



CIIED Innovation & Start-up Policy Framework 2020-21

Objective: To develop a strong entrepreneurial agenda for the institution and create policies, structures and processes to facilitate active engagement of students, faculty and staff in innovation and entrepreneurship related activities; leading to the successful establishment of start-ups and enterprises by them

Areas of focus

1. Strategies and Governance

- a. The institution will create KPIs for entrepreneurship development in its strategy along with a focused mission; and well-defined short term and long-term goals
- b. A seed amount of **Rupees Ten Lakhs** will be allocated as 'innovation fund' of the total annual budget for funding and supporting innovation and start-up related activities along with fund from external stakeholders
- c. The institution will create an organization structure to bring all entrepreneurship, innovation and start-up activities under one umbrella and to enable quick decision making and implementation

2. Start-ups enabling Institutional Infrastructure

- a. The institution will create facilities for supporting pre-incubation and incubation by mobilizing resources from internal and external sources
- b. The Institution will offer mentoring and other relevant services through Pre-incubation/Incubation units in-return for fees, equity sharing and (or) on zero payment basis
- c. Institution will communicate the availability of pre-incubation / incubation facilities in the campus and build a reputed brand image to attract aspiring entrepreneurs, investors and other stakeholders

3. Nurturing Innovations and Start-ups

- a. The institution will allow licensing of IPR from its side to start-ups in terms of equity in the venture and/ or license fees and/ or royalty to obviate the early stage financial burden on a case to case basis

- b. Institution will develop clear guidelines to allow students / staff to work on their innovative projects, set up start-ups, work as intern / part-time in start-ups with credits in place of their projects, seminars, summer trainings etc.
- c. Students entrepreneurs will be allowed to sit for the examination, even if their attendance is less than the minimum permissible percentage, with due permission from the institute - 5 % relaxation in attendance for the initiatives at idea level, another 5 % for Proof of Concept level, and full semester/ year break for the establishment of start-up
- d. Institution will allow faculty and staff to take off for a semester / year or even more as sabbatical/ unpaid leave/ casual leave/ earned leave for working on start-ups and come back, use its resource to establish start up as a fulltime effort without affecting the academic benefits and seniority
- e. In return of the services and facilities, institution may take 2% to 9.5% equity/ stake in the start-up/ company, based on brand used, faculty contribution, support, seed etc.
 - For staff and faculty, institution may take no more than 20% of shares that staff / faculty takes while drawing full salary from the institution (however, this share will be within the 9.5% cap of company shares, listed above)
 - No restriction on shares that faculty / staff can take, as long as they do not spend more than 20% of office time on the start-up in advisory or consultative role and do not compromise with their existing academic and administrative work / duties.
 - In case of compulsory equity model, start-up may be given a cooling period of 3 months to use incubation services on rental basis to take a final decision based on satisfaction of services offered by the institute/incubator. In that case, during the cooling period, the institute will not force the start-up to issue equity on the first day of granting incubation support.
- f. Participation in start-up related activities will be considered as a legitimate activity of faculty in addition to teaching, research, consultancy etc. and must be considered while evaluating the annual performance of the faculty.

4. Product Ownership Rights for Technologies Developed at Institution

- a. When institution's facilities / funds are used substantially or when IPR is developed as a part of curriculum/ academic activity, IPR is to be jointly owned by inventors and the institute.
 - Inventors and institute could together license the product / IPR to any commercial organization, with inventors having the primary say
 - License fees could be either / or a mix of - Upfront fees or one-time technology transfer fees, Royalty as a percentage of sale-price, or Shares in the company licensing the product

- Institution will not hold the equity as per the current statute, so SPV may be requested to hold equity on their behalf
 - If one or more of the inventors wish to incubate a company and license the product to this company, the royalties would be no more than 4% of sale price, preferably 1 to 2%, unless it is pure software product. If it has shares in the company, shares will again be 1% to 4%. For a pure software product licensing, there may be a revenue sharing to be mutually decided between the institution and the incubated company
- b. If product/ IPR is developed by innovators not using any facilities offered by the institution, outside office hours (for staff and faculty) or not as a part of curriculum by student, then product/ IPR will be entirely owned by inventors in proportion to the contributions made by them.
 - c. If there is a dispute in ownership, a minimum five membered committee consisting of two faculty members with expertise in the field, two of the institute's alumni/ industry experts and one legal advisor with experience in IPR, will examine the issue and help in settlement.

