



**UNIVERSITY OF DAR ES SALAAM**  
**OFFICE OF THE DEPUTY VICE CHANCELLOR -**  
**ACADEMIC**



**INDUSTRY ADVISORY COMMITTEE**  
**GUIDELINES**  
**FEBRUARY 2024**

**UNIVERSITY OF DAR ES SALAAM**



**INDUSTRY ADVISORY COMMITTEE GUIDELINES**

**PREPARED BY THE OFFICE OF THE DEPUTY VICE CHANCELLOR  
(ACADEMIC)**

**FEBRUARY 2024**

## **FOREWORD**

The University of Dar es Salaam (UDSM) is among Higher Education (HE) institutions whose industry linkage is not only important to enhance teaching that focuses on the labor market and competency-based learning but also to increase the capacity of Higher Education Institutions (HEIs) in meeting the skill requirements for national development by fostering collaboration between HEIs and industry.

Industry Advisory Committees (IAC) are technical teams that provide a privileged avenue of communication between UDSM and industrial stakeholders, both private and government sectors, ensuring that activities undertaken are relevant to the current issues faced by the industry, and that the information presented is accurate and useful. UDSM has prepared a guideline for establishment of the IAC which consists expert leaders representing a range of organizations from industry, research institutions, academic institutions, professional bodies, and potential employers. These experts will be qualified to provide advice relating to the offered curricula in respective disciplines. They will also provide technical advice in conducting cutting-edge research in partnership with industry and academia, establishing paths forward for innovation and transitioning research advances into manufacturing, and working closely with industry standard organizations. The criteria for establishing the IAC for UDSM academic units (Colleges, Schools and Institutes) are presented in this guideline where by related academic units are clustered to form seven IACs throughout the University.

UDSM gratefully acknowledges financial support from the UNESCO-China Funds - in-Trust (CFIT) and Tanzania's Ministry of Education, Science and Technology (MoEST) through Higher Education for Economic Transformation (HEET) project, under World Bank (WB) funding, as well as the contribution of stakeholders and Committee members who so generously gave their time to complete this guideline.

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Vice Chancellor

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## ACRONYMS AND ABBREVIATIONS

<b>CFIT</b>	China Funds - in-Trust
<b>CoAF</b>	College of Agricultural Sciences and Food Technology
<b>CoET</b>	College of Engineering and Technology
<b>CoICT</b>	College of Information and Communication Technologies
<b>CoHU</b>	College of Humanities
<b>CoNAS</b>	College of Natural and Applied Sciences
<b>CoSS</b>	College of Social Services
<b>DARUSO</b>	Dar es Salaam University Students Organization
<b>DVC</b>	Deputy Vice Chancellor
<b>EABM</b>	Economics, Agriculture and Business Management
<b>EERM</b>	Engineering and Earth Resources Management
<b>HE</b>	Higher Education
<b>HEET</b>	Higher Education for Economic Transformation
<b>HEIs</b>	Higher Education Institutions
<b>HNA</b>	Health and Natural Sciences
<b>HSSRM</b>	Humanities, Social Sciences and Resource Management

<b>IAC</b>	Industry Advisory Committee
<b>IDS</b>	Institute of Development Studies
<b>IKS</b>	Institute of Kiswahili Studies
<b>IMS</b>	Institute of Marine Sciences
<b>IPs</b>	Intellectual Properties
<b>IRA</b>	Institute of Resource Assessment
<b>LSDE</b>	Law, Social Development and Education
<b>MAST</b>	Marine and Aquatic Sciences Technology
<b>MCHAS</b>	Mbeya College of Health and Allied Sciences
<b>MoEST</b>	Ministry of Education, Science and Technology
<b>MRI</b>	Mineral Resources Institute
<b>SoAF</b>	School of Aquatic Sciences and Fisheries Technology
<b>SJMC</b>	School of Journalism and Mass Communication
<b>SoED</b>	School of Education
<b>SoMG</b>	School of Mines and Geosciences
<b>UDBS</b>	University of Dar es Salaam Business School
<b>UDSoE</b>	University of Dar es Salaam School of Economics

**UDSoL** University of Dar es Salaam School of Law

**UDSM** University of Dar es Salaam

**VC** Vice Chancellor

**WB** World Bank



## **1. INTRODUCTION**

The Ministry of Education Science and Technology has secured a loan from the World Bank (WB) to support the higher education sector in enabling economic transformation. The project named as “Higher Education for Economic Transformation (HEET) Project” intends to improve the relevance of graduates in the labor market and strengthen the linkages between the industries and the higher learning institutions. This includes the formation of Industry Advisory Committees in these institutions. In line with these goals, the HEET Project devised an information sheet for participating higher education to adopt while formulating their guidelines for establishment of IAC. The University of Dar es Salaam (UDSM) recognizes the benefit of well-guided interactions with the industry in order to have labor market-adaptive graduates and relevant research programs. This ensures its relevance to the community while enhancing its socio-economic impact. An effective platform for collaboration and communication between UDSM and industry participants depends on elaborate tools that guide the functioning of Industry Advisory Committees. This document provides guidelines on the formation and management of IAC at the University of Dar es Salaam and its development was supported by the financial assistance from UNESCO-China Funds - in-Trust (CFIT).

