

# UNIVERSITY OF RWANDA TEN - YEAR STAFF DEVELOPMENT PLAN

## Executive summary

*The Vision of the University of Rwanda is to be an academically excellent research led institution that is locally relevant and internationally recognised. Capacity building is one of the strategies to be implemented for staff to acquire, especially, doctoral degrees and engage in impactful research. The proportion of staff with doctorate degrees is projected to grow from the current 16% to 61% over the next ten years, assuming a 5% drop out rate. To achieve this: Having a PhD/doctorate is going to be mandatory for all academic staff at UR; by 2017, a total of 670 staff will be expected to register for a PhD/doctorte and qualify within four years of registration; a total of 228 staff who would have completed their Masters by 2017, will be expected to register for and obtain a PhD/doctorate between 2021 and 2024. From 2015-2017 a total of 223 staff are expected to register for PhD/doctoral degrees annually, and 76 are expected to register for masters degrees annually. The registrations will be at universities in the region as well as abroad. Staff registered for higher degrees at UR will receive a fee waver as part of the Staff development programme. UR will also engage with Government, donor agencies, partner institutions and other stakeholders to look for bursaries and scholarships to complement its staff development initiatives. **The estimated annual training cost is about USD 7.8 million.***

## 1. Introduction

The overall objective of the University of Rwanda (UR) is to increase the proportion of its staff with postgraduate qualifications, especially a PhD/doctorate, to levels that are in line with those of a research led university. Staff with PhD/doctorate, have the capacity to conduct more substantive and publish as well as supervise postgraduate students and postdoctoral scholars, thus contributing significantly to increased research productivity of the institution. Based on the June 2014 data, UR has 1,492 academic staff members. The distribution is 400 (27%) Bachelors degree holders, 781 (52%) hold masters degree, 291 (20%) are PhD holders. About 20(1%) have professional qualifications. The gender disparity is wide with only a total of 320 women academic staff members accounting for 21% of the total.

In a research led university, into which UR is to develop, the proportion of staff with PhD/doctorate should be around 60%. On the other hand the proportion of staff with masters degrees at UR is high, compared to the expected proportion of about 15% in a research led university. Staff with bachelors' qualifications, are usually Tutorial Assistants, who should acquire a masters degree within two years of their recruitment. Table 2 shows data of staff with respect to staff development needs per College.

## 2. Projections

The growth of staff with PhD/doctorate in the next ten years is summarized in Table 1. It takes into account the increase in the number of students enrolled and the required academic staff, maintaining a staff student ratio of 1:20. From 2017, it is expected that the proportion with PhD/doctorate will increase substantially due to many of the staff registered through the Sida Programme as well as other programmes, qualifying. It is projected that the proportion of staff with a PhD/doctorate will reach 61% by the end of 2024, assuming a drop out rate of 5% for doctoral degrees. Table 2 shows the staff development needs of each College, in terms of PhD/doctorate and Masters training. Overall, a total of 539 academic staff with Masters degrees will need to register

and obtain a PhD/doctorate. Similarly, a total of 228 academic staff need to acquire a Masters qualification. The staff that are currently registered for PhD/doctorate are expected to have completed between 2015 and 2017, and those registered for Masters degrees should qualify in the next two years (i.e. by the end of 2017). They should then register for their PhD/doctorate by 2020 and complete by 2024.

**Table 1: Projection of staff with PhD/doctoral degrees for 2014 - 2024**

	<b>Baseline 2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2021</b>	<b>2024</b>
Projection of number of students assuming 5% annual enrolment increase	28,881	30,324	31,840	33,432	35,104	40,637	47,042
Projection of number of staff to maintain the 1:20 SSR	1,492	1,516	1,592	1,672	1,755	2,032	2,352
Projection number of staff with PhD/doctoral degrees	244	364	478	577	760	1,214	1,430 <sup>1)</sup> (1475) <sup>2)</sup>
%age of PhD/doctorate holders among the total	16%	24%	30%	35%	43%	60%	61% <sup>1)</sup> (63%) <sup>2)</sup>

1) Assuming 5% drop out rate

2) Assuming 0% drop out rate

**Table 2: College data of staff that should be on staff-development**

	Number of Masters holders on PhD/doctoral studies			Number with Masters			Number of Bachelor degrees holders on Masters studies			Number with Bachelor degrees		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
<b>CAVM</b>	4	13	17	25	81	106	5	18	23	8	43	51
<b>CASS</b>	8	12	20	18	26	44	5	0	5	3	20	23
<b>CBE</b>	3	16	19	6	20	26	0	0	0	0	3	3
<b>CE</b>	7	29	36	31	101	132	5	18	23	6	4	10
<b>CMHS</b>	13	17	30	15	43	58	10	10	20	2	8	10
<b>CST</b>	8	30	38	24	149	173	11	39	50	22	89	111
<b>TOTAL</b>	<b>43</b>	<b>117</b>	<b>160</b>	<b>119</b>	<b>420</b>	<b>539</b>	<b>36</b>	<b>85</b>	<b>121</b>	<b>41</b>	<b>167</b>	<b>208</b>

### 3. Implementation plan

Table 3 shows a summary of the plan in terms of when and how many of the academic staff will be required to register for a higher qualification as well as when expected to qualify. The totals for staff to have registered for PhD and Masters by 2017 include staff that will be recruited in the School of Tourism and Hospitality Management, and are not included in Table 2. In order to achieve the set targets for staff to acquire higher qualifications, a number of strategies will be implemented facilitated by enabling frameworks and support structures:

