

Guidelines for the Development of University Business Linkages Cells in State Universities

A. Institutionalizing University Business Linkages in universities

The universities shall undertake the steps to consolidate the activities of the UBL in the following lines. University shall establish a UBL Advisory Board with clear Terms of Reference (TOR) and UBL Cell with required human resources and infrastructure facilities and financial provisions.

1. UBL Advisory Board – The UBL Service must be operated as a centrally coordinated service and therefore it is recommended to appoint a UBL Advisory Board under the Chairmanship of the Vice Chancellor with representatives from various stakeholders groups including staff as well as representatives from businesses and chambers/business associations appointed by the Vice-Chancellor in consultation with the Deans of Faculties and the Director of the UBL Cell. The Composition and Terms of References of UBL Advisory Board are given in Annexure 1.

2. UBL Cells in Universities – Each university shall take steps to consolidate the functions of existing UBL Cells or take steps to establish UBL Cells in their respective universities in the following lines.

a) Human Resources

- i. The Director (on contract basis) of UBL Cell could be hired internally (Senior Lecturer or above position) as well as an externally (expert position).
- ii. The Director of UBL Cell is appointed for a three (3) year term. They could be reappointed according to their performance.
- iii. Recruitment should be made based on an internal and/or external advertisement
- iv. University council will appoint the Director of UBL-Cell based on recommendation of the UBL Advisory Board

- v. The Director of UBL Cell should obtain a reduction of academic workload by 50%
- vi. The Director of UBL Cell is responsible for the design, coordination and monitoring of the implementation of UBL initiatives and projects.
- vii. The Director of UBL Cell is responsible for building strong key partnerships for the development and funding of UBL initiatives and projects (UBL Cell as a permanent networking platform).
- viii. There shall be an UBL coordinator at each faculty, who are supporting the implementation of UBL initiatives.

b) Physical resources – UBL Cells should be provided with the following minimum facilities:

- i. Office space at a permanent location
- ii. Meeting or conference room (desirable)
- iii. Adequate furniture
- iv. Computer with internet facilities
- v. Office equipment
- vi. Transport means

c) Financial resources – UBL Cells should be provided with adequate recurrent funds for the following.

- i. Operational expenses including telephone, electricity, stationery, water and payments to visiting staff/resource persons.
- ii. Training programs, workshops, events, etc.

d) Operational Committee – composed by Director of UBL Cell and UBL Faculty Coordinators responsible for the planning and implementation of all UBL Cell activities.

e) UBL Cell Constitution – UBL Cells shall establish a constitution following the guidelines in Annexure 2.

B. Monitoring and Evaluation of UBL Cell activities

- i. Local evaluation should be done by UBL Advisory Board once in 3 month.
- ii. UBL Advisory Board should report to University Council.
- iii. Each university should report to UGC once in 6 month.
- iv. Guidelines for the Monitoring & Evaluation System are provided in the Annexure 3.

C. UBL activities Benefit Sharing

Each UBL Cell shall establish a scheme for distributing income from consultancy services or contracts research according to the provisions of Commission Circular No. 04/2016 of 1st March 2016.

Annexure 1 - Terms of References of UBL Advisory Board

- i. Prepare the institutional policy and framework (UBL cell constitution) for UBL Cell of the university
- ii. Guide the preparation of Action Plan for UBL activities at faculty and central level
- iii. Regular monitoring of progress of the UBL Cell activities
- iv. Approval of the transfer agreements between university/faculty and businesses

Annexure 2 – Guidelines of UBL Cell Constitution

The UBL Cell Constitution should be oriented on the current UBL circular and contain the following chapters:

- i. Vision
- ii. Mission
- iii. Objectives
- iv. Organizational Structure (including the faculty level)
- v. Functions of the UBL Cell (UBL Director, UBL Coordinators, UBL Team and Advisory Board)
- vi. Benefit Sharing / Staff Involvement
- vii. Recognition
- viii. Performance Indicators
- ix. Financing Sources
- x. Financial Management
- xi. Reporting
- xii. Meetings

Annexure 3 - Monitoring & Evaluation System for UBL activities

The UBL Cells define at the end of each year the UBL performance indicators for the next year. It is mandatory to include indicators related to the number of business attended.

The UBL performance indicators should be developed according to the SMART criteria:

- i. Specific
- ii. Measurable
- iii. Assignable
- iv. Realistic
- v. Time-related

For example:

- i. 10 local SMEs attended in specific needs-oriented trainings per years.
- ii. 3 UBL events realized in cooperation with Business Chambers per year.
- iii. 2 consultancy services implemented per year
- iv. 10 practical students projects completed (each faculty should implement minimum 2 projects) per years
- v. 2 new cooperation partners acquired pear year

Additionally to the before mentioned quantitative indicators, the UBL Cell should realize after each project with businesses a qualitative survey (short evaluation questionnaire) in order to receive feedback from the privates sector and insights for further improvement.

The progress of UBL activities is monitored by the UBL Cell Director with the support of faculty coordinators. The UBL Director prepares every month a short UBL progress report for the Vice Chancellor, monitoring the status of progress of planed activities, informing about achieved milestones, obstacles of implantation and recommending solutions to overcome these barriers.