### **1.1. Purpose of the Industry Advisory Committee (IAC)**

The Industry Advisory Committee (IAC) is a group of private sector, government institutions and industry representatives who serve as the main speakers for a specific industry or industry cluster, influencing the delivery of the university's core activities of teaching, research, and knowledge transfer so as to meet the expectations of the labor market. The IAC at School/College level intends to offer advice that helps the University grow and achieve its goals by sharing its expertise and strategic thinking. Its purpose of establishment at UDSM is to ensure the engagement of relevant industry professionals in the design and delivery

of priority degree programs and their alignment to market needs. To achieve labor market needs, IAC is responsible to provide advice in the process of academic programs development or review and identify best-practice standards. It will further facilitate collaboration between the University and the industry allowing university students/staff to get opportunities to be trained by practitioners from the industry as well as work with practitioners in their respective fields of competencies.

## **1.2. Rationale for the Establishment of IAC**

The creation of an environment that promotes human capital development and social inclusion among university students is of great importance. This process raises the quality of higher education by promoting relevant skills that address critical skill gaps in graduates, and it benefits the economy by encouraging the development of labor-market-relevant high skills. In promoting the environment that addresses issues impeding employability of graduates in the industry, during its Golden Jubilee in 2011, UDSM inaugurated its Vision 2061, a blueprint charting the way for its future development. The vision emphasizes the central position of knowledge exchange and linking the university in a practical manner with the industry. However, currently at UDSM there is no formal mechanism to coordinate feedbacks from the industry regarding our programs and quality of graduates which is an indication of existing weak University – industry linkage.

Furthermore, the Government of the United Republic of Tanzania through the Ministry of Education, Science and Technology is working to strengthen the learning environment and labor market needs by engaging the relevant industry. In order to achieve the improved learning environment that offers programs according to labor market needs, engaging partners from the government and private sector (industry) through the establishment of an IAC is paramount. The IAC creates a framework for on-going, structured, and effective collaboration between the university and key stakeholders in the public and private sectors.

Through the IAC, the University of Dar es Salaam will be able to access practical learning opportunities for its students in both public and privately owned enterprises. The collaboration between UDSM and the industry through IAC is therefore expected to help students and graduates of the university acquire the skills and knowledge required on the labor market for the development of the country's economy.

### **1.3. Benchmarking**

Universities around the world have been devising different ways of establishing links with the industry for the purpose of ensuring they get updates on new technologies but also to understand the needs of the industry. Among the tools used for this purpose is the establishment of industry linkage office or industrial advisory boards. For example, University of Michigan and Imperial College London have Industrial Advisory Boards (IAB), which the latter its IAB have the objective of creating environments for Academic and Co-Curricular Programs. They also discuss issues spanning admissions, placements and progression to employment. The University of Toledo, they have the same tool which advice issues related to instructional, applied research services, they also provide support in expanding and strengthening mutual beneficial relationship with the industry, present and former students, and government agencies. They assist in development of resources through endowment, gifts and awards, scholarships and fellowships. The Industry Advisory Board of the Tauber Institute for Global Operations helps to respond quickly to industry needs. It offers guidance and support consistent with the program's mission and objectives, the IAB actively assists Tauber in achieving its academics and research goals through industry leadership, cooperation, feedback, and acquisition of financial support. In Africa, the University of Johannesburg in South Africa has an Industry Advisory Council (IAC) that brings together leading experts from various industries to guide the university's academic programs, research, and community engagement efforts. Within the country, there is Tanzania Institute of Accountancy (TIA)

which has ministerial advisory committee and Mbeya University of Science and Technology (MUST) have Industry Advisory Committee (IAC), Dar es Salaam Institute of Technology (DIT) has ICT Industrial Advisory Committee all of them with a focus to link-up with the industry for the purpose of responding quickly to needs of the industry and to tap into the advantages associated with the link.

