

KIBOGORA POLYTECHNIC

GOVERNANCE MANUAL

Nature, Purpose and Organisation of the university

KIbogora Polytechnic is a not-for-profit Higher Education Institution ("the Institution"). The sponsoring organisation of the institution is the Free Methodist Parents Association for the Promotion of Education, approved by the Ministry of Justice on 7th January 2012 ("APMPLE").

It has been formed under the law 20/2005 of 20/10/2005 relating to the organisation and functioning of higher institutions and the law 20/2000 of 26/7/2000 relating to non-profit making institutions. It was approved by the Cabinet on 31st August 2012.

The duties and responsibilities of the institution are:-

- a) The provision of higher education, including the award of degrees and diplomas in the fields of Health Sciences, Education, Science, Business, and such other fields of study as the Board determines. The institution may also provide short-time courses crowned by a certificate.
- b) To carry out research in all the disciplines of the institution and the different problems of the country, to publish research results and to collaborate with other institutions in Rwanda and abroad to develop and enhance knowledge, and contribute to the promotion of national development.
- c) To provide the students with skills, technology and education that enable him or her to assert himself or herself so as to create employment for his or her personal fulfilment and advancement as well as national development
- d) The advancement of the Western region in Rwanda by the provision of professionally qualified, entrepreneurial and employable graduates to meet regional needs.
- e) To promote the national culture so as to promote an education that is appropriate and specific to the Rwandan people
- f) To contribute to the search for solutions to other issues relating to regional and national development

The powers of the institution are:-

- a) To award certificates, diplomas and degrees of all levels of higher education in conformity with the law and the standards laid down by the Ministry of Education and its agencies
- b) To award certificates for training courses

- c) To sign cooperation agreements with different organs responsible for Education and with other national and foreign higher learning institutions and other agencies
- d) To manage its financial affairs, employ staff, own property, take out loans, enter into contracts
- e) To make honorary awards to individuals of esteem, in accordance with the separate regulations governing those awards

Board of Directors

The Institution is governed by a Board of Directors. The duties and responsibilities of the Board of Directors shall be the following:-

1. To define the nature and purpose of the Institution
2. To give advice during the elaboration of the Higher Education policy and to monitor its implementation in conformity with the duties of the Institution
3. To set up the internal rules, regulations and policies of the institution and receive assurance that these are fully implemented
4. To approve the budget of the Institution
5. To approve the annual financial and administrative report, on the basis of the report of the Rector, the internal auditor or of any other competent organ
6. To adopt the short- medium- and long-term action plans
7. To adopt the annual activity plan and their corresponding budget
8. To adopt the conclusions and decisions submitted by the Senate, including particularly the academic awards, recruitment, promotions, determination of salaries and allowances for lecturers and researchers of the Institution as well as penalties imposed on them when necessary
9. To adopt the decisions and conclusions of the Executive Council related to the financial management, the assets and the personnel of the Institution.
10. To determine the fees and other dues to be paid by students and the funds to be invested in general services of the Institution
11. To determine the students that are to benefit from study scholarship and prizes managed and awarded by the Institution
12. To approve loans, donations, subventions and legacy
13. To carry out any other activities aimed at enabling the Institution to accomplish its mission
14. To approve conventions that the institution will sign with other higher learning institutions, research centres and other organs in general.
15. To determine the appointment and conditions of the Rector and Vice-Rectors.

16. To monitor the performance of the Rector and Vice-Rectors and apply appropriate corrective measures in the case of non-performance, with the ultimate sanction of termination of contract.
17. To receive annual assurance on the equality and diversity impact of decisions made in the name of the institution.

The Chair of the Board shall be appointed by the Board of the APMPLE.

The voting members of the Board are:-

The Chair

Three members appointed by the Board of the APMPLE

The Rector (rapporteur)

The Vice-Rectors

A representative of the Deans of Faculty elected by his/her colleagues

Three persons who are subject experts nominated by the Board of the APMPLE

Two student representatives (one male, one female), elected by the enrolled students of the institution

One representative of the academic staff elected by the academic staff of the institution

One representative of the support staff elected by the support staff of the institution

A representative of the private sector appointed by the Private Sector Federation, upon request by the Board of the APMPLE.

Appointments are to be gender sensitive. The Chair may co-opt non-voting members to inform discussion.

Members of the Board are expected to adhere to the highest standards of public life and will not use their position for the personal advantage of any individual.

