# SAHRDAYA INSTITUTE OF MANAGEMENT STUDIES, KODAKARA

## SIMS I&E POLICY

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## 1. About the Institute

Sahrdaya Institute of Management Studies (SIMS) is a rising star in the horizon of quality education, erected on the rich tradition of the Catholic educational system. SIMS is the fourth professional venture of the Irinjalakuda Diocesan Educational Trust (IDET) chaired by Mar Pauly Kannookadan, the Bishop of Irinjalakuda. The institute was inaugurated in the year 2015 by the Hon'ble Governor of Kerala Shri Justice (Retd.) P. Sathasivam in the presence of Prof. C. Raveendranath (Minister for Education, Govt. of Kerala), Mar Pauly Kannookadan and other dignitaries. SIMS started functioning on 1st August 2016 after being affiliated to the University of Calicut, approved by the All India Council for Technical Education (AICTE), and recognized by the Government of Kerala. SIMS offers a value integrated management education and believes that the young minds of tomorrow will take wings here with a secular-spiritual outlook. As the tagline of SAHRDAYA clearly indicates, "we promote character, the rest follows". Academic excellence, placements, brand value – everything is defined by an individual's character.

## 2. Preamble

The Innovation Cell (which works under MHRD) and AICTE have brought out the National Innovation and Startup Policy (NISP) 2019 for students and faculty, with the objective to envision an educational system oriented towards startups and entrepreneurial activities. This policy adoption will encourage students and faculty to pursue startup and entrepreneurship related activities. The policy prescribed under NISP will pave the way forward for developing and supporting an entrepreneurial culture in all higher education institutions.

Sahrdaya Institute of Management Studies constituted a nine-member committee according to MIC instructions to brainstorm and develop Innovation and Startup

Policy to address the need for inculcation of innovation and entrepreneurial culture in the institute.

## <u>SIMS I & E POLICY- Committee</u>

| Member Name | Designation | Role |
|---|---|---|
| Dr. George A. P. | Director, Sahrdaya Institute of Management Studies | Chairman |
| Dr. Divya P. Velayudhan | Assistant Professor, Sahrdaya Institute of Management Studies | Coordinator |
| Ms. Minnu F. Pynadath | Assistant Professor, Sahrdaya Institute of Management Studies | Internal Expert |
| Mr. Jibin Jose | Secretary and Coordinator Sahrdaya TBI, Nodal Officer and Coordinator-IEDC Sahrdaya | Member |
| Mr. Navaz Ebin Muhammed | Executive Board Member at Vault Investments | Member |
| Mr. Deepu Xavier | Co-founder, Technology Head, Zappyhire | Member |
| Ms. Sofia Mathew | Director ,Watermark event solutions LLP | Member |
| Nikhil George | Student, Sahrdaya Institute of Management Studies | Student Ambassador |
| Lis Maria Vinson | Student, Sahrdaya Institute of Management Studies | Student Ambassador |

## 3. VISION

*To streamline and strengthen innovation and entrepreneurship in the institute and thereby develop value driven, socially committed young entrepreneurs and entrepreneurial mindset among the stakeholders.*

## 4. Mission

To develop an ecosystem which can enable the student, faculty, staff members and the local community to innovate and nurture their potential ideas and support them to realize their entrepreneurial goals

## 5. Objectives

- To provide awareness on entrepreneurship, innovation, startups, IPR among the students and the local community.

- To facilitate development of an entrepreneurial ecosystem in the institution

- To develop entrepreneurial culture in the regional, social and community level- in the vicinity of the institute

- To provide opportunity for regional startups, provision to extend facilities for outsiders

- To ensure active involvement of the institute in defining strategic direction for local development

- To create pre-incubation and incubation facilities for nurturing innovations and startups

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

**6. Strategies and Governance**

   a. To facilitate development of an entrepreneurial ecosystem in the organization, specific objectives and associated performance indicators should be defined for assessment

   b. Sustainable financial strategy should be defined in order to reduce the organizational constraints to work on the entrepreneurial agenda.

      i. Minimum 1% fund of the total annual budget of the institution should allocated for funding and supporting innovation and startups related activities through creation of separate 'Innovation fund'.

      ii. Raising funds from diverse sources to reduce dependency on the public funding. Bringing in external funding 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 should be encouraged.

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

      iv. Raise funding through sponsorships and donations and actively engage alumni network for promoting Innovation & Entrepreneurship (I&E)

   c. For expediting the decision making, hierarchical barriers should be minimized and individual autonomy and ownership of initiatives should be promoted.

d.  Importance of innovation and entrepreneurial agenda should be known across the institute and should be promoted and highlighted at institutional programs such as conferences, convocations, workshops, etc.

e. Student and faculty startup Policy and action plan should be formulated at university level, which is in line with the current document along with well-defined short-term and long-term goals. Micro action plan should also be developed by the affiliated institutes to accomplish the policy objectives

## 7. Startups Enabling Institutional Infrastructure

To create pre-incubation and incubation facilities for nurturing innovations and startups in HEIs institutions

a. To create facilities within institution for supporting pre-incubation (e.g. IICs as per the guidelines by MHRD's Innovation Cell, EDC, IEDC, New-Gen IEDC, Innovation Cell, Startup Cell, Student Clubs, etc.) and Incubation/ acceleration by mobilizing resources from internal and external sources.

## 8. Nurturing Innovations and Start ups

a. Incubation support: Reach out to nearest incubation facilities in other HEIs in order to facilitate access to students, staff and faculty.

b.  Will allow licensing of IPR from institute to start up: Ideally students and faculty members intending to initiate a start-up 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.

c. Will allow setting up a start-up (including social start-ups) and working part-time for the start-ups while studying / working

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

e. 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/ casual leave/ earned leave for working on startups and come back. Institution should consider allowing use of its resource 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.

f. Institute 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

g. 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 institute has no legal liability arising out of startup).

    i. For staff and faculty, institute 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.

    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/incubator. In that case, during the cooling period, institute cannot force startup to issue equity on the first day of granting incubation support

j. Institute could extend this startup facility to alumni of the institute as well as out siders.

k. Participation in start-up 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.

**9. 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.

b. 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

c. An institute 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 the institute and the incubated company.

e. 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.

f. 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), two of the institute's alumni/ industry

experts (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. Institute can use alumni/ faculty of other institutes as members, if they cannot find sufficiently experienced alumni / faculty of their own.

## 10. Organizational Capacity, Human Resources and Incentives

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

    i. Some of the relevant faculty members with prior exposure and interest should 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 should be developed with constant upskilling.

b. Faculty and departments of the institutes have to work in coherence and cross-departmental linkages should 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 should be encouraged to do courses on innovation, entrepreneurship management and venture development.

e. In order to attract and retain right people, institute should develop academic and non-academic 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 or shared risk, as guest teachers, fellowships, associateships, etc.

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

## 11. 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, boot camps, 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 education activities with enterprise-related activities should be done.

b. The institute should link their startups 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 institute should 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.

## 12. Norms for Student and Faculty Startups

The technologies originated within the College will be taken for faculty startups.

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

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

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

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

e. Faculty must not accept gifts from the startup.

## 13. Pedagogy and Learning Interventions for Entrepreneurship Development

a. Innovation, Entrepreneurship and venture development to be incorporated in the curriculum to an extent which affiliated university allows.

b. Institute has to introduce an annual 'INNOVATION & ENTREPRENEURSHIP AWARD' to recognize outstanding ideas, successful enterprises and contributors for promoting innovation and enterprises ecosystem within the institute.

c. For creating awareness among the students, the curriculum may include case studies on business failure and real-life experience reports by startups.

d. INNOVATION CHAMPION may be selected from the nominated members from within the students/ faculty/ staff for each department/ stream of study.

e. Entrepreneurship education is facilitated in the college at curricular/ co-curricular/ extracurricular level through short term certificate courses, skill training programmes, faculty development programmes and workshops on innovation, entrepreneurship and venture development.

f. In the beginning of every academic year, college 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.

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

a. Institutes should 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 should 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 institute to capitalize on the knowledge gained through these collaborations.

   iv.    Care must be taken to ensure that events DON'T BECOME an end goal. First focus of the incubator should be to create successful ventures.

## 15. 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.

   i.    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

## 16. APPLICABILITY

This policy is applicable to any person who receives any direct or indirect programme when accepted into the startup policy programme:

- Students and faculty
- Alumni
- Staff (non-teaching)
- Management
- Potential applicants from outside the institute

## 17. ACTION PLAN

- Short Term
  - To arrange seminars and workshops to promote innovation and entrepreneurship among the students
  - To create awareness on IPR and related concepts among the students
  - To arrange industrial and field visits
  - To arrange interactive sessions with entrepreneurs
  - To organize programs for skill development of the students
- LONG TERM
  - To develop innovation, pre-incubation and incubation and startup facilities on the campus

- To help students to solve daily life issues using innovation and entrepreneurship and to produce innovators and entrepreneurs
- Collaboration, Co-Creation and Technology Exchange and Commercialization
- To increase technical employment rate through self-employment by Startups
- To developing Key Performance Indicators (KPIs) for Entrepreneurial Performance Impact Assessment.
- To create societal, ethical and technological entrepreneurs through National Innovation and Start-up Policy.

## ACTION PLAN for 2021-2022

**ACTION PLAN 2021-2026 Time Plan/year**

| Activity | Value |
|---|---|
| Meet the Innovators | 6 |
| IPR awareness campaign | 2 |
| Seminar on Innovation | 4 |
| Eco friendly business ventures | 2 |
| Field Visits | 2 |
| B Plan Competition | 2 |
| Motivational Talks | 6 |
| Capacity Building Workshops | 3 |
| Certification Courses | 2 |