Table of Contents

1. Preamble

As technologies have grown more sophisticated and emerging industries have become more high-tech, universities have become more important players in the processes of invention, innovation, and commercialization.

Bringing innovations to market has not been the main historical role of university-based researchers. Instead, university researchers quite appropriately concentrate on basic science. But the ultimate aim of scientific research, after all, is to improve the human condition and so aiding the transfer and commercialization of discoveries serves the interests of the inventor and society. Ideally, university structures should support all aspects from invention to innovation, as well as commercialization. Hence, Office of Research, Innovation & Commercialization (ORIC) is responsible for facilitating and supporting the discovery and innovation process on their respective campuses.

It is important for education sector to play its vital part in addressing the need for mass employment. This can only be achieved through large scale industrialization, encouragement of SME enterprises, and a vibrant service sector.

To make research a top priority for a sustainable economic growth and future knowledge economy, a pivotal center known as Office of Research Innovation & Commercialization is established at the University

2. ORIC Mission:

"To motivate and facilitate the university researchers to innovate and collaborate with the stake-holders leading to resource generation through commercialization"

3. ORIC Responsibilities:

The Office of Research Innovation and Commercialization will be responsible to link research and commercialization from the University with emerging and existing firms across Pakistan and around the world. ORIC will guarantee that all research programs and policies reflect the core values of academic freedom, professional integrity and ethical conduct and full compliance with all policies, legal requirements and operational standards of the university.

4. ORIC Role:

Based upon its mission ORIC will consist of three important wings.

    a. Research Operations
    b. Technology Incubation and Innovation
    c. Industrial Liaisons

The ORIC will set the pace to match up the challenges in the field of Research and Innovation by:

    i. Promoting and enhancing cross-cutting and multi-disciplinary research initiatives

ii.   Supporting the university's strategic research directions and policies

iii.   Increasing and diversifying external research funding

iv.   Improving recruitment and retention of top faculty

v.   Improving integration of research and education at all levels of the university

vi.   Improving translation of research into the public benefit

vii.   Strengthening university-industry relationships

viii.   Promoting entrepreneurship, technology-transfer and commercialization activities that energize and support the local and national economy

4.1 Additional Role:

i.   To contribute to the University Website to enhance research groups visibility with details of all the members and their achievements. The collected publications data will also be linked to the website.

ii.   To provide counseling with the help of the concerned Dean of Faculty, to each faculty member so that he or she can get all the help needed to enhance his/her research career.

iii.   To manage campus-wide data of the publications of the University faculty.

5. Research Policy

The University attributes considerable prominence to research and expect that all faculties and departments should undertake research. All academic staff and postgraduate students have the right to and are required to conduct research, engage in Research & Development activities and publish their findings.

As an educational institution, Capital University of Science & Technology, Islamabad (CUST) recognizes its obligation to ensure that all research activities are accompanied in accordance with the highest ethical standards and conforms to relevant legal, regulatory, professional and ethical requirements and standards.

This policy provides guiding principle to establish a research environment within which academic staff and research scholars carry out their research work. It also provides an overarching framework for the development and implementation of all research management at CUST.

5.1 Preliminary Obligations

5.1.1 The prime obligation for the selection and conduct of research shall rest with the researcher and to this end he or she shall:

i.   Initiate and conduct research projects which may include but not limited to educational, basic science, clinical, business and technological research

ii.   Obtain necessary approvals including, but not limited to, ethics, protocol and standard operating approvals, procedure before engaging in a research activity for which prior approval is necessary

iii. Uphold the highest principles of honesty, integrity, morality and ethical behavior in his or her research and not misrepresent his or her academic, professional or employment credentials or experience

iv. Acquaint himself with and abide by the regulations, policies and protocols of any agency or sponsor relevant to his research and confirm that all research funds administered by him or her are used with honesty, integrity, accountability and responsibility

v. Respect the laws governing access to personal data and privacy in his or her collection and use of data

vi. Ensure that the students have been advised of their obligations in respect of academic integrity and the ethical conduct of research, if they are conducting their research work under his or her supervision

vii. As a supervisor, disclose students in advance any special conditions concerning such matters as constraints on publication, limitations on future use of Data, and ownership of intellectual property that may affect his decision to conduct research

5.2 Supervision

The University aspires to ensure that appropriate training and direction of Research and supervision of researchers is available. Supervisors should oversee all stages of the Research process, including outlining or drawing up a hypothesis, preparing applications for funding, the design of experimental or research protocols, data recording and data analysis.

