



CATHOLIC UNIVERSITY OF RWANDA

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GENERAL REGULATIONS OF CUR

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PREAMBLE

THE BOARD OF DIRECTORS OF THE CATHOLIC UNIVERSITY OF RWANDA

Pursuant to the Constitution of the Republic of Rwanda of 4th June 2003 as amended to date, especially in Article 35;

Pursuant to Organic Law n° 20/2003 of 03rd June 2003 determining organization of education, especially in Article 11, 18 and 21;

Pursuant to Law n° 20/2000 of 26th July 2000 related to non making profit organizations;

Pursuant to Law n° 20/2005 of 20th October 2005 determining Organization and Functioning of High Teaching, especially in Article 6, 11 and 37;

Given the educational message of the Catholic Church as explained by the Vatican II Council in its declaration “Gravissimum Educationis” of 28th October 1965 and completed by the “Education plan” of the Episcopal Conference of Rwanda of April 2002;

Given the will shared between the Rwandan State and the Catholic Church to move together in unity, respect of laws and the National Political line in matter of education and also given the Educational plan of the Catholic Church in Rwanda;

Hereby adopts the General Regulations of the Catholic University of Rwanda which terms are as follows:

TITLE I. - GENERAL PROVISIONS

Article 1. The General Regulations of Catholic University of Rwanda shall govern the provisions specific to the organization, the powers and the functioning of University when they are not clarified in legal and regulatory texts.

CHAP I. DEFINITIONS

Article 2. For the purpose of these Regulations, the following terms mean:

1° **Research Centre:** a unit of research and services to the community run by a director under the supervision of the Vice-Rector having Research in his/her attributions.

2° **Board of Directors:** it is the highest administration organ of University.

3° **Executive Council:** It is the organ of University in charge of planning and coordinating all administrative and financial activities.

4° **Department:** a basic academic structure in charge of coordinating activities relating to teaching, research or services to community within a faculty or a research center.

5° **Faculty :** an academic unit having an academic autonomy, providing general training in a specific field and run by a Dean under the supervision of the Vice-Rector in charge of Academic Affairs

6° **Chairperson:** President of the Board of Directors

7° **Registrar:** a senior lecturer in charge of registering and admitting students and providing them with the required academic documents

8° **Senate:** It is the highest organ responsible for academic affairs, research and education within University.

9° **University** is a Higher learning institution that provides training in various disciplines including technology and research in different domains.

CHAPTER II – DUTIES AND POWERS OF CUR

SECTION 1: DUTIES

Article 3. The duties of CUR are the following:

- 1° to devise programmes and provide higher learning education so as to award undergraduate, graduate and post-graduate degrees and diplomas in various fields of science and technology. A University may also provide short-time courses crowned by a certificate;
- 2° to carry out and promote research in all scientific and technological disciplines and on different problems of the country;
- 3° to publish research results and collaborate with other institutions to ensure their dissemination so as to contribute to the promotion of national development;

- 4° to provide the student 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;
- 5° to promote the national culture so as to promote an education that is appropriate and specific to the Rwandan people;
- 6° to contribute to the search for solutions to other issues related to national development.

SECTION 2. POWERS

Article 4. The powers of University are the following:

- 1° to award degrees and diplomas of all academic levels offered in conformity with these Regulations;
- 2° to award certificates crowning short-time training courses;
- 3° to sign cooperation agreements with different organs responsible for Higher Education and with other national and foreign University;
- 4° to award merit titles to authors of renowned works and prizes to graduate laureates.

University has the right to award honorific "*honoris causa*" degrees in conformity with the laws governing the award of such degrees.

TITLE II - CUR ORGANS

Article 5. The organs of CUR are:

- 1° the Board of Directors;
- 2° the Senate;
- 3° the Executive Council;
- 4° the Council of Faculties and Research Centers;
- 5° the Department Council.

CHAPTER III – THE BOARD OF DIRECTORS

Article 6. The Board of Directors shall be the highest decision-making organ of CUR as a whole. It shall have the powers needed for CUR to achieve its goals and formulate any useful recommendations in the interest of CUR.

SECTION 3 : MEMBERS OF THE BOARD OF DIRECTORS

Article 7. Shall be members of the Board of Directors:

- 1° the Chairperson who is appointed by the founder of the institution;
- 2° three (3) persons representing the founder of the institution;
- 3° The Rector, who is the “Rapporteur” of the Board of Directors;
- 4° the Vice-Rectors;
- 5° a representative of the Deans of Faculties elected by his or her colleagues;
- 6° three (3) persons who are experts in the fields of science and technology, nominated by the founder of the institution;
- 7° a representative of lecturers elected by his or her colleagues;
- 8° a representative of the personnel elected by his or her colleagues;
- 9° two (2) students of opposite sex elected by their colleagues;
- 10° a representative of the private sector appointed by the Private Sector Federation, upon request by the founder of the institution.

The Vice- Chairperson of the Board of Directors is elected among the members of the Board of Directors by his colleagues, during the first meeting and chaired by the Chairperson. The Vice-Chairperson replaces the Chairperson when the latter is absent or withheld.

Appointing members to the Board of Directors should be gender sensitive.

The term of office for the members mentioned in 5°, 7°, 8°, shall be two years renewable once.

When the members above-mentioned leave their post of origin before the end of their term of office on the Board of Directors, they shall be automatically replaced by their successors.

SECTION 4: DUTIES OF THE BOARD OF DIRECTORS

Article 8. The Board of Directors shall have the following duties:

- 1° giving advice during the elaboration of the University policy and to monitor its implementation in conformity with the duties of University;
- 2° setting up the internal rules and Regulations University;
- 3° approving the budget proposal of University;
- 4° approving the annual financial and administrative report, on the basis of the report of the Rector, the internal auditor or of any other competent organ;

- 5° adopting the short, medium and long-term action plans;
- 6° adopting the annual activity plan and their corresponding budget;
- 7° adopting 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 University as well as penalties imposed on them when necessary;
- 8° adopting the decisions and conclusions of the Executive Council related to the financial management, the assets and the personnel of University;
- 9° determining the fees and other dues to be paid by students and the funds to be invested in general services of University;
- 10° determining the students that are to benefit from study scholarship and prizes managed and warded by University;
- 11° approving loans, donations, subventions and legacy;
- 12° carrying out any other activities aimed at enabling University to fulfill its mission;
- 13° approving conventions that University shall sign with other Universitys, research centres and other organs in general.

SECTION 5: MEETINGS OF THE BOARD OF DIRECTORS

Article 9. The Board of Directors shall hold its ordinary session once every three (3) months at the invitation of its Chairperson or Vice-Chairperson if the Chairperson is absent.

The Board of Directors may hold extraordinary meetings if necessary on the personal initiative of the Chairperson or upon written request of at least a third (1/3) of its members.

Article 10. The Board of Directors holds its meetings at the head office of University, or at another venue that it shall deem appropriate.

The meeting of the Board of Directors shall be legitimately held when two thirds (2/3) of its members are present

The Board of Directors shall make its decisions by consensus. Otherwise, the decisions shall be adopted upon absolute majority of the votes of the members present at a meeting. In case of a voting tie, the Chairperson shall have a casting vote.

Article 11. The Board of Directors may invite to its meetings any person that it shall deem competent to assist it in dealing with specific issues. That person shall have no voting right.

Article 12. Invitations to ordinary meetings of the Board of Directors shall be served to each of the members of the Board of Directors at least fourteen (14) days before the holding of the meeting and at least two (2) days before the holding of extraordinary meetings. The letter of invitation shall equally indicate the venue, the date, the time and the agenda of the meeting.

Working documents shall be accompanied by the letter of invitation.

