

ULK POLYTECHNIC INSTITUTE UPI



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ACADEMIC WORKLOAD POLICY

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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 15th March, 1996 and now governed by the new Law n° 010/2021 of 16/02/2021 determining the organization of education, Ministerial Order determining standards in education N° 003/MINEDUC/2021 of 20/10//2021, Ministerial Order determining Rwanda qualifications framework N° 003/MINEDUC/2021 of 20/10//2021, 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 ULK

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.

Article 9: Founder and President's Office

The Founder and President's Office comprises:

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

Article 10: Attributions

The attributions of the Founder and President are:

- to represent legally the university;
- to designate the Chancellor to be approved by the Governing Body;
- 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 advisers;
- 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 11: Committee of Auditors

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

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

Article 12: Type of Institution

ULK is a private education institution complies with education standards in Rwanda and is subject to regular inspection by the National agency in charge of the inspection of education institutions for the category to which such an education institution belongs.

Article 13. Cycles in each category of education

The general education at ULK is comprised of the following cycles:

Kigali Independent University ULK has two cycles. The first cycle (Bachelor degree with honours) and the second cycle (Graduate studies)

Article 14. Establishment

ULK is an established private education institution undertaking the education development with a focus on courses (Economic and Business studies, Computer Social sciences, and law. These courses are needed in the country and on the labour market in Rwanda

Article 15. Management

ULK is managed by the owner through the established organs in accordance with education law, ministerial orders, education policies and other relevant laws in managing private organisations without prejudice to the interests of Education.

Article 16: Management organs

ULK management organs are the following:

1. The chancellery
2. The Governing Body

3. Executive organ
4. Academic Senate
5. Senior management committee

The chancellor of ULK is designated by the owner and approved by the Governing Body.

The chancellor of ULK is responsible for presiding over the academic year opening ceremonies, graduation ceremonies and awarding of other merit titles and may also attend other events or meetings if necessary.

Article 17: Introduction to the policy

The primary responsibilities of the academic staff at ULK are education, research and community service. For ULK to achieve their missions and visions the academic staffs are required to do their best in:

- Ensuring effective teaching and learning of high quality
- Making scholarly contributions - research or creative work
- Consultancy, knowledge transfers and public service
- Play their part in the academic administration of ULK and its programmes.

Article 18: Purpose of the policy

In this policy, academic staff workload is broadly conceived to refer to all academic activities that are related to professional duties and responsibilities. These include but are not limited to:

- Preparation for lecture delivery
- Lectures & tutorials
- Assessments [coursework, final exams, deliberations of exams]
- Laboratory /excursions/ practical
- Distance education- face-to-face sessions;
- School practice/internship/supervision of placements
- Module writing/Programs development/short courses
- Research project supervision
- Research
- Service Activities (Professional consultancy, delivery of workshops/seminars and conferences, participation on various institute standing and ad hoc committees, leadership in professional and civic organizations etc)

- Guidance and counseling
- Leadership/administrative responsibilities/academic administration

In addition, time must be allowed for personal and professional maintenance – answering emails and correspondence, talking to colleagues, filing, talking to students, professional reading and web use beyond what is needed for the revision of lectures, staff development, etc.

Article 19: Basis of the guideline

This guideline was conceived with reference to the Ministerial Order N°02/MIFOTRA /15 of 09/06/2015 determining weekly working hours in public service and modalities of their respect in Rwanda and the National Policy and Practices for Academic Workload Planning set by the National Council for Higher Education. In this guideline, the complexity of the work/assignments available for any academic staff of ULK Polytechnic Institute was considered as well.

It is currently the case that hours of work are not specified within the employment contract for academic staff. However, academic staff is expected to manage their own time to achieve the objectives of their position, based on a normal expectation of 45 hours per week. Before calculating the workload, it is very important to first calculate the total number of hours in a working year. A working year is equated to a maximum of 44 weeks that is 52 weeks - (2 weeks of public holidays + 4 weeks of annual leave + 1 week of Easter holiday + 1 week of Genocide memorial).

As previously stated, a working week refers to a maximum period of 45 hours (9 hours times 5 working days of a week). This period of 45 hours in a week is the one taken up by the activities or responsibilities that constitute the workload of an academic staff. Since there are 45 working hours in a week, the maximum working hours in a year are equal to 44 weeks x 45 hours = 1980 hours.

However, for the teaching staff, working hours are reduced to 40 hours per week split as follows: from 8:00 am to 2:00 pm and from 5:30 pm to 9:30 pm in working days and from 8:00am to 4: 00 pm in the weekend. The maximum working hours in a year are equal to 44 weeks x 40 hours = 1760 hours

Article 20: Applicability of the Policy

This workload policy applies, in its entirety, to all full-time and probationary academic staff of ULK. Part-time staffs are employed for only limited duties, such as teaching specific courses or supervision of students doing research projects, and thus are under obligation to perform responsibilities only in those areas that are explicitly identified in their part-time contracts.

