



**UNIVERSITY OF ENGINEERING AND TECHNOLOGY,  
MARDAN**

(Phone No: 0937-9230295, Fax No: 0937-9230296)

Email: Registrar@uetmardan.edu.pk

Office of the Registrar

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Dated: 07/07/2026

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**NOTIFICATION**

On the recommendations of the 21<sup>st</sup> meeting of the Academic Council held on 31<sup>st</sup> December, 2025, the Syndicate, University of Engineering & Technology, Mardan, in its 24<sup>th</sup> meeting held on July 04, 2026, approved the Research, Innovation & Commercialization (ORIC) Policy for UET Mardan (*Annexed*).

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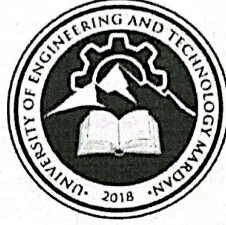
Deputy Registrar (Estt:)

**Copy to:**

1. Dean, Faculty of Engineering & Computing, UET Mardan.
2. Director ORIC, UET Mardan.
3. Director QEC, UET Mardan.
4. All Heads of the Departments, UET Mardan.
5. P.S to Vice-Chancellor, UET Mardan.
6. PA to Registrar, UET Mardan.
7. Master File.

Deputy Registrar (Estt:)  
University of Engineering &  
Technology, Mardan

**University of Engineering and Technology, Mardan**



**RESEARCH, INNOVATION &  
COMMERCIALIZATION  
POLICY**

**December 2025**

**OFFICE OF RESEARCH, INNOVATION & COMMERCIALIZATION  
(ORIC), UET MARDAN**

## Table of Contents

<b>1.INTRODUCTION</b>	<b>114</b>
<b>2.VISION, MISSION AND OBJECTIVES</b>	<b>115</b>
2.1 Vision	115
2.2 Mission	115
2.3 Objectives	115
<b>3.ROLE OF ORIC UET MARDAN</b>	<b>116</b>
3.1 Functions and Services of ORIC, UET Mardan	116
3.2 ORIC Visibility within UET Mardan	117
3.3 Outreach & Marketing	118
<b>4.RESEARCH-TO-IMPACT CYCLE AT UET MARDAN</b>	<b>118</b>
<b>5.STAKEHOLDER LINKAGES, INDUSTRY COLLABORATION &amp; FUNDING SUPPORT</b>	<b>119</b>
5.1 Central Coordination and Networking	119
5.2 Research Matching, Information Systems & Capability Mapping	119
5.3 MoUs and Partnership Governance	119
5.4 Funding Facilitation	119
5.5 Industry Collaboration, Pilot Projects & Technology Adoption	120
5.6 University Research Parks	120
5.7 Business/Technology Incubators	120
<b>6.INTELLECTUAL PROPERTY (IP) ADMINISTRATION AT UET MARDAN</b>	<b>121</b>
6.1 Revenue Sharing For Commercialization of Intellectual Property	121
<b>7.PROCEDURE FOR ESTABLISHMENT OF SPIN-OFF COMPANIES AT UET MARDAN</b>	<b>122</b>
7.1 Use of University Premises	123
<b>8.RESEARCH &amp; DEVELOPMENT PROJECTS</b>	<b>123</b>
8.1 External Agencies Funded Projects	123
8.2 University Funded Projects	123
<b>9.MONITORING, COMPLETION AND COMMERCIALIZATION OF R&amp;D PROJECTS</b>	<b>124</b>
<b>10.ORIC FUNDING</b>	<b>124</b>
10.1 Utilization of Research Fund	125
10.2 Management of Project Funds	125
10.3 Incubator Funding	126
<b>11RESEARCH CAPACITY BUILDING, INCENTIVES, AND SCHOLARLY ENGAGEMENT</b>	<b>126</b>
11.1 Postgraduate Research and Research Assistant Support	126
11.2 Research Dissemination and Recognition	126
11.3 University Wall of Fame (WoF)	127



11.4 Final Year Project (FYP) Innovation and Commercialization	127
<b>12. RESEARCH ETHICS AND PLAGIARISM</b>	<b>127</b>
<b>13. ORIC Monitoring System</b>	<b>127</b>
13.1 Annual Monitoring and Quality Assurance	127
13.2 Key Performance Indicators (KPIs)	127
13.3 Incentive Mechanism	128
<b>14. ADMINISTRATIVE STRUCTURE</b>	<b>129</b>
14.1 Human Resource	129
14.2 ORIC Steering Committee	130
<b>15. Capacity Building of ORIC Staff</b>	<b>130</b>
<b>16. SPACE &amp; INFRASTRUCTURE REQUIREMENTS</b>	<b>131</b>



## 1 INTRODUCTION

As technological advancement accelerates and industries increasingly adopt high-tech and knowledge-driven models, universities are emerging as critical engines of innovation, research, and commercialization. The University of Engineering and Technology (UET) Mardan, being a relatively young but dynamic institution, is strategically positioned to play a central role in fostering innovation, entrepreneurship, and industry-driven research in the Khyber Pakhtunkhwa region and beyond.