5.3 Collaborative Research and Authorship

5.3.1 The University will work with other organizations and institutes in compliance with common standards and procedures for the conduction of collaborative research. Researchers should be aware of the standards and procedures for the conduction of research followed by any organizations involved in collaborative research.

5.3.2 In establishing research collaborations with other organizations, researchers should be aware of the University's policies and guidelines, as well as collaborator's legal and regulatory requirements, and confirm that research partners and their employing organizations are able to meet the obligatory standards of research conduct. The collaborating parties should be clear about their corresponding roles and responsibilities.

5.3.3 A researcher shall recognize in an appropriate form or manner in his or her publications the substantial contributions of all research collaborators including students.

5.3.4 A researcher shall ensure that where a co-authored publication is based primarily on the work of a student, including a dissertation or thesis the student is granted due prominence in the list of co-authors in accordance with the established practices of the discipline.

5.3.5 Researchers should take responsibility for their contributions to all publications, funding applications, reports and other representations of their research. List of authors should include all those and only those who have made substantial scholarly participation to the research work been conjointly accomplished.

5.3.6 The right of authorship is not associated with position or profession. Ghost, gift or honorary authorship is unacceptable in any case. For a person to be considered as an author of a certain publication requires that he or she is directly involved in the conception of the publication by being exclusively responsible for, or making a substantial contribution to the data on which the publication is based and writing or revising the intellectual content.

5.3.7 Researchers must conform to the authorship criteria appropriate to their discipline and in accordance with the requirements of the target journal. Authors should recognize in publications the names and contributions of all those who made prominent contributions to the research, but who do not meet authorship criteria, including writers, funders, sponsors, and others.

5.4 General Support for Research Projects

Research resources may be made accessible, either adjunct to external funding, or as the sole means of support, to qualified research. These resources may include:

a. Laboratory Space and Equipment
b. Library Resources and Services
c. Administrative Support
d. Data Processing Resources

5.5 Research Funding and Sponsorships

The University ascertains two sources of funding for research activities: The CUST Research and Development Fund and External Research Grants/Sponsorships. All research activity details including funded R&D Projects and associated agreement details for external funding/sponsorship in CUST should be made available to the ORIC.

5.6 CUST Annual Research Grant

5.6.1 To facilitate and promote research culture at CUST, seventy (70) % of the CUST Research and Development (R&D) Fund shall be set aside as Annual Research Grant.

5.6.2 To be eligible for the competitive Annual Research Grant, applicants' must be:

5.6.2.1 Members of the academic staff, employed by CUST, and have an employment contract that specifies that they must undertake research and teaching

5.6.2.2 Members of the academic staff who are employed by CUST and have already received external grants or sponsorships in a particular project are eligible to apply for some other project provided they are contributing significantly in research and graduate supervision

5.6.2.3   Students doing their postgraduate studies, pertaining to the availability of funds and analyzing the quality of research they are pursuing on

5.7 CUST Research Travel/Conference Grant

5.7.1   Academic Conferences, Seminars and Symposia provide prospects for academicians to understand the latest developments in their fields and corroborate research findings, while creating opportunities for future academic collaborations. Keeping in view their significance, the University has allocated Thirty (30) % of the CUST Research and Development (R&D) fund for Sponsorship of research work presentation in reputed International Conferences.

5.7.2   A regular faculty member and Postgraduate student of CUST who has successfully submitted his research work/findings in an international refereed conference of repute is eligible to apply for the travel grant.