Article 21: Workload responsibility guidelines

All academic staff members at ULK should pursue professional duties and responsibilities in each of the three primary domains of intellectual activity: imparting knowledge (teaching, managing students' learning activities), creating new knowledge (research and creative activities) and transferring knowledge and skills to the community (service and consultancy). Three weeks before the beginning of each academic year, the HoD in collaboration with academic staff, will prepare the workload, approved at departmental and school level. The workload allocation report will be presented in the senate for approval. At the end of each academic year, the HoD will prepare the workload execution report to the senate and indicate the challenges of its implementation.

Article 22: Academic staff levels in ULK and their core responsibilities

This policy is sought to take into consideration different levels of the academic teaching staff of ULK as these levels determine academic particular but correlated responsibilities of the staff at each level and the teaching support staff.

According to of ULK regulations, permanent lecturers and visiting ones make part of the teaching staff. Workload for the staff of this category falls into the calculations provided by the labor law in Rwanda. As for the teaching staff, the structure provides four (3) levels as described hereafter with their responsibilities: Senior Lecturer, Lecturer and assistant lecturer.

- ❖ Teaching responsibilities require academic staff to achieve a satisfactory standard of instructional competence, to contribute to their college department curriculum diversity and richness, to foster students' critical, innovative and creative abilities as well as to share equitably the annual instructional responsibilities of their departments.
- ❖ Research responsibilities require academic staff to maintain a program of research, innovation and creativity through which they should aspire to a national and international reputation as scholars. Academic staff will publish and aspire to disseminate research in high-quality, locally and internationally prominent journals and books.

- ❖ Service refers to the annual contributions that academic staff makes to institution governance, its various committees, its various leadership roles including course leadership, their profession, and to the furthering of positive relations between the institution and its various communities.

As far as academic activities are concerned in ULK, the academic staff workload includes the total time allocated to all of the above duties and responsibilities depending on the ones that a given staff undertakes. But, one should also note that time must be allowed for personal and professional maintenance that includes the following activities for any academic staff:

- ❖ Answering emails and correspondence;
- ❖ Talking to colleagues;
- ❖ Filing various documents;
- ❖ Attending different meetings;
- ❖ Talking to students (or personal tutoring/consultation);
- ❖ Professional reading (or general reading) and web use beyond what is needed for the revision of lectures, staff development, etc.

However, an academic staff may be assigned with other responsibilities such as those of administration and other staff supervision in ULK. This must be taken into consideration while calculating their workload.

Article 23: Work load obligation

The workload obligation of an individual staff member should reflect the agreed proportion of time to be spent on each of the four aspects that make up the institution's mission – the mission of ULK is: to educate, to make research and serve the community. Each staff member should negotiate workload with the Head of Department at an annual review meeting.

Article 24: Workload responsibility

The Deputy Vice Chancellor Academic is responsible for ensuring that workload distribution and its implementation are fulfilled in a timely manner. He exercises oversight to ensure that the collective, approved workload distribution within the university results in a fair distribution of effort among academic staff members and that it promotes the efficient and timely completion of programmes of study by students and facilitates compliance with quality assurance and enhancement benchmarks.

He is responsible for ensuring that reviews on workload policy are done and approved by Senate and consequently implemented and that staff resources are sufficient to cover the teaching load and permit time for other duties.

Article 25: Workload Calculation

Considering the main components that are crucial while calculating the academic staff workload, for a normal trainer, without assigned additional responsibilities, the following table shows out the calculation of academic staff workload.;

The teaching load per year is presented as follows

1. The Vice Chancellor load is 250 hours (Teaching hours, Assessment, Preparation)
2. Deputy Vice Chancellor's load is 250 (Teaching hours, Assessment, Preparation)
3. Director's load is 250 hours (Teaching hours, Assessment, Preparation)
4. HoD's load is 250 Hours (Teaching hours, Assessment, Preparation)
5. Deans of School load is 250 Hours (Teaching hours, Assessment, Preparation)
6. Other full time staff with no administrative responsibilities teach 450 hours
7. Part time lecturer teaches 150 hours per year. The margin of excess workload hours for a part time lecturer is 180 hours.

The remaining hours as per the HEC workload policy are allocated in student's contact hours, research project and innovations, community outreach programmes and sport/recreational activities as presented in the table below.

