



HIGHER EDUCATION COMMISSION

H-9, ISLAMABAD, PAKISTAN Website: <http://www.hec.gov.pk>

Prof. Dr. S. Sohail H. Naqvi
Executive Director

No. 1-10 /ED/HEC/2010/1086
Dated: 8th December, 2010

My dear Vice Chancellor,

I refer to the earlier letter from Dr. Mukhtar Ahmed dated 12-02-2010 regarding establishment of Offices of Research Innovation and Commercialization in your respective institutions. In this regards, some progress has been made and nearly ten institutions have completed the requirements for the establishment of such offices and are now eligible to receive 15% overhead on research grants approved by the HEC. It is hoped that this overhead will cater to the enhanced expenditure on these offices and will also provide additional funds to the university for necessary extra expenditure incurred on the execution of these research projects.

It is critically important to enhance research activities in our academic institutions and also to take steps to protect the intellectual property generated as a consequence of these research activities. This should ideals be followed up with commercialization of research products. I would encourage the remaining institutions to also take steps to establish these offices (copy of previous letter is enclosed for your reference). We believe that having such a focus for research activities will help to build the capacity of your faculty to write research proposals, both inside the country and abroad, and will also play a critical role in linking our universities to the economy.

Kind regards,

Yours sincerely,


(Prof. Dr. S. Sohail H. Naqvi)

All the Vice Chancellors/Rectors, Public Sector Universities & Private Universities "W" Category



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Prof. Dr. Mukhtar Ahmed
Member (Operations & Planning)

No: 20-1(Research Office) / R&D /10 /5486

Dated: 12-02-2010

Subject: **Establishment of Research Offices in Universities**

My Dear Vice Chancellor

Promotion of research is one of the core strategic aims of the Higher Education Commission. Through the programs and initiatives launched by HEC for strengthening research and the process of knowledge creation, the quality and research output emanating from the universities and institutes in the country have shown tremendous improvement and Pakistan has been acknowledged as rising star in a number of research disciplines in terms of percentage increase in internationally cited research publications. Yet, this is no more than an end of a beginning and we need not only to sustain and improve this trend but also contemplate on questions of relevance and economic, social and academic impact of the research.

With the significant increase in number of post graduate students involved in research, enhancement in research projects, increase in publications and enhanced possibility of commercialization of research, it is important to enhance the capacity of the academic institutions to manage all research issues. A draft paper on the functions and structure of an office of research required to be established at the universities and degree awarding institutions is attached for your consideration and review. The Office of Research will be required to:-

- Identify research grant opportunities for faculty to apply
- Facilitate faculty to apply for research grants
- Legal, administrative and financial management support of research grants.
- Support commercialization, licensing, etc. of university research products.

Establishment of such an office will need additional financial resources for which it has been decided to enhance the indirect costs refunded to the universities from 2% of the R&D projects funded by the HEC to 15% of the projects costs.

In view of the above, we will appreciate you for establishing a fully staffed Office of Research at the University, if one does not already exist. The number of Staff to be employed in this office will depend on the size of your Institution and level of research activities being carried out. A report on the Office of Research may kindly be forwarded to the HEC so that the new policy for funding of indirect costs may be implemented for HEC funded research projects at your institution.

Kind Regards

Your Sincerely

(Prof. Dr. Mukhtar Ahmed)

All Concerned Universities

Office for Research
Mission, Goals, Structure, Staffing and Job Qualifications

Mission

The mission of the Office for Research is to develop, expand, enhance and manage the university's research programs and to link research activities directly to the educational, social and economic priorities of the university and its broader community. The office is also responsible for assuring that the quality of research reflects the highest international standards and advances the stature of the university among the world's best research institutions.

In pursuit of this mission the Office of Research has the responsibility of guaranteeing that all research programs and policies reflect the core values of academic freedom, professional integrity and ethical conduct and full compliance with all policies, legal requirements and operational standards of the university.

Goals

The Office for Research seeks to enhance the environment for all research and scholarship by:

- Supporting the university's strategic research directions and policies
- Increasing and diversifying external research funding
- Improving recruitment and retention of top faculty
- Improving integration of research and education at all levels of the university
- Improving translation of research into the public benefit
- Strengthening university-industry relationships
- Promoting entrepreneurship, technology-transfer and commercialization activities that energize and support the local and national economy
- Promoting and enhancing cross-cutting and multi-disciplinary research initiatives

Structure (see attached organizational chart) and Staffing

The administrative structure of the Office for Research reflects its key functions:

- Director
Manage and enhance the research activities of the university, develop Research policies and priorities, and serve as an effective advocate for research with the university and to its broader community of stakeholders and supporters
- Manager of Research Operations
Oversee all aspects of the operation of the OR including research administration (budgeting, auditing and accounting, human resources, management and maintenance of facilities and equipment, implementation of research contracts and human resources)
- Manager of Research Development

Develop programs and activities that will increase funding for research from all public and private sources, establish and maintain excellent relationships with donors and stakeholders, oversee proposal development and submission

- Manager of University-Industrial Linkages and Technology Transfer

Promote the development of public-private partnerships in support of university research, link the university's research community with the needs and priorities of the corporate sector, develop opportunities for applied research and explore opportunities for technology transfer and the commercialization of university research (including incubators and research parks)

- Support Staff

The ideal number of support staff required in the first phase of the OR's operation will consist (at a minimum) of:

Three administrative assistants (full time)

One accountant (full time)

One HR officer (full time)

One research associate (full-time) for Managers of Resource Development (50%) and University-Industrial Linkages (50%)

One publications and communications specialist (half-time)

- Space Requirements:

One meeting/conference room

Reception area for Administrative assistants

One private office for Director

One office shared by Manager of research Operations and Accountant

One office shared by Manager of Resource Development and Manager of University-Industrial Linkages (two private offices preferred)

One office shared by HR officer, publications and communications specialist, and research Associate

Job Qualifications (Director and Senior Managers)

Director

PhD and at least 15 years of experience at the level of professor; tenure, with a record of continuous activity and achievement as a senior researcher with an established national and international reputation; at least 10 years of progressively responsible administrative experience; demonstrated ability to work constructively and productively with stakeholders in the university and the community at large

Manager of Research Operations

MA (MBA) or PhD with at least 15 years of progressively responsible administrative experience—academic rank and experience as a researcher preferred; broad familiarity and positive relationships with all major administrative offices and functions of the university and with relevant government agencies; excellent computer skills.

Manager of Research Development

MA/MS (PhD preferred) with at least 10 years of experience as a faculty member and researcher; a record of success in developing proposals and attracting funding for research from public and private sources—including international donors; excellent interpersonal and communications skills; strong community relations skills and knowledge of the needs and interests of corporate and individual donors.

Manager of University-Industry Linkages

PhD in science or technology with at least 15 years of experience in working with business and industry on research projects; knowledge of current models and best practices of university-industry relations and public-private partnerships; familiarity with issues of technology transfer, intellectual property, and commercialization of university research; experience in dealing with relevant agencies of the Government of Pakistan and the provincial as well as local government; strong linkages with the local and national business and corporate community.

Office for Research (Organizational Chart)