Article 13. The minutes of the Board of Directors meetings shall be written by its “Rapporteur”. They shall be signed by the Chairperson and the “Rapporteur” or by the Vice-Chairperson and the “Rapporteur” in case the Chairperson is absent or withheld

Article 14. All the decisions of the Board of Directors shall be signed by its Chairperson and its “Rapporteur” or by the Vice-Chairperson and the “Rapporteur” in case the Chairperson is absent or withheld. These decisions shall bear the seal of University..

Article 15. A seat of a member of the Board of Directors shall fall vacant if:

- 1° the holder resigns in writing;
- 2° the holder becomes incapable of performing his or her duties due to illness or impairment after confirmation by an authorized medical doctor;
- 3° the holder has been sentenced to imprisonment for a term of six (6) months or more;
- 4° the holder fails to attend three (3) consecutive meetings of the Board of Directors in a year, without justifiable reason;
- 5° the holder ceases to represent the organ that appointed him or her;
- 6° the holder dies.

Article 16. Basing on the grounds provided for by the Article 15 of these regulations, the Board of Directors shall declare the seat vacant and the matter shall be confirmed by the appointing authority. The holder of the seat shall be replaced in a manner provided for in Article 7 of these Regulations.

Article 17. The Board of Directors may establish ad hoc or permanent or specialised committees bringing together some of its members or other persons that it shall deem necessary. The Board of Directors shall equally appoint a Chairperson for each of those committees.

Article 18. The provisional text of each minute shall be sent in a sealed envelope with acknowledgment of receipt to all members of the Board of Directors within eight days after the holding of the meeting. In case meetings are held at close intervals, it should reach them at least

twenty-four hours before the meeting, during which it will be submitted for approval. Until this approval, the text of the minutes shall have force of law.

Article 19. The minutes shall not be read out during the meeting. They shall be submitted for approval at the beginning of the meeting. As much as possible, members shall send their comments in writing at least twenty-four hours before the holding of the meeting.

Article 20. The minutes shall be established into two certified copies signed by the chairperson and the “Rapporteur” of the Board of Directors and these copies shall be kept in archives. Copies of those approved and certified minutes shall be sent to members of the Board of Directors exclusively. The proceedings and the minutes of the Board of Directors shall be kept secret. Only the decisions can be disclosed to third parties by the Chairperson.

Article 21. In an emergency, the Chairperson, on his or her own authority, shall take all measures that are immediately necessary. He/she shall refer those matters to the Board of Directors during the next ordinary or extraordinary assembly, after having notified the members as soon as possible. The Board should then ratify or quash those decisions.

CHAPTER IV – THE SENATE

Article 22. The Senate shall be the supreme organ responsible for academic affairs, research, and education.

SECTION 6 : MEMBERS OF THE SENATE

The Senate shall be composed of the following persons:

- The Rector of CUR, who shall be its Chairperson;
- The Vice-Rectors of the Institution, including the Vice- Rector in charge of Academic Affairs, who shall serve as the Vice -Chairperson and the Reporter of the Senate;
- The Director of Academic Quality;
- The Deans of Faculties and Directors of centers of CUR;
- A permanent lecturer per Faculty or per center elected by his or her colleagues;
- The Heads of Departments;
- A professor per Faculty or per center elected by his or her colleagues;
- The Director of ICT;
- The Registrar;
- The Director of the Library of the institution;
- The student in charge of Academic Affairs in the students’ Association of CUR;
- A student per Faculty or per center of CUR elected by his or her fellow students.

During the first meeting, the Senate shall elect among its members the Deputy “Rapporteur”. He or she shall be elected among the Deans of Faculties or the Directors of Research Centers.

With the exception of *ex-officio* members of the Senate, the term of the members of the Senate shall be three (3) years renewable.

When the members above-mentioned leave University before the end of their term of office in the Senate, they shall be automatically replaced by their successors.

SECTION 7: DUTIES OF THE SENATE

Article 23. The duties of the Senate are the following:

1° to devise strategies, academic and research programmes and timetable, 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 the Rwandans;

3° to devise the academic regulations governing conditions for admission, behavior, conditions for sitting for examinations, different academic awards conferred by University, and submit them to the Board of Directors for approval;

4° to consider the decisions taken in relation to examinations and other tests and submit them to the Board of Directors for approval;

5° to make proposals for recruitment, staff development and if need be, punishments of professors and lecturers and forward them to the Board of Directors for approval.

6° to make proposals on the salaries and privileges accorded to academic and research personnel of private institutions of higher learning;

7° to direct and supervise academic, research and education activities in Faculties, departments and centers of University;

8° to make proposals on establishment, splitting, removal or merging of Faculties, specialized centers and departments and submit them to the Board of Directors;

9° to make proposals on the splitting, merging or closure of an institution and forward them to the Board of Directors;

10° to prepare an annual report on all activities related to academic affairs, research, and education of University and submit it to the Board of Directors;

11° to carry out any other activity as may be assigned to it by the Board of Directors.

SECTION 8 : MEETINGS OF THE SENATE

Article 24. The Senate shall meet every two (2) months and whenever necessary upon the invitation by its Chairperson or Vice-Chairperson in case the Chairperson is absent or withheld, or upon request of one third (1/3) of its members.

Invitations to ordinary meeting of the Senate shall be served to each of the members of the Senate at least fourteen (14) days before the holding of the meeting and two (2) days before the holding of an extraordinary meeting. The letter of invitation shall equally indicate the venue, the date, the time and the agenda of the meeting.

Working documents shall be accompanied by the letter of invitation.

Article 25. The Senate holds its meetings at the head office of University, or at another venue that it shall deem appropriate.

The Senate may invite to its meetings any person that it shall deem competent to assist it in dealing with specific issues. That person shall have no voting right. It may also set up consultative commissions.

Article 26. The meeting of the Senate shall be legitimately held when two thirds (2/3) of its members are present

The Senate shall make its decisions by consensus. Otherwise, the decisions shall be adopted upon absolute majority of the votes of the members present at a meeting. In case of a voting tie, the Chairperson shall have a casting vote.

SECTION 9: PERMANENT COMMISSIONS OF THE SENATE

§1. The Commission of Titles

Article 27. The Commission of Titles shall hold its meeting twice a year and shall be chaired by the Rector. In case the latter is absent or withheld, it shall be chaired by the Vice-Chairperson.

The Commission of Titles shall be in charge of examining files of lecturers and researchers who apply for appointment and promotion as members of the teaching and research staff and making proposals to the Senate.

Article 28. Le Commission of Titles shall set up its own internal regulations.

Article 29. Shall be members of the Commission of Titles:

- a) the Rector of University, the Chairperson;
- b) the Vice-Rector in charge of Academic Affairs: the Vice -Chairperson and the “Rapporteur”;
- c) the Director of Academic Quality;
- d) The Vice-Rector in charge of Administration and Finance;
- e) a representative of full professors elected by his or her colleagues;
- f) a representative of associate professors elected by his or her colleagues;
- g) a representative of senior lecturers elected by his/her colleagues;
- h) a representative of senior researchers elected by his/her colleagues.

The term of office for members in e, f, g et h is two years renewable once.

§2. Other Commissions of the Senate

Article 30. The Senate can institute other ad hoc commissions to examine specific and limited issues. Some members of those commissions may be selected outside the Senate for their expertise.

CHAPTER V - THE EXECUTIVE COUNCIL

Article 31. The Executive Council shall plan and coordinate all administrative and financial activities of University including all matters relating to the policies of human, material and financial resources management

SECTION 10: MEMBERS OF THE EXECUTIVE COUNCIL

Article 32. The Executive Council shall be composed of:

- The Rector of CUR;
- The Vice-Rectors of CUR;
- The Director of Academic Quality;
- The Deans of Faculties and Directors of Centers;
- The Heads of Departments;
- The Director of ICT;
- The Directors of the Library;
- The Registrar;
- The Directors of Finance ;

- The Directors in charge of Students Affairs;
- The Director of Human Resources.

