

CvB stukken voor agenda Universiteitsraad

Overlegvergadering d.d. : 11-02-2015
Commissievergadering : 26-01-2015
Agendapunt : Strategisch Business Development

Bijgevoegde stukken : Strategic Business Development Program

Betrokken Concerndirectie: SBD via S&B

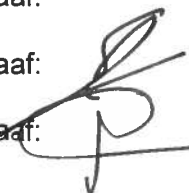
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Secretaris: Van Keulen

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Portefeuillehouder: Van der Chijs

paraaf:



1. Status agendapunt:

Rol URaad:

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

2. Eerder behandeld in:

Naam gremium: CvB

Datum behandeling: 15-12-2014

Naam agendapunt: Vaststellen programma Strategic business development

Conclusie toen:

Het College van Bestuur stemt in met het programma strategic business development en besluit het hiermee vast te stellen. SBD zal samen met FEZ een voorstel maken voor de invulling en herkomst van de financiële middelen die nodig zijn om het programma te realiseren.

Luizink licht de financiële middelen voor het realiseren van de impuls promotieplaatsen, PDEng's en het aantal beurzen toe. Het college beschouwt het als een dynamisch document. Het college wil graag m.b.t. de uitvoering van het plan SBD een vinger aan de pols houden en stelt voor om medio 2015 een evaluatie uit te voeren. Verder is het college geen voorstander van een stuurgroep zoals gesuggereerd. Het document wordt ter informatie naar de Universiteitsraad gestuurd.

3. Toelichting/samenvatting:

Beste leden van de U-raad,

Graag willen wij u het definitieve programma voor strategisch business development voor de UT aanbieden. Dit programma is met u besproken in de commissievergadering van 2 december. Ten opzichte van het programma dat met u is besproken zijn in de definitieve versie de "resources" bij de actielijnen ingevuld.

Het plan moet worden gezien als een inventarisatie van de gebieden waarop de UT het contact en de samenwerking met het bedrijfsleven verder en slimmer uit kan bouwen

teneinde meer waarde voor de UT te creëren. Het heeft daarmee geen majeure gevolgen voor het O&O- en dienstverleningsbeleid. Voor de volledigheid merken wij op dat, afhankelijk van de zwaarte en de impact van de verdere uitwerking van het programma, andere medezeggenschapsbevoegdheden voor de U-raad van toepassing kunnen zijn.

4. (Voorgenomen) besluit CvB:

Het College van Bestuur besluit het programma Strategic business development vast te stellen en ter informatie naar de Universiteitsraad te sturen.

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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THE UNIVERSITY OF TWENTE'S STRATEGIC BUSINESS DEVELOPMENT PROGRAM

IDENTIFYING OPPORTUNITIES AND CREATING VALUE

VERSION: 24 NOVEMBER 2014

UNIVERSITY OF TWENTE.

The University of Twente is committed to enhancing its relationship with the business community. We are currently investigating ideas and developing a program focused on strategic business development. Please note that this process is far from complete; rather, it is undergoing dynamic development—and will continue to do so. We welcome all input, from suggestions for improvement to concrete actions. 24 November 2014, Miriam Luizink and Marieke Hofste-Kuipers

INTRODUCTION:

WHY DID WE WRITE

THIS DOCUMENT?

Strategic business development: it may sound like just another vague term spouted by corporate gurus. In truth, it's a powerful and concrete approach to developing richer relationships with key partners, and thereby significant value.

Strategic business development is based in the observation that an organization can better achieve its own ambitions by using its strengths to help its partners achieve theirs. The process first identifies the organization's objectives, key partners, and partner-specific value propositions, then defines a concrete plan of action.

Note that strategic business development at the University of Twente (UT) is not an independent department; rather, it is a multidisciplinary program that draws on the strengths of the university's existing research institutes, departments, and centers of expertise. The program's role is to direct and stimulate staff from each of these entities. Your input is always welcome.

The UT's fundamental objective is to create value for and have impact on our partners and stakeholders in the Twente region, the Netherlands, Europe, and ultimately society at large. To that end, we have identified the following nine strategies for 2014–2015:

- Strategy 1. Clearly position the UT as a world-class entrepreneurial university.
 - Strategy 2. Help startups and SMEs (including spin-offs) grow over the long term.
 - Strategy 3. Facilitate active and proactive contact with the business community.
 - Strategy 4. Nurture talent and thereby stimulate market-driven innovation.
 - Strategy 5. Focus on key research areas that play to the UT's strengths and the community's needs.
 - Strategy 6. Position and professionalize the UT's centers of expertise and shared facilities.
 - Strategy 7. Create an effective university gateway for the business community.
 - Strategy 8. Provide incentives and develop useful tools.
 - Strategy 9. Involve University of Twente stakeholders.
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We expect strategic business development to have the following tangible effects:

- more people engaging in lifelong professional learning
- more students in research positions and with scholarships
- greater transfer of proprietary expertise to the business community
- more and larger joint research projects with the business community
- more contracts with the business community that facilitate long-term collaboration
- greater corporate use of facilities and centers of expertise
- shorter lead time from idea to contract
- a stronger position as the result of a clear and distinctive profile
- improved alignment and relationship with stakeholders

In the later sections of this document, we elaborate on the nine strategies and define concrete actions. But first, let's zoom out and look at the foundation that motivates them. Just what is it the University of Twente aspires to achieve?

