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# Lahore University of Management Sciences

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## Research Governance and Accountability

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### Document Change Record

Author	Version Number	Change Reference	Signature	Date
OR	00		Dr. Shafay Shamail	May 09, 2011
OR	01	<ul style="list-style-type: none"> <li>Change of Department Name, Policy Name, Research &amp; Consultancy Definition and structure of policy</li> <li>Added OHS Committee Role, Eligibility of Teaching Fellows/ Adjunct/Visiting faculty Members for externally sponsored programme</li> </ul>	Dr. Saad Azmat	November 18, 2020

### Approvals

Name	Designations	Signature	Date
URC	Convener, URC	Dr. Amir Faisal	September 24, 2018
URC	Convener, URC	Mr. Uzair Kayani	January 6, 2021

## 1. Purpose of Policy

Research Governance and Accountability policy (“Policy”) is intended to guide Principal Investigators (PIs), Department Chairs and Deans about the governance of sponsored research or other externally funded programmes and further to outline the accountability of the personnel involved in the matter.

## 2. Scope of Policy

This policy is applicable to all sponsored research related activities of academic and research units of LUMS.

## 3. Definitions

### Research

Research is defined as an activity involving a creative program of systematic investigation which:

1. Typically carries on for a considerable period of time;
2. Involves potential innovation and risk. With research, it is not possible to predict whether a given objective can be achieved;
3. Attempts to find out an answer which is not yet known and leads to creation of a new knowledge;
4. Leads to publicly verifiable outcomes that are open to peer appraisal;
5. Is initiated by a research proposal and funded by a sponsor; and
6. IP results are either owned by the University or shared as per Sponsor’s policy.

### Consultancy

Consultancy is defined as an activity that a member of LUMS community carries out within or related to their professional field through which expertise are exchanged against some consideration, with an external organization i.e. client. Work is classified as consultancy when:

1. The project involves purchase/application of the existing skills, knowledge or expertise to the particular needs of a client;
2. Generation of new knowledge is not expected; and
3. The client expects to own the intellectual property (IP) arising from the paid consultancy and also expects complete confidentiality on the part of the University.

Consultancy work normally includes short-term investigations and may cover activities such as:

1. Expert opinion;
2. Analysis and testing services; or
3. Product and process development.

### Unrestricted Grants

Grants, falling under the ambit of unrestricted grants are generally awarded as donations, gifts or projects with minimal or no constraints. The budget involved in such grants usually comprise of lump sum amount

or may have flexible budget heads. PI is responsible to utilize the grant in most economic, efficient and effective way possible. However, there are no reporting or audit requirements applicable on such grants.

### **Restricted Grants**

Grants, falling under the ambit of restricted grants are awarded with a strict pre-defined budget which comprises of various budget heads. PI is only allowed to utilize the amounts in the pre-defined manner, any deviation therefrom requires prior-approval from the sponsor. The contracts involved in such grants require well-structured deliverables, reporting process and audit.

## **4. Policy Statement**

### **4.1 Guiding Principles**

The expansion of knowledge and its dissemination through research and scholarly studies are integral to LUMS mission. In order to achieve the objective, faculty members are expected and encouraged to undertake the research of their interest and to comply with University's Sponsored Programmes and Research related policies and also with sponsors' guidelines.

The Office of Research (OR) shall facilitate the process from research proposal submission till programme closure.

In the regulation of sponsored research, PIs shall:

1. Follow the high ethical and professional standards befitting an academic setting;
2. Provide for the health and safety of students, postdoctoral researcher and research/support staff;
3. Provide for the health and safety of human subjects in research and also safeguard their privacy;
4. Provide for the humane treatment of animals;
5. Abide by LUMS' policies, laws and regulations applicable in Pakistan, and terms of sponsors' agreements; and
6. Disseminate their results and conclusions strictly in accordance with the sponsor guidelines and principles of academic freedom and openness in research.

In addition to complying with this policy, PIs and others responsible for sponsored programmes should read and comprehend relevant grant documents and contracts in careful and prudent manner.

