



**University Innovation Platform
Implementation Plan for University of Novi Sad**

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LIST OF ABBREVIATIONS

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

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 Novi Sad. 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 Novi Sad.

2. List of actions to be implemented at the University of Novi Sad 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 Novi Sad 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 UNS staff.

Based on the conclusions from the workshop organized at ZSI in Vienna in March 2014, (where nine representatives of WBC universities participated), BSO UNS 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 and quality (price, frequency of usage) 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
- number of fabricated novel prototypes/products using sophisticated equipment
- number of performed measurement using state-of the art equipment

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

- number of PPP initiatives
- number of opened companies based on the PPP
- number of directly and indirectly employed people thanks to the PPP

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
- number of representatives from companies who are engaged in the formal or informal education of the students/researchers
- number of the students' ideas transferred into the products on the market

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 Novi Sad 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.

[illegible][illegible]

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

The University of Novi Sad 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 UNS 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 (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	UZ University of Zenica, Bosnia and Herzegovina	Tuesday, 15 April 2014	M25 (November 2014) Wednesday, 12 November '14
Info Days	2	UNS University of Novi Sad, Serbia	Thursday, 05 June 2014	M27 (January 2015) Wednesday, 14 January '15
Info Days	2	UKG University of Kragujevac, Serbia	Friday, 25 April 2014	M29 (March 2015) Wednesday, 11 March '15
Info Days	2	UM University of Montenegro, Montenegro	M21 (July 2014) Wednesday, 9 July '14	M31 (May 2015) Wednesday, 13 May '15
Info Days	2	UBL University of Banja Luka, Bosnia and Herzegovina	M23 (September 2014) Wednesday, 10 September '14	M33 (July 2015) Wednesday, 15 July '15

Ref. N°	Activities (as indicated in the LFM)	DISS activities (as indicated in the LFM), and sub activities																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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6.5	The Workshops delivered (UM)	Activity 6.5			X	X	X	X	X		X	X	X						X	X	X	X							X	X	X	X																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

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 Novi Sad 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 Novi Sad 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.

REFERENCES

- [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

LEGEND <div><div></div>High priority</div> <div><div></div>Medium priority</div> <div><div></div>Low priority</div> <div><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
Action		Priority																														
1. Monitoring of efficiency of KITT modes and activities of KITT units through Key Performance Indicators (KPIs)																																
1.1	Develop a formal proposal for KITT KPIs for the University and facilitate the acceptance of this by the Rectorate.	A	B	C																												
1.2	Develop a proposal for KITT 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 KITT 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																												
2. Capacity Building Programme for University staff/researchers/students and Bis/STPs staff																																
2.1	Complete a review of Professors, Researchers (and Msc/PhD students) and those engaged in the KITT modes to develop an understanding of any training and events which would support them in developing and growing their KITT 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			WBCInno Trainings Act3.3 and Act3.4																									

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