

# KIGALI INDEPENDENT UNIVERSITY ULK



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## EQUALITY AND DIVERSITY 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 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, 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: ULK Equality and Diversity Policy Statement**

The Kigali Independent University ULK as an institution of higher education is also committed to the principles of promoting equality of opportunity through eliminating discrimination and disadvantage, and recognizing the benefits of diversity. It aims to ensure that:

- All potential and current staff and students are treated fairly, and are not discriminated against on grounds of gender, marital status, disability, ethnicity, HIV/AIDS status, religion or belief, age, socio-economic background, family circumstances, or any other irrelevant distinction
- An inclusive and supportive environment is created for staff, students and others associated with the work of the institutions that truly recognizes and values staff and student diversity, and promotes good relations between different groups
- A shared awareness, understanding and commitment to equality and diversity is developed to enable all staff and students to act in accordance with this Policy, so that equality and diversity can be effectively mainstreamed into the core of all Institute functions

### **Article 18: ULK Commitment to the policy**

The Kigali Independent University ULK is committed to taking active and reasonable steps to ensure that all functions, policies, processes, planning procedures, provision, mechanisms and initiatives do not discriminate on the grounds listed above, including those that relate to:

- 1 Governance and management
- 2 Student admissions and access as well as Student achievement and assessment
- 4 Guidance and support for students
- 5 Teaching and learning
- 6 Curriculum
- 7 Research
- 8 Staff recruitment, training, development and support

- 9 Partnerships and community links
- 10 Procurement and outsourcing
- 11 Grievance and Disciplinary procedures
- 12 Facilities and Estates
- 13 Marketing, Public Relations and information
- 14 Communications, language and terminology
- 15 Planning Units

Furthermore, ULK will ensure that equality and diversity are ‘mainstreamed’ into everyday functions of the Institute, so that they are an integral part of the areas listed above. Institutions will ensure that in the planning of all new buildings and the refurbishment of existing one’s disability access will be taken into account.

#### **Article 19: ULK Equality and diversity Responsibilities**

All individuals associated with ULK have responsibility for adhering to the Policy and applying it in their day to day work. The following section outlines the specific responsibilities in relation to this Policy:

- ULK Governing Body is responsible for ensuring that the university implements the Policy and for making sure the Policy and its procedures are fulfilled. In order to fulfil this responsibility, the Governing Body will receive an annual report, via Executive organ and Senate, on the implementation of the Policy to enable the members to ensure that it is being incorporated in forward plans, implemented, monitored, enhanced and continuously reviewed.
- The Vice-chancellor of ULK, who gives a consistent and high profile lead on equality and diversity issues, is responsible for ensuring that; the Policy is effectively implemented; staff are aware of their responsibilities, accountabilities and training needs to fulfil these; and appropriate action is taken against staff or students who are found to have undertaken or supported any acts of discrimination on the grounds listed above.
- The Deputy Vice-chancellor Academics (Kigali and Gisenyi Campuses) is responsible

for implementing the Policy with respect to students and all the academic work of the Institution. The Vice-Rector Academic is also responsible for dealing with reported incidents of discrimination and harassment for students.

- The Deputy Vice-chancellor Administration and Finance is responsible for the implementation of the Policy with respect to staff and specifying and implementing specific related policies and procedures and, in relation to facilities management, finance (including procurement), academic administration, marketing and public relations and, print and design related functions. The Vice-Rector is also responsible for dealing with reported incidents of discrimination and harassment for staff.
- Deans and/or Directors of Support Departments are responsible for:
  - (i) Implementation of the policy, strategy and procedures within their area of responsibility, including mainstreaming equality, and specifying this implementation within their annual planning submission.
  - (ii) Ensuring that all staff are aware of their responsibilities under this policy and that they receive appropriate support and training.
  - (iii) Following the relevant procedures including those for possible action against staff or students who may be discriminating on the grounds listed in Section 3 of this ULK Policy
  - (iv) Working with other institutions, local communities and others in tackling discrimination, and promotion of equality and diversity
  - (v) All staff and students have a responsibility to promote equality and diversity, to eliminate discrimination on the grounds listed in Section 3, and to abide by this Policy.

Any act of discrimination (including harassment) by an employee or student is viewed very seriously and could result in disciplinary action through the appropriate Institute disciplinary procedures.



## **Article 20: ULK Equality and Diversity Policy Implementation**

Article 16 of the Current Policy outlines ULK's commitment to promoting equality and diversity throughout all areas of its activities. Some specific mechanisms will be used to ensure that this the Policy is implemented effectively and put into practice.

