STATUTES FOR OFFICE OF RESEARCH, INNOVATION AND COMMERCIALIZATION

THE WOMEN UNIVERSITY MULTAN

ORIC POLICY - 2021

POLICY ON OFFICE OF RESEARCH, INNOVATION & COMMERCIALIZATION

Introduction

Higher Education Commission aims to develop and sustain a dynamic and internationally competitive research sector in Pakistan that makes a major contribution to economic prosperity, national wellbeing and the expansion and dissemination of knowledge. Promotion of Research is one of the core strategic aims of Higher Education Commission. Through the program and initiatives launched by Higher Education Commission for strengthening research and the process of knowledge creation, the quality and research output emanating from the universities and institutes in the country have shown tremendous improvements and Pakistan has been acknowledged as rising star in a number of research disciplines in terms of percentage increase in internationally cited research publications. Yet, this is no more than an end of a beginning and we need not only to sustain and improve this trend but also contemplate on questions of relevance and economic, social and academic impact of the research.

In pursuit of this end, Higher Education Commission has started working to organize the research activities of universities/HEIs ensuring availability of well-established and fully functional Office of Research, Innovation and Commercialization (ORIC). The ORICs will provide strategic and operational support to the University's research activities/program, and will have a central role in facilitating the University's research outcomes.

The Office of Research, Women University of Multan (ORIC-WUM) provides strategic and operational support to all research activities/program at the campus and has a central role in facilitating the University-Industry linkages for commercialization of research. Research at higher educational institutes, such as universities and research and policy making institutes drives the economy of any nation by building strong ties between academia and industry. One such collaborative platform has been established at WUM in the name of Office of Research, Innovation and Commercialization abbreviated as ORIC. ORIC has mandate to enhance and promote the environment of research at WUM.

Establishment

The Syndicate in its 10th meeting, held on Monday, 8th July, 2021 has approved the establishment of Office of Research, Innovation & Commercialization of Women University Multan. The responsibility of the office of ORIC may be carried out by the existing staff of the University.

Vision

The aim of Office of Research, Innovation & Commercialization (ORIC) is to provide catalytic and strategic support to all Faculties of WUM through following three domains:

1. Build technical expertise
2. Improve Academia-Industry linkage
3. Draft and implement research policy

"Delivering technology through innovative knowledge".

Mission

The mission of the Office of Research, Innovation and Commercialization (ORIC) is to develop, expand, enhance and manage the university's research programs and to link research activities directly to the educational, social and economic priorities of the university and its broader community. The ORIC is also responsible for assuring that the quality of research reflects the

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highest international standards and advances the stature of the university among the world's best research institutions. ORIC must guaranteeing 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.

ORIC Responsibilities

In pursuit of this mission the ORIC has following major responsibilities:

- Restoring hope through knowledge transfer and building community through technology commercialization.
- Promote need based research in WUM and disseminating it to masses.
- Formulate collaborative ventures by strengthening university-industry linkages.
- Strengthening research through knowledge sharing, trainings and curricula development
- Promote entrepreneurship by providing applied and practical knowledge
- Transfer of technology for developing strong and long term bonds with capacity building

a. Research Commercialization

Commercialization is the process that converts ideas, research, or prototypes into viable products that retain the desired functionality, while designed them to be readily produced at low cost and launched quickly with high quality designed in. Commercialization also involves creating industrial linkages, development of creative business plans. After development also implementation plans to development of proto-type and then actual product.

b. HR Development

The Office of Research, WUM is continuously striving to provide trainings for capacity building of faculty and students.For this purpose,various Trainings/workshops/Seminars has been organized at the campus.

c. Research Support

The Office of Research, WUM has obtained various funded R&D Projects both in all disciplines that has helped the faculty to gain experience and exposure of applied and industrial research.