SECTION 11: DUTIES OF THE EXECUTIVE COUNCIL

Article 33. The duties of the Executive Council shall be the following:

- a) Making proposals of budget proposals of University ;
- b) Giving advice on the administration of University assets;
- c) Giving advice on the recruitment, appointment, promotion and dismissal of the administrative and technical staff of University ;
- d) Monitoring the policy of human, material and financial resources management of University;
- e) Making proposals in the matter of disciplinary sanctions provided for by the law against the administrative and technical staff of University;
- f) Establishing measures to enforce decisions taken by the Board of Directors as regards the management within University;
- g) Addressing any other administrative, financial and patrimonial issue relating to the general running of University ;
- h) Addressing any other issue relating to administration, finance and University assets.

SECTION 12: MEETINGS OF THE EXECUTIVE COUNCIL

Article 34. The Executive Council shall be convened by its Chairperson or when the latter is absent or withheld by the Vice-Chairperson. Invitations to ordinary meetings of the Executive Council shall be served to each of the members of the Board of Directors at least fourteen (14) days before the holding of the meeting and at least two (2) days before the holding of extraordinary meetings. The letter of invitation shall equally indicate the venue, the date, the time and the agenda of the meeting.

Working documents shall be accompanied by the letter of invitation

Article 35. The meeting of the Executive Council shall be legitimately held when three fourths (3/4) of its members are present

Article 36. The Executive Council may invite to its meetings any person that it shall deem competent to assist it in dealing with specific issues. That person shall have no voting right. It may also set up commissions to help it fulfill its duties.

Article 37. The Executive Council shall make its decisions by consensus. Otherwise, the decisions shall be adopted upon absolute majority of the votes of the members present at a meeting. In case of a voting tie, the Chairperson shall have a casting vote.

SECTION 13: PERMANENT COMMISSIONS OF THE EXECUTIVE COUNCIL

§1. The Appeals Commission for CUR staff

Article 38. It shall be established at University an Appeals Commission for the teaching and research staff, the administrative and technical staff. That Commission's mission shall be to give justified views on appeals introduced by agents:

- For not having been fully admitted at the end of the probation period ;
- Against whom a disciplinary sanction has been pronounced;
- Against a final rating in the performance evaluation report ;
- Against the fact that the agent has been found morally and professionally unfit during his/her career ;
- For having been refused the maintenance of the contract at the end of the probation period whose duration should not be less than 3 months or exceed 6 months ;
- Any other measure considered arbitrary by the claimant.

Article 39. The Appeals Commission shall include:

- a) An full professor : The Chairperson ;
- b) A senior researcher : The Vice-Chairperson ;
- c) A representative of the administrative and technical staff : the "Rapporteur" ;
- d) A senior lecturer;
- e) A representative of the support staff.

Members of the appeals board shall be elected by their colleagues for a term of office of three years renewable once. The methods of election and the mode of functioning shall be determined by its internal regulations.

§2. The Commission of Finance

Article 40. The Commission of Finance shall have the following duties:

- a) formulating recommendations to the Executive Council on:
 - Approval of the budget ;
 - Adoption of financial reports ;
- b) monitoring and improving budget performance ;
- c) administering, managing and controlling finances, accounts and investments of University ;

- d) determining the policy of planning and improving the fundraising system for the development of University;
- e) approving budget proposals relating to movable and immovable property of University ;
- f) giving advice on the conclusion, modification, execution and annulment of commercial contracts for University ;
- g) collaborating with other commissions of the Board of Directors and of the Executive Council to ensure effective and efficient use of the funds allocated to the administration, faculties, research centers, projects and other entities of University ;
- h) setting up and revising the financial regulations of University and formulating recommendations to the Executive Council ;
- i) putting into place, if need be, sub- commissions to help it fulfill its duties ;
- j) carrying out any other activity in connection with his/her attributions as may be assigned to it by the Executive Council and the Board of Directors.

Article 41. Shall be members of the Commission of Finance:

- a) The Vice-Rector in charge of Administration and Finance : the Chairperson ;
- b) The Vice-Rector in charge of Academic Affairs : the Vice-Chairperson;
- c) The Directors of finance : the “Reporter” ;
- d) The Director of Human Resources;
- e) Director of Logistics;
- f) The Director of Production and Marketing ;
- g) A member of the teaching staff of CUR appointed by the Executive Council and having knowledge and experience in finance ;
- h) A student representing the General Association of Students of Catholic University of Rwanda ;

They shall hold regular meetings whenever necessary. Copies of the minutes of the meetings shall be transmitted to the Chairperson of the Executive Council.

§3. The Commission of Internal Procurement

Article 42. The Commission of Internal Procurement shall have the following duties

- carrying out the study of markets of works, supplies or services of University;
- Launching invitations to tender ;
- Writing terms and conditions of contracts ;
- Examining offers of tenders ;
- Attributing contracts through public auction or invitation to tender
- make a report to the *National Tender Board*.

Article 43. Shall be members of the Internal Procurement:

- A lecturer representing the Faculty of Commerce : The Chairperson ;
- A lecturer representing the Faculty of Sciences and Technology ;
- A representative from the Office of the Vice-Rector in charge of Academic Affairs ;
- A representative from the Office of the Vice-Rector in charge of Administration and Finance ;
- A representative of the finance staff ;
- Representative of the general association of students;
- Other members appointed by the Chairperson of the Commission according to the nature of the contract.

Members of the Commission of Internal procurement shall hold regular meetings whenever necessary. Copies of the minutes of the meetings shall be transmitted to the Chairperson of the Executive Council.

The term of office for members of the Procurement commission shall be six months non renewable.

§4. The Social Commission

Article 44. The Social Commission shall have the following duties:

- Facilitating the staff of CUR to get housing facilities ;
- To ensure the social welfare of the staff and the students of CUR ;
- Organizing CUR festivities;
- Establishing mechanisms for ensuring a medical coverage likely to provide for the health needs of CUR community ;
- Finding all legal means likely to improve the welfare of members of CUR community;
- Create and manage a social fund for the development of CUR staff.

The mode of functioning of the Social Commission shall be determined by its internal regulations which should be approved by the Executive Council.

Article 45. Shall be members of the Social Commission:

- a) The Vice-Rector in charge of Administration and Finance : the Chairperson ;
- b) Two representatives of the teaching staff elected by their colleagues ;
- c) A representative of the administrative and technical staff elected by his or her colleagues ;
- d) A representative of students elected by his or her colleague ;
- e) The Director of finance ;

- f) The student in charge of sports and leisure;
- g) The student in charge of social affairs;
- h) The Physician in charge of health at CUR;
- i) The Manager of the health insurance scheme of CUR;
- j) The Person in charge of public relations at CUR.

§5. Other Commissions of the Executive Council

Article 46. The Executive Council may institute other *ad hoc* commissions to examine specific and limited issues. Some members of those commissions may be selected outside the Executive Council for their expertise.

CHAPTER VI – THE COUNCIL OF A FACULTY AND A CENTRE

SECTION 14: THE COUNCIL OF A FACULTY AND A CENTRE

Article 47. The Council of a Faculty shall coordinate all activities relating to teaching, research and services to community within a faculty.

§1. Members of the Council of a Faculty or a Centre

Article 48. Shall be members of the Council of a Faculty or a Centre:

- 1° the Dean of the Faculty or the Director of a Centre, who shall be the Chairperson;
- 2° the Deputy Dean of the Faculty or the Deputy Director of the Centre who shall be the Deputy Chairperson;
- 3° the Secretary for Academic Affairs of the Faculty or Centre who shall be the “Rapporteur”;
- 4° permanent professors, lecturers and researchers of the Faculty or the Centre;
- 5° a student per department or centre elected by his or her fellow students.

§2. The duties of Council of a Faculty or a Centre

Article 49. The Council of a Faculty or a Centre has the following duties:

- a) Devising and making proposals to the Senate of study programmes to a Faculty and monitoring their implementation ;
- b) Ensuring the quality of teaching within a Faculty;
- c) Analyzing at the first level candidates' files for the recruitment of academic and research staff of a Faculty and make a report to the Vice-Rector for Academic Affairs;

- d) Making proposals to the Senate of rewards and if need be, disciplinary sanctions for the teaching staff and students ;
- e) Making proposals to the Executive Council of budget proposals of a Faculty or a Centre;
- f) Making proposals to the Direction of Research of research projects for funding ;
- g) Determining lecturers for courses and distributing the courses to be taught all along the academic year;
- h) Ensuring that all exams are done within the periods provided for by the general calendar of CUR ;
- i) Elaborate and approving the report on the implementation of the programmes;
- j) Giving advice on any modification of programmes of a Faculty;
- k) Making proposals if need be of amendments to be made to the General Academic Regulation;
- l) Dealing with any other issue relating to the smooth running of a Faculty or a Centre.

§3. Meetings of the Council of a Faculty or a Centre

Article 50. The Council shall be chaired by the Dean of the Faculty or the Director of the Centre. In case the latter is absent or withheld it shall be chaired by the Vice-Dean or the Deputy Director.

Article 51. The Council of a Faculty or Centre holds its ordinary meeting four times a year. It may hold an extraordinary meeting whenever necessary.

The Council may invite to its meetings any person that it shall deem competent to assist it in dealing with specific issues. That person shall have no voting right. It may also set up consultative commissions

Article 52. The Council of a Faculty or a Centre shall be convened by its Chairperson or, when the latter is withheld, by his/her Vice-Chairperson. Invitation to meetings of the Council accompanied with working documents and indicating the date and the agenda shall reach the members at least 8 days before the meeting.

The Council may be convened to hold an extraordinary meeting by its Chairperson or upon request of half of its members. In either case, the notification should reach the members at least 10 days before the meeting.

Article 53. The Council of a Faculty or Centre shall be legitimately held when two thirds (2/3) of its members are present.

Decisions shall be taken by consensus. Otherwise, the decisions shall be adopted upon absolute majority of the votes of the members present at a meeting. In case of a voting tie, the Chairperson shall have a casting vote

Article 54. The minutes of meetings shall be transmitted to the Rector and the Vice-Rectors within 15 days after the holding of the meeting.

CHAPTER VII: THE DEPARTMENT COUNCIL

SECTION 15. MEMBERS OF A DEPARTMENT COUNCIL

Article 55. Shall be members of a Department Council:

- The Department Head Chairperson;
- The Department Secretary, "Rapporteur" ;
- The permanent teaching staff;
- The research staff connected to the department;
- Two representatives of students.

SECTION 16. DUTIES OF THE DEPARTMENT COUNCIL

Article 56. Duties of a Department Council are:

- Designing and making proposals to the Faculty Council of curricula and research programmes of the Department and monitoring their implementation;
- Ensuring the quality of teaching and research.
- Making proposals to the Faculty Council of rewards and, when necessary, of disciplinary sanctions for lecturers, researchers and students;
- Making proposals of the Department of the budget to the Faculty;
- Approving research projects to be submitted to Direction of Research;
- Planning and following up the training and the continuous training of the teaching staff;
- ensuring implementation of the academic calendar.

SECTION 17. MEETINGS OF THE DEPARTMENT COUNCIL

Article 57. The Department Council shall chaired by the Department Head. In case the latter is absent or withheld, it shall be chaired by the Dean.

Article 58. Department Heads shall be elected upon absolute majority of members of the Department Council.

Article 59. The Department Council shall hold its meetings in conformity with the same conditions as the Council of a Faculty or a Centre.

TITLE III – ADMINISTRATIVE ORGANISATION OF CUR

CHAPITRE VIII - CUR AUTHORITIES

- The Rector;
- The Vice-Rector in charge of Academic Affairs;
- The Vice-Rector in charge of Administration and Finance;
- Director of Academic Quality;
- Deans;
- Director of Research;
- Registrar;
- Director of Library;
- Director of ICT;
- Director of Students Services;
- Director of Human Resources;
- Director of Finance;
- Heads of Academic Departments.

SECTION 18: THE RECTOR

Article 60 The Rector shall be appointed by the funder of CUR for a term of office of four (4) years renewable once.

Article 61. The Rector of CUR shall be responsible for the daily management and co-ordination of academic activities, research, education and administration.

His or her duties shall specifically be the following:

- 1° to implement the decisions of the Board of Directors;
- 2° to ensure rational utilization and management of the financial assets of CUR;
- 3° to represent CUR at the national and international levels;

4° to ensure the welfare, the discipline and the good behavior of the students and the staff members;

5° to forward short, medium and long term budget proposals of CUR to the Board of Directors for approval;

6° to submit to the Board of Directors for approval and adoption the annual action plan or the annual budget draft proposal for the case of the public University or the budget proposal if it is the private University;

7° to prepare the cooperation agreement proposals between CUR, research centers and other organs and forward them to the Board of Directors for approval;

8° to prepare the annual activity and financial reports of CUR and submit them to the Board of Directors for approval;

9° to appoint a Vice-Rector to replace him or her when the Vice-Rector in charge of Academic Affairs is absent or withheld;

10° to carry out any other duties as may be assigned to him/her by the Council.

Article 62. In case of emergency and if the Board of Directors cannot meet, the Rector may take urgent decisions to enable CUR to achieve its mandate.

In that case, the Rector shall notify these decisions in writing to the Board of Directors within three (3) working days following the date on which they are taken. These decisions are brought to the next meeting of the Board of Directors for consideration and approval.

SECTION 19: THE VICE-RECTORS

§1. The Vice-Rector in charge of Academic Affairs

Article 63. The Vice-Rector shall be appointed by the funder of CUR for a term of office of four years renewable once.

Article 64. The duties of the Vice-Rector in charge of Academic Affairs shall be the following:

1° to coordinate all activities related to academic programmes and disciplines of CUR;

2° to coordinate all research activities and programmes, in case there is no Vice-Rector specifically responsible for research;

3° to organize meetings of the Senate and to ensure the implementation of its decisions;

4° to replace the Rector in case of absence or impediment;

5° to carry out any other activity in relation to his or her duties as may be assigned to him or her by the Rector.

§2. The Vice-Rector in charge of Administration and Finance

Article 65. The Vice-Rector in charge of Administration and Finance shall be appointed by the funder of CUR for a term of office of four years renewable once.

Article 66. The duties of the Vice-Rector in charge of Administration and Finance shall be the following:

- 1° to coordinate all activities connected with the organizational chart and to the personnel of CUR;
- 2° to set up the budget proposal of CUR;
- 3° to mobilize financial resources and other assets of the institution and monitor their utilization;
- 4° to carry out any other activity in relation to his or her duties as may be assigned to him or her by the Rector.

SECTION 20. THE DIRECTOR OF ACADEMIC QUALITY

Article 67. The Director of Academic Quality shall be appointed by the funder of CUR for a term of office of four years renewable.

Article 68. The duties of the Director of Academic Quality shall be the following:

- 1. he advises the Vice Rector Academic on issues of quality, standards and performance in existing and potential new programs and modules.
- 2. he advises and assists the Vice Rector Academic in the appointment of temporary/visiting staff and on permission for CUR staff to accept contracts to teach elsewhere.
- 3. he monitors the performance of staff, modules and courses and is responsible for a system of continuous quality enhancement.
- 4. he collaborates in the central timetabling process and assists the Vice Rector, when required, on issues of appointment, promotion, validation of qualifications, student appeals and student complaints, and any other academic matters as appropriate.
- 5. he is responsible for introducing the provisions of the Rwandan National Qualifications Framework for Higher Education, the National and Teaching Policy, and other aspects of the national Code of Higher Education.
- 6. he will help Faculties and the University prepare for the impending process of Subject Review and Institutional Audit to be carried out by the National Council.
- 7. he services the University Academic Quality and Standards Committee and presents to Senate items sent forward by the Committee.

