



ABUBAKAR TAFAWA BALEWA UNIVERSITY, BAUCHI

ATBU COMMERCIALIZATION POLICY

DRAFT FOR CONSIDERATION

Directorate of Research, Innovation and Development

Abubakar Tafawa Balewa University

P. M. B. 0248, Bauchi, Nigeria

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ATBU COMMERCIALIZATION POLICY

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Foreword

Abubakar Tafawa Balewa University (ATBU) was established with a mandate that includes the advancement and application of knowledge for the development of society. The University's Research and Innovation Policy recognizes research and innovation as important instruments for addressing national and international development needs and identifies technology transfer, University-industry linkages, intellectual property commercialization, spin-offs, business incubators and related activities among the outputs and pathways of research and innovation.

The commercialization of research and innovation outputs provides a structured pathway through which knowledge, inventions, technologies, creative outputs and other intellectual assets generated under the auspices of the University can progress from research results to products, services, enterprises, licences and other forms of societal and economic value. A clear institutional framework is therefore required to support researchers, protect University interests, attract private-sector participation, mobilize investment and ensure transparent sharing of benefits.

This Commercialization Policy has been developed to provide that framework. It establishes principles and procedures for identifying commercialization opportunities, disclosing and evaluating technologies, protecting intellectual property, validating technologies, developing business cases, negotiating partnerships and licences, establishing spin-off enterprises, managing conflicts of interest, and distributing commercialization revenues in accordance with approved University rules.

The Policy is intended to complement, and not replace, the ATBU Research and Innovation Policy, the ATBU Intellectual Property Policy, Research Ethics Policy and other applicable University regulations. It applies to commercialization activities arising from research, innovation, consultancy, sponsored projects, University-supported development activities and other intellectual outputs generated at or under the auspices of the University.

As a policy intended to support a growing innovation ecosystem, this document should be reviewed periodically in response to changes in University strategy, national laws, funding arrangements, technology markets and international good practice. Its implementation should remain consistent with the governing statutes and approved decisions of the University.

Vice Chancellor

Abubakar Tafawa Balewa University, Bauchi

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INTRODUCTION

Abubakar Tafawa Balewa University recognizes that the value of research and innovation extends beyond scholarly publication. Research findings, inventions, technologies, designs, software, processes, materials, prototypes, creative outputs, know-how and other intellectual assets may provide solutions to societal problems and create opportunities for enterprise development, employment, investment and economic growth. The University therefore encourages responsible commercialization of suitable outputs while protecting academic freedom, research integrity, intellectual property rights and the public interest.

This Policy establishes a University-wide framework for moving suitable research and innovation outputs towards practical application and market or societal adoption. It provides a transparent pathway from disclosure and assessment through intellectual property protection, validation, business development, partnership, licensing, enterprise formation and post-commercialization monitoring.

The Policy shall be applied alongside the ATBU Research and Innovation Policy and the ATBU Intellectual Property Policy, as well as applicable research ethics requirements, financial regulations, procurement rules, staff regulations and all relevant laws and contractual obligations.

1.1 The Philosophy

The commercialization philosophy of Abubakar Tafawa Balewa University is founded on academic freedom, integrity, accountability, equal opportunity, responsible innovation, respect for intellectual property, transparency and the practical application of knowledge for sustainable societal and economic development. Commercialization shall not compromise research integrity or the University's educational and public-service missions.

1.2 The Vision

The vision of ATBU commercialization is to become a leading Nigerian university platform for translating research and innovation into high-value products, services, technologies, enterprises and partnerships that contribute to national development and global competitiveness.

1.3 The Mission

The mission is to provide an enabling institutional environment for identifying, protecting, validating, financing, transferring and commercializing research and innovation outputs generated by staff, students and collaborators under the auspices of the University, while ensuring fair recognition and benefit sharing.

1.4 Commercialization and Innovation Priority Areas

Commercialization activities shall support the University's research and innovation priorities and may include, but are not limited to:

- Sustainable agricultural production, food security, agro-processing and agribusiness technologies;
- Engineering, manufacturing, materials, energy, environmental and process technologies;
- Computing, artificial intelligence, information and communication technologies and digital solutions;

- Medical, health, biotechnology and related technologies, subject to all applicable ethical and regulatory requirements;
- Climate, environmental sustainability, circular economy, waste-to-value and low-carbon technologies;
- Educational technologies, professional services and knowledge-based products;
- Creative, design and cultural outputs with identifiable pathways for responsible commercialization;
- Social and community innovations capable of adoption or scale; and
- Other technologies, services or intellectual assets approved through the University's commercialization process.