Guidelines for Selection of ORIC Team

The appointment of ORIC Head shall be governed with the following guidelines:

a. The position shall be filled by a professional with experience and background in research as well as interaction with potential users of research (i.e., private sector or government entities). An attempt should be made to find the best combination of the skills; e.g., a person from academia should have demonstrated experience of commercialization and research grant management, while those from industry or government should have adequate exposure to research. All appointments shall be full-time.

b. The search committee may recommend a suitable salary package and bonus for ORIC Head, in line with the market for such talent and the applicable rules and regulations of the University.

c. The positions of Manager (Research Management) and Manager (Innovation and Commercialization) are required to be responsible for delivering their respective KPIs. Each Manager shall be responsible, under the overall direction of the ORIC Head, for appointing her dedicated support team.

d. The staff titles are for indicative purposes only, and will be determined formally by the universities in accordance with their rules.

Structure and Governance

Administrative Structure ORIC

ORIC

DIRECTOR ORIC

PS

Administrative Assistant

Assistant Director ORIC
Life Science + Sciences

Deputy Director ORIC (Manager Commercialization and innovation)

Administrative Assistant

1. Help faculty start business
2. Assist with negotiating problematic sponsored research agreements
3. Evaluate markets for commercialization of inventions
4. Interface between faculty and the commercial sector
5. Link faculty with relevant industry
6. Internship programs (paid & unpaid students)
7. Faculty & students startup business
8. Bring the concerned people for patent services

Deputy Director ORIC (Business Incubation Centre)

Administrative Assistant

1. Active YES clubs
2. BIC
3. Commercialization of student innovation and market projects
4. Business plans and model creating activities
5. Annual startup Directory
6. Membership and registration with major entrepreneurial support organizations
7. National and International competitions
8. Product Launching
9. Internship programs (paid & unpaid) students
10. Faculty & students startup business
11. Bring the concerned people for patent services
12. Approval of Business Plan

Manager university-linkages and technology transfer

Administrative assistant

1. Fund raising for research
2. Information about available research grants
3. Identify various licenses
4. Negotiate terms and licenses
5. MOUs
6. Detail Industrial Visits
7. Outreach & Marketing
8. Expo active social media
9. Collaboration with various industries & Product Launching
10. Link faculty with relevant industry
11. Approval of Business plan

Manager Intellectual property/legal service

Assistant Manager IP

1. IPR information center
2. IPR Seminars (final year students)
3. Facilitation in patent filing
4. Registering trademark
5. Copy rights
6. Trainings
7. Keeping website updated
8. Assistance to faculty students and staff
9. Funding for patents
10. Data management
11. Patent Services

Deputy Director Media & Communication

Administrative Assistant

1. Product launch
2. Fund raising for research
3. Awareness campaign, notice board, Introductory seminar
4. Detailed industry visits
5. Wall of fame
6. Expo active social media
7. Digital HUB
8. Outreach and Marketing
9. YES Club
10. YES Club
11. Newsletter related tasks
12. Abstract Books, vision books & Brochure

Manager research operations & development

Administrative assistant

Research Associate

1. Research policy implementation
2. Research Parks
3. Innovation center
4. R & D research projects
5. Funded research projects
6. Monitoring research BASR
7. Data Management
8. Research publication related all tasks
9. ORIC Newsletter
10. Research conferences (National & International)

Deputy Director IT Services

Assistant Computer Programmer

1. Research Journal
2. ORIC website & related operations
3. Research Repository
4. Digital Library
5. OJS, DOI & research journal indexing related tasks

Deputy Director (Research &Publications)

Publication and communication specialist

Research Associate

1. research article verification cell
2. Reports
3. Newsletter
4. Research publication record keeping
5. Research journals
6. Abstract Book
7. Data Management
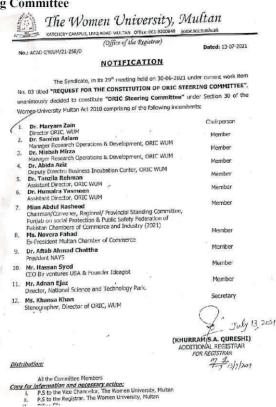8. Brochure
9. vision Book