#### **1.4. Mission, Vision, and Motto of UDSM**

##### ***1.3.1 Vision of UDSM***

“To become a leading Centre of Intellectual Wealth spearheading the Quest for Sustainable and Inclusive Development”

##### ***1.3.2 Mission of UDSM***

“To advance the economic, social and technological development of Tanzania and beyond excellent teaching and learning, research and knowledge exchange”

##### ***1.3.3 Motto of UDSM***

Hekima ni Uhuru (Wisdom is Freedom)

## **2. PROCESS OF ESTABLISHING IAC**

The established IAC will be composed of majority members from the industry to provide advisory and industry linking services, not a new decision making organ of the university. Their advices and deliberations will be taken up to relevant senate committees as matters arising from the IACs. In terms of remunerations, IAC members will be treated in accordance to the government institutions governing boards.

Considering the diversity and size of the university and as it was proposed under the HEET project's information sheet for establishing IACs and UNESCO-China Funds - in-Trust, seven clusters have been created. The following section describes the composition of IAC, including the criteria for nomination and appointment of both members and invitees for each IAC Members Selection Process

The process for the establishment of IAC members is as below:

- i. The respective academic units (college/school/institutes) in the cluster will identify potential members to form their IAC as per the selection criteria.
- ii. The respective units will informally communicate with the earmarked potential members to create awareness and get their consent.
- iii. The respective units will nominate a pool of potential IAC members ranked by priority for DVC Academic to appoint.
- iv. The list of nominees will be evaluated by a committee under the DVC Academic through Directorate of Public Service (DPS) for vetting and compiling a final list.
- v. The vetted members in the list will be sent to the Vice-Chancellor for official appointment.
- vi. The Vice-Chancellor will formally appoint nominees through an appointment letter to each individual member and specify among

them other associated roles for the chairperson, deputy chairperson and secretary.

- vii. UDSM, through Directorate of Public Service (DPS) will officially launch the appointed IAC members, provide orientation on the roles, and set expectations for their engagement with the University.

### 2.1.1 IAC Members Composition

The composition of the IAC members is expected to ensure diversity, gender balance, and inclusivity. The committee shall be made up of at least 10% alumni of the respective cluster who are currently employers. Membership categories and the contributing numbers of IAC members are summarized in Table 2.1.

Table 2.1: AIC and Invitees Membership Category with Its Respective Number to Nominees

<b>Substantive Members</b>	<b>Contribution</b>
Academic units Representatives	Principal/Dean/Director from each participating academic units
Senior representative	One senior staff from academic units forming a cluster
Professionals/Regulatory Boards	One from each participating academic units
Alumni (Employer)	One from each participating academic units
Potential Employer	<ul style="list-style-type: none"> <li>• One from participating academic unit</li> <li>• One extra overall from unit with high diversity</li> </ul>

<b>Substantive Members</b>	<b>Contribution</b>
Research Institutions	Maximum of Two (one private and one Government)
Guru in the area	One guru from non-academic institution representing each participating academic units
<b>Invitees Category</b>	<b>Contribution</b>
Department Heads	Heads of departments from each participating academic units
Students at College Level	One student's representative from participating academic units

Due to their importance in the IAC, heads of department and students' representatives from participating academic units in respective clusters shall participate as invited members of the committee, the reason being that both heads of departments and students are responsible for taking action on the advice given by IAC members. Note that although invited members will not be involved in the final deliberations of IAC, they may be asked to clarify matters.

### **2.1.2 IAC Members Selection Criteria**

IAC members shall be appointed based on position/expertise/experiences and integrity that enable them or their organizations to influence delivery of core functions of UDSM. It is expected that the appointed members will be the topmost members such as owners/ chairpersons of the companies who influence or have final decisions within their organization or within the industry. IAC members shall be experienced professionals engaged across Tanzania's

industries of relevance to the programs on offer at the respective thematic cluster and its academic unit.

An optimal size and composition of the IAC members should ensure that the aim of its establishment is achieved. The following are the recommended categories of substantive members and invitees forming the composition of the AIC:

### **2.1.3 Substantive Members Category**

#### **Professionals/Regulatory Bodies**

- a. Staff with exposure to the industry from professional/regulatory bodies
- b. Senior staff with authority to knowledge
- c. Gender and inclusivity

#### **Alumni**

- a. Alumni who are currently employers.
- a. Good representation of academic units (colleges/schools/Institutes) within a cluster
- b. Gender and inclusivity
- c. Number of alumni should make up 10% of all IAC members

#### **Potential Employers**

- a. Topmost individuals such as owners/chairpersons/chief executives of the companies who have influence/ final decisions within their organizations or within the industries;
- b. Their businesses operate in Tanzania
- c. Their business portfolio has a wide spectrum (covers multi-sector/can tap from different professions)
- d. Gender and inclusivity



## **Research Institutions**

One Government and one Private research institution (representation of both Government and Private owned)

## **Guru in the area from any other institution**

- a. At least ten (10) years of experience in the field according to their CVs,
- b. A person from other non-academic institutions
- c. Good representation of academic units within a cluster
- d. Gender and inclusivity

## **Academic units Representatives**

Head of the academic unit in the respective cluster shall become members by the virtue of their positions.

## **Senior faculty representative**

- a. Staff with exposure to the industry
- b. Senior staff with authority to knowledge
- c. Gender and inclusivity

## **2.1.4 Invitees Category**

### **Department Heads**

Heads of departments from academic unit in the respective cluster shall become invited members by virtue of their positions.

### **Student representative**

One student's representative shall become invited member from among the participating academic units

### 2.1.5 Size of the IAC

The University of Dar es Salaam has many academic units (7 colleges, 7 schools and 7 Institutions) with various disciplines. Some disciplines have some similarities and common/shared courses. In forming clusters, multidisciplinary and cost saving was also the other factors considers. Therefore, in such units, a single shared IAC shall be formed with members from all the units in the group to oversee engagement of industries/private sectors. Based on the current distribution of academic units and disciplines at UDSM, seven clusters have been formed as illustrated in Table 2.1. Depending on evolution of units at the University, the structure of the cluster may be adapted accordingly. Appendix 1 highlights the distribution of members per cluster.

Table 2.1: Clusters of Colleges and Schools

<b>Cluster</b>	<b>College/School</b>	<b>No. of Departments</b>
Cluster 1	College of Engineering and Technology (CoET)	7
	Mineral Resources Institute (MRI)	1
	Institute of Resource Assessment (IRA)	1
	School of Mines and Geosciences (SoMG)	3
Cluster 2	College of Information and Communication Technologies (CoICT)	2
	University of Dar es Salaam Library (Library)	1
	School of Journalism and Mass Communication (SJMC)	1

<b>Cluster</b>	<b>College/School</b>	<b>No. of Departments</b>
Cluster 3	Institute of Marine Sciences (IMS)	1
	School of Aquatic Sciences and Fisheries Technology (SoAF)	2
Cluster 4	College of Agricultural Sciences and Food Technology (CoAF)	4
	University of Dar es Salaam Business School (UDBS)	4
	University of Dar es Salaam School of Economics (UDSE)	2
Cluster 5	School of Education (SoED)	3
	College of Social Sciences (CoSS)	7
	Institute of Kiswahili Studies (IKS)	2
Cluster 6	University of Dar es Salaam-Mbeya College of Health and Allied Sciences (UDSM-MCHAS)	3
	College of Natural and Applied Sciences CONAS	6

<b>Cluster</b>	<b>College/School</b>	<b>No. of Departments</b>
Cluster 7	University of Dar es Salaam School of Law (UDSoL)	3
	Institute of Development Studies (IDS)	1
	College of Humanities (CoHU)	7

### **2.1.6 IAC Leadership**

The leadership of the IAC will consist of a chairperson, deputy chairperson and secretary all appointed by the Vice-Chancellor. While the chairperson shall be a member from outside the University, the deputy chairperson and secretary shall be appointed from among heads of academic units of the University.

### **2.1.7 Leadership roles and responsibilities**

#### **2.1.7.1. Chairperson**

The duties of the Chairperson shall be:

- i To call for planned or ad-hoc meetings as needs arise.
- ii To manage the meetings.
- iii To avail equal opportunity to all members to share their views or opinions.

- iv To be responsible in leading the members to make final deliberations on controversial issues (Veto) during the meeting.

#### **2.1.7.2 Deputy Chairperson**

The duties of the deputy Chairperson shall be:

- i To help the chairperson in executing his/her duties
- ii To deputize when the chairperson is absent.

#### **2.1.7.3 Secretary**

The Duties of the Secretary shall be:

- i In liaison with DPS, Secretary will prepare meetings and share call for the meeting to the AIC members
- ii To prepare meeting agenda in consultation with the chairperson and ensure the same is circulated to all members
- iii Be responsible to coordinate all the IAC activities
- iv To prepare and keep records of AIC activities with the assistance from IL office or one of the invited members

#### **2.1.7.4 Head of Industrial Liaison/Secretariat and his/her Responsibilities**

The Directorate of Public Service (DPS) shall lead the IAC secretariat team and as such, he or she shall:

- i. Perform broader duties related to University-Industry linkage including those related to IAC as stipulated in section 3.2 of this document.
- ii. Be in charge of all IAC meeting related logistics in liaison with respective cluster secretary.
- iii. Support and collaborate with appointed Secretaries of cluster IACs
- iv. Advise the DVC-Academic and university Management on IAC related matters

- v. Write and keep records of the IAC meetings
- vi. Present matters of IAC to University organs
- vii. To guide cluster unit leaders on who to nominate as IAC member and how to engage IAC members for the benefit of UDSM
- viii. To distribute to IAC members updates and relevant information of interest to UDSM on regular basis.

### **3. OPERATIONALIZATION OF THE IAC**

#### **3.1. Role of the IAC**

The role of the Industry Advisory Committee (IAC) is to advise, guide and help UDSM to achieve its mission and vision. IAC shall provide an effective linkage between the University and different Industries for the purpose of improving the quality of education and training activities to meet the needs of the industry.

#### **3.2. Functions/duties of the IAC**

The main functions of the IAC shall be to:

- i. Solicit opportunities for collaboration in applied research, innovation, consultancy and continuing education from the industry;
- ii. Evaluate program outcomes and formulate recommendations for the improvement of curriculum, laboratories, equipment, and other program resources.
- iii. Assist in identifying research and employment opportunities for graduates.
- iv. Serve as an advocate of the University and a communication link with the public
- v. Advise and recommend in the process of identifying and recruiting new IAC Committee Members and Adjunct Staff.
- vi. Act as a feedback loop on the qualities of UDSM graduates
- vii. Assisting identification and acquisition of external funding and resources to support students and academic programs (scholarships, program materials, and other resources);
- viii. Ensure UDSM undergraduate, postgraduate and research programs are relevant to current and future needs of the industry,
- ix. Advice and support the process of development and review of degree program curricula and degree programs delivery,
- x. Support applied collaborative research, innovation activities and transfer of technology across industries and academia,

- xi. Provide guidance and support University outreach programs.
- xii. Support staff and student's industrial attachment/internship.
- xiii. Establish collaboration in management and usage of equipment and training infrastructures

### **3.3. Benefits to IAC members**

While the UDSM intends to benefit from external stakeholders' inputs through IAC to improve its teaching, training, research and public services, a level of mutual gains is envisaged. By participating in the IAC, members from outside UDSM and their organizations may benefit in the following ways:

- i. Provide input and feedback on curriculum development, which also lead to Influence in the decisions and ensuring that UDSM training and research programs meet the needs of the market, thus contributing to socio-economic development
- ii. Getting awareness of university programs and initiatives, including IPs, expertise, useful facilities, and underlying opportunities
- iii. Networking with other industry professionals, academic leaders, and government officials.
- iv. Getting access to a large UDSM student and staff population in order to engage in apprenticeship, research, consultancy and outreach projects through collaborative arrangements.
- v. Accessing some incentive packages offered to IAC members as appreciation for their contributions
- vi. Having access to equipment and facilities that are available at UDSM.
- vii. Stay informed; Serving on an IAC can keep you informed about emerging trends and technologies relevant to your industry.
- viii. Develop leadership skills; it provides leadership opportunities and experience that can help the member to develop leadership skills.



### **3.4. Tenure and Termination of the IAC members**

A Member of the IAC shall serve for a period of 3 years renewable once upon satisfactory performance. Members of the IAC may be prematurely removed/terminated in case of any ethical issue associated with the member in person or their organization. Membership to the Committee shall cease if a member misses three consecutive meetings of the Committee without notice; or where a member loses the position which triggered his or her appointment, including termination of employment in the organization where he or she was working at the time of appointment.

### **3.5. Monitoring and Evaluation IACs**

IAC members will be monitored and evaluated for performance by the office of Industry Liaison according to the functions stated in sub-section 3.2. Evaluations will be done annually. The outcome of evaluation will be communicated to VC through DVC Research for decision making on whether the IAC should be re-appointed or not for tenure of three years.

### **3.6. Committee Meetings**

The IAC shall meet twice in an academic year in accordance with the two University semesters and its meetings shall be reflected in the University Almanac. If need be, special meetings may be called by the chairperson in consultation with the secretary. Moreover, meetings should be planned well in advance and focused on specific content or issues. The Chairperson, deputy Chairperson and Secretary shall develop the meeting agenda. The invited members will also take part in the committee meetings. This will be done through reviewing minutes of previous meetings. IAC meetings can be exceptionally held outside UDSM premises but should be approved by the responsible Deputy Vice Chancellor (DVC). During the IAC meetings, at least once, the respective units in the IAC are advised to show case their activities. The following should be executed in preparation for the meeting:

- i. Establishing and publicizing the date, time and location of each meeting;
- ii. Making proper arrangements for a meeting room and equipment; and
- iii. Notifying and inviting committee members and appropriate University officials of meeting date, agenda, and location.

Quorum for IAC meetings shall be 50% of all substantive members. The Secretary should ensure that the agenda and other meeting documents are available to members in advance. DVC Research/Academic will be responsible with officiating the IAC meetings.

### **3.7. Facilitation/Remuneration of IAC members**

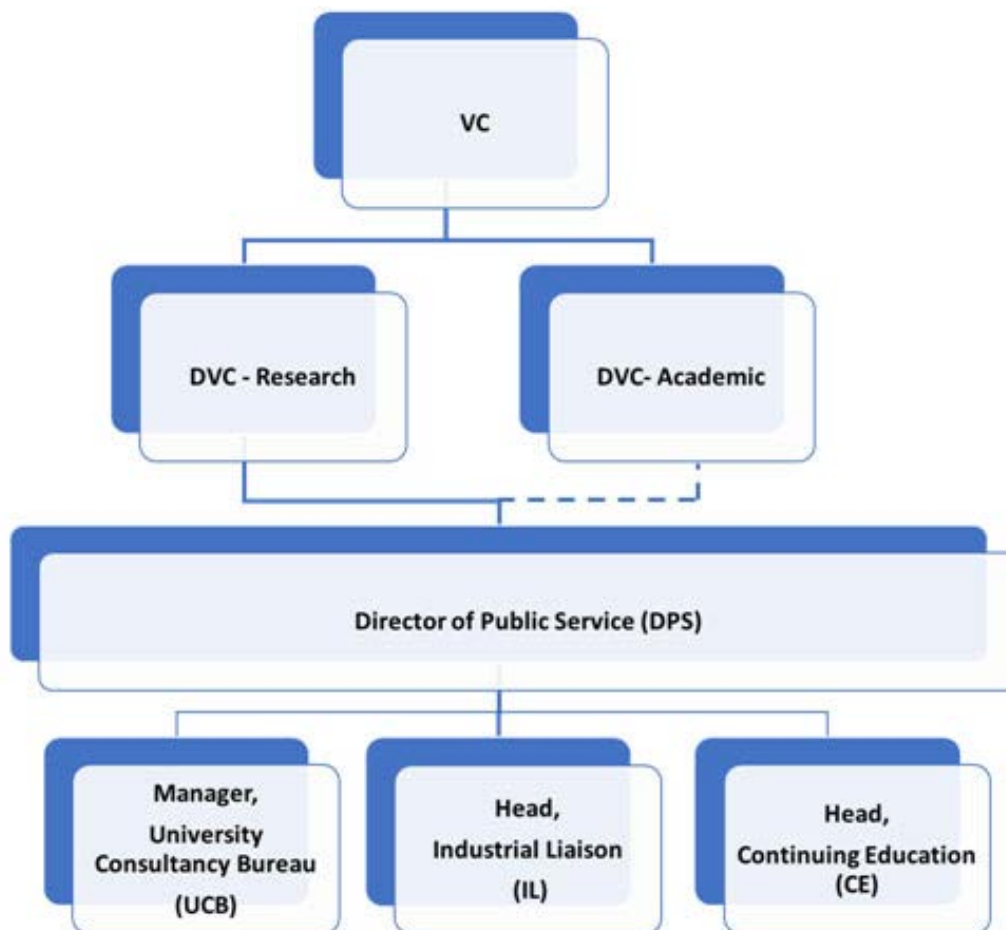
During the face to face meetings, the members shall be facilitated with transport allowances, and per diem and any other allowances as per government regulations. Invited members shall be facilitated with transport allowances, sitting allowances and per diem and any other allowances as per university senate committee regulations. However, allowances for Chairperson and Secretary of IAC shall be relatively higher. The budget to cover remunerations and related costs for all UDSM IAC operations shall be covered by the Directorate of Public Service (DPS). DPS should inquire from appointed IAC members whether they/their organizations are able to cover their participation costs.

### **3.8. Directorate of Public Service (DPS)**

Directorate of Public Service (DPS) under the DVC Research is responsible to manage all the activities mentioned in the guideline through the office of Head of Industry Liaison. However, some of these activities fall under the DVC Academic office; this makes some of the activities to be reported directly to DVC Academic.