### **4.2 Consultancy**

#### **4.2.1 Guidelines**

1. OR acts as a bridge between the LUMS staff and external organizations and facilitates the finalization of the terms and conditions contained in the consultancy contract.
2. Staff on the consultancy assignment cannot be hired unless contract has been finalized and signed. Preferably, staff should be hired after funds have been received from the client. However, consultants may avail bridge financing as per applicable LUMS policies to hire staff in advance of receipt of funds from the client. All LUMS human resource policies in respect of staff hiring apply.

3. Lead consultants and co-consultants employed at LUMS must specify the percentage of their time investment in number of days on a certain assignment. The accumulated days dedicated to consultancy assignments must not exceed fifty-two (52) full working days during the course of an academic year.
4. The relevant Dean may allow trade-off between academic years to the consultants i.e. more consulting days in one year and less in subsequent years.
5. The consultant does not have the authority to bind the University to any contract. The authority to approve a consultancy contract lies with the Vice Chancellor (VC) or his designated authority.
6. In all submissions and presentations emerging from the consulting assignment, the consultants have to identify themselves as faculty members of the University, but make it clear that the views expressed and the advice provided is purely in their personal capacity.
7. The LUMS consultants must ensure complete confidentiality and the results and findings must not be published without prior consent of the client.
8. IP developed through a consultancy assignment is governed by applicable LUMS policies.
9. Adjunct faculty members cannot become lead consultant of any consulting project and cannot have control over financial management thereof.
10. Teaching Fellows can apply as PI for consultancy projects

#### **4.2.2 Mandatory Terms and Conditions**

Following terms must be made a part of the consultancy contract:

1. Neither of the parties is liable to the other for any loss or costs incurred directly or indirectly during the term of the agreement or arising from the agreement at a later date, other than by willful misconduct or gross negligence by that party. In the event of willful misconduct or gross negligence by the consultant, his/her liability is to be limited to the proportionate amount of payment received by the consultant up to date of such willful misconduct or gross negligence.
2. Certain events such as bankruptcy, insolvency or winding up of either party entitle the other party to terminate the agreement immediately by provision of written notice to the other party. Written notice of three months has to be given to the party in breach, which grants a cure or remedial period. If the default continues thereafter, then the other party may terminate the agreement by further written notice to the defaulting party.
3. The following disclaimer needs to be present in the consultant's submissions:  
*"The views expressed in this report/papers are those of the authors/consultants alone and do not, in any way, represent the views of Lahore University of Management Sciences, and Lahore University of Management Sciences does not accept any responsibility or liability in relation thereto."*
4. The law of Pakistan is nominated as the applicable law. Lahore is named as the sole seat of arbitration and the courts of Lahore are to exercise exclusive jurisdiction over any arbitration proceedings. By virtue of this provision, the client is denied action against the consultant in any court of Pakistan other than Lahore.

### 4.3 Sponsor Identification and Proposal Preparation

OR identifies funding opportunities and share them with LUMS' community. However, PIs may also identify suitable sponsors/funding calls.

The preparation and submission of a proposal is directed by the PI and thereafter it is facilitated by the OR. OR may be contacted for assistance in securing any sponsor application materials. To the extent possible, proposals should provide educational opportunities and permit the participation of undergraduate/graduate students and post docs.

Preparation and submission of a proposal includes activities such as:

- The identification of an appropriate sponsor;
- Use of any application forms specific to a sponsor;
- Finalization of the proposal content, including the budget;
- Proposal Review by OR;
- Approval from VC or his designated authority before submission of proposal (if required by the sponsor); and
- Mailing of soft and/or hard copies of applications to sponsors in final form.

All proposals submitted for research and other sponsored programmes to be performed by researchers at the University require the review and approval of the Department Chair, Dean and Director of OR. The proposal shall be signed by the Vice Chancellor (VC) or his designated authority, if required by the sponsor.

