



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

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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v.02			
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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
ZSI	Centre for Social Innovation
WP3	Work Package 3
BI	Business Incubator
STP	Science and Technology Park

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## 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. This Plan was initially elaborated for the University of Kragujevac taking into account its priorities and specificities, and will serve as an example for other WBC universities in the Consortium to develop their own Implementation Plan.

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 Kragujevac. 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 Kragujevac.

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

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### **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

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

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

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

The recommendation for KPIS for University of Kragujevac 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 UKG staff.

As it was defined at the workshop organized at ZSI in Vienna in March 2014, where nine representatives of WBC universities participated, BSO UKG will use following KPIs structured into 11 activities:

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

- number of research entities published (as a catalogue)
- number of researchers' achievements (types in the online catalogue)
- number of researchers
- number of resources

#### **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

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

- recommendation is to provide data validity checking
- email notification sent to project coordinators for data validity checking

#### **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 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
  - number of participants
- 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 accepted documents and procedures

After KPIs are accepted by the Rectorate, having in mind that University of Kragujevac is not 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 for activities 3.3 and 3.4 within WP3.



[illegible][illegible]

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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 Kragujevac has several KTT units as presented in the online catalogue (<http://www.bsokg.kg.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.

As already mentioned in the previous section, BSO activities are divided into 11 categories. Also 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 UKG 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 (entrepreneurial training, 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 (page 43), 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 initial plan of organisation of these events is presented and exact dates will be defined during the project implementation.

Info Days	2	<b>UZ</b> University of Zenica, Bosnia and Herzegovina	M15 (January 2014) Wednesday, 12 February '14 <sup>1</sup>	M25 (November 2014) Wednesday, 12 November '14
Info Days	2	<b>UNS</b> University of Novi Sad, Serbia	M17 (March 2014) Wednesday, 12 March '14	M27 (January 2015) Wednesday, 14 January '15
Info Days	2	<b>UKG</b> University of Kragujevac, Serbia	M19 (May 2014) Wednesday, 14 May '14	M29 (March 2015) Wednesday, 11 March '15
Info Days	2	<b>UM</b> University of Montenegro, Montenegro	M21 (July 2014) Wednesday, 9 July '14	M31 (May 2015) Wednesday, 13 May '15
Info Days	2	<b>UBL</b> University of Banja Luka, Bosnia and Herzegovina	M23 (September 2014) Wednesday, 10 September '14	M33 (July 2015) Wednesday, 15 July '15

<sup>1</sup> All dates are provisional.

Ref. N°	Activities (as indicated in the LFM)	DISS activities (as indicated in the LFM), and sub activities																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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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 Kragujevac will include following baseline factors:

- Mission statement regarding the promotion of entrepreneurship and spin-off creation
- Engagement policy with external enterprises and other actors such as BIs or STPs
- 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.
- 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 Kragujevac 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.



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## **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, ISBN 978-86-81037-42-3
- [3] Methodology for Innovation Management, February 2014, WBCInno Consortium, ISBN 978-86-81037-41-6



## Annex A    UIP Implementation plan

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LEGEND <div>High priority</div> <div>Medium priority</div> <div>Low priority</div> <div>Implementation</div>																																				
				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	
Action		Priority																																		
3. Establishment and development of KTT unit																																				
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: • IPR support, • financial record keeping, • internship management, • company/university network management (from an administrative perspective, not through taking over personal contacts), • managing a mentor/mentee network incorporating established KTT performers and those who are less experienced, • bid writing/editing, • promotion of university capabilities, • scanning for and intelligent filtering and routing of funding opportunities.	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																																
4. UIP Collaborative software platform																																				
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: • graphical user interfaces (GUIs), • level of data required, • access restrictions and requirements and • level of constraint which any platform might impose.	A	B	C																																
4.2	Ensure that the outcomes of the above (4(a)) 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																																

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