Additional functions of the DPS through the office of Head of Industry Liaison shall include the following;

- i. Supporting units in engaging external collaborators on curriculum design, review and delivery
- ii. Coordinating and facilitate the engagement of external experts as adjunct staff
- iii. Coordinating and supporting the functioning of IACs to ensure that they are active and functional
- iv. monitoring and implementation of IAC progress and deliberations
- v. Seeking opportunities for UDSM staff and students to engage in industry attachments, placements and apprenticeship programs
- vi. Maintaining a register/directory of UDSM collaborators for research and academic activities
- iv. Coordinating and reporting on university-industry dialogues, this includes the participation of UDSM in the various professional platforms
- v. Mobilizing and coordinating partnerships and collaborations by facilitating MoUs involving the UDSM
- vi. Providing a channel for companies, research organizations and government agencies to access UDSM's research facilities, knowledge, expertise and IPs
- vii. Forging collaborative research and development with industry and government
- viii. Organizing visits to university's laboratories by stakeholders including potential employers, industry regulators and clients for research and consultancy
- ix. Supporting the engagement of UDSM staff in the relevant professional bodies.



**Figure 1:** Position of Head of Industrial Liason under the Directorate of Public Service (DPS) Office

In relation to the IAC, the Director of Public Service (DPS) shall serve as the secretariat to the seven cluster IACs of the UDSM. The directorate shall facilitate committee meetings in terms of finance, and engage with elected cluster leaders to organize committee meetings. The office will assist cluster secretaries and chairpersons to document matters from committee meetings communicate them to the relevant units and where necessary channel them through appropriate university decision organs.

### **3.9. Integration of IAC into the University Decision System**

As stipulated in their functions (3.2) IAC serves a two-way role of improving the UDSM's performance while also ensuring that the industry benefits more from the university services. To achieve this, it is important to ensure that the advice and deliberations from these committees feeds

into the university decision making and operations. The university will use at least three channels to ensure this is affected;

- i. Matters arising from IACs will be channeled by the Director of Public Service to the relevant Senate committees (such as the Senate Postgraduate Studies Committee, Senate Undergraduate Studies Committee, Senate Research and Knowledge Exchange Committee and Planning Finance and Investment Committee. Such committees may also seek the opinion of IAC on the various relevant matters.
- ii. Heads of academic units namely Principal/Dean/Director from the respective academic unit for the IAC cluster are members of the IAC. Similarly the heads of respective department and students forming cluster IAC are invitees to these committees. This arrangement ensures a two-way interaction between units and respective IAC.
- iii. The UDSM Directorate of Public Service (DPS) will be directly involved in following up issues and commitments from IAC meetings. Staff members of the DPS are dedicated to the university-industry linkages, including those evolving from IAC meetings.

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## APPENDICES

### Appendix 1: Sample Sizes for IAC Clusters

**Table A.1: Sample Sizes of IAC for Different Clusters (CL)**

<b>Category</b>	<b>Contribution</b>	<b>Cluster 1</b> (Engineering and Earth Resources Management (EERM))	<b>Cluster 2</b> (ICT and Media)	<b>Cluster 3</b> Marine and Aquatic Sciences Technology (MAST)	<b>Cluster 4</b> (Economics, Agriculture and Business Management (EABM))	<b>Cluster 5</b> (Social Sciences and Education (SSE))	<b>Cluster 6</b> (Health and Natural Sciences (HNA))	<b>Cluster 7</b> (Law, Social Development and Humanities (LIH))
College/school Representatives	Head of the academic unit in the respective cluster	4	3	2	3	3	2	3
Senior representative	One senior staff from academic units forming a cluster	1	1	1	1	1	1	1

<b>Category</b>	<b>Contribution</b>	<b>Cluster 1</b> (Engineering and Earth Resources Management (EERM))	<b>Cluster 2</b> (ICT and Media)	<b>Cluster 3</b> Marine and Aquatic Sciences Technology (MAST)	<b>Cluster 4</b> (Economics, Agriculture and Business Management (EABM))	<b>Cluster 5</b> (Social Sciences and Education (SSE))	<b>Cluster 6</b> (Health and Natural Sciences (HNA))	<b>Cluster 7</b> (Law, Social Development and Humanities (LIH))
Professionals/ Regulatory Boards	One from each participating academic units	4	3	2	3	3	2	3
Alumni (Employer)	One from each participating academic units	4	3	2	3	3	2	3
Potential Employer	<ul style="list-style-type: none"> <li>● One from participating academic unit</li> <li>● One extra overall from unit with high diversity</li> </ul>	5	4	3	4	4	3	4



