# MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES



## RESEARCH CHAIRS POLICY AND GUIDELINES

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**PREFACE**

The growing needs for training and research in health and medical fields call for more innovative approaches to carter for the human resources needs. The gaps between the needs and available skilled faculty for research and teaching has been of concern owing to historical challenges in employment and retirement of senior faculty. MUHAS is not immune to such change. There has been a strong drive to innovate methods to attract and retain senior and skilled faculty to research position as well as taking part in teaching. Such call led to the needs to also consider research chairs positions to complement other efforts on the same.

Award of University Research Chairs is an established system in many universities globally. There are number of ways to award such positions. The common method is through a competitive mechanism for senior faculty to get funding, space, and other facilities for purposes of advancing specific areas of research. Another method is through the unit or department identifying a person of interest and recommend through the University channels to award the chair. The Chair awardees are expected to demonstrate excellence and distinguish themselves as outstanding and highly rated researchers. They are also expected to train young faculty to become future excelling researchers, and bring on board international collaborators to fuel inventions and innovations. This guideline intends to provide policy of steps to be followed to achieve this goal.

The Deputy Vice Chancellor – Academic, Research, and Consultancy
June, 2020

# 1. PURPOSE AND CONTEXT

## 1.1. Introduction

The growing needs to address health challenges through research in Tanzania calls for more investment in training institutions—MUHAS is no exception. This can be achieved if these institutions have adequate and experienced faculty and researchers to attract and conduct research of high impact. With the challenges in recruiting and retaining such high valuable human resources, the University developed this policy to recognize and enable implementation of research chairs positions.

Universities benefit significantly from research and endowed chairs in the following manners. The system creates an opportunity for the University to recruit and retain highly qualified faculty. These renowned faculty are also able to attract more funding for research and increase the visibility of the University. The ability of universities around the world to compete is based on the ability to recruit and retain the best brains. In addition to mere competition, this system can be useful in addressing shortage of highly qualified scientists and renowned researchers of particular rare or important field. For the scientists and faculty, such system is important as it enables them to access funding to push the frontiers of knowledge in their areas of expertise. Moreover, they can access funds to propel research and also pay for student research work. In addition, these funds create opportunities for collaboration with scholars around the world, which could be an avenue for developing other funding opportunities.

Enabling the conduct of high impact research also calls for innovative research grants. In Universities of similar caliber globally, the strong ties with industries and donors provide a sustainable research funding to further discovery and innovation in research. This policy also brings yet another opportunity for these collaborators to play a significant role in working with the University through their own research chairs addressing their research agenda which are in line with University's and nation's interest. As a result, this can bring together the brightest minds to focus on a particular problem/s and spur advances in such areas. In the case of businesses and corporate institutions, this system provides a number of benefits including an opportunity to interact with excelling researchers and professors, harvesting of innovations and

channeling them to industrial production, and access to and commercialization of developed patents.

In realizing MUHAS mission and vision, the university has maintained her leadership role in training, consultancy, and health research performance while gaining a number of both local and international collaborations which have been a strong engine propelling research and mobilizing resources for research and for funding indirect costs. Apart from propelling research, the excelling faculty have, through these international collaborations, been a vehicle for training of high-quality human resources for health which has been the MUHAS hall mark for many years since its inception. This Policy for research chairs seeks to address the fundamental bottlenecks and, in addition, create a culture to recognize and promote excellence in research and innovation. Implementation of this policy will open a new concept at the University to create funded positions for and retain excelling professors and researchers.

## 1.2. Purpose

The purpose of this policy is therefore to set guidelines that will be used to recognize and promote excellence and innovativeness, promote faculty retention, increase academic output, promote collaborations, and inculcate into MUHAS faculty a competitive research and innovative culture. This Policy is in line with the University vision and mission statements. Implementation of this policy is expected to create an opportunity to bring on board the private sector, industry, foundations and the public at large to participate in funding research, while at the same time linking MUHAS with the community and industry.

## 1.3. Scope of application of the policy

This policy will be applicable to MUHAS faculty who are on a tenure, new staff, collaborators, and those who have retired but are willing and still have potential to contribute effectively to the advancement of science and knowledge. The engagement of newly recruited staff funded through research chairs will provide opportunity to bring to the University new skills and expertise, but will depend on the availability of resources.