1.5 Scope of Policy

This Policy applies to all ATBU academic and non-academic staff, students, research fellows, visiting researchers, consultants and other persons participating in research or innovation activities under the University's auspices where the resulting intellectual or technological output is subject to University rights or contractual obligations. It also applies to commercialization activities undertaken through University units, centres, laboratories, incubators, innovation hubs, spin-offs and approved external partners.

The Policy covers commercialization of inventions, processes, products, prototypes, software, data-enabled solutions where legally and contractually permissible, designs, plant varieties and biological materials where applicable, know-how, technical services, creative works and other intellectual assets. It does not override contractual obligations to sponsors, statutory requirements, regulatory approvals or the University's approved Intellectual Property Policy.

1.6 Commercialization Outputs

Commercialization outputs under this Policy may include:

- Licensing of patents, software, designs, know-how and other intellectual property;
- Assignment or other approved transfer of intellectual property rights;
- Technology transfer and industry adoption;
- Research-based products and services;
- Prototypes progressed to pilot or commercial scale;
- University-industry co-development and sponsored commercialization projects;
- University spin-off companies, start-ups and social enterprises;
- Equity participation or investment in commercialization ventures where approved;
- Franchise, distribution, manufacturing, service or supply arrangements;
- Consultancy and technical services arising from protected or specialized University know-how;
- Commercial research partnerships and contract development; and
- Other lawful routes through which University research and innovation creates measurable economic or societal value.

1.7 Definition of Terms

Commercialization: The process of converting research, innovation or intellectual assets into products, services, licences, enterprises, technologies, partnerships or other forms of economic or societal value.

Commercialization Asset: An invention, technology, process, product, prototype, software, design, know-how, creative work, service model or other intellectual output that has potential for adoption, licensing, investment or enterprise development.

Technology Transfer: The movement or transfer of knowledge, technology, intellectual property, know-how or technical capability from the University to another party for application or further development.

Technology Disclosure: A formal written submission by an inventor or creator describing an innovation or intellectual asset to the University for assessment and management.

Technology Readiness Level (TRL): A structured indication of the maturity of a technology from early concept through validation, demonstration and deployment.

Licensing: A contractual arrangement under which rights to use specified intellectual property are granted to another party subject to defined terms, conditions, payments and limitations.

Spin-off: A separate legal entity established to develop, commercialize or exploit University-originated research or innovation, subject to University approval.

Start-up: A newly established enterprise designed to develop and scale a product, service, technology or business model, including where founded by University staff or students using University-related intellectual assets.

Inventor/Creator: A person who makes a substantive inventive or creative contribution to an intellectual asset under applicable law and University policy.

Know-how: Practical, technical or specialized knowledge, methods, experience or information that contributes to the use or commercialization of a technology or service.

Valuation: The systematic assessment of the economic or commercial value of an intellectual asset, technology, business opportunity or commercialization transaction.

Royalty: A payment linked to the use, sale, production or revenue generated from licensed intellectual property or technology.

Net Commercialization Revenue: Commercialization receipts remaining after deduction of approved direct transaction costs, taxes, third-party obligations and other authorized deductions.

Conflict of Interest: A situation in which personal, financial, professional or other interests could improperly influence, or reasonably appear to influence, decisions concerning commercialization.

University Resources: Facilities, equipment, funds, personnel time, laboratories, data, materials, intellectual property, institutional support or other resources owned, controlled or provided by the University.

UNIVERSITY COMMERCIALIZATION POLICY GOAL AND OBJECTIVES

The main goal of the Commercialization Policy is to establish an enabling, transparent and accountable system for translating ATBU research and innovation outputs into products, services, technologies, enterprises and partnerships that generate measurable societal and economic value while safeguarding the University's intellectual property, reputation and academic mission.