5.7.3   The professional affiliation of the conference presenter should be with CUST and acknowledgement of his or her sponsorship must be shown on the conference paper.

5.7.4   In case of multi-authored papers, the principal author (could be either first or the corresponding author) would be eligible for the travel request, unless he or she is unable to present his work due to certain circumstances. In such cases, co-author can present the research work provided consent/NOC from the principal author.

5.7.5   The researchers presenting their research work in top International Conferences directly organized by leading professional bodies of relevant disciplines (such as IEEE, ACM, AAAS, AEA, etc.) and whose papers are peer reviewed, archived and have an acceptance ratio of less than 25% would be entitled to receive 75% reimbursement.

5.7.6   The authors presenting their research paper in 2nd Tier International Conferences supported by leading professional bodies of relevant disciplines (such as IEEE, ACM, AAAS, AEA, etc.) and whose papers are peer reviewed and archived, with acceptance ratio between 25–40% would be eligible to claim 75% reimbursement.

5.7.7   The scholars presenting their research findings in 2nd Tier International Conferences supported by leading professional bodies of relevant disciplines (such as IEEE, ACM, AAAS, AEA, etc.) and whose papers are peer reviewed and archived would be eligible to receive 50% reimbursement.

5.7.8   The researchers presenting their findings in top National conferences directly organized by leading national professional bodies or supported by leading international professional bodies of the relevant discipline (such as IEEE, ACM, AAAS, AEA, etc.) and whose papers are peer reviewed, archived and have an acceptance ratio of less than 25%, would be eligible to receive 75% reimbursement.

5.7.9 Request for subsequent conference visit would only be entertained, if prior to the second conference, a paper is published in ISI indexed Impact Factor journal and at least one year has passed from the date of presentation of previous paper. PhD student will be required to produce at least two ISI indexed Impact Factor publications before the 2nd sponsorship.

5.7.10 A faculty member/PhD student selected to present his/her research work at International academic event initially has to pay his expenses at his own, the University will ultimately reimburse his travel expenses.

5.7.10.1 The research scholars would be entitled to receive following expenses:
   a. Conference fee, if applicable
   b. Cheapest available Return Airfare (with no optional diversions)
   c. Hotel/Boarding costs for number of days of the Conference + 1 day
   d. TA/DA as admissible for the above

5.7.10.2 The reimbursement claim for travel grant should be filed within the same financial year in which the conference was held.

5.7.10.3 Duly filled Reimbursement Forms are required to be submitted on relevant prescribed proforma along with the following documentary evidences:
   a. Used Air Ticket/e-ticket bearing the cost of the ticket
   b. Original boarding pass counterfoil
   c. Original receipt for payment of registration fee of the event bearing the grantee's name and the actual amount
   d. Original receipt of payment for accommodation bearing the grantee's name, duration of stay and the actual amount
   e. Acceptance/Invitation Letter or email from the organizer in which the presentation mode (oral/poster) has been clearly mentioned
   f. Documentary evidence about the acceptance of abstract/paper based upon peer-review by the technical committee of the event
   g. Documentary evidence indicating that abstract / paper published in book of Abstracts/ Proceedings/Journals for the conference
   h. Copy of conference brochure enclosing objectives, themes, registration charges and accommodation details.
   i. Hard and soft copies of full-text paper
   j. NOC from the principal author (in case if the applicant is co-author)
   k. Recent updated resume of the applicant including the list of publications

5.7.10.4 Duly filled reimbursement proforma, along with supporting documents, should be submitted at least 2 months prior to the end of the financial year.

5.8 External Research Funding and Sponsorships

5.8.1   The University encourages researchers to seek external funding for their research work. ORIC would fully support the faculty researchers in their proposal write up and associated procedures. Applications for grants should be peer reviewed, in order to fortify the quality of submissions. ORIC would assist in submitting research grant applications to funding agencies with the cooperation of the researcher and should be informed of all research proposals developed by the university researchers. A copy of every proposal sent for external funding should be made available to ORIC.

