

CvB stukken voor agenda Universiteitsraad

Overlegvergadering d.d. : 25 september 2019
Commissievergadering : Sl, 16 september 2019
Agendapunt : SBD investering 2020 e.v.

Bijgevoegde stukken : Future plan Strategic Business Development, August 2019
Presentatie SBD Next Level, Strategisch Beraad (SB)
3 juli 2019 (deze laatste vertrouwelijk!)

Betrokken Concerndirectie: SBD / AZ

paraaf:

Secretaris: Wichman

paraaf:

Portefeuillehouder: Van der Chijs

paraaf:

1. Status agendapunt:

Rol URaad:

- Ter informatie
- Ter advisering
- Ter instemming
- Anders:

2. Eerder behandeld in:

Naam gremium: SB
Datum behandeling: 3 juli 2019
Naam agendapunt: SB next level
Conclusie toen: SB staat achter deze plannen

3. Toelichting/samenvatting (Engels):

THE EXECUTIVE BOARD DECIDES to develop Strategic Business Development in line with the attached proposal and presentation. To implement this plan, the following decisions are needed:

- Invest in additional capacity for SBD in the coming years (2019-2022) starting with the recruitment of 6fte (including a Vice-President for Impact) in 2019, in collaboration with HR and M&C. SBD works with C&FM for appropriate housing considering the growth model. The additional capacity translates to an additional investment of 126 k€ in 2019 and 853 k€ in 2020. For 2021 this investment is 1459 k€ and 1837 k€ in 2022 but this plan will be part of the overall plan for Shaping 2030 and the implementation plan for 2021-2023 will be submitted to the UC later this year;
- Mandate SBD for coordinating and directing contracts and new relationships with corporate partners.

Next steps and focus of SBD in the coming period

- Implementation Plan including investment plan and proposal for organizational changes;
- Develop SBD as the central office for the recruitment and hiring and capacity development of business developers within UT (in accordance with Regulations on organizational changes UT);

- Define the formal and financial aspects of the mandate for the management of SBD and decide on this in September 2019 (*bijzonder mandaat van algemene strekking*);
- Develop an advisory role for SBD on business aspects of future initiatives;
- Deliver new commercial partners with an externally oriented account management structure and well organized scientific foundation within the UT;
- Report the intermediate results and decisions in the further developments at least every 6 months in the SB and Executive Board.

4. (Voorgenomen) besluit CvB d.d. 15 juli 2019

Gezien het strategische belang van de doorontwikkeling van SBD voor de UT

Gehoord: het SB van 3 juli 2019

Overwegende: het positieve advies van het Strategisch Beraad van 3 juli 2019.

Besluit het CvB:

De voorgestelde investering voor SBD goed te keuren en ter instemming voor te leggen aan de UR:

- Additionele investering van 126 k€ in 2019 en 853 k€ in 2020. Dit wordt vrijgemaakt uit de strategische middelen.
- Hierdoor kan gestart worden met werving van 6fte ism HR en M&C.
- Voor 2021 wordt een investering verwacht van 1500k€ en 1837k€ in 2022 waarbij een deel terugverdiend wordt. Deze investering zal onderdeel worden van totaalpakket voor Shaping2030 en zal nader uitgewerkt worden en vervolgens voorgelegd worden aan de UR.
- Mandaat aan SBD voor coördinatie en regie contractmanagement en corporate partnerships.

Het CvB geeft vervolgens SBD de opdracht de volgende aspecten verder uit te werken in een implementatieplan:

- Investeringsplan, met een uitwerking van de investeringen die in grote lijnen zijn benoemd.
- Ontwikkeling SBD als de centrale unit voor werven, aanstellen en capacity ontwikkeling van business developers binnen de UT. Dit gaat om een organisatiewijziging, deze zal volgens de vigerende regeling organisatiewijzigingen worden vormgegeven.
- De formele en financiële aspecten van het mandaat van SBD. Besluit hierover zal in CvB vergadering september 2019 genomen worden (*bijzonder mandaat van algemene strekking*).
- Ontwikkeling van de adviesrol op grond van business-aspecten en toekomstige initiatieven.
- Ontwikkeling extern georiënteerde accountmanagement-structuur en goed georganiseerd wetenschappelijke fundering binnen de UT ('way of working')
- Elke 6 maanden wordt verslag van de ontwikkelingen van SBD gedaan aan het SB

Additionele besluiten:

- Met de werving van sleutelposities kan worden gestart, dit valt binnen de lopende begroting. Het CvB verzoekt daarvoor goede en onderscheidende profielschetsen op te stellen en de werving van daaruit te organiseren. (actie HR)
- Housing vraag: het college onderschrijft de noodzaak van het zichtbaar huisvesten van het team en toegankelijk maken van SBD voor externe visitors, dit wordt meegenomen in het lange termijn huisvestingsplan van de UT, onder regie van C&FM.

GRIFFIE URaad: (door griffie UR in te vullen)
Eerder in URaad aan de orde geweest?

- Nee.
- Ja, op

Conclusie toen:

Nadere toelichting: (Voor als presidium/griffier vindt dat één van bovengenoemde punten nadere toelichting behoeft)

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Plan next-level Strategic Business Development (SBD 2.0)

August 2019

Background

Compared with other (technical) universities the UT is lagging behind regarding 2nd and 3rd stream funding while at the same time the workload of the staff is high. Staff members are investing heavily in small projects while a shift takes place towards large and mission-driven programmes (Topsector, NWA, cross-overs, EU missions etc). In the aftermath of UT2020, UT does not yet meet its ambition to make a major impact on society. As an entrepreneurial university we should be a frontrunner in terms of cooperation with the industry and other societal stakeholders.

Hence, a core challenge of Shaping 2030 will be to further strengthen the UT's position as an entrepreneurial organization that anticipates and responds to needs of the society. We believe we can do so by developing sustainable partnerships with leading stakeholders (e.g. leading industries), generating more national and international visibility and empowering the research community.

In short, we want to generate more value for our internal and external stakeholders, but we recognize the work pressure is increasingly high. SBD ambitions to play a crucial role in this process. Currently SBD is highly recognized by the UT community, namely for its grant support activities and deal-making efforts with industry partners but the demand for support is growing due to the increasing complexity of programmes and competition. It is also widely acknowledged that the UT should also be more pro-active in creating industry partnership and be more visible in the leading national and international research programmes. Bottom line, we should be able to anticipate on external opportunities and develop novel business models that can support the research community to excel. There is a strong need to unburden the scientific community by generating more support capacity.

To support the above-mentioned efforts, we hereby present the investment plan developed for next-level SBD. The plan has been approved by the Executive Board and has the support of all Faculties and Institutes.

SBD future steps

SBD is seen as the crucial catalyst for the development of strategic partnerships with industry and government agencies, for successful valorisation of our research output and thereby for a structural growth of 2nd and 3rd funding.

SBD supports the research community of the UT in three ways:

1. Support with funding applications and start-ups.
 - a. Grant support EU, NWO, international funding schemes
 - b. Spin-offs and up-scaling start-ups (mandate Novel-T)
2. Bridge between the community and society.

- a. Deal-making
 - b. Agenda setting and roadmap development with industry partners to create long term commitment
 - c. Development of the regional ecosystem
 - d. Exploring external opportunities and communicate/translate this to the UT community
3. Strategic advice and support to the Board on research and innovation priorities

It became noticeable in recent years that:

- Compared to other universities, we are not well-positioned in the new developments of the Topsector and the NWO missions. This stems most clearly from the fact that we have so-far not well-coordinated our efforts.
 - We are reactive to calls and have little impact on the development of major funding programmes.
 - We don't have a unified clear proposition to develop partnerships with leading industries.
 - The work pressure of our academic staff is already extremely high. This leads to a refusal to take up leads and coordination role, for fear of having to deal with yet more extra tasks (e.g. in terms of project management, contract management, etc.).
 - The various strategic programmes defined at the UT, which were established to generate more partnerships and funding, have so far little coordination between each other.

The current capacity of SBD is not sufficient to fulfil these roles. There is almost no capacity to support the academic staff in developing industry partnerships, agenda setting, programme development etc. Other universities are better organized and are able to respond more efficiently to opportunities from industry and major funding agencies leading to strong increases of their 2nd and 3rd stream budget. Many of our peer universities (Aalborg, Delft, Eindhoven, Linköping,...) have invested heavily in recent years in a strategic unit for research and development, enabling them to play a more pro-active role and develop novel business models, thereby increasing the value for the research community and society.

Based on these lessons and our internal evaluation, we can conclude that in order to generate more value for all stakeholders, the aim of SBD 2.0 should include:

1. Focus on the development of new (and support existing) strategic corporate partnerships.
2. Support of the research staff (Faculties and Institutes) to develop business opportunities, spin-offs (Novel T), acquire grants and manage projects.
3. Coordination of strategic relations and identification of promising business opportunities.
4. Coordination of major contracts.
5. Development of a UT way-of-working with businesses, including staff professionalization via an Impact Academy.

This means continuation and further improvement of our current support activities as the Grant Office, instrument development as the TTT Connecting Industry Programme, contract management and (with a mandate for Novel T) the support of the spin-offs. In addition, we will invest in capacity for business and corporate development in order to support the scientific staff in creating partnerships and deal-making with the industry.

The above-stated roles and aims will evolve and be further developed in the coming years. Summarized, we advocate that while Faculties and Institutes should be in the lead for the development of the UT agenda content-wise (the *What*), SBD should lead and guide on the UT "business model" (the *How*). For instance, the strategic programmes of the UT are aimed at generating more impact. The content is then the responsibility of the faculties/institutes; SBD supports the business development. This way of working will generate less ad hoc activities and generate higher impact for all stakeholders.

Implementation Plan

As mentioned, it is meaningful and essential that the transition and further development of SBD forms an integral part of UT Shaping 2030. The various aspects of SBD 2.0, including a detailed implementation plan and a proposal for organizational changes*, have to be developed in the next period. Based on the next steps in Shaping 2030, the evolution of the *Regiodeal* and the *Sectorplans*, and further internal discussions with Faculties and Institutes (namely on way-of-working), a detailed plan will be submitted to the University Council in 2020. The first estimates tell us there is need for an additional 13 staff members for SBD, as to support the ambitioned expansion of our 2nd and 3rd stream funding, taking into account the high work-pressure of members of faculty.

The Executive Board (in conjunction with the Strategic Board) decided to invest an additional 850k in 2020 to further develop SBD. This enables SBD to hire 6 new staff members:

- 2 fte for corporate development:
 - o One fte for bilateral partnerships with major key industries (e.g. VDL and ASML)
 - o One fte for complex multi-disciplinary programmes (a.o. Energy, Photonics, 'EU and NWO missions', Topsector)
- 1fte business development to support strategic programmes UT
- 1 fte for development, management and support impact driven centers, a.o. existing centers as TPRC, EMI and new centers in development: soft metamaterials. Center for maintenance
- 1fte for development of instruments to enhance collaboration with industry (TTT, SME vouchers,..)
- 1fte senior managing director/business development

These staff members will generate addition 2nd and 3rd revenue while reducing the workload of individual PIs that currently have insufficient support. For 2021 the investment is 1459 k€

University of Twente
Strategic Business Development (SBD)
Geert Dewulf, director SBD ad interim

and 1837 k€ in 2022, while decentralized support is decreasing with 202 k€ and 404 k€, respectively. The major return is the growth of 2nd and 3rd stream funding and consequently a greater impact on society.

The extra budget for 2020 comes from the Central Strategic Budget of the UT. The future investments will be part of the overall plan Shaping 2030 and will be submitted to the UC in 2020. At this stage, only a decision has been made for the extra investment of 850k€.

*In accordance with 'regeling organisatiewijzigingen Universiteit Twente', 15 februari 2018.