Frankfurt, 20 March 2019

TRANSFER-AUDIT
ENHANCING INSTITUTIONAL KTT STRATEGIES WITH P2P

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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)

Society
Accountability of public funding
Impact of research

Politics
Increasing relevance of KTT in Funding
Create added value für industry and society

HEI
Increasing significance of external funds
Request for cooperation
TRANSFER AND COOPERATION IS NOT A STRATEGIC DIMENSION

"To what extend do target formulation processes exist for the following areas at your university?"

"How well is your university able to achieve strategic goals?"

adapted from Stifterverband, Kienbaum 2016
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

Project-Team HEI

Audit-Team with external experts

Self-Report ➔ Audit-Visit ➔ Audit-Report ➔ Implementation

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ENHANCING INSTITUTIONAL KTT STRATEGIES
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)

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

ENHANCING INSTITUTIONAL KTT STRATEGIES
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<tr>
<th>HEI</th>
<th>External Experts</th>
<th>Internal Experts</th>
<th>Audit-Days</th>
<th>Intensive Discussions</th>
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<td>&gt; 20</td>
<td>&gt; 400</td>
<td>80</td>
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<td>6 Federal states</td>
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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

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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

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THANK YOU

STIFTERVERBAND


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