The Board will appoint one member as Vice Chair, for a period of four years, renewable.

The Board meets four times each year in accordance with the Academic Calendar, with a minimum of 14 days notice. Extraordinary meetings may be called by the Chair or by one-third of the members, giving two working days notice.

The quorum for decisions is two-thirds of the membership. The Chair has a casting vote in the event of tied votes on resolutions.

The minutes of the Board are written by the Rapporteur and signed by the meeting chair and the Rapporteur. Decisions of the Board will also be signed by the meeting chair and Rapporteur, and shall bear the seal of the Institution.

The Board may delegate any responsibility to a sub-committee appropriately configured to execute it. The Board will approve the terms of reference, membership and Chair of the sub-committee. Such a subcommittee will report its business formally to each meeting of the Board. The following sub-committees have been set up

Audit Sub-Committee. The primary role of this committee is to recommend internal and external auditors, direct their audit activities so that all processes of the institution are reviewed in turn commensurate with their risks, and ensure that audit reports are adequately scrutinised and audited. The audit sub-committee approves the risk register.

Appointment Sub-Committee. The primary role of this sub-committee is to recommend appointments of the senior staff (Rector and Vice-Rectors), their conditions of service, and to monitor their performance, reporting any deficiencies to the Board, with recommendations for action, up to and including termination of contract.

The Board may set up ad-hoc or working groups to support its work, but the work of these groups will be approved by a full meeting of the Board.

A seat of a member of the Board shall fall vacant if:

The holder resigns in writing to the Chair

The holder becomes incapable of performing their duties due to illness or impairment affirmed by a medical doctor

The holder has been sentenced to imprisonment for a term of six months or more

The holder fails to attend three consecutive meetings of the Board without justifiable reason in writing to the Chair

The holder ceases to represent the organ that appointed him or her

The holder dies

The holder will be replaced in the same manner that the seat was filled originally.

Senate

The Senate shall be the supreme organ responsible for academic affairs, research and education.

The duties are:-

1. To devise strategies, academic and research programmes and calendars and submit them to the Board of Directors for approval before their implementation
2. To devise programmes and strategies aimed at providing education that is proper to Rwandans
3. To devise the academic regulations governing conditions for admission, behaviours, conditions for sitting examinations, different academic awards (including honorary awards) conferred by the Institution and submit them to the Board of Directors for approval
4. To make proposals for salaries, recruitment, staff development and if need be punishments of professors and lecturers and submit them to the Board of Directors for approval
5. To make proposals on the salaries and privileges according to academic and research personnel
6. To direct and supervise academic, research and education activities in Faculties, departments and centres of the Institution
7. To make proposals on the establishment, splitting, removal or merging of Faculties, specialised centres and departments and submit them to the Board of Directors. Proposals will be in keeping with the nature and purpose of the institution and Senate will assure that resources are sufficient to deliver each part of the academic portfolio.
8. To make proposals on the splitting, merger or closure of an institution and forward them to the Board of Directors
9. To prepare an annual report on all activities related to academic affairs, research and education of the Institution and submit it to the Board of Directors
10. To assure the quality and standards of the awards of the institution; it determines and monitors the quality assurance policy and procedures; approves the appointment of external examiners; approves procedures for the approval, monitoring and review of programmes; procedures for the assessment of students, award of qualifications and the monitoring of student conduct and complaints; approves annual faculty academic monitoring and action plans; receives reports at each meeting on the effectiveness of implementation of each of the procedures.
11. Approves recommendations for Honorary Awards proposed by the Honorary Awards Sub-Committee
12. Approves recommendations for conferment of Professorships and Readerships proposed by the Professor and Readership Sub-Committee
13. To carry out any other activity as may be assigned to it by the Board of Directors.

The Senate may delegate any responsibility to a sub-committee appropriately configured to execute it. The Senate will approve the terms of reference, membership and Chair of the sub-committee. Such a subcommittee will report its business formally to each meeting of the Senate.

Membership

The Senate membership will be

- The Rector (chair)
- The Vice-Rectors (one of whom will be nominated vice-chair and Rapporteur)
- The Deans
- The Heads of Department
- The Director for Administration and Finance
- The Director of the Library
- The student in charge of Academic Affairs in the students' association
- One lecturer representative per faculty, elected by his or her colleagues
- A professor per faculty, elected by his or her colleagues
- One student representative per faculty elected by his or her colleagues

Elected members shall generally have a term of three years, renewable; however student members will be elected every year.