A COMPETITIVE NETHERLANDS IS A PROSPEROUS NETHERLANDS

"The Netherlands can reclaim a top-five position in the list of most competitive countries": so read the headline in *Het Financieele Dagblad* on 9 September 2014.

Every year, the World Economic Forum compares roughly 150 competitive economies on indicators such as infrastructure, education, healthcare, financial markets, and innovation. These widely accepted standards provide a picture of strengths in an international perspective and also reveal where there is work to be done. Initiatives that have a positive effect on educational quality, innovative capacity, the availability of capital for companies, and other factors contribute to strengthening our competitive ability and the Dutch economy.

The Netherlands' competitive position has a huge impact on our country's prosperity. The more prosperous we are, the better people are able to provide for their needs using the means available to them. Employment, per-worker productivity, and average income are important indicators of the level of prosperity.

In the coming years, the Netherlands will have to address several major societal challenges: our aging population, ever-rising healthcare costs, an increasingly global economy, and the adoption of sustainable energy technologies, among others. These issues challenge us to create new and innovative solutions in a world where competition grows fiercer by the day. Our society's ability to anticipate these issues and continually reposition itself in an open world economy is vital. Every stakeholder has an important role to play in these transitions.

To improve our country's prosperity and competitive capacity, our economy must grow and renew. The Dutch economy is expected to resume growing in 2015. However, this growth appears contingent upon cooperative effort between the business community, knowledge institutes, and government to solve the societal challenges before us.

THE BUSINESS COMMUNITY

The business community—comprising large corporations, medium and small companies, and rapid growers—is the primary player in realizing economic growth. Major corporations are active in large-scale international trade and have extensive networks, and are therefore actors with great impact. Small and medium-sized enterprises (SMEs), on the other hand, are highly flexible and able to more rapidly bring innovations to market. Together, they turn new insights and technologies into tangible, usable solutions to the challenges we face.

KNOWLEDGE INSTITUTES

As problems become more complex, such as resolving social issues, the role of science and the importance of education grow. Knowledge institutes—universities, schools of applied sciences, and regional education centers—are training tomorrow's employees and entrepreneurs. People who are curious, driven, creative, solution-oriented, and enterprising generate innovative services, products, and organizations. Knowledge institutes also develop our scientific understanding. By conducting research

and combining new insights, they help to fuel the business community's innovative capacity and productivity.

GOVERNMENT

Governments provide companies and knowledge institutes with resources and remove obstacles by facilitating continued collaboration, promoting alignment with the job market, strengthening alignment between the knowledge infrastructure and the business community—particularly SMEs—and deploying tools that help to increase innovative capacity. By providing incentives for the use of new production techniques, enhancing the level of education and training, or lowering the tax burden on investments into R&D, the government can boost the economy.

A COMPETITIVE TWENTE IS A PROSPEROUS TWENTE

All change begins at home, as the saying goes. We help the world by helping our immediate environments; conversely, by creating value that has a positive impact on society, we naturally create value for those directly around us.

In its recent review^[1] of Twente as an economic entity, the Draijer-Buijink-Roosegaarde committee notes that “the region is wrestling with the direct consequences and aftermath of the financial crisis,” which are “leaving deep marks on the region's economy and vitality.” Twente will directly benefit from the efforts of local companies, governments and knowledge institutes to solve international challenges.

TODAY'S UNIVERSITY: A KEY PLAYER IN ECONOMIC PROSPERITY

The world is changing, and the fundamental role of the university is changing with it.

Where the first generation of universities provided education, using the Sorbonne as their model, and the second generation broadened the focus to include research in the footsteps of the Humboldt University in Berlin, third-generation universities embrace a three-pronged objective: education, research, and the creation of societal value. Cambridge is considered the first of its kind and viewed as the quintessential example.

In their quest to educate world-class scientists and entrepreneurs, develop new technologies, and find ways to use them for the benefit of society, third-generation universities compete with one another for the best students, the best researchers, and the best industrial partners. To that end, these universities are creating a burgeoning international knowledge consortium, in which they work with governments, companies, and other knowledge institutes.^[2]

THE ENTREPRENEURIAL UNIVERSITY

A closely related concept that predates Wissema's third-generation university is that of the *entrepreneurial university*. The concept's spiritual father, former UT chancellor Dr. Harry van den Kroonenberg, defined it in 1985 as a university where the entire organization breathes entrepreneurship. A university close to the market, unafraid to initiate new, sometimes seemingly unorthodox initiatives, and prepared to bear the associated risks.^{[3],[4]}

Dr. Kroonenberg coined the term “entrepreneurial university” specifically to describe the University of Twente, which has embodied the concept for the past quarter century. The UT was the first of its kind, already working to bridge the gap between academia and the business community well before Wissema codified the idea in the third-generation university.

^[1] Wiebe Draijer, Chris Buijink, and Daan Roosegaarde, “Versterken economische kracht van Twente; Versnellen en handelen, Twente 2.0” (Enhancing Twente's economic strength: Accelerate and act, Twente 2.0) (Zwolle: Overijssel Province social and economic board, 2014), p. 1..

^[2] J. G. Wissema, *Towards the Third Generation University: Managing the University in Transition* (Cheltenham: Edward Elgar Publishing, 2009).

^[3] Harry van den Kroonenberg, *Ondernemen met kennis* (Knowledge-based enterprise) (Enschede: University of Twente Press, 1996).