<b>Category</b>	<b>Contribution</b>	<b>Cluster 1</b> (Engineering and Earth Resources Management (EERM))	<b>Cluster 2</b> (ICT and Media)	<b>Cluster 3</b> Marine and Aquatic Sciences Technology (MAST)	<b>Cluster 4</b> (Economics, Agriculture and Business Management (EABM))	<b>Cluster 5</b> (Social Sciences and Education (SSE))	<b>Cluster 6</b> (Health and Natural Sciences (HNA))	<b>Cluster 7</b> (Law, Social Development and Humanities (LIH))
Research Institutions (Private 1 and Govern 1)	Maximum of Two	2	2	2	2	2	2	2
Guru in the area	One guru from non-academic institution representing each participating academic units	4	3	2	3	3	2	3
<b>Total IAC Members</b>		<b>24</b>	<b>19</b>	<b>14</b>	<b>19</b>	<b>19</b>	<b>14</b>	<b>19</b>

<b>Cluster</b>	<b>College/School</b>	<b>Cluster Name</b>
Cluster 1	CoET	Engineering and Earth Resources Management (EERM)
	SoMG	
	MRI, IRA	
Cluster 2	CoICT	ICT and Media
	DLS	
	SJMC	
Cluster 3	SoAF	Marine and Aquatic Sciences Technology (MAST)
	IMS	
Cluster 4	CoAF	Economics, Agriculture and Business Management (EABM)
	UDBS	

Cluster	College/School	Cluster Name
	UDSE	
Cluster 5	<b>SoED</b>	Social Sciences and Education (SSE)
	CoSS	
	IKS	
Cluster 6	MCHAS	Health and Natural Sciences (HNA)
	CoNAS	
Cluster 7	UDSoL	Law, Social Development and Humanities(LIH)
	IDS	
	CoHU	

## Appendix 2: IAC Appointment Letter Template



UNITED REPUBLIC OF TANZANIA  
MINISTRY OF EDUCATION, SCIENCE AND  
TECHNOLOGY  
UNIVERSITY OF DAR ES SALAAM  
DIRECTORATE OF PUBLIC SERVICES



*In replying please quote:*

Ref.No. DPS/.....

Date:..... 2023

u.f.s .....

**Re: APPOINTMENT TO SERVE AS A MEMBER OF INDUSTRY ADVISORY COMMITTEE AT THE SCHOOL/COLLEGE/DIRECTORATE OF **XXXX**, UNIVERSITY OF DAR ES SALAAM**

2. I am pleased to extend to you an offer to join the School/College/Directorate of xxx as a member of Industry Advisory Committee (IAC) based on your expertise in the relating field on (*name the thematic field e.g informatics, communications etc.*). This appointment is based on recommendations of the department together with your signed commitment.

3. You are expected to fully utilize your experience and expertise to the endeavor of improving the quality training and research programs through meetings. This letter is enclosed with terms for the role including your duties and benefits, a copy of Guidelines for Industry Advisory Committee and general UDSM academic regulations.

4. If the foregoing terms are agreeable, please indicate your acceptance by signing the letter in the space provided below and returning one copy of this letter to university of Dar es Salaam.

5. Correspondences relating to your participation in this committee may be channeled through (**email, phone**). I wish you all the best in this service.

6. Sincerely,

.....

.....

## **Terms of Reference and functions of the UDSM industry Advisory Committee**

The committee will be operating under the following terms

- i. You will become members of IAC upon your acceptance by signing the space provided in the appointment letter and returning one copy to university of Dar es Salaam.
- ii. This offer is contingent provided that you remain in the management of Organization/company x
- iii. The committee will have a tenure of three years, you may be re-appointed once upon satisfactory services in this tenure
- iv. The Committee will have two regular meetings. Based on the demand, extraordinary meetings may be called upon by the chairperson
- v. You are expected to attend IAC meetings, your membership may cease upon absenteeism in three consecutive meetings without a formal apology
- vi. IAC Members may voluntarily cease from being members through a written letter to the appointing office

The IAC will have the following functions;

- i. Ensuring UDSM undergraduate, postgraduate and research programs are relevant to current and future needs of the industry,
- ii. Advising and supporting the process of development and review of degree program curricula and degree programs delivery,
- iii. Supporting applied collaborative research, innovation activities and transfer of technology across industries and academia,
- iv. Provide guidance and support University outreach programs.
- v. Supporting staff and student's industrial attachment/internship.
- vi. Establishing collaboration in management and usage of equipment and training infrastructures

- vii. Solicit opportunities for collaboration in applied research and innovation from the industry;
- viii. Evaluate program outcomes and formulate recommendations for the improvement of curriculum, laboratories, equipment, and other program resources.
- ix. Assisting in identifying research and employment opportunities for graduates.
- x. Serving as an advocate of the University and a communication link with the community,



University of Dar es Salaam