

UNIVERSITY OF LAGOS

INNOVATION AND TECHNOLOGY

MANAGEMENT OFFICE (ITMO) OPERATIONAL

MANUAL

1. Structure of the Innovation and Technology Management Office

The Innovation and Technology Management Office (ITMO) is responsible for the coordination of translational inventive works of members of the University community emerging either from their research and development (R & D) activities or non-procedural mental capital inventions. The Unit provides the framework and governance structure necessary for packaging inventions from the university community and its affiliates for commercial uptake, and in the process, galvanizes the university in fulfilling its mandates to society and humanity. It is basically the “face” of the University in measuring the university’s relevance to national development. The organogram for the line management in the innovation unit is presented in Figure 1.

2. Vision and Mission Statements

2.1 Vision Statements

- Sustaining University of Lagos as an academic institution of reference in innovation and technology transfer for sustainable wealth creation and societal development.
- Encouraging innovation among faculty and students of the University, alumni, business enterprise, organizations, and interested members of the public towards facilitating societal economic development through the transfer of scalable intellectual property.

2.2 Mission Statements

- Providing an institutional platform for the galvanization of the innovative ideas of members of the university community for commercial uptake for the benefit of society; and in the process, serving as the contact space for coordinating “*town and gown*” engagement for a symbiotic relationship.
- Maintaining a consistent culture of providing competitive cost-effective technology transfer services to business enterprises with positive effects on societal well-being.

3. Mandates

The mandates of the Innovation Unit encompass:

- a. Providing guidance and resources to assist members of the university community in identifying, protecting, and commercializing innovations as well as engaging the wider enterprise community in identifying innovations that address their concerns and are of interest.
- b. Identifying Problems for Innovative Solutions
 - I. Scouting for and receiving inventions from members of the University community that solve society’s problems.
 - II. Conducting a periodic sectorial survey to identify industry and society problems as well as proffer solutions.
 - III. Conduct industry-specific innovation challenge competitions (e.g. Hackathon).

- IV. Facilitating translation of research/development to innovation and linking R & D of members of the University community to entrepreneurship and commercialization.
- c. Managing and coordinating Intellectual Property (IP) Rights in the University such as patents, trademarks, industrial design, geographical indications, trade secrets, and copyrights.
 - d. Conducting awareness on IP as well as capacity building in the innovation space on technology transfer for members of the University community.
 - e. Enhancing academia-industry collaboration.
 - f. Promoting and supporting the technology transfer ecosystem in the country.
 - g. Facilitating, with the Entrepreneurship and Skill Development Centre (ESDC), the development of appropriate models for the commercialization of IP.
 - h. Offering patent drafting and filing services to members of the public at regulated fees.
 - i. Pursuing outreach towards technology transfer partnership.
 - j. Developing linkages with incubators, industries, government agencies, and other elements in the innovation-commercialization ecosystem for building a community of connected stakeholders.

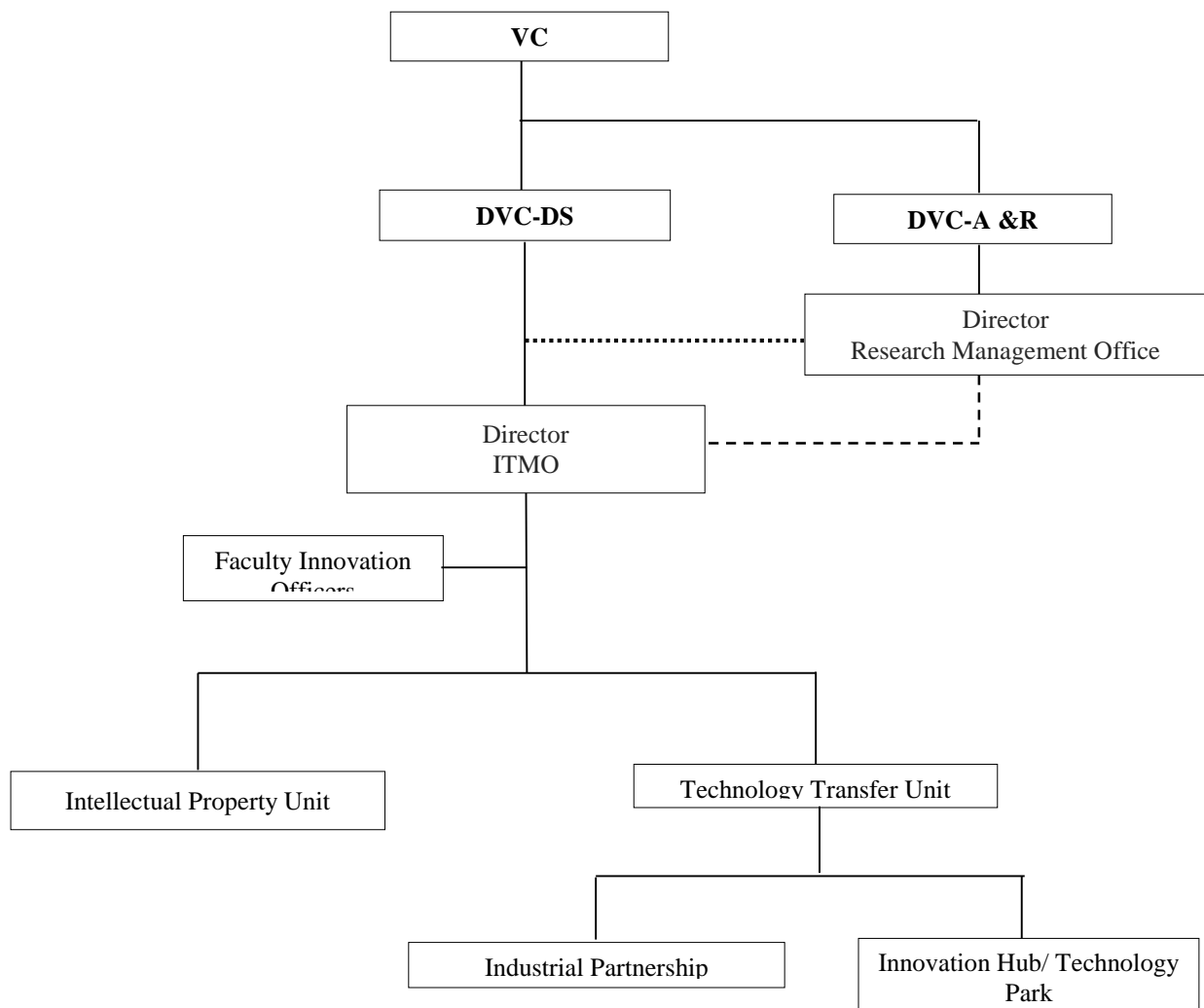


Figure 1. Organogram of administrative flow in the Innovation Unit

4. Operational and Organizational Structure of Innovation and Technology Management Office

The organogram for the office in relation to office structure and reporting line to the Vice-Chancellor is presented in Figure 2. The Deputy Vice-Chancellor (Development Service) oversees the Innovation and Technology Management Office through the Director of the office. In doing this the DVC (DS) provides leadership on behalf of the university management for the coordination of all innovation activities in the university. The office of DVC (DS) provides leadership on behalf of the University Management for the coordination of the innovation activities in the University. The Innovation and Technology Management Office (ITMO) is charged with the responsibility of managing all issues related to Innovation and commercialization. The University of Lagos as an Innovation workspace deploys its Innovation Centers to enhance faculty/student/public experiences in nurturing ideas into products and services for greater societal impact.

The operational framework of ITMO is anchored on linking protected innovations of faculty members resulting from sponsored research (University or external funding), or non-sponsored research inventions to business enterprises for commercial uptake either for the purpose of improving the current business model or starting a new enterprise. The framework is illustrated in Figure 3 in which the ITMO receives a disclosure of an invention from members of the community, processes the invention for intellectual property, prototypes the invention, incubates and then commercializes the invention in conjunction with the university's Entrepreneurship and Skill Development Center (ESDC). Innovations from funded research could only proceed to ITMO through the appropriate unit coordinating research grants in the university which is the Research Management Office (RMO). This is to ensure proper tracking of research milestones. However, non-funded inventions of faculty members/students can be disclosed directly to the ITMO.

5. Funding Model for the Innovation and Technology Management Office

For the purpose of ensuring the sustainability of the University as an Innovation Workspace for its staff, students, and external collaborators for greater societal impact, ITMO pursues sustainable funding through the following sources:

- Budgetary allocation from the University.
- Innovation and patenting line charge on every research proposal approved for CRC grant.
- A fixed percentage on the F/A charge on externally funded research.
- Income from patent drafting/filing services offered to members of the public.
- A fixed percentage of levies is charged for the Entrepreneurship, Innovation, and Business Incubation Certification (EIBIC) program.
- A fixed percentage of Income is generated from licensing, commercialization, and technology transfer services on university-generated innovations and creative works.
- Income from syndicated training and education programs on innovation and technology management.
- Sponsorship support from external partners.
- Solicit, secure and administer partnership funding for prototype development. Such funding shall not be deployed to offset personnel costs, honoraria, and any other incidental cost not directly related to prototyping.
- Parts of the income receipt by ITMO is directed at capacity building to grow and sustain the innovation ecosystem in the University.

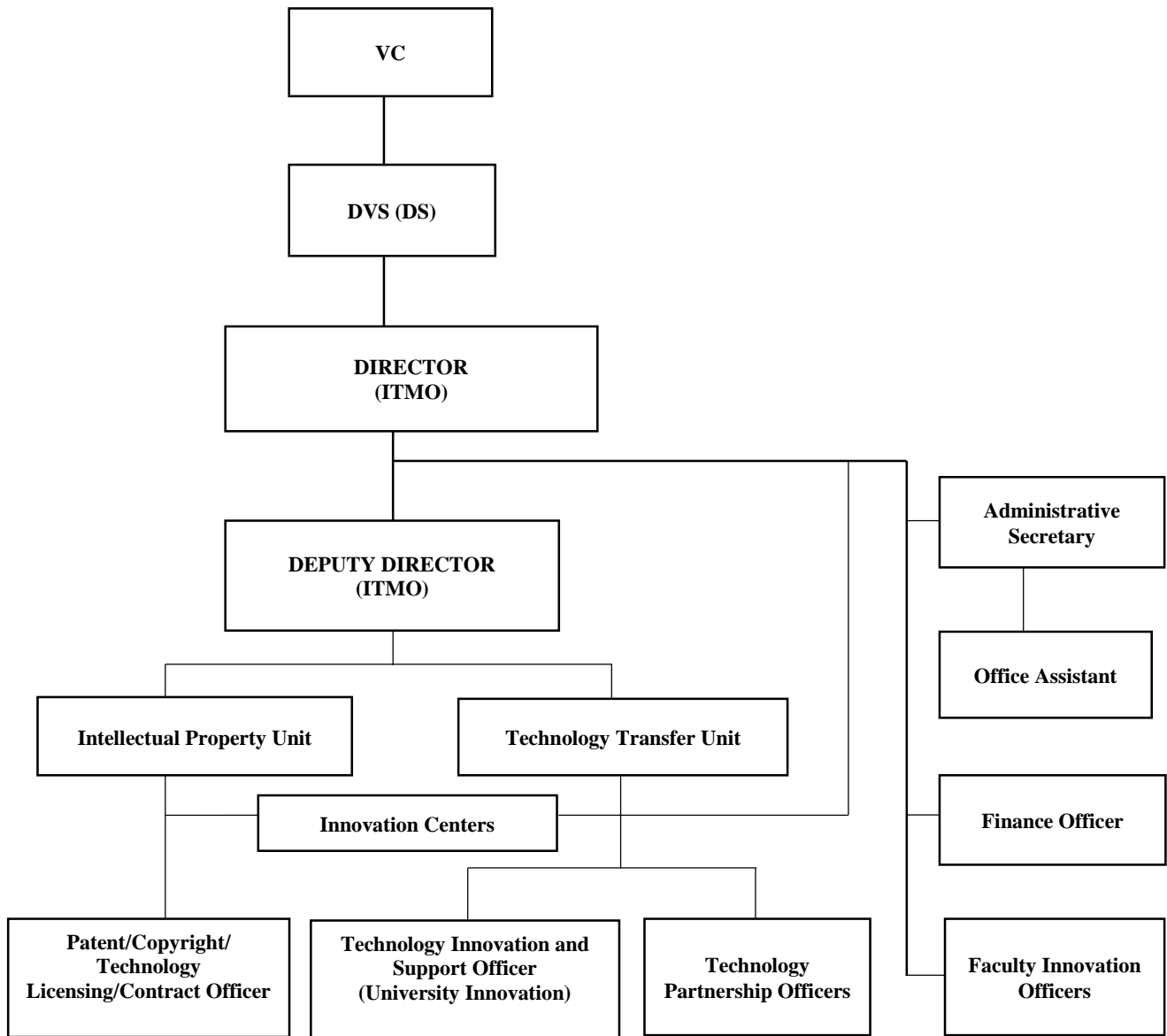


Figure 2. Organogram of the Innovation and Technology Management Office in relation to the Office of the Vice Chancellor

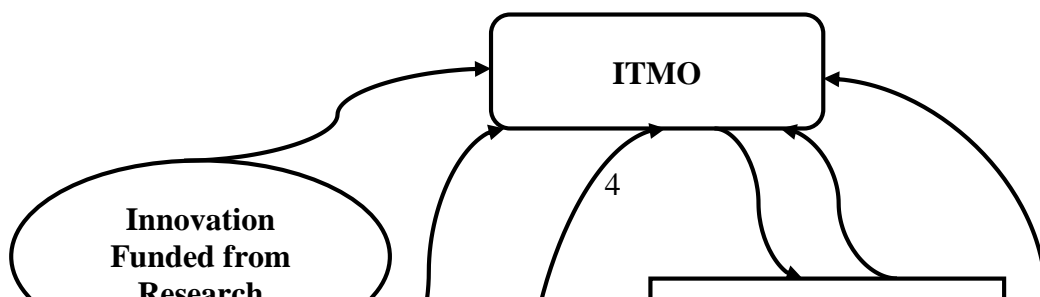


Figure 3. Activity flow paths for the Innovation and Technology Management Office

6. Career Structure for Officers at the Innovation and Technology Management Office

ITMO has two units namely the Intellectual Property (IP) Unit and Technology Transfer Unit as shown in Figure 2 and there are Technology Licensing Officers working under IP Unit as shown in Table 1, and Technology Partnership Officers and Technology Innovation Support Officers working under the Technology Transfer Unit as shown in Table 2, and Table 3. The Intellectual Property Officers are the team tasked with bringing discoveries into real-world use, working with researchers to identify, protect and maximize the benefits of their inventions. The team has responsibility for actively managing the University’s extensive IP requirements, from initial disclosure all the way through to management of the patent portfolio. The Technology Transfer Officers facilitate the efficient transfer of knowledge and technology from the University to the private sector in support of the public interest. They engage in a variety of commercial activities that are meant to facilitate the process of bringing research developments to market, often acting as a channel between academia and industry.

Table 1: Technology Licensing Officers

S/N	CADRE	REQUISITE QUALIFICATION(S)	SCHEDULE OF DUTIES	SALARY SCALE	NEXT RANK
1	Technology Licensing Officer II	By appointment of a suitable candidate who possesses a good Bachelor’s degree in Law with a minimum of Second Class Lower. Additionally, the candidate must have completed NYSC and possesses a 5 O’level credit pass including English Language and	Perform administrative and technical tasks to facilitate innovation, and commercialization of technologies and/or products at the University of Lagos in order to benefit society.	CONTISS 07	Technology Licensing Officer I

		<p>Mathematics at a single sitting.</p>	<p>The specific tasks include:</p> <ul style="list-style-type: none"> • Soliciting, and analyzing invention disclosure from members of the University community (academic, technical staff, and students) and making entries of such disclosure in the Innovation and Technology Management Office (ITMO)'s comprehensive database; • Assist in drafting a non-confidential description of the technology to firms that are likely to be interested in the invention in order to solicit their reactions as indicative of market interest and licensing potential; • Assist in drafting and negotiating a variety of agreements; • Any other duties relating to innovation and technology management as may be assigned from time to time by the Director, ITMO <p>The specific evaluation tasks for the TLO involve determining patentability and, more importantly, the licensability of the</p>		
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			<p>technology. This analysis includes, but is not restricted to, novelty and scaling up, requirements for freedom-to-operate under other parties' intellectual property rights, regulatory issues, breadth and enforceability of possible patent claims, stage of development of the technology, manufacturing feasibility, other possible commercial applications not anticipated by the innovator, assessing the competitive environment, market scope and market dynamics, investor and industry perspectives, competitive advantage afforded, the innovator's ability and willingness to advance it to a stage more attractive to industry, etc.</p>		
2	Technology Licensing Officer I	<p>(1) By appointment of a suitable candidate who possesses a good Bachelor's degree in engineering, technology, or sciences (biological, physical, and medical) with a minimum of Second Class Lower plus three (3) years cognate experience in innovation, technology management, and intellectual property. Additionally, the candidate must have completed NYSC and possesses a 5 O' level credit pass including English Language and Mathematics at a single sitting.</p>	<p>Same as in the job description for TLO II.</p>	<p>CONTISS 08</p>	<p>Senior Technology Licensing Officer</p>

		<p>(2) By appointment of a suitable candidate who possesses a master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to having a minimum of Second Class Lower in the Bachelor's degree. Such candidates must have equally completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting. Possession of additional qualifications in technology management, innovation, management, and intellectual property would be an added advantage.</p> <p>(3) By promotion of a confirmed and suitable TLO II who has spent three years in the post.</p>			
3	Senior Technology Licensing Officer	<p>(1) By appointment of a suitable candidate who possesses a good Bachelor's degree in engineering, technology, or sciences (biological, physical, and medical) with a minimum of Second Class Lower plus six (6) years cognate experience in innovation, technology management, and intellectual property. Additionally, the candidate must have completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting.</p> <p>(2) By appointment of a suitable candidate who</p>	<p>In addition to the job description for TLO 1, the Senior Technology Licensing Officer (STLO) shall interface with faculty, staff, and students) to evaluate new inventions and to develop appropriate IP strategies, with the goal of commercialization of the technology through licensing as well as determining most appropriate commercialization model.</p> <p>The STLO will equally conduct regular analysis of technology/market trends and provide feedback reports to faculty/staff towards</p>	CONTISS 09	Principal Technology Licensing Officer

		<p>possesses a master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to having a minimum of Second Class Lower in the Bachelor's degree plus three years cognate experience in Innovation, Technology Management, and Intellectual Property. Such candidates must have completed the NYSC and possess a 50'levelcredit pass including English Language and Mathematics at a single sitting. Possession of additional qualifications in innovation management, technology management, and intellectual property would be an added advantage.</p> <p>(3) By promotion of a confirmed and suitable Technology Licensing Officer 1 who has spent three years on the post.</p> <p><u>Desirable Qualities</u></p> <ul style="list-style-type: none"> • Strong verbal and written communication • Good IT skills • Strong organizational skills • Strategic and analytical thinking skills • Ability to write reports 	<p>assisting in channeling their inventive efforts to meet society's needs or to serve the public good.</p>		
4	Principal Technology Licensing Officer	<p>1. By appointment of a suitable candidate possessing a good Bachelor's degree in engineering, technology, or sciences (biological, physical and</p>	<p>In addition to the job description for STPO 1, the Principal Technology Partnership Officer will:</p>	<p>CONTISS 11</p>	<p>Chief Technology Licensing Officer or Assistant Director, Technology Licensing</p>

		<p>medical) with a minimum of second class lower division plus relevant training in innovation and technology management and a minimum of ten (10) years cognate experience in managing innovation, technology transfer, and licensing at the industry-university partnership level. Candidate for this position must meet other basic requirements for appointment into TLO II.</p> <p>2. By appointment of a suitable candidate who possesses a master's degree in engineering, technology, or sciences (biological, physical and medical) plus a minimum of six (6) years cognate experience in managing innovation and technology in addition to the basic requirement for appointment into TLO II.</p> <p>3. By promotion of a confirmed and suitable STLO who has spent three (3) years on the post.</p> <p><u>Desirable Qualities</u></p> <ul style="list-style-type: none"> • Strong verbal and written communication • Good IT skills • Strong organizational skills 	<ul style="list-style-type: none"> • Work to advance the development of groundbreaking technologies by fostering strategic relationships with entrepreneurs, venture capitalists, and industry partners. • Assess the commercial potential of new technologies as well as managing a broad intellectual property portfolio • Develop and implement strategies for the marketing and licensing of technologies to partners as well as negotiating collaboration and licensing agreements. 		
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		<ul style="list-style-type: none"> • Strategic and analytical thinking skills • Ability to write reports 			
5	Chief Technology Licensing Officer	<p>(1) By Appointment of a suitable candidate possessing a good Master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to relevant training and experience in innovation management, technology management, intellectual property management, and a minimum of twelve (12) years of cognate experience in innovation and technology management. Experience in financial regulation and management in an institution comparable to the University system would be added advantage.</p> <p>(2) By promotion of a confirmed and suitable Principal Technology Licensing Officer who has spent three (3) years in the post.</p>	<p>A Chief Technology Licensing Officer/Assistant Director, Technology Licensing shall be responsible for providing leadership assistance and guidance to all lower cadre licensing officers in the discharge of their duties. The holder of this position shall be equally responsible for technology evaluation and management, offer technical support in the negotiation of intellectual property terms for collaboration with commercial partners as well as technologies commercialization through licensing.</p> <p>The holder of this position shall equally offer middle-level administrative support to the Director of the Innovation and Technology Management Office.</p>	CONTISS 13	Deputy Director, ITMO
6	Deputy Director (By appointment and subject to vacancy)	<p>(1) By appointment of a suitable candidate possessing a good Master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to relevant training and experience in innovation management, technology management, and intellectual property, and a minimum of</p>	<p>The duties of the holder of this position include:</p> <ul style="list-style-type: none"> • Assisting the Director in accomplishing the goals and mission of the Innovation and Technology Management Office. • Superintending over the activities of all staff in the office up to the 	CONTISS 14	Director, ITMO

		<p>fifteen (15) years cognate experience in managing innovation, technology transfer and intellectual property negotiations at Industry- University partnership level. Such candidates must have spent at least three (3) years in the post of Chief Technology Licensing Officer (Assistant Director, Technology Licensing) or its equivalent. Possession of a doctoral qualification in relevant disciplines and publications may be added advantage.</p> <p>(2) Candidates for the position of Deputy Director must meet the basic requirements for the appointment of TLO II.</p>	<p>Chief/Assistant Directorship cadre and reporting to the Director. He/she shall coordinate and present the unit report for the attention of the Director.</p> <ul style="list-style-type: none"> Any other duty relating to innovation and technology management as may be assigned by the Director from time to time 		
7	Director ITMO (By appointment and subject to vacancy)	<p>(1) By appointment of a suitable candidate possessing a good Master's degree in a relevant discipline in addition to a minimum of eighteen (18) years cognate experience in managing innovation, technology transfer, and licensing as well as intellectual property negotiations at the industry-university partnership level. Such candidates must have spent at least three (3) years in the post of Deputy Director (Technology Licensing) or its equivalent. Possession of a doctoral qualification in relevant disciplines and publications may be an added advantage.</p> <p>(2) Candidates for the position of Director, Technology Licensing,</p>	<p>Provide strategic leadership and coordinate the activities of the Office toward achieving its mission. The holder shall act as both the administrative and licensing head of the office and oversees the administration of the entire innovation and technology management process for the University.</p> <p>Specific duties of the Director shall include:</p> <ul style="list-style-type: none"> Providing strategic leadership in working with faculty, staff, and students to evaluate and grow the inventions of members of the University community. 	CONTISS 15/ CONUASS 07	Terminal Point

		<p>must meet the basic requirements for the appointment of TLO II. This position shall always be advertised and/or head-hunted.</p>	<ul style="list-style-type: none"> • Providing leadership support in building relationships with both internal and external stakeholders. • Developing and implementing appropriate intellectual property (IP) and commercialization frameworks including the formation of a start-up firm in conjunction with the Entrepreneurship and Skill Development Centre (ESDC), and connecting inventive efforts of faculty, staff, and students with appropriate potential internal and external collaborators. • Developing strategies for identifying and developing the University of Lagos's intellectual property. • Negotiating suitable licenses with appropriate commercialization partners such as companies, venture capitalists, or other investors as well as determining the most viable commercialization model. • Coordinating the compilation and production of annual reports of the activities of the Office. 		
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			<ul style="list-style-type: none"> • Soliciting, securing, and maintaining external support for the University's Innovation Fund • Reporting to the University Management on matters relating to innovation and technology management. 		
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Table 2: Technology Partnership Officers

S/N	CADRE	REQUISITE QUALIFICATION (S)	SCHEDULE OF DUTIES	SALARY SCALE	NEXT RANK
1	Technology Partnership Officer II	<p>By appointment of a suitable candidate who possesses a good Bachelor's degree in any field with a minimum of Second Class Lower</p> <p>Additionally, the candidate must have completed NYSC and possesses a 5 O'level credit pass including English Language and Mathematics at single sitting.</p> <p>Experience in Marketing and Business Development would be an added advantage.</p>	<p>Perform administrative and technical tasks to facilitate innovation and commercialization of technologies and/or products at the University of Lagos in order to benefit society.</p> <p>The specific tasks include:</p> <ul style="list-style-type: none"> • Conduct surveys to know the innovation needs of organizations and the local community in order to provide feedback that steers the various innovation activities in the university • Coordinate exhibitions of innovative products at various events • Research on grant 	CONTISS 07	Technology Partnership Officer I

			<p>opportunities and help in drafting applications.</p> <ul style="list-style-type: none"> • Promoting the university's capabilities, value propositions, and licensing portfolio to the industry • Advancement of innovative technologies from the university through market adoption via industry collaboration, access to translational funds, licensing, or startup formation. 		
2	Technology Partnership Officer I	<p>(1) By appointment of a suitable candidate who possesses a good Bachelor's degree in any field with a minimum of Second Class Lower plus three (3) years cognate experience in innovation and technology management, and marketing. Additionally, the candidate must have completed NYSC and possesses a 5 O' level credit pass including English Language and Mathematics at a single sitting.</p> <p>(2) By appointment of a suitable candidate who possesses a master's degree in any field in addition to having a minimum of Second Class Lower in the</p>	Same as in the job description for TPO II.	CONTISS 08	Senior Technology Partnership Officer

		<p>Bachelor's degree. Such candidates must have equally completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting. Possession of additional qualifications in technology management, innovation management, and marketing would be an added advantage.</p> <p>(3) By promotion of a confirmed and suitable TPO II who has spent three years in the post.</p> <p>The candidate should have some experience in Marketing and Business Development.</p>			
3	Senior Technology Partnership Officer	<p>(1) By appointment of a suitable candidate who possesses a good Bachelor's degree in any field with a minimum of Second Class Lower plus six (6) years cognate experience in innovation, technology management, and marketing. Additionally, the candidate must have completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting.</p> <p>(2) By appointment of a suitable</p>	<p>In addition to the job description for TPO 1, the Senior Technology Partnership Officer (STPO) will:</p> <ul style="list-style-type: none"> • Arrange business meetings with prospective partners • Work with the legal team to translate partnership deals to contracts and MoUs • Provide useful feedback on industry trends around the innovation ecosystem to 	CONTISS 09	Principal Technology Partnership Officer

