

KIGALI INDEPENDENT UNIVERSITY ULK



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PARTNERSHIP 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: ULK Partnership Policy Statement

This policy sets out the agreed framework through which the ULK manages partnership provision, across all academic levels with other organizations. Its purpose is to ensure that robust arrangements are in place to underpin the initiation, development, operation and review of partnership activities, and to affirm that students studying for ULK awards, delivered in partnership with others, benefit from an excellent student experience, regardless of their academic level, geographical location or mode of study. This policy concerns collaborative partnership activities: those that extend the range of learning opportunities available to prospective and current ULK students, both inside and outside Rwanda. It covers a range of partnership arrangements, which benefit the University, its students and its partners alike.

The partnership arrangements approved by the University reflect the University Strategies. The importance of fruitful and mutually beneficial partnerships is recognized, particularly in facilitating access to higher education, supporting research, curriculum development and enhancement, and reciprocal staff development. All partnerships will be considered for approval in light of their alignment with the University's strategies.

Article 18: Purpose of the partnership policy

The range of University partnership activities is diverse with resulting benefits. Dependent of the type of arrangement, a successful partnership, will contribute to achievement of one or more of the following aims:

- to enhance reputational benefits through association for both ULK and its partners;
- to support both the ULK's and the partner's contribution to research and innovation;
- to support both the ULK's and the partner's contribution to civic and global society by contributing to economic growth:
- to provide a strategic response to local, national and international employer or workforce needs;
- to offer greater opportunities to students in terms of enhanced and varied courses, developing language competence and cultural awareness, and improved employability skills and opportunities;
- to develop a global mind set in staff and students through mobility, collaborative projects and other activities that enable learning with and from other cultures;
- to enable collaborative contribution to the development of educational and research capacity and capability in emerging economies.

Article 19: Information Policy provisions

This policy provides information to University staff involved in the development, operation and review of ULK partnership arrangements, and outlines the requirements for the managerial, contractual and academic oversight of the higher education the University provides in partnership with others. By adhering to this policy, staff involved in the delivery of learning opportunities in partnership with others, must take shared responsibility for ensuring that the University continues to operate in line with sector-wide expectations and practices, as outlined in the ULK Quality Code.

The policy includes guidance for partner staff in respect of the ULK's expectations of its partners, and the provisions that are required in order to:

- secure a student experience of comparable quality to that enjoyed by ULK students at its campus;
- benefit from the support that the ULK offers in relation to partner staff development;
- ensure that the ULK continues to be able to discharge its responsibilities to relevant external bodies;
- protect the reputation of the ULK and its partner in the delivery of University partnerships

Article 20: Principles

The following principles underpin the aims of this Policy:

- To support the strategic aims and values of ULK as outlined in the Vision of the University
- To support, develop and sustain a number of high quality in-country operations and partnerships to deliver excellence in teaching, training, engagement and research
- Develop a cohort of high quality Partners abroad that share our vision
- That the University has ultimate responsibility for the quality, academic standards and student experience of any award granted in its name wherever these take place and whoever provides them.
- That the academic standards of an award involving an educational partnership should be equivalent to comparable awards/credit delivered at the University.
- That the approach taken to the approval of a partnership should be proportionate to the level of risk, nature and level of complexity involved in the project.

Article 21: University's Expectations of Partners

The University has set out expectations for partner institutions to support the mission and strategy by:

- being of good repute and academic or professional standing amongst their peers;
- having a strategic plan and direction complementary to ours;

- working ambitiously, responsibly and openly, in line with ULK values.
- supporting the University's commitment to academic integrity.
- supporting ULK commitment to an ethical, anti-corruption and equal opportunity culture
- recognizing the value of, and actively supporting, student engagement in quality assurance;
- having in place effective staff development processes
- providing the appropriate environment to ensure that the safety and welfare of students and staff is paramount;
- Having in place appropriate qualified academic and/or professional staff who have the expertise, experience, capability and capacity to deliver to the appropriate standards;

Article 22: Partnership arrangement types

The range of University partnership activities is diverse with resulting benefits. The ULK partnership arrangements approved by the University reflect the University Strategies. The importance of fruitful and mutually beneficial partnerships is recognized, particularly in facilitating access to higher education, supporting research, curriculum development and enhancement, and reciprocal staff development. All partnerships will be considered for approval in light of their alignment with the University's strategies. Academic partnerships make a substantial, valued, and long-term contribution to the sustainability of the University.

