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Shri Lal Bahadur Shastri National Sanskrit University

Innovation and Startup Policy 2024 for the Students and Faculty of the University

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Innovation and Startup Policy 2024 for Students and Faculty of SLBSNSU

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#### Preamble:

In November 2016, All India Council of Technical Education (AICTE) released a Startup Policy Document for AICTE approved Institutions, to address the need of inculcation of innovation and entrepreneurial culture in Higher Education Institutions (HEIs) the policy primarily focused on guiding the Higher Education Institutions in implementing 'Startup Action Plan' of Government of India. Subsequent to release of the Startup policy by AICTE a fifteen member committee was constituted by the Ministry of Human Resources Development to formulate detailed guidelines for various aspects related to Innovation, Startup and entrepreneurship management. This was followed by preparation of National Innovation and Startup Policy 2019 for students and faculties of HEIs.

#### Vision:

India aspires to become 5 Trillion dollar Economy at the earliest. To reach this mark, it needs to evolve systems and mechanisms to convert the present demographic dividend into high quality technical human resource capable of doing cutting edge research and innovation and deep-tech entrepreneurship.

The 'National Student and Faculty Startup Policy 2019' for HEIs is a guiding framework to envision an education system oriented towards startups and entrepreneurship opportunities for students and faculties. The guidelines provide ways to Indian HEIs for developing entrepreurial agenda, managing intellectual Property Rights (IPR) ownership, technology licensing and equity sharing in Startups or enterprises established by faculty and students.

To make Innovation as epicenter of education and to achieve the cultural and attitudinal shift towards creating Innovation and Startup culture shall be the primary fulcrum of the Universitys higher education system and in this connection these guidelines will enable institutions to actively support their faculty, staff and students to participate in innovation and entrepreneurship (I&E) related activities, thus encouraging students and faculty to consider startups and entrepreneurship as a career option. Based on the guidelines of Ministry of Human Resources Development as well as AICTE/UGC, Shri Lal Bahadur Shastri National Sanskrit University has a vision in bringing out the best out of its faculty and students Innovation and Entrepreunerial talent out to help the Nation in making India Vikasit Bharat to achieve its vision of aspiring a 5 Trillion Dollar Economy at the earliest. It is reiterated that Entrepreneurship is all about creating a business which is financially successful.

सत्य

Shri Lal Bahadur Shastri National Sanskrit University भा जन्म जनावरणा जावरणा (गवाणावा उवावरणा) (गाएगडा) बी–४, कुर्जुव सांस्थानिक क्षेत्र, नई दिल्ली-110016 B-4, Qutub Institutional Area, New Delhi-110016

## 1. Strategies and Governance

a. Entrepreneurship promotion and development is one of the major dimensions of the Institutions strategy. To facilitate development of an entrepreneurial ecosystem in the organization, specific objectives and associated performance indicators shall be

b. Implementation of entrepreneurial vision at the institute shall be achieved through mission statements rather than stringent control system. The entrepreneurial agenda shall be the responsibility of the Dean, Students' Welfare so as to bring in suitable commitment and well understood by the Senior Management of the University. However, promoting entrepreneurship requires a different type of mindset as compared to other academic activities. Therefore efforts shall be made to choose

someone who understands the industry and above all business. c. Resource mobilization plan shall be worked out at the University for supporting preincubation, incubation infrastructure and facilities. A sustainable financial strategy shall be defined in order to reduce the organizational constraints to work on the

Investment in the entrepreneurial activities shall be a part of the institutional entrepreneurial agenda. i.

- financial strategy. Minimum 1% fund of the total annual budget of the University shall be allocated for funding and supporting innovation and startups related activities through creation of separate Innovation Fund.
- The strategy shall also involve raising funds from diverse resources to reduce dependency on the public funding. Bringing in external funding through ii. Government (both Central and State) as well as Corporate Social Responsibility funding, NGO funds shall be encouraged.

