



Vidya Shikshan Prasarak Mandal's Academy of Higher Education

CENTRAL INSTITUTE OF BUSINESS MANAGEMENT, RESEARCH & DEVELOPMENT

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**AFFILIATED TO RTM NAGPUR UNIVERSITY, NAGPUR AND APPROVED BY
AICTE, NEW-DELHI**

(NAAC ACCREDITED B+ GRADE)

CIBMRD INNOVATION AND STARTUP POLICY

(FOR STUDENTS AND FACULTY)

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INTRODUCTION

Entrepreneurship cell, Innovation, Incubation & Startups, is set up to promote innovation and entrepreneurship among the Faculty members, Students and Research Scholars at CIBMRD. To accomplish its goal, CIBMRD framed institutional Startup policy, thus enabling creation of a robust innovation and Start up ecosystem across CIBMRD. The policy is subject to periodical review and amendments.

1	Strategies and Governance
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- A. Entrepreneurship promotion development will be one of the major dimensions of the CIBMRD strategies. To facilitate development of an entrepreneurial ecosystem in the CIBMRD and nearby area, specific objective and associated performance indicator will be periodically defined for assessment.
- B. Implementation of innovation and entrepreneurial vision in CIBMRD will be achieved through mission statements rather than rigorous control system. However, promoting entrepreneurship requires a different type of mind set as compared to other academic activities and is the responsibility of a senior person at the level of principal/director/equivalent position.
- C. Resource mobilization plan will be worked out at the CIBMRD level for supporting innovation, pre-incubation, incubation infrastructure and facilities. A sustainable financial strategy will be defined in order to reduce the organizational constraints to work on the entrepreneurial agenda.
 - i. Investment in the entrepreneurial activities will be a part of the institutional financial strategy. Minimum 1% fund of the total annual budget of the institution will be allocated for funding and supporting innovation and startups related activities.
 - ii. The strategy will also involve raising funds from diverse external funding sources through government (state and central) such as DST, MHRD, AICTE, Startup India, Invest India, MSME, etc. and non-government sources.
 - iii. To support technology incubators, CIBMRD will approach private and corporate sectors to generate funds, under Corporate Social Responsibility (CSR) as per Section 135 of the Company Act 2013.
 - iv. CIBMRD will also generate funding through sponsorships and donations.
 - v. CIBMRD will actively engage alumni network for promoting Innovation & Entrepreneurship.
- D. For expediting the decision making, hierarchical barriers will be minimized and individual autonomy and ownership of initiatives will be promoted.
- E. Importance of innovation and entrepreneurial plan will be known across the CIBMRD and will be promoted and highlighted in institute Academic Calendar programs such as conferences, convocations, workshops, etc.

- F. Action plan will be formulated at CIBMRD level, having well-defined short-term and long term goals.
- G. CIBMRD will develop and implement innovation and entrepreneurship strategy and policy for the entire institute in order to integrate the entrepreneurial activities across various centers for excellence, departments, faculties, career services within the institute.
- H. Product to Market strategy for startups can be developed by the CIBMRD on case to case basis.
- I. Development of entrepreneurship culture should not be limited within the boundaries of the institute.
 - i. CIBMRD will be the driving force in developing entrepreneurship culture in its vicinity (industrial area, regional, social and community level). This shall include giving opportunity for regional startups, provision to extend facilities for outsiders and active involvement of the institute in defining strategic direction for local development.
 - ii. Strategic international partnerships should be developed using bilateral and multilateral channels with international innovation clusters and other relevant organizations. Moreover, international exchange programs, internships, engaging the international faculties in innovation and entrepreneurship will also be promoted.

2	Startups Enabling CIBMRD Infrastructure
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Creation of Pre-incubation and incubation facilities for nurturing innovations and startups will be created. Incubation and Innovation can be organically interlinked and efforts will be to link Innovation to Enterprises to Financial Success.

- A. CIBMRD is in process of creating facilities for supporting pre-Incubation, Entrepreneurship and Startup under which IIC, Entrepreneurship Cell will be working by mobilizing resources between internal and external sources.
- B. Pre-Incubation/Incubation facility will be accessible 24x7 to students, staff and faculty of all disciplines and departments across the Institute.
- C. CIBMRD would offer mentoring and other relevant services thorough Pre-incubation /incubation units and might charge a suitable fee for providing space/facilities to the startups and may be equity sharing in Startups supported through this units. The modalities regarding Equity Sharing in Startups supported through this units will depend upon the nature of services offered are elaborately explained in section 3 below.

