SRMCEM/D.O./Genl./2022-23/70   September 30, 2022

# National Innovation and Startup Policy-2019
Adoption

Vision of SRMCEM

To achieve International Standards in value based Professional Education for the benefit of Society and the Nation.

Mission of SRMCEM

M1: To dedicate teaching, learning, and collaborating in pursuit of
frontier technologies with a spirit of innovation and excellence.
M2: To foster human values and ethos, compassion for ecosystem and
obligation towards Society and the Nation.
M3: To provide an environment conducive to continuous learning, and
all-round development of Institute fraternity.

Spirit of innovation, excellence, continuous learning, and all-round development to contribute to society and nation building, is envisioned in the culture of Shri Ramswaroop Memorial College of Engineering and Management (SRMCEM). With the same spirit Institute affirms its commitment by adopting the National Innovation and Startup Policy **(NISP-2019)** at Institute level in the form of **Institutional Innovation and Startup Policy (IISP)** for students and faculty/staff members.
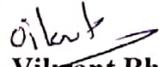
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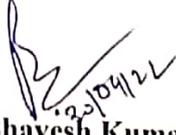
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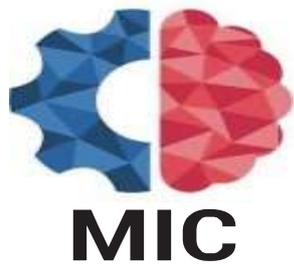
Shri Ramswaroop Memorial College of Engineering and Management, Lucknow

(SRMCEM)

Institutional Innovation and Startup Policy (IISP)

for

Students and Faculty/Staff

[As per the guidelines of National Innovation and Startup Policy-2019]
(NISP-2019)

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About SRMCEM

Shri Ramswaroop Memorial College of Engineering & Management, Lucknow is an **ISO 9001:2008 certified**, **AICTE recognized**, and **Dr. APJ Abdul Kalam Technical University, Lucknow** affiliated institution. Set in placid surroundings on the Lucknow-Faizabad Highway, the group of institution offers the best in Engineering and Management education. It provides the opportunity of studying and training under experienced faculty, and is equipped with state-of-the-art classrooms, labs and library facilities in the quiet and cultural milieu of Lucknow.

Established by two **IIT Kanpur gold medalists, Mr Pankaj Agarwal** and **Mrs Pooja Agarwal**, the group of institution is driven by the dream of building future on the strength of youth fortified with the best professional training and education.

SRMCEM offers graduate and post graduate programmes in Engineering, Computer Application and Management. The educational character of the group of institutions is a seamless amalgam of skill-based learning, depth of insights and professional distinction in employability augmentation. The holistic curricular planning creates the right attitude and mind-set, enabling students to fit in existing professional realm. An equal emphasis on co-curricular activities in the campus complements the intense teaching and learning experience in a multifaceted manner.

The striving for excellence incessantly goes on at SRMCEM. Integrity of its managerial leadership and faculty, value based institutional culture, and quality driven performance initiatives make it a promising place to acquire professional education.

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Institutional Innovation and Startup Policy 2019
for
Students and Faculty

1. **Strategies and Governance**

    a. Entrepreneurship promotion and development is one of the major dimensions of the strategies at Shri Ramswaroop Memorial College of Engineering and Management (SRMCEM). To facilitate development of an entrepreneurial ecosystem in the institute and nearby area, specific objective and associated performance indicator will be periodically defined for assessment.

    b. Implementation of entrepreneurial vision in SRMCEM will be achieved through mission statements rather than stringent control system. The entrepreneurial agenda will be the responsibility of NISP implementation team under the supervision of President (IIC) and Director, SRMCEM to bring in required commitment and understanding.

    c. Resource mobilization plan will be worked out at the institute 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 through creation of separate 'Innovation fund'.

        ii. The strategy will also involve raising funds from diverse external funding sources through government (state and central) such as DST, DBT, MHRD, AICTE, TDB, TIFAC, DSIR, CSIR, BIRAC, NSTEDB, NRDC, Startup India, Invest India, MEITY, MSDE, MSME, etc. and non- government sources.

        iii. To support technology incubators, SRMCEM may approach private and corporate sectors to generate funds, under Corporate Social Responsibility (CSR) as per Section 135 of the Company Act 2013.

        iv. SRMCEM will also raise funding through sponsorships and donations. We will actively engage alumni network for promoting Innovation & Entrepreneurship.

    d. For expediting the decision making, hierarchical barriers will be minimized through empowering the NISP implementation team and individual autonomy and ownership of initiatives will be promoted.

    e. Importance of innovation and entrepreneurial plan will be known across the institute and will be promoted and highlighted at Institute's Academic Plans such as academic

calendar, departmental time table and round the year activities proposals etc.

f. Action plan will be formulated in line with current document at institute level, having well-defined short-term and long-term goals.

g. SRMCEM will develop and implement innovation and entrepreneurship strategy and policy for the entire system in order to integrate the entrepreneurial activities across various departments, faculties, staff, alumni within the institute, thus breaking the silos.

h. Product to market strategy for startups will be developed by the institute on case to case basis.

i. Development of entrepreneurship culture will not be limited to the boundaries of the institute:

   i. SRMCEM will be the driving force in developing entrepreneurship culture in its vicinity (regional, social and community level). This shall include giving opportunity for regional startups, provision to extend facilities for outsiders and active involvement of the in defining strategic direction for local development.

   ii. Strategic international partnerships will 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 Institutional Infrastructure

Pre-incubation and incubation facilities for nurturing innovations and startups will be created in the institute. Till now the following steps have been undertaken:

a. Institute has established pre-incubation units such has "Startup Incubation Centre", Innovation Cell, IP Cell, Entrepreneurship Cell and student technical clubs. Furthermore, Institute is envisioned to create more diversified facilities by mobilizing resources from 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 including startup from vicinity.

c. At present Pre-incubation facilities are being managed by Entrepreneurship cell and IIC. However, there is a plan of setting up the 'Incubation cum Technology Commercialization Unit'(ITCU) which will be a separate entity preferably registered under Section-8 of Company Act 2013. This will allow more freedom to Incubators in decision making with less administrative hassles for executing the programs related to innovation, IPR and Startups. Moreover, this will have better accountability towards investors supporting the incubation facility.

d. Institute will offer mentoring and other relevant services through Pre-incubation/Incubation process in-return for fees, equity sharing and (or) zero payment basis. The modalities regarding Equity Sharing in Startups will depend upon the nature of services offered by these units and elaborated in section 3.

3. **Nurturing Innovations and Startups**
    a. SRMCEM will formulate processes and mechanisms for easy creation and nurturing of Start-ups/enterprises by students, staff (including temporary, contractual 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 following:
        i. Incubation support, Pre-incubation & Incubation facility to start ups by students, staff and faculty for mutually acceptable timeframe.
        ii. Will allow licensing of IPR from institute to start up: Ideally students and faculty members intending to initiate a startup based on the technology developed or co-developed by them or the technology owned by the institute, should be allowed to take a license on the said 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. Institute may allow their students / staff to work on their innovative projects and setting up start-ups (including Social Start-ups) or work as intern / parttime in start-ups (incubated in any recognized Incubators) while studying/ working with due approval of institute authority. Student Entrepreneurs may earn credits for working on innovative prototypes/Business Models. Institute will develop clear guidelines to formalize this mechanism.
        iv. Student inventors (innovation may be in the category of product/process/service/business model etc.) 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 company with due permission from the institute.
    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 institute on recommendation of committee.
    e. Institute will explore the provision of accommodation to the entrepreneurs within the campus for some period.
    f. Institute may allow faculty and staff to take off for a semester / year (or even more depending upon the decision of review committee constituted by the institute) as sabbatical/ unpaid leave/ earned leave for working on startup and come back. May consider allowing use of its resource to faculty/students/staff wishing to establish startup as a fulltime effort. The seniority and other academic benefits during such period may be preserved for such staff or faculty.
    g. In long run institute may start MBA/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). However, courses related to innovation and entrepreneurship are offered in the institute as core or elective to the students of UG and PG.

h. Institute will facilitate the startup activities/ technology development by allowing students/faculty/ staff to use 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. venture funds or itself may set up seed-fund once the incubation activities mature. Further, necessary incentive in terms of resources, infrastructure, finance, time and support for students and faculties will be provided as per need basis.

    v. License institute IPR as discussed.

i. 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, support provided and use of institute's IPR (a limit of 9.5% is suggested so that has no legal liability arising out of startup. The institute will normally take much lower 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.

    i. 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.

    ii. 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.

    iii. 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 institute.

j. The institute will also provide services 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.

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

l. 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.

m. 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.

n. Institute may also update/change/revise performance evaluation policies for faculty and staff as stated above.

o. Institute will ensure that at no stage any liability accrue to it because of any activity of any startup.

