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SCREENING REPORT

ENTREPRENEURSHIP, INNOVATION & STUDENTS TALENT DEVELOPMENT

RK UNIVERSITY, INDIA

Integrating Talent Development into Innovation Ecosystems in Higher Education

586227-EPP-1-2017-1-BG-EPP

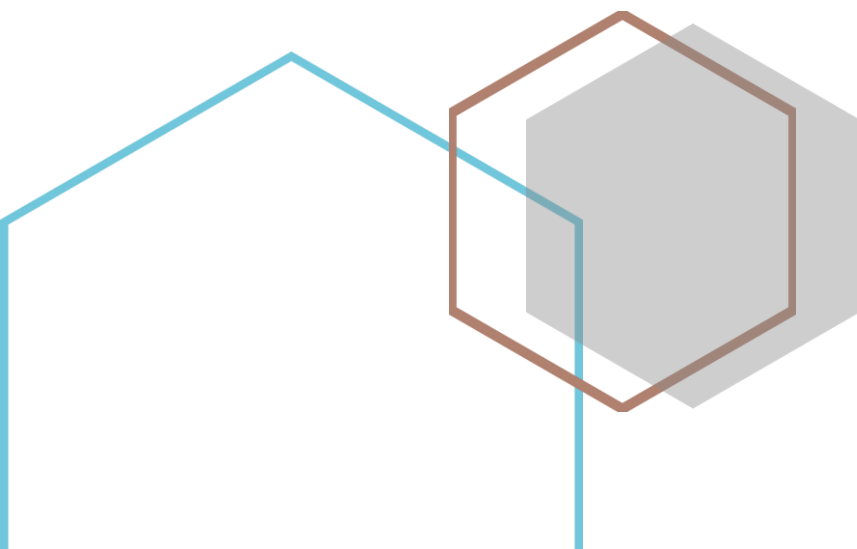


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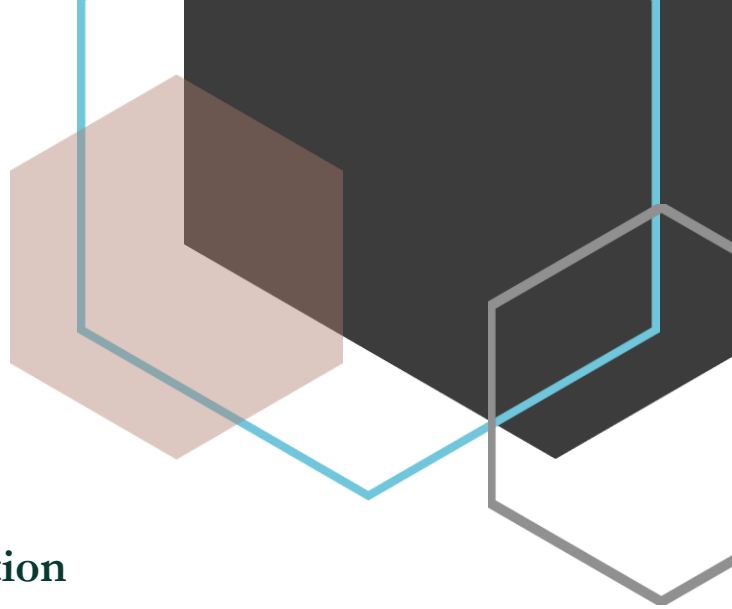
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The report aims at providing a clear picture of the University's starting conditions and capacities in the areas of graduates' employability, innovation capacity and talent development. The reports points out the strengths and weaknesses of the institution in these fields. It has been developed by external experts, representative of the INNOTAL partners.

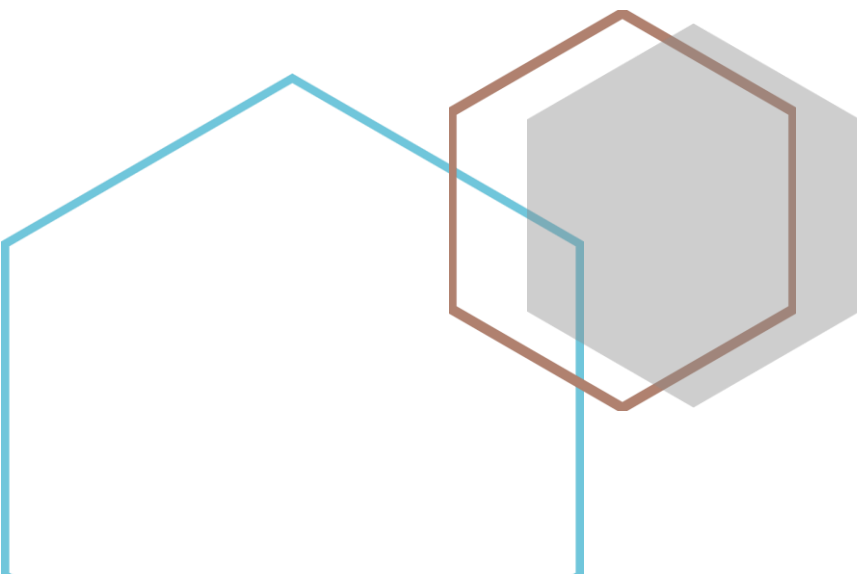
The report can provide insights into the following broad elements of organizational performance of the University:

- organizational motivation, including mission, prevalent culture, incentive structures and support structures
- organizational capacity (structure, physical and financial resources, technology resources, human resources
- leadership, decision-making process, management and inter-organizational linkages);
- c) organizational performance (financial viability, efficiency, effectiveness, relevance)
- external environment (administrative, legal, social, cultural, economic, political, etc.)





Introduction



CONTEXT

This report is a part of the INNOTAL project efforts to understand what RK University is doing operationally and strategically to nurture innovation and entrepreneurship among students, faculty, alumni, and within its local community. The information below is based on data provided by representatives of RKU during a face-to-face focus group session which took place in La Trinidad, Philippines, on the 21st of March, 2018. A semi-structured questionnaire was used as a discussion scenario. The participants on behalf of the RKU were Denish Patel, Executive Vice President; Dr. Dharmesh Raval, Director of the School of Management; and Dr. Milesh Kalani. The focus group session was moderated by assoc. prof. Milanka Slavova, PhD, Vice Rector, with the support of Dr. Christian Jelev and Dr. Antoaneta Daneshka – the three of them from the University of National and World Economy in Sofia, Bulgaria. Additional data regarding the items of the questionnaire was drawn from the RK University's web site (www.rku.ac.in). Data collection, processing and structuring for the purpose of this report reflects the understanding of the moderators. The present report predominantly follows a descriptive approach. Assessment and critical analysis of the information are included in the concluding part of the report.

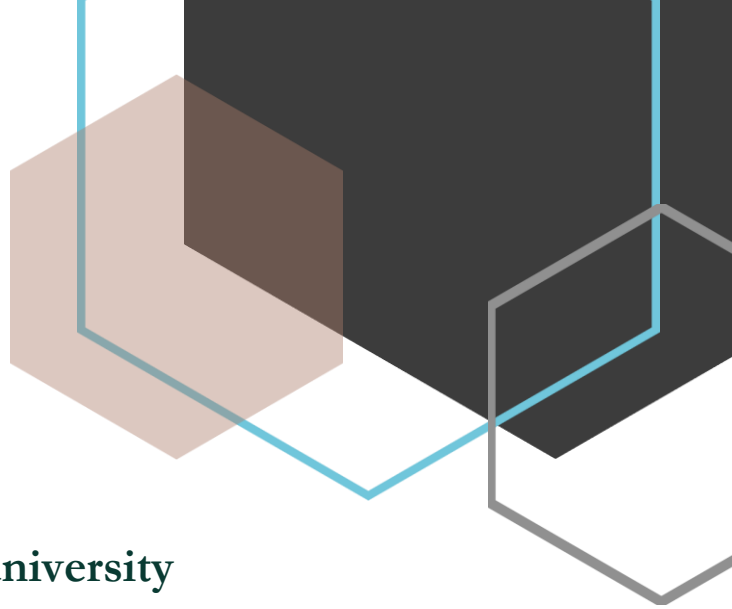
SCOPE

This Report is produced in the frame of the project's first stage, which is focused on preparatory research and understanding the context in which further capacity building activities shall take place. The purpose is to provide an external assessment of:

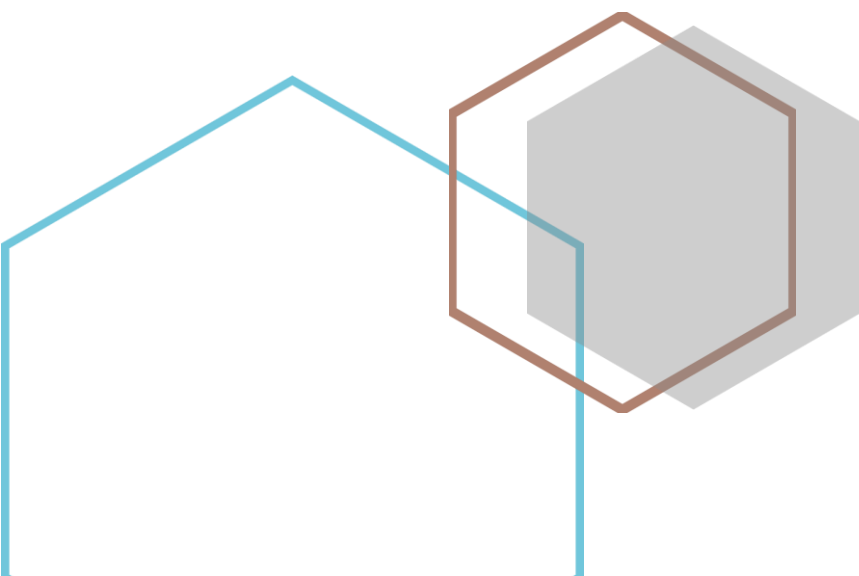
- University capacity to provide entrepreneurship education across various disciplines
- University capacity for innovation
- University capacity for promoting graduates' employability and developing students' talent

The reports aims to provide a clear picture of the University's starting conditions and capacities related to graduates' employability, innovation and talent development. The report has been developed on the basis of the scorecards developed in the frame of the INNOTAL project.





Profile of the university



ESTABLISHMENT

RK University (RKU), Rajkot is a State Private University established and approved by the Government of Gujarat under the Gujarat Private Universities Act 2009 and recognized by the University Grants Commission (UGC), under section 22 of UGC Act, 1956. RK Group of Colleges was established in the year 2005. In 2011 it was granted the Private University status, thus becoming the first private university in the Saurashtra Region. Currently RKU offers more than 50 programs at Doctoral, Masters, Bachelors and Diploma levels across 9 schools of higher learning, namely Engineering, Management, Diploma Studies, Physiotherapy, Pharmacy, Science, Agriculture, Design, and Ayurvedic College and Hospital.

MISSION AND VALUES

RK University envisions being a leading educational organization imparting holistic education to help students become responsible world citizens who are sensitive to the needs of the society.

The mission of the University is to develop a community of students and academicians who are a part of world class education system developed in a manner that supports the intellectual, professional and moral growth of the students leading to advancement of human knowledge through enterprising research.

Values, as explicitly formulated or implicitly inferred from officially University-published content, emphasize the desirability of learning and happiness, change, gender equality, and learning-centered approach.

GOVERNANCE

RKU is founded by Shri Shamjibhai Harjibhai Talavia Charitable Trust. As stated in the RKU website: “SHTC Trust and RKU are non-profit and charitable organizations working solely for the betterment of society”. The University is led by a Governing Body (which consists of a President, two Executive Vice Presidents, a Vice Chancellor, and a Registrar), Deans of Faculties, and School Directors.

As far as RKU abides by the provisions of the University Grants Provision Act and the Gujarat Private Universities Act, it avails of an academic as well as financial autonomy with the emphasis to provide quality and industry relevant higher education.

“Academic excellence has nowhere been possible without academic autonomy. Since 2011, a silent academic revolution, driven by insightful and futuristic innovations, has been taking place in our serene residential campus in the outskirts of the city of Rajkot.”

Vice-Chancellor’s Message

<http://rku.ac.in/vice-chancellor>

SIZE OF THE UNIVERSITY

RKU teaches more than 5000 students, employs more than 450 faculty members, and collaborates with more than 200 recruiters



ROLE OF THE UNIVERSITY IN ITS REGION

- Education-wise

RKU claims to address a long-felt need for higher education in the Saurashtra region by offering students an academic quality in any of the disciplines, covered by its schools, that is better than the average quality offered in popular national academic clusters. In future, RKU strives to raise its impact from the regional to the national level by becoming “a leading national university, with true world-class characteristics”.

- Research-wise

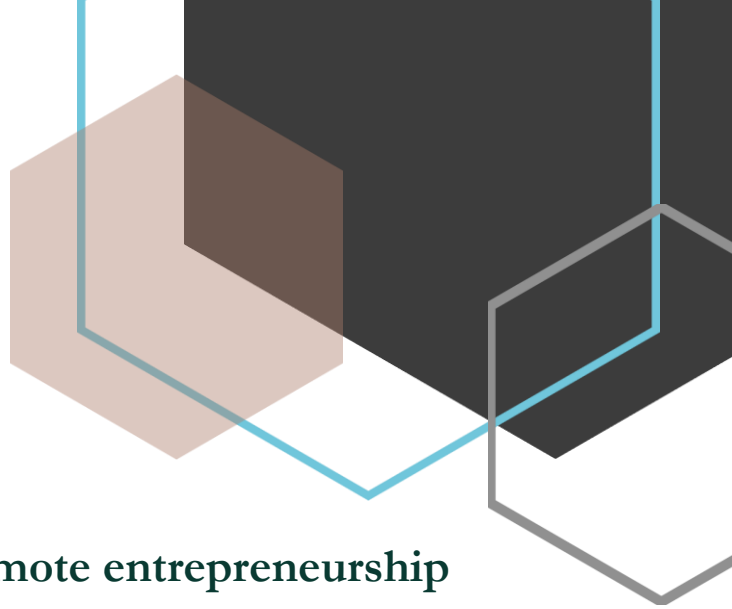
A lot of initiatives are taken in the research front although the University acknowledges that a lot more needs to be done to capitalize on the region’s research potential.

- University-Business Partnership-wise

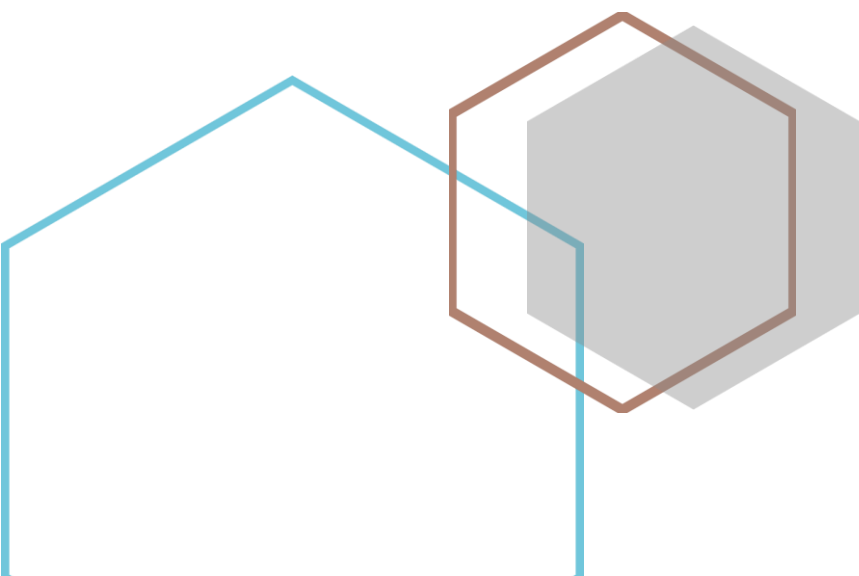
RKU has been continuously working to meaningfully engage with local industries, and thereby solve real-life challenges faced by the local economy, or by helping state government bodies develop necessary capacity to transform themselves.

To these ends RKU actively participates in an ecosystem together with industry, employers, government bodies, etc. The University has been working on forming mutually beneficial sustainable collaborations.