Historically, university-based research has focused primarily on basic science and knowledge creation. While this remains a core mission, the ultimate aim of scientific research is to improve the human condition. In this context, the transfer and commercialization of knowledge and discoveries becomes a vital function—benefiting not only the inventors but also society at large. As highlighted in global studies, since the Industrial Revolution, the world's economic growth has largely been driven by scientific understanding, engineering applications, and continuous technological innovation. Therefore, university structures evolve to support all stages of this process from discovery to innovation, and from innovation to commercialization.

For Pakistan, achieving the medium and long-term goals of its national economic and industrial policies requires a transformation in higher education. While Pakistan has successfully established strong traditions in medicine, engineering, defense, and technical education, there remains a gap in cultivating entrepreneurial ecosystems that can drive industrialization, SME development, and service-sector innovation. It is imperative that institutions like UET Mardan contribute to nurturing a new class of educated entrepreneurs, innovators, and industry leaders, rather than merely producing job seekers.

In this regard, Office of Research, Innovation and Commercialization (ORIC) UET Mardan is envisioned as a strategic hub to align research with societal and industrial needs and focus on:

- Solving local problems specific to the Mardan region and Khyber Pakhtunkhwa (e.g., energy shortages, agriculture, water management, and industrial processes etc.).
- Identifying and seizing global opportunities in fields like renewable energy, artificial intelligence, data science, and smart infrastructure.
- Promoting reverse engineering and indigenous solutions for wealth creation and technological independence.

ORIC at UET Mardan will act as the catalyst for research excellence, industry partnerships, and entrepreneurial culture, equipping graduates not only to enter the job market but also to create jobs and industries of the future. Furthermore, UET Mardan acknowledges that its research and



innovation strategy must be rooted in the strengths and opportunities of its surrounding environment. The university will therefore emphasize:

- building skills and capacity of the local workforce.
- innovating processes for better utilization of indigenous resources.
- harnessing regional expertise in construction, engineering, and industry.
- supporting existing industrial and SME clusters in Mardan and adjoining areas.
- translating regional challenges into research and innovation-driven enterprises.

## 2 VISION, MISSION AND OBJECTIVES

Office of Research, Innovation and Commercialization (ORIC) UET Mardan aims to play a transformative role in translating university's research and technical expertise into societal impact and economic growth, while fostering a strong culture of innovation and technology-driven entrepreneurship across the region. The vision, mission and objectives of the ORIC UET Mardan are given below:

### 2.1 Vision

To establish ORIC at UET Mardan as a leading research and innovation hub that translates academic excellence into practical solutions advancing regional development, industrial competitiveness, and knowledge-based economic transformation.

### 2.2 Mission

To empower UET Mardan to become a catalyst for high impact applied research, innovation, and commercialization, by nurturing disruptive technologies and entrepreneurial talents that drive socioeconomic growth in Khyber Pakhtunkhwa and beyond.

### 2.3 Objectives

- Enhance the quality and quantity of research at UET Mardan, focusing on solutions to real world challenges.
- Transform university research and ideas into market-ready products, processes, and services that support industry growth.
- Build strong collaborations with local and national industries through MoUs, joint ventures, and technology transfer initiatives.
- Cultivate an entrepreneurial culture among students and faculty, enabling them to become job creators rather than job seekers.
- Provide training, mentoring, and opportunities that empower students, researchers, and faculty to lead in innovation, research, and enterprise.



### 3 ROLE OF ORIC UET MARDAN

The Office of Research, Innovation, and Commercialization (ORIC) at UET Mardan will be headed Director ORIC who as head of the University's research program will report directly to the Vice-Chancellor. ORIC will serve as the central hub for integrating research, development, innovation, and entrepreneurship. It will connect the university's research strengths with industry, government, national and international organizations and the wider community.

ORIC at UET Mardan shall operate through three core wings:

- **Research, Development and Operations:** The section will facilitate high-quality research, developing solutions, securing grants, strengthening collaborations, and ensuring adherence to academic and ethical standards.
- **Innovation:** ORIC through this section will promote creative problem-solving, interdisciplinary collaboration, and the translation of ideas into impactful prototypes and solutions.
- **Research Commercialization and Entrepreneurship:** This section will support startups, manage intellectual property, establish industry linkages, and foster technology transfer for market-ready solutions.

