



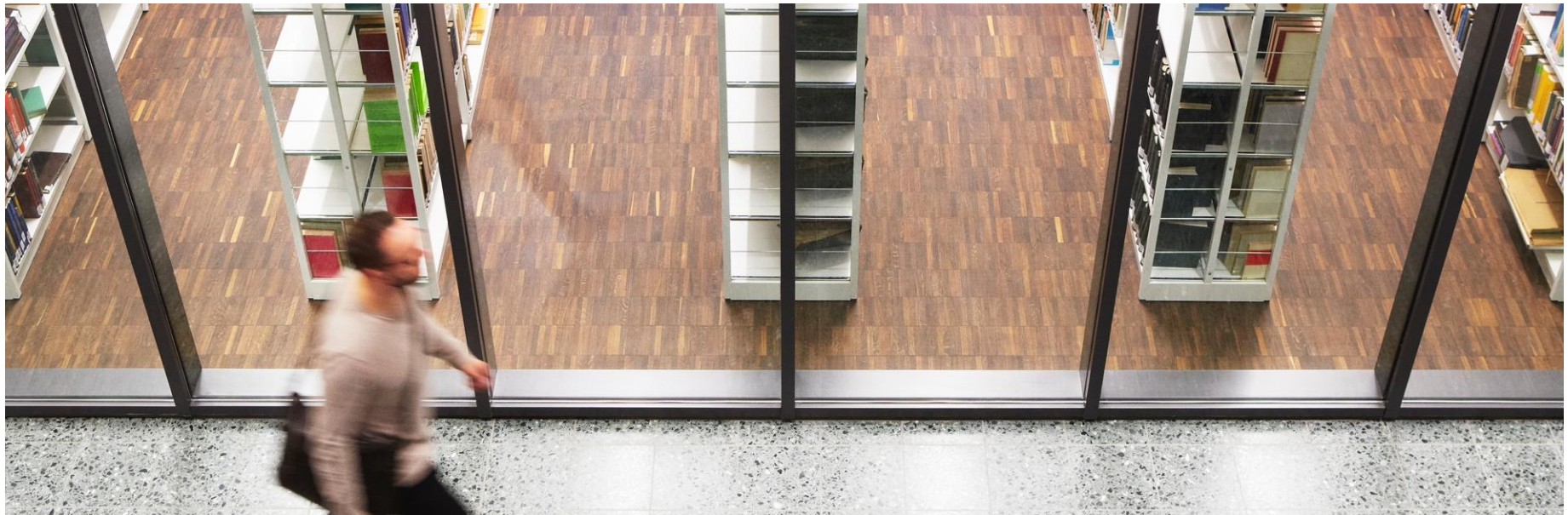
STIFTERVERBAND

Bildung. Wissenschaft. Innovation.