Capacity to provide and promote entrepreneurship education



PERFORMANCE IN
THE AREA OF
ENTREPRENEURSHIP
EDUCATION

RKU emphasizes the holistic nature of higher education with as many as 60% of bachelor programs and also 20% of master programs incorporating an entrepreneurial strand in the form of entrepreneurship elective courses. The fifty-plus academic programs across the University's nine schools are applications and industry oriented, stressing life skills and communication skills (English increasingly being the global language), and focusing on original and critical thinking through active classroom engagement and participation. Dedicated entrepreneurship programs take in 7.40% of bachelor students and 2.78% of master students.

The School of Management has a special focus on entrepreneurship. One of the objectives of its Bachelor program is to prepare graduates who will be competent to start a new venture or manage the family business. Towards this end the program gives specific focus on projects for development of entrepreneurial competences.

In as many as 100% of the Bachelor, Master and Post-graduate entrepreneurship (elective) courses, case studies or study visits are used to enhance learning. Approximately 1.5% of total University staff is committed to teaching entrepreneurship courses. However, entrepreneurship-related research projects have not been undertaken so far by the faculty.

ENTREPRENEURSHIP
-SUPPORTING
POLICIES AND
CULTURE

Support for entrepreneurship and entrepreneurship education is included in the mission and other official statements of the University. RKU perceives itself as a place where "change" happens through enterprising research. The vision and mission of the School of Management are understandably even more entrepreneurship-focused.

School of Management:

Our vision is to be a leading business school setting global benchmarks in nurturing ethical management professionals and entrepreneurs.

Our mission is to transform management education with pioneering initiatives in teaching and learning practices. To prepare adaptive and lifelong learners whilst fostering an environment of research and innovation. To create an environment that nurtures entrepreneurial and intrapreneurial potential of our students.

Source: <http://rku.ac.in/som/vision-mission/>

There is no written institutional strategy on entrepreneurship education to date which, however, does not prevent the university from involving employers or labour market institutions in various university activities such as curriculum development, teaching, participation in decision-making and consultative bodies. Some examples of such initiatives are provided below.

Regarding curriculum development, RKU uses industry and market centric curricula, framed after extensive inputs of renowned industrialists, academicians, professionals, and policy makers. In this respect the University has been granted appreciation by Infosys for the Best Industry Linked



Curriculum among all the institutes linked under the Campus Connect Program Partnership.

In view of teaching, the Center for professional development (CPD) at RK University invites applications from experts in all fields to offer short-term courses. Under this initiative, experts are allowed to charge applicable fees for their course offerings. The University provides the necessary logistical and promotional support – including catering services, transportation, brochure design, application forms, feedback forms, fee collection, laboratories, classrooms, seminar halls, stationery, social media promotions, photography, administrative assistants, peons, projectors, audio-video support, certificates/awards, expenditure and tax management, book keeping, etc.

As far as participation in decision-making or consultative bodies at institutional level is concerned, each course of study at the University has its own Board of Studies which includes a representative of the corporate sector.

The School of Management

Board of Studies Members:

Dean Faculty of Management - as Chairman

Head of the Department concerned - as Member Secretary

Two faculty members of each specialization representing all faculty of study - as Member

Two experts in the subject concerned from other prestigious institutions nominated by the Academic Council

One expert to be nominated by the Vice-Chancellor of University - as Dean

One representative from industry/corporate sector/allied area relating to the placement cell

One postgraduate meritorious alumnus

Roles of the Board of Studies of each course of study are:

- Design syllabi for various courses keeping in view the objectives of the School, interests of the stakeholders and national requirements for consideration and approval of the Academic Council
- Suggest methodologies for innovative teaching and evaluation techniques
- Suggest panel of names to the Academic Council for appointment of examiners for undergraduate and postgraduate course
- Coordinate research, teaching, extension and other academic activities in the Department / college.
- Consider the criteria of general academic interest of all the Departments and their functioning

Source: <http://rku.ac.in/som/board-of-studies/>

HUMAN RESOURCES
CAPACITY FOR
ENTREPRENEURSHIP
EDUCATION

SUPPORT
STRUCTURES AND
LINKAGES
FACILITATING
ENTREPRENEURSHIP
EDUCATION

No less than 3% of the University staff has participated in entrepreneurship training. So is the relative number of the university employees (3%) who also have temporary work contracts in the business field. Business practitioners have not been involved in delivering entrepreneurship courses in any of the degree levels yet. As far as opportunities for staff mobility across the university-business divide are concerned, RKU recognizes the importance of the corporate interface, available to its staff. Faculty members are encouraged to take up consultancy projects on real world problem cases and to utilize this knowledge to conduct training and workshop for senior management, managers and employees from industry.

2.13. Existence of university entrepreneurship centres supporting university-business relations and entrepreneurship in general (Yes/No)

An Industry Institute Interaction Cell, providing support for university-business relations and entrepreneurship in general, is active at RKU. Objectives and functions of the Cell are given below.

Industry Institute Interaction Cell

The Cell has the following objectives:

- To catalyze growth and development of interaction between the University and industries
- To cultivate strong links with industries and professional bodies, linked with industries
- To provide consultancy to industries
- To provide need based educational program to people working in industries so that they can upgrade their technical knowledge
- To bring about Memoranda of Understanding and Agreements with various industrial and research organizations in different fields and sectors to promote various forms of interaction
- To help faculties of the University link with industries of interest for knowledge enhancement

Consultancy Solutions are provided in the area of:

- Engineering & Technology
- Management
- Pharmacy
- Applied Science
- Physiotherapy

Consultancy services:

- Environmental Audit Service, through Environmental Audit Lab



approved by Gujarat Pollution Control Board, Government of Gujarat

- Materials Testing for quality infrastructure & effective utilization of materials, through Government approved Materials Testing Lab
- Design & Testing solutions for various engineering components prior to manufacturing
- Analysis for Efficient Utilization of Materials, Reducing Design Time & Efforts and Optimizing Components' Costs
- IT solutions as per the needs of the organization
- Various training programs for higher level, middle level & lower level management
- Tailor made technical training programs as per the needs of Industry

Source: <http://rku.ac.in/i3c/>

RKU provides support to its students from all degree levels for access to internship and placement schemes. That support is managed through the Training and Placement Cell, which is “committed to provide all possible assistance to students in their efforts to find employment”. There is a full time professor in charge of the unit. The Training and Placement service operates year round to facilitate contacts between companies and students. Liaison officers are available to respond to student’s questions and concerns of all kinds. The aim is to ensure that students have the information and skills necessary for an effective job search.

The Training and Placement Cell is responsible for planning, organizing and controlling the following initiatives:

- Summer Training / Internships

Each student has to undertake summer training in reputed companies for the duration of 6-8 weeks. Students are required to work on projects given to them either by the sponsoring organization or selected by the students themselves. The project report/thesis is an intensive learning exercise for students to apply particular theoretical concepts into practical situations as experienced in an industrial environment.

Besides the Summer Internship Project, MBA students annually undergo a Research Project in their second year of study.

RKU students gain valuable work experience through the internships provided, especially if students are looking to work in a specific career field. Since relevant work experience is one of the key qualifications companies look for when comparing candidates for a job or internship, completing several internships during college greatly increases the chances of being selected for a job after graduation. RKU believes that even though its students gain the knowledge required for succeeding in a specific career through their college courses and curriculum, internships are one of the best

ways to develop the required skills necessary to gain the experience required to be successful in the field.

- Mock – Campus:

The Event is meant to equip the students to perform better in Campus Placements. It is essentially a replica of Final Campus Placement activities for all the Final Year Students. It allows students to gain experience and practice in answering questions similar to ones asked during an interview.

The Training and Placement Department that takes the role of the interviewer makes Mock Campus interview as realistic as possible by conducting Pre-Placement Talk, Aptitude Test, Technical Interview and HR Interview, by asking questions that are typical of those asked for the type of position students are seeking during Campus Placement Day. The students are provided with a detailed analysis report on their strengths and weaknesses after the event.

The main Purpose of Conducting Mock Campus Event is to make Final Year Students aware of how to supplement résumé information, understand their strengths and weaknesses and have a sense of direction. The interview assessment criteria include technical skills, communication skills, vocational competency, critical thinking, problem solving, and professionalism.

- Pre-Placement Talk (PPT)

Pre-Placement Talks provide an opportunity for the recruiting company and the students to interact with each other. The company presents its history, growth potential, future opportunities, and jobs available (content, compensation package, location, etc.). The PPT also provides a company with opportunity to recruit RKU students for summer training assignments.

