SURANA EDUCATIONAL INSTITUTIONS

Research, Consultancy and Extended Activities Policy

2022

MESSAGE FROM THE DESK OF THE MANAGING TRUSTEE

Our Vision

Our vision is to be a trusted research partner to our clients by delivering unique real-time solutions in the sphere of science, technology and management.

Our Mission

Our mission is to foster creditable knowledge with quality research-driven outcomes, build specialized training and consultancy services through collaborative and synergistic partnerships to foster the national development.

The role of research in an academic institution is consequential for its sustainability and development, and it is imperative to have knowledge-driven growth based on reasoning. The quest for knowledge is the basic principle behind the research. The quality of research work directly translates to the quality of teaching and learning in the classroom, thereby benefiting the student community, the society and the nation. The renewed promotion of research at Surana Educational Institutions (SEI) will help us build a knowledge reservoir at the regional and national levels.

Our education system faces several constraints and challenges—quality research is one of them. Barring a few premier institutes, most display a dismal picture in terms of quality and quantity research. Not many institutes have mandatory research goals for individual faculty, and most do not have adequate systems or infrastructure for quality research. The lack of an encouraging academic environment, lack of well-equipped libraries, labs, equipment, inadequate infrastructure, lack of funds, faculty crunch, etc., are factors contributing to the dismal picture of research in Indian academic institutions.

This research policy will serve as a guiding document for the SEI faculty to build a culture of research-driven teaching, thereby promoting research curiosity among the students which will help them hone their problem-solving skills and challenge themselves in new ways.

Dr. Archana Surana

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RESPECT

- Committed to treat each faculty, student and process partners, as valued colleagues, guided by open communication, collaborations, partnership, integrity, and respect to achieve SEI goals
- Our employees are most valuable assets, and we strive to recognize the dedication, expertise, hard work and creativity with timely monetary and non-monetary appreciations
- Enable a culture of continuous learning for all SEI faculties and to foster a high level of expertise by offering necessary tools for high performance
- Support work life balance

CREATIVITY

Encourage innovation, reflective /parallel thinking, flexibility, and adaptability approach at work, in alignment with our mission to create need-based services

INTEGRITY

- Openness and honesty, to enhance the value of research deliverables to larger community
- Promote responsible research practices in alignment with high ethical code of conduct and compliance regulations
- Ensure both to the integrity of conducted research and to the professional integrity of researchers
- Ensure the SEI faculty always follow commonly accepted professional codes or norms

COMMUNICATION & NETWORKING

- Encourage open communication both within SEI staff and research collaborators and funders
- Build strong relationship with existing and potential funders and sponsors
- Communicate the benefits, achievements, and milestone achieved by SEI research and consultancy to the globe community

DIVERSITY

- Value high diversity among colleagues, as an institution encourage interdisciplinary and multidisciplinary research perspective and experience
- Provide experiential learning platform for researchers, scholars, and student community

