



UNIVERSITY OF
Global Health
EQUITY

UNIVERSITY LEGISLATION

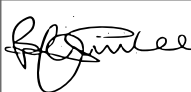
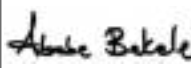
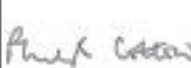
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Approval

This document is owned by the Vice-chancellor. The Vice-chancellor is responsible for ensuring that the Legislation is implemented and reviewed in line with the relevant authorities.

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PART 1: GENERAL PROVISIONS

CHAPTER I: BACKGROUND, MISSION, AUTHORITY AND MANDATE

Article 1: INTRODUCTION

UGHE is a private, not-for-profit fully accredited University by the Higher Education Council in Rwanda and the East African Council of Higher Education. It is an initiative of Partners In Health (PIH), a global health and social justice organization with a mission to strengthen health systems and advance equity in global health care.

Equity is one of the fundamental principles outlined in this Legislation. This principle emphasizes the importance of justice in access to education and healthcare. UGHE aims to provide opportunities for all students, regardless of their background, and strives to address disparities in health and education. By promoting equity, UGHE seeks to promote an environment where all individuals can thrive and contribute to a healthier, more equitable world.

UGHE represents a natural extension of PIH's mission to strengthen health systems and change the way health care is delivered around the world. Dr. Paul Farmer, Ophelia Dahl, Dr. Jim Kim and the leadership of PIH began the project with a commitment to develop an innovative, world-class institution to train a new generation of health care leaders equipped to tackle some of the world's most pressing challenges.

The University of Global Health Equity has its headquarters in Rwanda and it is committed to building the next generation of health professionals including doctors, nurses, researchers, and public health and policy experts into leaders and change makers who strive to deliver more equitable quality health services for all.

In accordance with Law N° 010/2021 of 16/02/2021 determining the organization of education in Rwanda, this University Legislation establishes the framework for the University's governance and organization, ensuring compliance with the legal requirements and regulatory standards. The Legislation is applicable to all members of staff, students and the entire UGHE community.

By adopting this University Legislation, UGHE reaffirms its commitment to academic excellence, innovation, and social responsibility, and demonstrates its dedication to providing a high-quality education that prepares students to become leaders and change-makers in the field of global health.

Article 2: OBJECTIVE OF THE LEGISLATION

This University Legislation provides a comprehensive framework for the governance and organization of UGHE, ensuring that the University operates consistent with its mission, values, and legal framework. The legislation sets out the principles, policies, and procedures that govern the University's operations, including its academic programs, research activities, administrative structures, Intellectual Property, Community Engagement and student affairs.

This legislation shall inform and guide the UGHE policies and procedures.

Article 3: MISSION OF UGHE

The mission of the University of Global Health Equity (UGHE) is to radically change the way health care is delivered around the world.

Article 4: MANDATE OF UGHE

Under the terms of the Host Agreement and the relevant laws governing education in Rwanda, which may be subject to change, UGHE will have the following mandate:

1. To offer higher education courses leading to the award of professional certificates, undergraduate degrees, masters degrees, doctorates, among others.
2. To carry out and promote research and innovation in relevant scientific and technological disciplines.
3. To publish and disseminate research findings.
4. To impart knowledge and skills through face-to-face or distance learning.
5. To promote education, Rwandan culture and values.
6. To contribute to solving global development related issues specifically in the healthcare sector.

Article 5: POWERS OF UGHE

Under the terms of the Host Agreement and the relevant laws governing education in Rwanda, which may be subject to change, UGHE will have the following power:

1. The University is authorized to award degrees at cycles of education offered in line with the laws governing education in Rwanda.
2. The University is authorized to award certificates to candidates who complete short courses.
3. UGHE shall conclude partnership and cooperation agreements with different organs in charge of education and with other national and foreign universities according to the Rwandan laws.
4. The University shall award merit titles and awards that recognize exemplary achievements.
5. The University is authorized to promote its lecturers and researchers to different ranks, and to promote other staff in line with the relevant laws.
6. The University shall be mandated to engage in and promote research activities across all disciplines as a fundamental component of its mission.
7. UGHE shall also award honorary degrees.

Definitions

The definitions below pertain to terminologies used in the Legislation.

1. **Academic Administration** is the supervision and management of academic activities.
2. **Academic Commission (AC)** is a Senate standing committee at UGHE responsible for all affairs in academics and research.
3. **Academic Community** includes all UGHE's academic staff and students.