2.1 Objectives of the Commercialization Policy

- to create a clear institutional pathway for moving research and innovation outputs from discovery to application and commercialization;
- to increase the uptake and practical application of technologies and innovations generated at ATBU;
- to strengthen University-industry-government-community linkages for technology development and market adoption;
- to protect and manage intellectual property before commercialization and reduce the risk of premature public disclosure;
- to provide researchers and innovators with appropriate technical, legal, business and financial support;
- to promote licensing, technology transfer, spin-offs, start-ups and other suitable commercialization routes;
- to attract private-sector investment, philanthropic support, grants and other resources for technology validation and scale-up;
- to establish transparent arrangements for ownership, revenue sharing, equity and recognition;
- to ensure that commercialization agreements protect the University's interests and comply with applicable laws and sponsor conditions;
- to encourage entrepreneurship and innovation among staff and students;
- to develop reliable commercialization records, performance indicators and reporting systems; and
- to enhance the University's contribution to economic development, employment creation, public service and sustainable development.

2.2 ATBU Commercialization Policy Requirements

To achieve the objectives of this Policy, the University shall strive to:

- establish and maintain a functional commercialization and technology-transfer capacity within DRID;
- maintain a register of disclosed technologies, intellectual assets, protection status, development stage, partners and commercialization outcomes;
- provide or facilitate access to intellectual property, legal, business development, market assessment, valuation and investment support;
- develop mechanisms for proof-of-concept, prototyping, pilot demonstration and technology validation;
- support annual or periodic research and innovation fairs, technology showcases and industry engagement activities;

- encourage multidisciplinary development teams and collaboration with industry and other external stakeholders;
- provide clear procedures for disclosure, assessment, protection, licensing and enterprise formation;
- develop standard templates for non-disclosure agreements, material transfer agreements, term sheets, licences, MoUs and commercialization agreements;
- ensure that commercialization revenues and other benefits are properly accounted for and distributed under approved University rules;
- maintain transparent procedures for conflict-of-interest declaration and management;
- protect confidential information during negotiations and technology development; and
- monitor the social, economic, environmental and institutional impacts of commercialization activities.

2.3 Principles of Good Commercialization Practice

- Integrity: commercialization decisions shall be based on accurate information and honest representation of the technology.
- Transparency: material decisions, approvals, ownership arrangements and financial transactions shall be documented.
- Accountability: all persons handling University commercialization assets or funds shall be accountable for their actions.
- Fairness: inventors, creators, the University and legitimate partners shall receive benefits according to approved rights and contributions.
- Confidentiality: confidential information shall be protected throughout assessment, negotiation and implementation.
- Intellectual property protection: appropriate protection shall be considered before public disclosure or transfer.
- Market and societal relevance: resources should be directed toward opportunities with credible adoption, impact or value pathways.
- Risk management: technical, financial, legal, regulatory, environmental and reputational risks shall be assessed.
- Academic freedom and research integrity: commercialization shall not compromise responsible research or scholarly independence.
- Compliance: all activities shall comply with University regulations, sponsor conditions and applicable laws.
- Sustainability: environmental, social and economic sustainability shall be considered in commercialization decisions.
- Conflict-of-interest management: personal interests shall be disclosed and managed through approved procedures.

2.4 Rights of Researchers and Innovators

- to receive appropriate recognition for their contribution to an innovation or commercialization asset;

- to receive benefits arising from commercialization according to the University's approved revenue-sharing and intellectual property arrangements;
- to receive information on the status of disclosed commercialization opportunities, subject to confidentiality and negotiation requirements;
- to participate, where approved, in technical development, licensing, spin-off or start-up activities;
- to seek protection and commercialization support through DRID;
- to retain academic rights to publish in accordance with applicable intellectual property, confidentiality and sponsor requirements; and
- to raise concerns regarding commercialization decisions through established University procedures.

2.5 Responsibilities of Researchers and Innovators

- promptly disclose potentially commercializable outputs to DRID before public disclosure where intellectual property protection may be affected;
- provide accurate technical, ownership, inventorship and development information;
- maintain appropriate research records and evidence supporting the innovation;
- comply with confidentiality, ethics, safety and regulatory requirements;
- assist with technical evaluation, validation, demonstration and due diligence where reasonably required;
- disclose actual or potential conflicts of interest;
- avoid unauthorized transfer, licensing, sale or use of University commercialization assets; and
- submit progress and outcome information required for commercialization monitoring.