Table 1: Academic Teaching staff workload calculation

A.TEACHING STAFF

Staff post	Teaching hours	Preparation	Assessment	Student contact	Personal administration	Net working	Research and innovation	Final year project	Community outreach	Sport	Total hours/ week	Total hours/ year
Senior Lecturer	8*24= 192	8*24= 192	45*6= 270	4*44= 176	1*5*44= 220	4*44= 176	10*44= 440	4*24= 96	3*44= 132	2*44= 88	45	1982
Lecturer	12*24 =288	12*24 =288	6*44= 264	4*44= 176	1*5*44= 220	3*44= 132	6*44= 264	4*24= 96	2*44= 88	2*44= 88	45	1954
Ass Lecturer	12*24 =288	12*24 =288	6*44= 264	4*44= 176	1*5*44= 220	3*44= 132	6*44= 264	4*24= 96	2*44= 88	2*44= 88	45	1954

B.TEACHING SUPPORT STAFF

Staff post	Total hours/ week	Total hours/year
Instructor	45	1980

II. COMPONENTS OF ACADEMIC STAFF WORKLOAD

Article 26: Academic teaching staff duties

The core components that are of paramount importance as far as calculation of academic teaching staff workload in their different levels is concerned are:

- a. Teaching:** This refers to the time that the staff has to spend delivering lectures or conducting practical classes.
- b. Preparation for teaching:** This refers to the time that the staff has to spend while preparing the teaching to deliver to students. This time enables the staff to keep lectures up to date, improve seminars and so on.
- c. Assessments:** This refers to the time used by the academic staff while preparing the assessment, doing internal moderation, invigilating and marking the assessments; both formative assessments and summative assessments.
- d. Student contact:** This is also known as office hours and it is concerned with time that permits reasonable access of the staff by students for any assistance they need to get from them.
- e. Final year Project supervision:** This refers to the time that the academic staff who are supervising final year projects spend while providing guidance to the supervised students for the successful completion of their research projects.
- f. Personal administration:** This is about the time taken up by the academic staff on answering emails, filing documents, answering letters, filling in administrative forms.
- g. Networking:** This refers to the time spent by an academic staff for discussions with colleagues, attending and/or conducting public lectures, departmental and other institution meetings.
- h. Research and innovation:** This refers to the time used by the academic staff for some general readings beyond the scope of particular courses, preparing and presenting research and project proposals, implementing innovative project ideas, disseminating research projects outcomes, guiding students in their innovative projects.
- j. Community outreach:** the annual contributions that academic staff makes to institution interventions to the community issues for improvement of livelihood in the surrounding areas, participation in awareness activities of the institution.

Article 27: Details on academic staff workload calculation

a Senior lecturer

- ❖ **Teaching:** assume, as a baseline, 8 hours of teaching per week for 24 weeks: = 192 hours
 - ❖ **Preparation for teaching:** one hour for every hour of face-to-face teaching generates one hour of preparation, means 8 hours in 24weeks =192 hours
 - ❖ **Assessment (Marking, examination setting, invigilation):**allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
 - ❖ **Student contact:** 4 hours per week for 44 weeks =176 hours
 - ❖ **Personal administration:** 1 hour per day in 5 days in 44 weeks =220 hours
 - ❖ **Networking:** 4hours per week in 44 weeks =176 hours
 - ❖ **Research and innovation:** 10 hours a week in 44 weeks =440 hours
 - ❖ **Final year Project supervision:** 4hours per week in 24weeks =96 hours
 - ❖ **Community outreach:** 3hours per week in 44weeks =132 hours
- Total hours per year **1982 hours**

b Lecturer

- ❖ **Teaching:** assume, as a baseline, 12 hours of teaching per week for
- ❖ 24 weeks: = 288 hours
- ❖ **Preparation for teaching:** one hour for every hour of face-to-face teaching, generates one hour of preparation, means 12 hours in 24weeks =288 hours
- ❖ **Assessment (Marking, examination setting, invigilation):**allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
- ❖ **Student contact:** 4 hours per week for 44 weeks =176 hours

- ❖ **Personal administration:** 1 hour per day in 5 days in 44 weeks =220 hours
- ❖ **Networking:** 4hours per week in 44 weeks =176 hours
- ❖ **Research and innovation:** 6 hours a week in 44 weeks =264 hours
- ❖ **Final year Project supervision:** 4 hours per week in 24weeks =96 hours
- ❖ **Community outreach:** 2hours per week in 44weeks =88 hours
- ❖ **Sports:** 2hours per week in 44 weeks =88 hours