4. **Academic Rank** is the rank of a University faculty member and shall include but not limited to the positions of Lecturer, Assistant Professor, Associate Professor, Professor.
5. **Academic Staff (AS)** are members of UGHE's academic departments working in the areas of research, teaching, and community engagement/service.
6. **Academic Standards and Curriculum Review Committee (ASCRC)** is a Senate standing committee and oversees, develops, and serves as an expert body on all matters related to academic program governance, curriculum development, revision and approval, and pedagogical approaches.
7. **Academic Status** is students' standing at the end of academic year as determined by the UGHE academic guidelines (examples: Dismissal, probation, good standing).
8. **Academic Unit (AU)** is a center, unit, division, department, Institute or school at UGHE.
9. **Academic Year** refers to the period, usually consisting of two or more semesters, when classes are held and students receive instruction.
10. **Adjunct Faculty** are faculty members who enter into an agreement to teach a specific course, in whole or in part, or deliver one or more lectures for a course for a specified period of time and may or may not be paid for each service they provide to UGHE.
11. **Appointment and Promotion Committee (APC)** is a Senate standing committee and oversees processes of academic faculty hiring, promotion, probation, resignation, retirement, and termination of appointment.
12. **Alumni** are individuals who have completed a degree or recognized program at the University of Global Health Equity (UGHE) and are considered part of the university community.
13. **Board** without specification refers to the Board of Directors of UGHE, also known as the UGHE governing board.
14. **Center** is an academic unit that administers specialized programs that conduct academic disciplines at undergraduate or graduate level in which a degree, a diploma, or a certificate may be obtained, and has a minimum of two full-time academic staff.
15. **Chair** is the leader of a center or a division.
16. **Course** is a structured unit of study within a program, focused on a specific subject or topic.
17. **Dean** is the executive leadership position responsible for oversight of a school (i.e. School of Medicine) and/or a portfolio (i.e., Research and innovation). More Dean positions may open as deemed necessary by the UGHE leadership.
18. **Department** refers to a distinct functional area that is responsible for specific tasks or roles within the University.
19. **Division** is an academic integration unit consisting of one or more departments of a school.
20. **Deputy Vice-chancellor of Academic and Research Affairs (DVC- AR)** is the academic and research executive leader of UGHE.
21. **Deputy Vice-chancellor of Administration and Finance Affairs (DVC-AF)** is the administrative and financial executive leader of UGHE.

22. **Executive Committee (EC)** is the Team comprising the Vice-Chancellor and Deputy Vice-Chancellors.
23. **Founders** is PIH Universities Of Global Health Equity LLC.
24. **Full-time Academic Staff** are academic staff employed by UGHE on a full-time basis.
25. **Guarantor** is PIH Universities Of Global Health Equity LLC.
26. **Head** is the leader of a department.
27. **Institute** is an academic unit dedicated to multidisciplinary academic programs and/or research.
28. **Module** is any course or set of courses that are part of an academic program, and the successful completion of which contributes to a credential, award, or qualification.
29. **Non-academic staff** refers to employees who support the University's operations and administration but are not directly involved in teaching or academic research.
30. **Part- time faculty** is a paid and unpaid/volunteer position at UGHE where faculty are recruited to deliver or teach courses/modules, be involved in clinical mentoring of students for a specified period, or serve as student mentors or advisors. Part time faculty will not be provided with academic ranks at UGHE unless they are appointed as adjunct faculty.
31. **Program (Academic program)** is a set of modules.
32. **Research and Publications Committee (RPC)** is a Senate standing committee that oversees, develops, and supports the integration of teaching and research and research excellence at UGHE, including developing standards and processes for publication.
33. **School** is an academic unit dedicated to research, teaching, and community engagement. A school consists of at least six (6) Departments and runs programs in at least two programs (undergraduate or graduate programs) where a degree, a diploma, or a certificate is awarded. It must have at least eight (8) full-time academic staff.
34. **Semester** is the academic term composed of approximately 18-24 weeks of the school year.
35. **Senate** is the ultimate university wide academic decision-making body of UGHE.
36. **Student** is any individual registered under an academic program at UGHE.
37. **Student Council** is an elected body comprising representatives from the student body of UGHE that serves as the primary organization for student governance and advocacy. It operates under the authority and regulations established by the Senate.
38. **University** is the University of Global Health Equity (UGHE).

Interpretation of the Legislation

1. This Legislation is approved by the Board.
2. The Legislation shall be interpreted in good faith as per the ordinary meaning surrounding the terms within their context.
3. The Legislation is intended to follow relevant rules and regulations implemented by the Rwandan Ministry of Education. Where there is inconsistency between the

laws governing education and this legislation, the provisions of the laws governing education in Rwanda shall prevail.

4. The Vice-chancellor shall be responsible for the appropriate interpretation of this Legislation when needed.
5. In the event of any controversy or disagreement regarding the interpretation of the provisions of this legislation, the interpretation provided by the Vice-chancellor shall be considered binding, provided it is consistent with the relevant laws governing education in Rwanda.
6. This Legislation shall not supersede the University By-laws adopted by the University's Founders (Guarantors).
7. All University Policies, Charters, Frameworks, Contracts, Guidelines and Procedures shall conform with this legislation. The provisions of the University Legislation shall prevail over any provision in any university policy, framework, contract, guidelines, and procedures in event of inconsistency.

