

GTU invites suggestions and inputs from all stakeholders and start-up enthusiasts for developing 1st of its kind Student Start-up Policy in an affiliating-type university

Please send your suggestions on or before 19th November to gic@gtu.edu.in or to gtu_innovation_council@gtu.edu.in.

(The draft of the policy is on page 3-11)

In September 2003, Dr. Lawrence Summers, the president of Harvard University addressed the Massachusetts Life sciences summit meeting and told that John Kenneth Galbraith observed a few years ago that universities are to be 21st century economy what banks were to the 20th century economy. They are the place where the important kind of capital is, and is made available...

GTU has done extensive efforts in building an innovation and entrepreneurial culture across its affiliated colleges during the last 4 years. We have developed organic interventions for making students' projects innovative so that these may lead to student start-ups. GTU wishes to create a structured process to harness the fullest potential of creative and entrepreneurial students.

India needs 1 million job creations per month for the next 20 years for its students. Job creation in public and matured private industries is very less. Student start-ups and new ventures are the only hopes to tackle these challenges. All over the world, relevant pedagogic interventions at university level have led to technology start-ups. In India, GTU is the 1st large technological university, which wishes to develop its own student start-up policy. The policy will be based upon learning from GTU's own efforts and it can use the Best Practices from all other stakeholders across India and abroad.

To have insights about our earlier roundtables around this theme, please visit:

- a) http://gtu.ac.in/circulars/14Apr/10042014_02.pdf
- b) <http://www.gtu.ac.in/circulars/14Aug/13082014.pdf>
- c) http://files.gtu.ac.in/circulars/14Oct/07102014_03.pdf
- d) http://gtu.ac.in/15042014/S4%20debate_2_friday_18th%20April%202014.pdf

Why we think affiliated type universities like GTU need a unique innovation and start-up policy for students.

A) Missing links in Inclusive innovation ecosystem: More than 94 % of engineering students are now in affiliated- type universities in India. On the other hand all the national innovation and start-up policies cater to the segment of single campus/ residential engineering campuses like IITs, NITs etc. By a simple proportional method, it may be interpreted as the

GTU START-UP POLICY

policies for an India of 8 crore people out of 120 crore. It is only GTU, which has been working to develop an innovation system for the whole of the GTU system. GTU accounts for about 95% of the engineering seats in the State. Using the same methodology, this single effort would bring 6 crores to the 8 crore people by the entire non-GTU effort. However till other affiliating-type universities are also brought into the eco-system of innovation, we shall continue to exclude 106 crore people of Bharat from the innovation system, the nation is building. *(Very recently the state governments of Kerala, Andhra Pradesh, Telangana and Karnataka have developed aggressive innovation policies. We hope the Universities in the four states would become actively involved. Reports of the participation from the Universities in these states may become available only by the end of the academic year 2014-15.)*

B) Urgent requirement of job creation: To satisfy the need of university graduates, India needs to create nearly 1 million jobs every month for the next 20 years. The public sector industries and large private sector industries can satisfy a very small fraction of the required number of jobs. For creating such humongous number of jobs, India needs to promote student start-up culture across universities.

C) Huge requirement of skill up gradation: The Union and state governments are focusing on skilled India. It has been observed that those, who go through an experience of entrepreneurial endeavors, are motivated to up-grade their skills and become better employees, if they choose to go for a job. A study by UK govt. proves that enterprise education and employment possibility are correlated. If the students become self-motivated to acquire better skills, it can contribute significantly to the skilled India mission of honorable PM.

While sharing your inputs and suggestions, kindly remember that we want to take your inputs for developing interventions in policies for academic pedagogy for entrepreneurial studies, infrastructural, financing, common resource/operation, mission mode approach etc. You may also discuss how a stakeholder - either as student, start-up, innovator, faculty member, college authority, industry persons, mentors, incubators, funding agencies or policy maker may contribute to this effort.

We shall jointly explore tools, processes, interventions and similar endeavors which can influence the following three things to start with.

1. Pedagogical Inputs (in classrooms, laboratories and workshops)
2. Extra/Co- Curricular Inputs (Beyond classrooms but in the larger academic theatre): from official/semi-official student bodies, from technology clubs and through participation in competitions
3. Community Inputs from the extended community of a student

Please send your suggestions on or before 19th November to gic@gtu.edu.in or to gtu_innovation_council@gtu.edu.in.