^[4] Harry van den Kroonenberg, *Naar een nieuw universitair elan: rede bij de aanvang van het academisch jaar 1986-1987* (Toward a new academic elan: speech at the start of the 1986–1987 academic year) (Enschede: University of Twente Press, 1986).

THE UNIVERSITY OF TWENTE: A LONG TRADITION OF ENTREPRENEURIALISM

The UT has long recognized that universities play an important role in transferring knowledge into society. As a technical university with a strong social and behavioral focus, the University of Twente aspires to transfer technology and expertise that help us find solutions to societal challenges. This transfer can take various forms, such as assigning patents or opening the doors of world-class, capital-intensive facilities to companies. For the past twenty-five years, the UT has actively worked with the business community and regional and local authorities to effect this commercial knowledge transfer and generate a tangible impact on society.

The university's collaboration with Overijssel Province, the city of Enschede, Saxion University of Applied Sciences and the region of Twente in the Kennispark Twente Foundation has generated phenomenal results over the last few years. The number of startups in the region is higher than the national average, and Kennispark was crowned the Netherlands' best business park for 2014.

But as they say in the investment world, past performance is no guarantee of future results. Without deliberate attention, yesterday's dynamic approach fossilizes into today's rote repetition—and the world moves on without us.

As the quintessential entrepreneurial university, the UT is not characterized by dry policy documents that get dusted off and rewritten every few years; rather, it is a living culture, created by the people who constitute the university. And it is this dynamic culture that attracts talented students, researchers, staff, and industry partners who, in turn, keep that culture vibrant.

The Strategic Business Development program will help ensure that the UT continues to nourish the entrepreneurial culture that has served it so well.

THE 2014-2015 STRATEGIC BUSINESS DEVELOPMENT PROGRAM: STRATEGIES

INITIAL FOCUS ON THE BUSINESS COMMUNITY

The business community is the major player in realizing economic growth, and for this reason the Strategic Business Development program is targeting industry for its first operating year. This is the quickest, most powerful way for us to secure the UT's position as Europe's leading entrepreneurial university. It is also the best match for our current strengths.

Though government ministries, medical centers, and other non-commercial partners are not part of the SBD program's immediate focus this first year, the results the program achieves will have a substantial impact on them. In later years, the university may choose to expand its focus to directly target these stakeholders.

In this and the next section, we describe nine strategies and twenty-five action items for the coming year. These are neither immutable nor complete; rather, they provide a solid starting point for a living, breathing program in its infancy. In twelve months we will formally review and hone the program, based on results and observations that arise as we work through the year together.

EMBRACE AND COMMUNICATE OUR ENTREPRENEURIAL MINDSET

The university's entrepreneurial character is widely recognized. Draijer and company note that "the enterprising spirit of the people and companies is [...] considered one of the region's distinguishing features. The University of Twente continues to be viewed by everyone as the *entrepreneurial university*."

Nonetheless, many people feel that in recent years, the concept of entrepreneurship has taken a back seat at the university and been interpreted in a narrower sense, as solely the creation of spin-off companies. As Draijer and company note,¹⁶¹ "There is confusion about the university's precise recent positioning in this regard. In recent years, the 'entrepreneurial' epithet has been less prominently visible. The sense is that this has also affected the university's focus on and attention to entrepreneurship. Many hope to see this return to something they feel can once again serve as a force to strengthen the region."

We could not agree more. And so the UT's first strategy is to actively reembrace the broader entrepreneurial culture that so characterizes it: the will and the opportunity to innovate, experiment, pioneer, and push the limits.¹⁷¹ Ultimately, we aspire to be the premier entrepreneurial university in not just the Netherlands, but all of Europe.

Strategy 1. Clearly position the UT as a world-class entrepreneurial university.

¹⁶¹ Draijer et al., "Versterken economische kracht van Twente," p. 8.

¹⁷¹ University of Twente board, "Vision2020, strategiedocument Universiteit Twente" (Vision2020: University of Twente strategy paper) (Enschede: University of Twente Press, 2014).

SUPPORT INNOVATIVE SMES AND GROWING STARTUPS

Startups and SMEs play a vital role in creating new economic opportunity. Through their entrepreneurial approach, they are better equipped to drive innovation than most large organizations, resulting in a high (>70%) contribution to innovation and job growth in most countries.

SMEs and growing startups rely heavily on their environments and partners to achieve this. Universities are key resources, delivering highly educated talent, aspiring young entrepreneurs, knowledge exchange, and the availability of training and facilities.

INTERNATIONAL AMBITIONS GENERATE REGIONAL BENEFITS

The Draijer report^[9] confirms the university's pivotal role in strengthening the area's economy: "Twente has an above-average level of entrepreneurship related to the University of Twente. [...] We recommend that this regional competency be more broadly employed, and that the university once again underscore entrepreneurship as its distinguishing feature. The other educational institutions in the area are well aligned with this focus. With a broad approach focused on innovative entrepreneurship, top-notch talent will prefer to stay in the region, and greater opportunities for employment will be achieved in the medium term." Though the UT's focus is international, its achievements will have a tangible economic impact on the Twente region..

ACT LOCALLY, GROW GLOBALLY

Innovation and entrepreneurship are an international topic. However, the facilities and ecosystem used by SMEs and growing startups are strongly linked to the UT's physical location. This strategy will therefore take a local form in its implementation, with a vision and focus on international growth.