8. he is responsible for staff development in the area of pedagogy and the new Framework system.
9. he organize national and international meetings and symposia.
10. he ensures that the research policy is enforced.
11. he puts into place the University journal and ensures the quality of publications.

SECTION 21: FACULTY DEANS

§1. Appointment

Article 69. The Dean of a Faculty or the Director of a Centre shall be elected by the members of permanent teaching and research staff in their respective faculties or centers, upon approval by the Board of Directors and upon request by the Senate. The term of office for a Dean or a Director shall be three (3) years renewable once.

To be eligible for the post of Dean or Director of Center, the candidate shall be a full-time lecturer or a researcher holding a doctorate degree (PhD) or a specialization in medicine for a period of at least four years.

§2. Duties

Article 70. The Faculty Dean, the Director of a Centre shall be responsible for the general supervision of academic, education, research and administrative activities in line with his/her attributions.

Those activities shall include:

- Monitoring the implementation of curricula, and programmes of research and services to the community;
- Convening and chairing the meetings of the Faculty Council, even of the Department Council if need arises, and reporting it to hierarchical authorities ;
- Supervising, monitoring and evaluating the teaching, research, administrative and technical staff in his/her unit;
- After consultation with the Council of a Faculty or a Centre, he/she shall submit to the Rector candidates for the positions of full-time or partial lecturer or researcher for appointment;
- Coordinating activities in his/her unit at academic and administrative level and being accountable for it before hierarchical authorities;
- Submitting to the Council of the unit any important issue concerning the smooth running of the unit he/she is responsible for ;
- Preparing and executing the annual budget of his/her unit and submitting an annual management report to the Rector and the Vice-Rectors;

- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by the Rector.

Article 71. The Faculty Dean, the Director of Centre shall be entitled to an entertainment allowance whose amount shall be determined by the Board of Directors.

§3. Suspension of the Dean or the Director of a Centre

Article 72. For any justified reason, the Dean or Director's term of office may be put to an end by order of the Board of Directors, on the proposal of the Rector, after consultation with the Council of Faculty or a Centre.

In case of an established embezzlement or a scandalous behavior, the Dean or Director's term of office may be suspended by the Rector. The latter shall notify it to the Board of Administration which shall ratify or revoke the decision at the next meeting.

SECTION 22 : VICE-DEANS AND DEPUTY DIRECTORS

§1. Appointment

Article 73. The Vice-Dean of a Faculty or the Deputy Director of a Research Center shall be elected by members of the permanent teaching and research staff at the level of their Faculties, or Research Centers, upon approval by the Senate and upon request by the Council of Faculty or Research Centre. The term of office for a Vice-Dean or a Deputy Director shall be three (3) years renewable once.

To be eligible for the position of Vice-Dean or Deputy Director of Center, the candidate should be a full-time lecturer or a researcher with at least the rank of an Associate lecturer or researcher.

§2. Duties

Article 74. The Vice-Dean or Deputy Director shall assist the Dean or Director in carrying out his/her mission and shall replace him/her in case of he/she is absent or withheld. In that framework, his/her duties shall be the following:

- Coordinating teaching activities;
- Stimulating and monitoring research activities;
- Monitoring programmes and making proposals of their updating;
- Monitoring students' internships;
- Writing report activities and catalogs;

- Examining any question relating to discipline of the teaching, research, administrative and technical staff of the faculty;
- Supervising the running of documentation centers of the faculty;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by the Dean/ Director.

Article 75. The Vice-Dean and the Deputy Director shall be entitled to an entertainment allowance whose amount shall be determined by the Board of Directors.

§3. Suspension

Article 76. For justified reasons, or in case of an established embezzlement or a scandalous behavior, the Vice-Dean or Deputy Director's term of office may be put to an end by the Rector, on the proposal of the Council of Faculty.

SECTION 23: HEADS OF DEPARTMENT

§1. Appointment

Article 77. The Department Head shall be elected by members of the permanent teaching and research staff of his/her department, upon approval by the Senate and upon request by the Council of Faculty. His/her term of office shall be three (3) years renewable once.

To occupy the post of department head, the candidate should be a full-time lecturer or researcher with at least the rank of an Associate Lecturer or Researcher.

§2. Duties

Article 78. The duties of the Department Head shall be as follows:

- a) Convening and chairing the meetings of a department ;
- b) Organizing and monitoring teaching activities, research activities and services to the community of a department ;
- c) Planning and supervising curricula within the department according to the academic calendar as has been established by the Senate ;
- d) Setting up and managing the Department budget ;
- e) Planning and making proposals on the purchase of the required teaching material, books and periodicals;

- f) Ensuring the management of administrative and technical staff, and the students registered in the department ;
- g) Organizing the supervision of the teaching and research staff within the department;
- h) Evaluating the department agents including the lecturers at the first level ;
- i) Organizing seminars and conferences within the Department ;
- j) Ensuring integration of research into teaching by privileging collective and multi-disciplinary research, and by coordinating research activities carried out by students ;
- k) Planning the needs for the teaching and research staff ;

The Department Head or Director shall be entitled to an entertainment allowance whose amount shall be determined by the Board of Directors.

§3. Suspension

Article 79. For justified reasons, or in case of an established embezzlement or a scandalous behavior, the Department Head's term of office may put to an end by the Rector, on the proposal of the Department Council.

CHAPITRE IX – HEADS OF ADMINISTRATIVE AND TECHNICAL DEPARTMENTS OF CUR

SECTION 24: HEADS OF DEPARTMENTS IN THE RECTOR'S OFFICE

§1 The Administrative Assistant of the Rector

Article 80. The Administrative Assistant of the Rector shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Article 81. The Administrative Assistant of the Rector shall have the following duties :

- Preparing the Rector's meetings;
- Coordinating activities of the departments in the Rector's office;
- Assisting the Rector as regards administration ;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by the Rector.
- Managing the Rector's audiences and appointments;
- Receiving and orienting the Rector's visitors ;
- Dealing with the correspondence received and sent by the Rector's Office.

§2. The Person in charge of Planning, Cooperation and Partnership

Article 82. The Person in charge of Planning, Cooperation and Partnership shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Article 83. The Person in charge of Planning, Cooperation and Partnership shall have the following duties:

- To coordinate and control Unit activities ;
- To elaborate, in collaboration with units, draft agreements and cooperation projects ;
- To study the possibilities of extension and diversification of cooperation ;
- To define potential domains of cooperation among universities ;
- To keep to date and follow up cooperation files;
- To follow up requests for funding;
- To make a report of the execution of cooperation agreements
- To establish and ensure the good keeping of statistics of the Unit including statistics from various academic and administrative units of CUR;

§3. The Person in charge of Public Relations and Communication

Article 84. The Person in charge of Public Relations and Communication shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Article 85. The Person in charge of Public Relations and Communication shall have the following duties:

- Receiving and orienting CUR guests and visitors;
- Ensuring information about meetings, conferences, seminars and other ceremonies taking place at University ;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.

SECTION 25: HEADS OF DEPARTMENTS IN THE OFFICE OF THE VICE-RECTOR IN CHARGE OF ACADEMIC AFFAIRS

§1. The Administrative Assistant of the Vice-Rector in charge of Academic Affairs

Article 86. The Administrative Assistant of the Vice-Rector in charge of Academic Affairs shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Article 87. The Administrative Assistant of the Vice-Rector in charge of Academic Affairs shall have the following duties:

- Assisting the Vice-Rector as regards administration ;
- Dealing with the correspondence received and sent by the Vice-Rector;
- Managing the audiences and appointments of the Vice-Rector ;
- Receiving and orienting the visitors of the Vice-Rectors ;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by the Vice-Rector.

SECTION 26. THE DIRECTOR OF RESEARCH

Article 89. The Director of Research shall be appointed by the Academic Senate respecting the proposition of the Rector of CUR.

Article 90. The Director of Research shall be in charge of:

- ensuring that the CUR research policy is implemented;
- establishing budget estimates for research and publications at CUR;
- supervising and coordinating research and publication activities at CUR;
- coordinating research projects within academic units and research centres;
- monitoring the progress situation of research projects;
- examining and approving scientific and financial reports and judging the opportunities of carrying on projects ;
- ensuring and coordinating the publication of scientific journals of CUR;
- maintaining relations with national and international research institutions so as to arouse and foster cooperation projects in the area of research.

SECTION 27. REGISTRAR

Article 91. The Registrar shall be appointed by the Academic Senate respecting the proposition of the Rector of CUR.

Article 92. The Registrar shall have the following duties:

- Examining the files of application for admission, suspension and reintegration ;
- Ensuring the registration service ;
- Receiving and controlling the files of new students during the registration period ;
- Establishing students' cards and having them signed by the Vice-Rector in charge of Academic Affairs ;
- Establishing the general list of students;
- Establishing the statistics of students;
- Monitoring the physical control of students carried out by Faculties;
- Monitoring the collection of tuition fees;
- Ensuring the secretarial work of the Commission of Admission ;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior
- Monitoring Academic Archives and Documentation ;
- Receiving the requests for academic documents;
- Establishing various academic documents and having them signed by the authorized authority ;
- Delivering academic documents after they are signed by the authorized authority ;
- Elaborating and disseminating students' guidebooks and academic catalogs ;
- Ensuring the making, the keeping and the handing over of diplomas to recipients;
- Administering academic archives;
- Keeping the minutes of deliberations of students ;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.

SECTION 28. DIRECTOR OF LIBRARY

Article 93. The Director of Library shall be appointed by the Academic Senate respecting the proposition of the Rector of CUR.

Article 94. The Director of Libraries shall be in charge of:

- ensuring the general administration of CUR libraries and related services;
- ensuring all administrative activities relating to acquisition, preservation and circulation of library documents;
- establishing budget estimates of libraries and ensuring their execution;
- carrying out any other activity as may be assigned to him/her by the Vice-Rector Academic.
- supervising and coordinating activities relating to acquisition, cataloguing and classification of books, journals and other documents or support documents;
- centralizing proposals for the purchase of books, journals and other documents or support documents ;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.
- Supervising and coordinating loaning-related activities ;
- Supervising and controlling specialized collections and centers of documentations dependent on the Service of Libraries ;
- Putting CUR libraries online ;
- Managing the Web Site of CUR libraries;
- ensuring subscription to CUR libraries and electronic documents ;
- carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.

SECTION 29. THE DIRECTOR OF ICT

Article 95. The Director of ICT shall be appointed by the Academic Senate respecting the proposition of the Rector of CUR.

Article 96. The Director of ICT shall have the following duties:

- Administering the CUR Computer Centre and its resources;
- Ensuring the liaison between donors and various organizations for the development of ICT at CUR;
- Coordinating the projects proposing funding the Computer Centre;
- Preparing the budget of the Centre and ensuring its execution;
- Ensuring maintenance of all University computers;
- Training lecturers in teaching methodology using ICT;
- Facilitating distance learning;

- Providing CUR teaching staff with training in computer science ;
- Ensuring day-to-day running and the development of the CUR web site;
- Assisting and advising University academic and administrative services in solving ICT-related problems.

SECTION 30: HEADS OF DEPARTMENTS IN THE OFFICE OF THE VICE-RECTOR IN CHARGE OF ADMINISTRATION AND FINANCE

§1. The Administrative Assistant of the Vice-Rector in charge of Administration and Finance

Article 97. The Administrative Assistant of the Vice-Rector in charge of Administration and Finance shall have the following duties:

- Assisting the Vice-Rector as regards administration ;
- Dealing with the correspondence received and sent by the Vice-Rector;
- Managing the audiences and appointments of the Vice-Rector ;
- Receiving and orienting the visitors of the Vice-Rector ;
- Preparing the Vice-Rector's meetings;
- Carrying out any other activity as may be assigned to him/her by the Vice-Rector.

§2. The Director of Students' Affairs

Article 98. The Director of Students' Affairs shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Article 99. The Director of Students' Affairs shall have the following duties:

- To coordinate and supervise activities of services under his/her responsibility;
- To conceive any policy likely to ensure a climate of serenity within the students' community ;
- To serve as a link between students and University authorities as regards the students' welfare;
- To administer rationally, in collaboration with the Unit of Assets and Works, buildings, furniture, equipment and materials put at the students' disposal.
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.
- Managing the problem of housing on campus and off campus;
- Ensuring students' rights and obligations;
- Addressing problems of handicapped students and students with specific problems;
- Providing students in need with legal assistance;

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- Providing international students with assistance ;
 - Helping students have access to part-time jobs at University ;
 - Ensuring measures for students' health and security ;
 - Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.
 - Planning and organizing sports activities;
 - Managing sports teams;
 - Making proposals for the recruitment of coaches;
 - Controlling the regularity of coaches and evaluating their efficiency
 - Managing sports equipment and maintaining sports grounds;
 - Organizing and planning socio-cultural activities;
 - Promoting socio-cultural creativity;
 - Managing troops of drama, cultural activities and traditional dancing;
 - Organizing and developing social games;
 - Organizing socio-cultural competitions ;
 - Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.
 - Supervising the Housing Commission;
 - Installing students in their rooms at the beginning of each academic year;
 - Monitoring the handing over of rooms and equipment at the end of the academic year;
 - Collaborating with the Works unit as regards the repairing of students' residences;
 - Supervising Maintenance Works;
 - Collaborating with the department of supply as regards the purchase of equipment and supplies for students' residences and doing the monitoring;
 - Checking the observance of rules of conduct in residences according to the regulations relating to University assets put at students' disposal;
 - Contributing to the development of private initiatives for the construction of campus residences;
 - Collaborating with off campus residences' owners in the installation process of students in those residences;
 - Monitoring regularly students living in off campus residences;
 - Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.
 - Contributing to the improvement of mechanisms of information, admission and orientation of students at University;
 - Facilitating academic integration of new students;
 - Addressing problems including those related to :
 - sexual harassment;

- procedures related to repetition and reorientation ;
- suspensions;
- students' appeals ;
- carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.

Article 100. Extra-academic activities shall include organization of conferences, seminars, colloquia, which are not research-oriented

§3. The Directorate of Administration and Human Resources

Article 101. The Directorate of Administration and Human Resources shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Requirements: Master or A0 in Human Resources, Public Administration, or Business Administration.

Article 102. The Director of Administration and Human Resources shall have the following duties:

- Coordinating and supervising activities of the Unit under his/her responsibility ;
- Ensuring the management of University staff;
- Setting up budget proposals of the Unit ;
- Examining requests from the administrative staff of University;
- Studying measures aimed at improving the staff's efficiency;
- Ensuring the development of human resources ;
- Planning and monitoring the capacity building of CUR staff ;
- Identifying and planning the training needs of the staff in collaboration with the services in the Offices of the Vice-Rectors ;
- Monitoring the training plan for the staff;
- Carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior;
- To control the implementation of laws, statutes, and regulations governing the staff.

§4. The Director of Finance

Article 103. The Director of Finance shall be appointed by the Executive Council respecting the proposition of the Vice Rector Administrative and Finance of CUR.

Article 104. The Director of Finance shall have the following duties:

- carrying out University daily accounting transactions ;
- establishing weekly and monthly reconciliation statements of bank accounts;
- carrying out accounting operations relating to the end of the fiscal year;
- monitoring income tax returns;
- preparing and submitting every month liabilities, orders to pay and slips from the Official in charge of Overseeing Public Expenditure (OT) of the salaries of CUR agents;
- keeping checks, OPs and other payment documents not yet honored;
- keeping accounting documents;
- ensuring the payment of various CUR creditors;
- carrying out the regular control of cash and bank books and operations relating to the payment of the students' scholarship;
- ensuring the control of CUR Funds;
- Establishing budget proposals in consultation with all CUR units;
- Monitoring execution of the budget for all units;
- Elaborating and submitting a report on execution of the budget on a regular basis;
- Determining budget items to be applied;
- Checking the conformity of documents submitted for payment;
- Carrying out budgetary codification and stamping documents claiming for payment;
- Administering the University computerized accounting system of CUR;
- carrying out any other activity in connection with his/her attributions as may be assigned to him/her by his/her immediate superior.

SECTION 31: THE ADMINISTRATIVE ASSISTANT IN THE OFFICE OF THE DIRECTOR OF ACADEMIC QUALITY

§1. The Administrative Assistant of the Director of Academic Quality

Article 105. The Administrative Assistant shall have the following duties:

- Assisting the Director of Academic Quality as regards administration ;
- Dealing with the correspondence received and sent by the Director of Academic Quality's Office;
- Managing the audiences and appointments of the Director of Academic Quality;
- Receiving and orienting the Director of Academic Quality' visitors;
- Preparing the Director of Academic Quality's meetings;
- Carrying out any other activity as may be assigned to him/her by the Director of Academic Quality.

TITLE IV: THE UNIVERSITY STAFF

CHAPTER X: CATEGORIES OF THE UNIVERSITY STAFF

Article 106. The University staff shall be composed of the following categories:

- 1° teaching and research staff;
- 2° administrative and technical staff;
- 3° support staff.

SECTION 32 : THE TEACHING AND RESEARCH STAFF

Article 107. The category of the teaching and research staff shall include the teaching staff composed of full-time and visiting lecturers as well as the research staff composed of full-time and partial researchers

SECTION 33: THE TEACHING STAFF

§1. The Full-time Teaching Staff

Article 108. A full-time teacher shall be a University lecturer appointed to one of the following ranks: Tutorial Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Associate Professor, and Full Professor.

§2. The Visiting Teaching Staff

Article 109. Shall be appointed as a visiting lecturer, any person having at least a post- graduate diploma before completing a PhD (DEA), a master's degree, a post-graduate diploma in an applied subject (DESS), or any recognized equivalent qualifications, or a work experience required for the domain his services are needed.

Visiting lecturers shall be appointed on contract and remunerated according to the terms of the same contract.

SECTION 34. THE RESEARCH STAFF

Article 110. The full-time research staff shall include the staff appointed for research to one of the following ranks: Research Assistant, Researcher, Senior Researcher, Associate Researcher Professor, and Research Professor.

The part-time research staff shall include researchers who are fully employed by external institutions and occasionally collaborate with University research centers.

SECTION 35 : RIGHTS AND DUTIES OF THE TEACHING AND RESEARCH STAFF

§1. Rights

Article 111. Members of the teaching and research staff shall enjoy the following rights:

1° to offer their opinions and suggestions concerning the system of academic programmes, methodology, research and education;

2° to be accorded their salaries, promotions and other related allowances, privileges and benefits in accordance with the law;

3° to boost their knowledge and strengthen their capacity through training programmes leading to diplomas and certificates, as well as through other adequate training schemes;

4° to render consultancy services related to their specialty and teaching services outside University upon authorization by the Rector;

The Executive Council shall determine the conditions and the modalities of rendering consultancies and teaching services outside University;

5° to suspend lectures for a given period in order to carry out research activities which are of interest to University and the country.

6° to be granted assistance for research and publication.

Article 112. Members of the teaching staff shall be entitled to a sabbatical leave of six months maximum during one academic year every other six years as from their nomination to the rank of lecturer.

For the concerned person to be entitled to a sabbatical leave, he/she shall submit a project proposal approved by the Senate and complete at least 70% of his/her teaching load during the same academic year

During the sabbatical leave, lecturers shall exclusively dedicate themselves to research and publication. Unless otherwise authorized by the competent authority , members of the teaching

staff are not entitled to offer their services to another institution for fear of being automatically placed on leave of absence status or dismissed.

During the sabbatical leave, lecturers shall keep their remuneration in the same conditions that all other University members on a training course. They could possibly be granted a financial assistance to help them bring their research to completion.

At the end of the sabbatical leave, the concerned person shall submit a research report to the Senate

§2. Duties

Article 113. The teaching and research staff should devote themselves to teaching, research and service to the community for University. The teaching and research staff shall also participate in the management of University

Article 114. Teaching activities shall include notably:

- 1° teaching theoretical and practical courses;
- 2° preparing and updating those courses;
- 3° supervising students' academic assignments;
- 4° evaluating students' knowledge;
- 5° supervising trainees;
- 6° being at students' disposal.

The Teaching load of the teaching and research staff shall be determined by the Board of Directors.

Article 115. Scientific research activities shall include notably:

- 1° Identifying research needs ;
- 2° Elaborating research projects ;
- 3° Implementing projects and writing reports on the progress of research situation;
- 4° Writing and presenting the results of research ;
- 5° Publishing the results of research.

Article 116. Members of the teaching and research staff shall abide by the ethics of research. Specific regulations shall define the code of conduct at University.

Article 117. Services to the community shall consist notably of the following activities:

- 1° Organizing retraining and refresher courses for lecturers and the senior staff
- 2° Organizing seminars and conferences;
- 3° carrying out consultancy services in areas connected with teaching and research activities of each Faculty or Research Center;
- 4° providing healthcare for the population;
- 5° following up implementation of research results on the field.

Article 118. Participating to the management of University shall include notably the following activities:

- 1° running Faculties or Research Centers and their departments;
- 2° participating to meetings of various University academic and administrative organs;
- 3° participating to meetings of various statutory or specialized commissions;
- 4° carrying out missions inside and outside the country for University.

SECTION 36. APPOINTMENT AND PROMOTION OF THE TEACHING AND RESEARCH STAFF

Article 119. CUR members of the teaching and research staff shall be appointed, promoted or dismissed by the Board of Directors upon request by the Academic Senate.

Article 120. Promoting the teaching and research staff shall be based on activities achieved within the framework of teaching, research and services to the community and duties planned for each rank, as well as the number of years of effective employment in University.

§ 1. Appointment and promotion of the teaching staff

Article 121. No one may be nominated to the rank of Tutorial Assistant, unless he is a holder of a bachelor's *degree* or a degree of "licence", pharmacist, engineer, general practitioner obtained with distinction and delivered by a higher learning institution of the same equivalent level.

For academic staff appointed to teach in some professional subjects it may be necessary for them to have had successful professional experience prior to appointment.

Nevertheless, CUR may recruit any other person having experimental competences which are exceptional and in great demand for the practical training of students.

The Tutorial Assistant shall apply for a promotion to the rank of Assistant Lecturer after a period of two years.

If he/she fails to satisfy those conditions, the continuation process of his/her appointment shall be submitted to the consideration of the Board of Directors.

Article 122. Assistant Lecturer / Research assistant

Minimum requirements for appointment and promotion

- Masters degree which is a progression qualification, i.e. it must be related to the bachelor degree, and graded at the equivalent of Level 6 in the Rwandan National Qualification Framework.
- Junior Academic Staff (TA, AL, L) who cannot attain higher qualification within 5 yrs should be considered for retrenchment.
- Staff doing PhD straight from Bachelors must first demonstrate capacity to attain an MPhil before transfer to PhD, and the transition between the two can be considered for intermediate promotion.
- Giving evidence of good teaching performance.

Article 123. Minimum requirements for appointment and nomination or promotion to the rank of Lecturer:

- Direct appointment for PhD holders with no prior teaching experience
- Promotion of Assistant Lecturers who are Masters holders: staff must have been on the AL post for not less than 3 years, having demonstrated teaching and research potential through publications, contribution to module and programme specification, production of e-learning materials, etc.
- Promotion of Assistant Researchers who are Masters holders: staff must have been Assistant Researchers post for not less than 3 years, having demonstrated research potential through contribution to publications, consultancy, etc.
- ONE unit of publication is considered adequate for the purposes of assessing research and scholarly ability for Lecturer
- TWO units of *research* publications are required for researcher.
- Giving evidence of good teaching performance.

If he/she fails to satisfy those conditions, the continuation process of his/her appointment shall be submitted to the consideration of the Board of Directors.

Article 124. For nomination or promotion to the rank of Senior Lecturer, the candidate should :

- be a holder of a doctorate (PhD) and an experience of not less than 3 years since obtaining PhD or a specialization in medicine for a period of at least 4 years and having published at least two scientific articles in recognized scientific journals;
- give evidence of good teaching performance.

Article 125. For nomination or promotion to the rank of Associate Professor, the candidate should :

- have a PhD with at least three years of relevant successful teaching experience as a Senior Lecturer in a recognized Institution of Higher Education, PLUS
- have minimum of FIVE units of **research** publications (Associate Professor)/TEN units (Associate Research Professor)
- be active involvement in research and evidence of ability to supervise masters and PhD students.
- give evidence of excellence teaching performance.

Article 126. For nomination and promotion to the rank of Full Professor, the candidate should :

- have a PhD with at least three years of relevant successful teaching experience as Associate Professor or equivalent in a recognized HEI, PLUS
- have a minimum of FIVE units of research publications since the last promotion (Professor)/ TEN units (Researcher Professor), AND
- be active involvement in research and evidence of ability to supervise masters and PhD students.
- give evidence of excellence teaching performance.

CHAPTER XI: THE ADMINISTRATIVE AND TECHNICAL AND SUPPORT STAFF

SECTION 37. THE ADMINISTRATIVE AND TECHNICAL STAFF

Article 127. The administrative and technical staff shall consist of employees who assist the Executive Council in achieving the CUR mission.

§1. Appointment ; Promotion ; Dismissal

Article 128. Appointment, promotion or dismissal of the administrative staff shall be submitted to the authority of the Board of Directors upon advice from the Rector.

§2. Rights and Duties

Article 129. Members of the administrative and technical staff shall enjoy the following rights:

1. to offer their opinions concerning the management system of CUR;
2. to be accorded their monthly salaries;
3. to be promoted to ranks and be accorded related adjustments in accordance with the law;
4. to boost their knowledge and strengthen their capacity through training programmes leading to diplomas and certificates, as well as through other adequate training schemes;
5. to enjoy other rights as provided for by the law.

Article 130. Members of the Administrative and Technical staff shall devote exclusively to their activities as part of their attributions as defined by the organic structure of CUR.

Article 131. Members of the Administrative and Technical Staff shall respect CUR assets and take care of the equipment put at their disposal.

Article 132. Members of the Administrative and Technical staff shall respect the work schedule established by CUR.

SECTION 38. THE SUPPORT STAFF

Article 133. The Support Staff shall consist of CUR employees, who are neither members of the Academic staff nor members of the Administrative and Technical staff.

§1. Recruitment ; Dismissal

Recruitment and dismissal of the Support Staff shall be within the competence of the Vice-Rector in charge of Administration and Finance on the proposal of the immediate superior and the Director in charge of Administration and Human Resources.

§2. Rights and Duties

Article 134. The rights and the duties of the Administrative and Technical staff shall apply *mutatis mutandis* to the Support Staff.

CHAPTER XII: PERFORMANCE EVALUATION OF THE UNIVERSITY STAFF

Article 135. The evaluation and assessment of the teaching and research staff shall be carried out annually and be based on standards that are established by the Higher Education Council.

Article 136. The evaluation and assessment of the teaching and research staff shall be carried out at the Faculty, department and Senate levels.

The Head of Department, the Dean of Faculty and the President of the Senate shall evaluate the teaching and research staff at the first, second and third levels respectively.

The students shall participate in the evaluation process of the research and teaching staff in conformity with the internal rules and regulations of the institution concerned, on the basis of the standards established by the Higher Education Council.

When the evaluation at the first level is over, the result shall be notified to the teaching and research staff member within a period not exceeding eight (8) days, for a written reaction thereon where necessary in not more than three (3) days of notification.

The Board of Directors of CUR shall make a final decision as to the academic and research staff evaluation.

Article 137. The evaluation of the non- teaching and research staff shall be carried in accordance with the Labor Code, the agreement entered in between the Ministry in charge of Higher Education and CUR as well as by its internal rules and regulations.

CHAPTER XIII: DISCIPLINARY PROCEDURES

Article 138. Without prejudice to other legal and regulatory texts into force, any breach by the agent of obligations assigned to him or her constitutes a disciplinary fault which, following its seriousness, must be punished by one of the following penalties

- 1° a warning;
- 2° a reprimand;
- 3° deduction of the quarter of the salary for a period of one month maximum;
- 4° disciplinary suspension for a period of three months maximum with stoppage of the whole salary;
- 5° dismissal

No sanction can be pronounced without the concerned person having had the possibility to present in writing his/her means of defense.

Sanctions 1, 2 shall be within the competence of the immediate superior. Sanctions 3, 4 shall be within the competence of the Board of Directors on the proposal of the Rector. Sanction 5 shall within the competence of the authority entitled to nominate.

Article 139. Any disciplinary sanction should be registered in the file of the concerned agent.

Article 140. The agent can introduce an appeal to the Appeals Board for academic staff or for the administrative and technical staff.

The agent whose evaluation rating is “Unsatisfactory” once or “In Need for Improvement” two consecutive times shall be automatically dismissed from his/her duties.

Article 141. Any disciplinary sanction shall be independent from legal proceedings.

Agents who, from serious clues, are alleged to have committed an offense likely to be punished by dismissal, may, as a disciplinary measure, be suspended from their duties by the immediate superior until the end of inquiry. The latter shall inform the authority entitled to nominate of the measure and shall transmit the results of inquiry for final decision.

The suspension shall entail for the agent the ban of exercising any function and place him/her in a waiting position for a period of three months maximum. If the disciplinary action is closed, the effects of the suspension as a disciplinary measure shall be repealed as from the date of its pronouncement

TITLE V : STUDENTS

Article 142. CUR shall be open to regular students, part-time students, free auditors and *exchange students*, provided that they satisfy the admission requirements as determined by the General Academic Regulations.

Article 143. A regular student shall be a student who registers for all the programmes courses and takes an exam in all the courses with the purpose of obtaining a diploma.

Article 144. A partial student shall be a student who registers for some courses of his/her choice in a programme of a given academic unit and takes an exam in those courses with the purpose of obtaining a diploma after having covered all the programmes in a period longer than usual.

Article 145. A free auditor shall be any person who registers for courses but does not take an exam in those courses with the purpose of obtaining a diploma.

Article 146. An *exchange student* shall be a person who registers for courses within the framework of an exchange programme among universities and takes an exam in those courses.

Article 147. The admission requirements and the rights and obligations of students as regards academic matters, discipline and the welfare shall be determined by the General Academic Regulations of CUR.

TITLE VI. FINAL PROVISIONS

Article 148. The staff members and students of CUR shall be free to form associations in accordance with the law.

Article 149. The Minister in charge of Higher Education is the President of honor of public and private higher learning institutions.

He or she shall preside over the academic year opening ceremonies. He or she shall also preside over graduation ceremonies. In case the Minister is absent or withheld, the President of the Board of Directors of CUR shall replace him or her.

Article 150. The present General Regulations shall come into force on the date of its adoption by the Board of Directors of CUR and shall not be retroactive.