- Final Placement

Campus recruitment drives are undertaken by inviting companies from the private, public and government sectors to place students at entry level positions. Campus Drive Notification, as well as Student Selection information – by name, recruiter and designation are published on the University web site: <http://rku.ac.in/placement/campus-drive/>, and <http://rku.ac.in/placement/student-selection/>, respectively.

- Publication of MBA Placement Brochure

The brochure includes information about the course structure, major recruiters, batch statistics, analysis of placement records from 2005-7 onwards, and student profiles.

- Building and maintaining intensive interface with companies

The placement office is well equipped and is designed to smoothly handle and support the placement procedure at every stage. Arrangements for interviews, group discussions and pre-placement talks are handled by the staff at the placement office. The unit is equipped with the following facilities to aid the process:

- Separate cell has been established with full time staff for placement

supported by dedicated team at each college and department level in order to guide students

- Well furnished rooms for interviews and group discussions
- Fully computerized office
- Seminar halls to conduct pre-placement talks and tests
- Student placement volunteers to assist on the day of visit and through the selection process
- Video conferencing facilities

Real case studies, provided by enterprises are used in the entrepreneurship teaching process at the University. In addition, in the School of Management students prepare real-world case studies of their own by visiting corporate offices. Moreover, at the teaching process exit, an outcome-based approach to assessing the results and impact of studies is applied. The outcome-based assessment is an integral part of a larger concept, defined as outcome based education.

Outcome based education

A total rethinking of all courses in all programs from the ground up is achieved through outcome based education. RKU has introduced a novel approach to designing courses keeping in mind international and national educational requirements. To do this, the curriculum is analyzed in terms of Program Education Objectives (PEOs) which a student should be able to achieve after Graduation while Program Objectives (POs) are the ones that the student should be able to achieve while in the program or by the end of a program. For example, in Engineering Education the focus at RKU is on Personality and Placement (P&P) besides Technical outcomes. The first 2 years of study focus on Personality outcomes and the second 2 years on Placement outcomes. POs in general for Ist-year students are Awareness, Identify and Ethics. These are measured in Ist-year students and improved as required. Likewise, POs in general for IInd-year students are: Conduct, Teamwork, Communication, and Life Long Learning. Similarly, this is measured for IInd-year students and improved. POs in general for IIIrd-year students are Social impact and Participate in National Event (SIP) and POs in general for IVth-year students are Practice Knowledge, Apply, Design (PAD). The same method is followed at other schools. Measuring POs is part of the assessment cycle and direct measurement is complemented by the opinions of various stakeholders. Broadly RKU has set the target that 80% of students should be able to meet 60% of the required graduate attributes.

Adapted from: <http://rku.ac.in/initiative-outbased-comes-education/>

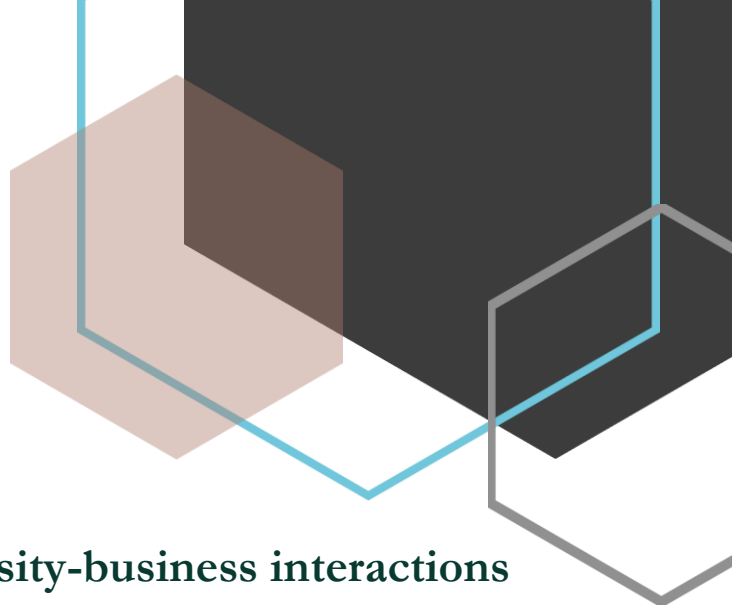
Moreover, an Assessment Advisory Council (AAC) at RK University is established to promote innovative assessment methods to fulfil desired learning outcomes of the courses. As the learning needs of each course vary,



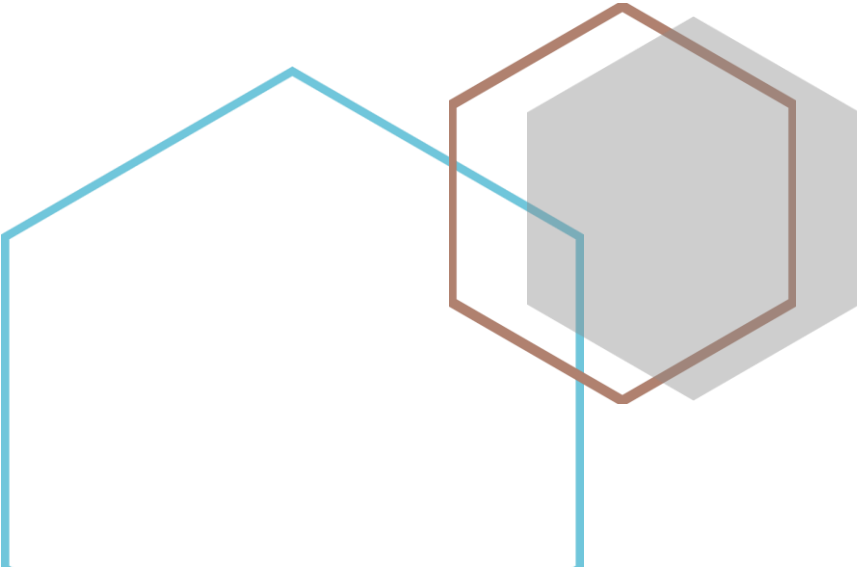
pedagogy of teaching also varies. However, assessment methods have remained stringently the same over time. RKU claims to have recognized the need to shift the orientation of these assessment patterns to match the learning needs of the course. Recognizing the important role of faculties in this process, the University encourages and invites all faculties to design innovative assessment methods that would suit the pedagogy of teaching and learning needs of the students. The role of AAC is to guide all faculties to develop innovative assessment methods and approve them for actual practice. This prior screening is for maintaining and improving RK University's academic standards, and achieving learning outcomes.

RKU monitors the development of their students' soft skills such as communication and teamwork skills, and to a lesser degree – the development of students' leadership skills. For instance, the School of Management adopts evaluation practices such as Continuous Internal Evaluation through practical projects and class participation. The special emphasis with these is on developing students' skills of expressing and conveying their creative ideas in a sophisticated manner and building up the confidence level for presenting their ideas in the corporate world.





Innovation capacity and university-business interactions



PERFORMANCE IN
THE AREA OF
INNOVATION AND
UNIVERSITY-
BUSINESS
INTERACTIONS

The R&D expenditures of RKU amount to some 2.5% of the university's total budget. The university relies predominantly on own resources, while external funding amounts to 8% only. The relative number of start-up companies supported by the University per full-time employed academic staff is 5%. The proportion of academic staff holding international and national research grants out of the total number of full-time academic staff is 5%. There are no academic staff members holding industry research grants. Additional potential in securing a higher proportion of research grants of all types is provided by the recognition of the Ethics Committee of the School of Physiotherapy granted by the Central Drugs Standard Organization (CDSCO) of the Government of India. One of the advantages of this recognition specifically refers to higher odds of receiving financial support / research assistance from governmental and non-governmental organizations for the benefit of University staff. Another advantage refers to higher odds of getting manuscripts published in reputed journals with a Thomson-Reuters Impact Factor/ SCImago Journal Ranking.

The current number of weighted publications per full-time employed academic staff (averaged over the last 3 calendar years) amounts to 2.08 while the number of citations in Scopus and Google Scholar database per full-time employed academic staff (averaged over the last 3 academic years) – to 5.82. Relative number of intangibles in the form of patents, licenses, copyrights, trademarks, policy recommendations, etc., produced per full-time employed academic staff currently reaches 1.5%. Once again, the recognition of the Ethics Committee of the School of Physiotherapy creates potential for further strengthening of patent applications, added security to intellectual property rights, as well as increased odds of getting registered in the Indian Council of Medical Research's Clinical Trials Registry – India (CTRI).

