



**University Innovation Platform  
Implementation Plan for University of Montenegro**

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|---------------------|--|
| Project Acronym:    | WBCInno  |
| Project full title: | Modernization of WBC universities through strengthening of structures and services for knowledge transfer, research and innovation |
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| Abstract | Action plan for the implementation of University Innovation Platform at Western Balkans Universities |
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## DOCUMENT CONTROL SHEET

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## LIST OF ABBREVIATIONS

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|      |                                |
|------|--------------------------------|
| UKG  | University of Kragujevac       |
| UNS  | University of Novi Sad         |
| UZ   | University of Zenica           |
| UBL  | University of Banja Luka       |
| UM   | University of Montenegro       |
| BSO  | Business Support Office        |
| UIP  | University Innovation Platform |
| WB   | Western Balkans                |
| WBC  | Western Balkan Countries       |
| KPIs | Key Performance Indicators     |
| KTT  | Knowledge Technology Transfer  |
| ZSI  | Centre for Social Innovation   |
| WP3  | Work Package 3                 |
| BI   | Business Incubator             |
| STP  | Science and Technology Park    |

## 1. Introduction

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Within the activity *Act1.5 Regional UIP implemented, monitored and refined*, it is planned that UKG, UNS, UZ, UBL and UM implement the adopted Regional University Innovation Platform during the project lifespan. Business Support Offices (BSOs) will be engaged in implementation procedures, monitoring and reporting on progress. UIP operation and performance will be monitored (internally and externally) on an ongoing basis. Regional Programme Committee will be responsible for coordination of its tuning based on monitoring results. UKG will lead this activity, due to their experience in evaluation and monitoring. [1]

In order to facilitate the process of the implementation of University Innovation Platform at universities in the Western Balkan Region, the UIP Implementation Plan has been developed by the University of Kragujevac. The objective of the Plan is to set the actions defined in the Action Plan presented in the publication [Western Balkans Regional University Innovation Platform](#) [2] (WB Regional UIP) within the timeframe of two and a half years, i.e. throughout the WBCInno project implementation period and 18 months after the project's end.

Besides providing the implementation schedule and defining the priorities for the measures recommended in the WB Regional UIP, this document also gives an overview of the roles related to the UIP implementation and defines them at operational day-to-day level within Business Support Office of University of Montenegro. Members of Regional UIP Committee will strategically monitor the implementation of UIP based on defined KPIs and recommend the contingency actions for its tuning.

The core part of the UIP Implementation Plan is presented in the form of table, given as an annex to this document (Annex A). This annex shows the detailed schedule of the individual activities realization at the University of Montenegro.

## 2. List of actions to be implemented at the University of Montenegro within the UIP

### 2.1. Monitoring of efficiency of KTT modes and activities of KTT units through Key Performance Indicators (KPIs) – linked to Action 1 of the Implementation Plan table in Annex A

Within the WBCInno project in publication WBC Regional University Innovation Platform, a set of metrics for assessment and efficiency monitoring were presented as Key Performance Indicators (KPIs), within Tables 1-4.

**Table 1:** KPIs for investment in knowledge transfer, innovation and research

| <i>Metric</i>                      | <i>Description</i>   |
|------------------------------------|--|
| Total research expenditures        | The total research expenditures spend by the university  |
| Staffing level                     | The number of employees working in the different university departments involved in KTT modes, divided into teaching, research, administrative and technical staff |
| Method of KTT data collection      | Does university have research information system for data collection and statistics?   |
| Investment in infrastructure       | Annual investment in KTT infrastructure  |
| Funds committed to IP management   | Initial and maintenance costs for IP management  |
| Number and value of joint ventures | Number of public-private partnerships in funding of research as joint ventures and investment value  |
| Annual KTT units budget            | Annual budget covering the costs of KTT units  |
| Public funding for KTT staff       | Annual budget from public funds provided to KTT staff  |
| Self-financing of KTT units        | Income from commercial services of KTT units to third parties  |

**Table 2: KPIs for knowledge transfer through cooperation**

| <i>Metric</i>                                   | <i>Description</i>  |
|---|---|
| Number of R&D contracts                         | Number contracts where at least 1 firm funds the university to perform research (including contracts with public funding AND at least 1 firm)   |
| Number of consultancy contracts                 | Number contracts where a firm funds the university to perform consultancy with the firm   |
| Income from R&D contracts                       | The income that has been generated by the R&D contracts with the firms (including contracts with public funding AND at least 1 firm)  |
| Income from consultancy                         | The income that is generated by the consultancy contracts with the firms  |
| Duration of R&D contracts                       | The average duration of the contracts in R&D  |
| Duration of consultancy                         | The average duration of the contracts in consultancy  |
| Number of publications with firms               | Number of scientific publications where at least one author has listed an affiliation with the university and a least one other author has listed an affiliation with at least one firm |
| Number of bachelor and master theses with firms | Number of bachelor and master theses with the involvement of 1 or more firms  |
| Cooperation with companies                      | Number of companies that have some kind of cooperation with universities (regardless of the type of KTT activity)   |
| Cooperation with business consultants           | Number of business consultants in KTT activities  |
| Cooperation between researchers and KTT units   | Number of researchers who cooperate with KTT units  |

**Table 3: KPIs for knowledge transfer through exploitation or commercialization of research results**

| <i>Metric</i>                                       | <i>Description</i>   |
|---|--|
| Number of trainings for researchers                 | Number of trainings for research commercialisation   |
| Number of invention disclosures                     | Number of inventions or discoveries submitted to knowledge transfer offices staff or equivalent for assessment of commercial application |
| Number of patent applications                       | Number of patent applications submitted, divided into national and international level   |
| Number of patents granted                           | Number of technically unique patents granted, divided into national and international level  |
| Number of licensing agreements                      | Number of licenses, options and assignments agreed for all types of intellectual property  |
| Total license income                                | Total revenue from all licenses, options and assignments that are generating income for the university                                   |
| Number of researchers involved in commercialization | Number of researchers who received a support in invention commercialization from KTT unit  |

**Table 4: KPIs for knowledge transfer through people**

| <i>Metric</i>                        | <i>Description</i>   |
|--------------------------------------|--|
| Spin-off companies                   | Number of companies launched associated with the university  |
| Income generated by spin-offs        | Value of university revenue generated by the spin-off  |
| Survival rate/viability of spin-offs | Ration of established spin-offs versus existing (operational) spin-offs                            |
| Growth rate of spin-offs             | Number of international student exchanges  |
| Student mobility                     | Number of licenses, options and assignments agreed for all types of intellectual property          |
| Student projects with business       | Number of student works in business environments   |
| Academics mobility                   | Number of students and researchers spend time in industry with the purpose of PhD or Master thesis |
| Curricula development                | Number of external (industrial) lecturers  |
| Lifelong Learning                    | Number of training courses offered and delivered to company employees                              |



The recommendation for KPIs for University of Montenegro will be based on KPIs given in abovementioned tables and it will be forwarded to the University's Rectorate for consideration and acceptance in the first six months of UIP implementation. The large number of KPIs will be collected, monitored and reported by the BSO UM staff.

Based on the conclusions from the workshop organized at ZSI in Vienna in March 2014, (where nine representatives of WBC universities participated), BSO UM will use following KPIs:

**1. Collating the data about research and innovation potential of UNS**

- number of research entities with significant research results or innovation potential
- number of important researchers' achievements
- number of researchers engaged in research and innovation
- number of resources for research and innovation

**2. Promoting the university research and services using and updating the Catalogue on research and innovation potential of university**

- number of promotional events (of different types)
- number of online visitors
- number of new entities in the Catalogue and increase in on-line visitors

**3. Establishing and maintenance a resource database as HTML catalogue, with on-line browsing and preparing specific reports (at administrator and visitor level)**

- number of specific reports delivered each year to Rectorate and other stakeholders

**4. Providing a single-point of access to university resources, equipment, trainings, research findings, patents and licensing offered to business world**

- number of services
- number of trainings
- number of trainees
- number of offered patents/licences
- number of registered consultants/trainers in BSO

**5. Establishing private-public partnerships and promotion of modernized services of university**

- number of PPP initiatives

**6. Developing partnerships with enterprises connecting researchers and students with business partners**

- number of scientific papers (with at least one firm representative)
- number of AM/PhD thesis
- number of R&D contracts
- duration of R&D contracts
- income from R&D (if available)
- number of companies (no matter the type of cooperation)
- number of students involved in projects with enterprises

**7. Supporting liaisons with business incubators and science and technological parks**

- number of joint trainings
- number of (EU) projects or national/regional ones (joint)
- number of incubated business from universities (initiated by UNIs)
- usage of joint resources

**8. Encouraging students to creative thinking and articulating ideas**

- number of students business ideas within Innovation Management Platform
- number of motivational events for students
- number of external lecturers
- number of students competitions
- number of students who participated in trainings for competitions

**9. Maintenance of innovation management web-platform**

- number of platform's members (registered)
- indicators within the platform

**10. Joint market participation with other KTT university units**

- number of joint activities
- number of organized joint meetings of KTT units

## **11. Participation in improvement of the university regulatory documents and procedures**

- number of recommended documents and procedures
- number of formally accepted documents and procedures.

After KPIs are accepted by the Rectorate, having in mind that University of Montenegro is not really integrated, the recommendation will be further forwarded to its faculties for synchronizing of the UIP implementation.

Shorter list of specific KPIs will be also defined for monitoring the progress of KTT activities of research groups and individuals.

The KPIs suggested will be used for internal monitoring of efficiency of KTT modes and activities of KTT, but some of them will be defined as normalised indicators for further benchmarking with international universities.

## **2.2. Capacity Building Programme for University staff/researchers/students and BIs/STPs staff – linked to Action 2 of the Implementation Plan table in Annex A**

Within the mapping of the University, research groups, researchers and students involved in some KTT modes were identified, so in the first few months of UIP implementation their needs for training will be identified in order to contribute to the improvement and expansion of KTT activities. Also, the needs of BIs/STPs staff for specific training will be analysed. Based on the results, the specific set of trainings will be recommended, developed and delivered, as shown in the action plan tables 5 and 6 for activities 3.3 and 3.4 within WP3.



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### **2.3. Establishment and development of KTT unit – linked to Action 3 of the Implementation Plan table in Annex A**

The University of Montenegro has several KTT units as presented in the online catalogue (<http://www.bsons.uns.ac.rs/index.php?pageview=transfer>).

Activities related to this action will mainly be carried out by the BSO integrating other KTT units at the University as well.

The activity 3.1 of the Implementation Plan includes the application of already developed methodology for mapping of research and innovation potential of University and its presentation in the form of online catalogue. In direct contacts with research entities contact persons, the specific requirements that should be met by BSO and KTT units will be determined. The annual progress reporting procedure will be established.

### **2.4. UIP Collaborative software platform– linked to Action 4 of the Implementation Plan table in Annex A**

The publication Methodology for Innovation Management [3] describes in details the procedures of implementation of collaborative software platform for innovation management, so this action will be realized in accordance with this Methodology. Innovation metrics will be followed using well-developed statistical tool within the platform itself.

### **2.5. Motivation of University staff/researchers/students to be involved in KTT activities – linked to Action 5 of the Implementation Plan table in Annex A**

In order to engage larger number of University staff, researchers and students in UIP, KTT modes, software platform for innovation management, BSO UM will continually inform these target groups on benefits they can have from UIP actions, to organize motivational actions, events and incentives. Having in mind that this needs to be realized with the support of stakeholders, the institutional and strategic support by

University Rectorate and faculties' management is essential, so the BSO team will do their best to secure this kind of support.

The competition for the best student idea at regional level, with all accompanying events (The best technological innovation contest, entrepreneurial training courses, development of an idea, preparation of the business plan) that will be realized in 2015 within WBCInno project, will be significant initiative and motivator for students and young researchers to engage in the establishment of start-ups and spin-offs.

## **2.6. Mapping, defining priority research areas and promotion – linked to Action 6 of the Implementation Plan table in Annex A**

As the results of mapping of the research and innovation potential, the priority research areas will be defined and prioritization plan will be developed. Accordingly, WBCInno can recommend to policy makers at university level to define the priorities. Having in mind that this is demanding process and as stated in WBC Regional UIP, following reference categories for defining priorities will be recommended:

- Research excellence validated in accordance with following categories: number of researchers with track-records and high competence coefficient, number of research groups, total value of available research equipment for that research area, number of international projects, etc.
- Exploitation potential expressed through partnerships with enterprises, number of patents/licenses, potential end-users or investors,
- Conformity with existing policies, relevant for smart specialization concept
- Long-term investment in certain research field.

The result will be the short list that will be subjected to public debate and adjustments at University and faculties.

As proposed in Action Plan within Action 6(e) WBC Universities should implement “show and tell” events open to local business and public in general. Since within the WP6 of WBCInno, it has already planned to organize the whole set of dissemination events (ten info days, five workshops, five open door days and final conference), all these events will serve as a part of implementation plan of UIP.

In tables given below, the plan of organisation of these events is presented.

|           |   |   |   |   |
|-----------|---|---|---|---|
| Info Days | 2 | <b>UZ</b><br>University of Zenica,<br>Bosnia and Herzegovina      | Tuesday, 15 <sup>th</sup> April 2014      | Monday, 30 <sup>th</sup> March 2015     |
| Info Days | 2 | <b>UNS</b><br>University of Novi Sad,<br>Serbia                   | Thursday, 05 <sup>th</sup> June 2014      | Tuesday, 31 <sup>st</sup> of March 2015 |
| Info Days | 2 | <b>UKG</b><br>University of Kragujevac,<br>Serbia                 | Friday, 25 <sup>th</sup> April 2014       | Friday, 20 <sup>th</sup> March 2015     |
| Info Days | 2 | <b>UM</b><br>University of Montenegro,<br>Montenegro              | Monday, 17 <sup>th</sup> November 2014    | Thursday, 25 <sup>th</sup> June 2015    |
| Info Days | 2 | <b>UBL</b><br>University of Banja Luka,<br>Bosnia and Herzegovina | Monday, September 15 <sup>th</sup> , 2014 | Tuesday, 15 <sup>th</sup> December 2015 |





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## **2.7. Development and implementation of clear University KTT policy– linked to Action 7 of the Implementation Plan table in Annex A**

This action has strategic level of implementation through defining of clear university policies, strategy and mission, as stated in UIP (page 55) and WBCInno's recommendation to the Rectorate of University of Montenegro will include following baseline factors:

- Staff promotion/remuneration policy taking into account entrepreneurial activities;
- IPR Policy: regulating ownership of IP, participation in potential benefits, who bears the costs for IP protection, establishing IP disclosure and support mechanisms
- Regulation of the responsibilities of the diverse interface structures that already exist such as TTOs, BIs, STPs, etc.

## **2.8. Development of cooperation between University and enterprises - linked to Action 8 of the Implementation Plan table in Annex A**

Business Support Office of University of Montenegro of single-point-of-access to University resources, equipment, technologies, trainings and other research results, will be key actor in establishing the partnership with enterprises and connecting students/researchers with business partners.

## **2.9. Monitoring and tuning of UIP – linked to Action 9 of the Implementation Plan table in Annex A**

The progress will be followed through KPIs, collected by BSO, faculties and other KTT units.

Besides the mandatory annual progress report, the BSO will prepare the statistics and progress indicators for the members of Regional UIP Committee. It is planned to organize at least two meetings a year where the members will discuss the results of the previous period, make plans for the following periods, deal with problems and provide recommendations for further activities.

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## REFERENCES

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- [1] WBCInno Application Form
- [2] Western Balkans Regional University Innovation Platform, March 2014, WBCInno Consortium, ISBN978-86-81037-42-3
- [3] Methodology for Innovation Management, February 2014, WBCInno Consortium, ISBN 978-86-81037-41-6

## ANNEXES

### Annex A UIP Implementation plan

|   |  |   | WBCInno implementation period |            |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              | Period after project end |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
|---|--|---|-------------------------------|------------|---------------|-----------------|--------------|----------------|----------------|--------------|---------------|---------------|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|--------------------------|---------------|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|--|--|--|--|--|--|
|   |  |   | March 2014                    | April 2014 | May 2014      | June 2014       | July 2014    | August 2014    | September 2014 | October 2014 | November 2014 | December 2014 | January 2015 | February 2015 | March 2015 | April 2015 | May 2015 | June 2015 | July 2015 | August 2015 | September 2015 | October 2015 | November 2015            | December 2015 | January 2016 | February 2016 | March 2016 | April 2016 | May 2016 | June 2016 | July 2016 | August 2016 | September 2016 | October 2016 |  |  |  |  |  |  |
| Action  | Priority   | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
|   |  |   |                               |            | High priority | Medium priority | Low priority | Implementation |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| <b>1. Monitoring of efficiency of KTT modes and activities of KTT units through Key Performance Indicators (KPIs)</b> |  |   |                               |            |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 1.1   | Develop a formal proposal for KTT KPIs for the University and facilitate the acceptance of this by the Rectorate.  | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 1.2   | Develop a proposal for KTT KPIs for the faculties which are commensurate with the University KPIs above, seeking input from professors and researchers. Facilitate formal acceptance of this by each Faculty Management.                     | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 1.3   | From the agreed Faculty KPIs, develop and propose KTT KPIs for research groups and individuals.  | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 1.4   | Ensure that KPI records are collected in a non-intrusive way (possibly via the UIP collaborative software platform) and are aggregated automatically to enable faculty and university performance to be reported readily on a regular basis. | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| <b>2. Capacity Building Programme for University staff/researchers/students and Bis/STPs staff</b>                    |  |   |                               |            |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 2.1   | Complete a review of Professors, Researchers (and Msc/PhD students) and those engaged in the KTT modes to develop an understanding of any training and events which would support them in developing and growing their KTT activities.       | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 2.2   | Analyse the findings of the review and develop a programme of events to satisfy circa 80% of the demand, utilizing relevant experts including those from other WBC universities and Europe as appropriate.                                   | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |
| 2.3   | Deliver the developed programme of events, probably over a two year cycle, ensuring that they are available to other universities and residents of BIs and STPs, effectively enabling a package of Life Long Learning.                       | A | B                             | C          |               |                 |              |                |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |

| LEGEND  |   |   | WBCInno implementation period |          |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               | Period after project end |               |            |            |          |           |           |             |                |              |
|---|---|---|-------------------------------|----------|---------------|-----------------|--------------|----------------|-----------|-------------|----------------|--------------|---------------|---------------|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|--------------------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|
|   |   |   | Action                        | Priority | March 2014    | April 2014      | May 2014     | June 2014      | July 2014 | August 2014 | September 2014 | October 2014 | November 2014 | December 2014 | January 2015 | February 2015 | March 2015 | April 2015 | May 2015 | June 2015 | July 2015 | August 2015 | September 2015 | October 2015 | November 2015 | December 2015 | January 2016             | February 2016 | March 2016 | April 2016 | May 2016 | June 2016 | July 2016 | August 2016 | September 2016 | October 2016 |
|   |   |   |                               |          | High priority | Medium priority | Low priority | Implementation |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| <b>3. Establishment and development of KTT unit</b> |   |   |                               |          |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 3.1   | Carry out a review of Professors and Researchers, including the full range from 'very KTT active' to 'not yet KTT active', as well as those involved in fledgling and established BIs and STPs, to develop an understanding and priority list of the support mechanisms which would be most valuable to them in developing and supporting their KTT portfolio.  | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 3.2   | Based on the above findings, develop a detailed 'requirements specification' for KTT units specific to the University, complete with estimated resource requirements and costing. Priorities might include: <ul style="list-style-type: none"> <li>• IPR support,</li> <li>• financial record keeping,</li> <li>• internship management,</li> <li>• company/university network management (from an administrative perspective, not through taking over personal contacts),</li> <li>• managing a mentor/mentee network incorporating established KTT performers and those who are less experienced,</li> <li>• bid writing/editing,</li> <li>• promotion of university capabilities,</li> <li>• scanning for and intelligent filtering and routing of funding opportunities.</li> </ul> | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 3.3   | Develop a proposal for the establishment of the KTT unit and facilitate university approval.  | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 3.4   | Establish the KTT unit.   | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 3.5   | Put in place a mechanism for regular or ongoing review of the effectiveness of the KTT unit including monitoring of KPIs and feedback from users regarding the usefulness of the services offered.  | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 3.6   | Carry out an annual report of the KTT unit and modify its support offer if required.  | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| <b>4. UIP Collaborative software platform</b>       |   |   |                               |          |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 4.1   | Carry out a review of Professors, Researchers and those involved in fledgling and established BIs and STPs to develop an understanding of their expectations and desires of a UIP collaborative software platform, including aspects such as: <ul style="list-style-type: none"> <li>• graphical user interfaces (GUIs),</li> <li>• level of data required,</li> <li>• access restrictions and requirements and</li> <li>• level of constraint which any platform might impose.</li> </ul>  | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 4.2   | Ensure that the outcomes of the above (4.1) are fed into the design, implementation and upgrade of the UIP collaborative software platform.   | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |
| 4.3   | Report on innovation metrics, monitoring and ongoing support to innovation community  | A | B                             | C        |               |                 |              |                |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |               |               |                          |               |            |            |          |           |           |             |                |              |

| LEGEND<br><span style="color:red">■</span> High priority<br><span style="color:blue">■</span> Medium priority<br><span style="color:cyan">■</span> Low priority<br><span style="color:lightgreen">■</span> Implementation |   |   |   | WBCInno implementation period |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            | Period after project end |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|---|---|---|-------------------------------|----------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|--------------|---------------|------------|------------|--------------------------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|   |   |   |   | Action                        | Priority | March 2014 | April 2014 | May 2014 | June 2014 | July 2014 | August 2014 | September 2014 | October 2014 | November 2014 | December 2014 | January 2015 | February 2015 | March 2015 | April 2015 | May 2015                 | June 2015 | July 2015 | August 2015 | September 2015 | October 2015 | November 2015 | December 2015 | January 2016 | February 2016 | March 2016 | April 2016 | May 2016 | June 2016 | July 2016 | August 2016 | September 2016 | October 2016 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |   |                               |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>5. Motivation of University staff/researchers/students to be involved in KTT activities</b>  |   |   |   |                               |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.1   | Carry out a review of University Professors and Researchers, including the full range from 'very KTT active' to 'not yet KTT active', to develop an understanding of the aspects which most motivate them to carry out KTT activities, including those aspects which are currently absent but would motivate them if they were present. | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.2   | Analyse the findings of 5.1 and develop a proposal for enabling improved motivation factors for those who partake in KTT activities.  | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.3   | Lobby appropriate bodies including Faculty Management, the Rectorate and appropriate regional bodies to enable those key motivators which are currently absent to be enabled.   | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>6. Mapping, defining priority research areas and promotion</b>   |   |   |   |                               |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.1   | Where not already in existence (for non-consortium universities) establish a Catalogue on research and innovation potential of the university.  | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.2   | Review the proposals regarding priority areas for research in light of the established Catalogue and develop a proposal for the next five years which will give a timeline and targets for research group and individual performance. This should include active KTT staff as well as those who have yet to develop a portfolio.        | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.3   | Facilitate agreement with staff and University/Faculty/Department Management regarding the plan of 6.2, modifying as appropriate and achieving buy-in of all involved, noting the close linkage with the other items in the action plan.  | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.4   | Implement the agreed prioritization plan, complete with appropriate financial, managerial and administrative support.   | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.5   | Establish and implement an annual university wide 'show and tell' event, open to local businesses and the public as well as university staff, to enable the wider community to gain an understanding of the Research and KTT work of the university.  | A | B | C                             |          |            |            |          |           |           |             |                |              |               |               |              |               |            |            |                          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| LEGEND  |   |   |   | Priority |  | WBCInno implementation period |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              | Period after project end |               |              |               |            |            |          |           |           |             |
|---|---|---|---|----------|--|-------------------------------|------------|----------|-----------|-----------|-------------|----------------|--------------|---------------|---------------|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|----------------|--------------|--------------------------|---------------|--------------|---------------|------------|------------|----------|-----------|-----------|-------------|
|   |   |   |   |          |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
|   |   |   |   |          |  | March 2014                    | April 2014 | May 2014 | June 2014 | July 2014 | August 2014 | September 2014 | October 2014 | November 2014 | December 2014 | January 2015 | February 2015 | March 2015 | April 2015 | May 2015 | June 2015 | July 2015 | August 2015 | September 2015 | October 2015 | November 2015            | December 2015 | January 2016 | February 2016 | March 2016 | April 2016 | May 2016 | June 2016 | July 2016 | August 2016 |
| <b>7. Development and implementation of clear University KTT policy</b> |   |   |   |          |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 7.1   | Develop a university level mission statement regarding the support and promotion of entrepreneurship and spin-off creation.   | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 7.2   | Develop and implement a clear university KTT policy based on appropriate legislation.   | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 7.3   | Develop a policy for spin-off creation, normalizing the relation between the university and the spin off (such as the universities participation in potential benefits, liability etc.), and all involved actors.         | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 7.4   | Develop and agree a university wide IP ownership and beneficiary policy.  | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| <b>8. Development of cooperation between University and enterprises</b> |   |   |   |          |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 8.1   | Business Support Office as single point-of-access will initiate and maintain collaboration of University with enterprises   | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 8.2   | Involvement of students through practical placement programme and realization of seminar papirs, Msc and PhD thesis in collaboration with industry  | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 8.3   | Formalization and promotion of collaboration without adding administrative burden:<br>- clear university policy and proper legislation<br>- incentive system<br>- well established collaboration procedures and contracts | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| <b>9. Monitoring and tuning of UIP</b>                                  |   |   |   |          |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 9.1   | Development of monitoring system for KPIs by BSO and collecting data  | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 9.2   | Annual reporting for University management by BSO   | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 9.3   | Preparing data on UIP progress for meetings of Regional UIP Committee by BSO  | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |
| 9.4   | Meetings of Regional UIP Committee with analysis of previous work and recommendations for the following period  | A | B | C        |  |                               |            |          |           |           |             |                |              |               |               |              |               |            |            |          |           |           |             |                |              |                          |               |              |               |            |            |          |           |           |             |