1- GUIDELINES

1.0 INTRODUCTION

“Consultancy Services” covers the provision of professional services such as knowledge, skills, expertise, experience or advice, provided by an academic or member(s) staff of University of Nizwa to a client or an external party, for a fee, voluntarily or in any other consideration at all.

University of Nizwa recognizes that consultancy is one of the vehicle through which university can play an important role in the dissemination of knowledge and expertise.

The consulting services by faculty members will enhance the image of the University and strengthen the teaching and the research capabilities. The University of Nizwa encourages faculty members to participate in consulting activities appropriate to their academic areas or professional competence.

1.1 Vision

The University of Nizwa strives to be a catalyst in supporting, promoting, providing high quality research services and to add value to our clients by being a leading provider of proven, innovative problem solving skills, objective, independent analysis, information and insights, interactively on issues critical to Sultanate of Oman, GCC countries and society in general.

1.2 Mission Statement

- to develop and maintain the knowledge and skills amongst the staff
- to enable and expand the knowledge
- to contribute towards socio-economic development of Sultanate of Oman and the society in general
- to expand and nurture research culture
- commitment to the goals and vision of University of Nizwa
- to provide opportunities to individuals and professionals

1.2 Values

The University of Nizwa strives to provide high quality credible services that client’s value;

- Credibility
- Innovative, creative and response
- Cost effective solution
• Client focus
• Professional advancement and dedicated professionals

1.4 Purpose and Objectives

The broader parameters of consultancy services are to:

• support the Mission of the University
• ensure quality and performance of consultancy services
• guide the academic staff of permissible activities
• classify the different types of activities
• provide clear procedures for attaining approval for the activities
• serve the community and professions
• recognize and value of consultancy services and accomplishments
• encourage strong link between university and industry
• encourage research and consultancy services in areas of immediate relevance to the development of the Sultanate

2.0 FRAMEWORK

The consultancy guidelines framework acknowledges that staff may undertake the consultancy work within the framework of these guidelines; the university offers and;

• Encourage academic, technical and administration staff participation in consultancies that bring opportunities and benefits to the University, the client and the community in general.
• Wishes to provide a flexible and clear management framework in which consultancy can be carried out within the rules and regulations of the university
• Facilitate the negotiation and determination of contracts for consultancy
• Provide guidance to faculty members or staff about the range of consultancy work that can be undertaken using the university’s name, services and resources, either directly or by implication.
• Ensure that the undertaking of consultancy work does not interfere with the other functions of the faculty or administrative unit of the college to which the staff member belongs.
• Identify the obligations and approval procedures to all the staff members and the university regarding consulting work
• Provide proper protection to the university and the members of the staff in consultancy undertakings

All the consultancy agreements must be approved by the Centre for Consultancy Services under the Vice Chancellor, Research, Graduate Studies and External Relations. In case the agreements that engage academic and or administrative staff from multiple faculties must be approved priory by all of the appropriate line heads or Deans.
3.0 TYPE OF CONSULTANCY SERVICES

University Consultancy: The consultancy that is negotiated by the university and where a member of staff engages with a client as an employee of the university, thereby benefiting from the full support of the university and its wholly owned subsidiary (if any).

Individual Consultancy: The consultancy that is carried out by a member of staff as a result of his/her direct contact or negotiation with a client.

4.0 Approvals

Regardless of form or kind, all consultancy agreements need to be referred to the center for consultancy services through their respective heads and deans of colleges for final scrutiny and approval. The application form for approval is attached in Annexure-1.

While the content of agreements covering consulting services may differ, the following general guidelines highlight some of the issues which arise most commonly in negotiations between an individual and an external organization:

Address: University address will be used in all agreements.

Work Nature: The nature of work to be taken should be defined precisely and clearly as possible. Necessary care should be taken to avoid overlapping of consultant duties within the agreement and the individual's University activities.

Deliverables: Time table and production of deliverables such as reports should clearly be set out.

Time Commitment: The agreement should state the time period (i.e., number of man Days per year) which the consultant has to spend, while keeping within the University’s regulation on the maximum number of man days per year that can be devoted to consultancy.

Intellectual Property: The agreement must conform to the University’s policies on Intellectual Property.

Publications: The Consultancy Unit shall determine whether the proposed agreement is in conflict with the consultant(s) publication expectations.

4.1 Management of Consultancy Work

- The Center for Consultancy Services under the Vice Chancellor, Research Graduate Studies and External Relations will manage the affairs of consultancy
work. This centre will be the contact party with outside organizations on behalf of the university.

4.2 **Roles of the Center for Consultancy Services**
- To contact and explore the consultancy opportunities
- To promote and expand professional services
- To manage consultancy services portfolio
- To Approve/disapprove the Individual consultancy requests
- To identify the services and areas of expertise which university can offer to outside organizations
- To attract consultancy services
- To monitor all consultancies

4.3 **Decision Path:**

5.0 **Benefits distribution**

Staff members are entitled to be paid for consulting services, the consulting fee will be calculated from the base fee rate required by the staff member. Base fees should be at par with regional benchmarks.