This strategy is well aligned with the Draijer report's recommendation^[9] that the Twente region "work to increase the growth of spin-offs."

Strategy 2. Help startups and SMEs (including spin-offs) grow over the long term.

MAKE IT EASY AND APPEALING TO COLLABORATE

Innovative, knowledge-intensive companies value it when knowledge institutes take a proactive approach focused on providing solutions. The University of Twente can meet this need by following three principles:

- carefully choose the partners and projects with whom to take the lead
- add to existing strong research groups that are already valuable to companies
- make propositions that capitalize on the university's full breadth and are flexible in form

Partnerships with the business community, especially those outside standard research financing avenues, require legal and financial contracts. For scientists, this quickly feels like "hassle" and "pointless delay." The university will take steps that enable researchers to easily begin projects, such as creating a standard framework agreement. It is important that these steps strike the right balance between easing hassle and preserving freedom for both university employees and partner companies.

Strategy 3. Facilitate active and proactive contact with the business community.

^[8] Draijer et al., "Versterken economische kracht van Twente," p. 12.

^[9] Draijer et al., "Versterken economische kracht van Twente," p. 12.

BE A USEFUL KNOWLEDGE PARTNER FOR THE BUSINESS COMMUNITY

Our ability to anticipate and effectively address societal issues is vital in creating a positive future. That ability is expressed through the actions of inventive, enterprising people who are driven to find innovative ways to meet society's needs. To that end, it is crucial that companies and governments invest in lifelong training and education for current and upcoming generations.

As an entrepreneurial university, the UT is well equipped to help companies develop programs that stimulate talented employees to perform at their peak:

- Customized and in-house training programs
- Employee development and lifelong learning programs
- Industrial capacity-building programs
- Professional doctorates (PhD) program

INDUSTRIAL CAPACITY BUILDING AT THE UT: THE PDENG PROGRAM

The PDEng program at the University of Twente trains participants to design creative, high-quality technology solutions. The two-year program combines academic research in an industrial context with professional development. Companies provide the assignment and help select the educational curriculum. The PDEng program has four major benefits for companies:

- It provides solutions to their technological design problems.
- It enables them to adopt state-of-the-art knowledge in innovative designs.
- It helps them effectively scout talent and recruit employees.
- It provides a challenging educational track for industry's high-potential talent

Strategy 4. Nurture talent and thereby stimulate market-driven innovation.

CONCENTRATE EFFORT WHERE WE CAN ADD SIGNIFICANT VALUE

To create a strong, distinctive profile, gain international prominence, and maximize opportunities to collaborate with industry, it is important that we build on a foundation of scientific quality aligned with the university's strategy and strengths. The key question is this: In which areas, considered from both the scientific and societal viewpoints, is there an opportunity to excel?

The University of Twente addresses broad technological areas and general societal themes such as safety, health, and energy. The UT offers a strong value proposition in the key technologies—IT, nano-, bio-, and geotechnology—and engineering, in a social context (governance and behavior). A second unique strength is our successful strategic research orientation (SRO) model (see sidebar).

SIDEBAR: Strategic Research Orientations

An SRO is a scientific program, on the order of 30–35 fulltime researchers, that combines high-quality research by various chairs in a multidisciplinary program that opens up new research opportunities.

Industry is invited to join and shape the research program and to invest in it. A program director is responsible for coordinating research at the participating institutes and—alone or combined with a more industry-oriented partner—for shaping the relationship with the partners from industry.

The SRO model is well aligned with the research excellence and entrepreneurial culture that characterize the UT. It gives rise to new disciplines, both within and between the "hard" and "soft" sciences, and achieves remarkable innovation. As a result, the university's SROs and their program directors have achieved a strong presence and wide exposure in the scientific community.

These are the university's key strengths. Where can we use them to create significant value for both the UT and its partners?

The Draijer report notes^[10] that Twente has a strong profile in the area of high-tech systems and materials (HTSM) and suggests that the region “make the focus areas within HTSM where Twente can truly make a difference more precise, especially in the area of materials, where Twente has traditionally excelled.”

Combining these strengths and needs, the University of Twente will sharpen its focus^[11] on five key industrial research areas in 2015–2020:

- advanced materials^[12]
- medical technology and devices
- wireless and remote sensing
- advanced manufacturing and mechatronics
- safety and security

In these areas, our focus is not on simply using technical knowledge and expertise, but rather on combining it with knowledge of new business models, technology assessment, design and other areas that complement and enrich the field.

The UT is creating strategic industrial research tracks in these areas, based on the university’s successful SRO model. The university will further define several flagship projects within these tracks. The flagship projects should deliver appealing practical and financial results and thus satisfy the burden of proof for our profile as a world-class entrepreneurial university.

Strategy 5. Focus on key research areas that play to the UT’s strengths and the community’s needs.

SUPPORT EXISTING CENTERS AND FACILITIES

The university is already home to several centers of expertise and shared facilities actively engaged in close interaction with industry:

- | | |
|----------------------|--|
| • Membranes | ➤ European Membrane Institute, EMI |
| • Composites | ➤ Thermo Plastic Research Center, TPRC |
| • Nanotechnology | ➤ MESA+ NanoLab |
| • Technical medicine | ➤ Experimental Center for Technical Medicine, ECTM |
| • Service robotics | ➤ Center for Service Robotics, LEO |
| • Serious gaming | ➤ Virtual Reality Laboratory, VR-Lab / T-Xchange |
| • Design | ➤ DesignLab |

These centers focus on open collaboration with industry as the driver for their projects and have considerable added value for the business community. Companies gain easy access to the latest scientific expertise and research equipment, which would otherwise be financially and technologically out of reach. However, the centers’ potential for the university is not always recognized and expressed.