**1.4. Objectives of the Policy**

i. To recognize the best researchers and reward them for excellence in research and innovation.

ii. To create an opportunity for re-engagement of academic staff who are at retirement still have high performance in research and students' supervision

iii. To re-engage senior faculty with ongoing projects beyond their retirement

iv. To create opportunities for mentorship of young faculty to excel in research

v. To maintain the University's competing edge in attracting local, regional and international collaborations and research funding

vi. To create a platform to partner with the private sector and industry to fund University research

vii. To foster involvement and recognition of the University in development and policy issues.

viii. To find avenues for funding research and innovations

ix. To create links with industry, the private sector and the community to ensure that research conducted has a positive impact on the social and economic life of the country.

## 2.  DEFINITIONS

### Research Chairs

These are prestigious academic designations held by outstanding researchers/faculty that are acknowledged by their peers as leaders in their fields and recognized as internationally renowned. Research chairs are funded with the support of internal and external resources. For purposes of this Policy, the term research chair or chair holder shall include internally and externally funded chairs. The chairs may be of different categories, including:

### a)  Industrial Research Chairs

These are chairs funded by industry to conduct research in areas of interest to the industry. The funding of these chairs is variable, depending on the type of industrial sponsor, the area of interest and the importance of the research chair.

### b)  Endowed Research Chairs

Also known as Endowed Professorship. These are research chairs that are supported by individual donors, philanthropists, corporate institutions, foundations and other similar organizations. Endowed research chairs are used to recognize renowned researchers in various disciplines. An endowment is established through donations by individuals, families, not-for-profit organizations, or foundations to an academic area designated by the donor. The donated money is invested in an interest-bearing fund in which the principal sum remains intact but the interest provides a perpetual source of annual income. The earned interest may be used to fund other academic or research activities or create new chairs. The recipient normally holds the chair until he/she leaves the university, following which the honor is granted to another scholar.

### c)  Special Professorships

These are opportunities set aside for a fixed period of time depending on the availability of funds to maintain them or the activities included in the professorship. If the professorship has a research focus it is administered in the same manner as a Research Chair.

### d)  Administrative Endowed Chair

This type of chair provides funds to support teaching, research and service activities of a department, research unit, school or college. This type of chair is reserved for distinguished

scholars and teachers and provides funds to chair holders to support their teaching, research, and service, and is supported by a payout from the endowment fund, or a fund functioning as an endowment, or from an annual allocation.

### e) Endowment

An endowment fund is an amount of money that is given to a university to support its creation and maintenance. An endowment may be donated by individuals, a group of individuals, families, foundations, or corporate institutions. The endowment is usually deposited in a special account and may accrue interest.

### f) MUHAS post-retirement research chairs

This type of chair shall apply to MUHAS faculty at the time of retirement. These are faculties who have their own research projects that can sustain themselves and pay for their salaries and that of the project staff. A faculty who is about to retire or just retired will be engaged as the Principal Investigator with evidence of the availability of research funds that are managed within MUHAS as per regulations. The position shall be granted upon confirmation of the amount of funds, source of funding and duration of the project in line with planned activities for requested period.

## 3.  POLICY STATEMENTS

The Muhimbili University of Health and Allied Sciences has been a center of excellence providing solutions and policy advice in the area of health. This function will benefit more through creation of a funding or rewarding mechanism to facilitate excelling faculty.

### 3.1  Creation of Research Chairs

### 3.1.1  Policy statement I

The Muhimbili University of Health and Allied Sciences shall establish and maintain a system for appointment and awarding Research Chairs as a way to promote excellence, innovativeness, staff retention and institutional sustainability.

### 3.1.1.1 Procedure

i.   The University shall retain the mandate to establish research chairs according to the categories mentioned under section 2.1-2.6

ii.  Establishment of a system for research chairs shall be for the purpose of advancing research goals, continuation of research projects, and to strengthen training of high-quality postgraduates

iii. Establishment and naming of research chairs shall be approved by the Council upon recommendation by the Senate

iv.  The Office of the Deputy Vice Chancellor Academic Research and Consultancy shall be responsible for coordinating the approval process by Senate and will work through deans and directors of respective schools and institutes

v.   The Deans and Directors shall be responsible for making recommendations to establish and name chairs. The naming of the chairs will be broadly specified but must be appropriate for the MUHAS academic mission.

vi.  The Vice Chancellor, upon recommendation by Senate, shall forward recommendations to the Chairman of Council for approval

vii. Research chairs shall have a tenure of up to five years subject for renewal upon availability of funds, needs, and after review of the first/previous tenure.