4. Product Ownership Rights for Technologies Developed at Institute

a. When institute 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.

    i. 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

        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. As institute is not be allowed to hold the equity as per the current statute, so SPV may be requested to 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 institute and the incubated company.

b. On the other hand, if product/ IPR is developed by innovators not using any institute 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 membered committee consisting of two faculty members (having developed sufficient IPR and translated to commercialization), of the SRMCEM, two 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. SRMCEM can use alumni/ faculty of other institutes as members if they cannot find sufficiently experienced alumni/ faculty of their own.

d. Institute IPR cell or 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. If institute is to pay for patent filing, they can have 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. Institute decision-making body with respect to incubation / IPR / technology licensing will consist of faculty and experts who have excelled in technology translation.

f. Interdisciplinary research and publication on startup and entrepreneurship will be promoted by the Institute.

5. Organizational Capacity, Human Resources and Incentives

a. Institute may recruit staff that have a strong innovation and entrepreneurial/ industrial experience, behaviour and attitude. This will help in fostering the I&E culture,

  i. Some of the relevant faculty members with prior exposure and interest will be deputed for training to promote I&E.

  ii. To achieve better engagement of staff in entrepreneurial activities, institutional policy on career development of staff will be developed with constant upskilling.

b. Faculty and departments of the institute 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 will 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, institute will develop academic and non-academic incentives and reward mechanisms for all staff and stakeholders that actively contribute and support entrepreneurship agenda and activities. The reward system for the staff may include sabbaticals, office and lab space for entrepreneurial activities, reduced teaching loads, awards, trainings, etc.

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

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

6. **Creating Innovation Pipeline and Pathways for Entrepreneurs atInstitute Level**

   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 institute 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 institute's 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, hackathons, workshops, bootcamps, 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. Institute 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. Institute has established Institution's Innovation Councils (IICs) as per the guidelines of MHRD's Innovation Cell 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 institute, 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. SRMCEM has developed an innovation library where booklets related to Innovation, IPR and Startup are kept and same is the part of e-repository of central library under the section of IIC. E-repository is accessible from the home page of institute's website.

7. Norms for Faculty Startups

- a. For better coordination of the entrepreneurial activities, norms for faculty to do startups will be created by the institute. Only those technologies will be taken for faculty startups which originate from within the institute.
  - i. Role of faculty may vary from being an owner/ direct promoter, mentor, consultant or as on-board member of the startup.
  - ii. Institute will work on developing a policy on 'conflict of interests' to ensure that the regular duties of the faculty do not 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 holds the executive or managerial position for more than three months in a startup, they will go on sabbatical/ leave without pay/ utilize existing leave.
- c. Faculty must clearly separate and distinguish on-going research at the institute 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 sabbatical/ 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 institute) 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 institute in activities at the startup and vice-versa.
- g. Human subject related research in startup should get clearance from ethics committee of the institution.

8. Pedagogy and Learning Interventions for EntrepreneurshipDevelopment

- a. Diversified approach will be adopted to produce desirable learning outcomes, which willinclude cross disciplinary learning using mentors, labs, case studies, games, etc. in place of traditional lecture-based delivery.
  - i. Student clubs/ bodies/ departments have been created for organizing competitions, bootcamps, workshops, awards, etc. These bodies will be involved in institutional strategy planning to ensure enhancement of the student's thinking and responding ability.
  - ii. Institutes will start annual 'INNOVATION & ENTREPRENEURSHIP AWARD' to recognize outstanding ideas, successful enterprises and

contributors for promoting innovation and enterprises ecosystem within the institute.

    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: Our systems are not designed for tolerating and encouraging failure. Failures need to be elaborately discussed and debated to imbibe that failure is a part of life, thus helping in reducing the social stigma associated with it. This will be a part of institute's 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/ extra- curricular 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, institute will conduct an induction program about the importance of I&E so that freshly inducted students are made aware about the entrepreneurial agenda of the institute 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 will 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 will be done to ensure that maximum number of student projects and innovations are based around real life challenges. Learning interventions developed by the institutes for inculcating entrepreneurial culture should be constantly reviewed and updated.

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

a. Stakeholder engagement will be given prime importance in the entrepreneurial agenda of the institute. Institute will find potential partners, resource organizations, micro, small and medium- sized enterprises (MSMEs), social enterprises, schools, alumni, professional bodies and entrepreneurs to support entrepreneurship and co-design the programs.

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

   ii. Institute 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, lectures, etc.

   iii. Mechanism will be developed by the institute 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 incubator will be to create successful ventures.

b. The institute 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 institutional 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 programmes, clubs, social gatherings, etc., faculty, staff and students of the institute will be given the opportunities to connect with their external environment.

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

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

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

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

10. Entrepreneurial Impact Assessment

a. Impact assessment of institute's 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 startups created, support system provided at the institutional level and satisfaction of participants, new business relationships created by the institutes will be recorded and used for impact assessment.

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

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

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

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