- PhD/doctoral qualification is mandatory for all academic staff at UR and acquiring a PhD/doctoral qualification is part of the performance indicators.
- All staff currently with Masters degrees will be required to register for a PhD/doctoral degree between 2015 and 2017. They will be expected to qualify within four years of registration
- UR is in the process of developing own PhD programmes (with coursework component), which will be available from 2016/17. However, staff can still register for research PhDs/doctorates at UR.
- Staff registered for higher degrees at UR will be exempted fees, as part of the staff development programme
- UR has developed guidelines for recruitment and management of Tutorial Assistants, who will be key to local capacity building. Staff recruited as TAs, will be required to register and obtain a Masters qualification within two years of recruitment.
- Colleges will be encouraged to recruit staff with doctoral qualifications
- UR will liaise with government, external donors and partner institutions in exploring opportunities for scholarships for staff to study internally or externally

**Table 3(a): Staff training Plan for existing UR academic staff**

	Number of PhD/doctorate holders in 2014	Number to have completed PhD/doctorate studies by 2017	Number to have registered for PhD/doctorate studies by 2017	Number to have registered and completed masters by 2017	Number to have completed PhD/doctorate by 2024
<b>CAVM</b>	41	59	129	51	(180) 171 <sup>1)</sup>
<b>CASS</b>	49	20	49	23	(72) 68 <sup>1)</sup>
<b>CBE</b>	21	40	36	23	(59) 56 <sup>1)</sup>
<b>CE</b>	38	74	155	10	(165) 157 <sup>1)</sup>
<b>CMHS</b>	36	49	78	10	(88) 84 <sup>1)</sup>
<b>CST</b>	59	91	223	111	(334) 317 <sup>1)</sup>
<b>TOTAL</b>	<b>244</b>	<b>333</b>	<b>670</b>	<b>228</b>	<b>(898) 853<sup>1)</sup></b>

1) A 5% drop out rate is assumed for the PhD/doctorate qualification, which means that about 95% of PhD/doctoral degrees registrants between 2017 and 2024 will be expected to complete.

**Table 3(b): Staff training Plan for existing UR academic staff showing College proportions**

	Number of PhD/doctorate holders in 2014	Number to have completed PhD/doctorate studies by 2017	Number to have registered for PhD/doctorate studies by 2017	Number to have registered and completed masters by 2017	Number to have completed PhD/doctorate by 2024
<b>CAVM</b>	41(16.8%)	59(17.7%)	129(19.3%)	51(22.3%)	180(20.0%)
<b>CASS</b>	49(20.0%)	20(6.0%)	49(7.3%)	23(10.1%)	72(8.0%)
<b>CBE</b>	21(8.6%)	40(12.0%)	36(5.4%)	23(10.1%)	59(6.6%)
<b>CE</b>	38(15.6%)	74(22.3%)	155(23.1%)	10(4.4%)	165(18.4%)
<b>CMHS</b>	36(14.8%)	49(14.7%)	78(11.6%)	10(4.4%)	88(9.8%)

<b>CST</b>	59(24.2%)	91(27.3%)	223(33.3%)	111(48.7%)	334(37.2%)
<b>TOTAL</b>	<b>244(100%)</b>	<b>333(100%)</b>	<b>670(100%)</b>	<b>228(100%)</b>	<b>(898)(100%)</b> <b>853<sup>1)</sup></b>

**Table 4: Staff required to register for Masters or PhD/doctorate per College annually (2015-2017)**

	Number to register for PhD/doctorate per year	Number to register for masters per year
<b>CAVM</b>	43 (19.3%)	17(22.3%)
<b>CASS</b>	16 (7.3%)	8(10.1%)
<b>CBE</b>	12 (5.4%)	8(10.1%)
<b>CE</b>	52 (23.1%)	3(4.4%)
<b>CMHS</b>	26 (11.6%)	3(4.4%)
<b>CST</b>	74 (33.3%)	37(48.7%)
<b>TOTAL</b>	<b>223(100%)</b>	<b>76(100%)</b>

#### 4. Budgetary Requirements

The annual cost of training at postgraduate level varies depending on the region/country and the university. In European universities it is about USD 31000, considering both tuition fees and living costs. Tuition fees constitute about 60-65% of the total costs. In Germany, which charges minimal tuition fees, the annual cost is about USD 11000. In the East African Region, the cost for Masters training is about USD 10000 – USD 15000, and that for PhD training averages between USD 20000 and USD 25000. In USA, the annual cost is around USD 37000. In order to rationalise resources the following will be taken into consideration:

- Sending some of the staff to train in Germany where tuition fees is minimal as well as to some UK universities (in Scotland and England), which are offering fee waivers to staff from UR.
- Use as much as possible, regional universities for training of UR staff at masters level. Only send staff abroad when it is inevitable. The distribution of regional/in country to abroad can initially be 80:20.
- For PhD training use some of the best regional universities with capacity as well those abroad, at an initial distribution of 40:60 between the two categories.
- For the masters training, the annual cost/student is assumed to be USD 15000 and USD 31000 in the Region and Europe, respectively.
- For PhD training, the annual cost/student is assumed to be USD 25000 in the Region and USD 31000 in Europe

Table 5, shows a summary of training resources requirements, by taking into account the allocation of staff to universities in the region and abroad for training. The total number of staff to be trained annually, are with respect to those indicated in Table 4.

**Table 5: Summary of annual budgetary requirements (2015 -2017)**

Programme	In the Region		Abroad (Europe)		Total Cost (USD)	Remarks
	No.	Cost (USD)	No	Cost (USD)		
No. of Masters	61	915,000	15	465,000	1,380,000	80:20 split
No. of PhD/Doctorate	89	2,225,000	134	4,154,000	6,379,000	40:60 split
<b>Total</b>	150	3,140,000	149	4,619,000	<b>7,759,000</b>	