		<p>candidate who possesses a master's degree in any field in addition to having a minimum of Second Class Lower in the Bachelor's degree plus three years cognate experience in Innovation, Technology Management, and Marketing. Such candidates must have completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting. Possession of additional qualifications in innovation management, technology management, and marketing would be an added advantage.</p> <p>(3) By promotion of a confirmed and suitable Technology Partnership Officer I who has spent three years in the post.</p> <p>The candidate should have some experience in Marketing and Business Development.</p> <p><u>Desirable Qualities</u></p> <ul style="list-style-type: none"> • A drive to seek new business • Strong verbal and written communication • Good IT skills • Initiative and good decision-making skills • Project management skills 	<p>the management</p> <ul style="list-style-type: none"> • Build and maintain long-term relationships with new and existing partners 		
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		<ul style="list-style-type: none"> • Strong organizational skills • Strategic and analytical thinking skills • Ability to write reports. 			
4	Principal Technology Partnership Officer	<p>1. By appointment of a suitable candidate possessing a good Bachelor's degree in any field with a minimum of second class lower division plus relevant training in innovation and technology management and a minimum of ten (10) years cognate experience in managing innovation, technology transfer, and licensing at the industry-university partnership level. Candidates for this position must meet other basic requirements for appointment into TPO II.</p> <p>2. By appointment of a suitable candidate who possesses a master's degree in any field plus a minimum of six (6) years cognate experience in managing innovation and technology in addition to the basic requirement for appointment into TPO II.</p>	<p>In addition to the job description for STOP, the principal technology partnership officer will:</p> <ul style="list-style-type: none"> • Coordinate various industry partnership drive. • Plan and oversee new industry partnership initiatives. • Research and digest various market trends to acquire domain expertise across multiple industries where the university have innovations. • Lead and drive successful partnership strategies. • Assessing commercial potential of new technologies as well as managing a broad intellectual property portfolio. • Developing and implementing strategies for the marketing and licensing of technologies to partners as well as negotiating collaboration 	CONTISS 11	Chief Technology Partnership Officer or Assistant Director, Technology Partnership

		<p>3. By promotion of a confirmed and suitable STPO who has spent three (3) years in the post</p> <p>The candidate should have some experience in Marketing and Business Development.</p> <p><u>Desirable Qualities</u></p> <ul style="list-style-type: none"> • A drive to seek new business • Excellent telephone skills • Strong verbal and written communication • Good IT skills • Initiative and good decision-making skills • Project management skills • Strong organizational skills • Strategic and analytical thinking skills • Ability to write reports. 	and licensing agreements.		
5	Chief Technology Partnership Officer	(1)By Appointment of a suitable candidate possessing a good Master's degree in any field in addition to relevant training and experience in innovation management, technology management, marketing, and a minimum of twelve (12) years of cognate experience in managing innovation,	A Chief Technology Partnership Officer/Assistant Director, Technology Licensing shall be responsible for providing leadership assistance and guidance to all lower cadre partnership officers in the discharge of their duties.	CONTISS 13	Deputy Director, ITMO

		<p>technology transfer and licensing at the industry-university partnership level. Experience in financial regulation and management in an institution comparable to the University system would be an added advantage.</p> <p>(2) By promotion of a confirmed and suitable Principal Technology Partnership Officer who has spent three (3) years in the post.</p> <p>The candidate should have some experience in Marketing and Business Development.</p>	<p>The holder of this position shall be equally responsible for technology evaluation and management, offer technical support in the negotiation of intellectual property terms for collaboration with commercial partners as well as technologies commercialization through licensing.</p> <p>Ensure innovations are brought to the market in a scalable manner and that innovation commercialization strategies are viable.</p> <p>The holder of this position shall equally offer middle-level administrative support to the Director of the Innovation and Technology Management Office.</p>		
6	Deputy Director, ITMO (By appointment and subject to vacancy)	<p>(1) By appointment of a suitable candidate possessing a good Master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to relevant training and experience in innovation management, technology management, and intellectual property and a minimum of fifteen (15) years cognate experience</p>	<p>The duties of the holder of this position include:</p> <ul style="list-style-type: none"> Assisting the Director in accomplishing the goals and mission of the Innovation and Technology Management Office. Superintending over the activities of all staff in the office up to the Chief/Assistant Directorship 	CONTISS 14	Director, ITMO

		<p>in managing innovation, technology transfer and intellectual property negotiations at Industry-University partnership level. Such a candidate must have spent at least three (3) years in the post of Chief Technology Licensing Officer (Assistant Director, Technology Licensing) or its equivalent. Possession of a doctoral qualification in relevant disciplines and publications may be an added advantage.</p> <p>(2) Candidates for the position of Deputy Director must meet the basic requirements for the appointment of TPO II.</p>	<p>cadre and reporting to the Director. He/she shall coordinate and present the unit reports for the attention of the Director.</p> <ul style="list-style-type: none"> Any other duty relating to innovation and technology management as may be assigned by the Director from time to time 		
7	Director ITMO (By appointment and subject to vacancy)	<p>(1) By appointment of a suitable candidate possessing a good Master's degree in a relevant discipline in addition to a minimum of eighteen (18) years cognate experience in managing innovation, technology transfer, and licensing as well as intellectual property negotiations at the industry-university partnership level. Such a candidate must have spent at least three (3) years in the post of Deputy Director (Technology Licensing) or its</p>	<p>Provide strategic leadership and coordinate the activities of the Office toward achieving its mission. The holder shall act as both the administrative and licensing head of the office and oversees the administration of the entire innovation and technology management process for the University.</p> <p>Specific duties of the Director shall include:</p>	CONTISS15/CONUA SS 07	Terminal Point

		<p>equivalent. Possession of a doctoral qualification in relevant disciplines and publications may be added advantage.</p> <p>(2) Candidate for the position of Director, Technology Licensing, must meet the basic requirements for the appointment of TPO II. This position shall always be advertised and/or head-hunted.</p>	<ul style="list-style-type: none"> • Providing strategic leadership in working with faculty, staff, and students to evaluate and grow the inventions of members of the University community. • Providing leadership support in building relationships with both internal and external stakeholders. • Developing and implementing appropriate intellectual property (IP), and commercialization frameworks including the formation of a start-up firm in conjunction with the Entrepreneurship and Skill Development Centre (ESDC), and connecting inventive efforts of faculty, staff, and students with appropriate potential internal and external collaborators. • Developing strategies for identifying and developing the University of Lagos's intellectual property. 		
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			<ul style="list-style-type: none"> • Negotiating suitable licenses with appropriate commercialization partners such as companies, venture capitalists, or other investors as well as determining the most viable commercialization model. • Coordinating the compilation and production of annual reports of the activities of the Office. • Soliciting, securing, and maintaining external support for the University's Innovation Fund • Reporting to the University Management on matters relating to innovation and technology management. 		
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Table 3: Technology Innovation Support Officers

S/N	CADRE	REQUISITE QUALIFICATION(S)	SCHEDULE OF DUTIES	SALARY SCALE	NEXT RANK
1	Technology Innovation Support Officer II	By appointment of a suitable candidate who possesses a good Bachelor's degree in engineering, technology, or sciences (biological, physical, and medical) with a minimum of Second Class Lower. Additionally, the candidate must have completed NYSC and	<p>Perform administrative and technical tasks to facilitate innovation within the University of Lagos in order to benefit society.</p> <p>The specific tasks include:</p> <ul style="list-style-type: none"> • Actively updating 	CONTISS 07	Technology Innovation Support Officer I

		<p>possesses a 5 O'level credit pass including English Language and Mathematics at a single sitting.</p>	<p>ITMO's social media and website information with news, events, information, etc.</p> <ul style="list-style-type: none"> • Establishing and maintaining productive relationships with the various sectors of the university community to help stimulate awareness of intellectual property issues, including commercial opportunities; hence helping to foster innovation in the university. • Carrying out various sensitization activities within the university to project the functions of the ITMO and help the community to better understand the potential commercial benefits of their innovations • Participate in grant writing for funding opportunities. • Work closely with all innovation hubs in the university to support innovation activities, and to help channel innovations to the ITMO office for further action. • Provide project support to academic staff engaging in 		
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			<p>Innovation activities</p> <ul style="list-style-type: none"> • engage members of the university community to promote a culture of innovation • Overseeing new innovations as they are introduced to the marketplace 		
2	Technology Innovation Support Officer I	<p>(1) By appointment of a suitable candidate who possesses a good Bachelor's degree in engineering, technology, or sciences (biological, physical, and medical) with a minimum of Second Class Lower plus three (3) years cognate experience in innovation, technology management, intellectual property, and marketing. Additionally, the candidate must have completed NYSC and possesses a 5 O' level credit pass including English Language and Mathematics at a single sitting.</p> <p>(2) By appointment of a suitable candidate who possesses a master's degree in engineering, technology, or sciences (biological, physicals, and medical) in addition to having a minimum of Second Class Lower in the Bachelor's degree. Such candidates must have equally completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting. Possession of additional</p>	Same as in the job description for TISO II.	CONTISS 08	Senior Technology Innovation Support Officer

		<p>qualifications in technology management, innovation management, intellectual property, and marketing would be an added advantage.</p> <p>(3) By promotion of a confirmed and suitable TISO II who has spent three years in the post.</p> <p>The candidate should have some experience in marketing and business development.</p>			
3	Senior Technology Innovation Support Officer	<p>(1) By appointment of a suitable candidate who possesses a good Bachelor's degree in engineering, technology, or sciences (biological, physical, and medical) with a minimum of Second Class Lower plus six (6) years cognate experience in innovation, technology management, intellectual property, and marketing. Additionally, the candidate must have completed the NYSC and possess a 5 O'level credit pass including English Language and Mathematics at a single sitting.</p> <p>(2) By appointment of a suitable candidate who possesses a master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to having a minimum of Second Class Lower in the Bachelor's degree plus three years cognate experience in Innovation,</p>	<p>In addition to the job description for TISO 1, the Senior Technology Innovation Support Officer (STISO) shall interface with faculty, staff and students (university-inventor) to;</p> <ul style="list-style-type: none"> • Help co-ordinate trainings and special events to improve innovation skills across the University's academic community. • Organize, facilitate and contribute to meetings and workshops organized by the ITMO Office. • Discuss developments and changes to policies, procedures, working practices, and systems that can improve the innovation ecosystem. 	CONTISS 09	Principal Technology Licensing Officer

		<p>Technology Management, and Intellectual Property. Such a candidate must have completed the NYSC and possess 5 O'level credit passes including English Language and Mathematics a single sitting. Possession of additional qualifications in innovation management, technology management, and intellectual property would be an added advantage.</p> <p>(3) By promotion of a confirmed and suitable Technology Licensing Officer I who has spent three years in the post.</p> <p>The candidate should have some experience in marketing and business development.</p> <p><u>Desirable Qualities</u></p> <ul style="list-style-type: none"> • A drive to seek new business • Strong verbal and written communication • Good IT skills • Initiative and good decision-making skills • Project management skills • Strong organizational skills • Strategic and analytical thinking skills • Ability to write reports 	<ul style="list-style-type: none"> • Produce associated guidance documentation for innovation, and communicate these as appropriate. • The STISO will equally conduct regular analysis of technology/market trends and provide feedback to faculty and students towards assisting in channeling their inventive efforts to meet society's needs or to serve the public good. 		
4	Principal Technology Innovation	<p>1. By appointment of a suitable candidate possessing a good Bachelor's degree in engineering,</p>	In addition to the job description for the STISO, the Principal Technology	CONTISS 11	Chief Technology Innovation Support Officer or

Support Officer	<p>technology, or sciences (biological, physical, and medical) with a minimum of second class lower division plus relevant training in innovation and technology management and a minimum of ten (10) years cognate experience in managing innovation, technology transfer and licensing at the industry-university partnership level. Candidate for this position must meet other basic requirements for appointment into TISO II.</p> <p>2. By appointment of a suitable candidate who possesses a master's degree in engineering, technology, or sciences (biological, physical, and medical) plus a minimum of six (6) years cognate experience in managing innovation and technology in addition to the basic requirement for appointment into TISO II.</p> <p>3. By promotion of a confirmed and suitable STISO who has spent three (3) years in the post.</p> <p>The candidate should have some experience in marketing and business development.</p>	<p>Innovation Support Officer will:</p> <ul style="list-style-type: none"> • Work with the industry partnership unit to create funding opportunities for innovations and innovation activities on campus • Liaise with various sectors of the institution to harvest procedural and non-procedural innovations • Coordinate and track university success metrics for innovation against annual targets • Work with relevant stakeholders to increase the visibility of the University's innovation and its impact, internally and externally. • Drive action on innovation plans in collaboration with relevant team members 		Assistant Director, Technology Licensing
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		<p><u>Desirable Qualities</u></p> <ul style="list-style-type: none"> • A drive to seek new business • Strong verbal and written communication • Good IT skills • Initiative and good decision-making skills • Project management skills • Strong organizational skills • Strategic and analytical thinking skills • Ability to write reports. 			
5	Chief Technology Innovation Support Officer	<p>(1) By Appointment of a suitable candidate possessing a good Master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to relevant training and experience in innovation management, technology management, intellectual property management, and a minimum of twelve (12) years of cognate experience in innovation and technology management. Experience in financial regulation and management in institutions comparable to the University system would be an added advantage.</p> <p>(2) By promotion of a confirmed and suitable Principal Technology Licensing Officer who has spent three (3) years in the post.</p>	<p>A Chief Technology Innovation Support Officer/Assistant Director, Technology Innovation Support shall be responsible for providing leadership assistance and guidance to all lower cadre innovation support officers in the discharge of their duties.</p> <ul style="list-style-type: none"> • The holder of this position shall equally offer middle-level administrative support to the Director of the Innovation and Technology Management Office. • Manage prototype funding for 	CONTISS 13	Deputy Director, ITMO

		The candidate should have some experience in marketing and business development.	<p>various innovations</p> <ul style="list-style-type: none"> • Collate accurate and reliable innovation data that will inform periodic/annual reporting for the university and other government bodies. • Establishing clear processes for generating ideas, creating prototypes, and producing them 		
6	Deputy Director, ITMO (By appointment and subject to vacancy)	(1) By appointment of a suitable candidate possessing a good Master's degree in engineering, technology, or sciences (biological, physical, and medical) in addition to relevant training and experience in innovation management, technology management, and intellectual property and a minimum of fifteen (15) years cognate experience in managing innovation, technology transfer and intellectual property negotiations at Industry- University partnership level. Such a candidate must have spent at least three (3) years in the post of Chief Technology Licensing Officer (Assistant Director, Technology Licensing) or its equivalent. Possession of a doctoral qualification in relevant disciplines and publications may be an added advantage.	<p>The duties of the holder of this position include:</p> <ul style="list-style-type: none"> • Assisting the Director in accomplishing the goals and mission of the Innovation and Technology Management Office. • Superintending over the activities of all staff in the office up to the Chief/Assistant Directorship cadre and reporting to the Director. He/she shall coordinate and present a unit report for the attention of the Director. • Any other duty relating to innovation and technology management as may be assigned by the Director 	CONTISS1 4	Director, ITMO

		(2) Candidates for the position of Deputy Director must meet the basic requirements for the appointment of TISO II.	from time to time		
7	Director ITMO (By appointment and subject to vacancy)	<p>(1) By appointment of a suitable candidate possessing a good Master's degree in a relevant discipline in addition to a minimum of eighteen (18) years cognate experience in managing innovation, technology transfer, and licensing as well as intellectual property negotiations at the industry-university partnership level. Such a candidate must have spent at least three (3) years in the post of Deputy Director (Technology Licensing) or its equivalent. Possession of a doctoral qualification in relevant disciplines and publications may be an added advantage.</p> <p>(2) Candidates for the position of Director, Technology Licensing, must meet the basic requirements for the appointment of TISO II. This position shall always be advertised and/or head-hunted.</p>	<p>Provide strategic leadership and coordinate the activities of the Office toward achieving its mission. The holder shall act as both the administrative and licensing head of the office and oversee the administration of the entire innovation and technology management process for the University.</p> <p>Specific duties of the Director shall include:</p> <ul style="list-style-type: none"> • Providing strategic leadership in working with faculty, staff, and students to evaluate and grow the inventions of members of the University community. • Providing leadership support in building relationships with both internal and external stakeholders. • Developing and implementing appropriate intellectual property (IP), and commercializati 	CONTISS1 5/ CONUASS 07	Terminal Point

			<p>on frameworks including the formation of a start-up firm in conjunction with the Entrepreneurship and Skill Development Centre (ESDC), and connecting inventive efforts of faculty, staff, and students with appropriate potential internal and external collaborators.</p> <ul style="list-style-type: none"> • Developing strategies for identifying and developing the University of Lagos's intellectual property. • Negotiating suitable licenses with appropriate commercialization partners such as companies, venture capitalists, or other investors as well as determining the most viable commercialization model. • Coordinating the compilation and production of annual reports of the activities of the Office. • Soliciting, securing, and maintaining external support for the University's Innovation Fund • Reporting to the University Management on matters relating to innovation 	
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			and technology management.		
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7.0 Technology Evaluation, Protection, and Dissemination

7.1 Responsibility of the ITMO

The Innovation and Technology Management Office (ITMO) is responsible for facilitating the transfer of University technology for public use and benefit. ITMO evaluates, obtains proprietary protection for, and assists in the distribution of technology for research purposes. ITMO also assists in the commercial development of selected technology by identifying potential markets and negotiating license agreements.

7.2 Disclosure of Invention

The initial step in establishing contact with ITMO is usually at the point of the invention disclosure. When an Invention Disclosure Form is filled and submitted, this will initiate action by the ITMO to investigate the patenting (or other methods of intellectual property protection) and commercialization possibility of the technology. The Technology Disclosure Form serves to report technology to the ITMO. A case number is given to the technology reported and the case is then assigned to a Technology Licensing Officer for evaluation.

7.3 Patent Registration

Once an Invention Disclosure Form is submitted to ITMO, the assigned Technology Licensing Officer will begin the process of evaluating the invention for patentability, commercial potential, and obligations to sponsors. The first step will typically be a meeting with the inventor. The ITMO may also request that one of the inventors participate in a literature search of the prior art.

ITMO will not seek protection for inventions which are not commercially attractive, even if the invention is intellectually meritorious—unless otherwise requested by the sponsor of the research. ITMO will normally seek patent protection on inventions in order to pursue commercial licensing and comply with the terms of sponsored research agreements. If the invention arose from a sponsored research project, ITMO will file for a patent and negotiate an appropriate license consistent with the terms of the contract. ITMO not only support members of the University community but also offers patent drafting and filing services to members of the public at regulated fees.

The forms filled by Innovators for the purpose of filing patents at the ITMO include the following:

- Non-Disclosure Agreement (NDA) form,
- Intellectual Property Contributors Form,
- Meeting with Inventors,
- Full IP Due Diligence Report, and
- Invention Disclosure Form.

The above forms are attached in Appendix A. These forms are for the ITMO to be able to assess if IP rights are needed and support Innovators through the process if need be. The necessary IP

7.4 Copyright Registration

Copyright protection of books, articles, publications and computer software code is sought in order to recognize authorship and protect the integrity of the work. It is also essential in order for ITMO to license copyrightable materials to commercial book publishers and others and to comply with the terms of sponsored research agreements. Copyrightable works owned by the University are normally licensed through the ITMO except where other arrangements are made in accordance with this policy. Copyrightable material not owned by the University may be licensed through the ITMO when submitted under a Technology Disclosure Form to ITMO by its author and accepted for licensing by ITMO.

COMPUTER SOFTWARE: Computer software in which the University acquires rights may be either patented or copyrighted and made available by the University for commercial purposes through ITMO under various forms of patent or copyright licenses. Authors will share in royalties earned from licensing as stated in the University of Lagos Innovation and Technology Management policy. If authors desire to distribute software for noncommercial research purposes which has been commercially licensed by the ITMO to third parties, such licensing must be coordinated with the ITMO.

7.5 Trademarks Registration

Trade Marks owned by the University are licensed through the ITMO. A trademark may be used to protect those names and symbols associated with certain University activities and events and with certain technology developments such as computer programs.

The use of trademarks to protect University-owned technology or to designate the University of Lagos as the origin of a product, event, activity, service, or the like, may be instituted only at the direction of the ITMO. It is important to note that trademark protection carries with it certain obligations on the part of the holder of the mark. Therefore, requests for the use and registration of trade or service marks on behalf of the University must be referred to the ITMO.

8.0 Intellectual Property Committee (IPC)

A standing Intellectual Property Committee (IPC) oversees the operations of the ITMO. This committee is allowed, from time to time, to create a subcommittee of experts in a specific technology whose function is to recommend the policy that relates to the exploitation of that technology.

The IPC Committee comprises the following:

Deputy Vice-Chancellor (Development Services)	-Chairman
Provost of the College of Medicine	- Member
Director, Innovation & Technology Management Office	- Member
Director, Research Management Office	- Member
Director, Entrepreneurship & Skills Development Centre (ESDC)	- Member
Head, Legal Services Unit	- Member
Representative of the Central Research Committee	- Member
Two External Members (Industry Experts) appointed by the Vice Chancellor	- Member
A Staff of Innovation & Technology Management Office	- Secretary

8.1 Terms of Reference for IPC

- (1) To consider and approve submissions to external organizations on the University's Intellectual Property Strategy and related policies.
- (2) To consider and approve all proposals, not of material value, relating to the intellectual property which constitutes exceptions to the policies of the University whilst ensuring compliance with University Regulations.
- (3) To advise the University Management of the implications and risks of any relevant legislative change on innovation and technology management in the country and other international treaties.
- (4) To provide regular monitoring reports to the University Management on the implementation of relevant policies across the University.
- (5) To recommend to the University Management such policies as may be required on intellectual property, as it applies to all members of the University.
- (6) To recommend to the University Management an Intellectual Property Strategy for the management of intellectual property ownership, accrued benefits and risks arising from the development, use and commercialization of the University's IP, and to report on the ongoing review of the Strategy on a 3-year basis.

8.2 IP Dispute Resolution

In the event of a dispute emerging from a contractual agreement or violation of any term in the agreement between parties to the agreements, such dispute would be referred to the Dispute Resolution Committee (DRC) for adjudication. The DRC comprises the IPC with additional two members representing the College/Faculty/Departments of the parties to the dispute. In the event that the DRC cannot resolve the dispute, ITMO operational protocol grants privileges to the parties to proceed to arbitration under Nigeria's arbitration laws. The University's dispute resolution Committee comprises members of the IP committee with additional members of faculty/research centers/departments to represent the interest of the faculty/research centers/departments that are affected in the dispute: The University's DRC comprises:

- (a) The Deputy Vice-Chancellor (Development Services) as Chairperson.
- (b) The Director, Innovation and Technology Management Office (ITMO).
- (c) The Director, Research Management Office (RMO).
- (d) The Provost of the College/Dean of Faculty of the member(s) Centre Director of staff, student, inventor or author.
- (e) The Head of the Department of the members of staff/student author inventor.
- (f) Head, Legal Unit of the University.
- (g) Two coopted members from the industries will be members of the Committee if one of the aggrieved parties is a non-member of the University community.
- (h) A member of staff with experience and/or expertise in the Innovation and Technology Management Office matters from the department of Public Law;
- (i) The Secretary of the Dispute Resolution Committee (DRC) shall be a member of the staff of the Innovation and Technology Management Office.

9. Commercial Development

It has long been acknowledged that the primary functions of a university are education, research, and public service. It is in the context of public service that the University of Lagos through the ITMO supports efforts directed toward bringing the fruits of the University's innovation, creative work and research to public use and benefit.

In many cases, the mere publication of research results will be sufficient to transfer University research to the public. In other cases, it is necessary to encourage industry, by the protection of intellectual property and the granting of license rights, to invest its resources to develop products and processes for use by the public.

9.1 Commercialization - General

The ITMO will pursue the licensing of technology by researching the market for the technology, identifying third parties to commercialize it, entering into discussions with potential licensees, negotiating appropriate licenses or other agreements, monitoring progress, and distributing royalties to the inventors/authors in accordance with the University royalty policy. Faculty, staff, and students are equally free to propose some other mechanism for commercializing their innovations through ITMO.

ICIAL DEVELOPMENT

9.2 Royalty Distribution

Royalty is given to inventors, departments, research centers and interdisciplinary laboratories according to the Innovation and Technology Management policy. Royalties received by departments, interdisciplinary laboratories and centers, and by the University General Fund are, by policy, to be used only for educational and research purposes.

Royalty sharing shall be based on net income as follows:

- (a) 50% shall be allocated to the Researcher(s) in their personal capacity;
- (b) 25% shall be allocated pro rata to the environment(s) of the Researchers as follows:
 - (i) 8% shall be allocated to the University Research accounts of the researchers for use in their research work;
 - (ii) 7% shall be allocated to the Department/Unit/Research Centre of the Researchers;
 - (iii) 10% shall be allocated to the Researchers' Faculty. Those funds shall be applied for research only and shall not be allocated to any individual for personal gains;
- (c) 25% shall be allocated to the Central Account of the University of Lagos for general research purposes out of which 50% shall be dedicated to sustaining UNILAG as an Innovation workspace.

In cases of multiple researchers, each shall share the 50% net income accruing to them in proportion to their contributions as mutually agreed upon among themselves. Approval of payment based on an agreed formula for sharing intellectual property income is made by the Vice-chancellor on the recommendation of ITMO.

OF CONTENTS

10.0 Internships and Competitions

The ITMO also have internship programs which run all throughout the University session and the program focuses on mobilizing student teams to work toward impacting their society

through collaborative innovative projects. The interns are drawn from various faculties of the University and are expected to utilize the various University innovation centers to probe several challenges in the industry and society at large and innovate to curtail these challenges.

The overall objective of the Internship is to provide a real-world experience for students in the innovation, commercialization, and entrepreneurship space. The interns are able to investigate multiple different industries (inside and outside their educational background) while learning about the efforts required to commercialize early-stage technologies and inventions. This internship will provide a foundational background to students irrespective of the career they are pursuing.

ITMO and University Innovation Centers also organize several competitions and hackathons yearly. The office conducts periodic surveys to curate and harvest challenges and problems that can be solved in competitions or hackathons. These competitions are designed to inspire innovations and solutions toward mitigating societal problems. They are focused on supporting students with the skills needed to bring out their creative ingenuity. These hackathons are designed to change the narrative around the innovation space in Nigeria by encouraging innovators to develop ideas and tech innovations that can be developed to build national and global solutions towards meeting SDG goals.

11.0 Exhibitions, Summits, and Workshops

ITMO also participates actively in the University's Annual Research Conference and Fair. This University-wide Research Conference and Fair are held annually to disseminate the outcome of research findings and exhibit inventions and other research products. The Fair provides an innovative platform for the industry and other stakeholders to interface with the research community to promote product initiation, development, assessment and incubation. The ITMO also participate in several industry exhibitions in order to showcase and promote innovations that can be commercialized in the University. These exhibitions are used to facilitate the exchange of knowledge and innovations among all stakeholders; researchers, practitioners, regulators and investors.

ITMO and the University Innovation centers organize summits to bring policymakers, researchers, and companies together to discuss the contribution that the academia can make to a successful, prosperous and sustainable innovation ecosystem. These summits explore issues that affect the creation of a positive environment for innovation and deliberate on ways that Universities can sustain and support that environment. These summits also serve as a medium to conduct a periodic sectorial survey to identify industry and society problems in order to proffer solutions. The importance of talent, regulation, diversity and investment in delivering a prosperous innovation climate are also debated in these summits.

ITMO and the University Innovation centers also have regular workshops to sensitize the members of the University community and the public on the Innovation ecosystem.

12.0 Activating UNILAG Start-up from Innovation through ESDC

ITMO's inventions are incubated and commercialized in conjunction with the university's Entrepreneurship and Skill Development Center (ESDC). ESDC serves as the link between universities and business incubators and determines how students, researchers, and innovators can benefit from this linkage. They create an environment in which innovators can use their special skills and abilities to deploy their products into new businesses. ESDC supports ITMO to develop a commercialization model for specific inventions and to identify potential off-takers and the relevant sector(s). ESDC also supports in identifying industry contact persons

and initiating discussions regarding University's inventions. They also support inventors to prepare pitches, and contractual and licensing agreements for investors.

APPENDIX A
SOME OPERATIONAL FORMS AT ITMO

A.1 NON-DISCLOSURE AGREEMENT

UNIVERSITY OF LAGOS



**Innovation and Technology Management Office
Office of the Deputy Vice-Chancellor (Development Services), University of Lagos
Intellectual Property Unit**

NON-DISCLOSURE AGREEMENT FORM FOR INVENTIONS AND RELATED MATTERS

This Agreement is made and entered into as of the ----- day of ----- herein (the "Effective Date") between _____, (the "Disclosing Party"), having its principal address at _____ and *Innovation and Technology Management Office, on behalf of the University of Lagos*, a University established by an act of Parliament of the Federal Republic of Nigeria, having its principal address at the University of Lagos, Akoka-Mainland, Lagos (the "Receiving Party").

1. WHEREAS

- A. The Inventor (hereinafter referred to as Disclosing Party) and the Innovation and Technology Management Office, University of Lagos (Receiving Party) have an interest in participating in discussions enabling both parties to share the information which the disclosing Party considers to be proprietary and confidential to itself ("Confidential Information");
- B. the Parties agree that Confidential Information of a Party might include, but not be limited to that Party's: (1) research and development plans, methods, and practices; (2) specifications, drawings, sketches, models, samples, tools, computer programs; (3) discoveries, inventions, patent applications, current and future products, technical information, or other related information;
- C. the Discloser possesses competitively valuable Confidential Information (as hereinafter defined) regarding its research and development, discoveries, inventions, current products and future products;
- D. and the Discloser in exploring the possibility of a mutually beneficial relationship between itself and the Recipient shall disclose such Confidential Information to the Recipient as is necessary for the Permitted purpose (as hereinafter defined).

THEREFORE, In consideration of the promises and covenants contained in this Agreement and the disclosure of Confidential Information from the Discloser to the Recipient, the parties hereto agree as follows:

2. **Definitions and Interpretation**

In this Agreement (unless the context otherwise requires) the following words and expressions shall have the following meanings:

"*Agreement*" means this agreement and any amendments to this agreement from time to time.

"*Confidential Information*" means all technical, business, patents, patentable information, and IP information (irrespective of its form of disclosure) disclosed or made available by the Discloser or any of its Representatives to the Recipient or any of its Representatives. It shall however not include any materials or information that the Recipient can demonstrate and show:

- a) is at the time of disclosure generally known by or available to the public or became so known or available thereafter through no fault of the Recipient; or
- b) is legally known to the Recipient at the time of disclosure; or
- c) is furnished to the Recipient by a third party who legally obtained said information and the right to disclose it; or
- d) is developed independently by the Recipient where the Recipient can document such independent development.

"*Disclosing Party*" means the person or his representatives(s) who provides the proprietary confidential information.

"*Intellectual Property Rights*" means all copyrights, patents, patent applications, licenses, branding, trademarks, trade names, film and television rights, electronic and internet rights, know-how and inventions or other rights of every kind deriving therefrom and all fees, royalties and other rights of every kind deriving from such copyrights, patents, licenses, branding, trademarks, trade names, film and television rights, electronic and internet rights, know-how and inventions or other rights.

"*Inventor*" means an individual or a group of individuals who devise, create or discover a new process, product, concept, system or technology. This definition equally extends to an individual or a group of individuals who is the first to develop or produce a product or technology and/or an individual or group of people who build upon already existing concepts, processes, technologies, systems and products.

"*Party*" means either the Discloser or the Recipient individually.

"*Parties*" means both the Discloser and the Recipient jointly.

"*Purpose*" means facilitating further development or filing of IP Rights for the disclosed Confidential Information.

"*Receiving Party*" means the person or his representatives(s) who receives the proprietary confidential information from the discloser.

"*Representative*" means, in relation to a party, that party's employees, agents, accountants and lawyers.

3. Body of Agreement

- 3.1. Either Party may disclose Confidential Information to the other Party in confidence provided that the disclosing Party identifies such information as proprietary and confidential either by marking it, in the case of written materials, or, in the case of information that is disclosed orally or written materials that are not marked, by notifying the other Party of the proprietary and confidential nature of the information, such notification to be done orally, by e-mail or written correspondence, or via other means of communication as might be appropriate.
- 3.2. When informed of the proprietary and confidential nature of Confidential Information that has been disclosed by the other Party, the receiving Party ("Recipient") shall, for a period as long as this Agreement is in force and beyond from the date of disclosure, refrain from disclosing such Confidential Information to any other third party without prior, written approval from the disclosing Party and shall protect such Confidential Information from inadvertent disclosure to a third party using the same care and diligence that the Recipient uses to protect its own proprietary and confidential information, but in no case less than reasonable care. The Recipient shall ensure that each of its representatives or agents who has access to Confidential Information disclosed under this Agreement is informed of its proprietary and confidential nature and is required to abide by the terms of this Agreement. The Recipient of Confidential Information disclosed under this Agreement shall promptly notify the disclosing Party of any disclosure of such Confidential Information in violation of this Agreement or of any subpoena or other legal process requiring production or disclosure of said Confidential Information.
- 3.3. All Confidential Information disclosed under this Agreement shall be and remain the property of the disclosing Party and nothing contained in this Agreement shall be construed as granting or conferring any rights to such Confidential Information on the other Party. The Recipient shall honor any request from the disclosing Party to promptly return or destroy all copies of Confidential Information disclosed under this Agreement and all notes related to such Confidential Information. The Parties agree that the disclosing Party will suffer irreparable injury if its Confidential Information is made public, released to a third party, or otherwise disclosed in breach of this Agreement and that the disclosing Party shall be entitled to obtain injunctive relief against a threatened breach or continuation of any such breach and, in the event of such breach, an award of actual and exemplary damages from any court of competent jurisdiction.
- 3.4. The terms of this Agreement shall not be construed to limit either Party's right to develop independently or acquire products without use of the other Party's Confidential Information. The disclosing party acknowledges that the Recipient may currently or in the future be developing information internally, or receiving information from other parties, that is similar to the Confidential Information. Nothing in this Agreement will prohibit the Recipient from developing or having developed for it products, concepts, systems or technology, copyrights, inventions, trademarks, industrial designs, and patents that are similar to or compete with the products, concepts, systems or technologies, copyrights, inventions, trademarks, industrial designs, and patents contemplated by or embodied in the Confidential Information provided that the Recipient does not violate any of its obligations under this Agreement in connection with such development.
- 3.5. Notwithstanding the above, the Parties agree that information shall not be deemed Confidential Information and the Recipient shall have no obligation to hold in confidence such information, where such information:
 - a) Is already known to the Recipient, having been disclosed to the Recipient by a third party without such third party having an obligation of confidentiality to the disclosing Party; or
 - b) Is or becomes publicly known through no wrongful act of the Recipient, its employees, officers, directors, or agents; or

- c) Is independently developed by the Recipient without reference to any Confidential Information disclosed hereunder; or
 - d) Is approved for release (and only to the extent so approved) by the disclosing Party; or
 - e) Is disclosed pursuant to the lawful requirement of a court or governmental agency or where required by operation of law.
- 3.6. Nothing in this Agreement shall be construed to constitute an agency, partnership, joint venture, or other similar relationship between the Parties.
- 3.7. Neither Party will, without prior approval of the other Party, make any public announcement of or otherwise disclose the existence or the terms of this Agreement.
- 3.8. This Agreement contains the entire agreement between the Parties and in no way creates an obligation for either Party to disclose information to the other Party or to enter into any other agreement.

This Agreement shall remain in effect for a period of two (2) years or for such a period appropriate IP Right is granted from the Effective Date and fully commercially exploited unless otherwise terminated by either Party giving notice to the other of its desire to terminate this Agreement. The requirement to protect Confidential Information disclosed under this Agreement shall survive termination of this Agreement.

4. Dispute Resolution

- 4.1 The Parties hereby agree that any dispute or claim arising out of or in connection with this Agreement shall, in the first instance, be referred to for mediation by the University’s Intellectual Property Committee (IPC).
- 4.2 In the event that the IPC is unable to mediate successfully in the dispute, such dispute shall be referred to the Chartered Institute of Arbitrator (CIArb) for arbitration and shall be finally settled in accordance with the Arbitration Act Cap A19, Laws of the Federation of Nigeria, 2004.
- 4.3 The place of arbitration shall be Nigeria, and the language of the arbitration shall be English.
- 4.4 In the event that the parties are unable to resolve any dispute amicably, the courts of the Federal Republic of Nigeria shall have exclusive jurisdiction, and this Agreement shall be governed by and construed in accordance with Nigerian Law.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their duly authorized officers on the day and year first above written.

[Disclosing Party]

Title: _____
 Name: _____
 Signature: _____
 Address: _____
 Date: _____

[Institutional Representative]

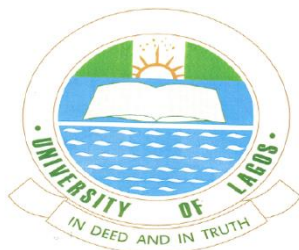
Title: _____
 Name: _____
 Signature: _____
 Address: _____
 Date: _____

[Receiving Party]

Title: _____
 Name: _____
 Signature: _____
 Address: _____
 Date: _____

A.2 INVENTION DISCLOSURE FORM

University of Lagos



Innovation and Technology Management Office Invention Disclosure Form

Confidential

Please complete the questions as accurately and comprehensively as possible, preferably in electronic format. The text in the blue boxes has been provided as a guide to facilitate the completion of the form. Please feel free to elaborate further, if necessary. If you need assistance with completing the form, please contact the Innovation and Technology Management Office team or send an email to unilag-iptto@unilag.edu.ng

1.) Please fill in your personal and contact details

Title	
First Name	
Last name	
Institution	
Dept./Unit/Group	
Tel No.	
Email	

2.) Provide a brief description of the invention and how it works?

3.) What is novel about the invention?

What are the new and unusual features and benefits of the invention? What makes it different from anything else? What advantages does this invention have over existing technology (cheaper, faster, more efficient, breakthrough)? Is the invention easy for buyers to adopt?

Which of the features/benefits described could be used to help market the invention to potential licensees?

4.) Have you conducted a literature search to determine the novelty of the invention?

Cite any of your own publications, and those of anyone else believed by you to disclose ideas most closely related to the invention. Please attach relevant publications, if available.

5.) What are the invention's applications, uses, and markets?

What problem does it solve?

6.) Has any commercial interest in the invention been demonstrated?

If so, by whom? How did they become aware of the invention? What is their interest in the invention?

7.) Has the invention been described in a publication or oral presentation?

For the purposes of this question, and the following question, a publication or oral presentation means:

1. A thesis
2. An oral presentation at any meeting
3. An abstract that has been submitted or published
4. A paper that has been submitted or published
5. A paper presented at a conference
6. A poster that has been viewed at a conference or exhibition
7. News stories
8. A conversation with colleagues not involved in the invention
9. Discussions with industry representatives

If there has been a publication or oral presentation, specify each occasion that it has occurred. Include the date, and place, company or person involved and their contact details, and identify the meeting/journal. Provide copies of any paper, abstract, power point presentations, slides or overheads, and anything else documenting what was published or presented orally.

8.) Are you planning to publish the invention or present it orally?

Are you planning to submit a report, abstract, paper or thesis relating to this invention for publication, or for presentation at a conference or meeting, or to a research sponsor? If yes, give details, including the date of planned submission and whether the manuscript has been accepted. Please provide a copy of the proposed paper, abstract or presentation, if possible.

9.) Who are the people who have contributed to this invention?

Who are the persons that have made an inventive contribution to the invention? Include the person's full name and his or her Institution or Company and Department, Unit or Group and position, i.e. PhD student, project leader etc.

If you omit a person who should be named as an inventor or if you include a person who is not an inventor, this will be grounds for a patent to be attacked, and revoked.

If in doubt about whether a particular person is an inventor, include the person and briefly describe your views.

Full Name		Institution/ Company/Department/Unit/Group	Position
1	*	*	*
2	*	*	*
3	*	*	*
4	*	*	*
5	*	*	*

[add more rows if necessary]

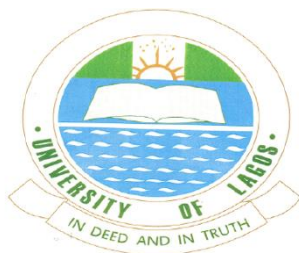
10.) Has the project which led to the invention been a collaborative project with another university, another research organization, or any other organization, including a private sector organization?

If so, provide full particulars of the collaboration. Who were the individuals? What was the precise contribution of each collaborator? Please provide a copy of any research contracts or collaborative agreements signed with these parties.

Please return the completed form to:
 Innovation and Technology Management Office:
 Email: unilag-iptto@unilag.edu.ng

A.3 INTELLECTUAL PROPERTY CONTRIBUTORS FORM

UNIVERSITY OF LAGOS



Innovation and Technology Management Office Intellectual Property Contributors Form

In accordance with the “Awards for IP Beneficiaries” in the University of Lagos Intellectual Property (IP) Policy, a portion of the net income received from the commercialization of research outputs, including royalties received from licenses, will be distributed to the IP creators/enablers, and a further portion will be distributed to their respective Faculty, departments, Group(s), Unit(s) or Centre(s). The IP Policy defines IP creators and IP enablers as follows:

Intellectual Property (IP) Creators/Inventors - individuals who are deemed to have made an intellectual contribution to the creation and/or development of IP arising from UNILAG sponsored research and or individual intellectual property creation of members of the University community or the public. They do not include individuals that have only carried out the tasks or supplied materials. IP Creators are not necessarily those appearing as authors on a scientific publication. To be recognized legally, a co-inventor must have conceived of an essential element of the invention or contributed substantially to the general concept.

Intellectual Property (IP) Enablers – assistants, technicians and other individuals who have indirectly contributed to the creation of Intellectual Property arising from UNILAG sponsored research and without whose intellectual or practical contribution commercial application would not have been possible.

This form is to be used by UNILAG members to identify persons that have contributed to the development and/or beneficitation of IP and their respective affiliations, i.e. Organization, Institution, Unit, Group or Center. The relative contributions of each person and unit must be quantified as accurately as possible to ensure equitable sharing of any benefits that may accrue from the IP.

This declaration will determine the sharing of the IP Creator(s)/Enabler(s)’s, Faculty, departments and Unit’s portions of Awards. Any changes to these contributions and additional parties must be subject to a new agreement.

Please note that it is the responsibility of the IP Creator(s)/Enabler(s) to notify UNILAG’s ITMO of any changes in their contact details for the distribution of income.

The creators/enablers of the following invention [*insert invention title & number*]:

do hereby agree to the following distribution of the portion due to the IP creators/enablers:

INVENTOR'S NAME	INSTITUTIONAL AFFILIATION	NATURE OF CONTRIBUTION	PERCENTAGE CONTRIBUTION

Add more rows if necessary

and the following distribution of the portion due to the Unit(s), Group(s) or Centre(s):

INSTITUTION/ ORGANIZATION	UNIT/GROUP/ CENTRE	NATURE OF CONTRIBUTION	PERCENTAGE CONTRIBUTION

Add more rows if necessary

In Witness thereof, the creators have hereto accepted this Intellectual Property Contributors Form in duplicate originals, by their signature.

Creator/Enabler

Date

Creator/Enabler

Date

Creator/Enabler

Date

Creator/Enabler

Date

Creator/Enabler

Date

Creator/Enabler

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Creator/Enabler

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Creator/Enabler

Date

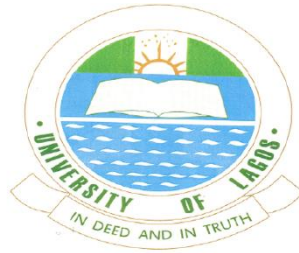
Please return the completed form to:

University of Lagos ITMO

Email: unilag-iptto@unilag.edu.ng

A.4 MEETING WITH INVENTORS

University of Lagos



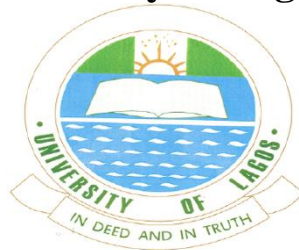
Innovation and Technology Management Office

Meeting with Inventors

- 1.) Please provide additional details on the invention, including the stage of development. What additional work is required? Do you have the experience and/or funds required to complete the technical development of the invention?
- 2.) What are the applications of the invention?
- 3.) What are the needs of the market? How does your invention address these? What are the competing products, if any?
- 4.) Do you have business connections in the field of invention? Do you know of anyone who may be interested in the invention?
- 5.) Do you know of any similar work that has been conducted?
- 6.) Have you done any prior art searches? What were the results?
- 7.) Which individuals and organizations were involved in the invention? How was it funded? Are there any relevant agreements?
- 8.) How enthusiastic and committed are you to the invention?
- 9) What is your understanding of the product development and commercialization cycle?
- 10.) Are you willing and interested in being involved in the commercialization of the invention? Do you have any experience in business ventures or in commercializing research?

A.5 DUE DILIGENCE REPORT

University of Lagos



Innovation and Technology Management Office Full IP Due Diligence Report

Project Name:

Title of Invention:

Primary Inventor:

Unit:

Date of Disclosure:

Project Manager (IC):

Value Proposition

(1 sentence)

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Brief Description of Invention

(Description of the science; potential applications; benefits; advantages and disadvantages; stage of development; scientific soundness and feasibility; likelihood/proof of it working; level of technical innovation [radical/ incremental/ value-adding/ state-of-the-art/ "me-too"])

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Market Information

(Market need addressed [currently unsatisfied; well-recognized; marginal or significant improvement on an existing product/process]; market size; market accessibility; market characteristics [developing; established; growing; trends; segmentation; drivers; barriers]; technology trends; ease of adoption/ product acceptability; product cycle; prospective licensees/customers/end users; competing products; competitor analysis; competitive advantage of invention)

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Intellectual Property Position

(Patent details; IP ownership details [partners involved, funding, prior claims to the IP, agreements in place]; competing patents/IP/prior art; costs, validity, scope, strength and enforceability of patent rights; infringement of third party rights; appropriateness of territories covered; other IPRs relating to the invention [trademarks, know-how, copyrights]; IP strategy; future patenting costs)

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Product Development Requirements

(Further development required; estimated time and funds to complete development; additional facilities/skills required to complete development)

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Commercialization Options

(Most appropriate commercialization route and business model; steps required for commercialization; estimated time and costs for development and commercialization; funds available; potential to raise external funding for development and commercialization; potential return on investment; alternatives if commercialization fails; potential marketing strategies; level of interest generated; responsibility for commercialization)

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Social and Economic Benefits

(Potential for the invention to lead to increased employment, new capital investment, export opportunities, import replacement, upliftment of previously disadvantaged individuals, rural development, sustainable poverty alleviation, SMME development)

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Possible Obstacles

(Concerns or problems with the invention that may result in failure to commercialize [technical, commercial, market, regulatory issues])

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Inventors/Team

(Inventors' level of enthusiasm and commitment; willingness and interest in being involved in commercialization; status of inventor in the field of research; understanding of and experience in the product development and commercialization cycle; familiarity with the market; business connections in the field of the invention; potential individuals to manage the commercialization)

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Other Comments

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Conclusion & Recommendations

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