INNOVATION-
SUPPORTING
POLICIES AND
CULTURE

Support for innovation and regional development is included in the mission, and respectively in the strategic initiatives of the University. For instance, as a part of the RKU Internship Scheme, students take part in Rural Internships, wherein they work in rural areas for two weeks. The strategic aim of this type of internship program is to skip a stage of development in the vast rural areas through digitization. Another example are the volunteer-based initiatives conceived and implemented by the students themselves, such as the “SHWET – The Rise of Humanity” and “Helping hands and caring hearts – the inspiring factor” (more information is available at <http://rku.ac.in/student-activities/>).

Furthermore, RKU has signed Memoranda of Understanding (MoU) with the following institutions of higher learning and R&D organizations, industries in order to fulfil goals beyond teaching and learning:

- Remote Center to IIT Bombay for MHRD Workshops
- Member of Indo US collaboration for engineering Education
- IBM Career education partner
- MHRD Center for deploying Aakash Android Tablet Computers



- TCS-ION Assessment partner
- Oracle academy Advance computer center member
- Microsoft IT Academy Program platinum partner
- Resource Centre –Spoken Tutorial Project-IIT Bombay
- Nvidia -CUDA Teaching Center
- National Instruments-LAB VIEW ACADEMY
- Infosys Campus Connect Partner

Although separate innovation- and knowledge transfer-related initiatives have already been taking place at RKU (e.g. the Consultancy Services, provided by the Industry Institute Interaction Cell operating at the University), a specific written institutional strategy on innovation, innovation support or knowledge transfer to the external environment has not been developed yet. Moreover, during innovation- and research-related liaisons with external partners, RKU does not follow a clear IPR policy.

In the same vein of innovation-supporting policies, RKU has been granted the status of partner of the Government of Gujarat in providing access to Government seed funding. So, although RKU does not provide own resources in the form of seed funding, the University serves as a platform for access to the State of Gujarat Government seed funding.

Nodal Centre to Facilitate Startup / Innovation by Industries Commissionerate, Dept. of Industries and Mines, Govt. of Gujarat

Name of the Scheme: Scheme for Assistance to Startups / Innovation

RK University is glad to inform you that its incubation and entrepreneurship body – K S Patel Centre for Entrepreneurship (KSPCE), RKU has been bestowed with the status of a nodal centre to facilitate startup, innovation and incubation support through a unique Scheme of Government of Gujarat to facilitate enterprise development in the Saurashtra region. Promotion of Startups / Innovation Scheme launched by Industries Commissionerate, Dept. of Industries and Mines, Govt. of Gujarat, Gandhinagar intends to provide financial assistance for innovative project ideas that has potential for becoming a marketable product. There are many other benefits announced under the new industries' policy of Govt. of Gujarat. Any person (student, faculty non-RKU person) can apply.

The objective of K S Patel Centre for Entrepreneurship (KSPCE) Nodal centre at RKU is to develop and refine the entrepreneurial competencies of any citizen willing to take up innovation and entrepreneurship by providing them with financial support to aid the development of their innovative product and business ideas. The specialized inputs enable students to learn the nitty-gritty of innovation, financial and marketing management right from their intake at the University. Thus, they emerge as dynamic thinkers and doers. The Nodal Centre shall help nurture entrepreneurial values in each student by developing their core behavioral values to emerge as creative, competent and confident individuals who are not job seekers but



job providers.

Key Points of the Programme are as follows:

- For innovative idea having market potential, the innovator gets Rs. 10000/- per month for 12 months as sustenance allowance.
- The innovator gets a fund up to Rs. 10 lacs as cost of raw material / process / components etc. to convert the idea into a product.
- Once the product is ready, Govt. shall provide a fund of up to Rs.10 lac for marketing / publicity of the product.
- Beside this there are many benefits related to VAT, subsidy in loan interest etc.
- The startup / innovator gets incubation support and hand-holding support for their innovative idea and startups during their entire incubation period along with networking with industries and Venture capital fund.
- Selected innovators will be supported to get free access to university / libraries / govt. Laboratories / SDCs (GIDC) / Center of Excellence / PSUs to have more clarity on his innovative ideas / concepts

Who is eligible to apply?

Any individual / group of individuals having innovative idea / concept will be eligible.

Universities / education institutions, Incubation Centre / PSUs / R&D Institutions / Private and other establishments will be eligible as an institution to support and mentor to innovators as approved by Committee.

Assistance made available under the scheme:

A. Assistance for Innovation:

- K S Patel Centre for Entrepreneurship at RKU will support innovator and entrepreneurs by providing mentor services.
- K S Patel Centre for Entrepreneurship at RKU will allow the innovator to use incubation facilities available in the institution for startups.
- 10000/- per month will be provided to the innovator as sustenance allowance for one year whose project is recommended by institution as approved by Committee.
- Up to Rs. 10.00 Lakhs assistance will be provided for Cost of Raw Material / Components & other related equipment required for the innovative process for the new product development based on approval of the committee.
- The scheme will support selected innovator to get free access to University / Libraries / Govt. Laboratories / SDCs (GIDC) / CoE



/ PSUs to have more clarity on his innovative ideas/concept.

B. Assistance once the Idea / Concept for commercialization:

- Marketing / publicity assistance of up to Rs. 10.00 lakhs will be provided for the introduction of innovated product in the market.
- Project of Innovated Product will be assisted in getting Venture Capital.
- VAT Related Incentive
- The eligible unit shall pay the net VAT payable under the provisions of the Gujarat VAT Act, 2003 in the Government treasury.
- The eligible unit will be allowed reimbursement to the extent of 80% of the net VAT paid excluding the following: (a) Additional Tax, and (b) Reduction of ITC as per the provisions of the G VAT Act, 2003. It is clarified that the amount paid on account of additional tax and the reduction of ITC as per the provisions of the G VAT Act, 2003 shall not be reimbursed.
- Only 70% of eligible fixed capital investment of eligible unit will be considered for reimbursement.
- The reimbursement will be available for a period of five years from the date of production or the completion of limit of 70% whichever is earlier.
- The eligible unit shall be entitled for reimbursement up to 1/5th of eligible limit in a particular year.
- Restrictions will be made to ensure that the amount reimbursed is not again claimed by the subsequent dealers by way of tax credit for interstate sales, branch transfer, consignment and export.
- The eligible unit shall manufacture the goods in its own unit for which it is eligible for incentives.
- The eligible unit shall not transfer its business during the incentive period, nor assign its rights and responsibilities to any other agency.
- The eligible unit shall remain in production during the incentive period.
- The scheme shall be reviewed under the GST regime, but the total of assistance shall not exceed that available under this scheme.

Regarding faculty-oriented research support, the University implements research and research training planning and policy both at a faculty and at an individual level. Faculty-undertaken applied research is appreciated although



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HUMAN RESOURCES
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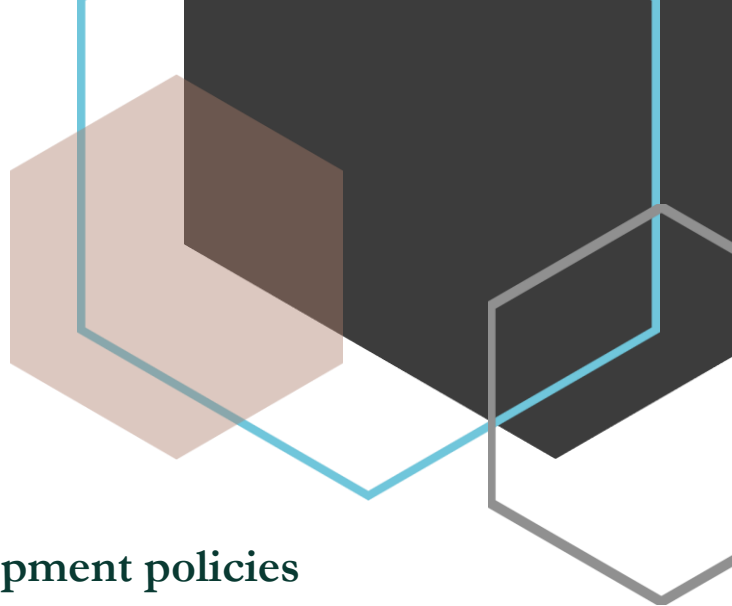
attestation rules do not include participation in applied research as a strict requirement.