Initiatives at these centers are quickly considered the property of a distinct group, faculty, or institute rather than belonging to the university itself; as a result, these initiatives do not benefit from university-wide marketing and support—which, in turn, means their practical successes do not raise the university’s profile as an entrepreneurial university. Unaware of the existing potential, those safeguarding the university’s interests look elsewhere to start new initiatives.

To claim its position as Europe’s premier entrepreneurial university, the University of Twente must correct this misunderstanding. Going forward, centers of expertise will be able to count on UT-wide support and exposure before, during, and after their creation. The university will reinforce these centers and shared facilities and provide ongoing support in the form of marketing communications and a network of contacts, among other things. The focus will initially target the existing centers of expertise mentioned above, with the subsequent goal of stimulating new, broad initiatives that fit the UT’s profile and appeal to industry needs.

Strategy 6. Position and professionalize the UT’s centers of expertise and shared facilities

^[10] Draijer et al., “Versterken economische kracht van Twente,” p. 12.

^[11] This focus is not exclusive; the UT will continue to actively encourage and support other research areas.

^[12] Including hard matter, soft matter and fluids.

PROVIDE THE BUSINESS COMMUNITY WITH EASY ACCESS TO THE UT

The University of Twente is formally a matrix organization, but in practice it functions more like a network-centric organization. As a result, it isn't always clear to the outside world (or even within the university) whom to approach for what. Certainly in the business community, people say that the UT has such a complicated organizational structure that they don't know whom they should contact. On the other hand, if you ask how the university can solve that problem, the answer is often, "I've figured it out; I know plenty of people there" or "a real businessperson knows how to find their way around."

In short, an effective "front desk" is missing.

The UT wants to make it easier for people to find the right place to ask common questions whose answers the UT can play a role in providing. We will shine the spotlight on the UT staff actively involved in providing these answers, to make them visible and accessible to the outside world.

Strategy 7. Create an effective university gateway for the business community.

SUPPORT TOMORROW'S RESEARCHERS AND ENTREPRENEURS

Ambitious plans need incentives and tools in order to be realized: incentives that attract researchers, tools that enhance their ability to accomplish their work. For the business community, the major objective is to augment its innovative capacity; for the UT, to magnify its reputation for excellence in education, research, and the creation of societal value.

The UT will invite the business community to call upon its expertise and knowledge base so that these strengths, through mutual investments in doctoral positions, PDEng positions, and scholarships, can be used to amplify the business community's innovative capacity. This collaboration can take many forms of public-private partnership focused on research and training. The University of Twente will provide additional incentives where necessary to realize doctoral positions.

BUSINESS, GOVERNMENT AND UNIVERSITY AS PARTNERS IN ATTRACTING TALENT

The UT is a valuable repository of knowledge and expertise that the business community can use to amplify its innovative capacity. That knowledge and expertise are generated by the UT's doctoral students and researchers. A scientifically respected position as an expert institution is built on doctoral students. That means the university's commitment to investing in scientific priorities as a knowledge foundation for collaboration is implicitly linked with its educational program.

To attract and retain these talented people, the university must have the financial means to support them. Unfortunately, federally funded positions have become the exception. Thanks to agreements the Dutch cabinet is making with the business community, however, the situation is rosier for corporate and federal employees who wish to earn their doctorates: the government is providing incentives designed to sharply increase the number of doctoral students between 2015 and 2025.¹³¹

Strategy 8. Provide incentives and develop useful tools.

HARNESS THE POWER OF OUR STAKEHOLDERS AND AMBASSADORS

“Our students and alumni have a crucial role: they are our ambassadors. Their attitudes, knowledge, and skills demonstrate what can be learned at Twente. Alumni open doors to other organizations, provide support for new initiatives, and feed back essential information about the world outside Twente.”

—University of Twente Strategic Vision 2009–2014

The University of Twente is the only truly entrepreneurial university in the Netherlands: strong in technology and its interaction with people and society, on a campus the way a campus is meant to be. The atmosphere, people, and culture at the university enable meaningful connections and appeal to a large group of people, especially those who earned their degrees here.

A strong, vibrant community is vital in helping the UT achieve the best results it can. We will therefore reach out to these ambassadors and involve them in the university’s development. Here, too, the focus is on creating mutual value.

We will improve our alignment with European, national, regional, and local governments through clear communication about the UT’s profile, the objectives to which we aspire, and the agenda we hope to achieve by working together.

Strategy 9.  Involve University of Twente stakeholders.

THE 2014-2015 STRATEGIC BUSINESS DEVELOPMENT PROGRAM: ACTIONS

Below, we describe the actions that shape the concrete core of the Strategic Business Development program. Each point begins with a short description, then lists the associated people, resources, activities, and benefits in a scorecard.^[13]

STRATEGY 1. CLEARLY POSITION THE UT AS A WORLD-CLASS ENTREPRENEURIAL UNIVERSITY.

SHARE OUR SUCCESSES

A major research contract with industry; an invention that ultimately results in an honest-to-goodness factory after years of work; a tenure tracker who manages to put together an impressive international consortium of companies for a multidisciplinary study: we will actively share these successes and inspirational stories, told by the business community in the context of scientific excellence.