Total hours per year 1954 hours

c. Assistant lecturer

- ❖ **Teaching:** assume, as a baseline, 12 hours of teaching per week for
- ❖ 24 weeks: = 288 hours
- ❖ However the working hours may be increased up to 16hours per week when the given modules are crosscutting to more than one class.
- ❖ **Preparation for teaching:** one hour for every hour of face-to-face teaching, generates one hour of preparation, means 12 hours in 24weeks =288 hours
- ❖ **Assessment (Marking, examination setting, invigilation):**allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
- ❖ **Student contact:** 4 hours per week for 44 weeks =176 hours
- ❖ **Personal administration:** 1 hour per day in 5 days in 44 weeks =220 hours
- ❖ **Networking:** 4hours per week in 44 weeks =176 hours
- ❖ **Research and innovation:** 6 hours a week in 44 weeks =264 hours
- ❖ **Final year Project supervision:** 4 hours per week in 24weeks =96 hours
- ❖ **Community outreach:** 2hours per week in 44weeks =88 hours
- ❖ **Sports:** 2hours per week in 44weeks =88 hours

Total hours per year 1954 hours

Note: According to the ULK structure instructors make part of the teaching support staff. The Workload for the staff of this category falls into the calculations provided by the aforementioned Ministerial Order for civil servants in Rwanda which is 45 hours per week in

44 weeks = 1980 hours per year.

Article 28: Time allowances for administrative duties

Apart from the above time allowances for a normal trainer, some other time allowances are also given for some things like personal research and administrative duties whose related time can be quantified. These include for instance being a member of college committee which meets regularly. There are other duties whose time allowance is very difficult to quantify such as administration duties of departments and units of Rwanda Polytechnic colleges.

a. Staff occupying posts with allowances such as HoDs may be **expected to work longer than 40 hrs /week**. In addition to responsibility allowances paid, time to carry out extra duties can reasonably be reflected in **work load. This allows 2 days ($2 \times 8 \times 44 = 704$ hrs/year)** for HoDs

The remaining hours will be distributed on teaching related activities.

b. Duties in institution Management committee, **academic board**, allow 2 hrs a week for a specified period after which the committee shall conclude assignment tasked to it valuing 88 hours per year ($2 \times 44 = 88$).

Article 29: Principles of workload management

It is expected that each department will use the agreed and open procedure set out in this document in order to consider the overall distribution of work, which can be reasonably managed within the available resources. Heads of Department will ensure that each academic staff member has a balanced and reasonable workload in terms of activities and overall contribution relative to all academic staff in the department.

It is also the responsibility of the head of department to collect and monitor data relating to workloads. Distribution of the workloads should be made public within the department and reviewed annually. All areas of relevant activities (e.g. teaching, research, community service and others) should be included in individual workload whether performed within the Department itself.

ULK Polytechnic Institute expects heads of department to endeavor to apply the following principles when managing workload:

- ❖ Reasonable workloads will be fairly distributed between individual academic staff in an open and consultative way.
- ❖ Employer-driven work will be contained within socially acceptable working hours,

taking into account individual needs and circumstances.

- ❖ Staff will be allowed the opportunity for reasonable, annual breaks from work.
- ❖ In case any member of staff wish to challenge and dispute the distribution or volume of work as unfair or unreasonable, this should be discussed informally with his/her Head of Department as soon as possible. This may also be a matter for discussion in their departmental meeting. If not resolved, the Head of Department together with the Vice Principal academics and training will address the issue in consultation with the concerned staff.

Article 30: Monitoring of the work plan

- ❖ Each department will monitor the operation of workload planning models annually.
- ❖ The development of individual workload allocations may be aligned to the annual departmental meeting.
- ❖ Data emerging from this review will be shared with other relevant organs in the institution and retained within the office of the Vice principal academics for a period consistent with the institution's record retention guideline.

Article 31: Professional staff development

All academic staff are expected to continue with their professional development through research and scholarly activities in their areas of study and by updating and enhancing their teaching and management of student learning. Those who are yet to complete their higher degree studies must do so within reasonable time after their employment. Staff development through attending courses, libraries, and workshops on aspects of teaching and learning is also encouraged.

Done at Kigali on 26th May, 2022

Prof. Dr Karangwa Chrysologue
Chairperson of ULK Governing Body

APPENDIX 1: WORKLOAD PLANNING FORM

Workload planning form

Fill in this form, as an estimate of/bidding position for your workload next academic year, and discuss it with your Head of Department.

Name:

Position:

Department:

Year (A/Y):

S/N	ACTIVITY	CALCULATION FORMULAS (number of hour/week*number of working week)	TOTAL HOURS PER YEAR
1	Teaching		
2	Preparation for teaching		
3	Assessment (internal moderation, Marking, examination setting, invigilation)		
4	Student contact		
5	Personal administration		
6	Networking		
7	Research and innovation		
8	Final year Project supervision		
9	Community outreach		
10	Sports		