University Start-up Policy

1.0 THE ENVIRONMENT AT GTU:

A University is required to convey, from one generation to the next, the accumulated knowledge by humanity after critically examining it for its relevance and veracity. A University community is supposed to welcome every new idea and rigorously evaluate its truth by using all the available tools. Hence Universities are usually the places, where new ideas are discovered and new invention are made. Therefore more innovative are the universities, more creative are the societies in which the universities are located.

1.1 Administrative Support for Research & Development: Whatever measure may be used for the research output of a university, we have to accept the fact that even our best universities today are much less innovative than even a middle-level university in the first world. There are many reasons for this lacunae. But the basic fact is that our university structures are not designed for facilitating research. Nor are these designed to promote excellence in 'teaching processes' by using today's tools. Functionally the university system in South Asia has been designed for organizing a centralized examination system, which can deliver passports (called degree certificates) for government jobs.

In the developed part of the world, university communities have become highly stimulating and generate many useful ideas, products and processes. To sustain such communities, every university has the office of the Vice-President (Research). The essential components of the office are Intellectual Property Rights (IPR) cell and entrepreneurship unit besides a large component, which facilitates the community to access the resources for research. Many universities have associated incubators. Such incubators are usually independent entities. But the Boards of university incubators are usually chaired by the Vice-President (Research). That the activities under a Vice-President (Research) are an essential requirement for a university is accepted by everyone concerned in the developed world. As the competition among the nations has become more intense, the discussion is usually about strengthening the office of research further. Universities usually can change the number of Vice-Presidents according to the needs. Thus as globalization at universities has increased, many universities have added a Vice-President (International) to its set of officers.

In India, the statutes of universities have no provision for a Pro-Vice-Chancellor (Research). Along with a number of other essential steps, establishing the additional position of a Pro-Vice-Chancellor (Research) may also help. But our universities cannot add such a position. This can only be done by changing the statute of the university by the legislature. Similarly due to insufficient understanding of the needs of the universities of today, the administrative systems of the government fail to provide the

GTU START-UP POLICY

necessary facilities to their State universities. Nor are the universities free to take decisions to create their own administrative structures to cater to the needs of today, though the universities are said to be autonomous.

However time does not stop moving ahead till our society understands the requirements of its State Universities. Hence in spite of the handicap the universities must continue to serve the needs of the young.

GTU, therefore, set up GTU Innovation Council on 2nd August 2010 and it is today by far the most active innovation council in India for creating institutional and industry linkages on a sustainable basis. GIC set up 25 GTU Innovation Sankuls, spanning the whole of Gujarat. Each Sankul is centered around a major industrial estate. The first industrial Shodh Yatra was organized on 14th February 2011 to SMEs in Naroda Industrial Estate, Ahmedbabbd. On 3rd September 2011, GTU started an IPR Cell, by taking the help of professors, who may have taken some patents of their own. For supporting entrepreneurial activities, GTU set up Student Start-up Support System (S4) on 25th February 2012. A working space for budding entrepreneurs was established as S4- Co-Creation Center (S4-C3) on May 1, 2013.

1.2 Universities, MSMEs and New Technologies: An MSMEs is usually started by someone, who has learnt or developed some new technology and is able to manufacture a product competitively. If it does not grow fast to become a bigger industry, it would not have the competence and resources for establishing a full-fledged research and development center. Hence such an industry, without continuous updation of technology, may become non-competitive. Hence it is important that such industries develop a close relationship with Universities, so that after signing a Non-Disclosure Agreement (NDA), the laboratories and workshops of the University or its affiliated Colleges can be used as the development centers for MSMEs. This will be mutually beneficial, since it would make the research and development work in the University and the Colleges more relevant to the needs of the society.

Through GTU Innovation Sankuls, GTU has created a structure so that the Colleges can develop a close relationship with the industries. Today more than 70% of the Final Year projects at GTU are based upon problems from MSMEs. Moreover the industries are invited in every semester of the Final Year to an Open House exhibition of the students' work and the industry professionals are asked to evaluate the Final Year projects.

