



THE HIGHER EDUCATION COMMISSION
POLICY ON OFFICE OF RESEARCH, INNOVATION &
COMMERCIALIZATION

Effective January 1, 2021

CONTENTS

INTRODUCTION AND OBJECTIVES	1
ORIC RESPONSIBILITIES	1
STRUCTURE AND GOVERNANCE	2
ORIC STRATEGIC (5-YEAR) PLAN	2
PERFORMANCE MONITORING AND EVALUATION.....	2
GUIDELINES FOR SELECTION OF ORIC TEAM	4
TERMS OF REFERENCE FOR ORIC STEERING COMMITTEE.....	5

HIGHER EDUCATION COMMISSION

POLICY ON OFFICE OF RESEARCH, INNOVATION & COMMERCIALIZATION

INTRODUCTION AND OBJECTIVES

1. Offices of Research, Innovation, and Commercialization (ORICs) have been introduced to support and organize research and commercialization activities at universities. This policy defines the role, responsibilities, and mission of ORICs, and establishes KPIs (Key Performance Indicators) to gauge and measure their performance.
2. **Mission:** “Support Pakistani universities into becoming centers of innovation, high impact applied research, and entrepreneurship.”
3. **Objectives:**
 - a. Enhance research quality, relevance, and competitiveness, and promote innovation and commercialization at HEIs.
 - b. Support university-based research through strategic planning, streamlining of internal process, establishing and monitoring of standards, mobilizing resources for research, publicizing research achievements, identification of synergies, and development of relationships with key external partners.

ORIC RESPONSIBILITIES

4. Provide a one-stop office for supporting, advising, and monitoring quality of research.
5. Strengthen institutional collaboration between university researchers and potential users of research in government, industry, and communities.
6. Mobilize resources for research from national and international funding bodies.
7. Establish an Ethical Institutional Review Board (IRB) in the university to undertake meticulous reviews of research proposals before submission to national and international funding bodies, to ensure that all research, especially research on human subjects, adheres to ethics guidelines.
8. Develop the university's IPR (Intellectual Property Rights) Policy, and ensure that the interests of researchers and faculty-members are fully protected.
9. Identify, build, and market the intellectual property of the university personnel (faculty, students and researchers) through a range of licensing and spin-off arrangements.
10. The university shall establish every year a research budget, which will receive funds of project overheads, 15% performance grant allocated by HEC, the university's own contribution and any matching contribution by industry or the business plus other research grants received from government or inter-governmental sources. The university shall share and audit its statements of the research support budget every year and this be used in the determination of the 15% performance grant by HEC.
11. ORIC will provide the Advance Studies and Research Board (AS&RB) an annual report describing priority areas for research for graduate studies and highlighting the research achievements of the University.
12. Provide support to the researchers to access relevant research data about their district.

STRUCTURE AND GOVERNANCE

13. ORIC's should be headed by the Senior Professor on full-time basis, who as head of the university's research program will report directly to the Vice Chancellor, Rector, or President. Ultimately, the ORIC head should be at the level of Pro-Vice Chancellor, Vice President, Pro Rector, or similarly named, after making the necessary changes in the University Acts or Statutes. In case of smaller universities, the Dean or Director of Research can be designated as ORIC head on full-time basis, who will report directly to the Vice Chancellor, Rector, or President. Universities that are not in compliance with this requirement may defend their current appointees in writing to HEC.
14. Detailed guidelines for the appointment of Heads of ORIC and the ORIC team are provided in Section "Guidelines for Selection of ORIC Team" below.
15. The Head of ORIC shall be appointed in accordance with these guidelines as well as the formal appointment procedures and selection criteria of the university. Except where the University's statutes determine otherwise, this shall be done through a selection board consisting of individuals of appropriate status and eminence.
16. Universities shall establish an ORIC Steering Committee (ORIC-SC), chaired jointly by the Vice Chancellor and an eminent representative of the private sector, in order to guide the Head of ORIC, advise the university on the appointment of the head of ORIC, set targets and KPIs, and monitor performance on an annual basis. The ORIC-SC shall consist of at least 07 members, of which the majority is from the private Sector, and the remaining from senior university officials (e.g., Deans, and/or Senior Professors with well-established track record of research, grant raising, and commercialization). Section "Terms of Reference for ORIC Steering Committee" provides the TORs for ORIC-SCs.
17. ORIC shall have two distinct sections, namely, a) Research Management, b) Innovation and Commercialization. Each of these sections shall be headed by a full time Manager.

ORIC STRATEGIC (5-YEAR) PLAN

18. Each Vice Chancellor is responsible, within 3 months of the notification of this policy (or at the time of application to HEC for notification of a new ORIC) to submit a five-year development roadmap for the university's research agenda, with objectives, strategies, tasks, and annual targets for research, innovation, and commercialization, as well as the staffing of research positions. The 5-year plan should demonstrate how its execution would lead to an improvement in the university's research achievements.

PERFORMANCE MONITORING AND EVALUATION

19. HEC's R&D Wing shall carry out annual performance reviews of notified ORICs. The reviews shall serve to assess compliance and validate performance.
20. 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>).

21. 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.
22. 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.
23. 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.
24. 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.
25. 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.
26. 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%

27. **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.
28. 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.

GUIDELINES FOR SELECTION OF ORIC TEAM

29. 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 his/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.

TERMS OF REFERENCE FOR ORIC STEERING COMMITTEE

30. 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.