Accountant

SOPs for ORIC

- Once ORICs are established all the research proposals to HEC/other agencies etc. must be processed through ORICs.
- Submission of Research proposals relevant to Pakistan Socio-Economic needs.
- Updating of data regarding funding/donor agencies.
- Establishment of links with donors.
- Establishment of links with Industries
- Arrange/conduct seminars, conferences and training programs for faculty awareness and faculty industry interaction.
- Identify regional expertise and requirements.
- Arrange International trainings and workshops.
- Arrange trainings and workshops at national level.
- Arrange International Seminars/Symposium.
- Arrange Seminars/Symposium at national level.
- Develop business plans
- Maintain a webpage for ORIC on the main website of the respective university and regularly update the same to make all the ORIC related activities, ranging from research proposals to information regarding donor agencies and industrial linkages established, reflected on the website.

Terms of Reference for ORIC

The Terms of Reference for ORIC are as follows:

- Supporting the university's strategic research directions and policies.
- Increasing and diversifying external research funding.
- Improving recruitment and retention of top faculty.
- Improving integration of research and education at all levels of the university.
- Improving translation of research into the public benefit.
- Strengthening university-industry relationships.
- Promoting entrepreneurship, technology-transfer and commercialization activities that energize and support the local and national economy.
- Promoting and enhancing cross-cutting and multi-disciplinary research initiatives.

ORIC Steering Committee

The Women University, Multan

KATCHERY CAMPUS, LMQ ROAD MULTAN Office: 061-9200848 www.wum.edu.pk

(Office of the Registrar)

No.: ACAD-I/WUM/21-258/D

Dated: 13-07-2021

NOTIFICATION

The Syndicate, in its 29th meeting held on 30-06-2021 under current work item No. 03 titled **"REQUEST FOR THE CONSTITUTION OF ORIC STEERING COMMITTEE"**, unanimously decided to constitute **"ORIC Steering Committee"** under Section 30 of the Women-University Multan Act 2010 comprising of the following incumbents:

1.	**Dr. Maryam Zain** Director ORIC, WUM	Chairperson
2.	**Dr. Samina Aslam** Manager Research Operations & Development, ORIC WUM	Member
3.	**Dr. Misbah Mirza** Manager Research Operations & Development, ORIC WUM	Member
4.	**Dr. Abida Aziz** Deputy Director Business Incubation Center, ORIC WUM	Member
5.	**Dr. Tanzila Rehman** Assistant Director, ORIC WUM	Member
6.	**Dr. Humaira Yasmeen** Assistant Director, ORIC WUM	Member
7.	**Mian Abdul Rasheed** Chairman/Convener, Regional/ Provincial Standing Committee, Punjab on social Protection & Public Safety Federation of Pakistan Chambers of Commerce and Industry (2021)	Member
8.	**Ms. Novera Fahad** Ex-President Multan Chamber of Commerce	Member
9.	**Dr. Aftab Ahmad Chattha** President NAYS	Member
10.	**Mr. Hassan Syed** CEO Bir ventures USA & Founder Ideagist	Member
11.	**Mr. Adnan Ejaz** Director, National Science and Technology Park.	Member
12.	**Ms. Khansa Khan** Stenographer, Director of ORIC, WUM	Secretary

July 13, 2021

(KHURRAM S.A. QURESHI)
ADDITIONAL REGISTRAR
FOR REGISTRAR
13/7/2021

Distribution:

All the Committee Members

Copy for information and necessary action:

i. P.S to the Vice Chancellor, The Women University, Multan
ii. P.S to the Registrar, The Women University, Multan

Terms of Reference for ORIC Steering Committee

The ORIC Steering Committee (ORIC-SC) shall be governed by the following TORs:

a. ORIC-SC is the governing body for the ORIC, and shall provide strategic leadership and governance oversight. ORIC-SC will provide dedicated advice to the VC for decisions and actions to be taken in accordance with the objectives, approach and scope of the ORIC.

b. ORIC-SC shall continuously review the performance of ORIC in line with the devised KPIs and strategic plan and guide the ORIC leadership by providing effective oversight and evaluations.

c. ORIC-SC shall:

   i. Devise and approve the 5-year strategic plan for the ORIC and ensure its proper compliance.