5.8.2   A contract between the university and the funding body should be constricted by both parties upon acceptance of funding request. The agreements must be approved by the Vice Chancellor Secretariat, CUST. Funding agencies shall provide details of reporting requirements in or attached to Contracts/Grant notices.

5.8.3   Principal Investigators (PI's) are responsible for the execution of funded research projects in accordance with the contract terms, including meeting project milestones and conforming to project budgets. PI's are responsible for preparation of progress reports and final project reports. PI's must familiarize themselves with these requirements and are responsible for ensuring that all reports are provided in a timely manner. PI's should meet the donor's requirements in accordance with the research contract.

5.8.4   All research equipment and materials lest supplied by the donor, shall be procured as per normal university procedure of equipment purchase. All such equipment purchased through research grants shall become university property upon completion of project unless, specified otherwise in the research contract.

5.8.5   All external sponsorships and collaborations must be in accordance with the CUST financial procedures. The University Accounts Office is responsible for invoicing funding bodies for grant monies and confirming that project accounts are credited accordingly. Upon conclusion of research projects, Accounts Office should administer financial acquittal, distribution of any monies remaining in the project account, completion of project records and closure of the project account and the project file.

5.8.6   The University shall be entitled to receive ten percent (10%) on all external research grants as overhead cost. Overhead costs include all those expenses that are not directly attributed to research like electricity, equipment repairs, taxes, internet, telephone bills and similar utilities.

5.8.7   Researchers should not seek funding from organizations or individuals, or enter into an agreement with them, where the association of CUST with the organization or individual may bring the name and integrity of the University into disrepute. All funding collaborations and agreements should be in line with CUST policies and procedures.

5.8.8   All equipment repairs if applicable shall be undertaken by the project fund. If the equipment repairing cost exceeds the budgeted allocation, University shall complement for repairs from overhead deductions and/or University resources if needed.

5.9 Faculty Support for Membership of Professional Societies

5.9.1   Faculty members can propose to ORIC the research society (ACM, IEEE, CPSR etc.) that they desire to be a part of, and research journal that they intend to subscribe. CUST shall financially support the provision of these memberships/journals on case to case basis and pertaining to the availability of funds.

5.10   University Research Groups and Centers

5.10.1 Research groups and centers promote the researchers' areas of research distinction and build the University's research reputation. They also serve as platforms to engage and collaborate with other research institutes and industry and facilitate interdisciplinary and multidisciplinary connections. The University would fully assist the establishment of research groups to raise the research profile and standard of the University, focus the areas of research excellence and to capitalize external research funding.

5.11   Verification and Recordkeeping of Research Publications

5.11.1 ORIC will be responsible for authentication and vetting of CUST publications produced by faculty members, researchers and students. It is the responsibility of ORIC to keep the record and update the same from time to time. ORIC may be asked for verification, recognition and categorization of journals and publications.

5.12   Hazardous Research

5.12.1 A researcher intending to engage in research activities that posture a noticeable inherent risk of accidental damage to persons or property shall obtain all necessary endorsements before accepting delivery of harmful materials, and prior to the commencement of particular research activity shall inform those who may be at potential risk of damage or detriment.

5.12.2 A Researcher involved in a research activity which carries a substantial and recognizable inherent risk of physical injury to persons or property shall take suitable measures to address the expected situation in accordance with the University's Healthy & Safety and Emergency policies and guidelines and report the incident of potential threat to the concerned authorities.

5.13   Conferences/Workshops/Seminars

5.13.1 Each CUST academic department is required to organize at least one international level conference in every alternate year in their respective field of disciplines. The events would provide a platform to the University students/faculty members to present their research work before renowned national and international researchers. The participants

should also be shown the research work in the area and may be taken around the Labs and Library facilities highlighting the strength of R&D work and available research facilities.

5.14 Academic Malpractice and Misconduct

5.14.1 Academic misconduct or malpractice includes fabrication or falsification, conception of fabricated data, dishonesty in proposing, carrying out or reporting results of research, including suppression of relevant findings, and distortion of data. It also includes plagiarism and use of others' ideas, research findings, intellectual property or similar work without acknowledgement or permission.

5.14.2 A researcher shall not knowingly engage in plagiarism. Upon knowing the fact that a researcher has engaged in plagiarism, it shall be considered that the researcher did so intentionally and he or she shall bear the liability of disproving the allegation through evidence by satisfying the person or investigating body the matter that no such knowledge existed. A researcher shall have to achieve the prior approval of another person, even with proper attribution, the unpublished work or data of the other person.

5.14.3 The University takes earnestly the cases of malpractice and misconduct in research and is committed to ensure that allegations of misconduct in research are inspected with all possible thoroughness and vigor. All members of the University, researchers and individuals permitted to do research work, have an obligation to report any event of misconduct and deception, whether this has been witnessed, or is suspected.

5.15 Sabbatical Leave

5.15.1 Sabbatical Leaves are intended to provide CUST faculty members with an opportunity to enhance their professional growth, produce scholarly works, innovate, gain knowledge and pursue their research interests so that they may serve more effectively on their job and in their respective field of specialization.

5.15.2 A designated professorial faculty member who has served at least five years at CUST and has an adequate academic and research profile is eligible to apply for the sabbatical in his/her sixth year of service at CUST. On return to job, the recipient must submit a detailed progress report regarding his relevant activities during sabbatical leave to VC secretariat. The subsequent sabbatical leave can be requested in the sixth year from his/her previous sabbatical leave, provided satisfactory academic and research performance.

5.15.3 CUST sabbatical leave structure offers eligible faculty members a maximum of 3 months' vacation with six weeks of paid leave during their first sabbatical leave. Every subsequent leave is augmented with one paid week with a maximum of eight weeks.

5.15.4 Eligible faculty members can apply for a sabbatical leave by submitting a written proposal that should clearly indicate the purpose of leave and the recommendation of the respective academic Dean. The proposal application will then be submitted to VC secretariat for approval. The leave is granted solely at the Vice Chancellor discretion,

subject to the academic and research contribution of the applicant, availability of budget for replacement staff and other operational requirements.

5.16 Faculty Research Load Criteria

5.16.1 Faculty Research Load Criteria evenly distributes all faculty tasks and obligations that a faculty member is allocated across various domains, namely teaching, research, and administration with associated responsibilities.

5.16.2 Teaching load includes Class Lectures, Course Coordination (Exams, Course File, portal etc.), Paper Marking, Introducing New Course and FYPs Supervision.

5.16.3 Research Load includes Postgraduate (MS/PhD) Supervision/Co Supervision, R&D Projects, Active Research Group Management and doing Active Research (Publications, Production of High Degree Research Students and Research Register Maintenance).

5.16.4 Administration Duties include Official Administrative Positions and University Administrative Committees/Bodies Chair/Membership. The Administrative bodies may include Academic Council, Executive Committee, Board of Advanced Studies and Research, Board of Studies, Admin Committee etc. The faculty teaching, research and admin load can be distributed as per following weightage scheme:

Sr. No.	Responsibility/Assignment	Weightage (%)
1	Teaching (1 Cr Hour Course)	2.5
2	Teaching (3 Cr Hours Course)	7.5
3	Course Coordination	3
4	Paper Marking (For Every25 students)	1.25
5	New Courses Introduction (Each Course)	2
6	FYPs Supervision (Each Project)	2
7	Postgraduate Supervision (Each Thesis)[1]	8
8	Funded R&D Projects/Research Group Lead/Active Research	40
9	Official Administrative Position	10
10	Committee Chair/Membership	5

The faculty load should ideally be around 100% but it can vary between 95-105% per semester depending on the circumstances

Note: For the University Policy Matters and Procedures related to Intellectual Property Rights and Plagiarism, please consult Chapter-5 of CUST Faculty Handbook

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[1] For Co supervision of Postgraduate Research Thesis 8% is mutually divided among supervisors

6. Workshop and Training Policy

The core objective of CUST Training & Workshops Policy is to outline proper guidelines and embolden capacity building of CUST students and academic staff in order to upgrade their knowledge, skills and expertise, institute Industrial liaison and improve the effectiveness and efficiency of the individual and the institution leading to the betterment of the society.

This section defines the procedures that are to be used in conductance of technical trainings, workshops, short courses, seminars etc. for the benefit of university students and faculty, in a way that ensures the protection of interests of both university and its students/faculty in a manner that reflects appropriate professional standards.

6.1 Preliminary Obligations

6.1.1   Professional Trainings, Workshops and Short Courses can provide a distinctive prospect to students and faculty to enhance their practical knowledge and professional expertise. The University encourages and expects these activities to be held on continual basis.

6.1.2   The Higher Education Commission (HEC) situates due regard to the capacity building of University faculty and students and has allocated its 15 % weightage in ORIC Score Card. The sub clause (viii) of criterion-3 of Program Evaluation Matrix of Pakistan Engineering Council (PEC) regarding Curriculum and Learning Process accentuates Engineering Faculties to employ additional approaches of student learning through tutorial system, technical trainings, workshops and seminars etc. in order to enhance student learning, besides regular classroom interaction and lab experimentation. The sub clause (iii) of criterion-5 regarding Faculty and Support Staff also emphasizes on formal mechanism for faculty training and mentoring on academic skills including OBE concepts and implementation methodologies.

6.1.3   The University encourages the capacity building of its students and faculty through technical trainings, workshops, short courses and seminars. The academic departments in collaboration with Office of Research, Innovation and Commercialization (ORIC) should take an active role in conducting technical trainings, workshops, short courses and seminars on continual basis and encouraging students and faculty members to actively participate in these activities.

6.1.4   The University instigates each department to conduct at least one technical training/workshop each year in collaboration with ORIC. ORIC Research Committee is obliged to play its potential role in bridging ORIC with their respective department in this regard for smooth conduction of the events.

6.1.5   The Resource Person/Trainer from CUST would be highly acknowledged. The ORIC Research Committee members are obliged to assist ORIC in organizing particular event, recommending the resource person and motivating external participants and applicants to attend trainings/workshops organized by ORIC using their peculiar contacts.

6.1.6 The University expects faculty members to stimulate students in attending/conducting workshops and seminars. The students actively contributing in these activities should be given due regard by the faculty.

6.2 Recordkeeping of the Events

6.2.1 The HEC ORIC Performance Matrix demands capacity building events detail from the particular institute, which needs proper documentation. ORIC has created an updated record of all the events it has held till date. Therefore, all the departments conducting any type of workshop/training/seminar are required to submit the event detail/report in ORIC Office. ORIC will be responsible for the record keeping of events and its updatation from time to time. These events should also be projected on the University Website.

6.3 Financial Model

6.3.1 A Professional Trainer/Resource Person from CUST who intends to conduct a paid training/workshop would be entitled to receive 20% of the total turnover. The University Resource Person is obliged to assist ORIC in event projection, participant's motivation and associated procedures.

6.3.2 The monetary incentive for faculty members is expected to bring motivation among them regarding the conduction of trainings and workshops leading to their professional development. The proficient faculty members would be more actively involved and passably stimulated to organize events. The particular initiative would not only deliver equal financial benefits to the University but also lead to the effective skills and capacity development of students and faculty.

6.3.3 An external Trainer/Resource Person would be entitled to receive the training fees/charges as per the decided amount between him and the University. The training fee/charges with external resource person would be adjudged before hand to avoid any inconvenience. The payment would be made as per the financial procedures/policy followed by the CUST Accounts Office.