Article 22: Developing ULK Partnership

The development of ULK proposed partner can lead to a number of different strands of collaboration from staff/student exchanges to joint programmes and research projects. Staff embarking on a collaborative arrangement should not underestimate the time commitment required to develop a successful partnership. The most successful projects are those where ongoing dialogue takes place with the proposed partner(s) to develop a common understanding of their respective operating environments and where each partner is fully aware and engaged with their respective roles and responsibilities.

Article 23: Roles, responsibilities and obligations of ULK Partnership

ULK partnerships are a formal, contractual relationship between the University and the partner organizations. Whilst individual members of staff can initiate and liaise with the university regarding negotiating a contractual agreement, they alone cannot approve the arrangement.

Approval is a collective decision taken in line with the University's strategic plans, quality assurance, and financial processes. Only individuals with the authority to sign contracts (the Vice Chancellor) on the University's behalf may do so, and a contract must be signed on the basis of an independent approval process. Formal oversight, approval, and review of partnerships is enacted through the University's Executive organ

The University has a well-embedded organizational structure in place for the management and support of partnerships, which includes formal committees (governance), academic faculties and schools, and professional services. Proposals for new partnerships may initiate through strategic opportunities identified at University Executive level, or through local school and faculty activities.

Article 24: Staff Development

As part of the process of establishing partnership agreements, the University will agree with its partner's appropriate arrangements for staff development. The University partners offer a varied range of academic seminars and workshops, consultancy services, professional development events and advice on a wide range of academic areas, specifically tailored for University partners. Partners are expected to support their staff in accessing development opportunities, where possible, to ensure the effective and efficient management and operation of the partnership. It is acknowledged that the distance of some overseas partners presents challenges for providing staff development, and thus opportunities for providing partner staff development during staff visits, or the use of technology, should be exploited. Staff development activities should be costed for those partnerships that require a business plan.

Article 25: Policy implementation

To ensure effective implementation of University partnership policy and procedures, the operation of annual monitoring and periodic review is undertaken, it includes the following:

- Overseeing quality assurance arrangements, including maintenance of the University Partnerships Policy;
- Assisting in the coordination of communication with all relevant University stakeholders and other development partners who need to be consulted with regard to each University partnership activities
- Management of, and drafting of, contracts with appropriate advice sought from the University lawyer and the vice-chancellor academics
- Providing expertise and guidance in evaluating, developing, and reviewing partnerships activities.
- Sharing good practice, particularly in relation to common challenges that arise;

Article 26: Management and Support of foreigner Students and Outbound Study Abroad

Student mobility is coordinated by ULK International student services headed the Director of Academics services. The University and the partner, each as ‘home’ and ‘host’ to students as the case may be, has a duty of care to students undertaking a student exchange or other mobility between the respective institutions. The University must ensure that an adequate risk assessment is carried out before the activity takes place, to include establishing appropriate insurance requirements, immigration and, and that students are aware of the risks of studying in the host country before they embark on their mobility. An appropriate written contract must be signed between the University and the partner before the exchange or outbound study abroad can take place.

Article 27: Assuring and Enhancing Standards and Quality

The University’s partners have a central role to play in ensuring that students undertaking courses delivered on the University’s behalf under a partnership agreement, or students undertaking research with partner support, or University students on an exchange with a partner, benefit from an excellent student experience. Responsibility for assuring and improving the quality of these learning opportunities is a shared endeavour, and through the collaborative delivery of learning opportunities or research supervision, the University and its partners subscribe to the following key quality principles:

- provides an enriching academic experience for all students;
- incorporates reliable assessment of students' achievements,
- provides students with the support they need to access, succeed in and benefit from higher education.

Article 28: Partnership lifecycle

Prior to undertaking any formal approval processes, the person wishing to initiate an academic partnership (the proposer) or nominated individual(s) must discuss this with appropriate stakeholders within the faculty and University to establish appetite, feasibility, alignment and strategic fit for the proposal. The proposal should be discussed with the partnerships team to ensure that the University is aware of proposals from the very beginning and to advise on approval processes and stakeholder consultation. The validity of the partnership is three years renewable upon satisfaction of ULK.

