Representative of learners as chosen by his/her peers.

The Governing Body Members of Kigali Independent University ULK are appointed by the Founder and President of ULK. They have four (4) year term of office which may be renewed only once.

#### **Article 16: Attributions of ULK Governing Body.**

The responsibilities of the ULK Governing Body are the following:

1. to approve the strategic plan and annual action plan of the institution of ULK;
2. to monitor the implementation of the action plan of ULK;
3. to approve the internal rules of ULK;
4. to approve the rules of learning and teaching ethics;
5. to approve the annual draft budget of ULK;
6. to monitor and assess the Strategic Plan of ULK;
7. to approve members of the Executive appointed by the Founder and President of ULK;
8. to approve the recruitment of lecturers and their promotion in different academic ranks;
9. to approve candidates for the award of degrees.



**Article 17:**

The Vice- Chairperson replaces the Chairperson of the Governing Body in case of the latter's absence or unavailability.

**Article 18:**

The Governing Body meets once in four 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 19:**

In case of emergency and impossibility for the Governing Body to sit, the ULK Executive organ 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 Governing Body not later than five (5) working days starting from the day on which the decision was taken. The Governing Body will examine the urgent decision taken by the Executive Organ during its next meeting.

**Article 20:**

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

**Article 21:**

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





## **Section 4. Executive Organ**

### **Article 22: Composition of Members of the Executive Organ**

The Executive organ is composed of the Vice Chancellor and Deputy Vice Chancellors

### **Article 23: Appointment of members of the Executive Organ**

The Founder and President of ULK appoints members of the Executive Organ to be approved by the Governing Body of the institution. At least thirty percent (30%) of members of Executive Organ of ULK must be women.

### **Article 24: Responsibilities of the ULK Executive Organ**

1. to oversee the daily management of ULK;
2. to coordinate the activities of ULK;
3. to establish strategies of administration and partnership of ULK within the country and abroad;
4. to implement instructions and decisions of the Governing Body;
5. to prepare an action plan of ULK and present it to the Governing Body for its approval;
6. to prepare a draft budget of ULK and present it to the competent organs;
7. to prepare activity and financial reports of the previous year;
8. to perform any other activities assigned by the Governing Body.

## **Section 5: Academic Senate**

### **Article 25: Members of the Academic Senate**

Members of Academic Senate are the following:

1. Vice- Chancellor who is also the Chairperson;
2. Deputy vice-Chancellors;
3. Academic Assistant to the Vice Chancellor
4. Director of Quality



5. Dean of the Schools;
6. Director in charge of Administration and Finance
7. Director of Academic Services;
8. Director of Language Center
9. Heads of Departments
10. Head of Library
11. Head of Students services
12. A lecturer, elected by his or her peers;
13. Two (2) learners elected by their peers, including a male or female.

The Deputy Vice-Chancellor in charge of academic and research affairs is the Vice chairperson and rapporteur of the Organ while the Director of Academic Services is the Deputy rapporteur of the Organ. Except members of Academic Senate due to their administrative duties other members of the Academic Senate are elected for two (2) year term of office renewable once. However, learners elected by their peers serve a one-year term.

#### **Article 26: Powers of the Academic Senate**

The Academic Senate has powers related to teaching, research and education at ULK. Specifically, responsibilities of the Academic Senate are as follows:

1. to determine guidelines on learners' admission, assessment or evaluation;
2. to ensure recruitment and promotion of the teaching staff and researchers to be approved by the Governing Body;
3. to evaluate and monitor academic programs, research and education of ULK;
4. to take decisions regarding learners' performance, promotion, repeating or expulsion;
5. to draft academic rules;
6. to develop academic programs and teaching methodology and submit them to the Governing Body for approval by the national agency in charge of the institutions of higher learning.



### **Article 27: 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 whenever necessary.
- In the absence of the chairperson, his/her deputy can convene ordinary or extraordinary Academic Senate meetings.

### **Article 28: 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: Senior Management Committee**

#### **Article 29: Members of the Senior Management Committee**

The Senior Management Committee is composed of the following persons:

1. Vice-Chancellor who is also the Chairperson of the Committee;
2. Deputy Vice-Chancellors;
3. Director of Academic Services
4. Director of Administration and Finance.

#### **Article 30: Powers and responsibilities of Senior Management Committee**

Senior Management Committee has the responsibility of advising the Executive Organ in regard to academic matters, discipline and education, planning, the use of finance, property and management of an institution of ULK.

#### **Article 31: Meetings of Senior Management Committee**

The Senior Management Committee 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 Committee meetings are convened by the Vice Chancellor whenever necessary.



**Article 32: 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.

**Section 7: The School Council**

**Article 33: 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 8: The Department Council**

**Article 34: 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 35: 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 36: Recruitment**

Before being recruited, all candidates, to any rank of lecturer must succeed the test of recruitment with at least 80%.