QUALITY

- SEI is committed to develop value added proposition system with strategic design to provide high quality services deliverables to all sorts of clients to position the institution at global ranking
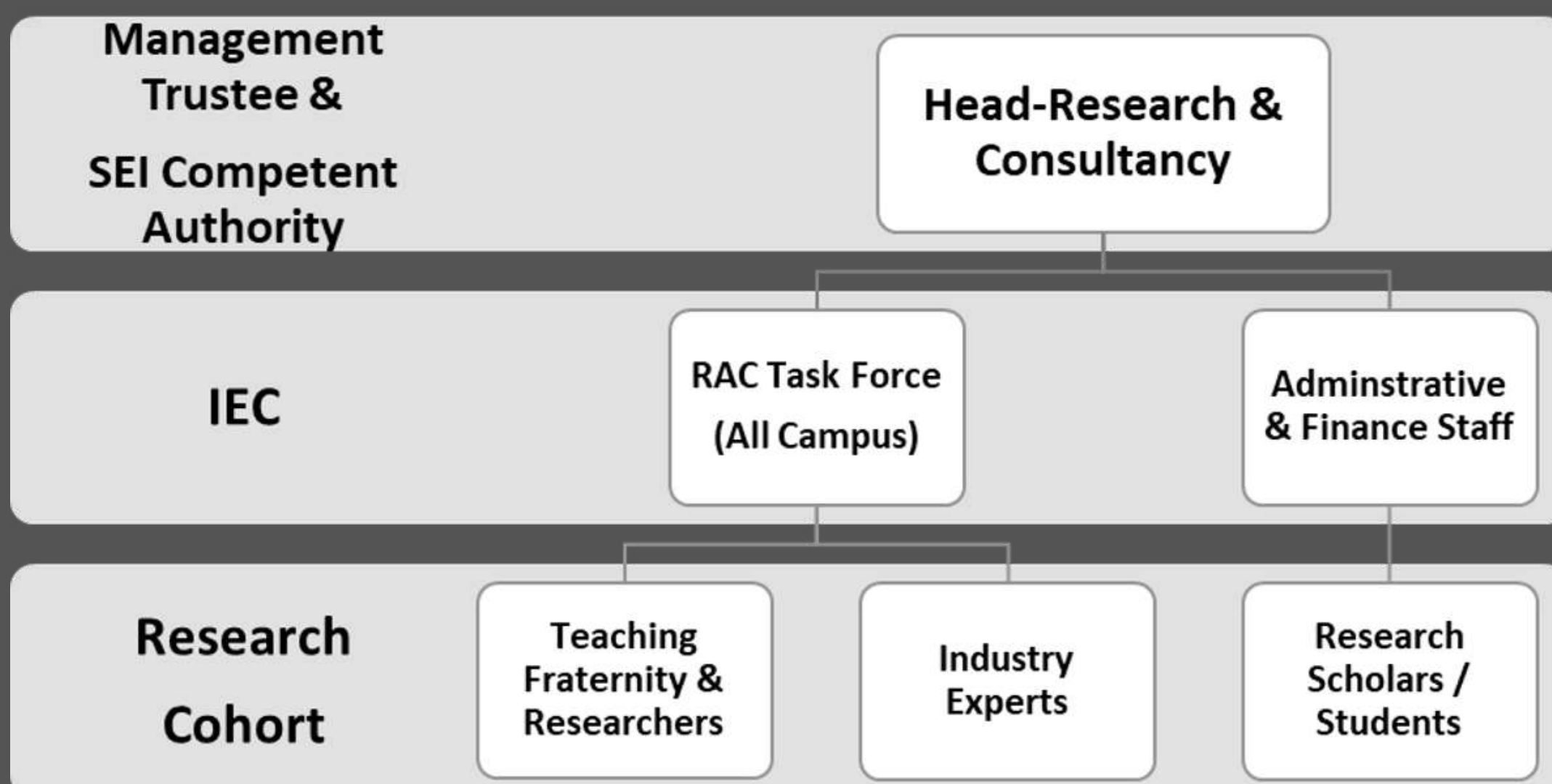
1.2 STRATEGIC OBJECTIVES AND GOALS