Consultancy Fees should be negotiated on a case by case basis in a normal commercial manner; depending upon the extent of services provided. The consultancy fee shall be determined as below;
X = Staff required benefits (base for reference)
Y = Other Costs (materials, equipment if any)
Z = University overhead

Total Consultancy fee = (X + Y) * (Z)
(Where university overhead percentage will vary according to the nature of the consultancy and type)

Income from university consultancy should be distributed as follows: payment to the school/faculty/research institute of costs for facilities etc that should be estimated into the proposal;

II. Procedures of Carrying out Consulting Activities

6.0 Procedures

Academic staff members are permitted to work on any form of consultancy in their area of expertise for an average two man day out of one working man month, as long as they are satisfactorily carrying out their normal allocated workload. Permission for and definition of normal workload is the responsibility of the Dean or the Head of the Administrative unit. In cases where a Dean or Head of the Administrative unit requests permission to consult, the line manager shall make such rulings.

During the academic year (Sep-June) and the summer holidays staff members are permitted to undertake a maximum of 24 man days on individual consultancy. The services of staff will be required according to the time of the consultancy and the nature of the project under university consultancy.

If member staff wishes to undertake more than 24 man days of consultancy during the academic year (Sep-June - in any case), they should obtain permission from the Dean, subsequently approved by the center of consultancy unit, under the assurance that work of the School or College and the work load on the consultant’s colleagues are not compromised.

In certain circumstances, in particular where academic and administrative staff members are hired to undertake an extensive commercial project, consulting may be deemed to be part of normal workload and all appropriate payments would be made to the university staff.

Where staff members are entitled to be paid for consulting, the consulting fee will be built up from the base fee rate required by the staff member. Base fees should be at par with regional benchmarks.
Where the academic or administrative staff member is consulting as part of their “normal workload” all salary and overhead costs to University of Nizwa and/or to the Faculty or Administrative unit for the staff member will be used as the base cost and the payment will be made to the University unit, in addition to the staff hours.

Hard cost such as airfares and per-diems will not normally be marked up as per the prevailing practices or based on the nature of task.

Fees should be negotiated on a case by case basis in a normal commercial manner; depending upon the extent of services provided, the consultants will propose their fees and the university will do the same on a case by case basis.

For individual consultancy undertaken by the staff members, fees to the university will be discussed with Vice Chancellor for Admin & Finance before final approval.

Approved research projects by the University Research Committee whether funded internally or by external institution is not considered as consultancy.

6.1 Quality

All consultants must be briefed on quality and other issues such as deliverables prior to the assignment.

All consultancy reports must be submitted through the center for consultancy services, with the approval of respective deans or line managers to ensure the quality of content and presentation.

6.2 Intellectual Property

In Consulting and Commercial Research the ownership of Intellectual Property is usually retained by the client, however it is encouraged by the University that the product of consultancies carried out through or on behalf of the University is of value and every attempt must be made to negotiate right of use for the University for the general good of the whole University community. Any right to the IP for University of Nizwa or the consulting staff member must be either: negotiated in the contract; or by a letter of release from the client following the completion of the assignment.

The arrangements for publication of the results of work carried out on University consultancies are normally set out in the contract between the client and the University.

Staff members working on externally funded contracts or individual consultancy must ensure that any publication does not contravene the terms of that contract. If a staff member has ensured that s/he has the unrestricted right to publish, s/he may publish or speak in his/her own name without seeking the permission of University authority.
The University will assert copyright in any material published by a member of staff, as a result of undertaking a University Consultancy. Where publication arises from an externally funded research contract, however, it may be that the sponsoring body has rights to copyright, and it is the duty of the staff member concerned to establish this prior to publication. Staff should also refer to the University Policy on Intellectual Property for further guidance.

Individual staff may refuse to undertake a particular consultancy if it conflicts with a moral or ethical belief. Once undertaken the consultancy, the staff is bound to complete his/her assignment as per the terms and conditions of the consultancy work.

Any situation which may not appear to be covered by these guidelines should be referred to Vice Chancellor Research or Chancellor for a ruling.

6.3 Related Policies

These guidelines should be read with the following related policies, contracts and procedures:
• University Charter and Statutes
• Intellectual Property
• Contract of Employment

These guidelines will be reviewed at least every five years from the date of approval by the Council or as needed.
Consulting Services Report Form

(Faculty/ or Staff Name) (College/Department/Unit) (Date)

Faculty members who plan to do consulting work should understand and abide by the policies and guidelines approved by the University and listed in the 'GUIDELINES FOR CONSULTING SERVICES'.

This brief proposal should be filed prior to the commitment of time.

Organization or agency requesting services: ____________________________

Address: ____________________________

Title and nature of services: ____________________________

Expected time from ________________________ to ________________________

Probable dates’ off-campus: From ___________ to ________________________

Signed: ____________________________ Faculty Member

Acknowledged: ____________________________ Department Chairperson

Recommended: Dean ____________________________ (related college)

Approved by the Center for Consultancy Services ____________________________

(Note: After all signatures, this form will be retained by the Dean and Department Chairperson for inclusion in the Departmental files.)

cc: Academic Dean
Vice President for Research and Graduate Studies
DETAILS OF CONSULTANCY SERVICES
UNIVERSITY OF NIZWA

Nature of Consultancy Proposal: ______________________________________

Organization or Agency Requesting Services: ____________________________

Address: ___________________________________________________________

Title and nature of services: _________________________________________

Expected time from ______________________ to _______________________
Probable dates’ off-campus: From ___________ to ______________________

Financial Details ____________________________________________

Signed by the Center for Consultancy Services _________________________

Approved By Chancellor ____________________________________________
(Note: After all signatures, this form will be retained by the Vice Chancellor Research, Graduate Studies)

cc: VC Finance and Administration