   ii. Review and approve the recommendations for implementation of initiatives for better achievement of ORIC objectives from ORIC leadership.

   iii. Review periodic monitoring reports on the basis of KPIs and advise the ORIC leadership accordingly.

   iv. Provide policy guidance to ORIC leadership.

   v. Ensure that ORICs activities and initiatives are coordinated with other relevant stakeholders, inside or outside the HEI.

   vi. Bridge the gap between academia and industry and provide crucial advice on matters to promote university-industry linkages and commercialization.

   vii. Advise the VC on the research management challenges of the university.

   viii. Undertake any other task relevant to the better functioning of the ORIC.

d. Members of ORIC-SC shall be appointed on the basis of their expertise in dealing with roles and responsibilities associated with the better performance of ORIC. All members shall have to sign Conflict of Interest statements.

Strategic Options

ORIC under three domains of research, innovation and commercialization is working to serve as a platform to support all research activities and to oversee all academic matters related to research directions, research management & oversight, consultancy and services to various stakeholders. In addition it is working as follows:

a. Strategic Plans

- To engage staff with research funding opportunities
- To facilitate faculty & align research goals with HEC benchmarks
- To coordinate applications for external and internal research grants
- To link national developmental goals with research themes at WUM

b. Innovation

- Link all the key national incubator centers (NICs) in Pakistan with WUM
- To create Academic-Industrial linkages for solution oriented outputs

c. Policy & Commercialization

- To keep central research policy functional for WUM faculty and students
- To coordinate between Central research and ethics committee board and Departmental Research Committee (DRC)
- To keep the research management functional and standardized protocols are followed

- To coordinate with corporate communication to publicize research

WUM ORIC Strategic (5-Year) Plan

1. Research, Innovation and Entrepreneurship

1.1. Goal

Shift to research-oriented university geared towards fulfilling regional, national, and international needs, in line with the ideals of knowledge-based societies through creation, dissemination, and application of knowledge.

1.2. Strategies

- Promote research culture and environment in the University; and enhance relevance of research to regional, national, and international priorities.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Identify key thematic areas for research in relevance to regional, national, and international needs.	Director ORIC; Relevant researchers.	✓				
Form special interest groups of researchers for research in key thematic areas.	Director ORIC; Director P&D	✓				
Review current policies, procedures, and institutional arrangements to develop and strengthen supportive and facilitative research environment.	Director ORIC; Director P&D	✓	✓			
Build professional capacity and develop human resources.	Registrar; CHRCD	✓	✓	✓	✓	✓
Facilitate partnerships and linkages with national and international donors for carrying out research in priority thematic areas	Director ORIC; Director P&D	✓	✓	✓	✓	✓
Brand and market institutional expertise.	Deans; HoDs; Director ORIC; Media and Protocol	✓	✓	✓	✓	✓

* Director ORIC will serve as Focal Person to coordinate activities with the concerned offices.

ORIC = Office of Research, Innovation and Commercialization; P&D = Planning and Development; CHRCD = Center for Human Resource and Career Development; HoD = Head of Department

- Promote, develop and strengthen collaborations, partnerships, and linkages with public, private, and social sector organizations.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Establish collaborations, partnerships and linkages with government and non-government organizations.	Director ORIC; Director P&D; Relevant researchers.	✓	✓	✓	✓	✓
Develop links with Chambers of Commerce and industries.	Director ORIC; Director P&D	✓	✓	✓	✓	✓
Arrange meetings and events for networking of industry partners with researchers	Director ORIC; HoDs; Director P&D	✓	✓	✓	✓	✓
Pitch projects, ideas to industry for initiating University-Industry Projects	Director ORIC; Director P&D	✓	✓	✓	✓	✓
Encourage researchers to contribute to policy-making process	Director ORIC; Director P&D	✓	✓	✓	✓	✓

* Relevant Director will serve as Focal Persons to coordinate with the concerned offices.