Documents Consulted:

a. Domestic Laws and Regulations

- Law N° 010/2021 of 16/02/2021 determining the organisation of education in Rwanda.
- Ministerial Order N° 001/MINEDUC/2021 du 20/10/2021 determining standards in education.
- Ministerial Order N° 003/MINEDUC/2021 of 20/10/2021 determining Rwanda qualifications framework.
- Law N° 66/2018 of 30/08/2018 regulating labour in Rwanda.
- Law N° 007/2021 of 05/02/2021 governing companies.

b. Internal Documents

- Host Country Agreement.
- UGHE By-laws.

CHAPTER II: ORGANIZATION AND GOVERNANCE OF UGHE

The University of Global Health Equity (UGHE) shall be governed by the following organs in the following order of hierarchy:

1. The Chancellery.
2. The Board of Directors.
3. The Senate.
4. The Executive Committee.
5. The Senior Management Committee.

Article 6: THE CHANCELLERY

The Chancellor of UGHE is designated by the Founders or Guarantor and approved by the Board of Directors.

Article 7: RESPONSIBILITIES OF THE CHANCELLOR

The Chancellor shall be responsible for presiding over the following academic ceremonies:

1. Graduation ceremonies.
2. Ceremonies for awarding other merit titles.

The Chancellor may also attend other events and meetings, as is necessary from time to time.

The Board of Directors shall issue and approve terms of reference governing the office, duties, term and appointment of the University Chancellor.

In the event that the Chancellor is unable to attend a graduation ceremony, they will appoint the Chair of the Board to confer the awards, and if the Chair of the Board is not available then the Vice-chancellor will be appointed to preside over the ceremony.

Article 8: BOARD OF DIRECTORS / GOVERNING BODY

The Board of Directors of UGHE will consist of a mix of Executive Directors, Non-Executive Directors and Independent Non-Executive Directors with at least 50% of members being female.

As the highest governing authority, the Board of Directors is responsible for making key decisions for the University. The Board shall have full authority and responsibility for overseeing the University's governance, leadership, human resources, and property management.

The Board of Directors shall establish a Board Charter that outlines the procedure for appointing Directors, tenure, roles and responsibilities of the Board and serves as a guiding document for its operations.

Given that UGHE is an initiative of Partners In Health (PIH), the Board of Directors of PIH shall act as the representative of the Founder, referred to as the Guarantor in the University By-laws as amended to date. The PIH Board is granted the authority to exercise all rights and obligations on behalf of the Guarantor, thereby participating in the management of the University in the capacity of Guarantor.

The Board of Directors of the UGHE shall be composed of the Vice-chancellor, independent and non-executive members, appointed by the Guarantor and duly registered at the Office of the Registrar General (ORG) at the Rwanda Development Board (RDB). Additionally, the UGHE Board shall fulfill all rights and obligations as stipulated by Rwandan Company Law, the University By-laws, and the relevant laws governing education in Rwanda.

Article 9: SENATE

The members of the Senate include the following:

1. Vice-chancellor
2. Deputy Vice-chancellors.
3. Deans

4. Registrar
5. A Faculty and staff member, elected by their peers
6. A member of Administration and Operations elected by their peers.
7. Two (2) students elected by their peers (one female and one male where possible)

The Vice-chancellor shall be the Chairperson of the Senate. The Vice-chancellor may appoint additional members of the Senate. In the event that the Vice-Chancellor cannot chair the meeting, the Deputy Vice-chancellor for Academics and Research shall serve as chair.

The Senate shall have powers related to the teaching, research and education in the University. Through the Senate's terms of reference, the Senate shall create standing committees to assist it in discharging its functions.

The Senate shall establish the Senate Terms of Reference that outline the roles and responsibilities of the Senate and serves as its guiding document.

Article 10: EXECUTIVE ORGAN

The Executive Organ is composed of the Vice-chancellor and the Deputy Vice-chancellors.

The Vice-chancellor may recommend appointment of additional members of the Executive Organ to the Board of Directors for approval. At UGHE at least thirty percent (30%) of members of the Executive Organ will be female.

The Executive Organ is mandated to implement the instructions of the Board of Directors and oversee the daily administration of the University.

The Executive Organ meetings are chaired by the Vice-chancellor.

Article 11: SENIOR MANAGEMENT COMMITTEE

The Senior Management Committee is composed of the Vice-chancellor, the Deputy Vice-chancellors, the Registrar and any other member who may be appointed by the Vice-Chancellor from time to time. A gender-balanced nomination will be taken into consideration during the committee selection process, whenever feasible.

The Vice-chancellor is the Chairperson of the Senior Management Committee. In the event that the Vice-chancellor cannot chair the meeting, the Deputy Vice-chancellor for Finance and Administration shall serve as chair.

The Senior Management Committee is mandated to advise the Executive Organ regarding academic matters, planning, use of finance, property and management of the University.

The Senior Management Committee shall establish a Committee Charter that outlines its roles and responsibilities and serves as a guiding document.

Article 12: UNIVERSITY ADMINISTRATION

1. Vice-chancellor

The Vice-Chancellor is responsible for the academic, administrative and financial affairs of the University. The Vice-Chancellor is assisted by Deputy Vice-chancellors.