#### 3.1 Functions and Services of ORIC, UET Mardan

The Office of Research, Innovation and Commercialization (ORIC) at UET Mardan provides a comprehensive set of functions and services to support faculty, researchers, students, and industry partners. These services are designed to enhance research quality, strengthen industry linkages, and promote commercialization of innovative ideas. ORIC will specifically provide the following support and services:

- **Research and Grant Support:** ORIC strengthens the university's research ecosystem by enhancing institutional capacity to attract national and international funding. It facilitates access to research grants, supports proposal preparation and submission, and builds faculty capacity through training in grant writing, project management, and compliance with funding requirements.
- **Academia–Industry Linkages:** ORIC acts as a bridge between UET Mardan and industry by fostering collaborations through MoUs, joint research, consultancy, internships, and student placements. It maintains liaison with key stakeholders to ensure research initiatives are relevant, coordinated, and impactful.
- **Technology Transfer and Commercialization:** ORIC supports the transformation of research outputs into market-ready solutions by facilitating prototype development, testing, patenting, licensing, and technology transfer. It also develops

4

commercialization strategies to generate sustainable revenue streams from university innovations.

- **Intellectual Property and Legal Support:** ORIC guides faculty and students in protecting intellectual property through patent filing and provides support in negotiating licensing agreements in collaboration with legal and industry partners.
- **Innovation and Entrepreneurship Promotion:** ORIC promotes an entrepreneurial culture by organizing innovation seminars, exhibitions, pitching sessions, and networking events that connect researchers with industry and investors.
- **Startup and SME Support:** ORIC incubates and mentors student- and faculty-led startups and SMEs by providing access to incubation facilities, business development support, mentorship, and strategic partnerships with industry and government agencies.
- **Investment, Employment, and Internship Facilitation:** ORIC facilitates access to seed funding and venture capital for startups, supports their scale-up, and collaborates with industry partners to create internships and employment opportunities for students and graduates.

To ensure strong governance and alignment with the University mission, the Director ORIC may be included in key academic and administrative boards, i.e., Advanced Studies and Research Board (ASARB), Academic Council and Finance & Planning Committee and other meetings/committees for making relevant policies, to guarantee effective coordination of research and innovation activities.

### 3.2 ORIC Visibility within UET Mardan

To create awareness and foster a culture of research and innovation on campus, ORIC UET Mardan will focus on:

- **Introductory Seminars/Noticeboard Posters/Newsletter:** Regular updates on funding calls, workshops, competitions, achievements, and upcoming events are disseminated through noticeboards, newsletters, and departmental channels, and introductory seminars are organized across all faculties to highlight ORIC services and actively engage faculty, staff, and students in research and entrepreneurship.
- **Wall of Fame for Startups:** A dedicated space to recognize successful startups, innovative student projects, and industry collaborations.
- **Industrial Visits for Faculty Members:** Arrange faculty visits to industries in KP and beyond to strengthen academia–industry collaboration.



- **ORIC Liaison Members:** One faculty member in each department will serve as the ORIC liaison, ensuring smooth communication with the departments.
- **Engagement with Student Clubs:** Active collaboration with UET Mardan's student societies and entrepreneurship clubs to foster innovation.
- **Annual Research & Innovation Exhibition:** A university-wide event showcasing research outcomes, prototypes, and commercialization-ready projects.

### 3.3 Outreach & Marketing

To increase ORIC's national and international footprint, UET Mardan will emphasize proactive outreach and branding:

- **Membership in Entrepreneurial Networks:** Register with major national and regional entrepreneurial support organizations.
- **Annual Startup Directory:** Documenting all startups and spin-offs incubated at UET Mardan to share with investors and partners.
- **Standardized ORIC Website Section:** A dynamic ORIC portal linked with UET Mardan's official website, highlighting impact, startups, and commercialization outcomes.
- **Social Media Presence:** Dedicated Facebook, LinkedIn, and YouTube channels to promote events, research successes, and startup stories.

## 4 RESEARCH-TO-IMPACT CYCLE AT UET MARDAN

ORIC UET Mardan ensures that research outcomes actively drive local economic growth, industrial competitiveness, and community advancement. Its Research-to-Impact Cycle operates through three interconnected stages:

- **Research Development** → develop strong proposals, secure funding, and transform research into viable products and services maintaining strict ethical and academic standards.
- **Innovation** → creating solutions for real-world problems through prototypes and pilot projects.
- **Commercialization** → Advance successful innovations toward market readiness through licensing, startup incubation, and partnerships that create jobs, revenue, and societal value.

## 5 STAKEHOLDER LINKAGES, INDUSTRY COLLABORATION & FUNDING SUPPORT

### 5.1 Central Coordination and Networking

The Office of Research, Innovation & Commercialization (ORIC) at UET Mardan shall serve as the central hub for establishing and managing linkages with research donors, funding agencies, industry partners, national/international universities, research institutions, and professional mentors. ORIC will maintain updated databases of:

- Funding opportunities and donor priorities
- Faculty expertise and research capabilities
- Industry needs and collaboration prospects

This information shall support research engagement, industry problem-solving, and innovation-driven partnerships. ORIC shall remain aligned with on-campus Business Incubators and external Research Parks to enable commercialization pathways and facilitate idea-to-market transitions.

### 5.2 Research Matching, Information Systems & Capability Mapping

To strengthen multidisciplinary collaboration, ORIC shall document national-level challenges, industrial requirements, and University infrastructure. In line with HEC initiatives, automated matching of faculty profiles, industrial problems, and funding opportunities shall be conducted, with outcomes proactively shared with stakeholders. Regular workshops, seminars, and national/international conferences shall be coordinated to expand networks, gather sectoral insights, and continuously update knowledge flows.

### 5.3 MoUs and Partnership Governance

All institutional linkages and Memoranda of Understanding (MoUs) with public, private, semi-government, national, and international organizations shall fall under ORIC's scope.

- MoUs initiated or facilitated by ORIC shall be signed by the Director ORIC.
- MoUs established directly through departmental efforts may be signed by the Chairperson of the concerned Department, with mandatory intimation to ORIC for coordination, record-keeping, and institutional alignment.

### 5.4 Funding Facilitation

ORIC shall proactively disseminate information regarding national and international funding programs, donor requirements, and collaboration models, thereby reducing the burden on faculty to independently identify funding pathways. Mechanisms promoting career incentives, financial support, and professional growth shall be encouraged to enhance research productivity and commercialization readiness. Such support reinforces academic quality by integrating cutting-edge knowledge into teaching and curriculum.



### 5.5 Industry Collaboration, Pilot Projects & Technology Adoption

To promote adoption of indigenous technologies and enhance industry confidence in research outputs, ORIC shall facilitate:

- Joint pilot projects and co-development initiatives
- Academia–industry research partnerships
- Risk-sharing mechanisms for innovation deployment

These efforts aim to address technical and financial barriers, encourage industry engagement, and contribute to sustainable socio-economic development through local innovation and commercialization.

### 5.6 University Research Parks

At UET Mardan, the Research Park concept will serve as an extended ecosystem to strengthen innovation-led economic development by focusing on:

- Developing strategic alliances with national and regional partners such as KPITB, SMEDA, CPEC-related clusters, and local Chambers of Commerce.
- Supporting project management, negotiation, and execution of agreements related to applied research, incubation, and technology commercialization.
- Fostering technology-driven job creation by helping transform faculty and student research into start-ups, spinoffs, and industrial solutions.
- Accelerating the commercialization of university-developed technologies, ensuring they contribute to local industries (e.g., agriculture, construction, energy, IT).
- Acting as a hub for capacity building through workshops, training programs, and knowledge-sharing platforms for students and entrepreneurs.

### 5.7 Business/Technology Incubators

The Business/Technology Incubators at UET Mardan will:

- Provide dedicated workspace, mentorship, and access to investors for student-led and faculty-led startups.
- Connect incubated companies with regional industry clusters in areas such as software development, renewable energy, construction technologies, and tourism.
- Offer support in intellectual property management, prototype development, and commercialization.
- Serve as a pipeline to the Research Park network, enabling scale-up beyond campus.

Each incubator will maintain its separate staff and space requirements, ensuring focus on entrepreneurial growth.



## 6 INTELLECTUAL PROPERTY (IP) ADMINISTRATION AT UET MARDAN

ORIC UET Mardan will manage intellectual property in accordance with the University's IP Policy to ensure the protection and effective commercialization of research outputs and products. IP administration services will include:

- **Patent and IP Filing Support:** End-to-end assistance to faculty and students in drafting and filing patents (including in-house provisional applications), trademarks, and copyrights, along with financial facilitation for selected cases and access to patent counsel for patentability and licensing assessments.
- **Commercialization and Market Analysis:** Evaluation of university-generated IP through market and commercialization potential analyses to support licensing and technology transfer decisions.
- **Records and Compliance Management:** Maintenance of comprehensive databases and records of inventions, patents, trademarks, copyrights, and licensing agreements.
- **Capacity Building and Awareness:** Training of ORIC staff in IP management, patent searches, and documentation, along with regular awareness seminars for faculty and final-year students on IP, licensing, and legal aspects.
- **IPR Guidelines and Resources:** Development and publication of clear IP guidelines, procedures, and templates on the ORIC website.
- **Recognition and Incentives:** Promotion of an IP culture through recognition of faculty and students via awards and inclusion in the University's Wall of Fame.

### 6.1 Revenue Sharing For Commercialization of Intellectual Property

In accordance with the Higher Education Commission (HEC) Intellectual Property Policy and to promote innovation, entrepreneurship, and commercialization of research outcomes, UET Mardan shall provide incentives to inventors through a transparent revenue-sharing mechanism for University Intellectual Property (UIP).

