UNIVERSITY OF DAR ES SALAAM

PROFESSORIAL RESEARCH CHAIRS:
GUIDELINES AND PROCEDURES

April 2020

Hekima ni Uhuru
www.udsm.ac.tz

UNIVERSITY OF DAR ES SALAAM

PROFESSORIAL RESEARCH CHAIRS:

GUIDELINES AND PROCEDURES

April 2020

Foreword

This document provides principles and guidelines on the operationalization of the position of a Professorial Research Chair within an academic unit at the University of Dar es Salaam. It is a position that is intended to enhance, in a more special way, the institutional vision, mission, objectives and expectations of the University. Guidelines and procedures for instituting this position within an academic unit, and within the University as a whole, are based on a wide survey of best practices elsewhere across the globe. Also, the Guidelines are expected to be followed with necessary vigour and consistency in line with the University *Vision 2061*, namely "to become a leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development" through [*Mission:*] "a heightened level of excellent teaching, research and public service provision by using talented and well-motivated faculty, staff and students."

In complementing the University research activity, which lies at the heart of any effective teaching and learning, it is our hope and wish that the system of 'professorial research chairs' will provide a value-added advantage to the units concerned, the University and to the nation in its quest for inclusive and sustainable development.

Prof. William A.L. Anangisye
Vice-Chancellor

Table of Contents

Abbreviations and Acronyms

DVC	Deputy Vice Chancellor
DVC-R	Deputy Vice Chancellor – Research
PRC	Professorial Research Chair(s)
ToRs	Terms of Reference
TT	Think-Tank
UDSM	University of Dar es Salaam
VC	Vice Chancellor

1.0 Background

A Professorial Research Chair (PRC) is an academic position endowed to an individual at the level of a professor within a university for purposes of specifically deepening research enquiry and applications in a particular area or discipline for which it (the Chair) is named. Historically, the beginning of 'research chairs' is difficult to be determined, although the practice can be traced back to pioneering universities in the western hemisphere, such as in the UK, USA, Canada, The Netherlands, Australia and New Zealand, and more recently in Asian countries such as Japan, Malaysia and Korea. However, 'research universities' date back from the founding of the first three universities in Europe – the University of Bologna (in Italy) in 1088, followed by the University of Paris (in France) (c. 1160–70) and Oxford University (in England) in the 1170s. Professorial Research Chairs at universities worldwide are organised and operate in different modes and structures. They provide an opportunity to support teaching and research teams dedicated to a specific, well-defined subject related to issues faced by the society. In most universities, a Professorial Chair can be bestowed on a faculty member both as an honour to the named holder of the appointment and also as an enduring tribute to the donor who establishes it. Professorial Chairs are beneficial not only to a University as an institution, but also to the endowed faculty, students who may get scholarships and other research funding opportunities; to researchers who may get the opportunity to work in research labs or in a specific milieu to discover and observe certain phenomena. Most importantly is the fact that Professorial Research Chairs do create opportunities for collaboration with scholars around the world.

The University of Dar es Salaam (UDSM) has the responsibility to find solutions and contribute to the socio-economic development of the country by producing quantity and quality products through its core functions of teaching, research and community service. Over the past nearly sixty years, UDSM has strived to take a lead in research performance in the country and beyond, as well as to develop and consolidate its distinct research strengths in order to enhance its profile and visibility. Within this period, significant achievements have been obtained, including creation of an office of Deputy Vice Chancellor-Research (DVC-R) in November 2012 with an expanded mandate and a redefined research-and-knowledge-exchange strategy. These efforts are expected to create a conducive environment for the academics to conduct research and disseminate results while keeping in tune with global trends and standards. The third edition of the University's *Research Policy and Operational Procedures* of June 2015 encourages and

facilitates the establishment of professorial research chairs as a means to address the issue of extension of the research locus and research funding.

In line with its research policy, the University has already established a tradition of awarding Professorial Research Chairs. This notwithstanding, up until now, the establishment of Professorial Research Chairs has been happening in a rather haphazard manner, mostly with initiatives from either the founders of the Chairs or the University Management. There has not been a coherent policy nor a definitive arrangement—developed and approved at University level—specifically to guide and regulate the establishment and operation of the Chairs. As a result, Professorial Research Chairs have not been operating efficiently and effectively, with many of them failing to fully utilise their potentials and some dying prematurely. Also, the existing Chairs are operating under diverse arrangements, some reporting to the Vice- Chancellor and others to the DVC-Research. It is these operational snags and observed challenges that have necessitated the review and an institutionalisation of guidelines to apply to the current and future research chairs.

2.0   Qualities of a Potential Candidate

There are certain basic presuppositions that are held of a candidate for a Professorial Research Chair. An aspiring candidate for this position and status within the University, just as in any other lead university (regionally or internationally), is pre-supposed to be an academic-cum- researcher of such quality as to meet the following requirements:

2.1   The candidate must be good and exceptionally self-qualifying vis-à-vis the level and status of academic appointment of a self-proven researcher in his/her own discipline in the Department;

2.2   The candidate has the potential [and self-confidence] of raising the level of the University's research profile and reputation; and

2.3   The aspiring/potential candidate must have formulated and can demonstrate an evident 'business case' of a project that would have benefits accruing to the University and beyond (e.g. to the nation).

3.0 Establishment of a Professorial Research Chair

3.1 Originating a Proposal for a Professorial Research Chair

3.1.1 The idea and proposition of a Professorial Research Chair should originate from an academic department concerned about setting up such a position in a particular discipline. It is assumed that the idea and proposition would have been discussed and agreed upon by the staff.

3.1.2 The Head of Department would forward the proposal to the Principal/Dean/Director of the College, School or Institute.

3.1.3 The Principal/Dean/Director, after discussion and consensus, forwards the proposition to the Vice-Chancellor (VC), with a document arguing for and justifying a 'business case' for the Chair.

3.1.4 There are instances where such idea can originate from the top management itself, individuals inside or outside the formal units of the University. In such circumstances, ideas would be channelled to the VC or any of the senior University Management team. The management would then have to bring it back to the attention of the Principals/Deans/Directors of the relevant College/School/Institute for formal discussions.

3.2 Procedure for Identification of a Business Case

3.2.1 Principals/Deans/Directors to review all known cases of current professorial researchers and likely retirements and resignations among their Professors and Associate Professors; and

3.2.2 Appropriate consultations and approval regarding the proposal at the College/School/Institute level.

3.2.3 All this information to be packaged for communication with and/or presentation before the VC

3.2.4 The VC, in consultation with his Management Team (including the three Deputy Vice-Chancellors), forms/creates a 'Think-Tank' (TT)/Search Team of specialists in the area/discipline relevant to the proposition. The TT specialists could, in addition to those from within, include experts from outside the University if/when considered necessary. Major matters and issues to be considered by the TT/Search Team include the following:

3.2.4.1 An existing 'project document' that outlines the business case or benefits that would accrue to the University of Dar es Salaam (from creating the particular Chair)

3.2.4.2 Usefulness/relevance of the idea in the light of the current government policies, national economy and aspirations and future needs of the country,

3.2.4.3 Will it be profile/image building for the University in the particular discipline or niche in point

3.2.4.4 Will this case add value to the economic competitiveness of the nation andthe University at large?

3.2.4.5 Will the business case add value to the University's income generation capacity?

3.2.4.6 The business case in line with the current national development agenda, the University research agenda and the University research policy and operational procedures.

3.3 Feedback from the Think-Tank

The Think Tank/Search Team reports back to the VC with a recommendation as to the acceptability and viability (or not) of the business case and potential nominees. Members of the TT/search committee must have outstanding academic/research reputation within the academiccommunity and no personal relationship with the potential candidates to be considered. Members of this Committee are expected to evaluate the potential candidates for the position and provide an expert opinion on each candidate and recommend at most three candidates withreference to the stature and uniqueness of the Chair. The search process should involve interviews to assess the competitiveness of each potential candidate.

3.4 Terms of Reference (ToRs) for the Search Team

These include the following:

3.4.1 A minimum baseline of a Professorial rank [ordinarily a full Professor but, in exceptional circumstances, an Associate Professor] for the applicant/candidate;

3.4.2 A proven record of research and established reputation;

3.4.3 Management or project management skills;

3.4.4 Teaching/learning/research achievement in the widest sense of a universityscholar; Capacity for strategic thinking, i.e. ability to see the "bigger picture" of things;

3.4.5 Proven ability in appropriate forms and/or pursuit of research fund raising fromlocal, regional and international sources,

3.4.6 Proven ability in appropriate forms and/or pursuit of income generation;

3.4.7 Ability to pursue engagement (including consultancy) activities,

based on theiracademic quality;

3.4.8 Enthusiasm for interdisciplinary collaboration and ability to spot opportunities;

3.4.9 Outstanding intellectual ability and temper;

3.4.10 The ability and inclination to provide leadership;

3.4.11 The drive and enthusiasm 'to see things happen'; and

3.4.12 Excellent communication skills (including social skills and good publicrelations).

The search team must ensure that the potential appointee is of *international standard and reputation* [as could be cross-compared with known academic/professionals elsewhere]; and that the potential appointee exhibits eminence and demonstrated leadership qualities in her/hisfield of study.

3.5 Confidentiality and Conflict of Interest

In order to maintain credibility of the whole process, it is important that the following matters of ethics be observed:

3.5.1 Individuals appointed to form a Think-Tank/Search team in connection with Professorial Research Chairs must complete an appropriate declaration and disclosure form in order to maintain confidentiality of the whole matter

3.5.2 Where a member of the ad-hoc Think-Tank/Search team appointed by the VC has a conflict of interest in matters connected with the subject matter, s/he should declare this and opt out of involvement.

3.5.3 All proceedings must be kept strictly confidential (i.e. must be 'protected' from public access) until after final decisions have been made by the authoritative organs and announcements of the results through the appropriate channels have been publicised.

4.0 Appointment Procedures

The University Management would then forward a ranked list of three most suitable (most competitive) nominees to the Senate for scrutiny and onward transmission to the Council for appointment.

4.1 Granting of the Title

Granting of the title would have to be accompanied with:

4.1.1 Grant of funding [or else a confirmed guarantee of funding] attached to the Chair's research activities and supporting employment/deployment of the anticipated Research Chair;

4.1.2   Any other relevant support (equipment or other) anticipated for the enhancement and/or elevation of the approved Chair (and to the commensurate with the image of the University;

4.1.3   Grant of 'seed-money' for start-up activities towards enhancing team building and writing fundable proposals.

4.1.4   A brief ceremony, in a finale either at University level or at College/School/Institute level, making public conferment and existence of this position and title at UDSM.

5.0   Organisational Structure and Management

The University should, as a matter of principle, commit itself to establishing Professorial Chairsonly when they can be well identified and if they will be well managed for purposes of good performance and credibility.

5.1 Management

5.1.1   In the light of the resource constraints to the University's annual budgets, Professorial Research Chairs must remain within the limits for purposes of good performance and credibility.

5.1.2   As for continuation of the current Chairs at UDSM, it is recommended that the current guidelines and procedures should be applicable to the existing and future Professorial Research Chairs at UDSM. From now onwards, they should be subjected to annual evaluation (or appraisal) and a 'special' review for any individual Chair could be recommended where necessary.

5.1.3   To reduce monotony on the naming of all Research Chairs at UDSM, it is strongly recommended that there should remain only one Mwalimu J.K. Nyerere Chair in Pan- African Studies. Chairs already established may continue to use the Mwalimu Julius Nyerere title (particularly where they may have already entered certain legal understandings or contracts with sponsoring or other parties). However, future practicein naming a chair should focus independently either on a specific discipline or on a discipline in relation to a *different* intellectual authority whose honour in that subject is demonstrable, or else on the name of the donating authority endowing the chair.

5.2 Tenure of Professorial Research Chairs

5.2.1   Professorial Research Chair holders at UDSM should/will have a five-year term of office (appointment), renewable on the basis of performance.

5.2.2   Tenure of Professorial Research Chair holder of externally endowed

6

Chair would be as long as the benefactor is willing to support. However, the Chair holder would follow the same five year performance based evaluation judged depending on productive and competitiveness. Otherwise, in consultation with the donor the chair holder could be replaced.

5.3 Professorial Research Chair Reporting Mechanism

5.3.1 These Guidelines are under the overall custody of the DVC-Research

5.3.2 Within three months of appointment, the Chair holder should submit a five-year strategic plan that should be in line with the University strategic plan in areas of research, innovation and academic excellence. The strategic plan will be subject to review on an annual basis.

5.3.3 The Chair holder should submit an annual performance report based on the implementation of the five-year strategic plan

5.3.4 The Chair holder should submit an annual financial report,

5.3.5 Each PRC will have to submit a report on annual basis to the Vice Chancellor

5.3.6 Each Chair holder should be reporting to the Vice Chancellor through the Head of Department or Unit, Dean/Principal/Director of the School/College/Institute and the DVC Research. A copy of the report must also be submitted to the respective donor(s).