The Vice-Chancellor executes his/her responsibilities through the Deputy Vice-chancellors, heads of departments, and Deans of schools among others.

The Vice-chancellor shall appoint a senior staff member to act on behalf of the Vice-chancellor during an absence from a meeting or event. The Vice-chancellor may appoint one of the Deputy Vice-chancellors in an acting capacity in the event he or she is out of office.

2. Deputy Vice-chancellor for Academics and Research

The DVC-AR shall assist the Vice-chancellor in discharging their functions and in that regard be responsible for the Academic and Research Affairs of the University.

3. Deputy Vice-Chancellor, Finance and Administration

The DVC-FA shall assist the Vice-chancellor in discharging their functions and in that regard be responsible for the Financial and Administrative Affairs of the University.

Article 13: UNIVERSITY STRUCTURE

The University shall have two main sections namely the academic and research section and the Finance and administrative section. The sections are composed of various units and departments, the exact formulation of which is determined by the Executive organ from time to time. The University Executive Organ after consultation with the Senior Management Committee, is hereby authorized to revise the structure of the University in line with the University needs and to the extent permitted by the Rwandan Laws.

PART 2: ACADEMIC PROGRAMS, CURRICULUM

CHAPTER III: ACADEMIC PROGRAMS AND QUALITY ASSURANCE

Article 14: TYPES OF ACADEMIC PROGRAMS

The University is hereby authorized to offer academic programs within the scope of its mandate and the needs of the communities it serves.

The University's Executive Organ shall adopt a policy governing procedures for the development of academic programs, including but not limited to:

- Professional courses
- Undergraduate programs
- Graduate programs

All academic programs, undergraduate and postgraduate, shall be designed, delivered and assessed in line with the requirements of the National Qualifications Framework for Rwanda, General Academic Regulations, and Academic Quality Manual.

The development and revision of academic programs shall be approved in line with the laws governing education in Rwanda as they may be amended from time to time.

Article 15: CURRICULUM DEVELOPMENT AND APPROVAL PROCESS

The University is authorized to develop a curriculum for a given academic program in line with international standards following the process approved by HEC, its mandate and the needs of the students and the communities it operates.

Development and revision of a given curriculum shall be approved by the University's Senate upon recommendation of the Academic Commission and the ASCRC alongside consultations with the relevant Academic Staff, students and experts in a given field.

The curriculum must be consistent with the University's mission and vision, form part of institutional planning and resource allocation, meet national requirements, and the needs of students and other stakeholders, and be intellectually credible.

The University shall adopt a policy governing the procedure of development, revision and approval of a curriculum for a given academic program.

The development and revision of a curriculum shall be approved in line with the laws governing

education in Rwanda as they may be amended from time to time.

Article 16: ACADEMIC STANDARDS AND POLICIES FOR QUALITY MANAGEMENT

The University shall have policies and procedures for quality assurance and standards for its programs and awards in line with the Ministerial Order Determining Standards in Education as may be amended from time to time.

UGHE commits to the development of a culture which recognizes the importance of quality, quality assurance and quality enhancement in its work. To achieve this, the University shall develop and implement a strategy of continuous enhancement of quality

which shall be availed to the public on the University's official website.

The University shall give recognition to the importance of promoting student learning. Teaching strategies shall be appropriate for the University type, mode(s) of delivery and student composition, and shall contain mechanisms to ensure the appropriateness of the teaching and learning methods.

The students shall be assessed in line with the criteria adopted by the University according to the Ministerial Order Determining Rwanda Qualifications Framework. The Assessments shall be appropriate for measuring learning outcomes and should be rigorous and fair. UGHE shall adopt a procedure for ensuring the validity and reliability of assessment practices.

UGHE shall develop and implement an assessment policy that is in line with global standards, the National Qualifications Framework for Rwanda, General Academic Regulations, and the Academic Quality Manual established by the laws governing education in Rwanda.

Article 17: ACADEMIC AWARDS

The University shall confer the following degrees and diplomas: Academic Certificates, Bachelor's, Master's, Doctoral, and Honorary degrees. The University Senate shall have the authority to establish the criteria and requirements for each degree in line with the guidelines established by the Regulatory Authority. The University shall award degrees and diplomas at graduation ceremonies, upon the recommendation of the Senate, the Board and HEC. The University Senate shall maintain a record of all degrees and diplomas conferred by the University.

CHAPTER IV: ACADEMIC AND OTHER UNIVERSITY STAFF

The University shall adopt a Human Resource Manual with standards and procedures which aim at providing a fair, transparent and equitable method for the appointment and promotion of all categories of staff whose performance and contribution to the University are deemed excellent or outstanding.

Article 18: ACADEMIC STAFF

Academic Staff are faculty members of UGHE's academic departments working in the areas of research, teaching, community engagement and service.

The University shall appoint Academic Staff in the following academic ranks: Lecturer, assistant professor, Associate Professor, and Professor. UGHE may also appoint staff to the following research posts: Research Assistant, Research Associate, Post-doctoral Research Fellow and Research Scientist.