University may also raise funding through sponsorships and donations. Institute shall actively engate alumni network for promoting Innovation and iii.

d. For expediting the decision making, hierarchical barriers shall be minimized and

- individual autonomy and ownership of initiatives shall be promoted. e. Importance of Innovation and Entrepreneurial agenda shall be known across the
- Institution and will be promoted and highlighted at institutional programs such as f. Product to market strategy for startups shall be developed by the University on case conferences, convocations, workshops etc.,
- g. Development of entrepreneurship culture shall not be limited within the boundaries of
- h. Further, opportunity for regional startups, extending facilities for outsiders and
- active involvement of the University in defining strategic direction for local
- i. Strategic International Partnerships shall 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 teaching and research shall be promoted. VERIFIED

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# 2. Startups Enabling Institutional Infrastructure:

Creation of pre-incubation and incubation facilities for nurturing innovations and startups in the institution shall be undertaken and interlinked organically since without innovation, new enterprises are unlikely to succeed. The goal fo the effort shall be to link Innovation to Enterprises to Financial Success.

- a. All schools are advised to create facilities within their schools for supporting preincubation and Incubation/acceleration by mobilizing resources from internal and external sources.
- b. Pre-Incubation/Incubation facility shall be accessible 24x7 to students, staff and faculty of all disciplines and departments across the University.
- c. Incubation entities shall be allowed to register as separate entity as Incubation cum Technology Commercialization Unit preferably as a Society under Society Registration Act or Section 8 Company under the Company Act, 2013. It will have better accountability towards investors supporting the incubation facility.
- d. University may offer mentoring and other relevant services through Preincubation/Incubation unites in return for fees, equity sharing and (or) zero payment basis. The modalities regarding Equity Sharing in Startups supported through these units will depend upon the nature of services offered by these units.

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# 3. Nurturing Innovations and Startups

- a. University is expected to establish processes and mechanisms for easy creation and nurturing of Startups/enterprises by students (UG,PG,Ph.D)staff (including temporary or project staff), faculty, alumni and potential start up applicants even from outside the University.
  - b. While defining their processes, University will ensure to achieve the following:
  - Incubation support: Offer access to pre-incubation and Incubation facility to
    - start ups by students, staff and faculty for mutually acceptable time-frame. i., Will allow licensing of IPR from the University to start up: Ideallystudents and
    - facultymembers intending to initiate a startup based on the technology ii. developed or co-developed by them or the technology owned by the University, 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.
    - Will allowsetting up a startup (including social startups) and working part-time for the startups while studying/working: University may allow students/staff iti. to work on their innovative projects and setting up startups (including social startups) or work as intern/part-time in startups (incubated in any recognized Higher Educational Institutions/Incubators) while studying/working. Student Entrepreneurs may earn credits for working on innovative prototypes/Business Models. University will develop clear guidelines to formalize this mechanism. Student inventors may also be allowed to opt for startup in place of theirmini project/major project, seminars, summer trainings. The area in which student wants to initiate a startup maybe interdisciplinary ormulti-disciplinary. However, the student must describe how theywill 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 University to register their company with due permission from the University.
    - 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
    - e. University will allow their students to take a semester/year break (or even more depending upon the decision of the review committee constituted by the University) to work on their startups and re-join academics to complete the course. Student entrepreneurs may earn academic credits for their efforts while creating an enterprise. The University will set up a review committee for review of startup by students, and based on the progress made, it may consider giving appropriate credits for academics.
    - f. University shall explore provision of accommodation to the entrepreneurs within the campus for some period of time.
    - g. Faculty and staff will be allowed to take off for a semester/year (or even more depending upon the decision of review committee constituted by the University sabbatical/unpaid leave/casual leave/earned leave for working on startups and come back. University will allow use of its resources 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.

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- h. Will consider starting an Innovation, Entrepreneurship and venture Development program where one can get certification while incubating and nurturing a startup company.
- i. University will facilitate the startup activities/technology development by allowing students/faculty/staff to use University infrastructure and facilities, as per the choice of the potential entrepreneur in the following manners:
  - Short term/six month/one year part time entrepreneurship training; i.
  - Mentorship support on regular basis ii.
  - Facilitation in a variety of areas including technology development, ideation, iii. creativity, design thinking, fund raising financial management, cash-flow management, new venture planning, business development, product development, social entrepreneurship, product costing, marketing, branddevelopment, human resource management as well as law and regulations impacting a business;
  - University may also link the startups to other seed fund providers/angel iv. funds/venture funds or itself may set up seed fund once the incubation activities mature.
  - License University IPR as detailed at section 4 below. V.