5.3.7 Establish a well-defined organogram for PRCs at UDSM translating into the function of PRCs including the M&E system

5.3.8 Chair-holders are obliged to hold stakeholders forums intended for research results dissemination

5.3.9 Professorial Research Chair holder is expected to occasionally hold discussions with donors with a view to forming partnerships.

6.0 Funding of Professorial Research Chairs

For sustainability purposes, all PRC should be funded from a specific budget allocation withinthe University budget. In other words there should be a distinct vote for Professorial Research Chairs in the annual University budget for operational activities.

6.1 Funding for UDSM-sponsored Chairs

6.1.1 PRC should be first and foremost self-financing entity soliciting funds from various sources.

6.1.2 This does not exclude possibility of soliciting for endowment funds in order to top up the fund.

6.1.3 At the initiation of the Chair, funds for initial start-up activities of at least 20 million (reviewable every year) including team building and fundable research proposal writingshould be allocated.

6.1.4 For Professors in active service, the compensation system should involve a basic allowance that motivates them for the position. However Chair-holders whose researchproposals have an inbuilt system of compensation should be allowed to draw the additional allowances

6.1.5 Retirees who can competitively draw salaries on performance based research honorariafrom the chair source without depending on the University or Government funding should also be allowed.

6.2 Funding for Externally-endowed Chairs

6.2.1 In the case where a Professorial Research Chair has been endowed (donated/funded) byan external benefactor (a corporate, company, individual) from outside the University, the level of funding will depend on the donor.

6.2.2 For sustainability and depending on the terms and conditions of the donor the chair- holder should use the opportunity to have continued efforts of soliciting further research grants from other funding institutions

6.2.3 The Chair-holders compensation system will depend on the inbuilt salary within thedonor fund. Allowances built within additional research proposals should be allowed.

7.0 Monitoring, Evaluation and Review of a Professorial Research Chair

7.1 Monitoring of each Professorial Research Chair will be done on an annual basis throughthe office of DVC Research

7.2 Evaluation will be conducted at the end of every five years, unless the monitoring indicates some specific problems that necessitate an emergency evaluation for the required action.

7.3 The evaluation committee should be constituted by a group of experts who should consist of at least one member from outside the University.

7.4 The staff of the University of Dar es Salaam should be made aware of these guidelinesand, where necessary, seek clarification in case of uncertainty as to how they are applied or interpreted.

8.0 Termination of a Professorial Research Chair

8.1 Professorial Research Chair holder's term of office can be terminated any time in between if there are no deliverables as per agreed performance plan.

8.2 It can also be terminated when monitoring and/or evaluation indicates some specificproblems. In such circumstances, a special review should be carried out to assess the performance of the Chair, advising the management accordingly.

9.0 Contact Details

For ease of communication in respect of these Guidelines and Operational Procedures, the office below should be contact:

Deputy Vice-Chancellor for Research (DVC-Research)

P.O. Box 35091 UDSM, Dar es Salaam11000 Telephone number: 022 2410077 / 2410069 (Direct)E-mail address: dvc-res@admin.udsm.ac.tz

REFERENCES

Ashby, E. (1966). *Universities, British, Indian, African: A Study in the Ecology of Higher Education.* London: Weidenfeld & Nicolson.

Ben-David, J (1968). "Universities." In David L. Sills, ed. *International Encyclopedia of the Social Sciences*, Vol. 16. New York: The Macmillan Co. & The Free Press, pp. 191-199.

Bettelley, C. (2013).Which incentives motivate staff to work harder? https://www.employeebenefits.co.uk/issues/april-2013/which-incentives-motivate- staff-to-work-harder/

Flexner, A. (1930). *The Idea of a Modern University.* New York: Oxford University Press. Haskins, C H. (1923, reproduced 1963). *The Rise of Universities.* Ithaca, New York: Cornell University.

McHenry, R. Ed (1987). *New Encyclopaedia Britannica*, The (15th edition, 1987, Vol. 12,Micropaedia), pp. 165-186.

Rashdall, H. (1895, revised ed. 1936). *The Universities of Europe in the Middle Ages* (3volumes). Oxford: Oxford University Press.