RESEARCH, CONSULTANCY, PUBLICATION AND INNOVATION POLICY

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1 Historical background of EAUR

The East African university Rwanda (EAUR) is a private university accredited by the Government of Rwanda. It opened the gates for students since 2015 in NYAGATARE District and it has now extended its campus in Kigali City, Gasabo district, Remera sector (Kisment). The university has unique programs that are seldom not available in other universities operating on Rwandan Territory. EAUR offers bachelor's degree and diploma in "Film Making and Film Production, Leisure, Tourism and Hotel Management, Mass Communication and Journalism, Industrial Arts and Design, Business Studies, and Education. To facilicate the clients, EAUR offers different sessions suh as day, evening, and week-end sessions to cater for the needs of the students. East African University is the member of the BDK university network that includes Kampala University (KU) based in UGANDA, and the East African University (TEAU) based in Kitengela, Kenya. This network allows both students and academic staff to gain an international academic exposure through teaching and learning mobility program.

1.1 Vision

East African University Rwanda (EAUR) Vision is to become a leading academic institution of higher learning of first choice in the provision of relevant vocational skills, professionalism and affordable market oriented quality education for sustaining professionals in their various fields.

1.2 Mission

East African University Rwanda (EAUR) mission is to transmit quality knowledge and skills, conduct research, and provide community service to the region and the world at large

1.3 Core values

East African University Rwanda (EAUR)'s core values are follows:

- Excellence,
- Integrity,
- Professionalism,

- Teamwork,
- Diversity,
- Leadership,
- Responsibility and
- Innovation to guide the promotion of student learning and success.

2 Policy Perspective

Knowledge creation, accumulation and dissemination have been growing steadily over the past decades. The bulk of this knowledge has been created by the universities. As universities are mandated to undertake teaching, research and community service they are expected to prioritize research not only as a stimulating intellectual pursuit to contribute to the stock of knowledge but also to provide mechanisms for resolving the challenges faced by humanity. This requires universities to transform themselves into research and developmental institutions rather than mere teaching institutions.

Pursuit of research is indispensable for nations such as Rwanda that intend to build a knowledge-based society to ensure sustained growth in the economy and improvement in the quality of life for the people. Research, publication, technology and innovation are thus needed to transform countries like Rwanda from heavy reliance on agriculture and exploitation of natural resources to technological innovation as a basis for growth, development and transformation of society. Creation of knowledge through research lies at the heart of the EAUR's Vision and Mission. Consequently, the university has put in place this Research, Consultancy, Publication and Innovation policy in order to guide the conduct and management of research by the constituents of the University and also to outline the processes and practices that will ensure excellence in research. This Research, Consultancy, Publication and Innovation policy outlines a framework that will ensure intellectual commitment from each academic staff, student and other constituents and stakeholders in order to achieve broader goals of the University and contribute towards the national goals of development outlined in Vision 2050.

It is guided by the the law governing education in Rwanda which mandates higher learning institutions in Rwanda, to promote research and professional development, to support the march towards knowledge based economy". Research, Consultancy, Publication and Innovation form the key aspects of the EAUR core business, as they address the essential aspects of research

activities. This policy intents to establish Research, Consultancy, Publication and Innovation framework which leads to grant winning and excellence servces to the community.

2.1 Definition of key concepts

To facilitate our readers sailing through this policy, it deemed important to shed light on the key terms frequently used in research and probably being used in this policy. It is with this respect that the terms below are briefly defined:

2.2 Research

Research refers to any form of disciplined inquiry that aims to contribute to a body of knowledge or involves a disciplined inquiry at any level, which is designed to demonstrate mastery of research skills and techniques. Research may be multidisciplinary or interdisciplinary.

2.3 Applied Research

Applied research refers to the work undertaken to develop or test existing knowledge and which is primarily directed towards either specific practical objectives or towards the evaluation of policies and practices. It is designed to solve practical problems in order to improve human conditions.

2.4 Basic Research

Basic research refers to experimental or theoretical work undertaken to acquire new knowledge with no specific output in mind. The main motivation is to expand knowledge, not to create or invent something.

2.5 Strategic Research

Strategic research refers to work intended to generate new knowledge which might provide a future application.

2.6 Consultancy

Consultancy refers to development of existing knowledge and application of analytical and investigative skills to the resolution of problems presented by a client, usually in industrial, commercial or professional context.