### **(i) Monitoring**

To inform planning and to identify gaps in provision and representation, staff recruitment and progression, and student admission and progression, will be monitored by taking into account some aspects like ethnicity, gender, disability, religion and age. From the above aspects, the following will be monitored:

- Applicants for employment – job application rates, selection success rates and success rates at different stages of the process, selecting and training panel members.
- Staff – including representation of disabled people, gender, ethnicity and age balance and religious groups in relation to training, promotions, complaints, grievances and disciplinary proceedings, permanent, temporary and fixed term appointments, local or international status and leaving the Institute (including dismissals, resignations, redundancies and retirement).
- Students – including admissions, selection methods, choice of subject, change of subject, selection method and drop out rates for each programme, assessment (including the results of different assessment methods), work placement, (including success rates, satisfaction levels and job offers connected to placements), results of programmes targeted at people from particular equality groups, complaints, grievances and disciplinary proceedings.
- Data will be gained through: an equality monitoring form for all job applicants; the HR record for employees; application and registration forms for students; the module evaluation questionnaire; an exit questionnaire for staff.(Data collected will be treated confidentially and will be used only for purposes of statistical analysis in connection with this Policy.)
- ULK, through the Rector will make an annual report on the working of this Policy. This

will include information on the outcome of the year's monitoring, and review specific measures to promote equality and diversity, and make appropriate recommendations where necessary.

**(ii) Positive Action**

If the monitoring process identifies significant differences between equality groups in terms of student admissions, achievement levels, progress, or in staff recruitment and promotion, the institution will assess the reasons for this and will take positive action where appropriate to address under representation where appropriate.

**(iii) Equality Impact Assessment of policies, practices and procedures**

The policies, practices and procedures of the institution, including this Policy, will be assessed for their impact on equality of opportunity for all groups including gender, disability, religion and age. The policies, practices and procedures subject to impact assessment will include those that relate to the curriculum, teaching and learning, assessment, admissions, access and participation, student support and guidance, partnerships and community outreach, research and knowledge transfer, staff recruitment, training and career development, HR Policies and management and governance.

**(iv) Religious obligations**

Each institution will, where reasonable and practicable, meet the needs of an individual arising from their religion or belief and not place unreasonable constraints upon such individuals. Where this is not reasonable and practicable, it will provide an explanation justifying the inability of the Institution to respond to the individual need.

**(v) Students with disabilities**

Applications for admission to academic programmes from people with disabilities will be considered against the same criteria as those from potential students without a disability. Institutions will not discriminate on grounds of disability through less favourable treatment where this cannot be justified, or a failure to make reasonable adjustments, where this cannot be justified. The institutions will take into account the need to provide physical access for people

with disabilities when planning new buildings and carrying out the refurbishment of existing buildings

**(vi) Staff with disabilities**

Applications from potential employees with a disability will be considered against the same criteria for the post as applications from potential employees without a disability. Institutions will not discriminate on grounds of disability through less favourable treatment where this cannot be justified, or a failure to make reasonable adjustments, where this cannot be justified. The institute will take into account the need to provide physical access for people with disabilities when planning new buildings and carrying out the refurbishment of existing buildings

**(vii) Working arrangements for Staff**

Consideration will be given to arrangements for working part time and the introduction of flexible working hour, where reasonable and practicable, to improve job opportunities subject to effectiveness, efficiency and affordability.

**(viii) Training**

Training programmes will be offered to inform staff of this Policy and raise awareness of good practice in promoting equality and diversity, and also to meet the specific needs of Faculties and Departments. Staff will be required to attend training events on equality and diversity issues as appropriate to enable them to carry out their responsibilities with respect to this Policy.

**(ix) Communication, consultation and participation**

Each institution will ensure that its work on equality and diversity is communicated to staff and students to ensure that they are kept up to date. Staff and students will be consulted to gauge their opinions, experiences and ideas and they will be given the opportunity to participate in the development and implementation of policy and practice. This process will be extended to external stakeholders and groups; HEIs will seek to develop links with community and interest groups both locally and nationally with a view to enabling them to be involved in informing and

developing the equality and diversity agenda

**(x) Implementation Strategy**

The successful implementation of the Equality and Diversity Policy will be secured via an implementation strategy which provides:

- Clear aims
- Specific actions needed to achieve the aims
- Identification of the responsible senior manager
- Strict timescales to achieve them
- Ways of continually reviewing the aims, the outcomes and the policy

The implementation strategy will be carried through by an Action plan which will be monitored and reviewed regularly by the Staffing Committee in consultation with relevant parties.

**Article 21: Publishing, monitoring and Reviewing arrangements**

- This policy will be provided to new ULK employees within their induction pack, it will be accessible via the institution's website, as well as being made available in alternative formats where reasonable and practicable.
- Consultations will take place on the outcomes from the annual monitoring and review process, and will involve representatives from throughout the institution including Students. Staff will be able to provide feedback through their line managers.
- Recommendations for amendments will be considered, together with the monitoring and review report, by the Staffing Committee, Executive Organ and Governing Body.

**Done at Kigali, on 26<sup>th</sup> May,2022**

**Prof. KARANGWA Chrysologue  
Chairperson on ULK Governing Body**

