The purpose of this document is to provide a program overview and guidelines for REV - Resource for Engineering Ventures. It is intended for all Northeastern University College of Engineering faculty, administrators, students, and alumni.
TABLE OF CONTENTS

Name and Purpose ........................................................................................................... 04

Our Mission................................................................................................................... 05
  Mission Statement
  Vision Statement
  Program Objectives
  Program Values
  Actions
  Participation
  Success

Code of Conduct .......................................................................................................... 07
  Participant Conduct
  Confidentiality
  Conflict of Interest

Michael J. and Ann Sherman Center
for Engineering Entrepreneurship Education ............................................................ 08
  The Roles of the Sherman Center
  Program Director
  Program Manager
  Involvement with REV Ventures

Entrepreneurial Ecosystem ......................................................................................... 09
  Entrepreneurial Ecosystem Overview
  REV’s Relationship with the Entrepreneurial Ecosystem
  Entrepreneurial Ecosystem Promotion

Experts............................................................................................................................ 10
  The Role of REV Experts
  Expert Eligibility
  Expert Enrollment
  Expert Training
Expert Appointment
Terms of Service
Resignation
Removal
Expert Relationships with Teams
Expert Relationships with Other University Programs
Expert Database

Teams ................................................................................................................. 13
The Role of REV Teams
Team Eligibility
Team Enrollment
Inactive Teams
Voluntary Withdrawal
Removal
Team Relationships with Experts
Team Database

REV Process and Expectations ............................................................................ 15
Process Design
Participant Identification
Expert Enrollment
Team Enrollment
Expert Solicitation and Appointment
Initial Meeting
Mentoring Process
Program Enrichment
Tracking and Assessment
Program Graduation

Policy and Amendments to Program Overview and Guidelines ..................... 18
Policies
Record
Amendments
NAME AND PURPOSE

Name
The name of the Northeastern University (the “University”) program will be REV, Resources for Engineering Ventures (“REV”).

Purpose
REV’s purpose is to cultivate a community of entrepreneurial engineers who are prepared to pursue entrepreneurial endeavors with confidence and a high level of skill.
Mission Statement
REV is a mentoring program residing within the Michael J. and Ann Sherman Center for Engineering Entrepreneurship Education (“Sherman Center”) and the College of Engineering (“COE”). REV is intended as a resource for engineering undergraduate students, graduate students, faculty, staff, and recent alumni (“Entrepreneurial Engineers”). REV’s mission is to guide the Entrepreneurial Engineer through the University’s entrepreneurial ecosystem toward venture creation. REV connects the Entrepreneurial Engineer with engineering alumni with need-relevant expertise, while challenging them to evaluate technological needs in a solution-agnostic manner.

Vision Statement
REV’s vision is a robust Entrepreneurial Engineer community that is prepared to pursue entrepreneurial endeavors with confidence and a high level of skill. As a resource for Entrepreneurial Engineers, REV seeks to connect, educate and propel entrepreneurial concepts at any stage (“Teams”) through the hurdles of venture creation with the guidance of our engineering alumni network (“Experts”). REV values the promotion, education, and advancement of entrepreneurship in engineering.

Program Objectives
REV seeks to establish itself as the wide-funnel entry point for the Entrepreneurial Engineer at any stage in venture creation. By providing various resources and guidance, REV will:

- Connect Entrepreneurial Engineers with discipline-specific engineering alumni to facilitate the development of potential solutions and perform early stage testing (both technological and market-based);
- Educate students to find and evaluate technological needs in a solution-agnostic manner while fostering and strengthening their enthusiasm for technological innovation;
- Propel student concepts forward into the University’s entrepreneurial ecosystem, while guiding them through the hurdles of venture creation.
Program Values
REV’s position as an education resource stems from the core values of the Sherman Center, and the needs of the Entrepreneurial Engineer. REV values:

• The engagement of and collaboration between Entrepreneurial Engineer ideas and alumni Expert experience for the development of creative entrepreneurial solutions.
• Solution-agnostic perspective when identifying needs and opportunities.
• Promotion, education, and advancement of entrepreneurship in engineering.

Actions
All actions undertaken by REV will be made in accordance with and in the spirit of the Mission Statement, Vision Statement, Program Objectives and Program Values.

Participation
Participation in REV is open to all students, recent alumni of less than five years, faculty and staff of the University's College of Engineering, and, at the approval of the Program Director and Program Manager, to qualified persons in other colleges within the University.

Success
The standards of REV’s success are defined by the quality of teachable moments and professional growth that takes place during the mentoring process, and the level of University engagement that takes place post-program graduation.
CODE OF CONDUCT

Participant Conduct
REV Participants are required to uphold the standards summarized in the University Code of Ethical Conduct.

Confidentiality
In accordance with the REV Mutual Non-Disclosure Agreement, REV Teams, under the umbrella of the University, and Experts, upon agreement to engage in a mentor/mentee relationship, must enter into a mutual non-disclosure agreement whereas confidential and/or proprietary information relating to the Team concept is kept confidential by both parties via reasonable and appropriate measures.

Conflict of Interest
REV Experts are prohibited from investing in any Team to which they are currently assigned as a mentor. Experts cannot receive any compensation from, or engage as a paid employee or consultant of, the Team to which they are currently assigned as a mentor. REV acknowledges that this relationship may change. If a change in relationship is desirable to both the Team and Expert, both parties will immediately inform the Program Director and Program Manager, and the Expert will discontinue his/her role as REV Expert for the specific Team in question.
Role of the Sherman Center
The role of the Sherman Center is to provide logistical, programmatic, and academic support to REV as informed by the shared values of the promotion, education, and advancement of entrepreneurship in engineering.

Program Director
The Program Director will report to the COE Dean, and guide the Program Manager in his/her execution of all program-related duties and functions.

Program Manager
The Program Manager will report to the Program Director, and is responsible for facilitating the connection, scheduling, progress, and tracking of all REV Teams and Experts.

Involvement with REV Ventures
Neither the Program Director nor the Program Manager may involve themselves in any REV Team in a non-academic role (including but not limited to co-founder, paid consultant, or investor) for a period of two (2) years from end of the Team’s affiliation with the REV program.
ENTREPRENEURIAL ECOSYSTEM

Entrepreneurial Ecosystem Overview
The University possesses a robust collection of centers, programs, initiatives, and academic courses that collectively seek the promotion of entrepreneurship on campus. (“Entrepreneurial Ecosystem”).

REV’s Relationship with the Entrepreneurial Ecosystem
Many Entrepreneurial Ecosystem programs enrich and complement REV’s mission to create a prepared and confident Entrepreneurial Engineer. REV welcomes collaboration between the entities within this ecosystem, and continually seeks to discover ways

Entrepreneurial Ecosystem Promotion
REV agrees to guide and encourage Teams to enroll in other programs within the University’s entrepreneurial ecosystem, as long as the program(s) in question are positively impactful to the Team’s educational, professional and/or personal development. Team members are not restricted from engaging in other University programs while engaged in REV.
EXPERTS

The Role of REV Experts
REV Experts are COE alumni who have demonstrated experience in the fields of entrepreneurship and engineering, and who are eager to give agenda-free guidance to REV Teams. Experts will tailor their advice to the needs of the Team, but will always focus on 1) fostering and strengthening the Entrepreneurial Engineer’s enthusiasm for technological innovation, while 2) providing knowledge of essential business and market concepts necessary for successful venture creation.

Expert Eligibility
Expert eligibility is based on status as an NU COE alumnus as well as level of experience, interests, commitment, availability, and absence of a personal agenda.

Expert Enrollment
The steps of Expert enrollment are as follows:
1. Prospective Experts are given the REV Program Overview and Guidelines and REV Program Non-Disclosure Agreement for review;
2. Prospective Experts are invited to the Sherman Center (008C Hayden Hall) for an initial forty-five minute, in-person interview with the Program Manager and Program Director or designated senior-level Expert;
   a. The Program Manager will ascertain prospective Experts program knowledge based on the REV Program Overview and Guidelines in the areas of program size and scope of the program, intended Expert commitment, role of the Expert, and conflict of interest considerations;
3. Prospective Experts will be contacted by the Program Manager promptly upon successful program enrollment;
4. Experts will provide a signed REV non-disclosure agreement to the Program Manager prior to Team assignment.
**Expert Training**
Experts, upon entry into the program, will be scheduled for a one-hour on-campus REV Expert training. This training focuses on:
  a) Program Overview  
  b) Our Teams  
  c) Our Experts  
  d) Our Approach  
  e) Examples of successful Team-Expert relationships  
  f) Measures of successful Team-Expert engagement
REV Expert training takes place in accordance with the University academic calendar, with one training taking place in the Fall Semester, and one in the Spring Semester. The Program Manager is responsible for scheduling the time and place of the training.

**Expert Appointment**
Selection and appointment of all Experts will be managed by the Program Director and Program Manager. All appointments are based on three criteria:
  A. Team needs;  
  B. Expert area of expertise;  
  C. Expert and Team availability.
All appointments are made with the Team’s best interest in mind, under the discretion of the Program Director and Program Manager.

**Terms of Service**
The term of service of all Experts will be indeterminate, based on the Expert’s interests, eligibility, and satisfactory execution of his or her duties and responsibilities.

**Resignation**
Experts are free to remove themselves from their role within REV without cause at any time. Experts will alert the Program Director and Program Manager immediately upon self-removal.


Removal
Any action made by the Expert that violates these Program Rules, results in failure to satisfactorily fulfill the role of Expert, or is deemed inappropriate or not befitting of the accepted conduct of an Expert, will result in immediate removal by the Program Director and Program Manager.

Expert Relationships with Teams
Experts will engage with Teams in an agenda-free, information-sharing relationship for as long as the Team’s needs match the Expert’s area of expertise, and both parties agree to continue this relationship. Experts, Teams and the Program Director and/or Manager will seek to officially meet within the Sherman Center every four to six weeks, and casually via REV’s designated Collaboration Tool. Meetings may be in person or via internet-based means such as Skype or BlueJeans.

Expert Relationships with Other University Programs
REV welcomes Expert engagement in any of the various University programs available on campus. REV may suggest programs based on the Expert’s areas of interest.

Expert Database
The Program Manager will maintain a database of all Experts and their current status within the program.
The Role of REV Teams
REV Teams consist of University COE undergraduate students, graduate students, alumni, faculty and staff. As part of the REV program, Teams are encouraged to explore other parts of the University Entrepreneurial Ecosystem while retaining their REV membership. Teams agree to enter into a mentor/mentee relationship with an open mind, and focus their efforts toward 1) professional, 2) academic, and 3) personal growth.

Team Eligibility
Participation in REV is open to all students, recent alumni of less than five years, faculty and staff of the University's College of Engineering, and, at the approval of the Program Director and Program Manager, to qualified persons in other colleges within the University. Eligibility is additionally based upon level of team commitment, availability, business awareness, and technical awareness.

Team Enrollment
The steps of Team enrollment are as follows:
1. Prospective Teams apply to REV via a web-based application challenging the Team to provide a summary of their team and concept.
2. Prospective Teams are then invited for a forty-five minute, in-person interview with the Program Manager and Program Director or designated senior-level Expert. All intended team members must be present for this interview.
   a. The Program Manager will explain the size and scope of the program, expected Team commitment, role of the Team, conflict of interest considerations, and assess the Team’s needs.
3. The Team will be contacted by the Program Manager promptly upon successful program enrollment.
4. Teams will provide a signed REV Team Commitment form to the Program Manager prior to Expert assignment.
**Inactive Teams**
Any Team that becomes non-responsive for more than three (3) weeks to the assigned Expert or the Program Manager will be deemed inactive and removed from the program. Inactive teams that seek to reenter the program will be required to justify their inactive status to the Program Director and Program Manager before being reactivated.

**Voluntary Withdrawal**
Teams are free to remove themselves from their role within REV without cause at any time. Teams will alert the Program Director and Program Manager immediately upon self-removal. Teams will need to reapply to REV should they wish to reentry.

**Removal**
Any action made by the Expert that violates these Program Rules, the University Code of Ethical Conduct, or any action that is deemed inappropriate, will result in immediate removal by the Program Director and Program Manager.

**Team Relationships with Experts**
Teams will engage with Experts in an agenda-free, information-sharing relationship for as long as the Team’s needs match the Expert’s area of expertise, and both parties agree to continue this relationship. Teams will not solicit Experts for investment or any other roles in their ventures. Experts, Teams and the Program Director and/or Manager will seek to officially meet within the Sherman Center every four to six weeks, and casually via REV’s designated Collaboration Tool. Meetings may be in person or via internet-based means such as Skype or BlueJeans.

**Team Database**
The Program Manager will maintain a database of all Teams and their current status within the program.
REV PROCESS AND EXPECTATIONS

Process Design
REV’s process is designed using the best practices of the University entrepreneurial ecosystem to meet the needs of the entrepreneurial engineer.

Participant Identification
REV participants are identified from various outlets. Experts are identified through Expert, faculty, alumni and administrator referrals, web-based participation inquiries, and/or direct communication to the Program Director and Program Manager. Teams are identified via faculty and administrative referrals, engineering capstone programs, Sherman Center events, and/or referred by other programs within the entrepreneurial ecosystem.

Expert Enrollment
The steps of Expert enrollment are as follows:
1. Prospective Experts are given the REV Program Overview and Guidelines and REV Program Non-Disclosure Agreement for review;
2. Prospective Experts are invited to the Sherman Center (008C Hayden Hall) for an initial forty-five minute, in-person interview with the Program Manager and Program Director or designated senior-level Expert;
   a. The Program Manager will ascertain prospective Experts program knowledge based on the REV Program Overview and Guidelines in the areas of program size and scope of the program, intended Expert commitment, role of the Expert, and conflict of interest considerations;
3. Prospective Experts will be contacted by the Program Manager promptly upon successful program enrollment;
4. Experts will provide a signed REV non-disclosure agreement to the Program Manager prior to Team assignment.

Team Enrollment
The steps of Team enrollment are as follows:
5. Prospective Teams apply to REV via a web-based application challenging the Team to provide a summary of their team and concept.
6. Prospective Teams are then invited for a forty-five minute, in-person interview with the Program Manager and Program Director or designated senior-level Expert. All intended team members must be present for this interview.
   a. The Program Manager will explain the size and scope of the program, expected Team commitment, role of the Team, conflict of interest considerations, and assess the Team’s needs.
7. The Team will be contacted by the Program Manager promptly upon successful program enrollment.
8. Teams will provide a signed REV Team Commitment form to the Program Manager prior to Expert assignment.

**Expert Solicitation and Appointment**
Solicitation and appointment of all Experts will be managed by the Program Director and Program Manager. All appointments are based on four criteria:
1. Team needs;
2. Expert area of expertise;
3. Expert interest in concept;
4. Expert and Team availability.
All appointments are made with the Team’s best interest in mind, under the discretion of the Program Director and Program Manager.

**Initial Meeting**
Once the Expert has confirmed interest in the Team’s concept, the Program Manager will schedule and be present for an initial forty-five minute, in-person meeting between the Team and Expert. The purpose of this meeting is to:
1. Review the program non-disclosure agreement, Team Commitment form, and conflict of interest considerations;
2. Allow the Expert to explain his/her background and expertise to the Team;
3. Allow the Team will introduce their team and concept;
4. Determine whether both the Team and Expert would like to officially engage in a mentor/mentee relationship;
5. Introduce the REV Collaboration Tool.
Follow-up and action items will be noted by the Team, and a next meeting will be scheduled four to six weeks from the date of the Initial Meeting.
Mentoring Process
Teams will continue to engage with Experts in an agenda-free, information-sharing relationship for as long as the Team’s needs match the Expert’s area of expertise, and both parties agree to continue this relationship. Teams will not solicit Experts for investment or any other roles in their ventures. Experts, Teams and the Program Director and/or Manager will seek to officially meet within the Sherman Center every four to six weeks, and casually via REV’s designated Collaboration Tool. Teams are required to prepare and post agenda items five (5) business days prior to all meetings, and follow-up and action items within five (5) business days after each meeting. Meetings may be in person or via internet-based means such as Skype or BlueJeans.

Program Enrichment
The Program Manager will guide and encourage Teams to enroll in other programs within the University’s entrepreneurial ecosystem, as long as the program(s) in question are positively impactful to the Team’s educational, professional and/or personal development. Team members are not restricted from engaging in other University programs while engaged in REV.

Tracking and Assessment
The Program Manager will continually track and assess the status of both the Team and Expert over the course of the Mentor/Mentee relationship.

Program Graduation
REV is designed to support engineering ventures over the course of their journey though the University’s entrepreneurial ecosystem. Teams will be graduated from the REV program once they meet one of the following graduation criteria:

- Venture Status – The Team is deemed a commercially viable Venture by the Program Director and Program Manager once it has risen over $200,000 in outside capital or is operating in a sustainable manner.
- Eligibility – All Team members are no longer eligible for the program as described in the eligibility clause above.
- Self-Removal – The Team removes themselves from their role within REV.
POLICY AND AMENDMENTS TO PROGRAM OVERVIEW AND GUIDELINES

Policies
REV will articulate these policies to all parties and subjects deemed necessary by the Program Director and Program Manager. All policies will be set by agreement between the Program Director and Program Manager.

Record
The Program Manager will be responsible for maintaining a record of the policies set forth by REV.

Amendments
Except with respect to rules relating to the authority of the University over the REV Program, including without limitation, conflicts of interest, and amendments to the Program Rules may be made at any time at the agreement of the Program Director and Program Manager.