2.6 Responsibilities of Clients, Sponsors and Partners

- respect ATBU policies and contractual obligations;
- clearly define ownership, access, confidentiality, publication, intellectual property and commercialization rights;
- provide agreed resources and technical support in accordance with approved agreements;
- avoid unauthorized use or disclosure of University intellectual property;
- provide information reasonably required for monitoring commercialization outcomes; and
- comply with all applicable legal, regulatory, safety and ethical requirements.

2.7 Technology/Innovation Lead

A Technology/Innovation Lead is the researcher, inventor, creator or designated team member responsible for providing technical leadership for a commercialization asset. The Lead shall work with DRID and other designated units throughout assessment, development, protection and commercialization.

2.8 Duties of Technology/Innovation Lead

- provide the technical description and evidence supporting the innovation;
- support assessment of technology readiness and development requirements;
- identify technical risks and validation needs;

- assist with prototype, pilot or demonstration activities;
- support due diligence and technical presentations to prospective partners or investors;
- protect confidential information and comply with approved disclosure procedures;
- provide technical input to business cases, valuation and commercialization negotiations; and
- support post-commercialization monitoring and improvement where agreed.

COMMERCIALIZATION COMMITTEES AND INSTITUTIONAL STRUCTURES

The University shall establish an institutional structure for commercialization under the authority of Senate and Council as applicable. The structure shall ensure coordination between DRID, Faculties, Departments, Centres, innovation hubs, the Bursary, Legal/Registry functions, relevant entrepreneurship units and other University organs.

3.1 University Commercialization Committee

There shall be a University Commercialization Committee which shall advise Senate/Management through DRID on commercialization strategy, major transactions and implementation of this Policy.

The Committee shall:

- consider commercialization disclosures recommended by DRID;
- review technology assessment and commercialization plans;
- recommend intellectual property protection and commercialization routes;
- review major licensing, spin-off, equity and strategic partnership proposals before approval by the appropriate University authority;
- ensure that commercialization decisions are consistent with University policies and sponsor conditions;
- review proposed revenue-sharing and benefit arrangements;
- consider conflicts of interest and recommend management measures;
- monitor the performance of commercialization assets and portfolios;
- recommend discontinuation or reassessment of opportunities that no longer justify further investment;
- support industry engagement and commercialization showcases; and
- submit periodic reports and recommendations to the appropriate University authority.

3.2 Faculty/College Commercialization Committee

- identify potentially commercializable research and innovation outputs;
- encourage disclosure of technologies and innovations to DRID;
- review and support technical information required for commercialization assessment;
- facilitate interaction between researchers, DRID and external partners;
- identify opportunities for interdisciplinary commercialization;
- monitor commercialization activities arising within the Faculty/College; and
- organize or support innovation and technology showcases.

3.3 Department/Centre Innovation and Commercialization Committee

- identify inventions, prototypes, processes, software and other outputs with possible application;
- encourage timely technology disclosure;
- maintain appropriate technical records;
- support researchers in preparing disclosure information;
- facilitate technical validation and demonstration activities; and
- report commercialization opportunities and progress to the Faculty/College and DRID.

3.4 Commercialization Coordinators

Faculties, Departments and designated Centres may appoint Commercialization Coordinators who shall liaise with DRID. The Coordinator shall be a permanent employee of the University where practicable and shall:

- serve as a liaison between researchers, Faculty/Department/Centre and DRID;
- circulate commercialization and innovation opportunities;
- identify potential technologies and innovators;
- support disclosure and documentation;
- facilitate industry engagement and technology showcases;
- maintain records of local commercialization activities; and
- assist in monitoring commercialization milestones and reports.

COMMERCIALIZATION PROCESS AND SOURCES OF COMMERCIALIZATION SUPPORT

Commercialization shall normally follow a staged process. The University may adapt the sequence according to the nature, maturity, risk and urgency of a particular technology. No stage creates an automatic entitlement to proceed to the next stage; decisions shall be based on evidence, available resources, contractual obligations and the interests of the University.

4.1 Disclosure and Initial Assessment

1. Researchers or innovators shall submit a Technology Disclosure to DRID as soon as a potentially commercializable output is identified and before any public disclosure that could prejudice intellectual property protection.
2. DRID shall acknowledge receipt and conduct an initial assessment of completeness, ownership, inventorship, confidentiality, funding source and potential commercial relevance.
3. Where appropriate, DRID shall obtain technical, legal, market or intellectual property advice.
4. DRID may recommend protection, further development, publication, open dissemination, licensing, spin-off formation, partnership or other appropriate treatment.
5. Disclosure shall not by itself constitute a declaration that the University owns every element of the disclosed technology; ownership shall be determined under applicable law, contracts and the ATBU Intellectual Property Policy.

4.2 Intellectual Property Protection

Commercialization assessment shall be coordinated with the University's Intellectual Property Policy. Where protection is appropriate, DRID shall coordinate or facilitate patent, design, copyright, trademark, plant variety, trade secret or other relevant protection before commercialization or public disclosure, subject to available resources and legal advice.

- Protection strategy shall consider novelty, ownership, inventorship, territorial scope, cost, market opportunity and likely return.
- Confidential information and know-how shall be protected through appropriate access controls and confidentiality agreements.
- Third-party intellectual property shall not be incorporated into a commercialization asset without appropriate rights.
- Where external funding or collaboration creates special ownership rights, the relevant agreement shall be reviewed before protection or commercialization decisions are made.

4.3 Technology Readiness and Validation

Where appropriate, commercialization decisions shall consider the technology's stage of development. DRID may use a staged readiness framework covering concept, proof-of-concept, laboratory validation, prototype, pilot demonstration, field validation and commercial deployment.

- technical performance and reproducibility;
- manufacturability or scalability;
- health, safety and environmental considerations;
- regulatory requirements;
- cost and resource requirements;
- availability and security of feedstock, components or inputs;
- customer or user needs;
- competitive alternatives;
- intellectual property position; and
- evidence from laboratory, pilot or field testing.

4.4 Commercial Assessment and Business Case

A commercialization opportunity may be subjected to a structured commercial assessment before significant University resources are committed. The assessment may include:

- problem and target user/customer;
- value proposition;
- market size and adoption potential;
- competitor and substitute analysis;
- technology differentiation;
- intellectual property position;
- regulatory and standards requirements;
- manufacturing or delivery model;

- capital and operating requirements;
- pricing and revenue model;
- financial projections and sensitivity analysis;
- risk assessment;
- environmental and social impact;
- potential partners and investors; and
- proposed route to commercialization.

4.5 Routes to Commercialization

Depending on the technology and institutional interests, ATBU may use one or more of the following routes:

- non-exclusive licensing;
- exclusive licensing where justified and approved;
- assignment or transfer of rights where appropriate;
- joint development and co-commercialization;
- contract manufacturing or production partnerships;
- franchise, distribution or service arrangements;
- creation of a University spin-off or start-up;
- equity participation in an approved venture;
- open innovation or controlled open licensing;
- social enterprise or community-based adoption;
- incubation and acceleration through approved University platforms; and
- other lawful arrangements approved by the appropriate authority.

4.6 Licensing and Technology Transfer

- All licences of University-owned intellectual property shall be approved through the University's authorized process.
- Licence negotiations shall define the intellectual property covered, field of use, territory, term, exclusivity, performance obligations, payment terms, reporting, confidentiality, improvements, termination and dispute resolution.
- Exclusive rights should normally be supported by measurable development or commercialization obligations.
- The University may retain rights necessary for teaching, research, public-interest activities and other legitimate institutional purposes, where legally and contractually permissible.
- Licensees shall provide periodic reports on sales, use, development milestones and other agreed performance indicators.

4.7 University Spin-offs and Start-ups

ATBU may support the creation of spin-offs or start-ups where this is an appropriate route for commercialization. Such enterprises shall be legally and financially distinct from the University unless an approved arrangement provides otherwise.

- the proposed enterprise shall have a defined technology, product, service or business opportunity;
- ownership of intellectual property shall be clearly documented;
- University resources and personnel involvement shall be governed by written agreements;
- equity, licensing, royalties, investment and other benefits shall be approved before incorporation or transfer;
- staff participation shall comply with University employment and conflict-of-interest requirements;
- the enterprise shall not imply University endorsement beyond the approved relationship; and
- the enterprise shall provide agreed reports and meet contractual obligations.