Visiting Faculty members can be PI for all externally sponsored grants as long as their contract period is equivalent to project duration.

Adjunct faculty members cannot become PI of any sponsored programme and cannot have control over financial management thereof. However, they can apply as Co-PI for any sponsored programme.

Teaching Fellows can apply for consultancy projects as PI. However, they cannot apply for sponsored research grants, unrestricted grants, sponsored events as Principal Investigator.

#### 4.3.1 Budget Guidelines

Budgetary requirements may vary from sponsor to sponsor. Explicit budget guidelines outlined by the sponsor must be complied with. However, if such sponsor guidelines do not exist, the following budget heads must be included in the budget sheet:

- Human Resource Deployment;
  - Equipment;
  - Travelling;
  - Supplies and Services;
  - Training (Workshops etc.);
  - Entertainment;
  - Audit Charges;
-



- Advertisement/ Tendering Cost;
- Contingencies;
- Research Material (Books, journal etc.);
- LUMS Overhead; and
- Miscellaneous.

No other budget head can be included in the budget. However, the previously stated budget heads can be further bifurcated into sub-heads. For instance, local and international travel sub-heads under 'Travelling'.

If the project duration is more than 2 years, inflation rate must be considered while preparing budget and incremental factor should be incorporated in human resource and other budget heads.

In case of unrestricted grants, PI may rearrange funds allocated to each budget head according to the project needs, in consultation with OR.

#### **4.3.2 Institutional Review Board (IRB)**

Research involving the use of human or animal subjects or issues related to biosafety is subject to IRB approval as per applicable LUMS policies. For further details, please refer to LUMS IRB policy.

### **4.4 Routing of Sponsored Programmes**

All sponsored research related activities of academic and research units are required to be channeled through the Office of Research (OR). These include, but are not limited to:

- Restricted/Unrestricted grants;
- Travel grants;
- Sponsored events (conferences / workshops / seminars);
- Consultancy assignments;
- MOU/NDA;
- Contracts; and agreements related to sponsored activities.

All PIs must apply for sponsored programmes through LUMS Grants Application, Management & Execution System (GAMES). Application is then routed electronically to Head of Department (if applicable) and Dean of relevant school respectively for necessary approvals. Interdepartmental and interschool proposals require the approval of the relevant department and school. Signatures of Department Chair [Associate Dean Research in case of Suleman Dawood School of Business (SDSB)] and Dean (or equivalent authority) indicate knowledge and recommendation of the application and of any cost, space, time etc., on behalf of the department and school respectively. Any cross-departmental/school/discipline activity within LUMS or with external institution(s) or organization(s) shall be duly discussed and approved.

Research proposal, budget and other supporting documents must be forwarded to the OR at least 7 days prior to the submission deadline. Proposals that require IRB approval must be forwarded to the OR at least 30 days before submission deadline. Proposals that require Occupational Health and Safety (OHS) approval must be shared 10 days before the deadline.

## 4.5 Negotiations with the Sponsors

In the event a proposal is submitted, PI makes the initial negotiations with the sponsor and prepares a draft agreement with assistance from OR. During the negotiations,

- PI is mainly involved in discussing the technical aspects of the research, for instance the research methodology.
- OR is mainly involved in discussing the administrative and financial aspects of the research with the sponsor for instance indirect cost, audit and closure formalities.

The draft agreement is reviewed by the In-house Legal Counsel at OR to ensure that the project is conforming the laws of Pakistan and the policies applicable at LUMS. During the life of the project, negotiations, as and when required, may be conducted by OR and the PI.

## 4.6 Acceptance of Grant Awards

The official acceptance of awards from external sponsors is administered by the OR. During agreement finalization, following areas need to be discussed with sponsor in advance and mentioned in agreement:

- Project Duration;
- Third Party Subcontract (If any);
- IP Rights;
- Commercialization Opportunity;
- Terms & Conditions for Procurement of equipment (if any);
- Ownership of equipment during/post project (if any);
- Change Request Handling;
- Legal Bindings by sponsor (If any);
- Overheads Limitations;
- Budget Flexibility, movement between different budget heads;
- Unspent Funds Handling; and
- Audit Requirements.