- Promote entrepreneurial activities and develop business incubation center.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Establish Business Incubation Center (BIC)	Director ORIC; Director P&D	✓	✓	✓		
Organize activities that encourage faculty, students, and staff towards entrepreneurship	Director ORIC; Director P&D; Relevant scholar	✓	✓	✓	✓	✓
Encourage students, faculty and staff to participate in national and international business plan competitions	Director ORIC; Director P&D; Relevant scholar	✓	✓	✓	✓	✓
Market BIC and its services; awareness raising program for both internal and external stakeholders	Director ORIC			✓	✓	✓
Target donors for raising funds for BIC.	Director ORIC			✓	✓	✓

* Director ORIC will serve as Focal Person to coordinate with the concerned offices.

1.3. Key Performance Indicators

a. Departments offering research degrees
b. Research grants availed
c. Conference publications
d. Journal publications
e. Funded research projects
f. Interactions, meetings with donors
g. Incubatees in BIC
h. Entrepreneurship workshops, seminars arranged, attended
i. Business plan trainings, workshops arranged, attended
j. BIC awareness sessions for stakeholders
k. Collaborations, partnerships, linkages developed
l. Faculty participation in policy dialogues

2. Academic Programs

2.1. Goal

To offer a range of high quality and relevant undergraduate, graduate programs, and research-oriented programs in an effective and efficient manner.

2.2. Strategies

- Strengthen and expand degree programs.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Introduce new undergraduate programs (4 Years).	Deans; HoDs	✓	✓	✓	✓	✓
Review the existing programs for quality and rigor	Dean; HoDs; Director QEC; Director ORIC	✓	✓	✓	✓	✓
Increase input of stakeholders in curriculum development.	Deans; HoDs	✓	✓	✓	✓	✓
Increase outside classroom experiences of students through projects, internships, field work wherever applicable.	Dean; HoDs; Faculty	✓	✓	✓	✓	✓
Start joint academic program with foreign universities.	Deans; HoDs	✓	✓	✓	✓	✓
Ensure successful and timely completion of degree programs by students.	HoDs; Faculty	✓	✓	✓	✓	✓
Establish linkages with national and international organizations	Deans; HoDs	✓	✓	✓	✓	✓
Estimate, identify, manage and mobilize resources for research	Treasurer; Director ORIC	✓	✓	✓	✓	✓
Relate research to local and regional market oriented needs.	Deans; HoDs; Faculty; Registrar	✓	✓	✓	✓	✓

QEC = Quality Enhancement Cell

- Effective and efficient use of resources through integration of academic programs.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Conduct cost benefit analysis of programs	Treasurer	✓	✓			
Review degree programs portfolio for duplication and redundancy.	Deans; HoDs; Registrar	✓				
Devise and implement strategy for phasing out redundant academic programs.	Registrar			✓	✓	✓
Integrate programs/courses to promote/ensure efficient utilization of resources.	Registrar	✓	✓	✓	✓	✓

2.3. Key Performance Indicators

a. New undergraduate programs offered
b. Program review every three years
c. Students field visits
d. Joint academic programs
e. Average completion period of degree
f. Cost benefit analysis conducted
g. Academic programs phased out
h. Programs/courses integrated

3. Financial Sustainability

3.1. Goal

To ensure financial sustainability through diversification of sources of funding and income generation and to reduce budget deficit.

3.2. Strategies

- Improve financial management and control.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Implement enterprise resource planning software	Treasurer; Director P&D	✓	✓	✓		
On-time payment of fees and dues	Treasurer; HoDs	✓	✓	✓	✓	✓
Develop human resources both on-campus and off-campus	Treasurer; CHRCD	✓	✓	✓	✓	✓
Cut down redundant costs on maintenance and repairs	Director of Works; Treasurer	✓	✓	✓	✓	✓
Dissemination of changes in financial rules to stakeholders from time to time.	Treasurer	✓	✓	✓	✓	✓

- Generate new sources of funding and income generation.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Increase student intake in BS Programs	Registrar	✓	✓	✓	✓	✓
Mobilize University Alumni Association for donations	Registrar; Treasurer	✓	✓	✓	✓	✓
Generate revenues through donations and gifts	Director P&D	✓	✓	✓	✓	✓
Generate income through consultancy services.	Director ORIC; Director P&D	✓	✓	✓	✓	✓
Establish University endowment fund	Treasurer	✓	✓	✓	✓	✓

3.3. Key Performance Indicators

a. Fees and dues
b. Consultancies and donations
c. Alumni Association
d. Trainings

4. Infrastructure and Facilities

4.1. Goal

To upgrade and equip required physical and technological infrastructure to ensure conduct of good quality teaching and high quality research.

4.2. Strategies

- Rehabilitate and improve standard of our basic infrastructure.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Assess and examine buildings for repairs, maintenance etc.	Director of Works; BSI4	✓	✓	✓	✓	✓
Efficient use of academic and residential spaces e.g. physical integration of schools, colleges, departments etc.	Director of Works; BSI	✓	✓	✓	✓	✓

		Y1	Y2	Y3	Y4	Y5
Rehabilitate sports facilities	Director Sports	✓	✓	✓	✓	✓
Rehabilitate and reclaim buildings	Director of Works; Director P&D; BSI	✓	✓	✓	✓	✓
Construct Business Incubation Center	Director P&D	✓	✓	✓		

BSI = Bureau of Statistics and Information

- Expand access to research and information environment.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Establish and strengthen laboratories.	Director P&D	✓	✓	✓	✓	✓
Establish and strengthen Information and Communication Technologies (ICT)	Director P&D; Director CITS5	✓	✓			
Increase use of ICT in the University community through trainings and awareness programs.	Librarian; Director CITS; Director P&D	✓	✓	✓	✓	✓
Rehabilitate, upgrade, and equip Central Library	Librarian; Director P&D	✓	✓	✓		

4.3. Key Performance Indicators
a. Buildings rehabilitated or reclaimed
b. ICT Facilities established
c. Laboratories established
d. Library (physical and digital)

5. Leadership, Governance and Management
5.1. Goal
To support excellence in research and teaching through strengthening and support of leadership, governance, and management.
5.2. Strategies
- Enhance management efficiency.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Assign and decentralize responsibilities	Registrar; Treasurer	✓	✓	✓	✓	✓
Efficient use of Campus Management Solution (CMS)	End User	✓	✓	✓	✓	✓
Increase frequency of interaction and meetings	Registrar	✓	✓	✓	✓	✓
Academic Calendar	Director Admissions	✓	✓	✓	✓	✓

- Invest in human resource development.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Conduct Training Needs Assessment (TNA)	CHRCD	✓				
Identify resources for study and trainings	CHRCD; Director P&D	✓	✓	✓	✓	✓
Train identified staff and evaluate their performance	CHRCD	✓	✓	✓	✓	✓

5.3. Key Performance Indicators
a. Job Descriptions
b. Rules of Business

c. Meetings
d. Academic calendar
e. TNAs
f. Trainings

Performance Monitoring and Evaluation

- HEC's R&D Wing shall carry out annual performance reviews of notified ORICs. The reviews shall serve to assess compliance and validate performance.
- Only universities that have functioning ORICs, and are compliant with the requirements of this policy, as verified during the annual review, shall be eligible to include performance-based overhead costs in research grant proposals (please see "Financial Rules Governing Competitive Research Grants", Section IV Sub-Section 7, at https://bit.ly/32RGL3x).
- Only universities that have functioning ORICs, and are compliant with the requirements of this policy, as verified during the annual review, shall be eligible to receive performance grants under HEC's recurring grant allocations.
- All overhead earnings and research-based performance grants shall be utilized by the university for research-support activities through their ORICs, and shall be subject to review and audit by HEC.
- Compliance with the ORIC policy shall be measured against a standard checklist, and applied uniformly to all universities. In summary, performance shall be scored on a scale of 0-100. Scores will be assigned to various indicators, including the establishment of the ORIC-SC, appointment of a full-time Head of ORIC and a dedicated ORIC Team, approval of the ORIC organizational structure, strategic plan, and KPIs, and the actual output of research and commercialization strategy. A minimum score of 40 is required as indication of compliance, and higher scores will determine the amount of funding to be provided.
- ORICs notified less than a year ago will be considered in Y category for the first year until their status is revised after the first annual review.
- Non-compliant and non-performing ORICs will be given a warning, and if they fail to comply, will be de-notified and removed from the list of universities eligible for receiving performance grants or research overheads.
- The following ranking criteria shall be used during the annual performance reviews:

