



MUHABURA INTEGRATED POLYTECHNIC COLLEGE

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ACADEMIC WORKLOAD POLICY

STRIVING FOR EXCELLENCE COLOSSIANS 3:23

List of abbreviations

ICT: Information and Communication Technology

MIFOTRA: Ministry of Public Service and Labour

MIPC: Muhabura Integrated Polytechnic College

NCHE: National Council for Higher Education

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Introduction

Muhabura Integrated Polytechnic College (MIPC) is an institution opened in 2014 by Anglican Church of Rwanda, Diocese of SHYIRA. The idea of creating such kind of Institution is triggered by following objectives:

1. To provide technical and professional programs for students who wish to develop competencies in specific career areas or to upgrade their skills.
2. To support economic development by providing job-specific programs for business, industry, hotels, and other organizations.
3. To provide developmental education courses for students who need basic academic skills.

Motto

“Striving for excellence...”

And whatever you do, do it heartily as to the Lord and not to men. Colossians 3:23

Vision

To be the premier source for education, workforce training, partnerships and economic development.

Mission

To provide innovative educational environments, opportunities, and experiences that enable individuals, communities, and the region to grow, thrive, and prosper.

Philosophy

We act to foster inclusion education and promote excellence in all that we do. We commit to approach all decisions with integrity, kindness and generosity both on and off campus.

Values

1. Commitment
2. Respect
3. Excellence
4. Accountability
5. Diversity

Goals

1. Ensure the students access and increase enrolment facilities.
2. Inspiring students' success and enabling to achieve their life skills for the labor market and entrepreneurial skills.
3. Ensure high quality programs and services.
4. Sustain environmental relationship in education.
5. Reinforce continuing education and community service.
6. To develop and implement a student welfare policy.
7. To develop and enhance library services.
8. To generate income and develop projects to support smooth learning of the college.
9. To promote a culture of entrepreneurial and business, technical skills among students.
10. Ensure students access to ICT services

Policy overview

Teaching workload, for the purposes of this framework, refers to time spent in the following categories of academic activities, which are identified as the main drivers of instructional time for academics across the MIPC and which incorporate both factors of modules and student numbers:

- a. Teaching:** This refers to the time that the staffs have to spend delivering lectures or conducting practical classes.
- b. Preparation for teaching:** This refers to the time that the staffs have to spend while preparing the teaching to deliver to students. This time enables the staff to keep lectures up to date, improve seminars and so on.
- c. Assessments:** This refers to the time used by the academic staff while preparing the assessment, doing internal moderation, invigilating and marking the assessments; both formative assessments and summative assessments.
- d. Student contact:** This is also known as office hours and it is concerned with time that permits reasonable access of the staff by students for any assistance, they need to get from them.
- e. Final year Project supervision:** This refers to the time that the academic staff who are supervising final year projects spend while providing guidance to the supervised students for the successful completion of their research projects.
- f. Personal administration:** This is about the time taken up by the academic staff on answering emails, filing documents, answering letters, filling in administrative forms.
- g. Networking:** This refers to the time spent by an academic staff for discussions with colleagues, attending and/or conducting public lectures, departmental and other institution meetings.

- h. Research and innovation:** This refers to the time used by the academic staff for some general readings beyond the scope of particular courses, preparing and presenting research and project proposals, implementing innovative project ideas, disseminating research projects outcomes, guiding students in their innovative projects.
- i. Sports:** This refers to the time the academic staffs spend for regular physical exercises as provided by Ministerial order no.02/MIFOTRA/15 of 09/06/2015.
- j. Community outreach:** the annual contributions that academic staff makes to institution interventions to the community issues for improvement of livelihood in the surrounding areas, participation in awareness activities of the institution.

Framework guidelines

This guideline was conceived with reference to the Ministerial Order N°02/Mifotra /15 of 09/06/2015 determining weekly working hours in public service and modalities of their respect in Rwanda and the National Policy and Practices for Academic Workload Planning set by the National Council for Higher Education (NCHE). In this guideline, the complexity of the work/assignments available for an academic staff in a particular higher learning institution like MIPC was considered as well.

It is currently the case that hours of work are not specified within the employment contract for academic staff. However, academic staff is expected to manage their own time to achieve the objectives of their position, based on a normal expectation of 45 hours per week. Before calculating the workload, it is very important to first calculate the total number of hours in a working year. A working year is equated to a maximum of 44 weeks that is 52 weeks - (2weeks of public holidays + 4weeks of annual leave + 1week of Easter holiday +1week of Genocide memorial).

As previously stated, a working week refers to a maximum period of 45 hours (9 hours times 5 working days of a week). This period of 45 hours in a week is the one taken up by the activities or responsibilities that constitute the workload of an academic staff. Since there are 45 working hours in a week, the maximum working hours in a year are equal to 44 weeks x 45 hours = 1980 hours.