viii. Research chairs shall be created when funding for that purpose is made available or earmarked, through external or internal sources; or the retired senior researcher has proven financial resources to continue with his/her research project

ix. For industrial research chairs, endowed research chairs, and special professorships: when funding to create a chair becomes available the creation and allocation process will be transparent and University-wide. An announcement shall be made instructing departments and units to headhunt, prepare applications, and submit full application packages demonstrating the strategic impact of creating a research chair in a given area to schools, directorates, or institutes.

x. A research chair shall not be permanent in any specific research area, school or institute unless a donor has imposed such condition at the time of its creation. Funds available for this purpose will therefore be used to create new chairs

xi. If a chair falls vacant due to resignation or any other reason, another holder shall be appointed as a research chair.

xii. Endowed chairs shall be held for such periods as determined by the donor/s or until the holder leaves the University at which point another holder shall be appointed.

## 3.2. Appointment of Research Chairs

### 3.2.1. Policy Statement II

The University Grant Committee shall be the advisory Committee to advise on chair appointments and funding sources.

### 3.2.1.1 Procedure

i. The University Grant Committee shall advise the Vice Chancellor on strategies to mobilize resources for the creation and maintenance of research chairs

ii. The Vice Chancellor shall ensure that the composition of the University Grant Committee includes a member from the private sector and one from industry. The purpose and premise for this composition of the Committee is to link the process of installing research chairs with the private sector and industry.

iii. The University Grant Committee shall develop strategies to mobilize funding to create research chairs, to evaluate and recommend offers for Research Chairs funding and recommend to the Council as appropriate.

iv. For MUHAS post-retirement research chairs: A senior researcher at the time of his/her retirement shall indicate his/her interest for Research Chair Position by making an application through the Head of Department, Dean of the School or Director of the Institute to the DVC-ARC. The DVC-ARC shall then direct the Senate Research and Publications Committee to discuss the application and recommend to the Senate for endorsement and recommendation to the University Council for approval.

## 3.3. Resource Mobilization

### 3.3.1. Policy statement III

The University shall, directly or through the Grant Committee, develop mechanisms to raise funding and other resources for sustaining research chairs

### 3.3.1.1 Procedure

i. The University shall mobilize resources internally, and externally from the Government, the private sector, and industry in the form of grants or endowments to fund research chairs that shall be awarded to its faculty

ii. The University Grant Committee shall develop mechanisms to mobilize funding for the research chairs and shall advise the Vice Chancellor on strategies to be used.

iii. The University shall liaise with the Commission for Science and Technology to establish a fund for research chairs in selected areas of national importance

iv. Interest accruing from endowments shall be used to fund teaching, research and administrative functions of the University. Where the donor is willing, and if such accrued interest is large enough, it may be used to fund an additional chair in the same or different area.

v. The University Grant Committee shall organize fora with the private sector and other interested stakeholders such as NGOs to identify areas for establishing research chairs.

vi. Funding for research chairs may be included as indirect costs in projects, to which effect they shall be used to develop young researchers in the respective fields/departments.

vii.    A unit should be created at the University to track research opportunities from National and International research grants

viii.    For the category of `MUHAS post-retirement research chairs`, the Principal Investigators or Senior Researchers are responsible for securing their research funds. They shall manage research grants and other resources in accordance with the stipulated financial and management regulations for research projects.

## 3.4. Remuneration of chair holders

### 3.4.1. Policy statement IV

The remuneration shall be determined by the resources available with approval by the University Council. Modalities and areas for the support of holders of research chairs shall be determined by the Planning and Finance Committee and approved by the University Council. The University Council shall, from time to time, approve eligible areas and expenses for holders of research chairs

#### 3.4.1.1 Procedure

i.    Funds shall be provided to chair holders to support their research, teaching, and service.

ii.    The fund can support the salary or part of the salary and other expenses of the chair holder directly related to the discharge of his responsibilities.

iii.    Research chair funds may be used to pay salaries for technical, administrative, and field staff, and drivers.

iv.    The holder of a research chair shall be expected to mentor academic and research staff under his Chair for the purpose of sustainability

v.    Research chairs shall be responsible to source for funds and mobilize resources