All revenues generated through licensing, assignment, or any other form of commercialization of UIP that is patented or otherwise legally protected shall be received by the University and shall be shared for the entire legal life of the intellectual property in accordance with the provisions set out below.

Prior to any distribution, the University shall recover all direct costs incurred in the disclosure, evaluation, protection, maintenance, and commercialization of the intellectual property. Such costs may include, but are not limited to, patent filing and renewal fees, taxes, legal and professional charges, and marketing or licensing-related expenses.

After recovery of the above costs, the net revenue shall be distributed as follows, or as per the latest HEC-approved or University-approved policy, whichever is applicable:



- Sixty percent (60%) of the net revenue shall be paid to the inventor(s), including co-inventors.
- Forty percent (40%) shall be retained by the University, out of which ten percent (10%) shall be allocated to the concerned Department, Research Center, or Laboratory of the inventor(s).

In the case of multiple inventors, the inventors' share shall be distributed among them in accordance with a mutually agreed written arrangement, duly approved by the Vice Chancellor. Such an arrangement shall be submitted to ORIC at the time of disclosure or, in any case, prior to the execution of any licensing or commercialization agreement.

The University's share of revenue shall be utilized to support and strengthen institutional mechanisms for intellectual property protection, technology transfer, and commercialization. These funds shall primarily be administered through ORIC to meet expenses related to patenting and copyright activities, legal services, capacity building, and other necessary resources for effective management and commercialization of University Intellectual Property.

The share allocated to the concerned Department or Research Center/Laboratory shall be administered by the respective Chairperson or Head and shall be used, as a priority, to support research, innovation, and technology development activities of the inventor(s), in line with HEC guidelines and University regulations.

## 7 PROCEDURE FOR ESTABLISHMENT OF SPIN-OFF COMPANIES AT UET MARDAN

To facilitate commercialization of research and promote entrepreneurship among faculty members, UET Mardan adopts the following procedure for the establishment of spin-off companies:

**Step 1:** A faculty member intending to establish a spin-off company shall submit an application along with brief business plan or concept note to the Vice Chancellor through ORIC, expressing intent to form a spin-off. The business plan or concept note, should comprise nature of the product/service, market need and potential users, source of technology or knowledge and proposed ownership structure.

ORIC shall provide facilitation and guidance in preparing or refining the business plan, if required.

**Step 2:** The applicant shall submit a signed affidavit/undertaking confirming compliance with policies of the University, and a declaration that his teaching and other responsibilities assigned to him by the University shall not affect.

**Step 3:** ORIC shall review the application and will recommend to the Vice-Chancellor for approval. In case of non-recommendation, reasons shall be explicitly mentioned and communicated to concerned faculty member.



**Step 4:** Upon approval, No Objection Certificate (NOC) shall be issued by the Registrar to the faculty member, enabling registration of the spin-off company with relevant regulatory/registration bodies.

#### 7.1 Use of University Premises

- Where a spin-off company is approved to operate within University premises, charges shall be applied to cover rent, utilities, and related services as follows:
  - Either 5% per project, or fixed charges of Rs. 20,000 per month, as approved by the Competent Authority.
- Spin-off companies operating under an approved incubation program or recognized as early-stage startups may be granted a full or partial waiver or deferment of charges for a defined incubation period (maximum up to 06 months), subject to ORIC recommendation and approval of the Vice Chancellor.
- Spin-off companies operating within University premises shall engage at least two (02) student internees from the relevant department(s) of the University.

### 8 RESEARCH & DEVELOPMENT PROJECTS

Research and development projects may be initiated by any faculty member or employee of UET Mardan, or by ORIC. The lead faculty member shall serve as the Principal Investigator (PI), with an optional Co-PI or team members to assist in execution. Multidisciplinary projects involving multiple departments or centers, and those including industry collaboration, are preferred as they ensure continuity, broaden expertise, and enhance the likelihood of external sponsorship.

#### 8.1 External Agencies Funded Projects

Faculty may submit proposals in response to national and international funding programs. Proposals shall be prepared on the prescribed forms and submitted online or in hard form as per requirements of the sponsoring agency. Sufficient fund (10% or as the funding source allow) should be allocated as ORIC/University overhead charges. If a proposal requires signature of the Vice Chancellor, it shall be routed through the ORIC. A copy of the project proposal should be in hard form to ORIC for record.

#### 8.2 University Funded Projects

For internal funding requests, the University Project Proposal Form shall be used. All project proposals shall undergo rigorous appraisal by a Project Technical Committee comprising of the following:

- Director ORIC
- Two experts from relevant industry
- One external expert from academia
- One expert from the relevant department of the University

The Director ORIC shall propose at least two names for each expert to the Vice-Chancellor, who shall grant final approval of the committee members.