2.7 Publication

A research publication is any readily available artifact which has passed peer review.

2.8 Innovation

Innovation refers to application of research results and discoveries into new products or ideas for solving given problems or challenges.

2.9 Intellectual Property

Intellectual property, as defined by the World Intellectual Property Organization (WIPO), refers to creations of the mind: inventions, literary and artistic works, and symbols, names, images, and designs used in commerce. It includes industrial property (including inventions, patents, trademarks, industrial designs, and geographic indications of source) and copyright (including literary and artistic works and architectural designs).

2.10 Technology

Technology refers to a broad branch of knowledge that deals with the creation and purposeful application of information in the design, production, and utilization of goods and services, and their interrelation with life, society and environment. It draws upon a wide range of subjects.

3 Policy Statement

The East African University Rwanda (EAUR) recognizes and values the importance of research in the creation and dissemination of new knowledge and fostering socioeconomic development by addressing challenges faced by society. The University supports and promotes research that enhances the institution's role in making a positive difference to quality of life in society. Hence, to realize its Vision and Mission, EAUR is committed to improve mechanisms, structures and processes that will enhance and promote research, consultancy, publication and innovation activities at the University, in the community as well as in the region. EAUR encourages all

schools academic staff, administators and students to participate in research related activities in accordance with the provisions of this Policy and other related Policies and Guidelines.

3.1 Aim

The aim of this Research Policy is to promote excellence in research, publication, consultancy innovation and dissemination of research results in the realization of the University's Vision, Mission and Strategic Objectives. It also ensures proper and efficient coordination and management of research, publication, consultancy and innovation related activities in the University.

3.2 Policy Objectives

The following are the objectives of the Research Policy:

a. Provide a framework within which EAUR researchers research, publication, consultancy and innovation –related activities activities;
b. Provide conduicive environment for research coordination and management within EAUR ;
c. Clarify mechanisms of managing research funded projects both in terms of EAUR obligations, expectations and Researchers' rights and obligations as well.
d. Provide guidance for collaborative research among the University academic and staff teams with respect to their specific areas of specialization in their respective schools.
e. Promote research collaboration within the University and with private and public sector institutions, and associated strategic alliances, to the benefit of all stakeholders involved and the nation at large;
f. Promote the culture of research, publication, consultancy and innovation within the University where all academic and staff members willingly cherish the novelty of engaging in research, publication, consultancy and innovation, where trust and confidence prevails to support free expression of ideas, as these are essential for discovery and innovation;
g. Promote research ethics and protect Intellectual property;
h. Establish an interface that embraces knowledge transfer alongside teaching in order to ensure that learning of students benefits from research;

3.3   Scope

The policy spells out rules and regulations that guide research framework at the EAUR, and provides guidelines for coordinating both internal and external funded research projects. Additionally, the policy clarifies a number of matters related to the dissemination and publication of research findings.

It furthermore discusses issues associated with intellectual property and copyright and encourages innovative ideas and initiatives under:

a.   All Schools, Campuses, Academic Centres, Academic Departments and other Academic structures at the EAUR;
b.   All academics, staff, whether full-time or part-time who are active in research at EAUR;
c.   All students engaged in research activities at EAUR;
d.   Visiting scholars, and collaborating research partners under the auspices of EAUR during their stay at EAUR.
e.   Associate members of the University.

4   EAUR Research Organs

Research activities are mainly organized by the office of the Deputy Vice Chancellor for Academic Affairs, Research and Consulatancy (DVCAR), in collaboration with the directorate of Research, Consultancy and Innovation and with support of the University research committee and Deans of schools/HoDs.

4.1   Roles and Responsibilities of DVCAR

The roles and responsibibilities of DVCAR in research are:

➢   Oversee the quality of research activities being conducted
➢   Provide advices for research committee
➢   Involve in funds mobilizing and consulancy services through proposal writing

➢ Promote research knowledge based activities in collobaraton with with the director of research and innovation

➢ Compile research activities report, etc.