1.1	Share our successes
People:	Marketing & Communications
Resources:	existing budget
Activities:	identify and display our showcases
Benefits:	enhance our image as an entrepreneurial university; publicize the value and impact realized

INVITE STAFF AND STUDENTS TO HELP US IMPROVE

The University of Twente looks like a flat organization, but several aspects of its structure are unnecessarily complex. For example, consider the multitude of systems and complicated administrative processes. By structuring processes just a little differently or making small changes, things move faster and daily annoyances are banished. Those who best understand the problem and are most bothered by it are the people who regularly work with it. We invite them to propose concrete improvements in which they can and want to play a role in implementing the solution.

1.2	Invite staff and students to help us improve
People:	
Resources:	existing budget
Activities:	use the experiences of UT employees and students
Benefits:	identify concrete improvements and help implement solutions

DESIGN A SUITABLE EMPLOYEE DEVELOPMENT CURRICULUM

At the University of Twente, researchers and students are constantly exploring and developing new territory—and themselves. The UT encourages all employees to think outside their own boxes, to continue developing themselves, to make constructive connections with one another, and to make effective decisions.

1.3	Design a suitable employee development curriculum
People:	Human Resources
Resources:	existing budget
Activities:	provide courses focused on nourishing an entrepreneurial attitude
Benefits:	stimulate and provide the opportunity for people to keep developing themselves

^[13] Scorecard: general structure "Measuring the impact of university-business cooperation", European Union, 2014

STRATEGY 2. HELP STARTUPS AND SMES (INCLUDING SPIN-OFFS) GROW OVER THE LONG TERM.

ENHANCE IP AWARENESS

To move knowledge from academia to companies, it is important to know whether research results are transferrable. In certain cases, that requires the protection of this knowledge through patents; other cases involve the exchange of expertise. The UT business development team is tasked with further developing the business case and preparing it for transfer. The percentage of patents that are transferred to the business community is the guideline, rather than the absolute number of patents filed.

2.1	Enhance IP awareness
People:	UT Innovation Lab business development team and business directors at institutes
Resources:	existing budget
Activities:	communicate our IP strategy, stimulate early business development, and continuously improve IP policy
Benefits:	clear understanding of our IP strategy; greater knowledge transfer through licenses and spin-offs

PROVIDE FINANCING FACILITIES

For companies to grow, financing must be available. In a properly functioning ecosystem, a suitable form of capital is present for each phase of a company's life cycle. The UT actively assists in making and keeping the complete palette of financing options in the region available.

2.2	Provide financing facilities
People:	UT Innovation Lab / Kennispark
Resources:	existing UT budget; inviting stakeholders
Activities:	organize available financing facilities and make them accessible
Benefits:	stimulate the growth of companies in the region

PROVIDE WORK SPACE TO ENTREPRENEURS

The UT offers entrepreneurs the option to rent offices, laboratories, and cleanrooms on the university campus. These spaces are part of a solid, accessible infrastructure located near research institutes, centers of expertise, and shared facilities. In addition, the UT will offer a support program for this group. This enables companies to focus attention on marketing their products or processes.

2.3	Provide work space to entrepreneurs
People:	UT Innovation Lab / Kennispark, UT Facility Service Center, High Tech Factory, Gallery, ICTS, sports center
Resources:	existing UT budget; invite stakeholders
Activities:	communicate available buildings, spaces and support program and conditions for use
Benefits:	more companies near the UT campus; greater knowledge exchange

STRATEGY 3. FACILITATE ACTIVE AND PROACTIVE CONTACT WITH THE BUSINESS COMMUNITY.

DEVELOP STRATEGIC PARTNERSHIPS

The University of Twente will develop a greater number of strategic partnerships with companies where creating additional value for the business community and aligning with the UT's agenda are the drivers.

3.1	Develop strategic partnerships
People:	SBD, institutes, faculties, CvB
Resources:	existing UT budget; invite companies
Activities:	grow our contacts, shape project content and follow-up
Benefits:	more long-term collaborations in broad partnership with strategic partners

CULTIVATE EQUIPMENT MAKERS

Equipment makers are a special category of company. Top-notch laboratories and research are the places where they hope to place their latest devices; they may see the campus as a reference site where researchers have access to the latest in cutting-edge technology.

3.2	Cultivate equipment makers
People:	SBD, institutes, shared facilities, Purchasing
Resources:	existing UT budget; invite equipment makers
Activities:	grow our contacts and explore opportunities
Benefits:	the latest cutting-edge technology available to SMEs and the UT

DRAFT FRAMEWORK AGREEMENTS AND MAKE PROPOSALS AS A UNIVERSITY

The UT will offer flexible solutions as a single, united organization and will actively communicate the available options. Where doing so creates additional value, the UT and its partners will sign framework agreements in which general items—such as legal and financial conditions—are recorded for multiple years. This simplifies the creation of content-rich projects for a broad group of researchers.

3.3	Draft framework agreements and make proposals as a university
People:	lawyers, faculty and FEZ controllers, and project administrators
Resources:	existing budget
Activities:	draft a basic research agreement and conditions (which can be tailored to each client) and make them available; decide on a UT-wide pricing structure for framework agreements
Benefits:	accelerate and simplify the start of collaborative projects and signing of contracts

PROVIDE INSIGHT INTO OUR IP POSITION

The University of Twente will make the intellectual property recorded in patents transparent and accessible.

3.4	Provide insight into our IP position
People:	UT Innovation Lab (business development team)
Resources:	existing budget
Activities:	compile and publish list of UT patents
Benefits:	make our IP position transparent; greater knowledge transfer

MAKE MANAGEMENT INFORMATION AVAILABLE

The UT's automated systems contain a wealth of information. With which organizations do we conduct large amounts of research? Who are our major suppliers? What is the origin of our resources? This provides fundamental information with which we can approach the business community.

3.5	Make management information available
People:	Financial and Economic Affairs, Human Resources
Resources:	existing budget
Activities:	determine needs and opportunities
Benefits:	management information is up to date and available for strategic decisions

BENCHMARK

Benchmarking is the process of comparing one's business processes and performance metrics to industry bests or best practices from other companies.¹⁴¹ Around the world, there are several knowledge institutes engaged in best practices. For example, EPFL in Lausanne has had an intensive relationship with industry for years through the Rolex Center. Monash University in Australia is responsible for every major scientific program in Australia and has well-managed shared facilities. The Norwegian University of Science and Technology in Trondheim has the best technology transfer office in Norway. The UT will study and share information with these institutes to help us understand our position and opportunities.

3.6	Benchmark
People:	SBD, institutes, Strategy & Policy
Resources:	existing budget
Activities:	through best practices, learn where UT's opportunities lie
Benefits:	expand UT's field of vision and learn from others' experiences

¹⁴¹ Bhandari, *Strategic Management: A Conceptual Framework* (New Delhi: McGraw Hill India, 2013), p. 370.

STRATEGY 4. NURTURE TALENT AND THEREBY STIMULATE MARKET-DRIVEN INNOVATION.

STIMULATE NEW RESEARCH POSITIONS

The University of Twente wants to significantly increase research capacity by having government authorities, the business community and the university mutually finance additional doctoral positions. The UT will funnel this incentive for research positions through its industrial SROs in key research areas (strategy 5).

4.1	Stimulate new research positions
People:	SBD, Strategy & Policy, EU Office
Resources:	100 PhDs: phase I: 50 PhDs (€ 20M); phase II: 50 PhDs (€ 20M); resources from UT, companies, and governments
Activities:	create a proposal for stimulating research positions
Benefits:	increase UT research capacity, increase business community involvement; more long-term partnerships with the business community on scientific agenda

PROMOTE THE PROFESSIONAL DOCTORATE IN ENGINEERING (PDEng)

Professional doctorate in engineering candidates are advantageous for companies that have assignments lasting a year (maximum two years), for helping their employees develop their careers, or for meeting and attracting new employees. The UT will actively promote awareness of these opportunities among both students and companies.

4.2	Promote PDEng
People:	PDEng strategic coordinator and program directors
Resources:	50 PDEng students: 10 PDEng students per year times 5 programs (€ 3.25M / yr); resources from UT, companies and governments
Activities:	increase internal and external awareness among trainees, staff and companies; acquisition of new companies; embedding PDEng in Twente Graduate School
Benefits:	meet performance agreement with Ministry of OCW for 20 trainees per year; valuable value-creation tool for the UT itself; low threshold for SMEs and companies not familiar with UT collaboration

ENABLE LIFELONG LEARNING

After graduation the most important lesson is yet to be learned: how to apply the knowledge gained. Many lessons can be learned on the daily job, but for many people, just knowing the ropes is not enough. They want and need to keep learning about new developments inside and outside their fields. The UT supports these inquisitive minds and provides access to education in order to full fill this urge.

4.3	Enable lifelong learning
People:	Professional Learning and Development, faculties
Resources:	existing budget
Activities:	increase internal and external awareness of professional learning opportunities at UT
Benefits:	companies benefit from increase in employees' knowledge level; employees more fulfilled and thus productive

STRATEGY 5. FOCUS ON KEY RESEARCH AREAS THAT PLAY TO THE UT'S STRENGTHS AND THE COMMUNITY'S NEEDS.

IDENTIFY KEY RESEARCH AREAS

The University of Twente will identify several key research areas and link them with appealing flagship projects.

5.1	Identify key research areas
People:	scientific directors and CTW dean
Resources:	existing budget
Activities:	identify research areas
Benefits:	a clear, distinctive profile

START UP INDUSTRIAL SROS

The University of Twente will start up strategic industrial research tracks within the key research areas, building on the successful strategic research orientation (SRO) model for strong multidisciplinary collaboration.

5.2	Start up industrial SROs
People:	scientific directors and CTW dean, SBD
Resources:	same as action item 4.1 > 100 PhDs: phase I: 50 PhDs (€ 20M); phase II: 50 PhDs (€ 20M); resources from UT, companies, and governments
Activities:	start up industrial SROs
Benefits:	more long-term collaboration with business community on scientific agenda

PROVIDE INSIGHT INTO TRENDS

Trends and developments in a field of research are a source of inspiration for companies, particularly knowledge-intensive companies. The University of Twente can play a major role in providing that inspiration.

5.3	Provide insight into trends
People:	SRO directors, researchers and institute directors (business and educational), Powered by Twente, with partners such as IKT, TKT, VNO-NCW, Kennispark, KIVI
Resources:	existing budget
Activities:	share trends and developments in UT research areas
Benefits:	provide inspiration

STRATEGY 6. POSITION AND PROFESSIONALIZE THE UT'S CENTERS AND SHARED FACILITIES.

IDENTIFY CENTERS OF EXPERTISE AND SHARED FACILITIES

Which centers of expertise have significant added value for the business community? The UT will identify those centers of expertise and shared facilities that it wants to actively promote in the business community. The idea is that a center of expertise can count on UT-wide support and exposure before, during, and after its creation, toward sustainable operation.

6.1	Identify centers of expertise and shared facilities
People:	scientific directors, CTW dean and UT Innovation Lab
Resources:	existing budget
Activities:	identify centers of expertise
Benefits:	improved profile of expertise and facilities for companies

POSITION CENTERS OF EXPERTISE AND SHARED FACILITIES

The University of Twente will strengthen these centers of expertise and shared facilities and provide support for communications, meetings, and networking, among others.

6.2	Position centers of expertise and shared facilities
People:	leaders of centers and facilities, business directors at institutes, M&C
Resources:	existing UT budget; invite stakeholders
Activities:	communicate added value and improve access
Benefits:	greater corporate use of centers of expertise and shared facilities

STRATEGY 7. CREATE AN EFFECTIVE UNIVERSITY GATEWAY FOR THE BUSINESS COMMUNITY.

CLEARLY PUBLICIZE THE UT'S ACCOUNT MANAGERS

The University of Twente will clearly identify contact people and account managers so that companies can easily contact the right people without first having to navigate a maze.

7.1	Clearly publicize the UT's account managers
People:	SBD, business directors at institutes, leaders of centers of expertise and shared facilities, internship coordinators, PDEng strategic coordinator, scholarships coordinator, UT business development team
Resources:	existing budget
Activities:	identify contact people
Benefits:	increase the UT's accessibility

IMPROVE OUR WEBSITE AND COMMUNICATIONS

The university is missing an effective "front desk" that provides a clear point of entry.

The UT will make it clear to companies what it has to offer as a knowledge partner in terms of talent, facilities, research, education, internships, and support for startups. The user will be able to quickly find the desired information and contact people.

7.2	Improve website and communication
People:	Marketing & Communications
Resources:	existing budget
Activities:	improve website
Benefits:	increase the UT's accessibility

STRATEGY 8. PROVIDE INCENTIVES AND DEVELOP SUITABLE TOOLS.

CREATE A "COUPON BOOK"

For SMEs, it is often difficult to free up enough money for research because funds are limited. National, provincial, and regional governments are making stimulus packages available to help lower the barrier to knowledge institutes for SMEs.

8.1	Create a coupon book
People:	UT Innovation Lab / Kennispark, Strategy & Policy, EU Office
Resources:	existing UT budget; invite stakeholders
Activities:	work with regional and provincial authorities to determine and expand subsidy options for SMEs
Benefits:	stimulate collaboration with SMEs

MATCH TALENT WITH COMPANIES

Aside from their educational value, internships and master's projects are important bridges to the employment market. Companies have an interest in new talent and foresee a shortage. To ensure a competent workforce in the future, companies invest by offering scholarships to promising master's degree candidates. The UT will adapt its structure and systems to take sufficient advantage of this opportunity.

8.2	Scholarships
People:	Center for Educational Support scholarships coordinator, internship coordinators
Resources:	50 scholarships (€ 250k – 500k); resources from companies and governments
Activities:	investigate and communicate scholarship opportunities; improve accessibility and visibility of vacant internships and master's projects for companies and students.
Benefits:	make scholarship opportunities more accessible for students; increase entry into the job market

START UP PUBLIC-PRIVATE PARTNERSHIP PROGRAMS (THROUGH INDUSTRIAL SROS)

The University of Twente will start up industrial research tracks in public-private partnerships within its key research areas, building on the successful strategic research orientation (SRO) model for strong multidisciplinary collaboration.

8.3	Start up industrial SROs
People:	scientific directors and CTW dean, SBD
Resources:	see action items 4.1 and 4.2
Activities:	start up industrial SROs
Benefits:	more long-term collaboration with business community on scientific agenda; increased business community involvement; increased research capacity

STRATEGY 9. INVOLVE UNIVERSITY OF TWENTE STAKEHOLDERS.

COLLABORATE AND ALIGN WITH GOVERNMENTS AS STAKEHOLDERS

The UT will align its strategic agenda with national, regional and local governments, with a focus on synergy.

9.1	Collaborate and align with governments as stakeholders
People:	SBD, Strategy & Policy, institutes, CvB
Resources:	existing budget
Activities:	initiate discussion, communicate UT's agenda, focus on synergy
Benefits:	optimize collaboration with governments

INCREASE OUR AMBASSADORS' INVOLVEMENT

With over 40,000 graduates, the UT has a large number of highly successful alumni who are leaders in their respective fields. An exclusive selection of these alumni holding top management positions in their organizations are members of the UT Ambassadors' Network, which provides the university with important connections to the outside world. The UT wishes to intensify its relationship with these ambassadors, and invite them to take greater ownership of the group's mission by actively contributing to its agenda. The UT also aspires to involve a greater number of women ambassadors.

9.2	Increase our ambassadors' involvement
People:	CvB, SBD, Strategy & Policy
Resources:	existing budget
Activities:	continue organizing events and informing ambassadors about the UT and improving communication channels of particular relevance to ambassadors
Benefits:	ambassadors who participate as sparring partners in defining and achieving the university's ambitions