The core objective of this center is to 'nurture and develop' research culture among the teaching community and students through partnering with market leaders while continuing to drive research excellence. The following points outline the scope and objectives of SEIs research and consultancy initiatives.
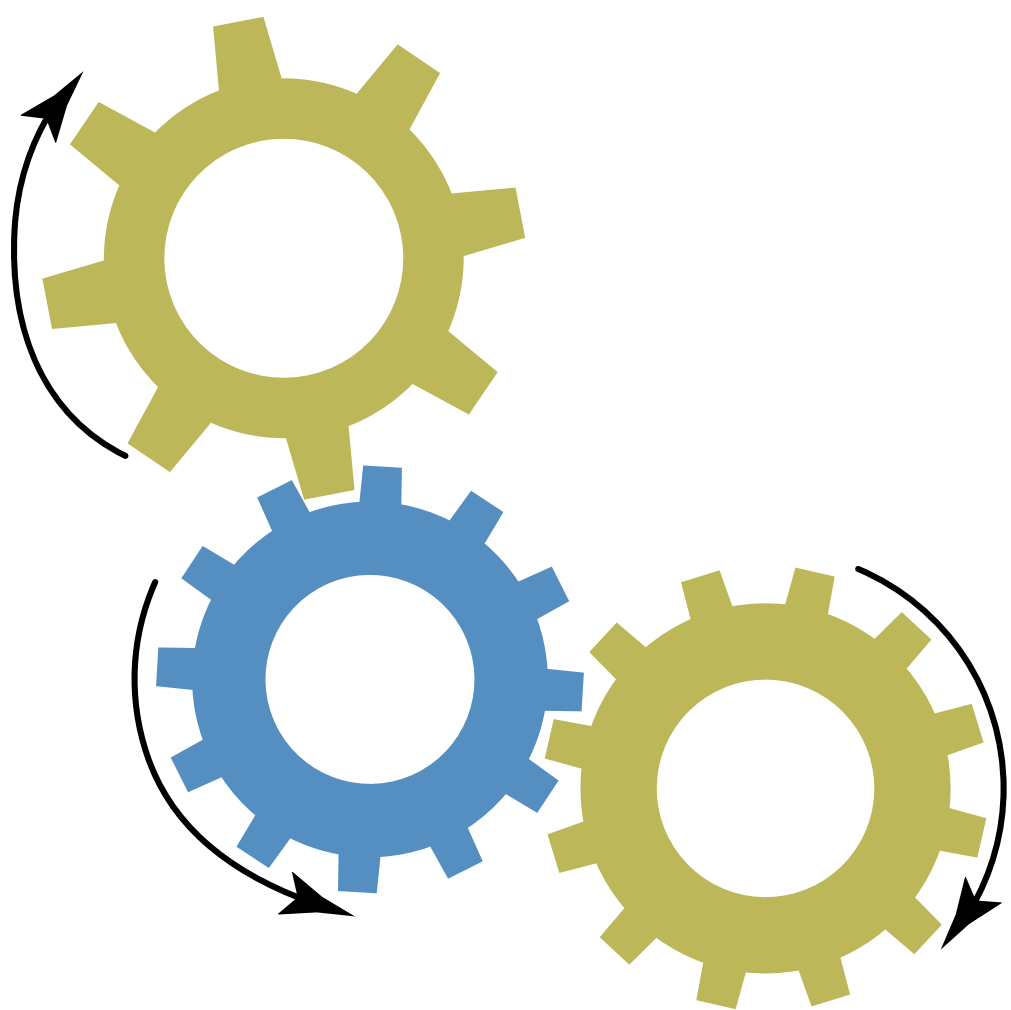
- Collaborate with the research community to nurture the research culture for high accomplishments.
- Promotes share responsibility, with ethical code of conduct, and compliances.
- Enhance the diversified external research funding, consultancy, and extended assignment through interdisciplinary and multidisciplinary approach.
- Develop strong and effective relationships with partners, collaborators, sponsors, and the research community at large.
- Improve researcher productivity, satisfaction, and outcome by reducing administrative duties on timely basis.
- Develop strategies and action plan for transparency, accountability, and compliance management.
- Support strongly quality publications, consultancy and research extended activities.
- Strategically invests in promising researchers and research activities.
- Create integrated research services, transparent research administration, infrastructure, and streamlined processes.

1.3 RESEARCH ORGANOGRAM

| Management Trustee & SEI Competent Authority	Head-Research & Consultancy	
IEC	RAC Task Force (All Campus)	Adminstrative & Finance Staff
Research Cohort	Teaching Fraternity & Researchers	Industry Experts	Research Scholars / Students

2. A MULTIDIMENSIONAL RESEARCH FRAMEWORK FOR ACHIEVING QUALITY AND EXCELLENCE

For an institution to improve, develop and then excel, the thoughtful focus should be directed across many of its dimensions and vibrant activities viz., teaching-curriculum design, pedagogy, and deliverables; research-individual and institutional-level; human capital- talent pool, remuneration and retention strategies; infrastructure-physical ambiance with technology backed; funding, administration, strategic plan, and so on.

Most of the best practices in the world are captured through rigorous industry-academic research works, which includes the following as key attributes of an educational institution operating in the higher education space:

- A high concentration of talent, both faculty and student community
- Sufficient resources to foster a rich experience learning environment and support advanced research infrastructure.
- Governance procedures that value prudence, strategic vision, and the flexibility to make changes without excessive reliance on structural hierarchy.

Good empirical evidence shows how 'Research Culture' at an institution supports and improves teaching quality and helps build excellence in all progressive dimensions. The Eco-system of research describes how to facilitate, nurture and sustain a research culture in every activity of institutional existence. A research milieu can have valuable and positive effects on teaching fraternity, on their style of teaching, and also on their students' outcome both at undergraduate and postgraduate. In addition, the extended research activities will help in SEI brand building strengthen industry-academia collaborations and consultancy opportunities for its stakeholders.
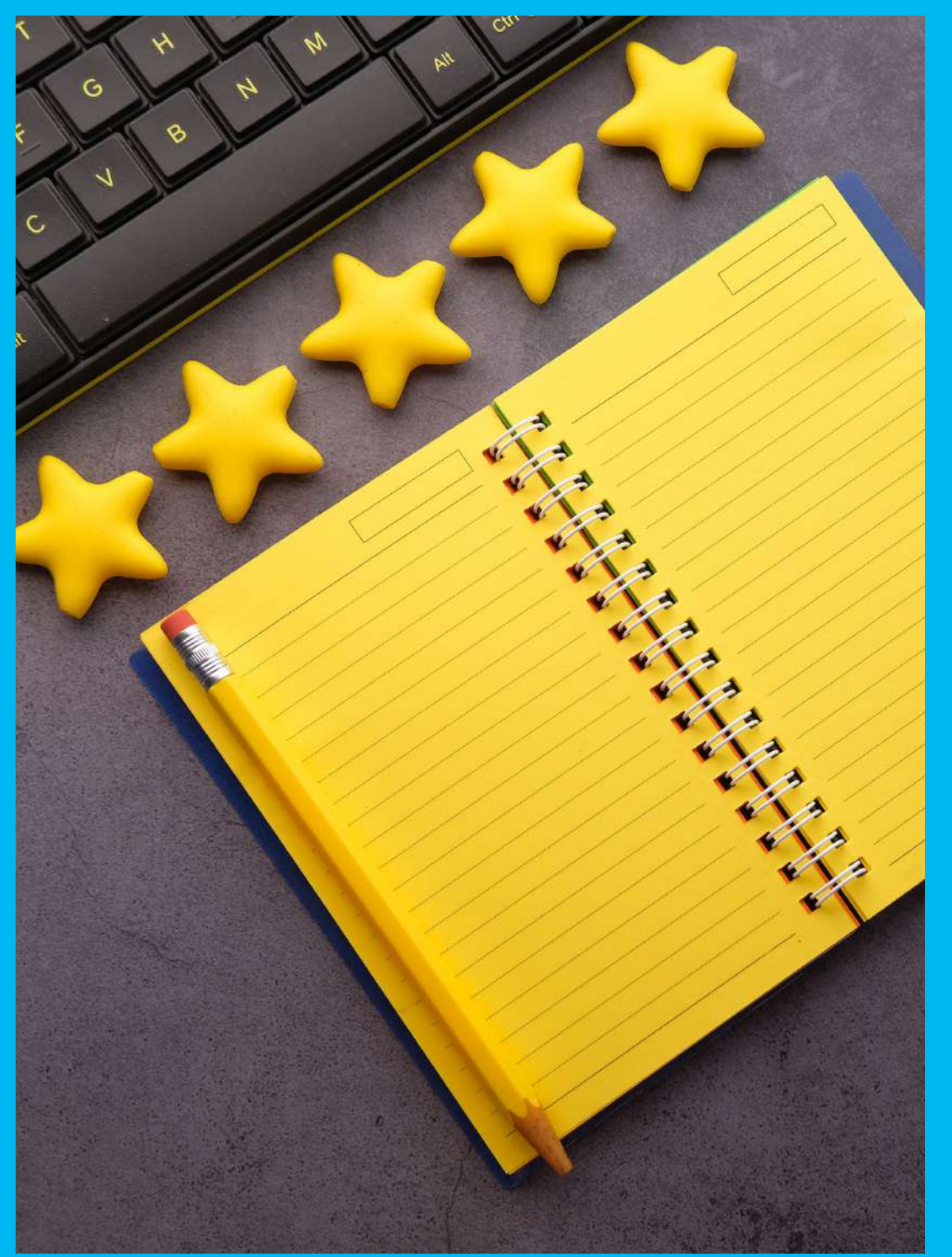
SEI emphasizes and thrusts on 'research-led teaching' at all levels of its programs. Our student community will largely benefit from having researchers as their instructors/facilitators, by balancing the resources spent and rewards assigned between research and teaching. The students will have the opportunity to gain hands-on experience in identifying fundamental research problems, addressing social issues and needs, and trying to provide sustainable solutions.