4.2 Roles and Responsibilities of DRCI

➢ Promoting and facilitating the leading-edge research in areas related to the mission and vision of EAUR

➢ Establish a framework for quality research, develop, sustain research and publication culture

➢ Establish links with local and international partner institutions

➢ Prepare proposal development for donor funding

➢ Building, and providing sufficient support for, a community of innovative researchers to enhance research capacity at EAUR and to increase internal and external research opportunities for faculties, departments, unities, services, and students;

➢ Develop mechanisms to undertake consultancy activities and extensions services

➢ Utilize the skills of the University staff to undertake all forms of research that contribute to the advancement of knowledge, cultural and social development, preservation of the environment and economic growth by employing qualified researchers

➢ Designing Training Policy documents, Training Programs and Conducting Institutional diagnosis,

➢ To continuously assesses the gaps in terms of capacity building in different areas

➢ Offers relevant and reliable capacity development solutions and trainings to help address the real world capacity development challenges.

➢ Be responsible to identify, and work to increase external funding and maintain research grant sources

➢ Disseminates research funding opportunities;

➢ Prepares all contracts and portfolios for research, grants and consultancies

➢ Undertaking initiatives that ensure research productivity, quality and recognition locally and internationally for staff and where applicable to students

➢ Implement and coordinate capacity building research trainings,

➢ Be responsible to acquire information, lead, develop and implement grant proposal writing and submitting to the grant agencies/funders

➢ Developing mutually beneficial linkages with industry to develop partnerships and collaborative research, and developing networks between EAUR and researchers in the field, being the public and private sectors, locally, nationally, and internationally;

➢ Developing strong linkages with appropriate academic departments and units through mounting research opportunities, students' recruitment and retention, advancing curriculum, etc.

➢ Keeping the management of EAUR informed on national and international opportunities relevant to research and consultancy and taking the lead in discussion in the institutions on proposals writing (both technical and financial) for income generating consultancies ;

➢ Transferring knowledge to society through outreach (collaborative research; seminars; workshops; lectures; websites; publications) and, where applicable, through technology transfer;

➢ Leading strategic planning for the Directorate of Research and Consultancy to ensure that the Directorate's objectives are aligned with the Strategic Plan objectives of the university;

➢ Overseeing the proper discharge of administrative duties of the Directorate of Research and Consultancy including supervising personnel, financial management, and operations;

➢ Organize and supervise/coordinate research and consultancy teams;

➢ Oversighting the preparation of bids for research funding and tenders for consultancy services by the staff and non-staff, ensuring that appropriate advice has been taken from the Deputy Vice-Chancellor of Administration and Finance on costing;

➢ Disseminating research findings, and offering lessons learned by interacting with other stakeholders; promoting and organizing conferences, seminars, and study trips for EAUR community and/or for other partners;

➢ Drafting and revising policies relating to research and consultancy as may be requested by the Vice-Chancellor of Academics and Research and ensuring the dissemination within EAUR of all policies, procedures, and practices to research and consultancy;

➢ Making a follow up on research and consultancy related Memoranda of Understanding with partners for smooth implementation and report on their progress;

➤ Enhancing the reputation and visibility of EAUR by undertaking quality research and communicating that research to the society; and encouraging and supporting the raising of funds for research conducted by EAUR community.

➤ Prepare proposal for research assignments and follow up in collaboration with experts

➤ Handling the scientific journals and the periodicals and manuals for EAUR research and publication initiatives.

➤ Plan and organize workshops, scientific days and conferences for EAUR

➤ To liaise with internal and external experts for conducting consultancy services in various fields

➤ Handles business negotiations and teaming agreements with collaborators

4.3   Research committee

Research committee of EAUR is established by the academic senate of the university through either nomination or elections except Deputy Vice Chancellor for Academic Affairs, Research Consultancy and Director of Research, Consultancy and Innovation who are permanent members. Its term lasts for two years after which the senate reelects or nominates new members. However, due to other factors or circumstances for which some member may no longer be active as a result of not being EAUR employees, the committee may request the senate to proceed for the replacement.

4.4   Members of Research committee

a. Director of Research, Consultancy and Innovation: Chair

b. Deputy Vice Chancellor for Academic Affairs and Research: Member

c. Dean of schools: Members

d. Director of quality Assurance/Academic Affairs: Secretary

e. A representative of lecturers (Senior Researcher): Member

4.5   Meetings of the research committee

The research committee should seat at least once a month and all meetings should be minuted. Meetings are convened by DVCAR in collaboration with DRCI or Vice-versa. The chair invitees

the committee members at least 5 days before the day of the meeting and should share the agenda to the participants. However, due to the emergency, the meeting can be convened any time the need arises.

4.6 Duties and Responsibilities of Research committee

The research committee has the following duties and Responsibilities:

a. To monitor and implement research policy;

b. To supervise research and publication activities;

c. To ensure that quality of research and publication is respected as well as dissemination of findings;

d. To identify all research projects within academic services for findings;

e. To set up multiple research projects from different departments and make a proposal to researchers;

f. To make a follow-up on publications in EAUR scientific journal ;

g. To organize seminars and conferences;

h. To encourage and facilitate researchers to take part in seminars and conferences;

i. To ensure the follow-up of training on research methods;

j. To define research priorities within departments in accordance with general guidelines of research policy;

k. To supervise different research activities within departments;

l. To identify research projects and show those having priority;

m. To make a proposal of research projects for funding

n. To follow-up funded projects and report to the executive committee

o. Setting up research budget, submit it to the executive committee and follow the implementation

p. To approve students' research projects topics

q. To establish research budget forecasts and source for research funds;

5   Research Centre

To strengthen the research activities, EAUR disposes a research center established in line with a strategic and applied research in various fields. The research center is under the management of the directorate of research, consultancy and innovation.The center is established to serve for different purposes including service to the community, reinforcement of research activities and capacity building not only for EAUR staff, but also the interested partners in the region and across the world at large. Additionally, the center is expected to generate incomes for its sustainablility, but also increase the university visibility. The centre can offer workshops and trainings, awarded with certificates in varous field after consultation with the executive committee. The center has also responsibilities of promoting and searching marks for EAUR schools products and services made by students through the coordination of lecturers.

5.1   Source of Research funds

The source of research funds of EAUR are mainly two folds namely Internal and external funds. They are all managed by the research center headed by the Director of Research, Consultancy and Innovation in collaboration with the Executive committee through the DVCAR.

5.2   Internal research funds

In order to promote the research activities at EAUR, the directorate of research, consultancy and innovation will every academic year prepare a budget and present it to the research committee for approval, thereafter to the executive committee. Once the research budget is approved by the executive committee, it will be included in the university annual budget. He will also present the financial statement of the research center indicating the expenses incurred and revenues collected through services and product of EAUR schools.

5.3   External research funds

External research funds of EAUR may be originated from research grants won by EAUR staff through the research center, donations, or some research activities initiated by the reseach center such as trainings, workshops, conferences, consultances, and other income generating services, initiated, planned, implemented, and monitored by the research center.

5.4 Use of research funds

The directorate of research, consultancy and innovation will breakdown the annual research activities planned and allocate funds to each activity for the easy management. Some of the activities that research funds will sponsor are but not limited to:

- Conferences (in door or out door)
- Tranings and workshops
- Publications fees
- Consultancy services
- Investment in income research generating activitities.
- Innovative activities
- Exhibition activities

In view of the above, all expenses incurred in research activities and the budget will first be approved by the research committee.

6 Research activities and projects Management

6.1 Research consultany, services and study projects

Given that research and publications benefits are shared between the university and the university staff, or external persons, it is of paramount importance to highlight the extent to which the involved parties will benefits in respect with cost invested, efforts made and time spent. With this regard, an EAUR staff who will initiate a short term research activity which will generate the revenue, the staff, will receive 30% net calculated after the deduction of all expenses. Similarly to the above, EAUR staff who will contract a service under the umbrella of EAURor sell the product made by students as study project will receive the same amount, however the 30% given to him or her will be shared equally between him and students involved in the project.

This amount is paid in two installments for the sake of efficiency or once at the end of the completion of the activities depending on the choice of the staff involved. In case the staff preferred to be paid in two installments, the first installment will be released when the activities have started, wherease the second installment is released after the service or product is paid by the client. In case of a long term research project, which may last for one year and above, the 30% will be paid montly to the staff until the end of the project, however it will all depend on the availability of funds resulted into the activities or project initiated. Futhermore, once research activities, or research project initiated by the EAUR staff, and hence requires the involvement of many staff, the research activity or research project initiator will receive 10% net calculated as stated above, wherease the associates will equally share 50%. If the initiator has brought some professional expertises as his/her colleagues, he/she will also benefit from the 50% as his/her associates without ignoring 10% entitled to him/her as the project initiator.

6.2   Research project supervision

In case the research activity is EAUR student' final research project (Thesis/ Dissertation) or any other students from another institution being supervised by EAUR staff through both insitutions collaboration, the research supervisor receives 50% net of the total amount paid by the student for research supervision, whereas the panelist excluding the supervisors shares 10% net of the total amount paid by the student. For the students' final internship supervision, and the associated report reading, the supervisor should be given allowances of 40% of the total amount paid for internship by the student. In view of the above, the supervisor should provide evidences of his/her collaboration with the students such as research progress report form signed both by the student and the supervior, internship progress report and mission order signed by the hosting institution plus the intership assessment form.

6.3   Research grant

In case the project initiator and his/her collaborators bring grants in kind, grants for constructions, grants for buying University equipments, grants for renovating university building, they will share 20% of the total amount for the value of grants which will be paid depending on the project funder's installment of funds disbursement. Before the disbursement of of the first installment of the grant is done by the project funder, there might be a signed contract

between the university and the projet initiators/ collaborators in which terms and conditions, roles and responsibilities of both parties are specified. The contract should cover all the cycles and phases of the projects to avoid bureaucratic routines.

6.4 Research publications

As research activities promote both the university and the staff, both parties should equality benefits from the associated advantages. If a university staff has conducted a research on his own initiative and published his/her article in a peer reviewed journal, the university will support the staff at 50% of the publication cost provided that the total cost does not exceed 200$. If the cost exceeds this amount, the university will only pay 150$ and the remaining part will be paid by the staff himself. Additionally, the EAUR staffs who manage to publish three articles in peer reviewed journals per year (**Scopus, Web of Science, Scimago**), their annual teaching load will be 60 hours less than the normal workload allocated to him or her in only the next academic year. The rights to the above advanges will be given subject to submission of the copy of the journals in EAUR Library, and 60 hours reduced will never be converted into monetary benefits. Alternatively, in case a lecturer chooses to publish three papers in EAUR internal journal, his or her annual teaching load will be also 20 hours less than the normal workload in the next academic year.

6.5 Research consultancy

Without prejudice to what has been stated under research activivity and project mutual benefits and cost sharing section, whoever from outside brings a consultancy service will have financial benefits**.** The amount of 30% net calculated after the deduction of expenses will be applied. Additionally, the use of EAUR infrastructure, equipments and human capital resource services will be quoted in the budget at the same price as those which may be rented from outsiders.

6.6 Innovation Activities

The directorate of research, consultancy and innovation has obligations to organize and lead training activities related to new ideas, technological expertise, value chain and creative thinking to constantly upskill EAUR staff and management. EAUR staff will benefit from these innovative activities free of charge; however the external attendants will pay some fees charged

fairly with respect to the university service to the community philosophy. The monetary benefits associated with the innovated activities for EAUR staff are similar to those highlighted in the sections of "**Research publications" and "Research consultancy".**

6.7   Application for Internal/External Research Grants

- **All research grants from various sources shall come under the jurisdiction of the EAUR ;**
- All applications of research grants shall either be submitted by research directorate or individuals to the grantors
- The format for externally funded projects will depend on each individual donor format;
- All research committee members will update the directorate of research on the available funds for competition
- After consulting the executive committee where applicable, depending on the expertise of the staff, the directorate of research will appoint the staff or any other external researchers to lead the project.
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6.7.1   Monitoring and Evaluation of Research Project Activities
1. All research projects are monitored and evaluated to ensure research activities and goals are achieved;
2. The research project progress reports and meetings of relevant committee shall be tools to monitor and evaluate research projects;

6.7.2   Research findings validation and dissemination
After the completion of the research projects, the directorate of research, in collaboration with research committee and the executive committee has the obligations of validating the research findings for the sake of accuracy, consisistence, and awareness. Additionally, they undertake further step for sharing the findings with the public particularly the concerned organizations and individuals. If the research is funded by the external organizations or individuals, the copyright is handed to them after the dissemination, whereas in case the reseach is initiated by EAUR, the final product of research remains its property.

6.7.3   Code of Research Ethics

The EAUR members of Academic Staff and partners will observe and practice the terms of this code of research ethics. They will engage in the responsible practice of research by adhering to and being accountable for the following principles:

1. Promote and follow research practices that enhance public interest and wel-lbeing;
2. Use funds responsibly in the pursuit of research undertakings;
3. Adhere to government, EAUR and funds grantor regulations for research such as those ensuring the welfare to human subjects, the welfare of external researchers, the respectful and humane treatment of any species, and protection of the public property and the environment;

7   Conclusion

Whatever is not been stated in this policy shall be subject to be resolved and minuted in EAUR senate and other organs of the university. Any change of practices of current relevance will be implemented according to senate resolutions and be incorporated in this policy in its next review. The policy shall be effective right after its approval by the senate and the board of directors.
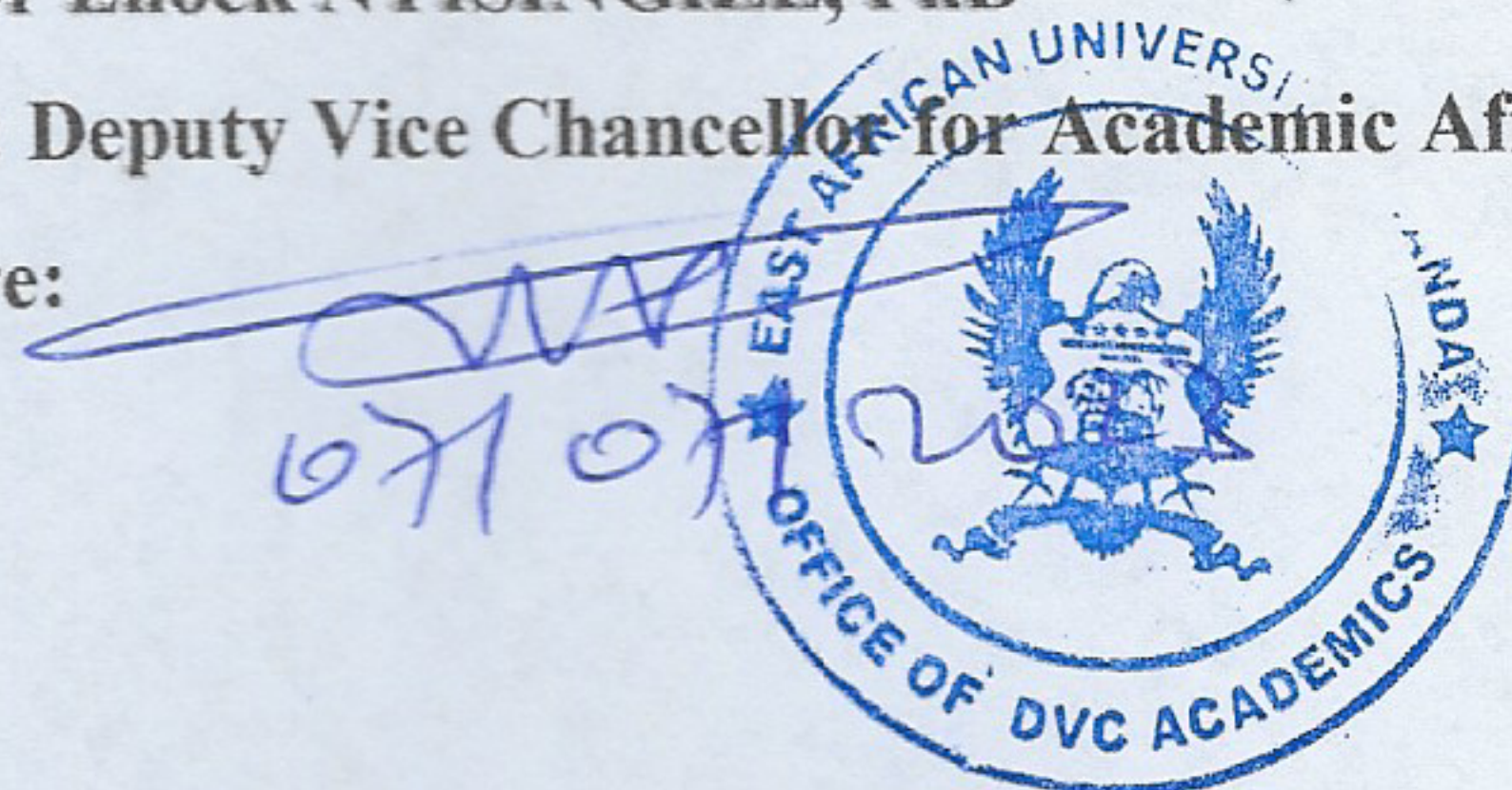
POLICY APPROVAL FORM

Name: Dr Enock NYISINGIZE, PhD

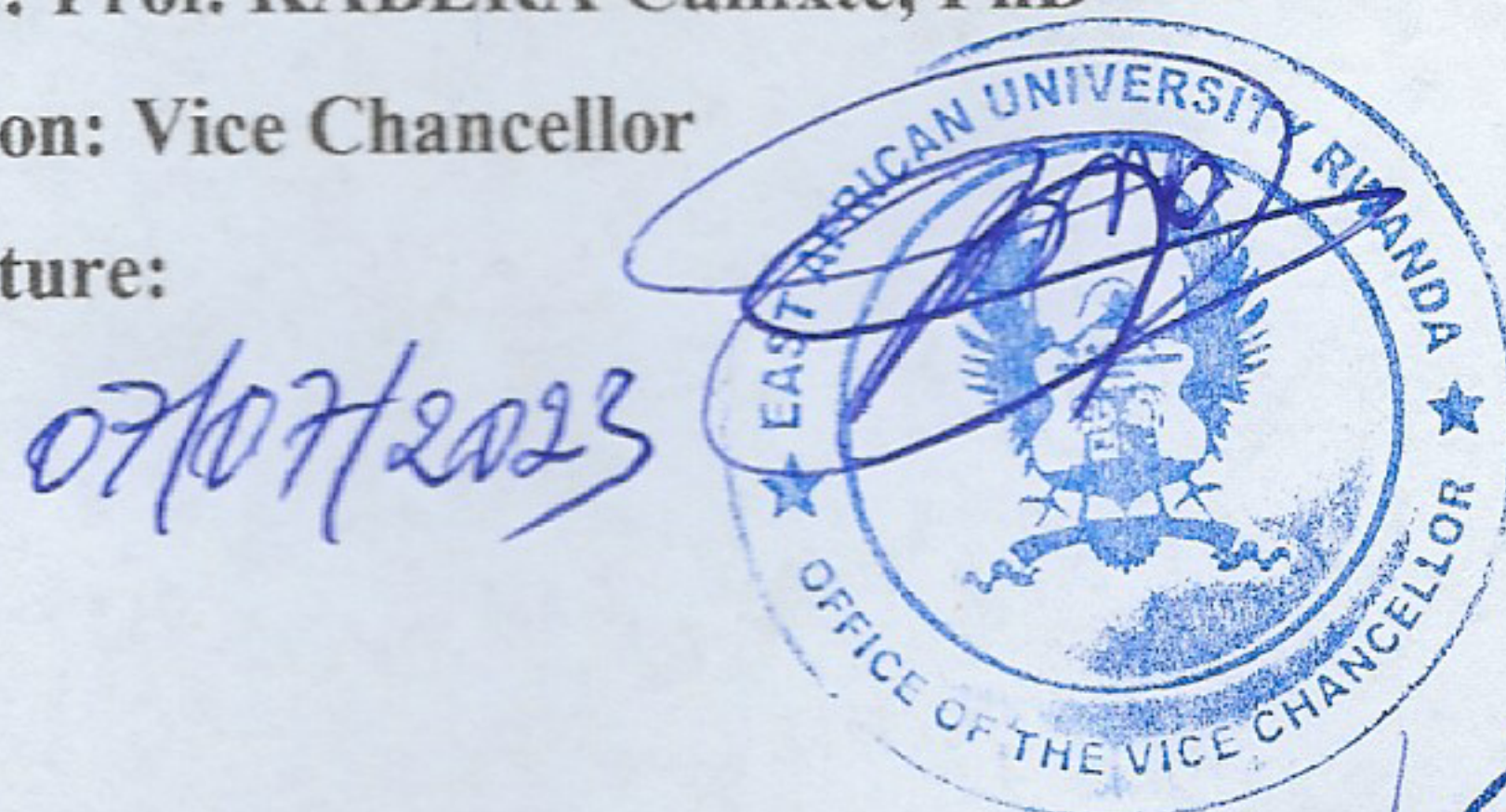**Position: Deputy Vice Chancellor for Academic Affairs and Research**

Signature:

Date: 07/07/2

Name: Prof. KABERA Callixte, PhD

Position: Vice Chancellor

Signature:

Date: 07/07/2023

Name: Prof. Eugene NDABAGA, PhD

Position: Chairman of the Board of Governors

Signature:

Date: