



Industrial Fellowship Programme

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Revision Sheet

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1. Executive summary

The aim of the inter-sectoral mobility (in both directions) is to exchange expertise, knowledge and experience, helping industry to become more competitive while offering researchers better employability and career prospects.

In this document we will use term “Industrial fellowship programme” (IFP) mainly for exchange of personnel in the direction from a company from industrial sector to a host institution from academia, as can be seen in Figure 1.

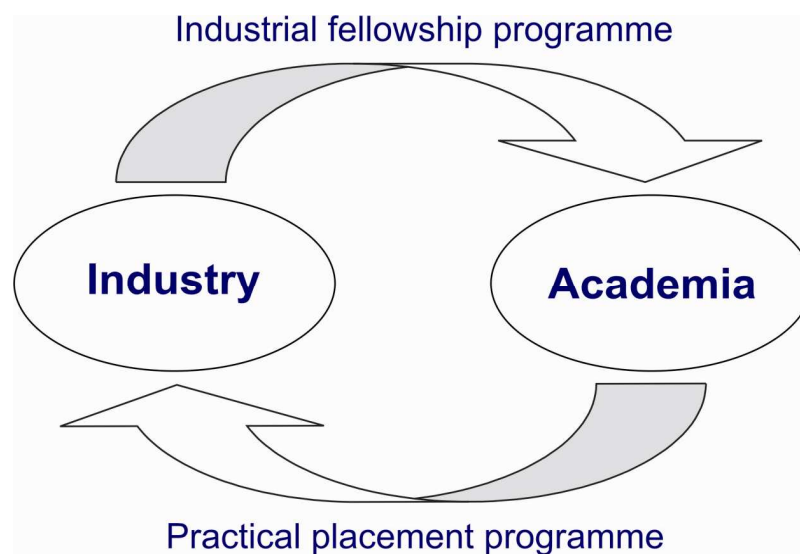


Figure 1. Inter-sectoral cooperation in both directions

Industrial Fellowship Programme (IFP) is one of the proposed efficient measures, within new WBC regional model of University-enterprise cooperation, for establishing sustainable partnerships among key players in the knowledge triangle (universities, enterprises and graduates), leading to mutual benefits. Enterprise, SME or Company benefit from a highly qualified graduates (or employed engineers), as industrial fellows, who spend usually three months to one year at University research centre, for professional development, participating in specific research projects targeted to industry needs and company business. They work as part of enterprise, supported by a team of university experts – professors, teachers, researchers, who bring out technical expertise, research, and innovation to the enterprise or the company. Industrial fellows serve as «gatekeeper» for knowledge and technology transfer from university to their enterprises and provide excellent communication channels between them.

IFP programme defines procedures for administration and management of the programme, conditions for qualifying of enterprise or the company, funding rules, requirements for graduates, obligations of university research centre and mentor, who will be responsible for the career development of graduates, and related services for enterprise, intellectual property rights (IPR), quality monitoring rules etc.

2. Introduction

2.1 Purpose and aims of IFP

The Industrial Fellowships Program (IFP) is a particular program developed and designed for graduates and/or employees in different academic disciplines in order to provide valuable research for industry. IFP fellows are indeed expected to undertake research under the direction of their academic mentor and in collaboration with their sponsor enterprise. The Industrial Fellowship Program (IFP) can be also addressed to highly-skilled individuals whose master education will be integrated, by providing them with the non-technical skills they need for their future careers.

The fellowship is covered from an economical point of view by the sponsor enterprise or by a group of sponsors from industry and supporting organizations (municipalities, Ministries, innovation funds and other financial facilitators), according to the university guidelines. The academic mentor and a responsible person of the sponsor enterprise will help the fellow for the organization of research activities, giving feedbacks on results and on progresses of the conducted research. Proper objectives and minimum expected results are defined at the beginning of the fellowship period, as IFP work programme, and will be used to judge and/or to stimulate progresses in the research activity. Depending on the availability, the fellow is provided with all the tools, instruments, software and references to carry out the research period in the best way.

In order to have benefits for both university and industry, the Industrial Fellowship Programme should focus on those sectors that have strategic importance for the WBC region, such as:

- manufacturing and production;
- micromanufacturing;
- nanotechnologies;
- energy and energy saving;
- advanced biotechnologies,
- ICT and embedded systems
- other new and emerging sectors.

Therefore, the main goals for the Industrial Fellowship programme will be:

- to establish and support research projects in strategic industrial sectors;
- to develop innovative solutions to industrial and societal challenges;
- to provide academics with the opportunity to learn about interesting and relevant problems and applications for future research directions;
- to transfer academic knowledge to industry;
- to facilitate long-term career success of highly qualified knowledge workers in academic organizations and industry;
- to encourage creation of R&D jobs in industry.

All parties involved in the IFP are bound by the intellectual property terms of the university at which the fellowship is held, either through the university's standard policy or through a separate agreement developed between the university and the sponsor enterprise.

The fellowship has not a fixed duration, but is usually tenable for a minimum duration of three months and a maximum duration of two years depending on the availability of funds and on the receipt of a satisfactory Interim report by the fellow.

2.2 State of the art in the IFP implementation

In this subsection we will give a short overview of models for establishing sustainable and efficient inter-sectoral collaboration including IFP.

Best practices from Western European university systems, such as in Germany, show that inter-sectoral mobility in engineering or consulting is common. Postdocs usually acquire positions in industry directly after their doctorate and often return to academic research after a couple of years. In this way the “magic circle” of knowledge exchange is maintained. Industry benefits from the innovation capacities of research and research profits from practical problems that can be solved by applied sciences.

Schlumberger, France, offers budgets of €25 000 to €100 000 to company researchers to be freely spent, without any restrictions, for research consultancy work outside the company. These generate cooperation with academia, and are seen to generate a positive return on investment to the company.

France has been awarded in 2006 the label “Carnot” 25 to research in academia for their collaboration with industry. The financial contribution has been based on the number and the rate of increase of contracts with industry.

The University of Manchester, United Kingdom, is working with large companies and SMEs to develop placement but also to support local business by involving SMEs in curriculum development, by partnering with 13 other Careers Service in the region to offer a pool of 50 000 students placement and graduate jobs, and to help SMEs access resources at universities.

The Torres Quevedo programme (Spain) aims at promoting research in SMEs by financing up to 75% of the salary of a researcher during 3 years. Researchers should have a doctoral degree or more than one year postgraduate experience. SMEs must commit itself to assure an indefinite contract to the researcher for obtaining the third year of financing and that financing is decreasing over the period.

Table 1 presents a list of R&D institutions and list of enterprises which have been already recognized importance and benefits through establishment of the Industrial fellowship programme (or similar programmes).

Table 1. *The list of R&D institutions and enterprises involved in inter-sectoral mobility and IFP*

List of R&D institutions	List of enterprises / funding details
The Institute for System Level Integration, UK http://www.sli-institute.ac.uk	Fujitsu, Wolfson Microelectronics, Motorola, Epson and start-ups including MicroEmissive Displays, Spiral Gateway and Critical Blue
The North Carolina Biotechnology Center, USA http://www.ncbiotech.org/	<ul style="list-style-type: none"> • <u>Pioneer Surgical Orthobiologics</u>, which develops products for tissue repair and regeneration, including bone-graft materials. • <u>Banner Pharmacaps</u>, which develops specialized oral drug-delivery systems based on soft gelatin encapsulation. • <u>Enthalpy Analytical</u>, a contract research organization that provides preclinical and clinical analysis of chemicals being considered by clients for introduction as drug candidates.

<p>The Industrial Biotechnology Learning Center (IBLC), University Puerto Rico, offers customized biotechnology manufacturing training http://www.uprm.edu/biotech/learning_center.html</p>	<ul style="list-style-type: none"> • multinational biotechnology companies: Amgen, Lilly, Pall • supply chain company: Inseco
<p>New Engineering Foundation, UK, Industrial Fellowships Programme website: www.neweng.org.uk/IFS</p>	<p>Over 100 colleges, 250 lecturers and 300 companies have participated in this innovative programme. Foundation offers grants of up to £12,000.</p>
<p>Natural Sciences and Engineering Research Council of Canada www.nserc-crsng.gc.ca</p>	<p>\$30,000/year for two years plus a minimum contribution of \$10,000 per year from the host organization</p>
<p>University of Minnesota, offers IFP and IPRIME (Industrial Partnership for Research in Interfacial and Materials Engineering) www.iprime.umn.edu/if_program.html</p>	<p>Over 125 IPrime Industrail fellows from 33 companies have participated in IFP Bruce Forsyth, Boston Scientific, Norikatsu "Nori" Nakamura, Dai Nippon Printing, Karthik Viswanathan, Donaldson Company, Eric Morrison, Ecolab, Katya Barragan-Perez, General Mills, Masato Sasaki, JFE Steel Corporation, Kazuhiko Morizawa, Sony</p>
<p>Electrical Engineering and Computer Sciences College of Engineering, UC Berkeley, offers Visiting Industrial Fellowship Programme www.eecs.berkeley.edu/IPRO/VIF</p>	<p>Toshiba, NET Corporation, Canon, IBM, Fujitsu, Bosch, Ericsson, Sony, Siemens, Sharp, Intel, Toyota, Samsung, Philips, Texas Instruments, Nippon Steel Corporation, Hitachi ...</p>
<p>Los Alamos National Laboratory, USA, offers IFP www.lanl.gov/orgs/tt/partnering/industrial_fellows/</p>	<p>The exact level of funding for the Industrial Fellow position is negotiated between LANL and the company based on the nature of the assignment. Chevron, P&G, Motorola, Pfizer, DoW, pPg, Phillips...</p>

2.3 Benefits for industrial fellows, sponsor enterprises and hosting R&D institutions

2.3.1 Benefits for industrial fellows

An industrial fellowship is particularly valuable for graduates. The main benefits the fellows will experience can be summarized as follows:

- to be provided by an interesting working experience, developing an important contact with the university research environment;
- to enhance his/her own creative thinking, problem-solving, project management and team-building skills;
- to enhance his/her own ability to communicate with industry in order to identify solutions for problems and issues of interest;
- to be provided by a customized learning experience based on skills, talents, and developmental needs;
- to work in a collaborative environment with both academics and industrial people, forming long-term contacts and networks for future collaborations.

2.3.2 Benefits for sponsor enterprises

Sponsoring enterprises can gain great benefits from participation in Industrial Fellowship Programs. In particular the IFP:

- brings out technical expertise, research, and innovation from university experts (professors and researchers) to the industry;
- helps technological transfer from university to industry;
- encourages to apply the scientific approach to industrial activities;
- promotes the development of new skills useful for the industry;
- allows professional growth and reward opportunities for high-potential staff, integrating career goals with fellowship opportunities;
- creates an important communication channel with the university, helping knowledge transfer even in technological fields external to the specific research activity;
- generates customized assignments that are mutually beneficial to the employee, the organization, and the university;
- strengthens external relations;
- provides opportunities to impact the future direction of the profession.

2.3.3 Benefits for hosting academic/research institutions

Thanks to the activation of an industrial fellowship program, the hosting institutions can:

- have fellows that will act for the knowledge and technology transfer from university to their enterprises and provide excellent communication channels between them;
- provide a pipeline of up-to-date, experienced practitioners for innovation of internal audit products, tools, and services;
- reduce investment in overall staffing since the labour costs (salary and benefits) for fellows accepted into the program will be assumed by the sponsoring organization for the duration of the fellowship assignment.

3. Management of IFP and procedures

3.1 Basic principles of organization of Industrial Fellowship Program

3.1.1 Motivation

Several main reasons can motivate the industry to increase university-industry cooperation (including IFP). They are:

- access to manpower, including well-trained graduates and knowledgeable faculty;
- access to basic and applied research results from which new products and processes will evolve;
- solutions to specific problems or professional expertise, not usually found in an individual enterprise;
- access to university facilities, not available in the enterprise, for example some specific software tool or modern equipment;
- assistance in continuing education and training;
- obtaining prestige or enhancing the enterprise's image; and
- being good local citizens or fostering good community relations.

On the other hand, the reasons for universities to be interested in IFP are:

- industry provides a new source of money for university;
- industrially sponsored research provides student with exposure to real world research problems;

- industrially sponsored research provides university researchers a chance to work on an intellectually challenging research programs;
- some government funds are available for applied research, based upon a joint effort and cooperation between university and industry.

Therefore, the basic principle in organizing IFP is to establish links that usually graduates and/or young engineers from the industrial sector spend some period (for example from three months to one year) in university environment, working with highly motivated and experienced researchers from academia.

Graduates and engineers from enterprises work on topics which should be the subject of bilateral arrangement. That can be a some project or part of its or simple necessity of employees to upgrade knowledge through additional trainings and/or courses, but the best way to do that is through working daily as a part of the outstanding research teams from faculties. In this way the company management should not need to waste time and own resources for extra education of employees.

Moreover, through IFP, sponsor enterprises obtain back engineers “armed” with necessary skills required at working place and its productivity and efficiency will be increased. Thus, small investment of enterprises in IFP should be multiple returned.

Through the IFP, the permanent cooperation channel should be established between the staff from the sponsor enterprise and host research institution. That means established contacts and network during the IFP should be continued and after duration of this programme. Experience shows that enterprises (both large and SMEs), which contribute financially to training fellowships, tend to become more committed in the training of researchers, incorporating them in core projects of the enterprise. Staffs employed in the industrial sector are likely to want to upgrade their qualifications.

Good effect for the sponsor enterprise could be also the creation of several patents through IFP, as a result of work on actual research topics. The additional positive effects from IFP can be also successful turn research results into competitive products and a chance that the enterprise will have an influence on curriculum development.

One can find that there are more than 80% of researchers and engineers with doctoral degrees are working in universities, in Western Balkan Countries. Therefore, industrial companies can benefit a lot if they are able to establish links with university and to use this important pool of human recourses along with the technical resources of universities.

If in IFP are included PhD students they should be provided with two mentors, one from each sector or alternatively a mentor from academia and a supporting mentor from industry and set up an agreement between the three parties on their respective responsibilities towards the PhD thesis.

IFP can serve as a basis for developing joint training programmes (which could be regularly offered to industrial sector in wider region) in order to better answer to employers’ needs and to enhance the level of technological sophistication.

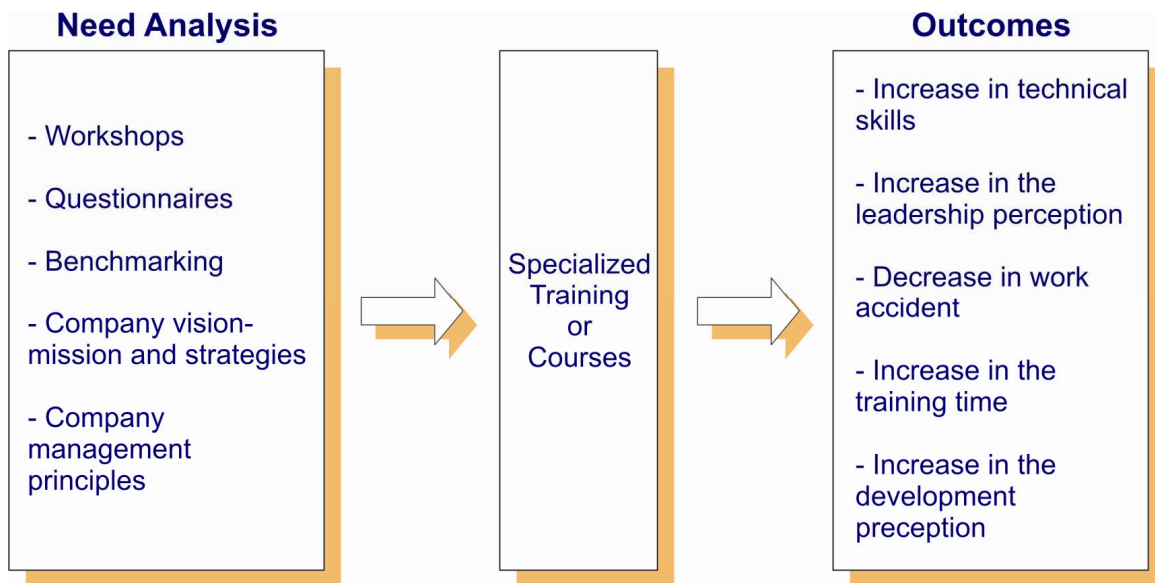


Figure 2. New skills and competencies acquired through IFP

The rapidly changing knowledge and skill requirements in the engineering profession require that engineers educated mainly in the scientific principles of a broad engineering discipline need to develop new skills and acquire more specific knowledge (Figure 2) to better equip them for each of the succession of engineering roles that comprise their careers. Satisfying their needs requires the efficient flexible delivery of up-to-date, industry relevant programmes, such as proposed IFP.

3.1.2 Implementation of the IFP programme

In the realization IFP the first step can be identification of internal requirements of industrial sector for additional training of enterprises' employees. The IFP coordinator and support team (in this case CTC centres and local IFP coordinators in the WBC) should firstly carry out a research in order to determine what the enterprise employees expect from the IFP in terms of technical and social respects. This data will be employed in the formation of the modular Industrial fellowship work programme.

Thanks to the data collected from the enterprise, as a second step, the IFP coordinator and support team should consider the following aspects of IFP:

- structure of IFP to meet the basic demands of the enterprise,
- compatibility to continuous development,
- flexible timing and educational/research structure, and
- modular approach.

Third step should be evaluation of performed IFP work programme. The following methods can be used to increase the efficiency of this programme:

- questionnaires that are done at the end of the programme,
- comparing beginning and end knowledge level, that is verifiable indicators of progress
- measuring motivation, working performance and productivity of fellows, when they come back in the enterprise.

It is obvious that rather than conventional education, which has from faculty to industry practice, reverse cooperative education, which has from industry to faculty practice, and has more effective contributions to the improvement of the involved sides.

Program which represents a combination of these two types is that the PhD student (PhD fellow) works minimum 3 months (for example) off campus, the next 3 months on campus, and so forth. In this arrangement, the PhD fellow literally spends about half of each week off-campus and the rest of the time on-campus. However, the work at both locations is continuous and uninterrupted. The fellow benefits most, receiving the benefit of both academic and industrial training and experience, industrial contacts and networking, and practical experience from having worked in an industry related to his/her academic training. Hopefully, much of what a PhD fellow does at the sponsor enterprise will form a part of his/her PhD thesis and be published and presented at scientific meetings. The fellow gets to use instrumentation perhaps not available at the university, to learn techniques being immediately applied in that type of industry, and to work on problems of immediate, practical concern for a typical industrial setting. This builds a true partnership, a collaboration, and a bringing together of the best of academic and industrial minds and attitudes or approaches to doing research and development.

3.1.3 Academic staff roles

The academic staff in charge of the IFPs should include a IFP coordinator, research mentors of the fellows and other researchers and teaching staff.

The IFP coordinator is in charge of the general management of the IFP and in particular his/her tasks include:

- to arrange for adequate staff, laboratories facilities, research and educational material;
- to select the persons for the fellowship program among potential and qualified candidates;
- to coordinate contracting and negotiation procedures among IFP parties
- to participate in elaboration of IFP work programme, together with research mentor, fellow and sponsor enterprise
- to keep appropriate and up-to-date documentation of the conducted research activities;
- to eventually extend the duration of the fellowship period, in order to complete or extend scheduled activities, however within the limits of the program;
- to perform external monitoring of IFP
- to take care of the formal relations with the sponsor enterprises.

The mentors help and assist the fellows, giving feedbacks on their current research activities and driving them in order to fulfil the project requirements. Also, the mentors are in charge of internal monitoring of IFP and to periodical assessment of fellows performances in order to ensure that he/she meets the eligibility requirements for completing the fellowship programme;

Researchers and teaching staff contribute to assist when needed the fellow activities demonstrating a positive commitment to training and research activities. The number of researchers and teaching staff involved in the program and their level has to be adequate to foster an appropriate, high-quality educational and research experience.

3.1.4 Sponsor enterprise roles

The sponsor enterprises have to be aware of responsibility and implications correlated to definition of a fellowship program. They have to ensure:

- the covering of costs throughout the IFP period;
- the technical assistance of fellows through an appointment of responsible person;
- the provision of feedbacks on research activities, supporting the fellow with facilities, information and material available at the partner site.

