

**Working Paper # 57**

**Policy on Functioning and Reporting of Corporate**  
**Communications & Industry Linkages Officers (CCILOs) at**  
**NUST**

**Sponsored by ICON Dte**

**Preamble**

1. In alignment with NUST's mission of fostering entrepreneurship, innovation, and research commercialization, the Corporate Communications & Industry Linkages Officers (CCILOs), previously referred as Industry Liaison Officers (ILOs), at university play a pivotal role in fostering collaboration between academia and industry.
2. With a mission to cultivate an innovation-centric ecosystem and foster industry-academia linkages, NUST also endeavours to establish a knowledge-based economy grounded in mutual benefits. While CCILOs are empowered to forge sustainable partnerships and industry-specific solutions, a comprehensive policy is imperative to monitor their performance effectively and streamline the Channel of Reporting (COR) for optimal outcomes.
3. To develop a mechanism for enhancing visibility of all industry related activities between the respective School & College and Innovation & Commercialization Office NUST (ICON) at RIC Sectt.

**Purpose**

4. This document aims to delineate a comprehensive policy framework elucidating the duties, responsibilities, and reporting mechanisms of Corporate Communications & Industry Linkages Officers (CCILOs) across NUST Schools/Colleges. It seeks to enhance the efficacy of CCILOs in bridging the gap between academia and industry, thereby fostering a conducive environment for collaborative research, innovation, and knowledge exchange.
5. CCILOs are appointed at NUST Schools and Colleges for collaboration between academia and industry for specific industry solutions, development of



sustainable partnerships with industry, and international partners with an aim to bridge the gap between industry and academia. Their role is pivotal in bridging the gap between industry and academia.

- a. ICON is aimed to bridge the gap between academia and industry, ensuring that research and innovation activities at NUST are aligned with industry needs and national priorities. By working closely with CCILOs, ICON ensures that these initiatives are effectively coordinated at School/College level and managed to maximize their impact.
- b. It has been observed that the industrial engagements of Schools are not consistently visible to ICON. CCILOs often report directly to School management and may not feel compelled to share detailed information with ICON, despite ICON's role as the directorate managing NUST's industrial engagements. In some cases, CCILOs are also being shared between the Schools.
- c. This lack of communication leads to a fragmented approach, where valuable industry collaborations are not fully leveraged or coordinated across the university. To address this, it is crucial for CCILOs to provide regular and comprehensive reports to ICON, ensuring that all industry-related activities are aligned with NUST's broader strategic goals. This will not only enhance transparency but also optimize the management of partnerships, ultimately benefiting both the institution and its industry partners.
- d. Therefore, it is proposed that CCILOs to share monthly reports/status with ICON on all industry-relevant tasks to ensure alignment, transparency, and effective management of industry collaborations and initiatives at University level.

6. **Role of Innovation & Commercialization Office NUST (ICON)**

- a. The Innovation & Commercialization Office NUST (ICON) serves as the nexus between NUST's research endeavours and the industry, facilitating robust linkages and collaborations. With a network encompassing over 500 industry partners, spanning SMEs, multinationals, national firms, public sector entities, and non-profit organizations, the ICON Office fosters dynamic relationships aimed at mutual benefit.
- b. To further enhance and strengthen the university-industry linkages, CCILOs are recruited at all NUST Schools/Colleges who shall work closely with



ICON at NUST. The role of CCILOs is central to this collaboration, as they serve as the link between NUST Schools/Colleges and ICON for maintaining updated industrial database.

- c. Their duties encompass various facets of industry-academia collaboration for RIC Offices. The primary objectives of CCILOs at NUST include:
  - i. To effectively engage in establishing and maintaining relationships with relevant industries.
  - ii. To facilitate collaboration between NUST Schools/Colleges and industry stakeholders in areas such as industry outreach, industrial research, commercialization, placements, internships, alumni engagement, and endowment.
  - iii. To support the university's efforts to bridge the gap between academia and industry through strategic partnerships and initiatives.
  - iv. To enhance students' exposure to industrial practices, research opportunities, and career prospects.

### **Salient Features**

7. This section provides an overview of role of CCILOs in aligning industrial engagements at School/College level with Innovation & Commercialization Office NUST (ICON).

- a. CCILOs will function as a conduit and focal person for industry-academia collaboration, appointed at all NUST Schools & Colleges, with Innovation & Commercialization Office NUST (ICON).
- b. Their function will have a wide spectrum of industrial activities, including but not limited to industry outreach, research and commercialization partnerships, internship & placements, industry based projects, and alumni related services, aligned with respective RIC Offices.
- c. CCILOs to be tasked with collaborative activities between respective Schools & Colleges and offices of RIC Sectt, serving as a key focal point for industry engagement within their respective domains at School/College.
- d. A cornerstone of CCILOs responsibilities is the meticulous management of industrial databases housing critical information on ongoing industry projects, student/faculty projects, internships & placements, industry contacts at School/College Level, commercialization activities and alumni

database. These repositories will facilitate seamless collaboration and knowledge exchange between the School/College and relevant RIC Offices.

**e. Mechanism for coordinated and effective approach:**

- (1) To share **monthly report on the industrial activities duly reviewed and approved by the School/College management**. The monthly report should cover all industrial engagements covering Corporate Relations/Outreach, Student/Faculty Visits to the Industry, Industrial Research/Projects, Commercialization, Internships/Placements, and Alumni Engagements and Endowments. This will not only enhance transparency but also optimize the management of partnerships, ultimately benefiting both the institution and its industry partners.
  - (2) To hold **regular monthly meetings of CCILOs with ICON** to facilitate communication, address challenges, and align strategies.
  - (3) **Director ICON to share performance of CCILOs with respective Principal/Commandant** with regards to coordinated efforts plus visibility of industry related activities between the School/College and ICON.
  - (4) To **plan and execute regular joint outreach visits by CCILOs and ICON** to ensure a unified representation and strengthen relationships with industry partners
- f. Duties/Responsibilities and Channel of Reporting (COR) of CCILOs to be the same as per the **Letter No. 0901/01/NUST/HR-A, dated 17th Feb 2023 (Ref: 64th Academic Council Meeting (ACM) held on 23rd January 2023)**, shared with all Principals and Commandants.

**7. Recommendations**

- a. CCILOs to share monthly report with ICON on industrial engagements/activities.
- b. To hold monthly meetings between CCILOs and ICON.
- c. Director ICON to share performance of CCILOs with Principals/Commandants with regards to visibility of industry related activities between the School/College and ICON.





8. **Benefits to NUST**

- a. CCILOs will serve as a key focal point in the intricate network of industry-academia coordination, ensuring seamless communication and collaboration between School/College and ICON Office.
- b. Through proactive/engagement and collaboration facilitated by CCILOs, NUST will foster a vibrant ecosystem of knowledge exchange and technological innovation.
- c. CCILOs' efforts will result in heightened opportunities for industrial research partnerships and technology transfer, enriching the scholarly landscape at NUST.

**Comments of Research Dte**

9. Proposed Policy was deliberated and endorsed by UCRIP held on 1 Aug 2024.

**Recommendations of Research Dte**

10. Proposed policy is recommended for implementation w.e.f 1st Aug 2024.
11. Academic Council is requested for the decision.