A. CIBMRD will establish processes and mechanisms for easy creation and nurturing of Start-ups/enterprises by students, staff (including temporary or project staff), faculty, alumni and potential start up applicants even from outside the institutions.

B. While defining their processes, institute will ensure to achieve the following:

i. Incubation support: offer access to Pre-incubation & Incubation facility to start ups by students, staff and faculty for mutually acceptable time-frame.

ii. CIBMRD will allow to take IPR license on the developed technology on easy term, either in terms of equity in the venture and/ or license fees and/ or royalty to obviate the early stage financial burden.

iii. CIBMRD allow its students / staff to work on their innovative projects and setting up start-ups (including Social Start-ups) or work as intern / part-time in start-ups (incubated in any recognized HEI/Incubators) while studying / working with due approval of competent authority. Student Entrepreneurs may earn credits for working on innovative Prototypes/Business Models. CIBMRD will develop clear guidelines to formalize this mechanism. Student inventors may also be allowed to opt for start-up in place of their mini project/ major project, seminars, summer trainings. The area in which student wants to initiate a start-up may be interdisciplinary or multidisciplinary. However, the student must describe how they will separate and clearly distinguish their ongoing research activities as a student from the work being conducted at the start up.

C. Students who are under incubation, but are pursuing some entrepreneurial ventures while studying will be allowed to use their address in the institute to register their company with due permission from the Principal, CIBMRD.

D. Student entrepreneurs will be allowed to sit for the examination, even if their attendance is less than the minimum permissible percentage, with due permission from Principal, CIBMRD.

E. Student entrepreneurs may earn academic excellence for their efforts while creating an enterprise. CIBMRD will set up a review committee for review of start up by students, and based on the progress made, it may consider giving appropriate appreciation for academics.

F. CIBMRD will explore provision of accommodation to the entrepreneurs within the campus for some period of time.

G. Institute may consider allowing use of its resources to faculty / students / staff wishing to establish start up as a fulltime effort. The seniority and other academic benefits during such period may be preserved for such staff or faculty.

H. CIBMRD has startup and entrepreneurship subject/paper for MBA students. However, in long term Institute may decide to start part-time/full time PGDM (Innovation, entrepreneurship and venture development) program where one can get degree while incubating and nurturing a startup company as per guideline issued by AICTE.

I. CIBMRD will facilitate the startup activities/ technology development by allowing students/ faculty/ staff to use Institute infrastructure and facilities, as per the choice of the potential entrepreneur in the following manners:

i. Short-term/ six-month/ one-year part-time entrepreneurship training.

ii. Mentorship support on regular basis.

iii. Facilitation in a variety of areas including technology development, ideation, creativity, design thinking, fund raising, financial management, cash-flow management, new venture planning, business development, product development, social entrepreneurship, product costing, marketing, brand development, human resource management as well as law and regulations impacting a business.

iv. Institute may also link the startups to other seed-fund providers / angel funds/ venture funds or itself may set up seed-fund once the incubation activities mature.

v. License institute IPR as discussed in section 4 below.

J. In return of the services and facilities, institute may take 2% to 9.5% equity/ stake in the startup/ company, based on brand used faculty contribution, infrastructure support provided and use of institute's IPR. The institute will normally take nominal equity share, unless its full-time faculty/ staff have substantial shares). Other factors for consideration should be space, infrastructure, mentorship support, seed funds, support for accounts, legal, patents etc.

a. For staff and faculty, institute can take no-more than 20% of shares that staff / faculty takes while drawing full salary from the Institute; however, this share will be within the 9.5% cap of company shares, listed above.

b. No restriction on shares that faculty / staff can take, as long as they do not spend more than 20% of office time on the startup in advisory or consultative role and do not compromise with their existing academic and administrative work / duties. In case the faculty/ staff holds the executive or managerial position for more than three months in a startup, then they will go on sabbatical/ leave without pay/ earned leave.

c. In case of compulsory equity model, Startup 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 institution/Incubator.

K. The Institute could consider providing service based on mixture of equity, fee-based and/ or zero payment model. So, a startup may choose to avail only the support, not seed funding, by the institute on rental basis.

L. Institute could extend this startup facility to alumni of the institute as well as outsiders.

M. Participation in startup related activities needs to be considered as a legitimate activity of faculty in addition to teaching, R&D projects, industrial consultancy and management duties and must be considered while evaluating the annual performance of the faculty. Every faculty may be encouraged to mentor at least one startup.