Application of this guideline

This workload policy applies, in its entirety, to all full-time and probationary academic staff of MIPC. On the other hand, part-time academic staff are employed for only limited duties, such as teaching specific modules/courses or supervision of students doing research projects, and thus are under obligation to perform responsibilities only in those areas that are explicitly identified in their contracts.

Workload responsibility guidelines

All academic staff members, with whom this policy is applied to, are expected to undertake professional duties and responsibilities in each of the three primary domains of intellectual activity: imparting knowledge (teaching, managing students' learning activities), creating new knowledge (research, scholarship and creative activities) and transferring knowledge and skills to the community (service and consultancy).

In this policy, academic staff workload refers to all academic activities that are related to professional duties and responsibilities assumed by teaching staff. In MIPC these fall under the following academic activities but are not restrained to:

- Preparation for lecture delivery
- Lectures and tutorials delivery
- Assessments (formative and summative)
- Laboratory/excursions/practical
- Face-to-face sessions
- School practice/internship/ supervision of placements
- Module writing/Programs development/short courses
- Students' final year research project supervision
- Research and innovation
- Internal moderation
- Service activities (Professional consultancy, delivery of workshops/seminars and conferences, Participation in various Rwanda Polytechnic college academic committees, community services etc.)
- Leadership/administrative responsibilities/academic administration

Academic staff and their core responsibilities

This policy is sought to take into consideration different levels of the academic teaching staff of MIPC as these levels determine academic particular but correlated responsibilities of the staff at each level and the teaching support staff.

According to the MIPC structure workshop assistants and lab technicians make part of the teaching support staff. Workload for the staff of this category falls into the calculations provided by the aforementioned Ministerial Order for civil servants in Rwanda. As for the teaching staff, the structure provides eight (8) levels as described hereafter with their responsibilities: Senior Lecturer, Lecturer, and assistant lecturer, Tutorial Assistant, Chief Instructor, Senior Instructor, Instructor, and Assistant Instructor.

- Teaching responsibilities require academic staff to achieve a satisfactory standard of instructional competence, to contribute to their college department curriculum diversity and richness, to foster students' critical, innovative and creative abilities as well as to share equitably the annual instructional responsibilities of their departments.
- Research responsibilities require academic staff to maintain a program of research, innovation and creativity through which they should aspire to a national and international reputation as scholars. Academic staff will publish and aspire to disseminate research in high-quality, locally and internationally prominent journals and books.
- Service refers to the annual contributions that academic staff makes to institution governance, its various committees, its various leadership roles including course leadership, their profession, and to the furthering of positive relations between the institution and its various communities.

As far as academic activities are concerned in MIPC, the academic staff workload includes the total time allocated to all of the above duties and responsibilities depending on the ones that a given staff undertakes. But, one should also note that time must be allowed for personal and professional maintenance that includes the following activities for any academic staff:

- Answering emails and correspondence
- Talking to colleagues

- Filing various documents
- Attending different meetings
- Talking to students (or personal tutoring/consultation)
- Professional reading (or general reading) and web use beyond what is needed for the revision of lectures, staff development, etc.
- Sports for physical fitness

However, an academic staff may be assigned with other responsibilities such as those of administration and other staff supervision in different departments and units of MIPC. This must be taken into consideration while calculating their workload.

Overload

Total workload per year is calculated on the basis of teaching, research, administration and community engagement totaling 1980 hours of a work year. Any excess over 1980 proved through output deliverables as defined for each workload component shall be regarded as overload and shall be compensated accordingly. A shortfall on 1980 hours shall be counted as an under load and will be compensated for by the concerned academic on a pro-rata basis.

Permanent Lecturers			
	Proposed outcomes	hours	Calculation formula
Total number of hours		1980	45 hours a week/four weeks a month/11 months
Actualization of knowledge (reading books, articles, participating in colloquium and conferences etc.)	Actualized teaching material (syllabus, handouts, books, any other didactic material	198	10% of the total time
Meetings	Participation in the Academic management of the Faculty and MIPC in General	85	About 4.5% of the total time
Remaining time for teaching tasks		1697	
Preparation of lectures	Improved Quality of teaching	120	25% of the total lecturing time
lecturing hours	Face to face, practical	480	Contractual
Mentor of group (Meeting students in small groups and mentoring them in their development including coaching students with problems)	Diminishing retakes Provision of a more professional training	132	3 hours a week/four weeks a month/11 months a year
Supervise student's internship	Field visit and coaching and supervision of internship reports	200	
Marking	Availability of marks on time for the	200	

	students' feedback		
Remaining time for development activities		565	
Other Development activities			
Consultancy projects		169	Forfeit
Research	field information for scientific publications and improvement of the teaching materials	396	Forfeit

Approved by the Academic senate meeting of 05th August 2021

Chaired by,

Rev. Vital MANIRAKIZA

Principal