Article 29: Due diligence and risk management

An important consideration for any partnership proposal is to understand and evaluate the benefits and risks of the type of partnership and collaborating with the partner organization. Consideration needs to be given as to whether the proposed arrangements align with ULK expectations of our partners. The nature of the risks involved and whether these present opportunities or threats depends on the partner, nature, and scope of the activity. Due diligence may involve academic, financial and taxation, and legal considerations.

The University must assess the risks involved, manage, and mitigate them appropriately. The University has a structured risk-based approach to consider partnership proposals. Due diligence is undertaken that is appropriate and proportionate to the nature and type of partner and partnership in order to effectively identify, interrogate and understand the risks that may be involved. Such due diligence is conducted through formal approval and review procedures.

Article 30: Memorandum of Understanding (MOU)

Often, particularly with overseas institutions or organizations, a Memorandum of Understanding can help to develop a relationship further. Such agreements do not commit the University to specific activities and are not legally binding but are a useful tool to show commitment to the further development of the relationship with a partner organization. Each university partnership agreement will vary depending on the nature of the programme, and the roles, responsibilities and location of the partner. The following list provides examples of the types of areas where discussion and negotiation with the partner may be required in order to develop a successful partnership agreement:

- Regulatory requirements
- Recruitment and Admissions
- Enrolment and Registration
- Information for Students
- Discipline, Complaints and Appeals
- Assessment Procedures
- Quality Management
- Financial arrangements
- Legal arrangements
- Employment Issues
- Health and Safety

Article 31: Criteria for Approval

The University will assess the appropriateness of the proposed partner taking into consideration the following and the Strategic Approach for the Development of different Partnership activities, these include the following:

- A proposal that support ULK's vision, Teaching and Student Experience and Internationalization strategies and meet the expectations of ULK offer.
- An appropriate partner standing in the proposed subject area(s) for the University to collaborate with

- A prospective partner with a good legal status that can attract a legal binding contract with the University for the proposed project.
- A partner financially sound
- A partner with experience of delivering comparable programmes at a similar level, or capable of doing so
- A partner with an acceptable record of partnership with other institutions/organisations
- A partner with robust quality management procedures
- A partner with appropriate access to resources (physical and staffing) to deliver the proposal
- A partner who will provide an appropriate and safe working environment for University students and staff
- A partner who has not been subject to any allegations or convictions for fraud, bribery or corruption
- A partner with a reputational risk associated with the partnership (for example, the partner's business and ethical interests, the risk of being unable to deliver the project)

Article 32: Review and monitoring of ULK partnerships

University partnerships are monitored in a range of ways to ensure on-going quality and standards and to ensure that any issues identified are addressed in the appropriate manner. Programmes delivered through a partnership are subject to: Annual Monitoring and Review, with partners either being involved in the writing of the report or having had sight of the report prior to submission. For new University partnerships in the first year of operation this will incorporate a One Year-on Review to identify any particular issues the partnership faced and how these were addressed in order to share practice and enhance the University's understanding of such issues.

Article 33: Renewal of ULK partnership

The renewal of the Agreement for the partnership is an integral part of the re-approval event. It will consider the following criteria in order to make a judgement on whether to recommend renewal of the collaboration:

- Whether the rationale for the collaboration remains valid.
- Whether the collaboration remains aligned with the University's strategy and mission.
- Whether the partner retains appropriate academic, financial and legal status.
- Whether the collaboration has met and will continue to meet the appropriate academic standards and offer the appropriate learning, teaching and student experience.

- Whether the collaboration has operated in line with the terms outlined in the legal Agreement.
- Whether the business case remains valid.

Article 34: Suspension and termination of ULK partnership

In cases the University wish to terminate or suspend the partnership agreement, it should follow the procedures outlined in the Policy especially in the MOU. For provision delivered through a University partnership, consultation on the proposed suspension or termination must also include consultation with the partner organization. If a proposal to terminate or suspend a university partnership is approved by MOU managers, it will be reported to the Executive Organ which will then instigate the procedures to terminate the legal Agreement.

Done at Kigali, May 26th ,2022

Prof. Dr KARANGWA Chrysologue
Chairperson ULK Governing Body