N. Product development and commercialization as well as participating and nurturing of startups would now be added to a bucket of faculty-duties and each faculty would choose a mix and match of these activities (in addition to minimum required teaching and guidance) and then respective faculty are evaluated accordingly for their performance and promotion.

O. Institute might also need to update/change/revise performance evaluation policies for faculty and staff as stated above.

P. CIBMRD ensure that at no stage any liability accrues to it because of any activity of any startup.

4	Product Ownership Rights for Technologies Developed at CIBMRD
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A. When CIBMRD 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 CIBMRD.

i. Inventors and CIBMRD 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

1. Upfront fees or one-time technology transfer fees.
2. Royalty as a percentage of sale-price.
3. Shares in the company licensing the product

ii. CIBMRD will not hold the equity as per the current statute, so SPV will hold equity on their behalf.

iii. 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 is 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 CIBMRD Incubation Foundation and the incubated company.

B. On the other hand, if product/ IPR is developed by innovators not using any CIBMRD facilities, 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. In this case, inventors can decide to license the technology to third parties or use the technology the way they deem fit.

C. If there is a dispute in ownership, a minimum five members committee consisting of two faculty members (having developed sufficient IPR and translated to commercialization), two of the CIBMRD industry experts / alumni (having experience in technology commercialization) and one legal advisor with experience in IPR, will examine the issue after meeting the inventors and help them settle this, hopefully to everybody's satisfaction. CIBMRD can use alumni/ faculty of other institutes as members, if they cannot find sufficiently experienced alumni / faculty of their own.

D. CIBMRD IPR Cell/Incubation center will only be a coordinator and facilitator for providing services to faculty, staff and students. They will have no say on how the invention is carried out, how it is patented or how it is to be licensed however in specific case, clarifications can be sought. When CIBMRD is paying

for patent filing, CIBMRD will constitute a committee which can examine whether the IPR is worth patenting. The committee should consist of faculty who have experience and excelled in technology translation. If inventors are using their own funds or non- institute funds, then they alone should have a say in patenting.

E. CIBMRD decision-making body with respect to incubation / IPR / technology licensing will consist of faculty and experts who have excelled in technology translation. Interdisciplinary research and publication on startup and entrepreneurship will be promoted by the CIBMRD.

5	Organizational Capacity, Human Resources and Incentives
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A. CIBMRD will recruit staff that has a strong innovation and entrepreneurial/ industrial experience, behavior and attitude. This will help in fostering the Innovation and Entrepreneurial culture.

i. Some of the relevant faculty members with prior exposure and interest should be deputed for training to promote innovation and entrepreneurial.

ii. To achieve better engagement of staff in entrepreneurial activities, CIBMRD policy on career development of staff should be developed with constant up skilling.

B. Faculty and departments of the CIBMRD will work in coherence and cross departmental linkages will be strengthened through shared faculty, cross-faculty teaching and research in order to gain maximum utilization of internal resources and knowledge.

C. Periodically some external subject matter experts such as guest lecturers or alumni can be engaged for strategic advice and bringing in skills which are not available internally.

D. Faculty and staff will be encouraged to do courses on innovation, entrepreneurship management and venture development.

E. In order to attract and retain right people, CIBMRD will develop academic and nonacademic incentives and reward mechanisms for all staff and stakeholders that actively contribute and support entrepreneurship agenda and activities.

i. The reward system for the staff may include sabbaticals, office and lab space for entrepreneurial activities, reduced teaching loads, awards, trainings, etc.

ii. The recognition of the stakeholders may include offering use of facilities and services, strategy for shared risk, as guest teachers, fellowships, associate ships, etc.

iii. A performance matrix will be developed and used for evaluation of annual performance.

A. To ensure exposure of maximum students to innovation and pre incubation activities at their early stage and to support the pathway from ideation to innovation to market, mechanisms will be devised at CIBMRD level.

i. Spreading awareness among students, faculty and staff about the value of entrepreneurship and its role in career development or employability will be a part of the CIBMRD entrepreneurial agenda.

ii. Students/ staff will be taught that innovation (technology, process or business innovation) is a mechanism to solve the problems of the society and consumers. Entrepreneurs will innovate with focus on the market niche.

iii. Students will be encouraged to develop entrepreneurial mindset through experiential learning by exposing them to training in cognitive skills (e.g. design thinking, critical thinking, etc.), by inviting first generation local entrepreneurs or experts to address young minds. Initiatives like idea and innovation competitions, Hackathon, workshops, boot camps, seminars, conferences, exhibitions, mentoring by academic and industry personnel, throwing real life challenges, awards and recognition will be routinely organized.

iv. To prepare the students for creating the start up through the education, integration of education activities with enterprise-related activities will be done.

B. CIBMRD will link their start-ups and companies with wider entrepreneurial ecosystem and by providing support to students who show potential, in pre-startup phase. Connecting student entrepreneurs with real life entrepreneurs will help the students in understanding real challenges which may be faced by them while going through the innovation funnel and will increase the probability of success.

C. CIBMRD has establish the Institution's Innovation Councils (IICs) as per the guidelines of MoEs Innovation Cell, GOI (MIC) and allocate appropriate budget for its activities. IICs should guide institutions in conducting various activities related to innovation, startup and entrepreneurship development. Collective and concentrated efforts should be undertaken to identify, scout, acknowledge, support and reward proven student ideas and innovations and to further facilitate their entrepreneurial journey

D. For strengthening the innovation funnel of the CIBMRD, access to financing must be opened for the potential entrepreneurs.

i. Networking events must be organized to create a platform for the budding entrepreneurs to meet investors and pitch their ideas.

ii. Provide business incubation facilities: premises at subsidized cost. Laboratories, research facilities, IT services, training, mentoring, etc. will be accessible to the new startups.

iii. A culture needs to be promoted to understand that money is not FREE and is risk capital. The entrepreneur must utilize these funds and return. While funding is taking risk on the entrepreneur, it is an obligation of the entrepreneur to make every effort possible to prove that the funding agency did right in funding him/ her.

E. CIBMRD must develop a ready reckoner of Innovation Tool Kit, which must be kept on the homepage on CIBMRD website to answer the doubts and queries of the innovators and enlisting the facilities available at the CIBMRD.

7	Norms for Faculty Startups
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A. For better coordination of the entrepreneurial activities, norms for faculty to do startups will be created by the CIBMRD.

i. Role of faculty may vary from being an owner/ direct promoter, mentor, consultant or as on-board member of the startup.

ii. CIBMRD will work on developing 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 startup activities.

iii. Faculty startup may consist of faculty members alone or with students or with faculty of other institutes or with alumni or with other entrepreneurs.

B. In case the faculty/ staff hold the executive or managerial position for more than three months in a startup, they will go on sabbatical/earned leave/casual leave/unpaid leave.

C. Faculty must clearly separate and distinguish on-going research at the CIBMRD from the work conducted at the startup/ company.

D. In case of selection of a faculty start up by an outside national or international accelerator, a maximum leave (as existing leave/ unpaid leave/ casual leave/ earned leave) of one semester/ year (or even more depending upon the decision of review committee constituted by the CIBMRD) may be permitted to the faculty.

E. Faculty must not accept gifts from the startup.

F. Faculty must not involve research staff or other staff of CIBMRD in activities at the startup and vice-versa.

G. Human subject related research in startup should get clearance from ethics committee of the CIBMRD.

A. Diversified approach should be adopted to produce desirable learning outcomes, which will include cross disciplinary learning using mentors, labs, case studies, games, etc. in place of traditional lecture-based delivery.

i. Student clubs/ bodies/ departments will be created for organizing competitions, boot camps, workshops, awards, etc. These bodies will be involved in CIBMRD strategy planning to ensure enhancement of the student's thinking and responding ability.

ii. CIBMRD will start annual 'INNOVATION & ENTREPRENEURSHIP AWARD' to recognize outstanding ideas, successful enterprises and contributors for promoting innovation and enterprises ecosystem within the CIBMRD.

iii. For creating awareness among the students, the teaching methods will include case studies on business failure and real-life experience reports by startups.

iv. Tolerating and Encouraging failures: Failures need to be elaborately discussed and debated to imbibe that failure is a part of life, thus helping and by reducing the social stigma associated with it. Very importantly, this will be a part of institute philosophy and culture.

v. Innovation champions will be nominated from within the students/ faculty/ staff for each department/ stream of study.