The committee shall assess the project proposals based on their relevance to academic objectives, human resource development, equipment requirements, commercialization potential, and socio-economic impact. Evaluation will also consider the clarity and completeness of the proposal, including budget, cash flow plan, timelines, and deliverables. Recommendations of the Committee shall be sent to the Vice-Chancellor for approval.

#### 9 MONITORING, COMPLETION AND COMMERCIALIZATION OF R&D PROJECTS

All R&D projects shall be monitored to ensure implementation in accordance with the approved project proposal. Six-monthly progress and audited expenditure reports shall be submitted to ORIC for review and onward submission to the Research Monitoring Committee for scrutiny and recommendation regarding further release of funds. For externally funded projects, reporting requirements and formats prescribed by the sponsoring agency shall also be strictly followed.

Upon completion of a project, the Principal Investigator (PI) shall submit a Project Completion Report in the prescribed format, confirming achievement of approved objectives and detailing outputs such as publications, inventions, value addition, problem solutions, laboratory development, and MS/PhD scholars. The completion report shall include a duly audited financial statement; any unspent funds shall be returned, and all procured equipment shall be formally taken on charge by the concerned Department or Centre. For projects with potential for commercialization or patentable outcomes, the PI shall notify ORIC for further action in accordance with the approved IP and commercialization policies.

Where project outputs have commercialization or patenting potential, the concerned Department/Centre or PI shall forward details of such R&D outputs to ORIC for further action. ORIC shall facilitate and coordinate commercialization efforts in accordance with approved IP and commercialization policies and shall periodically organize seminars and workshops to promote awareness and uptake of commercially viable research outputs.

#### 10 ORIC FUNDING

The Office of Research, Innovation and Commercialization (ORIC), UET Mardan is committed to bridging the gap between research and industry by commercializing innovative technologies developed at the university. One of the most critical challenges to this mission is sustainable funding. To proactively address this challenge, ORIC at UET Mardan will design and implement diverse funding programs for faculty, students, and innovations at all stages of the research-to-market pipeline.



ORIC UET Mardan shall manage dedicated research fund to support research, innovation, and commercialization activities at the University. The research fund shall be sourced from:

- The University's share from product commercialization and fees for technical services rendered by faculty, researchers, and University centers.
- ORIC's portion (10%) from externally funded research projects.
- Pooling 5% of the University's annual tuition fee income to establish a sustainable endowment for supporting university research activities
- HEC annual recurring funds for ORIC/research
- Any fund provided to the University for research by any donor/agency

#### 10.1 Utilization of Research Fund

ORIC UET Mardan shall maintain dedicated joint bank account for the research fund which shall be used, subject to approval by the Competent Authority, for:

- Supporting R&D activities, including small grants for innovative ideas or projects requiring modest funding.
- Providing bridge financing for projects that either have secured external funding but are awaiting disbursement OR require additional support to complete projects if sponsoring agencies cannot fully fund them.
- Enhancing ORIC operations and supporting commercialization of research outputs.
- Providing remuneration or honoraria for notable achievements in R&D.
- Any other initiatives that strengthen the scope, pace, and impact of research and innovation at UET Mardan.

The account shall be jointly operated by the Vice Chancellor and Director ORIC. All HEC-provided funds and grants for ORIC will be directly transferred to this account to ensure accountability, transparency, and proper utilization.

#### 10.2 Management of Project Funds

All sponsored projects, whether funded by public/private sector industry, government or international organizations, or through the UETM R&D Research Fund, shall have a dedicated account maintained for the project. These accounts shall be jointly operated by the Principal Investigator (PI) and the Treasurer.

Expenditures must comply with the approved project proposal, contractual provisions, or MoU, as well as University statutes. In cases of conflicting instructions, the sponsoring agency's directives shall be followed only if endorsed by the Project Technical Committee.

Progress and financial reports, including audited statements where required, shall be submitted periodically by the PI to the University and, if applicable, forwarded to the funding agency. Non-consumable items procured for the project shall be properly recorded and taken on charge by the



concerned Department or Centre, while consumables shall have a maintained receipt and consumption record for accountability.

### 10.3 Incubator Funding

The Business Incubation Center (BIC) at UET Mardan will receive two years of initial funding under HEC's business incubation framework. This will provide gap-funding for:

- Faculty startups: Development, testing, prototype construction, and market feasibility analysis.
- Student startups: Nurturing young entrepreneurs and helping their ventures survive during the early-stage growth period, when startups are most vulnerable.

The incubator will serve as a launchpad for entrepreneurial initiatives, contributing to UET Mardan's mission of producing graduates who are technologically skilled, innovative, and industry-ready.