Short Courses/Professional Training/Workshops Financial Model					
Sr. No.	Trainer	Venue	Target Audience	Payment/Share	
				Resource Person/Trainer	CUST
1	External Resource Person	CUST	Students/Professionals/Faculty Members	As Agreed upon Before hand	Left Over
2	CUST Faculty Member	CUST	Students/Professionals/Faculty Members	20% of the Turnover	80% of the Turnover

7. Incubation Policy

Major jobs all around the word are created in new small and large enterprises. These enterprises are of extreme importance for economic progression of a country as they produce and develop new products/goods and services. Development comes with creativity and these new and small enterprises provides flexibility and creativity playing an important role in country's economy.

Establishing a new startup is difficult and may results in failure. The biggest cause of failure in new startups is simply because small businesses have to "go it alone" with no support directly provided to entrepreneurs to help them remain enthusiastic in the face of difficult conditions and long working hours. In transition countries difficult registration and legal procedures, as well as the lack of support services to companies make these first years of operation especially difficult.

Universities can play a vital role in this phase of startup by providing a business incubator to these new startups. When startup is incubated in Incubation Center, it gives them a chance to bring their business in shape, before they reach out to the world. By integrating students, entrepreneurs, and universities, business incubators have the most significant impact on the economy when they are tied to universities.

7.1 What is Incubation Center?

7.1.1 Incubation center provides a whole new startup ecosystem for the young entrepreneur. It may be defined as "a platform where idea can be nurtured into viable business or where you can get some expert mentoring."

7.1.2 Business incubation is a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services.
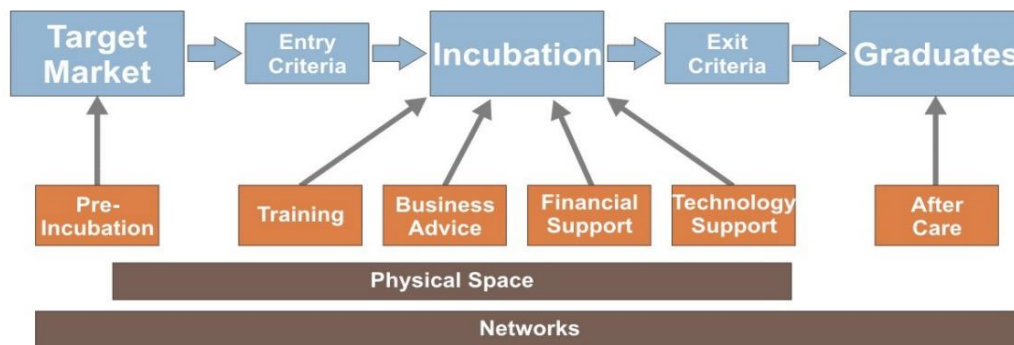

Figure 1 Business Incubation Process

7.2 Objectives of CUST Incubation Center (CIC)

7.2.1 The objective of CUST Incubation Center (CIC) are:

   i.   To provide focused support to entrepreneurs through a supportive environment that helps them establish their business ideas and develop their concepts into market ready products.

ii. To develop and commercialize new ideas and technologies.

iii. Introduces the entrepreneurs to business networks.

7.2.2 All of these should substantially reduce the level of failure and increase their chances of survival and success by building capacity and networks.

7.3 Program feature of CIC

7.3.1 The following services will be provided to the incubatees by CIC in partnership with industries/companies and professionals in the concerned fields.

i. <u>Consulting Services:</u> The goal of the consulting services is to help the entrepreneur start and grow his/her business and achieve economic milestones.

ii. <u>Workshops:</u> Arrange workshops on requirement basis including but not limited to:
   a. How to pitch a business plan to investors?
   b. Developing new technology skills
   c. Market accessing strategies
   d. Other areas of interests to the incubator clients.

iii. <u>Meeting with Industry Experts:</u> Meeting with the successful entrepreneurs and professional industrialists will be arranged to enhance the motivational level and to act as intellectual property attorneys for the clients/incubatees.