4.8 Equity Participation and Investment

Where appropriate and subject to approval by the competent University authority, ATBU may receive equity in a spin-off or commercialization venture instead of, or in addition to, cash payments or royalties. Equity arrangements shall be supported by due diligence, valuation, risk assessment and legal advice.

- The University shall not accept equity arrangements that create unmanaged conflicts of interest.
- Equity ownership, dilution, voting rights, transfer restrictions and exit arrangements shall be documented.
- Staff or inventors receiving personal equity shall disclose their interest and comply with conflict-of-interest requirements.
- University equity shall be managed through the designated institutional authority.

4.9 Industry Partnerships and Co-development

ATBU encourages partnerships with industry, government, development organizations, investors and other institutions to accelerate technology validation and commercialization. Co-development agreements shall clearly specify intellectual property ownership, background intellectual property, foreground intellectual property, contributions, publication rights, confidentiality, commercialization rights, liability and benefit sharing.

4.10 Commercialization Agreements

Commercialization agreements shall be in writing and executed by authorized University representatives. Depending on the transaction, the University may use or adapt non-disclosure agreements, material transfer agreements, evaluation agreements, term sheets, licences, options, research collaboration agreements, joint development agreements, spin-off agreements, equity agreements and other appropriate instruments.

- No researcher or staff member shall independently bind the University to a commercialization transaction unless expressly authorized.
- Legal review shall be obtained for material agreements.
- Financial terms shall be reviewed by the appropriate financial authority.
- Major transactions shall be submitted to the appropriate University authority for approval.

- Agreements shall contain appropriate provisions for termination, dispute resolution and protection of University assets.

4.11 Revenue, Royalties and Benefit Sharing

Commercialization income shall be received and accounted for through approved University financial channels. The distribution of net commercialization revenue shall recognize the University's contribution, the inventor/creator contribution, the relevant Faculty/Department/Centre contribution, and approved commercialization costs and reserves.

An indicative framework is provided in Appendix II. The final distribution for a particular transaction shall be approved by the competent University authority and shall take account of intellectual property ownership, sponsor obligations, direct commercialization costs, investment by the University or third parties, contractual commitments and applicable law. No distribution shall override a binding external funding agreement or legal requirement.

4.12 Costs, Valuation and Pricing

The University shall seek appropriate evidence when determining commercialization terms. Depending on the transaction, valuation may consider cost-based, market-based, income-based, comparable transaction or other recognized approaches. Where material, independent professional valuation or expert advice may be obtained.

- intellectual property protection and maintenance costs;
- prototype and validation costs;
- market assessment and business development costs;
- legal, due diligence and transaction costs;
- technology development and scale-up costs;
- expected market size and growth;
- competitive advantage and barriers to entry;
- risk, maturity and regulatory requirements; and
- expected revenue, savings or societal value.

4.13 Commercialization of Externally Funded Research

- All commercialization arising from externally funded research shall comply with the sponsor's ownership, publication, intellectual property and commercialization terms.
- Researchers shall provide relevant funding agreements to DRID when commercialization is contemplated.
- Where sponsor consent is required, the University shall obtain such consent before licensing, transfer or other commercialization.
- Revenue and ownership arrangements shall reflect contractual obligations.
- Where the sponsor and University have joint rights, a written commercialization arrangement shall be concluded before exploitation.

4.14 Failure, Abandonment and Reassessment

Not every disclosed technology will be commercialized. DRID may recommend that a technology be retained for further development, licensed, transferred, published, abandoned, returned to the researcher where legally permissible, or otherwise managed. Decisions should be documented and periodically reassessed where market or technical conditions change.

DIRECTORATE OF RESEARCH, INNOVATION AND DEVELOPMENT

5.1 The Directorate

The Directorate of Research, Innovation and Development shall serve as the principal coordinating office for commercialization under this Policy, subject to the authority of Senate, Council and other competent University organs.

- coordinate commercialization activities across the University;
- maintain the University's commercialization portfolio and records;
- coordinate disclosure, assessment and intellectual property protection;
- facilitate technology validation, business development and market assessment;
- coordinate licensing, technology transfer and industry engagement;
- support the establishment and management of approved spin-offs and start-ups;
- coordinate legal, financial and technical reviews of commercialization agreements;
- maintain templates and procedures for commercialization transactions;
- support researchers in identifying investors, licensees and strategic partners;
- monitor commercialization income and benefits in collaboration with relevant offices;
- coordinate commercialization training, entrepreneurship and capacity-building programmes;
- organize technology showcases, fairs and investor/industry engagement;
- monitor compliance with commercialization agreements; and
- prepare periodic commercialization reports for the appropriate University authority.

5.2 Responsibilities of the Director

- represent the Directorate on commercialization matters as authorized;
- coordinate implementation of this Policy;
- present commercialization recommendations to the appropriate University committees and authorities;
- coordinate negotiations with potential licensees, investors and partners;
- ensure that material agreements receive the required reviews and approvals;
- maintain oversight of the commercialization portfolio;
- promote external funding and partnerships for technology development;
- ensure appropriate record keeping and reporting;
- coordinate staff capacity development in commercialization and technology transfer; and
- perform other functions assigned by the Vice Chancellor or appropriate University authority.

5.3 Governance and Management of Commercialization

6. Senate shall approve the University's academic and research-related policies and provide oversight within its statutory responsibilities.
7. The appropriate University authority shall approve major commercialization transactions in accordance with University statutes and delegated powers.
8. The University Commercialization Committee shall advise on strategy, portfolio management, transactions and performance.
9. DRID shall coordinate the operational implementation of commercialization activities.
10. Relevant Faculties, Departments, Centres and innovation units shall support identification, development and adoption of technologies.
11. The Bursary shall support appropriate financial accounting and reporting for commercialization income and expenditure.
12. The Legal/Registry function or designated legal advisers shall support legal review and contractual documentation.
13. Conflicts of interest shall be disclosed and managed through approved University procedures.
14. Commercialization records shall be maintained securely and access shall be controlled according to confidentiality requirements.

5.4 Composition of University Commercialization Committee

The University Commercialization Committee may comprise:

- Director, Research, Innovation and Development – Chair;
- representative of the Vice Chancellor/Management – Member;
- representative of the Bursary – Member;
- representative of the Registry/Legal function – Member;
- Director/representative of Entrepreneurship or Innovation Centre – Member;
- Director/representative of Academic Planning – Member;
- representatives of Faculties/Colleges as approved – Members;
- representative of the University Intellectual Property function, where designated – Member;
- an industry or business development expert appointed by the University – Member; and
- designated DRID staff – Secretary.

The Committee may invite inventors, technical experts, investors, legal advisers, market specialists or other persons to attend meetings for specific agenda items without conferring voting rights unless otherwise approved.

5.5 Commercialization Records and Reporting

- technology disclosure register;
- intellectual property protection register;
- technology readiness and development records;
- commercialization agreements and amendments;
- licensee, partner and investor records;
- spin-off and start-up records;

- revenue, royalty and equity records;
- milestone and performance reports;
- conflict-of-interest declarations;
- annual commercialization performance report; and
- other records required by law, sponsor conditions or University policy.

5.6 Monitoring, Evaluation and Performance Indicators

DRID shall establish measurable indicators for commercialization performance. These may include:

- number of disclosures received and assessed;
- number of intellectual property rights protected;
- number of technologies reaching proof-of-concept, prototype or pilot stage;
- number of licences and technology-transfer agreements executed;
- licensing and other commercialization income;
- number of active industry partnerships;
- number of spin-offs and start-ups established;
- investment attracted for University technologies;
- number and value of products/services launched;
- number of jobs or enterprises supported where measurable;
- technology adoption and user reach;
- researcher and student participation;
- commercialization costs and return on institutional investment; and
- social, environmental and community impact indicators.

5.7 Review and Amendment of the Policy

This Policy shall be reviewed periodically, or earlier where significant changes in law, University strategy, intellectual property arrangements, technology markets or institutional structure warrant revision. Amendments shall follow the University's approved policy-making and approval procedures.

APPENDIX I: TECHNOLOGY DISCLOSURE AND COMMERCIALIZATION WORKFLOW

- 1. Identification:** Researcher/innovator identifies an output with potential practical, economic or societal value.
- 2. Disclosure:** Technology Disclosure submitted to DRID before public disclosure where protection may be affected.
- 3. Initial Screening:** DRID checks completeness, ownership, confidentiality, funding obligations and potential.
- 4. IP Assessment:** Protection strategy determined in consultation with the relevant IP/legal function.
- 5. Technical Assessment:** Technology maturity, performance, safety, scalability and development needs assessed.

6. Market Assessment: Users/customers, competition, market, regulatory requirements and value proposition assessed.

7. Commercialization Route: Licensing, co-development, spin-off, start-up, service, partnership or other route selected.

8. Business Case: Costs, funding needs, revenue model, risks, valuation and milestones prepared.

9. Negotiation and Approval: Commercial terms negotiated and submitted to competent University authorities.

10. Implementation: Agreement executed; technology transferred, developed, licensed or enterprise established.

11. Monitoring: Milestones, income, performance, compliance and impact monitored.

12. Review/Exit: Opportunity is renewed, expanded, reassessed, transferred or closed based on performance.

APPENDIX II: INDICATIVE COMMERCIALIZATION REVENUE DISTRIBUTION FRAMEWORK

The following framework is intended as a starting point for University consideration. It shall not automatically override an approved ATBU Intellectual Property Policy, Council/Senate decision, sponsor agreement, applicable law or transaction-specific approval. The final allocation for each commercialization transaction shall be approved by the competent authority after accounting for direct costs and contractual obligations.

Beneficiary/Use	Indicative Share of Net Commercialization Revenue	Purpose
Inventor(s)/Creator(s)	30%	Recognition and incentive for inventive/creative contribution.
University Central Commercialization Fund	30%	Institutional commercialization, IP protection, proof-of-concept and portfolio development.
Relevant Faculty/College/Unit	15%	Support for research, innovation infrastructure and development.
Department/Centre/Laboratory	10%	Support for local innovation and research capacity.
Commercialization/Innovation Development Reserve	10%	Market development, scale-up, business support and future commercialization activities.

University-approved social/public-interest allocation	5%	Public-interest, community or strategic innovation initiatives, where applicable.
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Where a commercialization transaction has unusually high development costs, third-party investment, joint ownership or sponsor obligations, the distribution may be adjusted through an approved transaction-specific schedule. Direct transaction costs and mandatory deductions shall be accounted for before applying the approved net-revenue distribution.

The University may also establish a separate policy or schedule for equity proceeds, milestone payments, upfront licence fees, royalties, dividends, assignment proceeds and non-cash benefits where the above percentage framework is not appropriate.

APPENDIX III: MINIMUM CONTENTS OF A COMMERCIALIZATION AGREEMENT

- names and legal status of the parties;
- background and purpose;
- definitions;
- description of the intellectual property and technology;
- ownership of background and foreground intellectual property;
- scope of rights granted;
- field of use and territory;
- exclusivity or non-exclusivity;
- development and commercialization milestones;
- financial terms, royalties, fees, equity or other consideration;
- reporting and audit rights;
- confidentiality and permitted disclosures;
- publication and academic use provisions where applicable;
- improvements and subsequent developments;
- sub-licensing rights;
- regulatory and compliance responsibilities;
- liability, warranties and indemnities;
- term and termination;
- treatment of inventory, data, materials and confidential information on termination;
- dispute resolution and governing law;
- conflict-of-interest provisions where relevant;
- record keeping and monitoring;
- assignment and change-of-control provisions; and
- authorized signatures and execution requirements.

SOURCE AND POLICY RELATIONSHIP

This draft has been structured using the organization, terminology and policy architecture of the ATBU Research and Innovation Policy supplied for this assignment. In particular, the source policy

identifies research outputs such as technology transfer, University-industry linkages, commercialization of intellectual properties, spin-offs and business incubators, and assigns DRID responsibilities relating to technology transfer and intellectual property agreements.

This document is a draft commercialization policy and should be harmonized with the final approved ATBU Intellectual Property Policy, Research Ethics Policy, staff regulations, financial regulations, statutes and any applicable national legal requirements before formal adoption.