## 11 RESEARCH CAPACITY BUILDING, INCENTIVES, AND SCHOLARLY ENGAGEMENT

### 11.1 Postgraduate Research and Research Assistant Support

Research undertaken by MS and PhD students is recognized as a key R&D asset of the University. Faculty supervisors shall guide students in selecting research areas aligned with national priorities, HEC research themes, the Sustainable Development Goals (SDGs), and the University's strategic focus. Subject to availability of funds and approved criteria, financial support may be provided at the thesis stage through University-approved funding mechanisms. To strengthen research output, faculty members may engage part-time Research Assistants from sponsored research projects, while University-supported RA stipends may also be considered in accordance with statutes, the nature of research work, and faculty teaching load.

### 11.2 Research Dissemination and Recognition

The University encourages faculty and students to actively organize and participate in national and international conferences, workshops, and seminars to promote scholarly exchange with academia and industry. Financial support for participation, registration, or organization of such events may be provided in accordance with approved eligibility criteria and relevant funding agency policies, while sponsorship opportunities from HEC, PSF, DoST, and similar bodies shall be actively explored. Each Department/Centre is encouraged to organize at least one national-level academic event annually and one international event every alternate year to enhance research visibility, strengthen industry linkages, and support internships, placements, and sponsored research.

To further promote high-quality research, the University may offer financial incentives for publications in reputable journals carrying UET Mardan affiliation and for conference paper



presentations (national and international), including partial support for registration fees, subject to approved policies and availability of funds. In addition, to recognize research excellence, the University may institute University Best Researcher and Department/Centre-wise Best Researcher Awards based on annual performance. These awards shall be conferred during Convocation and shall include a certificate and cash prize, with nominations processed through Departments, evaluated by a University-appointed committee, and approved by the Vice Chancellor.

### 11.3 University Wall of Fame (WoF)

In line with HEC's focus on entrepreneurship, innovation, and societal impact, ORIC shall recognize outstanding alumni, researchers, and entrepreneurs through the University Wall of Fame. Selection shall be made by an ORIC-led committee, with achievements formally documented and publicly displayed.

### 11.4 Final Year Project (FYP) Innovation and Commercialization

HEC's emphasis on applied research and innovation shall be operationalized through University-level FYP Expo/Exhibition, coordinated by ORIC, to promote entrepreneurship, startup formation, and commercialization of student projects.

## 12 RESEARCH ETHICS AND PLAGIARISM

All research activities shall strictly comply with the university approved Plagiarism Policy and Research Ethics Guidelines.

## 13 ORIC Monitoring System

### 13.1 Annual Monitoring and Quality Assurance

To ensure quality, accountability, and progress, the Office of Research, Innovation and Commercialization (ORIC) at UET Mardan will undergo an annual assessment. This evaluation will be carried out using a standardized scorecard prescribed by HEC, with additional university-specific parameters, if required, to reflect UET Mardan's vision of promoting applied research, innovation, and industrial collaboration.

### 13.2 Key Performance Indicators (KPIs)

The ORIC at UET Mardan will focus on the following measurable targets:

#### A. Securing Funding for Contractual Research

- Annual target: PKR 5 Million from national or international agencies, industry, or public-private partnerships.
- Funding achievements may offset internship and job creation targets.

#### B. Revenue Generation from Research Commercialization



- Annual target: commercialization of two projects/products annually
- 10% of revenue generated from commercialization will be distributed as incentive to ORIC management annually.
- Independent of other KPIs, ensuring commercialization is directly rewarded.

#### C. Securing Investment for Incubator Companies

- Target: PKR 1 Million from angel investors, venture capitalists, or industry partners.
- Investment may offset job/internship creation targets.
- Internship and Job Creation through Startups
- Minimum 10 paid internships (two months, PKR 8,000–10,000 stipend).
- Minimum 30 regular jobs, verified through EOBI/SECP documentation.
- Creation of 33 jobs may offset internships.

#### D. Integration of Final Year Projects (FYPs) and MS Research/Projects

- At least ten (10) Final Year Projects (FYPs) will be industry-driven, backed by industrial sponsorship or need validation.
- At least three (3) MS projects will originate from industry, ensuring relevance and commercialization potential.

### 13.3 Incentive Mechanism

The central goal of ORIC at UET Mardan is to transform the university into a regional hub of research-driven innovation. To achieve this, faculty, students, and management will be made active stakeholders in the rewards of commercialization and economic growth. Incentives will encourage participation in high-impact research, start-ups, and industry-driven projects.