The guidelines for modalities and criteria for recruitment, appointment, promotion, performance review, remuneration and salaries, rights and duties, disciplinary actions and dismissal of academic and research staff shall be incorporated in the University's Human Resource Manual.

Article 19: APPOINTMENT AND PROMOTION OF ACADEMIC STAFF

Appointment of faculty members shall be made based on merit and qualifications, taking into account the candidate's academic qualification, research experience, teaching experience and other factors particular to the positions.

Appointment of all Academic faculty members shall be approved by the Vice-chancellor upon recommendation of the DVC-AR following due process. All proposed full professor appointments shall be taken to the Board for ratification.

Depending on the staffing needs, the University can contract consultants and part-time faculty and adjunct faculty members to satisfy such needs. However, at least 60% of academic staff shall be full-time staff.

The University shall ensure that at least 30% of the academic staff are PhD holders.

The University acknowledges the importance of promoting Academic Staff to different ranks in line with the laws and regulations governing education in Rwanda. The University shall include specific procedures, criteria, requirements and conditions governing the promotion of Academic Staff in the University Human Resource Manual.

Principles Governing Promotion of Academic Staff

Promotion of academic staff will be determined based on the following criteria:

- Length of service within a given rank.
- Effectiveness in teaching, assessment and mentorship.
- Research and publications.
- Contribution to the life of the University.
- Community engagement and public service.

Article 20: PROFESSORSHIP

The University shall establish and maintain professorships in various fields of study. Such professorships shall be filled through appointments in line with the provisions of the University Human Resource Manual. The University shall have the authority to determine the types of professors, qualifications, duties, and responsibilities of each professorship, as well as the criteria for appointment and promotion.

Article 21: ACADEMIC STAFF EMPLOYMENT CONTRACTS

The Academic Staff of UGHE shall be issued with an Employment Agreement with terms and conditions for their grade, responsibilities and workload set out in the contract. The grade and workload of the Academic staff shall be negotiated in line with the Internal Workload Planning Norms.

The University Legislation shall form part of the Employment Contracts, Manuals, Policies and Procedures.

Article 22: ACADEMIC STAFF RIGHTS AND RESPONSIBILITIES

The rights and responsibilities of the Academic Staff of UGHE are set out in the University's Human Resource Manual as amended from time to time.

The Academic Staff shall have sufficient academic freedom to perform their functions properly. They shall be free, within the extent of the Rwandan Law and this Legislation, to teach, speak and write without interference, to set and implement research agendas and to hold and express opinions instrumental to scholarship without interference from the institutional administration, the government, civil society, or funders and other stakeholders.

Article 23: ADMINISTRATIVE, TECHNICAL AND SUPPORT STAFF

The University shall employ an adequate number of qualified administrative, technical and support staff fit for the purpose and based on the needs of the University.

The appointment and promotion of administrative, technical and support staff in UGHE shall be governed by the University's internal rules and regulations which shall be in line with the Rwandan Labor Law as amended from time to time.

Article 24: STAFF DEVELOPMENT

The University shall develop a staff development policy and make adequate provision for staff to participate in development in line with its available resources and Human Resources Manual.

PART 3: ADMINISTRATION, FINANCE AND PROPERTY

This part of the legislation establishes a framework for the administration and management of the University's finances, properties and other resources. This will cover all aspects of the University's administration including budgeting, financial planning, investments and property management. The University shall adopt different policies such as a financial manual, and assets management policy among others to govern the procedure of managing the University's finances and properties.

By adopting these clauses on Administration, Financial and Property management, the University demonstrates its commitment to responsible financial management, transparency, and accountability.

Article 25: UNIVERSITY FUNDING

The University shall be funded through a combination of the following sources:

- i) Unrestricted funds from the University's Guarantors.
- ii) Tuition and fees from students enrolled in academic programs.
- iii) Research grants and contracts from government agencies, research councils, foundations, and private corporations among others.
- iv) Gifts and donations from alumni, philanthropic organizations, and other donors.

When the University accepts funds from a donor that are restricted to a specific project or program, the University will ensure that it strictly adheres to the donor's wishes and uses the funds as intended.

The University shall not engage in profit motivated activities.

The University shall develop a policy on Compliance and Management of grants received from different donors.

Article 26: FINANCIAL MANAGEMENT AND PLANNING

The University shall develop, maintain and implement a comprehensive financial plan that ensures the long-term sustainability of the institution. The plan shall include:

- A detailed analysis of the University's financial position, including income and expenditure, assets, and liabilities.
- A projection of the University's future financial performance, including income and expenditure, assets, and liabilities.
- Identification of key financial risks and opportunities, and strategies for mitigating or capitalizing on them.
- A review of the University's financial policies and procedures, including budgeting, accounting, and procurement processes.

UGHE shall adopt a financial manual with details of the University's financial planning process.

Article 27: BUDGETING

The University shall prepare and maintain an annual budget that accurately reflects the institution's financial plans and goals. The budget shall include:

- A detailed breakdown of income and expenditure, including revenue from tuition, research grants, and other sources.
- A clear allocation of resources to support the University's strategic priorities.
- A mechanism for monitoring and adjusting the budget throughout the year to ensure that the institution is on track to meet its financial goals.

The budgeting process shall be detailed in the University's Finance Manual.

Article 28: FINANCIAL REPORTING

UGHE shall maintain accurate and transparent financial reporting systems that provide stakeholders with timely and relevant information about the University's financial performance. Financial reports shall include:

- A detailed annual financial report that summarizes the University's financial performance, including income and expenditure, assets, and liabilities.
- Regular reports on the University's current financial position, including cash flow statements and budget variance reports.
- Reports on specific aspects of the University's financial performance, as requested by the University's Executive Organ or stakeholders from time to time.

Article 29: FINANCIAL CONTROLS

The University shall maintain strong financial controls to ensure the integrity of its financial transactions. Financial controls shall include:

- A system of internal audit and review to ensure that financial transactions are accurate, complete, and properly authorized.
- A system of segregation of duties to prevent unauthorized access to financial transactions.
- Regular reviews of financial transactions to identify and correct errors or discrepancies.

The University shall adopt a policy on Antifraud, Waste and Abuse to enhance Financial Controls.

Article 30: FINANCIAL REGULATIONS

The University shall comply with all relevant financial regulations and laws, including those related to taxation, accounting, and procurement. The University shall ensure that all financial transactions are conducted in accordance with applicable laws and regulations.

The University shall maintain transparency in its financial dealings and be accountable to stakeholders for its financial performance. The University shall provide regular reports on its financial performance to stakeholders and respond promptly to questions or concerns about its financial activities.

Article 31: UNIVERSITY STRATEGY

In line with the Ministerial Order Determining Standards in Education, UGHE shall develop a five (5) year strategic operating plan in line with its Mission, the national,

regional and international imperatives.

The University Strategy shall be approved by the Board of Directors on an annual basis in line with the Law governing Education in Rwanda.

Article 32: UNIVERSITY INFRASTRUCTURE

UGHE shall have infrastructure and facilities fit for the intended purpose, with appropriate mixture of lecture rooms and theatres, classrooms, conference rooms, laboratories, offices, and recreational centers, with sufficient space.

Article 33: ACQUISITION OF PROPERTY

For the purposes of this Article, "University property" shall mean all moveable and immovable property, including buildings, structures, equipment, furnishings, and appurtenances, owned or controlled by the University.

The University is authorized to acquire and rent property to the extent permitted by the Rwandan Law and the Host Country Agreement as amended to date.

University property can be acquired through purchase, leasing and donations. The property acquired by the University of Inviolable in line with the provisions of the Host Country Agreement.

A Procurement Policy approved by the Board of Directors upon recommendation of the Executive Organ shall be adopted to govern the process of acquiring property.

Article 34: MANAGEMENT OF THE UNIVERSITY PROPERTY

The Deputy Vice-chancellor for Financial and Administrative Affairs shall be the custodian of UGHE's property.

The University shall adopt an Asset Management system for monitoring the condition, value, quantities, users and location of its property. All property shall be in good condition and safe to use for both students and university Staff.

An Asset Management Policy shall be developed to govern the process of management, maintenance, use and disposal of University property.

Article 35: DISPOSAL OF THE PROPERTY

The University shall dispose of any asset upon approval of the Executive Organ and in line with the asset Management policy. Property disposal shall be concluded in a manner that is transparent and consistent with the interests of the University.

Article 36: UNIVERSITY AUDIT FUNCTION

The University shall establish an Audit Function to ensure the integrity, transparency, and accountability of its financial transactions, operations, and programs.

The Audit Function shall be responsible for conducting independent and objective audits of the University's financial statements, internal controls, and compliance with laws, regulations, and University policies.

The Audit Function shall have the authority to:

- Conduct audits of all University funds, accounts, and records.
- Examine and verify financial transactions, assets, and liabilities.
- Identify and report on material weaknesses in internal controls.
- Investigate allegations of fraud, waste, or abuse of University resources.
- Conduct special audits as required by the University or as authorized by the Governing Board.

The Audit Function shall report administratively to the Vice-chancellor and technically to the Board Audit Committee and shall be independent of any other University department or unit.

PART 4: UGHE STUDENT AFFAIRS

UGHE recognizes that students play a key role in working towards quality education and as ultimate users should be furnished with information that is both adequate and updated regarding their recruitment, admission, obligations and rights.

Article 37: RECRUITMENT AND ADMISSION OF STUDENTS

UGHE shall publish details of the Academic Programs it offers and their respective entry requirements on its official website. The admission criteria for students shall be in line with the University's admission policy that is approved by Senate.

UGHE shall take all necessary measures to avail preadmission information to students prior to being admitted. Senate shall determine the content of the preadmission information.

In line with the laws and policies governing data protection in Rwanda, UGHE shall maintain and store adequate, updated records of all its students and provide annual statistical returns when required by its regulator.

UGHE students shall be issued with Student Identity Cards to access the University services.

Article 38: STUDENTS' RIGHTS

The University will ensure that the following rights granted to Students by the Ministerial Order Determining Standards in Education are observed at all times:

- i) UGHE students shall be issued a student handbook providing them with details of the Program, including assessment requirements and their entitlements and expectations with regards to learning resources.
- ii) Students shall receive information on the support mechanisms available to them including information on mentorship, appropriate feedback mechanisms, access to mentors and appropriate communication methods.
- iii) Students have the right to expect information, support and guidance to help them in completing their studies.
- iv) UGHE students have the right to have a complaint investigated under the complaints procedures and to appeal under the academic appeals procedure established by the University.
- v) Students shall have the right and are expected to evaluate their faculty, educators and other service providers in line with the University's policies.
- vi) Students shall enjoy all the rights accorded to them in the Rwandan law.

Article 39: STUDENT GUIDANCE, SERVICES AND SUPPORT

The University shall establish structures and guidelines for Student guidance and support developed in line with the Ministerial Order Determining Standards in Education.

Article 40: STUDENTS' OBLIGATIONS

The University students undertake to comply with the following obligations:

- UGHE students shall conform to the general and academic regulations of the

University. Failure to do so can result in disciplinary action.

- Students shall fulfil the academic expectations from their program, this includes attending classes, completing assignments and exercises on time, clinical teaching, tutorials, simulation-based education, seminars and labs as appropriate. Students shall have the opportunity to discuss their academic progress at least twice a year.
- Students shall respond promptly to communications and advice from their Academic Advisers.
- Students shall strictly respect the rights and dignity of all members of the UGHE Community.
- Students are expected to maintain high academic integrity and avoid any form of academic misconduct
- Students are expected to contribute to a safe and respectful campus environment.
- Students are expected to strictly adhere to all University policies including the students code of conduct and other policies.

The University Management through the Senate is authorized to add other Student obligations in line with the needs of the University.

Article 41: STUDENT COUNCIL

The University shall recognize and support the Student Council which aims to promote academic excellence, personal growth, and social responsibility. The Student Council shall be governed by the following principles:

- The Student Council shall be open to all students who are eligible to participate in University programs.
- The Student Council shall adhere to University policies and regulations.
- The Student Council shall promote diversity, equity, and inclusion in their activities and membership.

The University, through the Senate, shall establish and adopt terms of reference for the Student

Council. These terms shall outline the governance framework and operational guidelines for the organization and functioning of the Council. The Student Council shall liaise with the University leadership in promoting and protecting the interests of students and university obligations.

Article 42: STUDENT CONDUCT

The University shall establish a system for addressing student conduct issues that includes:

- A code of conduct that outlines expected standards of behavior for students.
- A process for investigating allegations of misconduct.
- A student disciplinary policy that establishes student disciplinary matters and sanction student disciplinary issues.

ARTICLE 43: SCHOLARSHIPS

UGHE shall establish a comprehensive scholarship program aimed at supporting

students who demonstrate exceptional academic potential and a commitment to advancing global health equity. The scholarship program will prioritize candidates from under-represented communities and low-income backgrounds, ensuring that financial constraints do not hinder access to quality education. Scholarship recipients will be expected to maintain a minimum academic standard and engage in community service initiatives related to health equity during their studies. The Senate will review the scholarship program annually to ensure its alignment with UGHE's mission and the evolving needs of the global health landscape.

PART 5: RESEARCH AND INTELLECTUAL PROPERTY

CHAPTER V: RESEARCH AND CONSULTANCY

The focus of research in the University shall be primarily on promoting evidence-based practice, quality education, and innovation. To this end, the University shall, in consultation with stakeholders, define its core research areas and themes based on the priority needs of the country and its comparative advantages to improve health service delivery and policy. These include, but are not limited to, medical education research, biomedical research, clinical research, population health, social medicine and epidemiological research, and health systems and policy research.

Consultancy refers to expert advice or services provided by university faculty or staff to external parties, including organizations and individuals. This can include activities like research collaboration, training, and policy development, typically on a contractual basis. All consultancies must comply with university policies, legal requirements, and guidelines on conflict of interest and intellectual property.

UGHE is committed to upholding the standards and norms for Research and Consultancy that aim at protecting the rights, dignity, health, safety and privacy of the research subjects and integrity of the environment.

UGHE is committed to adopting similar standards and norms whose core objective is protecting the health, safety, rights and academic freedom of researchers and the reputation of the University as a centre for properly conducted, high quality research output.

Therefore, the purpose of this section is to establish the principles and guidelines for research and consultancy at UGHE to ensure that research is conducted in a responsible, ethical, and transparent manner, and to promote the advancement of knowledge and understanding.

Article 44: RESEARCH POLICIES AND PROCEDURES

The University shall adopt research policies and procedures to assure the quality of research conducted by academic staff and students and its integrity or ethical acceptability.

The University shall keep a record of the research and publications of each of its academic staff. Research activity and publication data shall be included in the institutional annual reports to the Board of Directors.

Article 45: RESPONSIBILITIES OF THE UNIVERSITY IN RESEARCH

The University shall:

- Provide facilities and resources necessary to support research and scholarly activities
- Encourage and support interdisciplinary research collaborations
- Foster a culture of innovation and entrepreneurship.
- Ensure that research is conducted in accordance with ethical standards and guidelines

- Provide training and mentorship opportunities for students and early-career researchers
- Promote the dissemination of research findings through publications, presentations, and other means.

Article 46: RESEARCH GOVERNANCE

The University shall establish a Department of Research Administration (DRA) to oversee the administration of research activities, including:

- Approving research projects and grants;
- Monitoring research progress and compliance with policies and regulations;
- Resolving conflicts and disputes related to research.

The DRA shall adopt terms of reference approved by the University Senate to govern the process in which it will discharge its duties.

The University shall establish an Institutional Review Board (IRB) responsible for overseeing the ethical conduct of research. The University shall adopt a terms of reference for the IRB outlining membership, scope and authority of IRB among others.

CHAPTER VI: INTELLECTUAL PROPERTY

The University recognizes the importance of intellectual property in advancing knowledge and promoting innovation. The purpose of this chapter is to establish the principles and procedures governing the ownership, management, and commercialization of intellectual property created by University faculty, staff, and students.

Article 47: OWNERSHIP OF INTELLECTUAL PROPERTY

Unless otherwise agreed upon in writing, normally the University shall own all intellectual property rights arising from research, teaching, and other activities conducted by University faculty, staff, and students.

Faculty members who are employed by the University shall assign to the University all intellectual property rights arising from their research and other activities conducted during their employment.

Students who are enrolled in the University shall assign to the University all intellectual property rights arising from research and other activities conducted during their enrollment.

The University shall adopt an Intellectual Property Policy that will govern the process of ownership and registration of Intellectual Property. In the policy it will ensure that faculty and staff are recognized for their contribution to creating new ideas and ways, and that they are rewarded for their inventions.

Article 48: DISCLOSURE

The University shall require all faculty, staff, and students who create intellectual property to disclose their invention or discovery in writing to the University's Vice-chancellor.

The disclosure shall be made within fourteen calendar days (14 days) from the date of creation or discovery.

Article 49: MANAGEMENT OF INTELLECTUAL PROPERTY

The University shall have the authority to manage and administer intellectual property rights assigned to it.

The University shall have the discretion to determine whether to patent, copyright, or otherwise protect intellectual property, or to license it for commercial use, and how this is shared with the faculty and staff involved.

Article 50: COMMERCIALIZATION OF INTELLECTUAL PROPERTY

The University shall have the authority to commercialize intellectual property rights assigned to it, including licensing, assigning, or selling such rights. In line with the Host Country Agreement between the Government of Rwanda and the University, all proceeds from intellectual property shall be ploughed back into the University operations.

Article 51: CONFIDENTIALITY

The University shall maintain confidentiality regarding any intellectual property created by its faculty, staff, and students, unless otherwise required by law or regulation.

The University shall ensure that all confidential information is protected and handled in accordance with applicable laws and regulations.

PART 6: COMMUNITY RELATIONSHIPS

Article 52: COMMUNITY ENGAGEMENT

In addition to offering academic programs, UGHE shall engage in community activities that are of mutual benefit to the University and the communities in which its services are rendered both in the short and long term.

The standard services that are related to teaching and learning shall be an obligation to UGHE and will be realized if the following norms are in place:

- Adoption of a Community Service Policy
- Incorporate strategies of community engagement in the University's annual strategy
- Regular consultation with local authorities
- Regular dissemination of information.
- Provision of detailed annual reports on community services rendered.

The University will ensure that its community strategies are shared with Partners in Health, Rwanda.

ARTICLE 53: SAFEGUARDING

The University is committed to safeguarding the welfare of all its students, staff, and visitors. To this end, the University shall implement and maintain robust safeguarding policies and procedures aimed at preventing harm and promoting the well-being of individuals, particularly those who may be vulnerable due to age, disability, or other factors. All members of the University community are required to adhere to these policies and to report any concerns regarding potential abuse or neglect to the designated safeguarding officer. The University will also provide regular training and resources to ensure that all personnel are equipped to recognize and respond to safeguarding issues effectively.

ARTICLE 54: REPEALING PROVISION

The Academic Legislation adopted in 2018 and 2021 is hereby repealed. The details of the Academic Legislation shall be reserved and incorporated into the different University policies.

Article 55: EFFECTIVE DATE.

The University Legislation will come into effect upon the date of approval of the University's Board of Directors and executed by the Board Chairperson.

Article 56: FREQUENCY OF REVIEW AND AMENDMENTS.

The University Legislation shall be subject to review every five (5) years or whenever there is a change in the relevant laws and regulations, or as deemed necessary by the Board of Directors.