iv. <u>Mentorship Program:</u> Mentorship relationships will be initiated with industry experts to provide additional guidance and support to Incubator clients
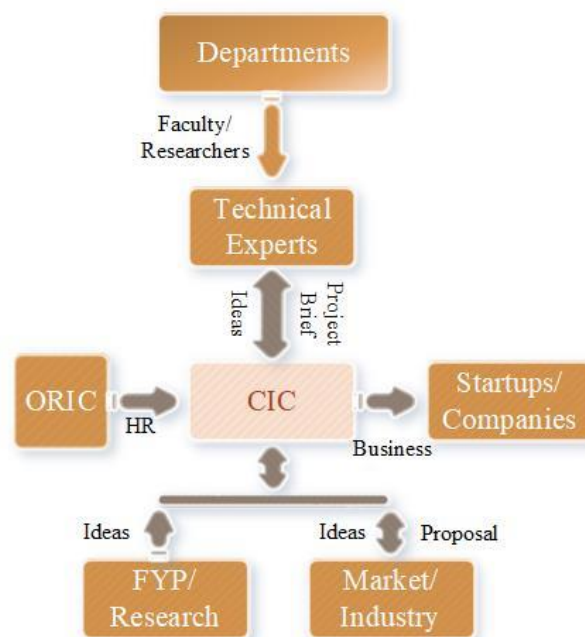
7.4 Working Model of CIC

Figure 2 Working Model of CIC

7.4.1   CIC will have registered companies consisting of CUST Faculty, Researchers and Students with dedicated working zone assigned to them.

7.4.2   CIC team will identify commercially viable business ideas and projects from the industry.

7.4.3   The identified ideas and projects will be evaluated by a team of technical experts consisting of CUST Faculty, Industry and Senior Executives.

7.4.4   Technical experts' team will submit the project brief to the CIC after extensive evaluation in the light of CIC objectives.

7.4.5   Based upon the project brief CIC team will prepare proposal and submit it to the relevant industry.

7.5 Thrust Areas of CIC

    a. Application Development
    b. Communication Technology
    c. Applications of Biotechnology
    d. Networking

7.6 Physical Infrastructure:

7.6.1   For a smooth operation the incubation center requires resources which includes:

    i.   Space
    ii.   Connectivity – internet/telephone/electricity
    iii.   Data center
    iv.   Services – maintenance, security
    v.   Furnishing – chair, table, cubicles
    vi.   IT Infrastructure and Support – software, LAN, leased lines, Wi-Fi, printer, scanner and copier
    vii.   Others – board rooms, meeting rooms

7.7 Selection Policy of Incubatees

7.7.1   The incubator management will define the selection criteria for incubatees on the basis of following qualities but not limited to:

    a. A capable team with entrepreneurial abilities.
    b. Technology based or knowledge-based business
    c. Business compatible with CIC objectives
    d. Cross-faculty or cross-discipline ideas will be highly encouraged.

7.8 Selection Procedure

7.8.1 Three stage criteria will be followed for the process of enrollment of a startup at CIC.

Stage 1: The enrollment will be announced and an online application portal will be available for the applicants. The submitted applications will be screened and evaluated by a group of experts from CUST faculty, industry and senior executives.

Stage 2: In the second stage selected teams will be invited to CUST for an interview/session with the panel who reviewed their applications. The team will be required to deliver a 3-5 minutes' presentation and pitch the idea in front of the panel. The final decision will be given by the panel based upon the application and presentation of a team.

Stage 3: Selected teams will be contacted and called to join CIC.

7.9 Eligibility

    i.   CUST faculty members (current and past)
    ii.   CUST Student and Alumni
    iii.   CUST R&D partners
    iv.   CUST Partner/ Collaborating Universities

7.10 Graduation/Exit Policy:

7.10.1 The incubatees will be allowed to graduate after they have met the objectives of the approved business plan and that they have successfully developed the prototype or proof of concept.

7.10.2 Based upon degraded performance the incubatee may be exited from the incubation center before the completion of the tenure.