In return of the services and facilities, University may take 2% to 9.5% equity j. /stake in the startup/company, based on brand used, faculty contribution, support provided and use of University's IPOR ( a limit of 9.5% is suggested so that University has no legal liability arising out of startup). The University shall normally take much lower equity share, unles its full time faculty/staff have substantial shares). Other factors for consideration would be space, infrastructure, mentorship support seed funds, support for accounts, legal patents etc.,

- For staff and faculty, university can 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 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 willgo on sabbatical/leave without pay/earned leave.

In case of compulsory equity model, Startup may be given a cooling period of 3 months touse incubation services on rental basis to take a final decision based on satisfaction of services offered by the university/incubator. In that case, during the cooling period, university cannot force startup to issue equity on the first day of granting incubation support.

- k. The university 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 सत्यापत funding, by the university on rentalbasis.
- University may extend this startup facility to alumni of the university as well as outsiders. FIED 1.
- m. Participation in start uprelated activities needs to be considered as a legitimate activity of faculty in addition to teaching, R&D projects, industrial consultancy and जिस्तर पार्ट प्रमुख अभिनेति कार्या वर्णां वर्णा

भा लाल बहाइर शास्त्रा सदाय संस्कृत विश्वविद्यारिये।। Shri Lal Bahadur Shastri National Sanskrit University

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- 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.
- University may also update/change/revise performance evaluation policies for faculty andstaff as stated above.
- p. University shall ensure that at no stage any liability accrue to it because of any activity of any startup.
- q. Where a student/ faculty startup policy is pre-existing in an institute, then the university may consider modifying their policy in spirit of these guidelines.



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# 4. Product Ownership Rights for Technologies Developed at the University

- a. When university 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 university.
- b. Inventors and university could together license the product / IPR to any commercial organisation, 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
- c. The University may not be allowed to hold the equity as per the current statute, so SPV may be requested to hold equity on their behalf.
- d. 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 theinstitute and the incubated company.

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.

- e. If there is a dispute in ownership, a minimum five membered committee consisting of two faculty members (having developed sufficient IPR and translated to commercialisation), two of the university's alumni/industry experts (having experience in technology commercialisation) 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. University can use alumni/ faculty of other institutes as members, if they cannot find sufficiently experienced alumni / faculty of their own.
- f. University 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 canexamine 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.
- g. All university's decision-making body with respect to incubation / IPR / technologylicensing will consist of faculty and experts who have excelled in technology translation. Other faculty in the department / university will have no sey including ( heads of department, heads of institutes, deans or registrars.
- h.Interdisciplinary research and publication on startup and entrepreneurship should be promoted by theinstitutions.

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चेव / Registrar

### 5. Organizational Capacity, Human Resources and Incentives

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

- a. Some of the relevant faculty members with prior exposure and interest should be deputed for training to promote I&E.
- b. To achieve better engagement of staff in entrepreneurial activities, institutional policy on career development of staff should be developed with constant upskilling.
- c. Faculty and departments of the university have to work in coherence and crossdepartmental linkages should be strengthened through shared faculty, cross-faculty teaching and research in order to gain maximum utilization of internal resources and knowledge.
- d.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.
- e. Faculty and staff should be encouraged to do courses on innovation, entrepreneurship management andventure development.

In order to attract and retain right people, university shall develop academic and nonacademic incentives and reward mechanisms for all staff and stakeholders that actively contribute and supportent repreneurship 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.
- The recognition of the stakeholders may include offering use of facilities and services, strategy for shared risk, as guest teachers, fellowships, associateships, etc.
- iii. A performance matrix should be developed and used for evaluation of annual performance.

सत्यां

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### 6. Creating Innovation Pipeline and Pathways for Entrepreneurs at Institute 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 should be devised at institution level.
- i. Spreading awareness among students, faculty and staff about the value of entrepreneurship and its role in career development or employability should be a part of the institutional entrepreneurial agenda.
- ii. Students/ staff should be taught that innovation (technology, process or business innovation) is a mechanism to solve the problems of the society and consumers. Entrepreneurs should innovate with focus on the market niche.
- iii. Students should 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 should be routinely organized.
- iv. To prepare the students for creating the start up through the education, integration of educationactivities with enterprise-related activities should be done.
  - b. The university 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. The university will establish 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.

सत्यापित VERIFIED

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#### 7. Norms for Faculty Startups

a. For better coordination of the entrepreneurial activities, norms for faculty to do startups should be created by the institutes. Only those technologies should be taken for faculty startups which originate from within the same institute.

- i.Role of faculty may vary from being an owner/ direct promoter, mentor, consultant or ason-board member of the startup.
- ii. University will work on developing a policy on 'conflict of interests' to ensure that the regularduties 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 otherinstitutes 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

- Diversified approach should be adopted to produce desirable learning outcomes, which should include cross disciplinary learning using mentors, labs, case studies, games, etc. in place of traditional lecture-based delivery.
- ii. Student clubs/ bodies/ departments must be created for organizing competitions, bootcamps, workshops, awards, etc. These bodies should be involved in institutional strategy planning to ensure enhancement of the student's thinking and responding ability.
- iii. The University will start annual 'INNOVATION & ENTREPRENEURSHIP AWARD' to recognize outstanding ideas, successful enterprises and contributors for promoting innovationand enterprises ecosystem within the institute.
- iv. For creating awareness among the students, the teaching methods should include case studies onbusiness failure and real-life experience reports by startups.
- v. 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. Very importantly, this should be a part of institute's philosophy and culture.
- vi. Innovation champions should be nominated from within the students/ faculty/ staff for each department/stream of study.
- vii. Entrepreneurship education should be imparted to students at curricular/ cocurricular/ extra- curricular level through elective/ short term or long-term courses on innovation, entrepreneurship and venture development. Validated learning outcomes should be made available to the students.
- viii. Integration of expertise of the external stakeholders should be done in the entrepreneurship education to evolve a culture of collaboration and engagement with external environment.
- ix. In the beginning of every academic session, institute should 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 should be continuously updated based on entrepreneurship research outcomes. This should also include case studies on failures.
- x. Industry linkages should be leveraged for conducting research and survey on trends intechnology, research, innovation, and market intelligence.
- xi. Sensitization of students should be done for their understanding on expected learning outcomes.
- xii. Student innovators, startups, experts must be engaged in the dialogue processing developing the strategy so that it becomes need based.
- Xiii. Customized teaching and training materials should be developed for startups. 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 understand management the startup of student weiter pable and willing to take risk. Dean, Faculty of student discussion understand the startup.

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b. 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 institutes for inculcating entrepreneurial culture should be constantly reviewed and updated.

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

Stakeholder engagement will be given prime importance in the entrepreneurial agenda of the university. University will find potential partners, resource organizations, micro, small and medium-sized enterprises (MSMEs), social enterprises, schools, alumni, professional bodies and entrepreneursto 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. The University will organize networking events for better engagement of collaborators and should 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 should be developed by the university 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 should be to create successful ventures.
- c. The university will develop policy and guidelines for forming and managing the relationships with external stakeholders including private industries.
- d. Knowledge exchange through collaboration and partnership should be made a part of institutional policy and university 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 university will be given the opportunities to connect with their external environment.
  - ii. Connect of the institute with the external environment must be leveraged in form of absorbing information and experience from the external ecosystem into the university's environment.
  - iii. Single Point of Contact (SPOC) mechanism will be created in the university for the students, faculty, collaborators, partners and other stakeholders to ensure access to information.
  - iv. Mechanisms shall be devised by the university to ensure maximum exploitation of entrepreneurial opportunities with industrial and commercial collaborators.
  - Knowledge management should be done by the university through development of innovation knowledge platform using inhouse Information & Communication Technology (ICT) capabilities.



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#### 10. Entrepreneurial Impact Assessment

- a. Impact assessment of institute's entrepreneurial initiatives such as pre-incubation, incubation, entrepreneurship education should be performed regularly using well defined evaluation parameters.
  - Monitoring and evaluation of knowledge exchange initiatives, engagement of all departments and faculty in the entrepreneurial teaching and learning should 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 should be recorded and used for impact assessment.
  - iii. Impact should 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 should go hand in hand. The information on impact of the activities should be actively used while developing and reviewing the entrepreneurial strategy.
  - c. Impact assessment for measuring the success should 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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