Every College and the University have well qualified Faculty Members. The basic technical competences of more than 17,000 Faculty Members in the GTU system constitute a highly valuable resource, which is not being utilized by the industries in India. As mutual confidence develops between industries on the one hand and the Colleges & the University on the other, NDAs may start being signed and the MSMEs, the

GTU START-UP POLICY

University and our country may start benefiting from research and development in the workshops and laboratories of the Colleges and the University.

As the Faculty Members start working on problems, generated on the shop-floors of MSMEs, their capacity to effectively mentor start-ups of students will grow.

2.0 A NOTE ON INNOVATIONS IN ENGINEERING EDUCATION AT GTU:

Gujarat Technological University (GTU) was established in 2007 as an affiliating type State University by the Gujarat State act and has been active in initiatives that aim to enhance human capability by providing out-of-classroom pragmatic experience to Engineering Students in addition to catering the entire field of Engineering, Pharmacy, Business Studies (MBA programs) and Computer Applications (MCA) in Gujarat. Today the University has about 500 colleges affiliated to it with 5, 00,000 students. It is today the largest University in Gujarat.

As a multi-disciplinary university it is offering 34 PG, 38 UG and 27 Diploma programs. The University has robust Doctoral and Master's program involving large number of foreign co supervisors and unique way of conducting central Mid-term and Final review of thesis. To promote research, GTU has established 14 PG research centers, viz. Mobile Computing & Wireless Technologies, Environmental & Green Technologies, Global Business Studies, Pharmaceutical Studies and Drug Delivery Technologies.

GTU Innovation Council is the most active Innovation Council in the country with about 500 industry leaders as members of its 25 regional committees and working jointly with Principals/Institutes for enhancing the industry-institute inter-action.

GTU may be today the University having the largest number of result oriented initiatives & activities in Innovation, IPR & Student Start up activities compared to any other University in India.

³⁰ **GTU's RESEARCH PROJECT** on the 'Structure Of Our Universities' & on the 'Regulatory And Admin System Of Higher Education': The Post-Graduate Research Center for Technology Education, Public Policy and Universities of the 21st Century has been working on a research project on Designing the Structure of Technological Universities (DSTU) since 27th April 2011. This research project is designed to scientifically study the evolution of the university system and to develop disruptive strategies to meet the Challenges of the 21st century. This research project is developing a system of Governance by which a University is able to integrate education, training and research in its disciplines of interest and offer to the young the best of environment for learning. This will also help to identify those organizational components which are needed to pursue the objective of the Technological Universities and to monitor its activities related to admission, education, training, research, industry interaction, studying issues of entrepreneurship as applicable to its students and alumni, inter-institute collaboration and international collaborations. It also studies the policy issues at all levels for regulation of technological education by an array of All India and provincial regulators and administrators.

GTU START-UP POLICY

The Department of Education, Government of Gujarat organized National Education Summit (NES) on January 10-11, 2014. The part of the research work done under DSTU, as applicable to all the Universities in India, was presented at a pre-NES seminar called 'Re-designing the Structure of Universities for coping with Challenges of the 21st Century (RSUC) (with a special focus on Universities in the Indian sub-continent) on 8th & 9th January, 2014. (Brief Reports of the first five plenary meetings of DSTU and the seminar of RSUC are available at http://www.gtu.ac.in/circulars/14Apr/28042014_01.pdf and at <http://gtupgcenters.edu.in/home.aspx?id=6>). The seventh session of the research project was organized as a Seminar in the presence of four ambassadors of four Afro-Asian countries on 19th July 2014 to understand the issues in other developing countries, where higher education systems are also required to be up-graded. (A brief report of the Seminar is available at http://www.gtu.ac.in/circulars/14Aug/16082014_03.pdf.) About 60 Vice-Chancellors from outside Gujarat and many Vice-Chancellors from Gujarat and Academic Officers like Deans & Professors from all over the country have participated in at least some meeting of the research project.

Practice-orientation and Technological Skills: Whatever measure may be used for the research output of a university, we have to accept the fact that even our best universities today are much less innovative than even a middle-level university in the first world. There are many reasons for this lacunae. But the basic fact is that our university structures are not designed for facilitating research. Nor are these designed to promote excellence in 'teaching processes' by using today's tools. One reason may be that there is no incentive for doing good research. Thus in April 2014, in an article titled 'China's Rise in Higher Education, a perceptive observer from Bangalore pointed out²," ".....the governance structure at these institutions (IITs, IIITs and NITs) incentivises the best faculty to become administrators, in which positions they have no time for research or effective teaching. A different approach that privileges teaching and research, and keeps administrative loads low for good faculty, as China appears to have done, may be a solution." Another reason is a near-total bureaucratic control of even the nominally autonomous educational institutions.

Functionally the university system in South Asia has been designed for organizing a centralized examination system, which can deliver passports (called degree certificates) for government jobs.

GTU has initiated research on a unique project on the evolution of our university system since 1857 in April 2011. This research has brought out some interesting facets of our university system as well as the national regulatory systems. Using this on-going research studies, GTU has attempted to transcend the limitations by working in areas, wherever a little freedom for making experiments could be found.

GTU has introduced practice orientation and a stress on building soft skills and, in a limited way, technological skills. It has empowered the Faculty Members in Colleges by granting in most of the courses as much as 60% marks to them for progressive evaluation and assessment of term-work and Laboratory/ workshop work and leaving out about 40% marks for end-semester examination.

Development of Design-Based And Project-Based Learning System at GTU: On 2nd February 2012 (The first cohort of 4-year degree engineering students graduated out in May 2012.), GTU started the process of updating its syllabi. It was decided to develop a design-based learning system. (In Chemical Engineering and in IT, one uses the term 'Project-based Learning' for a similar idea.) So design orientation has been embedded into the new syllabi from July 2013 and open-ended problems were included in the practical work. A strong 6-semester spine of design engineering has been included in the syllabi. On 9th January 2014, experts in design engineering from all over the country were invited to present their views on how Universities could permeate design engineering into the whole of the engineering syllabi. At GTU, the processes of designing the project at the Final year and of the spine of Design Engineering, from third to eighth semester of degree engineering programs, have been synchronized in the interest of seamless progression of learning. In July 2014, GTU has become the Director for India on the Asia-Pacific Engineering Network (APEN). APEN has been working to introduce project-based and design-based learning systems in the engineering education systems of East Asian countries.

GTU's Innovation Council (GIC): GIC was established on August 2, 2010. The Final Year project in degree engineering and research work at Universities leads to most of the innovative technology companies in the world. GIC coordinates the work of (i) GTU's Student Start-up Support System (S4) *established on 25th February 2012*, (ii) study of IPR *instituted from 3rd September 2011*, (iii) the S4 Co-Creation Center (S4-C3) *established on May 1, 2013*, (iv) GTU's ShodhYatras (*The first ShodhYatra was organized on 14th February 2011*) to SMEs and (v) the structure of GTU Innovation Sankuls³. GIC is one of the most active University Innovation entities and S4-C3 continues to serve the students and alumni in the evenings and at week-ends and during holidays, all through the year.

Skilling India Mission of GTU: GTU has established at every College/ Institution affiliated with it, an Udisha² (Universal Development of Integrated Skills through Higher Education) Club. These Clubs are designed to establish a close connectivity with industries, through the Sankul Committees. Besides specific Technology Clubs have also been established. Thus GTU has Open Source Technology Clubs (OSTCs) in 77 Colleges and 30 Mobile & Wireless Technology Clubs as of 7th October 2014. To manage these Clubs better, GTU is establishing Nodal Centers across the State.

With each C-i-C3 will be associated one technological Skill Development Center (SDC). The first five Centers, which are being established, are on the skills required by the Telecommunication industry. These will train Skilled workers according to the prescribed syllabi, prepared by National Skill Development Corporation. Since the SDCs have modern equipment, the like of which is not available at engineering colleges, at week-

GTU START-UP POLICY

ends, the SDCs will provide training to engineering students of Colleges, affiliated with GTU, in batches of 30 students.

In Engineering Colleges, workshops on Machining and Fabrication, Carpentry & Fitting, Welding, Foundry, Automobiles, EME (IC engines, boilers, engines, gas turbines and steam turbines), refrigeration & AC, CNCs, Robotics, PLCs & Sensors etc are required. However these workshops are usually not modern and are of elementary nature. GTU has divided the State into five zones for administrative purposes. GTU proposes to establish five Skill Development Centers (SDC) in each of the trades, which are a part of the engineering curriculum. Each of the SDCs will train skilled workers. Moreover these will provide training to students of engineering. Lastly these SDCs will be manned by technician trainers as well as professors, who will do research in these technologies. Thus if GTU has ten professors in the five zonal SDCs in the area of welding, they will study the technologies of welding and will work to develop new technologies indigenously.

3.0 POLICY:

- Final year students of GTU will be required to take a real life challenge and solve as a part of academic curricula through their academic project.
The students, who have completed the best of the Projects and who want to convert their projects to products/services and who want to set up start-ups, will be supported through S4 at GTU. University will extend training and basic facility to help its innovators file patent applications.
- Students may be permitted to undertake their presentation at the Open House, the project seminar and industrial visit at Technology Business Incubators (TBIs) or Accelerators, if the TBIs or Accelerators are in the list of certified entities. The Mentors from Incubator/ Accelerator can act as an external Project/Thesis Guide.
- GTU's academic system permits a student or a Faculty Member to apply for approval of a special elective, designed especially by the student or the Faculty Member. GTU is the only university in India, which permits this kind of autonomy. Colleges will be advised to choose appropriate online courses (MOOCs) as electives and to apply to the University, under the existing academic regulations.
- GTU will introduce the concept of student-entrepreneur-in-residence.
- Students will be permitted to apply for grant of official leave of one year at a time for entrepreneurial initiatives during their study. However the student need to graduate within a maximum of double the minimum time, required for graduation. Thus a student will be eligible for award of a 4-year degree only if he/ she is able to complete all the requirements of the degree within 8 years of his joining the program of study. This period of eight years will include the leave for entrepreneurship.
- University will introduce a concept of common minimum infrastructure, common minimum activity and common minimum start-up support policy at college level. Based on the work at the College and its impact –by way of outcomes in the form of successful student enterprises, Colleges will be benchmarked on an annual student start-up index.

GTU START-UP POLICY

- Normally students work on developing a proto-type for their proposed enterprise during after-hours (i.e. after the normal academic day's work) and on holidays. However many of the Colleges are located in distant mofussil areas and most of these Colleges have no student-hostels. Hence these Colleges work according to the timing of availability of public transport (usually from 10 AM to 5 PM).
GTU will establish C-i-C3s in every Sankul at accessible places. These will serve the needs of all the students. This will remove the handicap of students, who may be studying in the 10 AM-to-5 PM Colleges.
Since a C-i-C3 consists of a Tinkering Lab as well as an S4 Extension Center, it would not only facilitate a student to develop a proto-type, it would also provide the incubation facilities to students and the alumni all over the State.
- GTU will call upon the GOI authorities, which support the Incubators, to extend at least, the same support to the 25 C-i-C3s.
- GTU will call upon the State government and the Municipal authorities to make available at least 20,000 square feet of built space in a central location in a central and easily accessible place in the major population center in each Sankul.
- GTU will be prepared to convert each C-i-C3 or the set of 25 C-i-C3s into a Section 8 company.
- GTU will welcome a major industry to associate with a C-i-C3. GTU may agree to accept a nominee of the major industry to chair the Board of the C-i-C3. (Normally the Co-Chair (Industry) of the Sankul is the Chairperson of the C-i-C3 of the Sankul.)
- S4 or an S4 Extension Center will try to act as a Market Maker for Student Start-ups registered at the University Incubator/Co-working space or for Student Start-ups of GTU associated with other certified Incubators by University. University will do it through a specific section 8A company developed at University after consulting with Industry Chambers, Government. An appropriate service charge will be taken for making the proposed section 8A company sustainable.
- All Colleges would be encouraged to develop specified common minimum Infrastructure and host common minimum activities as specified by the University.
- All Colleges, which have associated Students Hostels, will be asked to build an Innovation Home of about 5,000 sq ft on the pattern of Rainbow Mansion in Silicon Valley. Budding entrepreneurs may stay and work on developing a marketable product at a reasonable cost for stay and facilities. The Home would have high speed Internet, a seminar room and a few office spaces. The budding entrepreneurs, staying at the Home would be able to participate in the S4 Extension Center programs on various aspects of setting up a business and inter-act with the mentors and young entrepreneurs, visiting the Center. They would also be able to use the C-i-C3 facilities of the Sankul and inter-act with the Co-Chair (Industry) and Directors of the Sankul. Besides the use of the workshops, laboratories and library of the College would be available to them.
- GTU will ask every College/ Institution/ Polytechnic, affiliated with it to establish an Udisha² (Universal Development of Integrated Skills through Higher Education) Club.
- GTU will exempt student start-ups, affiliated with GTU-certified incubators, to avail Maximum up to 10% attendance grace based on the stage of start-ups in any semester:
 - Ideation Stage – 2%
 - Team and Company Formation –3%
 - Working Model for technology based firms - 5%
 - Business Services for service based firms – 5%

GTU START-UP POLICY

Including this 10% grace, a student needs to have 75% of attendance required to sit in the semester-end examination.

A student can use the above exemption of 10% in a single semester. Or he/she may use it in parts in different semesters. However the exemption of a stage used in a semester will not be usable again in other semesters. The above exemptions will be allowed only if the respective department of the respective college will certify that they have functioned for 90 days in a semester, with attendance record for each of the days of working.

- Students and Faculty members are encouraged to participate in national and state level activities like seminar, conference/in-house programmes of Incubators/Accelerators, boot-camps and other similar programmes related to Innovation/Entrepreneurship/IPR/Design. For this Duty Leaves would be given to students and faculty members (if they are accompanying students). For student start-ups, affiliated with GTU-certified incubators, duty leave exemption will be considered within the 10% exemption, as specified above.
- Student Start-ups, if representing University at National Start-up Fares and similar exhibition/expo will be given travel re-imburement up to permissible amount similar to sports and cultural participation. This facility will be valid for up to two co-founders once a semester. For such a facility, the entry/ registration should have been done with the approval of the University.
- GTU will facilitate Start-ups by Alumni (within 3 years of graduation) under its flagship programme called Entrepreneur-in-Residence (EiR). EiR candidates will be selected by the University on the basis of an intensive review of each project. A monthly stipend of INR 20,000/- as a Research Assistant may be given for a period of up to 11 months. The selected candidate will be required to function from a University office/ facility on day-to-day basis and may be required to mentor various start-up related programmes for the University. If the performance of an EiR is not found to be satisfactory, the University may terminate the Research Assistantship on any day. In case it is a team of students and or alumni, who are working on developing an enterprise, the team may be considered as an EiR. In such a case, the University may decide to give an appropriate amount of Research Assistantship to each of the team members.
- Student Startups or Alumni start-ups (within 3 years of graduation), which have made an extra-ordinary impact and which had an early stage connection with University Incubator/ Co-Working Space or University-affiliated Incubator, will be given suitable recognition/ citation/award for their achievements.
- GTU will create two Forums, called YES 4 and SES 4 (Young Entrepreneurs for S 4 and Student Entrepreneurs for S4) for giving a platform to all Young Entrepreneurs and Student Entrepreneurs in the State. Those, who register with the Forums, who will be able to avail various facilities like capacity building, networking and others. As the Forums grow in size, the University will start organizing an Annual National Student Start-Up Festival every year.
- GTU will bring pedagogical Interventions like permeating design thinking into the entire syllabi and Innovation and Entrepreneurship programmes in practice mode. University will facilitate start-up process by seamlessly integrating the incubation value chain into the academic programs to have early exposure of incubation value chain to potential student start-ups. For those spin offs, which have the potential to go to next stage, the University will permit these budding entrepreneurs to take elective subjects on Innovation Entrepreneurship and other useful subjects.

GTU START-UP POLICY

- GTU will promote Entrepreneurship by Faculty members and extend facilities of Student Start-up Support System (S4) in appropriate cases after proper scrutiny of each case.
- GTU will work through CrowdFunding, Gujarat Venture Fund Limited and other organizations to help students obtain seed funding at their early stage of Inception when the students are found to have a Minimum Viable Product (MVP).
- University will host regularly start-up related national level dialogues, workshops and conferences to benchmark its own progress and influence national policy makers to shape futuristic policies and action strategies to promote Innovation and Student Start-ups in affiliating- type Universities.
- GTU will create a Hub and Spoke Incubation Model involving all possible stake-holders to have Incubation both in in-situ and ex-situ mode.

¹Page 2 of <http://gtu.ac.in/ABP/ANANTYAM%20VOL.%20I%20ISSUE%20III.pdf>.

²Since the UDISHA Clubs are associated with the structure of GTU Innovation Sankuls, these are also called GTU Innovation Clubs.

³Sankul is a Gujarati word, which means a Community.