5. Organizational Capacity, Human Resources and Incentives

- a. Institution will recruit staff with strong innovation and entrepreneurial/ industrial experience, behaviour and attitude and train relevant faculty members on innovation and entrepreneurship
- b. Periodically external subject matter experts will be engaged for strategic advice and training
- c. Institution will institute academic and non-academic incentives and reward mechanisms for all staff and stakeholders for their contribution to entrepreneurship agenda and activities. The reward system may include sabbaticals, office and lab space for entrepreneurial activities, reduced teaching loads, awards, trainings, etc.
- d. A performance matrix will be developed and used for evaluation of annual performance

6. Creating Innovation Pipeline and Pathways for Entrepreneurs at Institution Level

- a. Institution will develop systems and processes to ensure the exposure of maximum students to innovation and pre incubation activities at their early stage through awareness programmes, experiential learning and practical exposure
- b. Institution will link their start-ups and companies with wider entrepreneurial ecosystem

- c. For strengthening the innovation funnel, access to financing will be opened for the potential entrepreneurs through networking events with potential investors and provision of start-up facilities at subsidized cost
- d. Institution will develop a ready reckoner of Innovation Tool Kit, which will be kept on the homepage of institute's website to answer the queries of the innovators and enlisting the facilities available at the institute

7. Norms for Faculty Start-up

- a. Norms for faculty to engage in start-ups will be created by the institution
- b. Role of faculty may vary from being an owner/ direct promoter, mentor, consultant or on-board member of the start-up
- c. Institution will develop a policy on 'conflict of interests' to ensure that the regular duties of the faculty don't suffer owing to his/her involvement in the start-up activities.
- d. Faculty start-up may consist of faculty members alone or with faculty of other institutes or with alumni or with other entrepreneurs.
- e. In case the faculty/ staff holds the executive or managerial position for more than three months in a start-up, they will go on sabbatical/ leave without pay/ utilize existing leave
- f. Faculty must clearly separate and distinguish on-going research at the institution from the work conducted at the start-up/ company
- g. In case of selection of a faculty start up by an outside national or international accelerator, a maximum leave (as sabbatical/ existing leave/ unpaid leave/ casual leave/ earned leave) of one semester/ year (or even more) may be permitted

8 Pedagogy and Learning Interventions for Entrepreneurship Development

- a. Institution will adopt diversified approach to produce desirable learning outcomes, which will involve cross disciplinary learning using mentors, labs, case studies, club activities, contests, workshops etc.
- b. Innovation champions will be recognized from among the students/ faculty/ staff for every department and annual 'Innovation & Entrepreneurship Award' will be instituted to recognize outstanding ideas, successful enterprises and contributors in entrepreneurship
- c. Entrepreneurship education will be imparted at curricular/ co-curricular/ extracurricular levels through elective/ short term or long-term courses, induction programmes etc. through industry linkages and engagement of external experts
- d. Customized teaching and training materials will be developed for start-ups

9 Collaboration, Co-creation, Business Relationships and Knowledge Exchange

- a. Institution will give primary importance to stakeholder engagements and will find potential partners, resource organizations, MSMEs, schools, alumni, professional bodies etc. to support entrepreneurship and co-design the programs.
- b. Institution will encourage co-creation, bi-directional flow/ exchange of knowledge through such collaborations
- c. Institution will develop policies and guidelines for forming, managing coordinating the relationships with external stakeholders
- d. Single Point of Contact (SPOC) to be created in the institution to ensure access to relevant information to all stakeholders
- e. Internal knowledge management will be done using inhouse Information & Communication Technology (ICT) capabilities

10. Entrepreneurial Impact Assessment

- a. The institution will adopt a systematic approach for assessing all entrepreneurial initiatives such as pre-incubation, incubation, entrepreneurship education on a regular basis with well-defined evaluation parameters such as:
 - Assessment of Outputs and Outcomes related to - knowledge exchange initiatives, faculty engagements in entrepreneurial teaching and learning, start-ups created, support system provided, satisfaction of participants, new business relationships created, commercial success etc.
- b. Assessment will be done in terms of sustainable social, financial and technological impact in the market