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 37: Equivalence**

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

### **Article 38:**

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

For Administrative and support staff:

- 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 39: 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 40:**


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 41: Working hours**

The legal employment's duration is forty hours (40) 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 8:30 am to 2:30 pm and from 5:30 pm to 9:30 pm in working days and from 8:30am to 4: 30 pm in the weekend.



#### **Article 42: Annual leave**

The Senior Management Committee 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 43: 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 44:**

Attributions of the teaching and research personnel are the following:

- To lecture modules/units with a workload of 600 hours per year. However, teaching load will decrease according to the weight of administrative responsibilities;
- 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, 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;
- To upload updated modules into ULK E-learning platform according to the international standards
- Represent the Institution in various conferences, seminars and workshops;
- To participate in other activities in relation to the mission of the Institution.



**Article 45: Requirements before teaching**

No lecturer can start teaching without:

- Signing the induction sheet;
- Receiving the ULK harmonized module/unit notes uploaded to ULK MIS;
- Signing the contract with Kigali Independent University authorities.

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

**Article 46: Evaluation of lecturers**

Any teaching staff member is evaluated by students at the end of the module/unit and by the Authority at the end of module or 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.

Lecturers are evaluated by students (40%), students representatives (40%), and Department Council (20%).

In order to maintain or keep his/her module or unit, the lecturer must get at least **80 %** of marks of the overall evaluation.

**Article 47:**

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 48:**

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 49:**

Academic requirements and ranks are the same as those applied by the world's best 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 rank;
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 50**

Any academic staff applying for any academic promotion should strictly follow the ULK Academic promotion guidelines, policy and Procedures.

**Article 51:**

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 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 Supporting 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 supporting staff are regulated by the Law regulating Labor in Rwanda, the law determining the Organization of Education, the Kigali Independent University ULK Regulations, the Manual of Procedures and the Manual of Attributions.

**Article 56:**

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

1. 90-100%: Elite
2. 80 – 89%: Excellent
3. 70-79 %: Very Good
4. 60 – 69%: Good

Below 60 % is poor performance for both administrative and supporting staff.

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

**Article 57:**

The increment of salary will be based on the above performance after three years:

- a.7% of the gross salary for Elite
- b.5% of the gross salary for Excellent
- c.3% of the gross salary for Very Good
- d.1% of the gross salary for Good

**CHAPTER IV: DISCIPLINE AND SANCTIONS**

**Section 1: Prohibitions**

**Article 58:**

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

**Article 59:**

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

### **Article 60:**

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 61:**

The Management of ULK encourages all students to adopt decent styles of dressing and outlook to fit in the philosophy of the University whose mission among others is to instil ethical values that will enable them to become decent community servant.

Therefore, the following (though not exhaustive) will be considered as inappropriate dress and/or appearance:

#### **Male students:**

- Rasta/dreadlock,
- Ripped trousers,
- Plaited hair,
- Earrings,
- Hats/caps in classes and offices,
- Vests that show bare chest.

#### **Female students:**

- Dresses exposing belly, naval or back,
- Mini-skirts (any skirt above the knees line),
- A skirt whose slits is above knees line (exposing thighs),
- Dresses/blouse exposing breasts,
- Ripped trousers,
- Noses earrings,
- Hair with colours,
- Transparent dresses (see through dresses).

### **Article 62:**

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

### **Article 63:**

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



## **Section 2: Sanctions**

### **Article 64:**

The following are different Disciplinary Committees:

#### **The Academic Disciplinary Committee is made of:**

- Director of Administration and Finance (Chairman);
- Director of Academic Services;
- Related Head of the Department.
  
- In case of any of the above Directors, the Assistant to the Deputy Vice Chancellor Administration and Finance will replace him or her.

This Committee will analyse teaching staff and students disciplinary cases. In case of students, the Dean 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;
- Related Line Manager of the Service.
  
- In case of any of the above Directors, the Assistant to the Deputy Vice Chancellor Administration and Finance will replace him or her.

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

### **Article 65:**

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

- Written warning ;
- Blaming Letter (written reprimand);
- Temporary suspension not exceeding eight (8) working days without pay
- Termination of the contract (for staff) and exclusion (for students).

**Article 66:**

For any staff, the Executive Organ has the right to stop him/her from any activity for Gross misconduct (fraud of marks, plagiarism, complicity in cheating during or before the assessment session, corruption, ethnic, discrimination, evaluation 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, repetitive poor invigilation and supervision of internship, lack of confidentiality, sabotage etc...) . A teacher or any administrative or supporting staff member of ULK who is proven to be involved in a learner cheat during assessment of knowledge and skills commits a fault. He or she is subject to an administrative fine according to the law in force.

**Article 67:**

**Other provisions on disciplinary sanctions:**

- Any member of the Senior Management Committee (Deans, Directors and Heads of Departments and Heads of Services) who gets a blaming letter loses his/her position in the Management.
- Two written 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 68:**

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 69:**

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

**Done at Kigali on March 24, 2023**

**Prof. Dr Karangwa Chrysologue**  
**Chairperson of ULK Governing Body**