As far as students at RKU are concerned, the most direct benefits for them from the University's innovation-supporting policies and culture derive from the modernization curricula rules which prescribe that curricula should be updated annually with feedback from alumni, employers, and faculty.

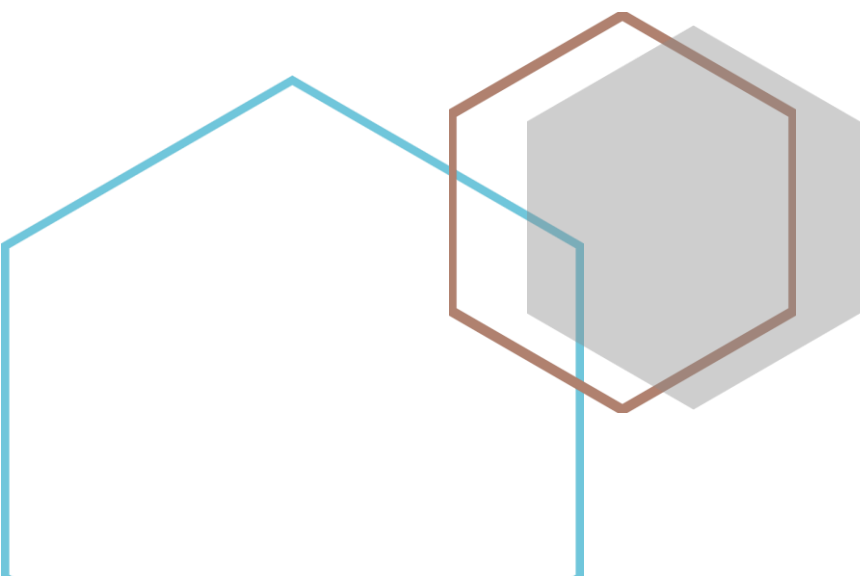
University structures, such as research laboratories, incubators, accelerators, and research and development units facilitating links with industry and local community are operating at the University. 'INTERACT' is the name of the University-owned multi-sensory immersive suite of laboratories, including a panorama theatre, augmented reality lab, virtual reality lab, and tactile lab. Also, an incubator and accelerator are functioning as a part of the K S Patel Centre for Entrepreneurship. Currently, there are 28 start-ups that are beneficiaries of free business support services, provided in the incubator. Moreover, research and development units are running within University faculties, and these units combine teaching and research responsibilities. Faculty at RK University does not face legal constraints on engaging in research supported by industry.

As many as 8% of bachelor students and 33% of master students at RK University are involved in research project. The relative value of PhD degree completions per full-time employed academic staff (averaged over the last three academic years) amounts to 22.5%. Moreover, 70% of PhD completions are done within planned schedule.





Student talent development policies



**CAPACITY TO
ATTRACT AND RETAIN
TALENT**

RK University management develops and implements a marketing strategy for attracting talented students. Some of the measures identified through browsing the University’s web site, include:

- provisions for merit-based scholarships
- design and execution of learning experience for both teachers and students that are based on learning theories and cognitive neuroscience
- building and maintaining university and corporate alliances (collaboration with IBM, Microsoft, Infosys, Cisco, Oracle, Texas Instruments, nVidia, TCS-iON and Akash Tablet to conduct special programs for RKU students and faculties)
- provision of placement services
- appreciation by stakeholders (see Box 7: Awards)
- physical ambiance – the campus of RKU occupies an area of 900 000 sq.ft
- philosophy of interweaving learning and happiness

Awards

- Infosys Recognized and Appreciated School of Engineering, RK University as Advance partner under campus connect for the year 2015
- CCI technology education excellence awarded best promising industry academia interface and supporting innovators from within and outside the university in 2013 and 2014
- RK University became partner with university of Massachusetts Lowell – USA, Member of Indo Us collaboration for engineering education (IUCEE) and Member of International Federation for Engineering Education (IFEES) so as to improve the quality and global relevance of engineering education for a better world
- Shri Khodidas Patel- President, RK University has received the Jury Choice Award for Edupreneurs Awards 2013 organized by Engineering watch, India’s most prestigious magazine for engineering community.
- RK University won National Level “CCI Technology Education Excellence Award – 2013 – Best University is having Industry –Academia Interface” from Consortium of Co-Chair Persons-Industry (CCI) and CMAI – Association of India with Jury members from ASSOCHAM National Chamber of Commerce India.
- School of Engineering awarded as a “Most Promising Engineering Institute in Gujarat” in India Education Excellence Awards 2013
- RK University received “Best Strategic Partner” award from TCS
- School of Management, RK University is awarded with Business School Leadership Award of the year By DNA & Stars of the Industry group.
- SHIKSHA BHARTI PURASKAR has been awarded to MR.



KHODIDASBHAI PATEL the Hon'able Chairman for the RK Group Of Colleges, by all India Achievers Foundation on the occasion of national seminar ON "GLOBALIZATION OF INDIAN INDUSTRIES & WORLD PEACE"

- Indian Council for Technical Education Award for Hosting 5th ISTE Student Convention – 2008, Gujarat Section

- State Level ISTE Student's Chapter Award – 2009, Gujarat Section

- Appreciation Rolled over by Wipro for Conducting Mission10X Faculty Empowerment Program

- Kutch-Saurashtra Productivity Council award – Overall Best Performing Engineering College – 2009 & 2010

- Appreciation by **Infosys** for the **Best Industry Linked Curriculum** among all the institute linked under Campus Connect Program Partnership.

- Remote training center for the **NMEICT Project, Ministry of HRD, Govt. of India**

- School of Diploma Studies, RK University has been awarded most **ISTE chapter for year 2015**

- RK University has been awarded with the "**Best University in Use of Technology in Teaching-Learning Practices Award**" in the Third **CCI Technology Education Excellence Awards 2015**

- Central Drugs Standard Control Organization (**CDSCO**), Director General Of Health Services, Ministry of Health And Family Welfare, **Government Of India** has approved and registered Institutional Research – Ethics Committee (EC) of **School of Physiotherapy, RK University (1st Independent institute of physiotherapy in India)** for Contributing in field of Medical Research and Development

Moreover, the capacity to attract and retain student talent is developed throughout the entire University system. At the entrance to the system, a Central Admission Cell is running at RKU, providing enrolment services to students and their parents. This Cell employs dedicated staff for attracting foreign students. Nevertheless, the share of foreign students is as low as 1% (in all the three levels of degree programs), coming mainly from Nepal and the Middle East.

Moving to the process within the system, the following factors ensure good capacity:

- The student-teaching staff ratio at RKU reaches 14:1;
- The University provides opportunities for part-time learning. However, no distance-learning options are available yet;
- A quality management system for academic excellence is put in place. Namely, 'Academic and Operation Audit Services' (ACOPAS) is

established to ascertain the effectiveness and efficiency of various academic and operational processes of RK University. ACOPAS conducts academic audit of all academic units of the university, ranging from individual faculties to entire schools. It also conducts operational audit of all academic and administrative units of the university.

At the exit of the system, no less than 70% of graduates started work in their field of study within six months after graduation or board exam.

RKU has been implementing a strategy for residential environment improvement, including dormitories for students, active student welfare office, and sports facilities.

Dormitories

The campus is residential and currently there are 5 well-planned hostels of which 3 are for girls. Every hostel is supervised by a warden and a faculty-in-charge, who ensure that care is taken to provide amenities to the students.

- The views from each hostel room are designed so as to bring the feeling of nature into interior spaces.
- The rooms are with attached washroom, bed, table, chair and almirahs.
- 24*7 free internet connectivity through Wi-Fi system for academic purposes only and subject to conditions.
- The Hostels have provisions for hot water round the clock, through solar heaters.
- There are separate study Halls in addition to well established central Libraries of the respective Institutions at the Campus.
- Laundry Services are available in the University Campus wherein, charges for the services are included within the hostel fees.

Transport facilities

The University has a fleet of more than 35 buses to transport students and staff from various parts of the city to the university and back home. Every student is can avail of the transport facility to enable him/her to be punctual to come to the University.

ATM Facility

University offers banking services within the campus premises.

Security

24-hour CCTV surveillance throughout the campus is available. Also, Late-Night transport / escort service is available.

Hygienic Mess Services

- Mess serves wholesome and hygienic food four times a day i.e. Breakfast-Lunch- snacks and Dinner facility

- The campus mess is well equipped with modern steam cooking and utensils
- Large mess hall with a facility for more than 650 members to dine at a time
- Arrangement has been made for the boys and girls to dine separately
- Mentoring / Counselling Service

The residential facilities also have counsellors who are there to solve the problems of students in context of family issues, studies, homesickness etc. These counsellors are regarded as best friends by the students and provide ready tips on how to tackle these everyday stressful situations. For additional counselling and psychological support, the University offers on campus Counselling and Psychological Support Services.

Sport facilities

Indoor and outdoor sports facilities are provided to all hostel students. One of the natural depressions in the site has been developed as an amphitheatre and another as the sports arena. To make the stay of the students a pleasant one they are constantly involved in organizing various celebrations, events and activities like cultural activities, sports, debates and declamations. Indoors, state-of-the-art gym, with instructors and trainers available to train the students and staff is operational. In general, as claimed by the University, “the infrastructure has been designed with good facilities for sports as well as recreational activities”.

In addition, **Medical facilities and security certified assistance** are available on the campus. RK University Ayurvedic Hospital is within the campus to respond to any medical emergency involving students, faculty members and citizens in nearby places. Also, there is an in-house physiotherapy centre for the need of campus students and staff members. Blood Bank and Health Care Camps are periodically organized. There is an emergency ambulance van available round the clock.

However, no more than 15% of applications for university dormitories, submitted by bachelor, master, and post-graduate students at the University, are approved.

Financial support services for students are available at RKU. Approximately 20% of students have been granted University or Government scholarships. K. S. Patel Scholarship Awards program bestows hundreds of RKU students with scholarships. The scholarship programs are designed to accommodate more deserving students by partially or fully relieving their financial burden of studying in various programs at RK University.

Last but not least, legal advice services for students are available on the campus.

**CAPACITY TO
ATTRACT AND RETAIN
STUDENT TALENT
FROM
DISADVANTAGED
GROUPS AND THE
GROUP OF NON-
TRADITIONAL
LEARNERS**

**PERFORMANCE IN
DEVELOPING
STUDENT TALENT**

As of now RKU has not attracted mature students (over 29 years of age) to its student audience. Students with disabilities – regardless of the degree level – are less than 1% of all the students enrolled in spite of the availability of built environment with universal design for students with disabilities. Adapted teaching process for disadvantaged students has not been applied yet while adapted assessment and examination process has so far been used for deaf students only. Specialized support – financial, regulatory, psychological – is provided for disadvantaged groups of students. The latter are mainly students from minorities and women. Respectively, RKU caters for students with financial difficulties by providing need-based scholarships. Furthermore, organizational units such as ‘Minority Cell’, ‘Women Cell’, and ‘Anti-Ragging Cell’ are active on the University campus.

All the students at RKU, regardless of their field of study, are engaged in some form of practicing entrepreneurial skills such as teamwork, leadership, project management, business plan development and competitions, idea competitions for solving community and social issues, elevator pitch contests, public speaking, network creation, etc. RKU provides institutional support and encouragement to its students to take part in various extra-curricular and co-curricular activities through the Student Organizations Advisory Council (SOAC).

Student Organizations Advisory Council (SOAC)

Student Organizations Advisory Council is established to assist students in developing organizations and planning events, to provide in some cases financial advice and assistance, to clarify University policies and procedures, and to authorize the use of University resources and facilities.

Student organizations at RK University are defined as those student-run organizations that have received university recognition. Recognized student organizations are all student organizations that are have been formed by currently enrolled students sharing a common goal or interest and that have properly completed the necessary forms and agreed to adhere to guidelines established by the University. The University reserves the right to recognize all student organizations. The purpose of recognition is for RKU to acknowledge an organization’s presence on campus and assist in the formation and overall operation of student organizations. University authority keeps all current information about each organization.

Student organizations are viewed as an essential part of RK University. They provide students with a variety of opportunities to explore academic, cultural and recreational, sports and outdoor, social and community service interests. Student organizations allow students to develop interpersonal, organizational and leadership skills in a supportive yet challenging environment.

Objectives:

- To encourage all students to be in the student organizations of their choice and assist students to increase their knowledge and skill in running a particular organization (i.e. planning, delegating, decision



making).

- To assist students to develop a more positive and realistic attitude toward themselves, their peers and the university.
- To promote community awareness and responsibility through professional conferences, chapter activities, and community services.

Source: <http://rku.ac.in/initiative-soac/>

RKU provides support for student talent development by facilitating and coordinating the process of creating and developing student organizations (through SOAC), organizing student competitions, arranging for internships, and regularly running seminars. For instance, a seminar on ‘How to be an entrepreneur and get government funding’ has been taken place in April 2018 on the RKU campus.

Seminar on how to be an entrepreneur & get Government funding?

KS Patel Centre for Entrepreneurship, RK University is Gujarat Government’s first Nodal Centre for Innovation & Incubation in Saurashtra. Under this any resident of Saurashtra with an innovative business idea can get funding of up to 21.2 lakhs, mentoring as well as infrastructural support.

To increase the awareness in Saurashtra regarding entrepreneurship & taking advantage of such government schemes, RKU organized this seminar. It was open for all who registered and there was NO FEE for registration.

- Eminent Speakers:
- (i) Param Pujya Shree Apurvamuniswami (BAPS Swaminarayan Temple , Rajkot)
 - (ii) Mr. Nitesh K Jangir (Co-Founder – Coeo Labs, Bangalore)
 - (iii) Mr. Prashant Parsana (Director, Prashant Castings Pvt. Ltd.)

A panel discussion took place, where all participants had an opportunity ask question to the panellists.

Source: <http://rku.ac.in/ks-patel-centre-for-entrepreneurship-registration/>

The support for student talent development is also literally visible in the dedicated place for showcasing innovative ideas from students and other interested parties such as staff, faculty, and community members. This place is within the bounds of the Incubation Centre, a part of the K S Patel Centre for Entrepreneurship.

However, public financial support is not provided to cover (even partially) the cost of practical training.



EMPOWERING STUDENTS AS STAKEHOLDERS IN UNIVERSITY GOVERNANCE

RKU students participate in the Student Council but not in other decision-making bodies at the University such as Department Councils and the Academic Council. The participation in the Student Council is facilitated through the availability of clear and transparent procedures for student involvement. Moreover, students are also members of the quality assurance body at RKU. In this respect, the information about quality assurance (procedures, schedules, results) is published and available to students; training and support materials about quality assurance are provided to students; and seminars are organized to inform students about the practice of quality assurance. External motivational mechanisms for student involvement with quality assurance, such as monetary compensation and credits recognition, are not applied.

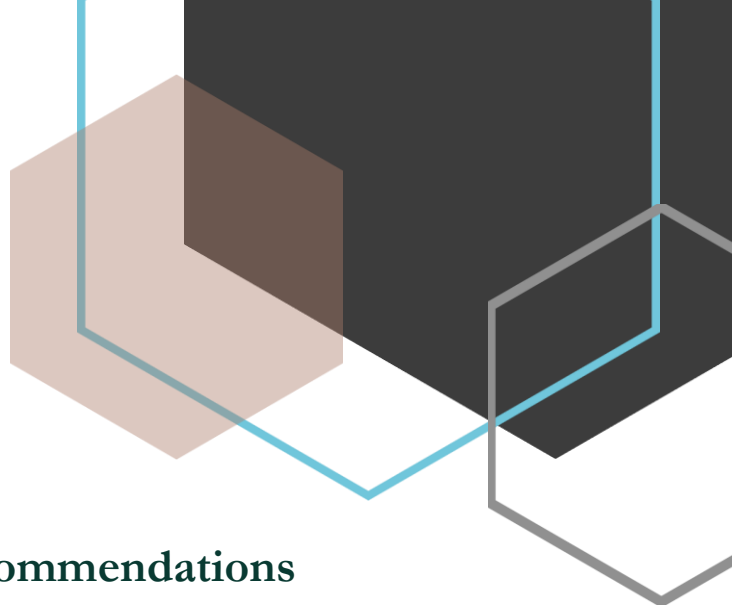
Student empowerment as stakeholders in university governance is also taking place by asking students to provide information (e.g. through surveys) on various core aspects of their experience such as the design of the curriculum, quality of teaching (for instance, the School of Management has introduced systematic online student feedback mechanism on each course and faculty), student learning, assessment methods, and resources available to students to support them. Students are also asked to provide information on some additional aspects of their experience at the University such as the availability and quality of student support services, as well as the quality of the university social life. The feedback on the latter is mainly based on informal mechanisms of data collection. However, formal mechanisms exist in regard to practices of dispute. These mechanisms are administered by the Anti-Rigging Cell, the Minority Cell, and the Women Cell.

SUPPORTING STUDENTS' CAREERS

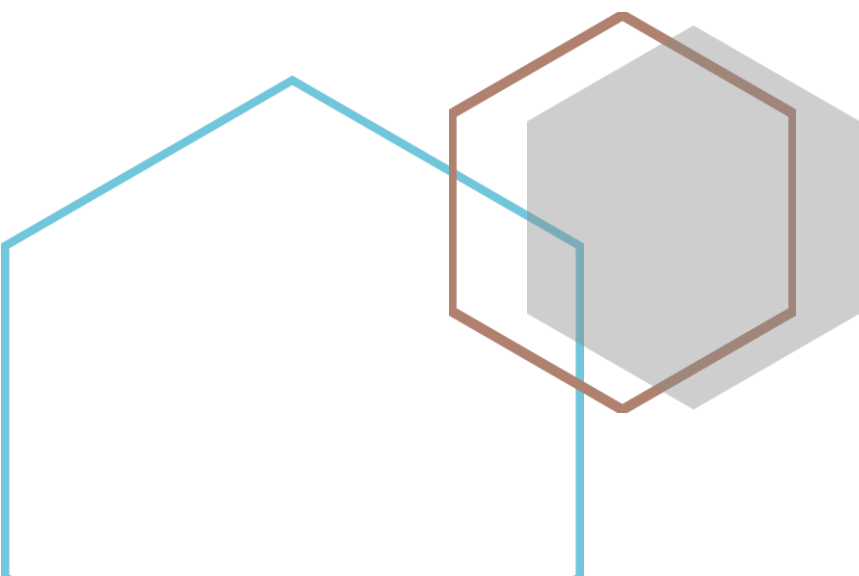
RK University, through its Training and Placement Centre, provides career guidance throughout the whole student lifecycle, and especially during the graduation year. The major initiatives undertaken by the Training and Placement Centre have already been presented above. Moreover, students take advantage of the advice and influence of personal mentors. Career guidance is available to all students but there is no career guidance which is specifically targeted at disadvantaged students. Career guidance services for alumni have not been provided yet except for women alumni through the Women Cell at RKU.

The university monitors the career paths of its former students. For this purpose, a dedicated database is maintained. Additional information is collected through the alumni association and also by carrying out student and graduate surveys, wherein students and graduates provide details on their transition to the labour market.





Conclusions and recommendations



CONCLUSIONS

Overall assessment

RKU is a strong regional higher education provider, striving to further evolve into a national University champion with world-class characteristics. The University claims advantages in teaching and strong links with business and state government, thus contributing to the endeavours of all the major stakeholders. The University is active in offering various internships, pre-placement and final placement schemes to its students. Specialized support – financial, regulatory and psychological – is provided for disadvantaged groups of students. All the students at RKU, regardless of their field of study, are engaged in some form of practicing entrepreneurial skills. It is commendable that the majority of RKU graduates do not face substantial difficulties in their transition to the job market. Although notable efforts are made in the research domain, there is still room for improvement in this respect.

Strengths

- High academic standards are tightly intertwined with focus on application and industry orientation.
- Well-developed partnerships with local industries and state government bodies are in place. Employers and labour market institutions are actively involved in curriculum development, teaching, decision-making and consultative bodies.
- Teaching and assessment methods are adapted to facilitate entrepreneurship education. RKU has embraced outcome-based assessment as part of a larger concept of outcome-based education.
- The University provides ample opportunities – internships, mock-campus, pre-placement talks, final placement, building and maintaining intensive interface with companies - assisting students in their efforts to find employment.
- Strong student involvement in co-curricular and extra-curricular activities is in place. Institutional support is provided through the Student Organizations Advisory Council.
- Innovation-supporting policies are underway, e.g. RKU serves as a platform for access to the State of Gujarat Government seed funding.
- Students benefit from the University's modernization curricula rules which prescribe that curricula should be updated annually with feedback from alumni, employers, and faculty.
- Support structures, such as research laboratories, incubators, accelerators, and research and development units, facilitating links with industry and local community are actively operating at the University.
- RK University management develops and implements a marketing strategy for attracting talented students.



RECOMMENDATIONS

- The University provides flexibility through opportunities for part-time learning.
- RKU implements a strategy for residential environment improvement, including dormitories for students, active student welfare office, and sports facilities.
- Need-based and merit-based scholarships are available.
- A quality management system for academic excellence is put in place.
- Students participate in the quality assurance body at RKU. In this respect, information and training are provided to students.
- Students are empowered as stakeholders, providing information on various aspects of their University experience.
- Formal units and mechanisms, regulating practices of disrepute are in place.
- The university monitors the career paths of its former students. For this purpose, a dedicated database is maintained.

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- There is still room for research improvement to capitalize on the Saurashtra region's research potential.
 - Entrepreneurship-related research projects need to be included in the University's research portfolio.
 - Although support for entrepreneurship and entrepreneurship education is included in the mission and other official statements of the University, it is highly advisable that a written institutional strategy on entrepreneurship education to be elaborated.
 - Human resource capacity for entrepreneurship education needs to be further developed. Faculty members should be further facilitated and encouraged to take up temporary work contracts in the business field as well as consultancy projects on real world problem cases and to utilize its knowledge to conduct training and workshop for senior management, managers and employees from the industry. Moreover, business practitioners are to be involved in delivering entrepreneurship courses in all of the degree levels.
 - Even though RKU monitors the development of students' soft skills such as communication and teamwork skills, the monitoring of students' leadership skills should be further emphasized.
 - Academic staff should be more active in identifying opportunities and striving for being awarded research grants – international, national, and industry research grants.
 - Conceding that separate innovation- and knowledge transfer-



related initiatives have already been taking place at RKU, it is recommendable that a specific written institutional strategy on innovation, innovation support or knowledge transfer to the external environment be developed.

- A clear IPR policy should be elaborated and followed by the University in respect to its innovation and research related liaisons with external partners.
- A Central Admission Cell is running at RKU and it employs dedicated staff tasked with attracting foreign students. However, the share of foreign students is still very low, with narrow geographical concentration in terms of the home country of foreign students. Efforts should be made to develop and implement a more sophisticated internationalization strategy.
- Additional flexibility of the education process might be added by offering distance-learning options.
- While the University provides excellent dormitory infrastructure, the share of the approved applications for university dormitories is still relatively low. If possible a wider access to dormitories is desirable.
- Opportunities for attracting student talent from traditionally under-represented groups, e.g. mature students, students with disabilities, might be further explored. Moreover, built environment with universal design for students with disabilities is already available. However, efforts should be made for adapted teaching, assessment, and examination processes for disadvantaged students to be applied.
- Granted that RKU students participate in the Student Council, their empowerment in the University governance might be further enhanced by allowing students to take part in other decision-making bodies at the University.
- Although career guidance is available to all students as well as to women alumni, additional efforts might be made for providing career guidance which is specifically targeted at disadvantaged students, as well as career guidance services for alumni.

The information as collected and presented for the purpose of this screening report can be further used as a basis for developing a Priority Setting Report to facilitate RK University in expanding its capacity to promote graduates' employability and develop students' talent through innovation. As a young university, 7 years old only, RKU is relieved from the burden of a conservative administrative heritage, which is often a hurdle to innovation aspirations in a traditional university context. So, RKU is in a good position to tap the advantages of its early age, specifically as far as graduates' employability promotion and students' talent development are concerned.