Frankfurt, 20 March 2019

TRANSFER-AUDIT ENHANCING INSTITUTIONAL KTT STRATEGIES WITH P2P

Andrea Frank





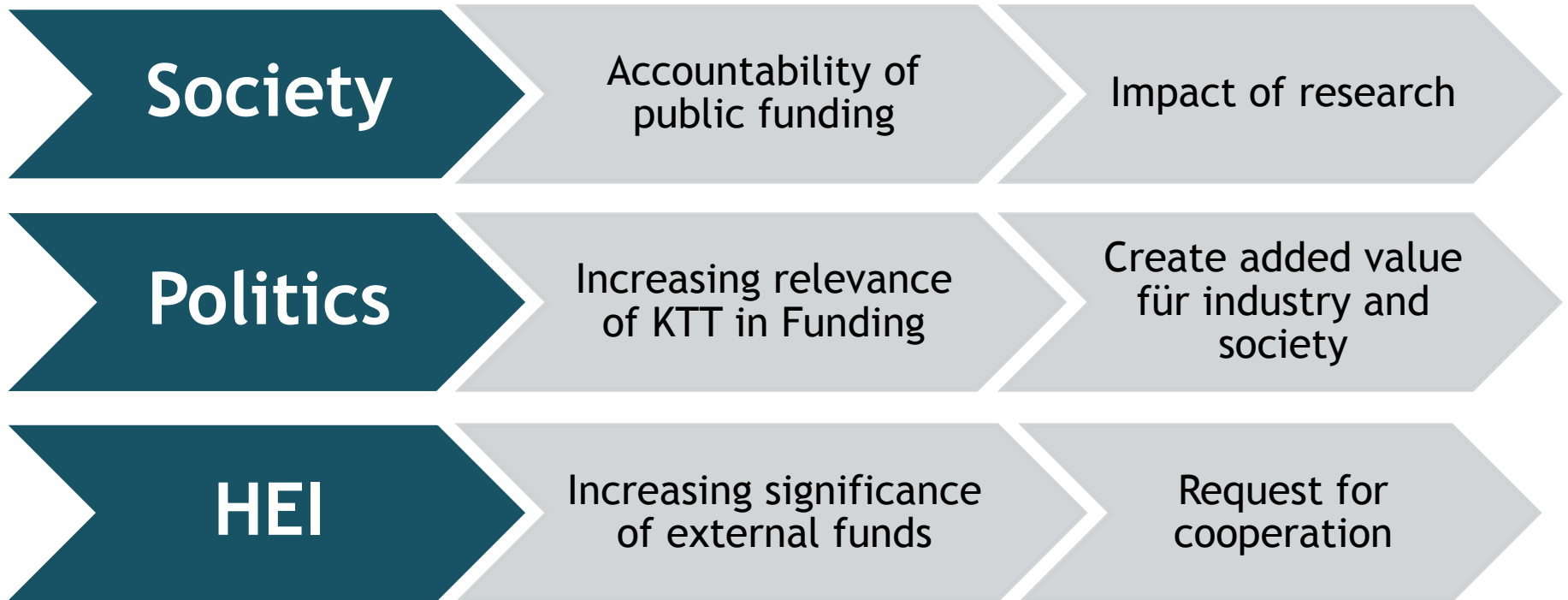
AGENDA

1. Introduction & motivation _____
2. Transfer-Audit: process, elements & USP _____
3. Observations & consequences _____



MOTIVATION

CHANGING ENVIRONMENT FOR HIGHER EDUCATION INSTITUTIONS



→But: only 42% of HEI have formal institutional transfer strategies!

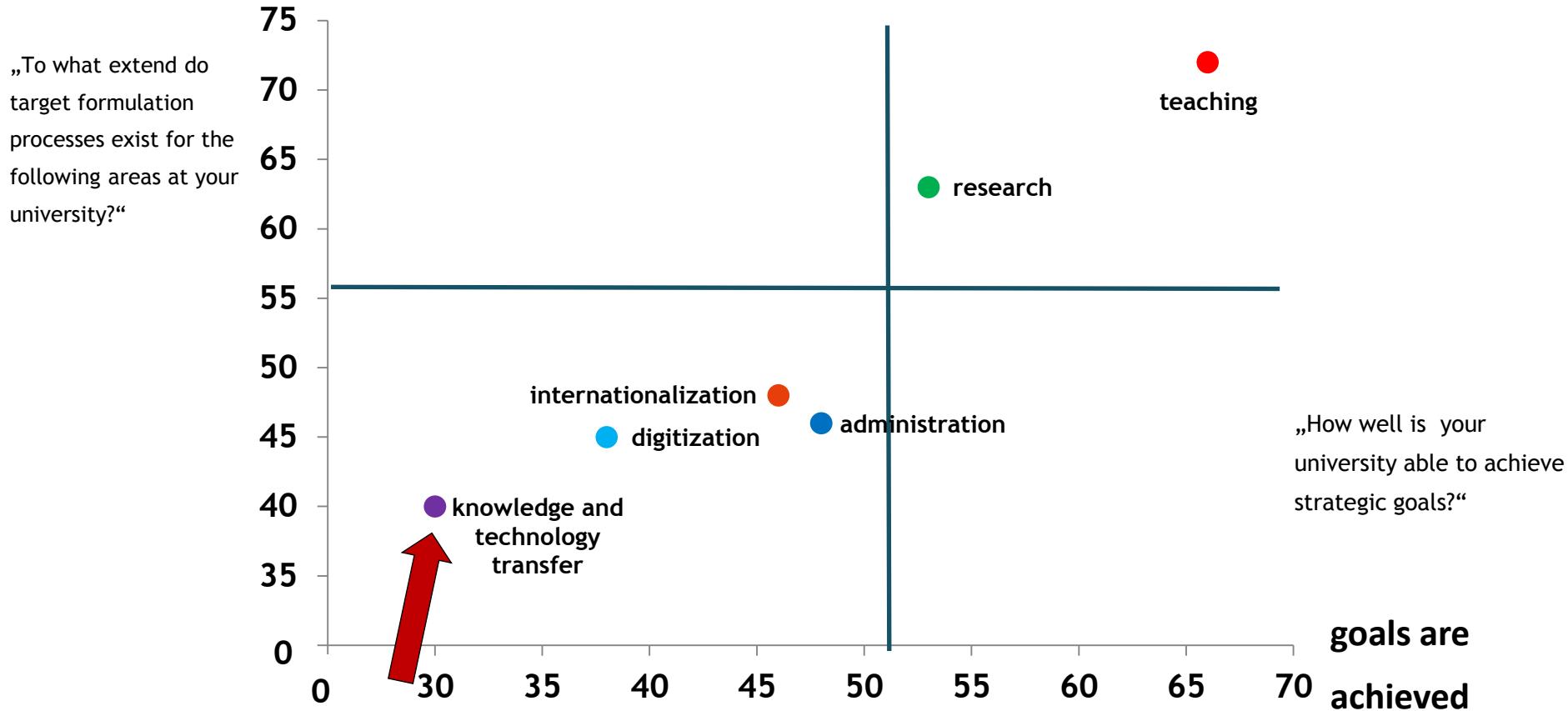
(Source: SV-Hochschulbarometer, Gründungsradar)



STRATEGY

TRANSFER AND COOPERATION IS NOT A STRATEGIC DIMENSION

target formulation process



adapted from Stifterverband, Kienbaum 2016



TRANSFER-AUDIT

P2P COUNSELING FROM HEI FOR HEI

FOCUS: HEI Cooperation-strategies

- » Critical analysis
- » Development with regard to institutional goals and strategies

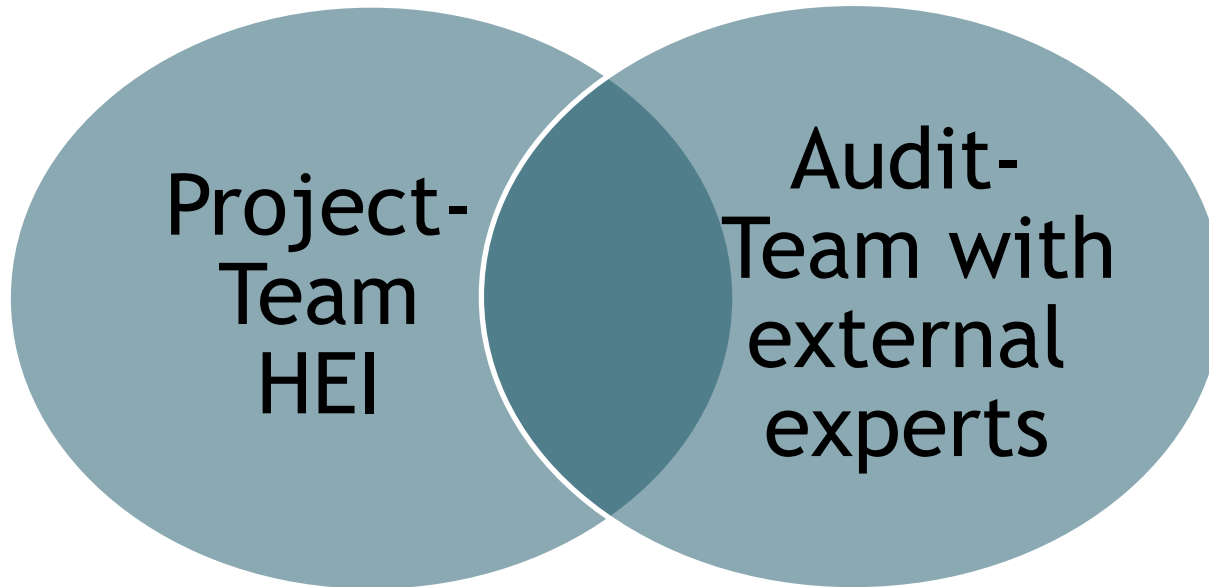
OUTPUT: Strategic and operative recommendations

APPROACH: Broad understanding of transfer

- » Exchange of technology, knowledge, services, personnel etc.
- » bidirectional
- » Cooperation with industry, non-profit-sector, public sector and society



TRANSFER-AUDIT ELEMENTS AND PROCESS





6 months prior to audit visit:

- start of coordination
- Stifterverband & HEI:
- challenges & development goals
 - suggestions & selection of external audit team



4 months prior to audit visit:

- HEI starts self report
- recruitment & preparation of external experts (Stifterverband)



2 months prior to audit visit:

- HEI submits self report
- final preparation of audit team
- organization & planning of audit visit (Stifterverband & HEI)



**audit
visit**



1 month after audit visit:

- draft audit report & discussion with audit team
- selection of good-practice examples
- optional feedback from HEI
- final editing & layout



3 months after audit visit:

- final audit report to HEI
- together with collection of good-practice examples



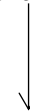
7 months after audit visit:

- HEI sends short report about developments & consequences



1 year after audit report:

- feedback survey
- optional revisit





TRANSFER-AUDIT

HIGH DEMAND FOR A SYSTEMATIC ANALYSIS

40 HEI

6 Federal states

24 Universities

15 Universities of
Applied Sciences

1 Film University

> 20 external experts
from Science, Businesses
and Civil Society

> 400 internal experts
within project teams

80 Audit-Days

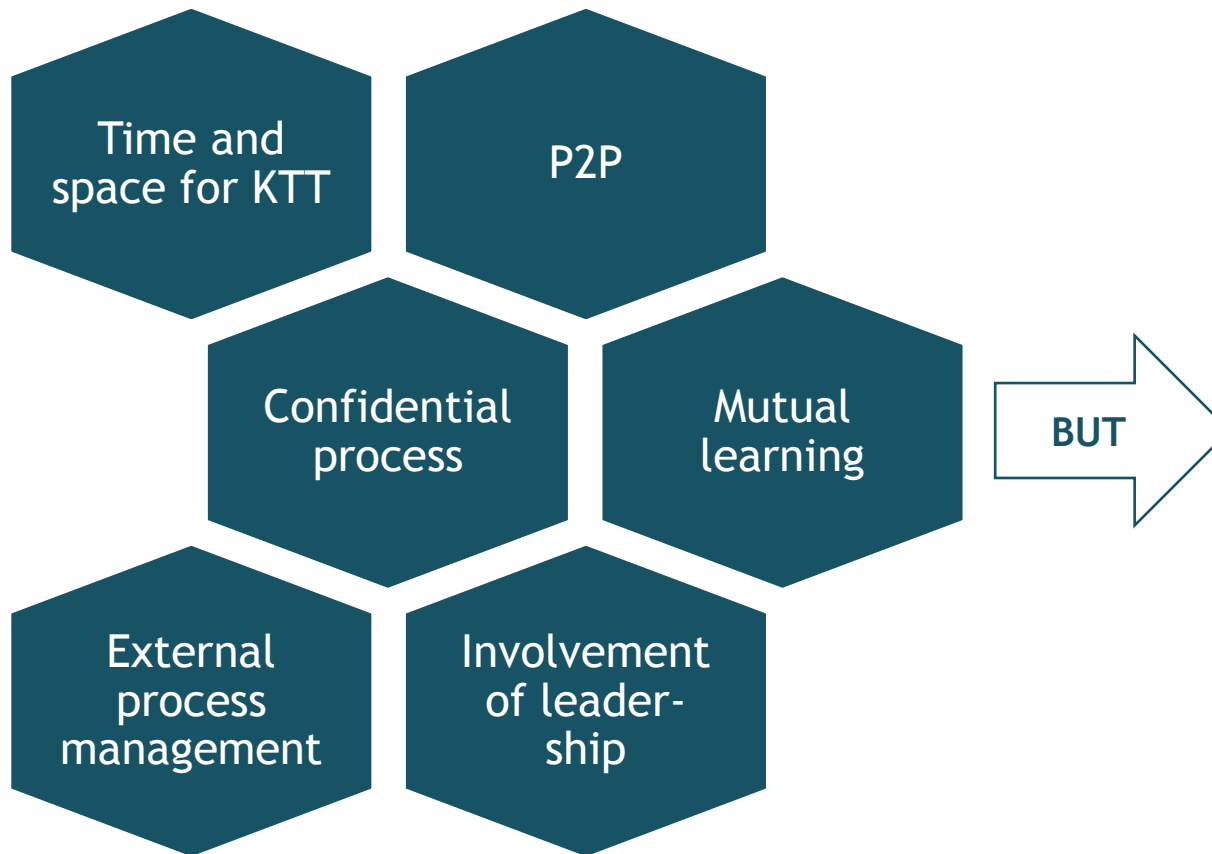
> 750h of „intensive
transfer discussions“





USP

FOR UNIVERSITIES



Success depends on HEI's willingness to adapt strategic recommendations



OBSERVATIONS FROM THE TRANSFER-AUDIT: RECURRING CHALLENGES & NEEDS FOR COUNSELING

- » Definition of/view on transfer
- » Transfer strategy: key objectives and integration in institutional priorities
- » Structures, processes and incentives
- » Performance measurement and indicators for broadened transfer
- » Internal and external communication
- » Networking und visibility
- » Development of transfer-enabling organizational culture at HEI



A YEAR AFTER

RESULTS OF A SURVEY AMONG PARTICIPATING HEI

- » Major changes occur in organizational structures and processes (including leadership)
- » Redesign of incentives
- » Refocus on demand: What do they need instead of what can we offer?
- » Redesign of existing strategies: integrate and merge



INTERIM CONCLUSION



THANK YOU



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