## 3.5. Nomination Process

### 3.5.1. Policy statement V

The nomination of research chairs shall be initiated by the Department or Unit and processed through the Schools, Directorate, or Institute and recommendations submitted to DVC-ARC and final scrutiny and approval made by the Senate. The mandate to initiate formation or re-allocate

research chairs shall be vested on the Deputy Vice Chancellor Academic, Research, and Consultancy

### 3.5.1.1 Procedure

i. Since all academic and research matters are under the custody of the Deputy Vice Chancellor Academic, Research and Consultancy (DVC-ARC), he/she shall initiate the process and the call for letter of intent (LOI) to establish a new or re-allocate a vacated research chair.

ii. The following procedures and sequence will be followed.

iii. When funds for a Research Chair are available the Deputy Vice Chancellor Academic Research and Consultancy (DVC-ARC) will make a public announcement for the creation of a chair, and indicating the type, level, and any special provisions or conditions related to the Research Chair.

iv. Departments or Units shall identify individuals who fit the needs either through advertisement, head hunting, or recommendations from private sectors or industries. Full applications shall be made and submitted to schools, directorates, or Institutes.

v. The School/Institute Research and Publications Committees shall review the LOI, rank and recommend them for review by the Senate Research and Publications Committee. Interschool/Institute LOI shall be discussed by a joint committee formed by members appointed by heads of the responsible units.

vi. The Senate Research and Publications Committee shall receive and discuss submissions by School/Institute Research and Publications Committees through the respective deans and directors.

vii. Senate Research and Publications Committee shall receive and discuss the review reports and submit reports of their deliberations to the DVC-ARC for tabling to Senate.

viii. The Senate shall discuss and recommend to Council submissions made by the Senate Research and Publications Committee

ix. The Council shall ratify Senate recommendations and authorize the Vice Chancellor to communicate the award to successful applicants.

x. Allocation of Research Chairs shall be done with a clear foresight of gender equity.

xi.     For the category of MUHAS post-retirement research chairs, the individuals seeking for nomination will formalize the application through their schools/Institutes to the DVC-ARC, indicating their research projects, funding, and sustainability. The DVC-ARC will instruct the Senate Research and Publications Committee to discuss and recommend the application to the Senate for further processing.

xii.    In order to ensure justice and fairness conflict of interest shall be declared and documented at all decision-making levels

## 3.6. Guidelines for the submission

a.  All applications shall be submitted to the departments and channeled to deans and directors

b.  Applications shall indicate the strategic areas for establishing Research Chairs and the profiles of the applicants/potential chair holders and shall address the following:

    i.      Rationale for the Research Chair allocation, highlighting

- Applicant's Research strengths in the proposed field
- Applicant's potential to leverage additional resources
- Expected contribution to science, output of trained graduate students and highly qualified personnel/researchers, outreach activities, potential to attract both internal and external collaborations with high caliber partners

    ii.     Description of the research environment highlighting:

- The existing research strength/capacity or, if it is an emerging area, and the potential for building sufficient strength
- Research environment and capacity within the Unit

    iii.    Strategic Research Plan

- The expected impact of the chair on the research profile of the School/Institute
- Alignment with the University's Strategic/corporate plan
- Positioning of the Research Chair with respect to the University Research Agenda

c.  The full proposals shall have the following subsections:

    i.      Title Page: Name of Applicant and names of collaborators

    ii.     Introduction

      iii.     Literature Review

      iv.     Rationale for the research area, strengths, and impact

      v.     Description of the research environment

      vi.     Linkage to institutional research agenda

      vii.     Capacities to be built

      viii.     Innovations expected

      ix.     Impact on policy

      x.     References

  d.  Review of applications

      i.     The Director for Research and Publications shall receive full proposals and submit them for review to a minimum of 2 external reviewers

      ii.     The Senate Research and Publications Committee shall receive and discuss review reports and make a recommendation to Senate

      iii.     The Senate shall recommend to Council the research Chair awardees

      iv.     Upon approval by the Council the Vice Chancellor, shall communicate the award to the winner

## 3.7. Administrative process

### 3.7.1. Policy statement

Appointees shall be responsible to the DVC-ARC through their departments and their deans and directors. The Chair shall be provided with the necessary office space and facilities by the respective departments or units. The Chair shall be allowed, upon budgetary considerations, to hire (i) a full-time administrative officer (ii) a lecturer or research fellow who will serve as a fellow to the chair. The Chair holder shall open a vote code, which shall be administered in accordance to financial regulations of MUHAS.

### 3.7.2. The responsibilities of appointees

Research Chair holders shall be required to submit annual performance reports to the Heads of Departments and Deans or Directors and finally to DVC-ARC. The reports shall have the following sections:

  i.     Executive summary of the chair's achievements

ii.   Quality of the chair

iii.   Training of highly qualified researchers/faculty

iv.   Description of Program Research implementation and the goals achieved

v.   Integration with MUHAS Research Agenda

vi.   Innovations achieved

vii.   Engagement with government or the community

viii.   Publications

ix.   Financial Report

x.   These reports shall be submitted annually, and at the end of the tenure.

### 3.7.3. Review of Chair Reports

Midterm and Final reports shall be discussed by the University Grant Committee to assess, and monitor progress and ensure that there is value for money. The DVC-ARC may submit the reports to external reviewers and review reports discussed by the Grant Committee before and finally to the Senate. The Council shall be informed about the review report

### 3.7.4. Remuneration, privileges, and benefits

The University in Consultation with stakeholders shall provide attractive packages to holders of research chairs to cover research, salary, student support and benefits according to international or local standards determined by the budgetary considerations.

### Budget Requirements

The budget may include the following:

A.  Research Chair
   ▪   Basic salary based on international or local standards for a specific rank
   ▪   Medical insurance for the family as appropriate
   ▪   Research fund determined by the availability of funds
   ▪   Book bursary and journal subscription as determined by the budget and conditions set
B.  Fellow to the Chair
   ▪   Basic salary as applicable: to spend not less than 40 per cent (2 days a week) of his/her time for the Chair activities.

- Other benefits as applicable in accordance to the budget

    C. Senior Administrator

- Basic salary determined by the local standards
- Other benefits as applicable

    D. Office

- Furnished office and appropriate research facilities

## 3.8. Discontinuation or Termination of Research Chair

### 3.8.1. Discontinuation

A Professorial Research Chair can be discontinued due to lack of funds for maintaining the position. When such a condition arises, the University may consider limited support for a phase-out period in order to make sure that any existing commitments with postgraduate and or PhD students are taken care off. During the phase-out period, the Chairholder must present a phase-out plan with a special attention paid to implications of such changes to students involved in the research activities under the Chair holder.

### 3.8.2. Termination

A Chairholder may, at any time, resign from the position. Should this happen, a written notice by the Chairholder should be sent to the appointing authority through the Head of Department and the Dean.

The position of the Chair holder may also be terminated by the University due to:

   i.   Unsatisfactory performance at the end of the first term

  ii.   Non-compliant with University regulations or conditions set by the sponsor of the position.

 iii.   Any issue of oral/ethical concern deemed unsuitable in the rank and position of the Chair.

## 4.   POLICY STATUS

This is the premier policy for research chairs and subject to approval by Council may be changed from time to time as experience increases in running such positions.

## 5. KEY STAKEHOLDERS

    i.    MUHAS faculty

   ii.    Scientists and faculty in other Universities in Tanzania and beyond

  iii.    Associated hospitals (MUHAS Academic Medical Center, Muhimbili National Hospital, Muhimbili Orthopedics Institute, Ocean Road Cancer Institute, Jakaya Kikwete Cardiac Institute)

  iv.    Development partners

   v.    Funding Organizations

  vi.    Research projects

 vii.    Medical and pharmaceutical industries

viii.    Adjunct staff

## 6. APPROVAL DETAILS

University council shall approve the policy

## 7. ENDORSEMENT DETAILS

The University Council approved the policy on the agenda item ……………………..…….in the minutes of the Council meeting number ………on …………………………...

## 8. RELATED LEGISLATION

MUHAS Charter of Incorporation, February 2007; 4 (ii), (k), (q)

## 9. RELATED POLICIES

Research Policy Guidelines (2017)

Research Agenda (2012)

## 10. EFFECTIVE DATE FOR THE POLICY

Unless otherwise determined by the approving body, the policy shall become effective from the date it is approved by the University Senate

### 11. NEXT REVIEW DATE

   i.     Three years after approval and when deemed necessary

  ii.     Revision Date and reasons:

 iii.     Introduction of the MUHAS post-retirement research chairs position in October 2019

### 12. POLICY OWNER

Muhimbili University of Health and Allied Sciences Council

### 13. POLICY AUTHOR

The Directorate of research and Publications of the University

### 14. CONTACT PERSON

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