3.1.5 Eligibility, selection, retention, and dismissal of the fellows

Candidates for a fellowship must be graduated: the degree can be a bachelor, a master and PhD, depending on the program and sponsor requirements. The fellow selection is carried out at the discretion of the IFP coordinator and his/her support team, in consultation with research mentors. The selection process should include a formal application (by filling up Application form) and a personal interview to the candidate review followed by the final selection.

Appropriate appeals and due process procedure should be established and accorded to any Fellow who is dismissed by the IFP coordinator. This process should be appropriate to the rules of the country where the fellowship program is based.

The gross salary to be given to the fellow should be determined by the sponsor enterprise, respecting local standards. In addition, appropriate vacation during the fellowship should be allowed. The above mentioned policies should be established in advance by the IFP coordinator and support team, and published on CTC web sites.

3.1.6 Scope of the research experience

The academic components of the fellowship should emphasize scholarship, self-instruction, teaching, development of analytical skills, and research aptitude. The sponsor enterprise should ensure that the fellow develops the technical abilities and practical knowledge to perform industrial applied research and to complete scheduled tasks achieving optimal results.

The research mentor and the staff should provide direct supervision of the fellow and his/her fellowship activities. These responsibilities should be conducted in a manner that serves the best interest of both the fellow and the research activity.

Fellows should be provided with appropriate training/research resources including laboratory facilities, software, instruments and material, access to scientific journals and textbooks relevant to the areas of study, and access to a literature search service for research purposes. The research mentor and researchers or teaching staff should hold regular discussions on specific topics with the fellow.

The fellow should learn to design, perform, and interpret research studies. Such a project should lead to a publishable presentation or manuscript. Supervised participation is required, with adequate time and facilities provided for research activity.

3.2 Database models for establishing sustainable and efficient IFP

Using the best practice examples (see Table 1) and description of IFP at leading institutions in the world, the main idea is to make database of institutions interested in IFP. Institutions from academia sector should express what they offer for Industrial fellowship programme including the research topics, the names of mentors and duration of IFP. On the other side enterprises from industrial sector should express their requirements for developmental activities, research projects and additional trainings of employees along with the number of interested employees.

Information will be posted at CTC web sites, the WBC-VMnet project web portal, as well as the web sites of all partnering institutions in the project, acting as local IFP coordinators.

In that way, resources of all research centers and faculties for performing IFP will be visible worldwide. That will create a clear image for sponsor enterprises where they can send their employees for additional training and research career development. In the same time, enterprises

would make plans for development which contain also information about extra trainings and opportunities of employees at key positions.

Comparing offers from academia sector and requirements/request from industrial sector it is possible to find appropriate match with the aim that each graduate/engineer boosts its knowledge and skills on the adequate way and in well-recognized institution. A link in organizational sense for perfect matching can perform CTC center or other appropriate institution which coordinate industrial fellowship programme.

To unify the described procedure, we suggest a form for offering topics for IFP and also a form for nomination for IFP from the sponsor enterprise side. These forms are depicted at the following page.

3.3 Different types of IFP depending on discipline and duration

Different types of Industrial Fellowship Programs are possible, depending on different factors:

- the particular field in which the sponsor enterprise is involved,
- the duration of the program,
- the number of graduates/engineers involved in the program,
- location of the sponsor enterprise

Fellowships can be sponsored by a single company or organization. In this case the fellows is asked to carry out a research program on a specific issue, taking advantage of academic or industries lab facilities or both.

Also, the fellowship can define a generic topic for the program, and allow the fellows and the research mentors to better define the specific tasks for the research.

Some fellowships are sponsored by a particular non-profit organization. In this case fellows receive a salary for working within the organization or, alternatively, the fellowships allow the fellows to design their own positions at a wide range of enterprises or organizations.

A part of a fellow program can be carried out also abroad, at advanced research centres or in collaboration with dislocated sites of the sponsor enterprise.

Independently from the duration and discipline, the IFP will ensure to industrial fellows all the facilities and will make available proper courses in order to maximize not only the research activities, but also the outcome in terms of personal skills growth for the fellow.

3.4 Principles of career development for graduates/industrial fellows

For more than a decade there has been a tradition that academic and industrial careers doesn't interact in that senses that switching from one "world" to another has only been possible with a set back of the career. Within the last year there has from a European point of view (and national) been focussed on the benefit of integrating academia and industry. The IFP is a step in this direction, where the involved person will develop skills within the other world which make the fellow a more complete person. The benefits will be more industrial relevant research and better utilisation of the latest research in the industrial sector.

The tendency of accepting industrial experience as a qualification in the academic sector seems to now to be accepted in most academia. The opposite "rumour" that academic persons are not used to work so hard and focussed as needed in the industrial sector is probably even stronger and can only be deleted by demonstrating the benefit of having the newest knowledge available in the enterprise.

General information on the host organization for Industrial fellowship programme

Host R&D organization name:			
Address:			
URL:			
Responsible person's name for IFP:			
Title:		e-mail:	
Phone:		Fax:	

List of R&D topics and resources

No.	IFP – research topic (short description)	Resources made available for fellows	Supervisor name	IFP duration
1.				
2.				
3.				

Name of authorized person	Signature	Date

General information on the company interested in Industrial fellowship programme

Company name:			
Address:			
Web site:			
Name of the contact person:			
Title:		Email:	
Phone:		Fax:	
Status of the company:		Total number of employees:	
Nature of the business:			

List of trainings & research areas

No.	Interested in training in the following fields	Number of employees	Sponsoring value (EUR)
1.			
2.			
3.			

Director/CEO	Signature	Date

The IFP program is therefore very much in line with the European society and policies, since it strengthens the connections between academia and industry and encourages further development. Besides the first IFP fellows will act as icebreakers within this area and in this way prove that they have become more complete persons now able to operate in both worlds and combine their knowledge to the benefit of both academia and industry.

A statement of an IFP education on a CV will therefore in the future be a strong qualification both in the academic and industrial sector and in this way push the career of the fellow forward.

3.5 Principles of review and progress monitoring of IFP implementation

The review and the progress monitoring of the industrial fellowship program have to take place at a double level.

At a higher level, the general organization of Industrial Fellowships will be analysed. Main indicators to define the success of IFPs will be:

- the number of fellowships (both in terms of founded years and number of fellows), compared to average values for other local and foreign academic institutions;
- the variation in the number of fellowships in time;
- the number of fellows and sponsor enterprises;
- the completeness of the fellowships offer in different disciplines;
- the number of industrial and academic projects (national and international) proposals generated by IFP;
- the number of publications and patents generated by IFP collaborations;
- the career development/progress for industrial fellows.

At the lower level, single IFPs will be monitored in order to help optimization and/or correction of research activities, thus facilitating achievement of results. During the fellowship period, fellows communicate progresses and issues about the research within the IFP, through regularly Monthly reports and Interim progress report, as well as on as-needed bases. If situations are encountered that significantly delay the study, change the study design or procedures, or change the costs of the research, these issues should be communicated to IFP coordinator, research mentor and sponsor enterprise responsible person as soon as possible. Academic staff together with industrial partner evaluates situations on a case-by-case basis.

At the end of the fellowship period, Final report with description of the overall activity will be evaluated on the basis of those scheduled tasks and success indicators defined at the beginning of the specific IFP, that is in IFP work programme.

3.6 Establishing confidentiality of available information during IFP implementation

Confidentiality has to be properly managed between academic institution and industrial/private organization. Upon this depends the positive collaboration between the different institutions involved in the program.

During the program, the fellows receive access to current research projects, systems, on-line databases, equipment, software licenses, researches, and other resources as necessary upon acceptance of a signed confidentiality agreement document. The above mentioned agreement must define limitations on disclosure of research activities results, also considering the impact of such results on the economic position of the sponsor enterprise. The sponsor must help in defining, case by case, the level of confidentiality and the applicability for the IFPs. If applicable,
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the agreement also encompasses guidelines for intellectual properties, patents and publication of results.

The fellows must acknowledge and agree that they may have access to proprietary, confidential information, books, licenses, materials, and audio-visual works of the academic institution as well as of the sponsor enterprise and of other third parties, including, but not limited to, information or intellectual property of third parties licensed to the involved institutions. The fellows agree that all such information, books, materials, audio-visual works and intellectual property shall be held in the strictest confidence, that they shall not reveal the same to any third parties, nor shall they make or retain any copies thereof upon termination of the Agreement, except as specifically agreed by the parties hereto in writing.

The fellows acknowledge and agree that the foregoing obligations of confidentiality shall survive the termination or expiration of the Fellowship period.

Potentially there are many different types of confidentiality information regarding to the fellowship programme, from professionals within the sponsor enterprise thru other subjects from industry sector. Available information is classified into three major groups: *basic*, *medium* and *advanced level*.

All fellows coming to the IFP Programme should be informed about information policy regarding following:

- disclosing professional information,
- disclosing know-hows,
- any type of digital (Cxx) model copying, transferring confidential information and information related to current project to removable medias, or uploading to the external server or storage.

3.6.1 Basic level

This kind of information should be considered as public information, information from official web pages of host research institution or sponsor enterprise, informal brochures, newspapers etc. As IFP fellow are encouraged to make a greater variety of basic level information more widely available through different media and also to promote their services beyond traditional users, this diversity will rightly increase.

3.6.2 Medium level

Promoting this kind of information is permitted under some circumstances. Before publications of any kind, a written permission is required by IFP coordinator, in consultation with hosting research institution and/or sponsor enterprise.

3.6.3 Advanced level

Promoting this kind of information is not permitted. This type of information includes: professional information such as project details, copyright information, equipment specific information etc.; know-hows, and everything else that might be treated as competitive activity against host research institution or sponsor enterprise.

In case that IFP fellow has additional questions regarding the confidentiality of available information it is advised to contact the IFP coordinator, research mentor or responsible person of sponsor enterprise.

IFP ANNEXES

4.1 Information guideline to industrial fellow

4.1.1 IFP programme objectives relevant to industrial fellow

IFP program is intended for the establishment of sustainable partnership between universities and industry through hosting industrial fellows (graduates and engineers from industry) in research and academic centers, with the aim to realize advanced targeted trainings of industrial fellows and joint research according to the needs of industrial sponsor. Working in a team with experienced researchers, industrial fellow can acquire research experience and knowledge by being involved in ongoing projects that are vital for further development activities of the sponsoring enterprise. Flexible IFP duration, organized several times during the year, enables the hiring of industrial fellow on development and innovation projects of mutual interest for academic and industrial partner. The IFP program is an excellent opportunity for technology transfer and involvement of young people in innovative projects that contribute to the exchange of experience, ideas, knowledge, and increase of innovative potential and competitiveness of enterprises.

4.1.2 Benefits for industrial fellows

An industrial fellowship is particularly valuable for graduates. The main benefits the fellows will experience can be summarized as follows:

- to be provided by an interesting working experience, developing an important contact with the university research environment;
- to enhance his/her own creative thinking, problem-solving, project management and team-building skills;
- to enhance his/her own ability to communicate with academy in order to identify solutions for problems and issues of interest;
- to be provided by a customized learning experience based on skills, talents, and developmental needs;
- to work in a collaborative environment with both academics and industrial people, forming long-term contacts and networks for future collaborations.
- to access to academic services (on-line databases, software, laboratory equipment, academic network) and the possibility of attending ongoing courses and seminars
- to have the possibility of publishing papers and patent applications with the research team at the University

4.1.3 Industrial fellow responsibilities

For successful implementation of IFP programme, it is necessary that there is a full inclusion of industrial fellow in the research team at the university, whereat the access to all investigative resources necessary for a determined plan of research and training is ensured. That entails a great deal of responsibilities of a fellow to the industrial institution that will host him, as follows:

- Before the beginning of IFP implementation, industrial fellow is obliged to agree to and sign the Sworn statement (see Annex 4.4), which largely defines his responsibilities
- Understanding specific obligations, training and research plan within IFP programme that were agreed upon with research/academic mentor and sponsoring enterprise
- Defining and respecting additional responsibilities with research mentor (if needed)
- Hardworking and responsible approach to work and readiness to take the initiative
- Respecting work ethics and codes of conduct defined by the hosting research institution
- Compliance with working time, agreed upon with research mentor

- Respecting confidentiality and keeping secrets related to current research projects
- Knowingly refer to the property of hosting research institution and carefully handle the equipment, instruments and software
- Respect the rules of using academic network, defined by the applicable Regulations act at the level of university and/or research institution that hosts the industrial fellow
- Regular communication with the research mentor and reporting to sponsoring enterprise on the progress during IFP implementation
- Submission of Periodic and Final report on the implemented IFP programme

4.1.4 IFP implementation

a) Selection of hosting R&D institution

One of the main advantages of the IFP programme is flexibility, both in terms of duration as well as the procedure of choosing industrial fellow, sponsoring enterprise and research group. Although the CTC centers at home Universities of Kragujevac, Rijeka, Banja Luka and Podgorica were initially put in charge of coordination of IFP programme, connecting the key stakeholders for the implementation and defining of all necessary procedures, other academic institutions are expected to join this program in the territory of the Western Balkans.

Therefore, the interested enterprises and individuals can contact the CTC centers that will refer them to the nearest info centers about the programme and provide them with the contact details of local IFP coordinators.

In addition, databases of available R&D institutions, which have expressed their willingness to host industrial fellows, and on the other hand the registered sponsoring enterprises, will be available to engineer graduates on the websites of CTC centers (www.ctc.kg.ac.rs , www.ctc.uniri.hr , www.ctc.unibl.rs , www.ctc.ac.me).

b) Application and contracting practical placement

Industrial fellow who is employed in the sponsoring enterprise will fill out the Application form with the defined areas within which the IFP is implemented, duration, and proposal of R&D institution (and research mentor) in which the programme will be realized. If the industrial fellow is employed in a sponsoring enterprise, his application is conformed to the developmental needs of the enterprise in agreement with the person in charge. After analyzing the proposal and assessing the eligibility of candidates, the IFP coordinator helps three contracting parties (R & D institution, enterprise and industrial fellow) to define all implementation procedures and the final contracting.

An important part of these activities is the elaboration of IFP work program, which presents an integral part of this Agreement, as his annex, and which should inter alia include:

- Field of research and advanced trainings
- IFP programme goals
- Expected results and outcomes of IFP
- Action plan
- Budget structure (salary of industrial fellow, travel costs, supplies and experiments' costs, reimbursement for research mentor, IPR and patenting costs, other costs)
- Dissemination activities and publication of results

c) IFP realization

In accordance with the established IFP work programme, industrial fellow conscientiously carries out all planned activities and assigned tasks under the supervision of research mentor and possibly the person who is in charge of progress monitoring (IFP coordinator). Fellow fills Monthly progress reports, as the basis for monitoring progress and making of Interim and Final reports.

During the first week of programme implementation, industrial fellow must undergo the so-called Initial training in order to get familiarized with the institution he is hosted in, its resources, current projects, regulations referring to the rights and obligations of employees, considering that the fellow holds a considerable part of authorities as the enterprise's employee.

Apart from developing research experience, industrial fellow is expected to develop time management skills through making daily and/or weekly action plans, with a set of different activities on different locations and training/research sub-areas, under the supervision of research mentor. Self-initiative and self-organization are also skills that need to be developed at this point.

Depending on the affinity and previous knowledge, planned thematic trainings, fellow can be involved during the second phase of IFP implementation in the ongoing projects of hosting research institution by being included in the team and the realization of specific tasks, thereby increasing fellow motivation for further scientific career development and commitment to a particular occupation. At the same time, research mentor can evaluate the fellow in different situations, his ability to solve concrete problems. Finally, Sponsor Company and fellow can define proposal for joint project with research team for specific project aligned with industry needs.

During the realization of practical placement, the industrial fellow is required to maintain regular communication with sponsor enterprise, who is also required to monitor IFP implementation, fellow progress and the level of expected training/research outcomes and practical skills acquisition.

4.1.5 Reporting and Monitoring

As described in paragraph 3.5 of the programme, progress monitoring will be done on two levels. First, the monitoring of general progress in the implementation and development of the IFP programme at the level of coordinator's institution, in this case CTC centres and local coordinators in the region of Western Balkans. On this occasion, the following will be considered:

- the number of fellowships (both in terms of founded years and number of recipients), compared to average values for other local and foreign academic institutions;
- the variation in the number of fellowships in time;
- the number of industrial fellows;
- the number of industrial and academic projects (national and international) proposals generated by IFP;
- the number of publications and patents generated by IFP collaborations;
- the career development/progress for industrial fellows.

Second level of control and progress monitoring refers to the individual IFP, that is, progress monitoring and reporting on the agreed IFP work programme and particular industrial fellow. Besides the so-called field monitoring, which is realized by IFP coordinator's visits of fellow in the host R&D institution (minimum 2 visits), and continual monitoring of fellow's progress and realization of training/research activities by research mentors and responsible person of sponsor enterprise, the realization of IFP will be additionally monitored by e-mail communication and fellow reporting. Fellow communicates progresses and issues about activities within the IFP, through regularly Monthly reports and Interim progress report, as well as on as-needed bases. If situations are encountered that significantly delay the study, change the study design or procedures, or change the costs of the research, these issues should be communicated to IFP coordinator, research mentor and sponsor enterprise responsible person as soon as possible.

At the end of the fellowship period, Final report with description of the overall activity will be evaluated on the basis of those scheduled tasks and success indicators defined at the beginning of the specific IFP, that is in IFP work programme. Also, when IFP is successfully completed, a Certificate is issued to the trainees involved (see model in annex 4.7). The certificate includes fellow's personal details, abstract of the performed research and signature of both IFP coordinator and research mentor.

4.2 Information guideline for hosting R&D institution

4.2.1 IFP objectives relevant to the R&D institution

IFP program is one of the proven good ways for the efficient transfer of knowledge and technology, and commercialization of research results through establishing a long-term partnership between the sponsoring enterprise and R&D institution that hosts the industrial fellow. What is the best way to know the real needs of industry than through the inclusion of their young and promising engineer into the research team, so as to develop his research career and apply the acquired knowledge on specific joint development and innovation projects? In this way, the strategic directions of the development of research institution are directed towards applicative industrial projects. At the same time the results of fundamental research are "impregnated" through the adaptation of new technologies in the industry, development of technological solutions, innovations and patents. If the strategic goal of the academic/research institution is establishing partnerships with the industry, then the IFP is the right way to do this, because even after the IFP with specific fellow is over, the established links remain permanent and in time result in new projects, commercialization of research results, innovation.

4.2.2 Benefits for the R&D institution

Thanks to the activation of an industrial fellowship program, the hosting R&D institutions can:

- have fellows that will act for the knowledge and technology transfer from university to sponsor enterprises and provide excellent communication channels between them;
- provide a pipeline of up-to-date, experienced practitioners for innovation of internal audit products, tools, and services;
- reduce investment in overall staffing since the labor costs (salary and consumables) for fellows accepted into the program will be assumed by the sponsoring enterprise for the duration of the fellowship assignment;
- alignment the strategic directions of research to the real needs of industry
- application and verification of fundamental research results through joint development and innovation projects with the sponsoring company within the IFP
- development of a consortium for new projects (national and international)

4.2.3 Obligations of hosting R&D institution

In addition to the obligations defined by agreement (see model agreement in Annex 4.5), R&D institution that hosts the industrial student has the following duties and responsibilities, necessary for successful implementation of IFP programme:

- Providing a place and work conditions for fellow and realization of IFP work programme
- Introducing fellows to the relevant regulations and codes of conduct in their institution
- Appointment of an research mentor and preparation of other members of research team for offering training and support to fellows in the realization of IFP activities
- Participate in elaboration of IFP work programme together with IFP coordinator, industrial fellow and representative of sponsor enterprise
- Enable the fellow to access the necessary training/research resources needed for achievement of set objectives of IFP work programme (on-line databases, library, equipment, instrumentation, documentation, software etc.) under condition not to compromise data confidentiality and protection of trade secrets

- Assist the fellow in research career development and to prepare himself the best he can for the research projects and publishing of scientific papers in journals
- Monitor of IFP implementation and fellow's progress, which is to be done by research mentor appointed by the IFP coordinator in consultation with sponsor enterprise
- Consult with sponsor enterprises to assure that IFP programme is responsive to the scientific work-force needs of industry
- Proper administration and review of all related documents (IFP Contracts, Application forms of fellows, Time sheets, Monthly reports, Interim and Final Reports, Certificates, monitoring records, IFP results etc.)

4.2.4 IFP reporting and monitoring

As described in paragraph 3.5 of the programme, progress monitoring will be done on two levels. First, the monitoring of general progress in the implementation and development of the IFP programme at the level of coordinator's institution, in this case CTC centers and local coordinators in the region of Western Balkans. On this occasion, the following will be considered:

- the number of fellowships (both in terms of founded years and number of recipients), compared to average values for other local and foreign academic institutions;
- the variation in the number of fellowships in time;
- the number of industrial fellows;
- the number of industrial and academic projects (national and international) proposals generated by IFP;
- the number of publications and patents generated by IFP collaborations;
- the career development/progress for industrial fellows.

R&D institutions that host the industrial fellow will periodically, at the request of IFP Coordinator, deliver the statistical data by filling out the delivered Questionnaire, so as to get the measurable indicators of general progress of IFP programme, including all the above items.

Second level of control and progress monitoring refers to the individual IFP, that is, progress monitoring and reporting on the agreed IFP work programme and particular industrial fellow. Besides the so-called field monitoring, which is realized by IFP coordinator's visits of fellow in the host R&D institution (minimum 2 visits), and continual monitoring of fellow's progress and realization of training/research activities by research mentors and responsible person of sponsor enterprise, the realization of IFP will be additionally monitored by e-mail communication and fellow reporting. Fellow communicates progresses and issues about activities within the IFP, through regularly Monthly reports and Interim progress report, as well as on as-needed bases. If situations are encountered that significantly delay the study, change the study design or procedures, or change the costs of the research, these issues should be communicated to IFP coordinator, research mentor and sponsor enterprise responsible person as soon as possible.

At the end of the fellowship period, Final report with description of the overall activity will be evaluated on the basis of those scheduled tasks and success indicators defined at the beginning of the specific IFP, that is in IFP work programme. Also, when IFP is successfully completed, a Certificate is issued to the trainees involved (see model in annex 4.7). The certificate includes fellow's personal details, abstract of the performed research and signature of both IFP coordinator and research mentor.

4.3 Informative guideline for the sponsor enterprise

4.3.1 IFP objectives relevant to the sponsor enterprise

The long-term goal of IFP is to connect two different cultures of business and academic world, and to raise awareness about the importance of establishing a sustainable partnership between the public and private sector, based on mutual interests and benefits. Looking from the perspective of the enterprise, the IFP offers the best training and career development for their prospective engineer, who has affinities and potential to be engaged in research and development activities. Enterprises, especially SMEs, in the territory of the Western Balkans, work in very difficult conditions, hence the costs for staff training and development activities are reduced to minimum, especially during the transition period. The IFP programme itself provides targeted training for the industrial fellow and the realization of joint research and development projects with academic research team involved in the IFP. In addition, through IFP the enterprise can use the resources of R&D institution, mostly those it does not possess in its development departments. In partnership with R&D institution and through realization of joint project within IFP, the enterprise can improve its technology, products and raise the innovative potential and competitive position in the market. Integration of IFP with R&D strategy of the enterprise provides significant long-term benefits.

4.3.2 Benefits for the sponsor enterprise

Sponsoring enterprises can gain great benefits from participation in Industrial Fellowship Programs. In particular the IFP:

- brings out technical expertise, research, and innovation from university experts (professors and researchers) to the industry;
- helps technological transfer from university to industry;
- fosters sustained competitive advantages through applying innovation
- encourages to apply the scientific approach to industrial activities;
- promotes the development of new skills useful for the industry;
- gets opportunity to reduce rates at selected research facilities used in IFP
- allows professional growth and reward opportunities for high-potential staff, integrating career goals with fellowship opportunities;
- creates an important communication channel with the university and R&D centres, helping knowledge transfer even in technological fields external to the specific research activity;
- generates customized assignments that are mutually beneficial to the employee, the organization, and the university;
- strengthens external relations;
- provides opportunities to impact the future research direction.

4.3.3 Obligations of sponsor enterprise

When the enterprise agrees to sponsor IFP and send industrial fellow to hosting R&D institution, and signs a contract with other parties, the following obligations ensue:

- Providing financial resources for IFP implementation in accordance with signed contract, negotiated with IFP coordinator and R&D hosting institution
- Appointment of an responsible person who will communicate and monitor IFP implementation

- Helping the fellow to prepare Application form
- Participate in elaboration of IFP work programme, as part of Contract
- Advising industrial fellow and monitoring of his/her progress
- Communication with research mentor
- Providing of necessary equipment and consumables for industrial experiments, if needed for planned research within IFP

4.3.4 Reporting and Monitoring

As described in paragraph 3.5 of the programme, progress monitoring will be done on two levels. First, the monitoring of general progress in the implementation and development of the IFP programme at the level of coordinator's institution, in this case CTC centres and local coordinators in the region of Western Balkans. On this occasion, the following will be considered:

- the number of fellowships (both in terms of founded years and number of recipients), compared to average values for other local and foreign academic institutions;
- the variation in the number of fellowships in time;
- the number of industrial fellows;
- the number of industrial and academic projects (national and international) proposals generated by IFP;
- the number of publications and patents generated by IFP collaborations;
- the career development/progress for industrial fellows.

Second level of control and progress monitoring refers to the individual IFP, that is, progress monitoring and reporting on the agreed IFP work programme and particular industrial fellow. Besides the so-called field monitoring, which is realized by IFP coordinator's visits of fellow in the host R&D institution (minimum 2 visits), and continual monitoring of fellow's progress and realization of training/research activities by research mentors and responsible person of sponsor enterprise, the realization of IFP will be additionally monitored by e-mail communication and fellow reporting. Fellow communicates progresses and issues about activities within the IFP, through regularly Monthly reports and Interim progress report, as well as on as-needed bases. If situations are encountered that significantly delay the study, change the study design or procedures, or change the costs of the research, these issues should be communicated to IFP coordinator, research mentor and sponsor enterprise responsible person as soon as possible.

At the end of the fellowship period, Final report with description of the overall activity will be evaluated on the basis of those scheduled tasks and success indicators defined at the beginning of the specific IFP, that is in IFP work programme. Also, when IFP is successfully completed, a Certificate is issued to the trainees involved (see model in annex 4.7). The certificate includes fellow's personal details, abstract of the performed research and signature of both IFP coordinator and research mentor.

4.4 Sworn statement

(Annex III of Agreement)

Hereby, I

Last name, first name: _____
Grade/status: _____
Organization or Address: _____

want to make following statement :

- 1) I will spend a period of _____ within fellowship programme in following institution _____ (hereafter called sponsor)
- 2) I will accept terms and conditions and internal rules, determined by the hosting academic/research institution
- 3) I will take a good care about resources and equipment provided by the hosting institution during this programme and take a full responsibility for it's maintenance and eventual damages.
- 4) I will never disclose any information or data provided by the hosting institution during fellowship programme, marked as confidential, to the third party.
- 5) I agree that all information, books, equipment documentation, licenses, materials, audio-visual works and intellectual property shall be held in the strictest confidence, and I shall not reveal the same to any third parties,
- 6) I will never make or retain any copies aforementioned upon termination of the IFP Agreement, except as specifically agreed by the parties hereto in writing.
- 7) I agree that the foregoing obligations of confidentiality shall survive the termination or expiration of the Fellowship period.

Signature: _____

Date: _____

4.5 Agreement model

Agreement for Fellowship programme

between:

1. Academic/research institution address _____, represented by _____
(hereinafter referred to as Host Institution)
2. Business entity _____, Address _____ represented _____ by
Director (hereinafter Sponsor)
3. Industrial fellow, _____, Address _____, (hereinafter Fellow)

Article 1. Subject of the Agreement

The subject of this Agreement is implementation of **Industrial fellowship programme (IFP)**, with aim of transfer of knowledge, exchange expertise and experience between Host Institution and Sponsor through hosting of Fellow and realization of set of actions described in IFP work programme, which is integral part of this Agreement as Annex I.

Article 2. Implementation period

- 2.1. This agreement shall enter into force when the last of the three parties signs.
- 2.2. Implementation of the IFP shall begin on the day following that on which the last of the three parties signs
- 2.3. The IFP implementation period is _____ months, with the possibility of Agreement extension.

Article 3 - Obligations of the Host Institution

- 3.1 To provide a place and work conditions for fellow and realization of IFP work programme
- 3.2 To appoint research mentor to industrial fellow, who will be obligated to monitor IFP and supervise fellow in elaboration of IFP work programme and its implementation
- 3.3 IFP Working programme from article 3.1 must be defined in coordination with the Sponsor.
- 3.4. Research mentor is obligated to review and sign Monthly reports, Interim and Final Report delivered by Fellow and to make written approval together with responsible person of Sponsor
- 3.5. During IFP Programme, Host institution will provide all necessary resources for IFP implementation, access to university facilities, not available in the company, for example some specific software tool or modern equipment, as listed above:
 - 1.
 - 2.
 3. ...
- 3.6. Host institution will provide access to academic network and on-line services to the industrial fellow, in order to achieve successful realisation of IFP programme.

3.7. Host institutions is responsible to respect the principle of "confidentiality of information" relating to knowledge, know-how, information and technical and technological details related to this Contract.

3.8. All types of communications that are also in connection with this Contract, including telephone, e- correspondence, written business correspondence, shall also be treated in the principle of "confidential information"

3.9. Host institution can publish IFP results that are not marked as confidential by Sponsor, only with written approval of the Sponsor.

Article 4. Obligations of the Sponsor

4.1. During IFP period, Sponsor will provide financial resources for IFP realization, which includes salary of industrial fellow, travel costs, consumables for research, research mentor allowance, represented in Budget for the IFP (Annex II).

4.2. Sponsor will appoint responsible person, who will be obligated to supervise the IFP programme and Fellow's performance and career development

4.3. Sponsor will provide additional resources needed (premises, equipment, services, technical and support staff, etc.) for the part to be carried out at Sponsor Enterprise's premises, for industrial experiments and/or specialized sub-projects included in IFP work programme.

Article 5. Obligations of the Fellow

5.1. Fellow is obligated to sign Sworn statement (Annex III), which is integral part of this Agreement.

5.2. Fellow is respecting work ethics and codes of conduct defined by the Host institution

5.3 Fellow is obligated to knowingly refer to the property of the Host institution and carefully handle the equipment, instruments and software

5.4 Fellow respects confidentiality and keeping trade secrets related to current research projects of the Host institution

5.5 During the IFP Fellow will deliver Monthly reports to research mentor, and one Interim report (on half of implementation period) and one Final report (at the end of implementation period, but at least within 15 days until the end of IFP), using templates provided by IFP coordinator.

Article 6. Financing of the IFP and payments

6.1 Payments of Fellow's salary will be undertaken directly from the Sponsor to Fellow accounts.

6.2 The Sponsor undertakes to finance other costs than Fellow's salary, identified in Annex II (budget sheet) into the bank account of Host Institution _____ bank

6.3 The payments from article 6.2 will be made according to the following schedule:

Month		RSD
1	First pre-financing payment	XX% of the maximum value
<Month number>	Interim payments	XX % of the maximum value
<Month number>	Final payment	XX% of the maximum value
	Total	

Article 7. Intellectual property

7.1 It is agreed that all former intellectual property provided by Host institution or Sponsor, prior the IFP programme implementation period remains the property of the party that provided it.

7.2 Intellectual property developed or created as part of the IFP programme, which is the subject of this Agreement, is precisely defined in Annex IV – Special Conditions, as integral part of this Agreement.

Article 8 – General conditions

8.1 All contracting parties agree that all possible changes and amendments to this Agreement are to be made by mutual agreement, annex in writing

8.2 Any disputes that arise from this Agreement the parties will resolve amicably, if amicable solution is not possible disputes will be resolved by relevant court in _____.

8.3 This Agreement is made in 6 (six) identical copies, each party is entitled to 2 (two) copies.

Sponsor	Fellow	Host Institution
Name:	Name:	Name:
Title:	Title:	Title:
Date:	Date:	Date:
Place:	Place:	Place:
Signature	Signature	Signature

4.6 Monthly IFP progress reporting form

In order to follow the progress of industrial fellow involved in the IFP the monthly reporting protocol is envisaged. The monthly progress reports have to be submitted by the end of each month to both research mentor and responsible person of sponsor enterprise, which have to mutually approve the progress report.

The monthly progress report should include the activity report of the work performed within the current month. The report should relate performed work to the activities proposed in the approved IFP work programme. Any deviations of the work from the proposed program should be identified and reported. In the monthly report the trainee can also propose eventual changes to the proposed activities. Both research mentor and sponsor enterprise representative will evaluate the fellow's report and approve or suggest eventual required corrective measures in order to achieve the targeted program goals

The template of the monthly progress report including comments is provided bellow.

Personal details	
IFP ID No.:	Date:
First name:	Last name:
Details of academic institution	
Academic institution:	
Department/research center:	
Research mentor:	
Details of sponsor enterprise	
Name:	
Responsible person:	
Activity report	
Provide description of tasks worked on during the last period and achievements made towards the planned objectives	
Deviations from the planned activities/objectives	
Identify the nature of the problem and list corrective action/proposed changes to timeframe or work to be done	
Comments of the academic mentor	
Evaluation of progress, comments and suggestions, approval of corrective actions	
Comments of the sponsor enterprise representative	
Evaluation of progress, comments and suggestions, approval of corrective actions	

4.7 Certificate form for industrial fellow

Academic institution:
Department Name:

Industrial/Research institution:

CERTIFICATE

This is to certify that Mr. / Ms. _____
has successfully completed his / her Industrial Fellowship Programme during the period between
_____ and _____.

Summary of research activities performed during Industrial Fellowship:

Research mentor:

IFP coordinator:

Date:

Date:

Signature:

Signature: