



SCEM/PRIN/2022-23/144

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**Copy of the extract of 29th Governing Council of Sahyadri
College of Engineering and Management (SCEM)**

Resolution No: 18
Dated: 4th June 2021
Agenda No. 10

Subject: Approval for the adoption of Sahyadri Start-up & Innovation Policy (SSIP) for staff and students at SCEM, Mangaluru

With reference to the above, the member convener briefed the Governing Council SCEM regarding introducing innovation and start-up policy for faculty and students of the institution as the guiding framework for higher education institutes by MHRD during the year 2019. Further, it was briefed to the council members that the proposed MHRD scheme will enhance academics and co-curricular activities through project-based learning/hands-on experience under the autonomous process by introducing innovation and idea generation among staff and students.

After deliberation on the NISP framework and proposed MHRD Innovation and start-up policy, benefits and implications, the Governing Council approved the implementation of the Sahyadri Start-up & Innovation Policy (SSIP) at SCEM only after the due approval of the affiliating University, i.e. Visvesvaraya Technological University (VTU), Belgaum and Govt. of Karnataka. The committee also approved 1% of the college's total budget on these activities of SSIP like Innovations, Start-ups, Entrepreneurship and IPR activities for the academic year 2021-22.


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Principal

Principal

Sahyadri College of Engineering & Management
An Autonomous Institution
Mangaluru



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Chairman, SCEM

SAHYADRI STARTUP & INNOVATION POLICY



SAHYADRI
COLLEGE OF ENGINEERING & MANAGEMENT
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MANGALURU

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1) Strategies and Governance

- a) Entrepreneurship promotion development will be one of the major dimensions of the Sahyadri College of Engineering & Management (SCEM) strategies. To facilitate development of an entrepreneurial ecosystem in the SCEM and nearby area, specific objectives and associated performance indicators will be periodically defined for assessment.
- b) Implementation of entrepreneurial vision in SCEM will be achieved through mission statements rather than a stringent control system. The entrepreneurial agenda will be the responsibility of the Director, CIIES, to bring in the required commitment and be well understood by the Top Management. However, promoting entrepreneurship requires a different type of mindset as compared to other academic activities. Therefore, Director will have large industry and business exposure.
- c) A resource mobilisation plan has been worked out at the SCEM level for supporting Innovation, pre-incubation, incubation infrastructure and facilities. A sustainable financial strategy will be defined in order to reduce the organisational constraints to work on the entrepreneurial agenda.
 - i) Investment in entrepreneurial activities will be a part of the institutional financial strategy. A minimum of 1% fund of the total annual budget of the institution will be allocated for funding and supporting innovation and startups related activities through the creation of a separate 'Innovation fund'.
 - ii) The strategy will also involve raising funds from diverse external funding sources through government (state and central) such as DST, DBT, MOE, AICTE, TDB, TIFAC, DSIR, CSIR, BIRAC, NSTEDB, NRDC, Startup India, Invest India, MeitY, MSDE, MSME, NAIN, VGST, KSCST, ELEVATE-100 etc. and non-government sources.
 - iii) To support technology incubators, SCEM will approach Govt, the private and corporate sectors to generate funds, AIC, ACIC, MSME, DSTE and also under Corporate Social Responsibility (CSR) as per Section 135 of the Company Act 2013.
 - iv) SCEM will raise funding through sponsorships and donations. We will actively engage the alumni network to promote Innovation & Entrepreneurship.

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- d) For expediting the decision-making, hierarchical barriers will be minimised through empowering the CIIES team, and individual autonomy and ownership of initiatives will be promoted.
- e) The importance of Innovation and entrepreneurial plans will be known across the SCEM. It will be promoted and highlighted at the Institution's Academic Calendar programs, such as conferences, convocations, workshops, etc.
- f) The action plan will be formulated at the SCEM level, having well-defined short-term and long-term goals.
- g) SCEM will develop and implement an Innovation and entrepreneurship strategy and policy for the entire institution to integrate entrepreneurial activities across various centres for excellence, departments, faculties, and career services within the institution, thus breaking the silos.
- h) Product-to-market strategy for startups can be developed by the SCEM on case to case basis.
- i) The development of entrepreneurship culture should not be limited to the institution's boundaries.
 - i) SCEM will be the driving force in developing entrepreneurship culture in its vicinity (regional, social and community levels). This shall include giving opportunities for regional startups, provision to extend facilities for outsiders and active involvement of the institution in defining strategic direction for local development.
 - ii) Strategic international partnerships should be developed using bilateral and multilateral channels with international innovation clusters and other relevant organisations. Moreover, international exchange programs, internships, and engaging the international faculties in Innovation and entrepreneurship will also be promoted.

2) Start-ups Enabling SCEM Infrastructure

Pre-incubation and incubation facilities for nurturing innovations and startups will be created. Incubation and Innovation can be organically interlinked, and effort will be made to link Innovation to Enterprises to Financial Success.

- a) SCEM will create a Centre of Innovation, Incubation, Entrepreneurship and Startup under which the Centre of Innovation, Technology Business Incubator and Student

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Innovation and Entrepreneurship Club will work by mobilising resources from internal and external sources.

- b) Pre-Incubation/Incubation facility will be accessible 24x7 to students, staff and faculty of all disciplines and departments across the institution, including startups from the vicinity.
- c) Pre-incubation facilities will be managed by the DIT Incubation Foundation, a separate entity registered under Section 8 of the Company Act 2013. This will allow more freedom to Technology Business Incubators in decision-making with less administrative hassles for executing the programs related to Innovation, IPR and Startups. Moreover, they will have better accountability towards investors supporting the incubation facility.
- d) Technology Business Incubator (TBI) will offer mentoring and other relevant services through the Pre-incubation/Incubation process in return for fees, equity sharing and (or) zero payment basis. The modalities regarding Equity Sharing in Startups supported through TBI will depend upon the services offered.

3) Nurturing Innovations and Startups

- a) SCEM will establish processes and mechanisms for the easy creation and nurturing of startups/enterprises by students, staff (including temporary or project staff), faculty, alumni and potential startup applicants from outside the institutions.
- b) Technology Business Incubator will define their processes and will ensure to achieve the following:
 - i) Incubation support: Pre-incubation & Incubation facility to startups by students, staff and faculty for a mutually acceptable time frame.
 - ii) SCEM will be allowed to take an IPR license on the developed technology on easy terms, either in terms of equity in the venture and/or license fees and/or royalty to obviate the early-stage financial burden.
 - iii) SCEM may allow their students/staff to work on their innovative projects and setting up startups (including Social Start-ups) or work as interns / part-time in startups (incubated in any recognised Incubators) while studying/working with due approval of the competent authority. Student Entrepreneurs may earn credits for working on innovative prototypes/Business Models. SCEM will develop clear guidelines to formalise this mechanism. Student inventors may also be allowed to

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opt for startup in place of their mini project/ major project, seminars, and summer training. The area in which a student wants to initiate a startup may be interdisciplinary or multidisciplinary. However, the student must describe how they will separate and clearly distinguish their ongoing research activities as a student from work being conducted at the startup.

- c) Students who are under incubation but are pursuing some entrepreneurial ventures while studying will be allowed to use their address in the institute to register their company with the due recommendation by the Director the permission from the Principal, Sahyadri College of Engineering & Management.
- d) Students' entrepreneurs will be allowed to sit for the examination, even if their attendance is less than the minimum permissible percentage, with due Recommendation of the Heads of respective Departments and Director to the Permission from the Principal, Sahyadri College of Engineering & Management.
- e) Student entrepreneurs may earn academic credits for their efforts while creating an enterprise. SCEM will set up a review committee for the startup by students based on the progress made. It may consider giving appropriate credits for academics. SCEM will consider allowing their students to take a semester/year break (or even more, depending upon the review committee's decision) to work on their startups and re-join academics to complete the course. As the university and other statutory bodies have yet to approve, the above scheme is not operating at SCEM as of date.
- f) SCEM will explore the provision of accommodation to entrepreneurs within the campus for some period of time.
- g) SCEM may allow faculty and staff to take off for a semester/year (or even more, depending upon the review committee's decision) as sabbatical/ unpaid leave/ earned leave for working on startup and coming back. The institution may consider allowing the use of its resource to faculty/students/staff wishing to establish startup as a full-time effort. The seniority and other academic benefits during such a period may be preserved for such staff or faculty.
- h) SCEM will start startup and entrepreneurship subjects for students. However, in the long term Institution may decide to start a part-time/full-time MS/ MBA/ PGDM (Innovation, entrepreneurship and venture development) program where one can get a degree while incubating and nurturing a startup company as per guidelines issued by AICTE.

- i) SCEM will facilitate the startup activities/ technology development by allowing students/ faculty/ staff to use Institution 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 a regular basis.
 - iii) Facilitation in a variety of areas, including technology development, ideation, creativity, design thinking, fundraising, 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 are impacting a business.
 - iv) The institution may also link the startups to other seed-fund providers/angel funds/ venture funds or itself may set up a seed fund once the incubation activities mature. Further, necessary incentives in terms of resources, infrastructure, finance, time and support for students and faculties will be provided per need.
 - v) License institute IPR as discussed.
- j) In return for the services and facilities, Technology Business Incubator may take 2% to 9.5% equity/ stake in the startup/ company, based on brand used, faculty contribution, the support provided and use of the institute's IPR (a limit of 9.5% is suggested so that institution has no legal liability arising out of startup. The institution will normally take much lower equity shares unless its full-time faculty/ staff have substantial shares). Other factors for consideration should be space, infrastructure, mentorship support, seed funds, support for accounts, legal, patents etc.
- i) For staff and faculty, the institute can take no more than 20% of shares that staff/faculty take while drawing a 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 an advisory or consultative role and do not compromise with their existing academic and administrative work/duties. If the faculty/staff holds the executive or managerial position for over three months in a startup, they will go on sabbatical/ leave without pay/ earned leave.
 - iii) In the case of the compulsory equity model, Startup may be given a cooling period of 3 months to use incubation services on a rental basis to take a final decision based on satisfaction of services offered by the TBI.

- k) The TBI will also provide services based on a mixture of equity, fee-based and/or zero payment models. So, a startup may choose to avail only the support, not seed funding, by the TBI on a rental basis.
- l) TBI could extend this startup facility to alumni of the institution as well as outsiders.
- m) Participation in startup-related activities needs to be considered a legitimate activity of faculty in addition to teaching, R&D projects, industrial consultancy and management duties and must be considered while evaluating the annual performance of the faculty. Every faculty may be encouraged to mentor at least one startup.
- n) Product development and commercialisation, 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 the minimum required teaching and guidance) and then respective faculty are evaluated accordingly for their performance and promotion.
- o) The institution might also need to update/change/revise performance evaluation policies for faculty and staff, as stated above.
- p) SCEM and TBI ensure that at no stage does any liability accrue to it because of any activity of any startup.

4) Product Ownership Rights for Technologies Developed at Sahyadri College of Engineering & Management

- a) When SCEM 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 Sahyadri College of Engineering & Management.
 - i) Inventors and SCEM could license the product / IPR to any commercial organisation, with inventors having a 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 the sale price
 - (3) Shares in the company licensing the product
 - ii) SCEM will not hold the equity as per the current statute, so DIT Incubation Foundation will hold equity on their behalf.

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- iii) For pure software product licensing, revenue sharing may be mutually decided between the DIT Incubation Foundation and the incubated company. 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 the sale price, preferably 1 to 2%, unless it is a pure software product. If it is shared in the company, shares will again be 1% to 4%.
- b) On the other hand, if the product/ IPR is developed by innovators not using any SCEM facilities, outside office hours (for staff and faculty) or not as a part of the curriculum by the student, then the product/ IPR will be entirely owned by inventors in proportion to the contributions made by them. In this case, inventors can decide to license the technology to third parties or use the technology the way they deem fit.
- c) If there is a dispute in ownership, a minimum five-membered committee consisting of two faculty members (having developed sufficient IPR and translated to commercialisation), two of the SCEM industry experts/alumni (having experience in technology commercialisation) and one legal advisor with expertise in IPR, will examine the issue after meeting the inventors and help them settle this, hopefully to everybody's satisfaction. SCEM can use alumni/ faculty of other institutes as members if they cannot find sufficiently experienced alumni/faculty of their own.
- d) SCEM Centre of Innovation or Technology Business Incubator will only be a coordinator and facilitator for providing services to faculty, staff and students. They will have no say on how the invention is carried out, how it is patented or how it is to be licensed; however, in specific cases, clarifications can be sought. When SCEM pays for patent filing, the institution will constitute a committee examining whether the IPR is worth patenting. The committee should consist of faculty with experience and expertise in technology translation. If inventors are using their funds or non-Institution funds, then they alone should have a say in patenting.
- e) SCEM decision-making body with respect to incubation / IPR / technology-licensing will consist of faculty and experts who have excelled in technology translation.
- Interdisciplinary research and publication on startup and entrepreneurship will be promoted by the Sahyadri College of Engineering & Management.

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5) Organisational Capacity, Human Resources and Incentives

- a) SCEM will recruit staff with strong innovation and entrepreneurial/ industrial experience, behaviour and attitude. This will help in fostering Innovation and entrepreneurial culture.
 - i) Some of the relevant faculty members with prior exposure and interest should be deputed for training to promote Innovation and entrepreneurship.
 - ii) To achieve better staff engagement in entrepreneurial activities, the SCEM policy on the career development of staff should be developed with constant upskilling.
- b) Faculty and departments of the SCEM will work in coherence, and cross-departmental linkages will be strengthened through shared faculty, cross-faculty teaching and research to gain maximum utilisation of internal resources and knowledge.
- c) Periodically, external subject matter experts, such as guest lecturers or alumni, can be engaged for strategic advice and skills that are not available internally.
- d) Faculty and staff will be encouraged to do courses on Innovation, entrepreneurship management and venture development.
- e) To attract and retain the right people, SCEM will develop academic and non-academic incentives and reward mechanisms for all staff and stakeholders that actively contribute and support entrepreneurship agenda and activities.
- f) The reward system for the staff may include sabbaticals, office and lab space for entrepreneurial activities, reduced teaching loads, awards, training, etc.
- g) The recognition of the stakeholders may include offering the use of facilities and services, strategy for shared risk, as guest teachers, fellowships, associateships, etc.
- h) A performance matrix will be developed and used to evaluate annual performance.

6) Creating Innovation Pipeline and Pathways for Entrepreneurs at SCEM Level

- a) To ensure the exposure of maximum students to Innovation and pre-incubation activities at their early stage and to support the pathway from ideation to Innovation to market, mechanisms will be devised at the SCEM level.

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- i) Spreading awareness among students, faculty and staff about the value of entrepreneurship and its role in career development or employability will be a part of the SCEM entrepreneurial agenda.
 - ii) Students/ staff will be taught that Innovation (technology, process or business innovation) is a mechanism to solve the problems of society and consumers. Entrepreneurs will innovate with a focus on the market niche.
 - iii) Students will be encouraged to develop an entrepreneurial mindset through experiential learning by exposing them to training in cognitive skills (e.g. design thinking, critical thinking, etc.) and 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 will be routinely organised.
 - iv) To motivate the students to promote the startup activities through training and enterprise-related activities will be integrated.
- b) SCEM will link their startups and companies with the broader entrepreneurial ecosystem by supporting students who show potential in the pre-startup phase. Connecting student entrepreneurs with real-life entrepreneurs will help them understand the real challenges they may face while going through the innovation funnel and will increase the probability of success.
 - c) SCEM will establish Institution's Innovation Councils (IICs) as per the guidelines of MOE's Innovation Cell and allocate an appropriate budget for its activities. IICs should guide institutions in conducting various activities related to Innovation, startup and entrepreneurship development. Collective and concentrated efforts should be undertaken to identify, scout, acknowledge, support and reward proven student ideas and innovations and to further facilitate their entrepreneurial journey
 - d) Financial support will be provided for potential entrepreneurs to strengthen the innovation funnel at the SCEM.
 - i) Networking events must be organised to create a platform for budding entrepreneurs to meet investors and pitch their ideas.
 - ii) Provide business incubation facilities: premises at a subsidised cost. Laboratories, research facilities, IT services, training, mentoring, etc., will be accessible to the new startups.

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- iii) A culture needs to be promoted to understand that money is not FREE and is risk capital. While funding is taking risks on the entrepreneur, it is an obligation of the entrepreneur to make every effort possible to prove that the funding agency did right in funding them. The entrepreneur must utilise these funds and return them.
- e) SCEM must develop a ready reckoner of Innovation Tool Kit, which must be kept on the institution's website's homepage to answer the innovators' doubts and queries and enlist the facilities available at the institution.

7) Norms for Faculty Startups

- a) For better coordination of entrepreneurial activities, norms for faculty to do startups will be created by the Sahyadri College of Engineering & Management. Only those technologies will be taken for faculty startups from within the SCEM.
 - i) The role of faculty may vary from being an owner/ direct promoter, mentor, consultant or on-board member of the startup.
 - ii) SCEM will work on developing a policy on 'conflict of interests to ensure that the regular duties of the faculty don't suffer owing to their involvement in the startup activities.
 - iii) Faculty startup may consist of faculty members alone, with students, faculty of other institutes, alumni, or 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/utilise existing leave.
- c) Faculty must clearly separate and distinguish ongoing research at the SCEM from work conducted at the startup/ company.
- d) In case of selection of a faculty startup 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 SCEM) 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 SCEM activities at the startup and vice-versa.
- g) Human subject-related research in a startup should get clearance from the SCEM ethics committee.

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8) Pedagogy and Learning Interventions for Entrepreneurship Development

- a) A diversified approach should be adopted to produce desired learning outcomes, which will include cross-disciplinary learning using mentors, labs, case studies, games, etc., in place of traditional lecture-based delivery.
 - i) Student clubs/ bodies will be created for organising competitions, boot camps, workshops, awards, etc. These bodies will be involved in SCEM strategy planning to enhance the student's thinking and responding abilities.
 - ii) SCEM will start the annual 'INNOVATION & ENTREPRENEURSHIP AWARD' to recognise outstanding ideas, successful enterprises and contributors for promoting Innovation and enterprises ecosystem within the institution.
 - iii) To create awareness among the students, the teaching methods will include case studies on business failure and real-life experience reports by startups.
 - iv) Tolerating and encouraging failures: Our systems are not designed to tolerate and encourage failure. Failures need to be elaborately discussed and debated to imbibe that failure is a part of life, thus helping to reduce the social stigma associated with it. This will be a part of SCEM philosophy and culture.
 - v) Innovation champions will be nominated from within the students/ faculty/ staff for each department/ stream of study.
- b) Entrepreneurship education will be imparted to students at curricular/ co-curricular/ extracurricular level through elective/short-term or long-term courses on Innovation, entrepreneurship and venture development. Validated learning outcomes will be made available to the students.
 - i) Integration of expertise of the external stakeholders will be done in entrepreneurship education to evolve a culture of collaboration and engagement with the external environment.
 - ii) At the beginning of every academic session, SCEM will conduct an induction program about the importance of Innovation and Entrepreneurship so that freshly inducted students are made aware of the entrepreneurial agenda of the SCEM and available support systems. The curriculum for entrepreneurship education will be continuously updated based on entrepreneurship research outcomes. This will also include case studies on failures.

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- iii) Industry linkages will be leveraged for conducting research and surveys on technology, research, Innovation, and market intelligence trends.
 - iv) Sensitisation of students will be done for their understanding of expected learning outcomes.
 - v) Student innovators, startups, and experts must be engaged in the dialogue process while developing the strategy so that it becomes need-based.
 - vi) Customised teaching and training materials will be developed for startups.
 - vii) It must be noted that not everyone can become an entrepreneur. The entrepreneur is a leader who would convert an innovation successfully into a product. Others may join the leader and work for the startup. It is important to understand that entrepreneurship is about risk-taking. One must carefully evaluate whether a student is capable and willing to take the risk.
- c) Pedagogical changes need to be made to ensure that the maximum number of student projects and innovations are based on real-life challenges. Learning interventions developed by the SCEM for inculcating entrepreneurial culture will be constantly reviewed and updated.

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

- a) Stakeholder engagement will be given prime importance in the entrepreneurial agenda of the Sahyadri College of Engineering & Management. SCEM will find potential partners, resource organisations, 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 cocreation, bi-directional flow/ exchange of knowledge and people will be ensured between institutes/ organisations such as incubators, software technology parks of India and science parks, etc.
 - ii) SCEM will organise networking events for better engagement of collaborators. It will open up opportunities for staff, faculty and students to allow a constant flow of ideas and knowledge through meetings, workshops, space for collaboration and lectures etc.

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- iii) Mechanisms will be developed by the SCEM to capitalise on the knowledge gained through these collaborations.
- iv) Care will ensure that events don't become an end goal. The first focus of the Technology Business Incubator will be to create successful ventures.
- b) SCEM will develop policies and guidelines for forming and managing relationships with external stakeholders, including private industries.
- c) Knowledge exchange through collaboration and partnership will be part of SCEM policy. The institution 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 SCEM will be given the opportunities to connect with their external environment.
 - ii) Connecting the SCEM with the external environment must be leveraged by absorbing information and experience from the external ecosystem into the Institution's environment.
 - iii) A single Point of Contact (SPOC) mechanism will be created in the SCEM for the students, faculty, collaborators, partners, and other stakeholders to ensure access to information.
 - iv) Mechanisms will be devised by the SCEM to ensure maximum exploitation of entrepreneurial opportunities with industrial and commercial collaborators.
 - v) Knowledge management will be done by the SCEM through the development of an innovation knowledge platform using in-house Information & Communication Technology (ICT) capabilities.

10) Entrepreneurial Impact Assessment

- a) Impact assessment of Institution entrepreneurial initiatives such as pre-incubation, incubation, and entrepreneurship education will be performed regularly using well-defined evaluation parameters.
 - i) Monitoring and evaluation of knowledge exchange initiatives and engagement of all departments and faculty in entrepreneurial teaching and learning will be assessed.

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- ii) The number of startups created, the support system provided at the Institution level and, the satisfaction of participants, new business relationships created by the SCEM will be recorded and used for impact assessment.
- iii) The impact will also be measured for the support system the SCEM provided to the student entrepreneurs, faculty and staff for pre-incubation, incubation, IPR protection, industry linkages, and exposure to the entrepreneurial ecosystem, etc.
- b) The formulation of strategy and impact assessment will go hand in hand. The information on the impact of the activities will be actively used while developing and reviewing the entrepreneurial strategy.
- c) Impact assessment for measuring the success will be in terms of sustainable social, financial and technological impact in the market. For innovations at pre-commercial stage, the development of a sustainable enterprise model is critical. Commercial success is the only measure in the long run.

All the above proposals of rules and regulations on NISP become operational once the university, Govt. and other statutory bodies approve academic programmes.

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