Signing authority with regards to research agreements rests only with the Vice Chancellor (VC) or his designated authority. PIs are strictly prohibited from signing sponsored programmes and research related agreements. However, in case of Non-Disclosure Agreement (NDA), PIs must sign the agreement and ensure data confidentiality.

By signing the legally binding agreements, the University, being the grantee or the contractor, accept the legal responsibility to comply with the terms of the agreement. PI, however, is liable to fulfill their obligations concerning the technical work, fiscal oversight, data confidentiality and the overall governance of the programme.

## **4.7 Grant Management**

Sponsored programme grants shall be administered by the OR in the Grants Management module of the SAP. It is the responsibility of the PI to ensure that all periodic and final technical reports/deliverables are transmitted to the sponsor in accordance with the terms of the award. Failure to submit reports on a timely basis may result in action by the University against the PI as per applicable policies.

The OR is responsible for the financial approvals, management and reporting of the grant to the sponsor. Finance department is responsible for maintaining asset records and its disposition. The PI shall work with and provide the necessary information to these offices to ensure timely and accurate submission of all reports.

### **4.7.1 Bank Account Opening**

Separate bank account may be opened, if required by the sponsor. OR initiates the request and Finance department provides the relevant support.

### **4.7.2 Expenditure of Grant Funds**

The grant period begins on the effective date of the agreement (or in some cases, as stated in the commencement letter) and runs for the length of time indicated on the award document. Expenditure incurred prior to the effective date of the grant may not be charged against the programme account unless specifically authorized in the award document or approval has been received from the sponsor. Moreover, no expenditure may be incurred before the availability of funds from the sponsor unless bridge financing is available. No expenditure may be incurred after the scheduled expiration date of the agreement unless approved by the sponsor.

It is the ultimate responsibility of the PI to ensure that all charges to an externally funded programme are made in accordance with the terms and conditions of the award including the approved budget and in accordance with the applicable Donor's/LUMS' policies. OR is responsible for ensuring sponsored funding resources are utilized responsibly and that individuals do not incur inappropriate or excessive expenses.

For the routing, approval and payment of expenses, sponsors' explicit guidelines or policies shall supersede LUMS policies and procedures. However, in the absence of procedural guidelines from sponsors, LUMS policies and procedures on procurement, travel, entertainment and payments shall be referred.

Sponsor must be informed about the surplus, if any, at the closure of the project. Any surplus is refundable unless differently approved by the sponsor.

Grants specified as unrestricted in nature by the sponsor shall be administered as per the discretion of the PI.

### **4.7.3 Bridge Financing Facility**

In case of temporary delays in receiving funds from sponsor, PI may apply for bridge finance in order to ensure continuity of an ongoing sponsored program. Bridge finance can only be arranged for ongoing sponsored research programmes for which release of funds from the sponsor is expected in near future

as per signed contract and the PI must justify the need for bridge finance in the application. For further details, please refer to LUMS Bridge Financing Policy.

#### 4.7.4 Staff Hiring on Sponsored Programmes

Staff on the sponsored Programmes cannot be hired unless contract has been finalized and signed. Availability of sufficient funds in the relevant budget head is a pre-requisite for hiring. Bridge financing may be availed as per applicable LUMS Bridge Financing policy to hire staff in advance of receipt of funds from the sponsor.

- In order to hire resources on sponsored programmes, concerned PIs shall fill and send the “Recommendation form” to OR for budget approval.
- Relevant department shall forward the recommendation form along with necessary documents as mentioned on the form/checklist to Human Resource Department (HRD).
- Hiring contract shall be prepared by the HRD.

#### 4.7.5 Change Request Management

In case there is a need of any modification or realignment in the initial project plan, the PI must submit a change request form to the OR to provide details of the proposed changes. The change request form can be filed by the PI at any stage of the project whenever there is a need of realigning or rescheduling the project from any aspect. These changes can be in respect of:

1. Project duration;
2. Project Scope;
3. Re-appropriation of budget heads;
4. Project deliverables;
5. PI and project team; and
6. Any other item.

Such change requests must be approved by OR before processing.

## 5. Grant Routing & Management Procedure

Sr. No.	Responsibility	Procedure / Activity	Output
1	OR/ PI	OR/ Faculty member may identify funding opportunity.	Call for Proposal Communication
2	PI	PI prepares the proposal and budget as per the guidelines shared by the sponsor.	Proposal draft/budget
3	Department Chair (Relevant Department)	Department Chair reviews & endorses the proposal draft & forwards to Dean.	Proposal draft/budget (endorsed by Department Chair)
4	Dean (Relevant Department)	The Dean of relevant School reviews and approves the proposal draft and forward it OR	Proposal draft/budget (endorsed by Dean)

5	OR	OR reviews whether the proposal conforms to the sponsor guidelines and LUMS policies and send it to VC Office for approval (if required). If sponsor requires IRB approval prior to proposal submission, proposal along with IRB application form is submitted to IRB convener for approval. If sponsor requires Health & Safety approval, the proposal and the request is shared with OHS convener for approval.	Proposal draft (reviewed by OR)
6	VC/Designated Authority	VC or his Designated Authority approves the proposal and sends it back to OR.	Proposal (approved by VC)
7	OR	OR forwards the reviewed proposal to the sponsor/PI.	Hard copy/soft copy of proposal
8	Sponsor	Sponsor approves/ rejects the Proposal.	Communication containing approval/ rejection of proposal
9	OR	If approved and project is assigned to PI, OR shall conduct the negotiation with sponsor regarding agreement (e.g. project duration, IP, T&C for procurement, ownership of equipment, audit requirements, commercialization, change request etc.) and finalizes the agreement.	Draft Contract
10	VC	All agreements are approved by the Vice Chancellor and after that project formally kicks off	Signed Contract
11	PI	PI fills in and submit recommendation form for appointment of staff to the department chair.	Recommendation Form for appointment of staff
12	Department Chair (Relevant Department)	Department chair reviews & approves the recommendation form and forward it to Dean of respective school.	Recommendation Form for appointment of staff (approved by Department Chair)
13	Dean (Relevant School)	The Dean reviews & approves the recommendation form & forwards it to OR.	Recommendation Form for appointment of staff (approved by Dean)
14	OR	OR checks the programme budget, mark grant number, approve the recommendation form and forward it to HR for hiring and salary processing.	Recommendation Form for appointment & salary processing of staff (approved by Dean)
15	PI	In case of any changes in project, PI fills in change request form and submits to OR.	Change Request Form (approved by PI & sponsor)

16	OR	OR reviews and approves the change request form and the case is forwarded to sponsor for approval, if required. If the proposed change gets approved by the sponsor, change is then made to the project management plan.	Change Request Form (approved by OR/Sponsor)
17	PI	In case Bridge Financing is required during the project execution, the request is forwarded to relevant authorities. Refer to bridge finance policy for the procedure.	Bridge Finance Request

## 6. Waiver of Policy

In exceptional cases, and on a showing of good cause, the Vice Chancellor may waive a policy or procedural requirement. A waiver must be granted in writing and be specific to each case. The written waiver should be timely communicated to the Board of Trustees and the Faculty Council. Repeated waivers of any requirement shall prompt a policy review of that requirement under the LUMS governance structure. To show good cause, the written waiver shall provide reasonable justifications that:

1. The requirement being waived is impossible or impracticable;
2. The waiver does not violate any applicable law; and
3. The waiver is fair, in the best interest of the University, and narrowly tailored to address an exceptional case.

## 7. Special Circumstances/Exceptions

If a LUMS faculty member is a Co-PI in a research project that is being submitted to sponsor by another institute, complete proposal dossier and contract must be submitted to the OR by him/her. OR shall review the proposal and the agreement to ensure that LUMS' rights are not being compromised.

If a project is transferred from any other institution to LUMS, subsequent to transfer of PI, following documents must be shared with OR for smooth project transfer:

1. No Objection Certificate (NOC) from the institution that originally received the grant
2. Project Details i.e. Project name, donor, duration, deliverables, work completed, total budget, budget utilized etc.

## 8. Roles and Responsibilities of Policy Implementation

The major responsibilities that each party has in connection with this policy are as follows:

**PI** is responsible for:

1. Preparation of proposal as per the requirements specified by the sponsor and LUMS and its submission to OR for review the relevant Department Chair for endorsement;

2. Sending request to OR for approval of procurement, travel, entertainment or other expenses through Purchase Requisition (PR);
3. Submission of claims to OR including reimbursements and adjustments;
4. Compliance with guidelines as specified by the sponsor; and
5. Ensuring that all expenditure is in compliance with the sponsor's policy.

**Department Chair** is responsible for initial review and endorsement of the proposal or contract and its submission to relevant Dean.

**Dean** is responsible for review and endorsement of the proposal/ contract and its forwarding to OR.

**OR** is responsible for:

1. Finding research funding opportunities for faculty members;
2. Coordination of overall process for submission of externally sponsored proposals and approval of contracts;
3. Drafting contract for externally sponsored programme.
4. Review of externally sponsored proposals and assisting PI pertaining to the following terms related to an award:
  - a Budgeting;
  - b Salary & honorarium constraints;
  - c Finance & accounting recovery;
  - d Cost sharing and overheads calculation.
5. Approval of procurement, travel, entertainment and other expenses in compliance with the sponsor guidelines or applicable LUMS policies and procedures (in case of absence of sponsor guidelines); and
6. Parking of expenses in the SAP and passing of relevant information and documents to F&A Office.

**F&A Office** is responsible for processing expense requests approved by the OR as per sponsor guidelines or applicable LUMS policies and procedures (in case of absence of sponsor guidelines).

**IRB** is responsible for providing ethics approval if the research involves the use of human subjects, animals or issues related to biosafety.

**OHS** is responsible for providing Health and Safety related approvals for the project.

**VC** or his designated authority is responsible for final approval before submission of externally sponsored proposal (if required) or contract.

## 9. Title of Position with Maintenance Responsibility

Compliance Manager will be responsible for maintenance of the policy including its periodic review and approval of any subsequent modifications to the said policy.

## 10. Consequence(s) of Non-Compliance with Policy

Each instance of non-compliance will be referred to University Research Council (URC) for review, which will finalize its recommendations for the action to be taken by VC. In all cases, the decision of VC will be final.

## 11. Related Documents / Policies

1. Change Request Form;
2. Recommendation Form for Appointment of RA/TA;
3. LUMS Overhead Policy
4. Research Misconduct Policy;
5. Institutional Review Board Policy;
6. Bridge Financing Policy; and
7. Intellectual Property and Commercialization Policy.

## 12. Related Laws

It is imperative to abide by all laws and regulations as applicable in Pakistan. In certain circumstances, sponsors may require compliance with certain laws and their own statutory regulations as well.

## 13. Distribution & Physical Security

Access to these Policies & Procedures on the intranet portal shall be restricted and access shall be provided by Director of OR through following LUMS Access Management Process. For further information, refer Access Management Policies & Procedures. However, in case a hard copy is required, printing rights shall be granted to the respective stakeholder as part of standard Access Management Process. System shall track the number of hard copies printed against each Login ID and shall maintain log as well.

Where there is a change in responsibility of an employee, the copy / access that the employee has of policy document should be handed over to the new employee and this action shall be documented in the previous employee's handing over notes. When an employee leaves the employment of LUMS, then the copy of/access to policy document should be returned to/ revoked by the Head of Department / IT Department prior to his departure.

## 14. Contacts

Contact	Designation	Phone
Office of Research (OR)	Director	8336, 8207, 8042