B. Entrepreneurship education will be imparted to students at curricular/ co-curricular/ extracurricular level through elective/ short term or long-term courses on innovation, entrepreneurship and venture development. Validated learning outcomes will be made available to the students.

i. Integration of expertise of the external stakeholders will be done in the entrepreneurship education to evolve a culture of collaboration and engagement with external environment.

ii. In the beginning of every academic session, CIBMRD will conduct an induction program about the importance of Innovation and Entrepreneurship, so that freshly inducted students will be made aware about the entrepreneurial agenda of the CIBMRD and available support systems. Curriculum for the entrepreneurship education will be continuously updated based on entrepreneurship research outcomes. This will also include case studies on failures.

iii. Industry linkages will be leveraged for conducting research and survey on trends in technology, research, innovation, and market intelligence.

iv. Sensitization of students will be done for their understanding on expected learning outcomes.

v. Student innovators, startups, experts must be engaged in the dialogue process while developing the strategy so that it becomes need based.

vi. Customized teaching and training materials will be developed for startups.

vii. It must be noted that not everyone can become an Entrepreneur. The Entrepreneur is a leader, who would convert an innovation successfully into a product; others may join the leader and work for the

startup. It is important to understand that Entrepreneurship is about risk taking. One must carefully evaluate whether a student is capable and willing to take risk.

C. Pedagogical changes need to be done to ensure that maximum number of student projects and innovations are based around real life challenges. Learning interventions developed by the CIBMRD for inculcating entrepreneurial culture will be constantly reviewed and updated.

9	Collaboration, Co-creation, Business Relationships and Knowledge Exchange
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A. Stakeholder engagement will be given prime importance in the entrepreneurial agenda of the CIBMRD. CIBMRD will find potential partners, resource organizations, Micro, Small, Medium Sized Enterprises (MSMEs), social enterprises, schools, alumni, professional bodies and entrepreneurs to support entrepreneurship and codesign the programs.

i. To encourage co-creation, bi-directional flow/ exchange of knowledge and people will be ensured between institutes/ organizations such as incubators, software technology parks of India and science parks, etc.

ii. CIBMRD will organize networking events for better engagement of collaborators and will open up the opportunities for staff, faculty and students to allow constant flow of ideas and knowledge through meetings, workshops, space for collaboration and lectures etc.

iii. Mechanism will be developed by the CIBMRD to capitalize on the knowledge gained through these collaborations.

iv. Care will be taken to ensure that events don't become an end goal. First focus of the Technology Business Incubator will be to create successful ventures.

B. CIBMRD will develop policy and guidelines for forming and managing the relationships with external stakeholders including private industries.

C. Knowledge exchange through collaboration and partnership will be made a part of CIBMRD policy and institute will provide support mechanisms and guidance for creating, managing and coordinating these relationships.

i. Through formal and informal mechanisms such as internships, teaching and research exchange programs, clubs, social gatherings, etc., faculty, staff and students of the CIBMRD will be given the opportunities to connect with their external environment.

ii. Connect of the CIBMRD with the external environment must be leveraged in form of absorbing information and experience from the external ecosystem into the CIBMRD institute environment.

iii. Single Point of Contact (SPOC) mechanism will be created in the CIBMRD for the students, faculty, collaborators, partners and other stakeholders to ensure access to information.

iv. Mechanisms will be devised by the CIBMRD to ensure maximum exploitation of entrepreneurial opportunities with industrial and commercial collaborators.

v. Knowledge management will be done by the CIBMRD through development of innovation knowledge platform using in-house Information & Communication Technology (ICT) capabilities.

10	Entrepreneurial Impact Assessment
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A. Impact assessment of CIBMRD entrepreneurial initiatives such as pre- incubation, incubation, entrepreneurship education will be performed regularly using well defined evaluation parameters.

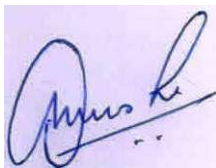
i. Monitoring and evaluation of knowledge exchange initiatives, engagement of all departments and faculty in the entrepreneurial teaching and learning will be assessed.

ii. Number of start-ups created, support system provided at the institute level and satisfaction of participants, new business relationships created by the CIBMRD will be recorded and used for impact assessment.

iii. Impact should also be measured for the support system provided by the institute to the student entrepreneur, faculty and staff for pre-incubation, incubation, IPR protection, Industry linkages, exposure to entrepreneurial ecosystem etc.

iv. Formulation of strategy and impact assessment should go hand in hand. The information on impact of the activities should be actively used while developing and reviewing the entrepreneurial strategy.

v. Impact assessment for measuring the success should be in terms of sustainable social, financial and technological impact in the market. For innovations at the pre-commercial stage, development of sustainable enterprise model is critical. COMMERCIAL success is the ONLY measure in the long run.



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