#### A. Faculty Incentives

- Faculty, during his employment at UET Mardan, who wins a research project of 10 Million or more funded by an external sponsoring agency and successfully completes it within the approved timeline will receive two basic salaries.
- Recognition certificates jointly awarded by UET Mardan and Sponsoring Agency.
- Commercialization and start-up mentoring recognized in promotion criteria:
  - Successful commercialization of a project/product= 3 journal papers (2 w-category and 1 x-category)
  - Successful start-up = 2 journal papers (1 w-category and 1 x-category)
  - Mentoring student start-up = 1 journal paper (x-Category)

#### B. Student Incentives

- Entrepreneurship orientation embedded in first-year curriculum to cultivate entrepreneurial mindset early.
- Business idea competitions with top 3 ideas awarded up to PKR 100,000.
- Certification of achievement from UET Mardan and HEC.
- Access to startup incubation space at UET Mardan for up to 1 year.
- Flexibility to pause studies temporarily to pursue start-up development.
- Priority nominations to national/international seminars, workshops, and conferences.

#### C. ORIC Management Incentives

- 100% KPI achievement or HEC ORIC W-Category achievement : One month's basic salary bonus.
- 80% KPI achievement or HEC ORIC X-Category achievement: Half month's basic salary bonus.
- Below 80% or below X-category achievement: No incentive.
- Incentive funding will be sought from University or HEC's ORIC incentive scheme.

### 14 ADMINISTRATIVE STRUCTURE

#### 14.1 Human Resource

The administrative structure of ORIC includes Director ORIC, Managers (Manager Research Support, and Manager I&C) and supporting staff. Detail of the same is given below:

Sr. No.	Designation	Qty	Status
1	Director ORIC	01	Full Time
2	Manager Research Support (Operations & Development)	01	Full Time
3	Manager, Innovation & Commercialization (Industry Linkages)	01	Full Time
4	Research Associate	02	Full Time
5	Accountant	01	Full Time
6	Administrative/Office Assistant	02	Full Time
7	Computer Operator	01	Full Time
8	Class-IV (Naib Qasid/Attendant)	02	Full Time

## 14.2 ORIC Steering Committee

The ORIC Steering Committee (ORIC-SC) shall set targets and KPIs, and monitor performance on an annual basis. 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. Recommend the 5-year strategic plan for the ORIC and ensure its proper compliance.
  - ii. Review 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 Vice Chancellor on the research management challenges of the university.
  - viii. Provides market-driven insights, helps identify priority areas, and advises on industry-academia collaboration.
  - ix. Provides market-driven insights, helps identify priority areas, and advises on industry-academia collaboration.
  - x. Undertake any other task relevant to the better functioning of the ORIC.
- d. All members of ORIC-SC shall have to sign Conflict of Interest statements.

## 15 Capacity Building of ORIC Staff

To effectively achieve its objectives of research commercialization and industry engagement, ORIC UET Mardan will invest in capacity building of its staff and management.



- ORIC staff will be trained with specialized tools and techniques in research management, commercialization, and industry collaboration.
- Training will focus on aligning research with market-driven needs, ensuring that research outcomes have real-world applications.
- Workshops, seminars, and national/international exposure programs will be conducted to keep staff updated on best practices in technology transfer, IP management, and entrepreneurship promotion.

This capacity building is essential for transforming ORIC UET Mardan into a dynamic hub of innovation and industry-academia partnership.

## 16 SPACE & INFRASTRUCTURE REQUIREMENTS

To effectively execute its mandate, the Office of Research, Innovation & Commercialization (ORIC) at UET Mardan requires dedicated physical space and supporting infrastructure that enables seamless stakeholder engagement, research facilitation, and commercialization activities. The following minimum infrastructure is essential:

- **Reception and Front Desk Area:** For administrative coordination, visitor handling, information dissemination, and maintaining a centralized point of contact for all ORIC-related inquiries.
- **Executive Office for the Director ORIC:** A private office for policy planning, stakeholder meetings, confidential discussions, and high-level administrative functions.
- **Shared Office for Research Manager and Finance/Accounts Officer:** To manage project documentation, research grants, budgeting, financial reporting, and compliance matters in coordination with departments and funding agencies.
- **Dedicated Workspace for Industry Linkages Manager and Research Support Staff:** To facilitate university–industry partnerships, manage MoUs/agreements, coordinate with startups, and track commercialization pipelines.
- **Meeting/Conference Room:** Equipped with multimedia and conferencing facilities for presentations, training sessions, MoU signings, project review meetings, and consultation with internal and external partners.
- **Shared Space for Communications, IT, and Administrative Personnel:** For managing outreach activities, digital communication, promotional media, grant announcements, and maintaining ORIC's online presence and research information systems.

- **Support Facilities (Recommended):**

- High-speed internet and secure networking
- Printing, scanning, and documentation equipment
- Access-controlled storage for confidential records
- Waiting area for visitors and external stakeholders

These facilities are essential to ensure professional visibility, operational efficiency, and streamlined service delivery across ORIC's core functions, including research development, funding acquisition, commercialization, industry linkages, and innovation support. Adequate space allocation will align UET Mardan with HEC standards and strengthen the University's capacity to serve as a regional hub for research and innovation.

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