SEI will continuously support, facilitate and motivate the teachers for imparting research culture, improve the quality of deliverables, strive for excellence in research-based activities both for students and society at large.

All research-based works will be tracked, monitored and documented under SEI Research and Consultancy Wing. Any funded research projects or consultancy projects taken up by teaching fraternity should adhere to all the ethical norms. It is imperative that the faculty members take a prior approval for the same from the Research Advisory Committee (RAC) headed by the Dean before submission of proposal to the prospective clients/Government agencies/International funders.

3. DEVELOPING AND IMPLEMENTING ROBUST STRATEGIC RESEARCH PLAN

SEI is seeking to take a leap with its extensive research activities with great ambition to benchmark itself in the global knowledge space. The Institution thrives on robust research program with its long-term research plan with short-term and long-term objectives. The core objective is to establish a vibrant research culture among the teaching community with interdisciplinary and multidisciplinary perspectives with an intuition of responding to the emerging challenges faced by the society at regional, national and global levels. The research cohort will facilitate a wide disciplinary range of effective and sustainable research in the long-run, both financial and managerial areas by providing competency- based training and developing the SEI teaching and student community.

SEI will have Institutional Ethical Review (IER) Committee to Review, Monitor and Standardize All its Research Based Activities for both Internal and External Stakeholders.

Ethical Committee Board will consist of:
i.Dean –Research and Consultancy
ii.Two Senior Academician (Ph.D Holder with Min.8 year research experience) -Internal
iii.One Senior Academician/Researcher/ Consultant- External
iv.Two Research Advisory Committee (RAC) (Ph.D holders with Min.3-year research experience)-Internal
v.Financial officer
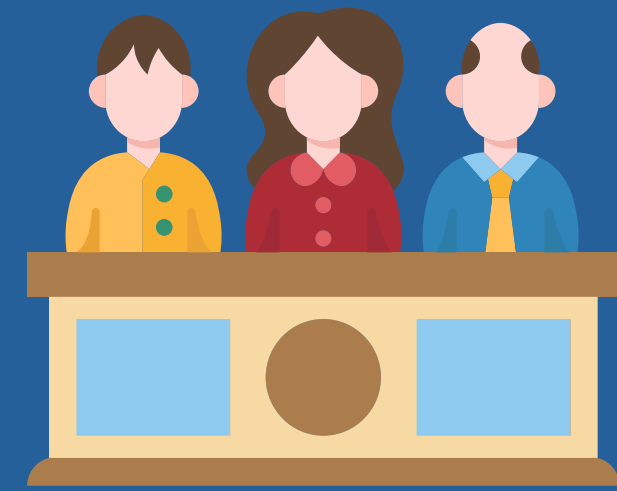
The Institutional Ethical Review Committee will undertake the following:

- A vibrant research culture for the faculty to perform to their fullest potential and facilitate the development of research activities at the institutional level.
- Generate high-quality and original research which advances knowledge and practice and, where appropriate, provides a basis for application and knowledge discrimination.
- Support and promote collaboration in research endeavors at a local, national and/or global level with all those who can make a valuable contribution to the initial concept, design, planning, execution, analysis, discussion and dissemination.
- Encouraging best practice in managing institutional research strategies in terms of funded seeking (both internal & external) and ensuring project completion.
- Initiate internal seed fund for teachers for research funding selectively based on research excellence (MRP, Monograph, Minor research projects and Working papers) to recognize pland strengthen high-quality research publications.
- Reinforce and reflect on the ethical implications of every research project undertaken at the Institutional level.
- Substantial research projects, action research presenting significant output, publications will be published in the monthly SEI periodicals.

The Institutional Ethical Review Committee will undertake the following: (contd.)

- Support the research base in responding to opportunities in new fields of research which are not yet sufficiently developed to attract external funding.
- Ratify every proposal (technical and financial) sent to external funding agencies and minute the discussion and comments.
- Ethical committee has all rights to discard any proposal, if research outcomes are highly sensitive, confidential, and illegal, against the nation's laws or even SEI code of conduct.
- The committee will review, monitor and track every activity of each project phase and also support in case of any disagreement.

KEY HIGHLIGHTS OF THE PLAN

- Assessing and reviewing research-based activities
- Evaluating the current status of SEI's research extended activities
- Identification of research thrust areas and refining research focus
- Conducting a SWOT analysis of program-specific stream
- Examine the prospective research fronts, both interdisciplinary and multidisciplinary
- Nurturing the research culture at SEI
- Developing the teaching fraternity towards research-based activities, retention and recognition plan
- Deploying infrastructure and resources
- Developing a comprehensive funding plan

3.1 ASSESSING AND REVIEWING RESEARCH BASED ACTIVITIES

The elevation of responsible research practices and culture is one of the primary focus of a knowledge based institution. SEI will have quarterly reviews on:

Faculty Status	Quarterly Progress	Review Comments
-With Ph.D	Research Publications, Research contribution in funded and Non-funded projects, consultancy assignments and any other research based extended activities	Chairman /Principal and IER Committee
-With Registered for Ph.D	Review Research Stage, Publication, Participation in Workshop/ FDP and also extend any research support required based on feedback SEI competent authority	IER Committee
-Without Ph.D	Providing a platform and eco-system for registering for Ph.D and encouraging writing and publishing research articles along with students.	IER Committee

The monthly progress report and meeting minutes will be submitted to SEI competent authority.

SEI will assess individual faculty research performance (based on research publication, books, articles, patents, and citations) and strong movement towards external funded project and consultancy with research output, based on societal impact.

Every department should submit at least 4 proposals for seeking external funding or consultancy in a semester and ensure to succeed in getting at least to one external assignment with national or international funders. We strongly recommend submitting interdisciplinary and multi-disciplinary research proposal submission by the various departments. Any sort of technical and documentation support will be provided by IER Committee at SEI. Please note,

i. Heads of the Department must ensure Quality Research Proposals are submitted by the faculties. Any discrepancies in the initial phase of proposal submission or phase of completion of the project should be immediately reported to the Deans' office.

ii. A hard copy of proposal (technical and financial) must be submitted to Deans' office.

iii. All copies pertaining to project including project completion certificate have be submitted to Dean's office.

3.2 EVALUATING THE CURRENT STATUS OF SURANA RESEARCH EXTENDED ACTIVITIES

To take stock of the Research Extended Activities, the following operating rhythm will be followed:

Month	Status/Progress
1st Week	Meetings with UG and PG HoDs/Director & RAC Members
2nd Week	Meetings with UG Faculty Cohort
3rd Week	Meetings with PG Faculty Cohort and PG-Students
4th Week	Meeting with SEI Competent Authority- to provide update on research front

Based on initial assessment of faculties, competency mapping based training /workshops will be organized regularly and every faculty has to take part in entire process, without failed.

Every Saturday, Dean's office will organize training program/ skill enhancement program for all faculties – for strengthening the external research funding and consultancy assignments. Based on the need of SEI students, workshops will be organized based. Regular intervention will be done by internal and external people for improving quality of research deliverables.

Note: All the annual performance increments for faculties will be directly linked to research contribution by each individual faculty.

3.3 IDENTIFICATION RESEARCH THRUST AREA AND REFINING RESEARCH FOCUS

SEI will redefine its research thrust area; to identify the competent space enough to take up external assignment along with other market leaders. All research focus areas will be under the scope of SDG and adhere to ethical norms of institution. Scholarly research leaders will be invited to redefine and refine the institution research focused areas on regular basis.

MoUs with MSMEs, NGOs, and Private Organizations will be regularly done at Institutional level.

3.4 CONDUCTING SWOT ANALYSIS OF PROGRAM-SPECIFIC STREAM

SEI Research and Consultancy wing will do SWOT of individual to program/department specific analysis to understand competent core strength of institution in terms research contribution. Also, try to strengthen all programs equally and provide research-based inputs in regular curriculum design, and also enhance the teaching and learning ability of the teaching fraternity.

3.5 EXAMINE THE PROSPECTIVE RESEARCH FRONTS BOTH INTERDISCIPLINARY AND MULTIDISCIPLINARY

Once institutional research thrust area is largely identified, faculty will be trained on taking interdisciplinary and multidisciplinary project proposals. Enough hands-on training / workshop will be organized to take such projects and also completing all the deliverables on time for the external clients.

3.6 NURTURING THE RESEARCH CULTURE AT SEI

Every faculty and students are given equal opportunities to contribute towards research and development, without any sort of discriminations. To encourage high research impact, teachers are given enough space and time to take up progressive research activities and if required, reduce the teaching/administrative roles based on inputs provided by SEI competent authority.

3.7 DEVELOPING THE TEACHING FRATERNITY TOWARDS RESEARCH BASED ACTIVITIES, RETENTION AND RECOGNITION PLAN

- To support and encourage initial phase of in-house research ideas, SEI will provide a research support grant of Rs. 30,000/- for technical faculty and Rs. 25,000/- for non- technical faculty every year for encouraging young researchers. Every proposal (technical and financial) will be thoroughly ratified by Ethical Review Committee and the Principal/ Chairman. Based on the intensity and research outcome IER committee will approve the maximum 5 proposal from any streams in a year. Compulsory all the project results should be published in high impact journals and proof of document should be submitted to Dean's office. Note: This support grant is not provided for international /national travel, attending conference or for any non-research purposes.
- Every year SEI faculties are expected to publish minimum 2 research articles at least in UGC care listed (active) and incentive of Rs. 2,500/- per paper published in that academic year. Amount will be equally divided among the co-authors (only SEI faculties).
- Publication out of student's projects or dissertations will be incentive in the annual salary increments assessed SEI competent authority.
- Any two workshop/ FDPs/MDPs/ Conference/Certification Course attended by faculties, maximum of Rs. 8,000/- will be reimbursed by Institution on producing Certificate of Participation and Proof of Attendance
- Attending any of these events/program will be considered as OOD subject to sanction by SEI competent authority.

- Faculties are expected to disseminate the scholarly knowledge acquired to SEI faculty colleagues from any of the event mentioned above and submit a 2-page write-up within a week time, without fail.
- Research incentive for A-paper on ABDC listed journal will be Rs. 50,000/- per paper per year (amount will divided by number of co-authors). Note: If the author/co-authors are from outside SEI, the amount of 10% divided portion will be awarded. Any 2 publications in an academic year.
- Research Incentive for B-paper or SCOPUS or WOS or any other high impact journals will be Rs. 25,000/- paper per year (amount will divided by number of co-authors). Note: If the author/co-authors are from outside SEI, the amount of 10% divided portion will be awarded. Any 2 publications in an academic year.
- Research Incentive for D/C- paper on ABDC journal will be Rs. 15,000/- paper per year (amount will divided by number of co-authors). Note: If the author/co-authors are from outside SEI, the amount of 10% divided portion will be awarded. Any 2 publications in an academic year.
- To claim the above research incentives, faculty must submit proof of publication and mail acceptance to the Dean's Office (Research and Consultancy).
- Any faculty invited as Guest Faculty/ Resource Person from any premier B-Schools/ NAAC A+/ NBA/ AACSB/HES affiliated institution will be considered as ODD and subject to HR Policy. A proof document should be submitted to Dean's office within 2 days of the event.

- The incentives are only payable if minimum faculty load for the year is met, and satisfactory performance is achieved in the assessment conducted by SEI competent authority.
- Book Chapter /Case Studies/Case let – Rs. 3000/- (Standard Publication given by the Institution)
- Book publications will be incentivized with Rs. 20,000/-, up to a maximum of 2 books in a year (Standard Publication given by the Institution).
- In any case no financial incentive is payable on papers that have more than four authors.
- Book/Case royalty, patents, copywrite, and board membership fee will be exempted from sharing with Institute, but proof of document should be submitted.
- Research collaborations with other institute are encouraged by SEI but teaching in other institute capped at 10 hours per semester. Note: For teaching outside the institute explicit written permission of the SEI competent authority is needed in advance.
- Faculty – Exchange Program nominated by SEI will have a sharing of 25:75 proportion.

3.8 EXTERNAL FUNDED RESEARCH PROJECTS & GRANTS

Every SEI faculty should try for external funded research projects or grants for various national and international agencies across the globe. All the pre- requisite documents and approvals will be provided by Deans' office and SEI competent authority.

- Any Proposal submission should be submitted to IER committed at least 5 days before actual submission due date to client.
- A copy of the Technical Proposal, Team Expertise and Financial Proposal should be submitted, and a presentation must be done before submission.
- Any external personal or agencies are involved in funded projects or grants prior approval and financial implications should be discussed with SEI competent authorities and IER committee.
- PI and other team members' remuneration will be credited to individual member at the completion of the project after the submitting of all the requisite documents.
- Any discrepancies in project deliverables or financial – Principal Investigators will be responsible. Whenever, meetings are called for tracking project progress - PI should be available. Till the completion of the project with requisite submission – Principal or Co-principal cannot resign from SEI.
- Any field support required will be provided and the academic role will be reduced for PI and Co-PI based on case to case till the project is completed.
- Any Unethical or Illegal activities are reported – Principal Investigator are highly penalized based on situation by SEI competent authorities.

Note: Any proposal going to external bodies will be ratified and PI should collect ethical clearance letter provided by IER Committee.

Any Financial Proposal submitted must accommodate 10 % of the total budgeted amount as management cost (for SEI resource utilization) before GST deduction. All Sanction amounts will be deposited in separate SEI Research Account. Principal Investigator will withdraw amount based on project requirement. Statement of Expenditure (with all voucher and bills), Proposal submitted to Client, Project Completion Certificate/Document and Project Report should be submitted to Finance Officer and Dean's Office without fail.

3.9 CONSULTANCY AND TRAINING REVENUE SHARING

Faculties are encouraged to take up consultancy assignments, and organize 5 or 7 days MDPs/FDPs with the sharing norms mentioned below:

Revenue by Consultancy and Training	Sharing Ratio (SEI to Faculty)
Consultancy (Government & Non-Government)	25: 75
Organizing Training/MDPs/FDPs	40: 60

Note: Taxes are applicable as per assessment year on all the incentives, external funded projects & grants, and consultancy & training assignment.

3.10 DEPLOYING INFRASTRUCTURE AND RESOURCES

To raise the bars of research standard, SEI will continuously improve on its research-based infrastructure, equipment's, information resources and support staff- for all necessary components for successful research including funding, as required. Entire research cycle from research idea formulation- literature support- methodology & tools design- analysis of finding and publishing the results in high quality journals will be completely backed of sufficient resource and infrastructure based on various research assignments.

Procurement sufficient research software will be done based on the need and also training for the faculties will be conducted.

3.11 DEVELOPING A COMPREHENSIVE FUNDING PLAN

Tracking of funding agencies will done regularly and informed to faculty cohorts about opportunities. Institutions and other networking carried over to raise research revenues:
* *Government ministries and departments: MHRD, DST, CSIR, DBT, BIRAC, MoES, SERB, etc.*
* *Other universities with larger research programs*
* *Multi-lateral global funding organizations such as Asian Development Bank, UNDP, World Bank, Wellcome Trust, Gates Foundation, RtR etc.*
* *Commercialization of Intellectual Property*
* *Industry collaborations and consulting projects*
* *Alumni network*

Further, to strengthen and enhance the research output deliverables, SEI will have a separate research capacity building budget proposed to the tune Rs. 1,00,000/- every year. Every department have to submit a proposal for faculty training at beginning of the year and approval will be based on competitiveness of proposal and outcome-based deliverables only.

4. GOVERNANCE MECHANISM AT THE INSTITUTIONAL LEVEL

To ensure that the institution's research plan is being carried out and is effective, governance mechanisms are needed to track research outputs and outcomes.
·SEI will measure its research output and impact through- faculties' basic research productivity and impact; scientific excellence; scientific collaborations; intellectual property and other output-based measures. Measurement parameters will be both on Citations and H-index.
·Institutional Ranking and Benchmark Performance
·Tracking and monitoring of all the institutional research activities and revenue stream.
·Striving continuous research improvements and sustainability.

CONTACT DETAILS

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