Category	Score	University Overhead (Performance) on the basis of Score
W	80 and above	15%
X	60 -79	10%
Y	40 – 59	5%
Non-complying	Below 40	0%

Key Performance Indicators

The following Key Performance Indicators shall be reported to HEC annually, and validated through the annual review process.

a. **Human Resource & Operations**
   i. Dedicated ORIC Functional Office with ICT facilities

ii. Three full-time dedicated positions of Head of ORIC, Manager Research Support, and Manager I&C
iii. Status of ORIC-SC: constitution, number of meetings, minutes, actions taken.
iv. Support Positions (full-time or part-time) for effective functioning of ORIC
v. ORIC Website, social media presence

b. **Research Support**
i. Number and volume of research proposals submitted, approved, and completed.
ii. Number and volume of joint research projects submitted, approved, and completed.
iii. Research links established with other universities, industry, government, or NGOs.
iv. Contract research awarded by industry or government organizations
v. Acceptance ratio of proposals
vi. Annual research revenue generated
vii. Research grant opportunities identified and circulated to faculty
viii. Consultancy opportunities identified and circulated to faculty.
ix. Consultancy contracts executed through ORIC.
x. Client satisfaction.

c. **Innovation and Commercialization**
i. Number of IP disclosures
ii. Number of policy briefs
iii. Number of IP licensing negotiations initiated
iv. Number of non-exclusive or exclusive licenses signed
v. Yearly revenue earned from licensing, royalties, policy advocacy, or other academic activities.
vi. Number of visits by representatives of industry or community members regarding potential research subjects.
vii. Number of events organized for industry or entrepreneurial stimulus, or for community engagement or community awareness
viii. Number of agreements signed for collaboration with industry, government
ix. Number of national or international honors or awards won.

These Key Performance Indicators include a mix of input, process, output, and outcome measures that seek to collectively capture the core objectives of an ORIC. This list shall be updated periodically to incorporate new and emerging factors. KPIs shall be set in such a way that ORIC have an incentive to aspire to above average performance for each metric for at least 25 per cent of the metrics, and no less than average for at least 50 per cent of the metrics. Universities may set higher standards in accordance with their capacity and ambition.

Future Plans
- Explore funding opportunities for the establishment of Central Hi-tech Laboratory, WUM.
- To start collaborating for both national international linkages, particularly with renowned universities based on joint research proposals for various source of funding.
- To hold regular scientific seminars, colloquia, symposium, capacity building workshops at WUM to promote the culture of 4 Cs, i.e., communication, collaboration, creativity and critical thinking for the dissemination of scientific knowledge.
- To prepare the ORIC Strategic plan for the next five (05) years.

- To prepare the institutional research policy and setting up of an institutional research ethics committee.
- To hold a cross-sectional research study to encourage innovative ideas.
- To train young minds with various brainstorming sessions for innovation and think out of the box.
- To explore possibilities of projects based on public-private partnerships and inspire students to give back to society while pursuing their degrees.

Review and analyze all new Invention Disclosures

a. Identify and establish collaborations and/or licensing agreements associated with the Institute's intellectual property.

b. Identify potential synergies for University with non-profit research Institutes and academic licensing offices

c. Enhance culture of IP capture, including an ongoing evaluation of Institute research for IP potential.

d. Conduct collaborative research agreement review for PIs conducting research under a contract with outside institutions

e. Oversee any litigation that may arise related to Institute IP Manage any infringement matters that may arise related to Institute IP

f. Monetize royalty streams from licenses

g. Oversee IP webpage, in conjunction with the web committee

h. Work with Development Office to promote Institute IP success stories. Utilize success stories to leverage commercialization efforts.

i. Collaborate with the Principal Cooperation for Technical Marketing and Licensing on the commercialization of the Institute's IP in coordination with manager industrial linkages