The Chair may co-opt non-voting members to inform the discussion of Senate.

The Senate will elect a Deputy Rapporteur from among the Deans

The Senate will meet every two months according to the Academic Calendar with a quorum of two-thirds of the membership (excluding vacant posts). It will review and approve its own terms of reference annually.

The Rector

The Rector is responsible for the daily management and coordination of academic activities, research education and administration of the Institution. He/she is appointed by the Board of APMPLE for a period of four years, renewable once. His/her duties will be

1. To implement the decisions of the Board of Directors
2. To ensure rational utilisation and management of the assets of the institution
3. To represent the institution at national and international levels
4. To ensure the welfare, discipline and good behaviour of the students and staff
5. To forward short- medium- and long-term budget proposals of the institution to the Board of Directors for approval

6. To submit to the Board of Directors for approval and adoption the annual action plan and budget
7. To prepare the cooperation agreement proposals between the Institution and other organs and forward them to the Board of Directors for approval
8. To prepare the annual activity and financial reports of the Institution and submit them to the Board of Directors for approval
9. To appoint a Vice-Rector to replace him/her when the Vice Rector (Academic) is absent or unavailable
10. To carry out any other duties assigned by the Executive Council.

Executive Council

The Executive Council is responsible for assuring the financial and operational health of the institution, and is advisory to the Rector. It:-

1. Prepares advisory papers for the Board of Directors, and implements the decisions of the Board
2. Prepares and monitors the budget
3. Monitors the implementation of the financial and administrative regulations; makes recommendations to the Board for changes to the regulations; receives annual assurance reports from the auditors on the implementation of the regulations
4. Prepares and monitors the implementation of the annual operating plan; receives and approves faculty operating plans
5. Considers issues of staff conduct and discipline
6. Resolves all problems in relation to the operation of the institution

Membership

The membership of the Executive Council will be

The Rector (Chair)
The Vice-Rectors (one of whom will be Vice-Chair and the other Rapporteur)
The Deans
The Heads of Department
The Director of Finance and Administration
The Director of the Library
The Director of Student Affairs
The Director of Student Affairs
The Institution Chaplain

The Executive Council will meet monthly.

Faculty Councils

Each Faculty has a Council which is responsible for assuring the academic, operational and financial health of the Faculty, and is advisory to the Dean. It:-

1. Reviews the taught portfolio and proposes changes to be approved by Senate
2. Monitors the quality of all academic provision within the Faculty, paying special regard to student attainment, employability and feedback
3. Scrutinises and endorses proposals for minor changes to modules
4. Scrutinises proposals for external examiners to be approved by Senate
5. Monitors the research and knowledge transfer activities undertaken by staff, contracts awarded, and research outputs attained
6. Confirms the operational arrangements for the Faculty, including the timetable, the exam schedule and examination arrangements
7. Proposes to the Executive Committee the budget for the Faculty, and monitors performance against it.

The Faculty Council meets four times per year, according to the Academic Calendar, but extraordinary meetings may be convened by the Chair or one-third of the members, giving five days notice.

Faculty Councils will constitute Departmental governance structures when the size of the Faculty warrants a sub-structure.

Membership

All academic and support staff of the Faculty are members of the Faculty Council and there is one elected student representative per department. The Dean is the Chair of the Faculty Council and will appoint a Vice-Chair and Secretary.

Honorary Awards Committee

This sub-committee of Senate recommends the conferment of honorary awards to distinguished individuals. The committee will not recommend staff, serving politicians or local government officials, or individuals with whom the institution has a current contractual relationship. However when individuals relinquish any of these roles they may be considered for honorary awards. The recommendation of honorary awards should be above reproach and meet the highest standards of public life. Particular preference will be given to individuals whose commitment to the development of Rwanda, particularly the Western Region, reflects the purposes of the institution. The committee will be chaired by the Rector and include two appropriate members of the Board, recommended by the Chair of the Board.

Professorial and Readership Committee

This sub-committee of Senate will consider applications for conferment of professor and reader titles on existing and new members of staff. The committee will publish the criteria by which such conferments are made and receive annual applications. At least three external references will be sought to ensure that each application receives a comparable treatment against national norms for conferment. Of these references, one may be recommended by the applicant but at least two will be determined by the Chair.

The sub-committee will be chaired by the Vice-Rector Academic, will include a professor and must include a professor from another institution at every meeting.