



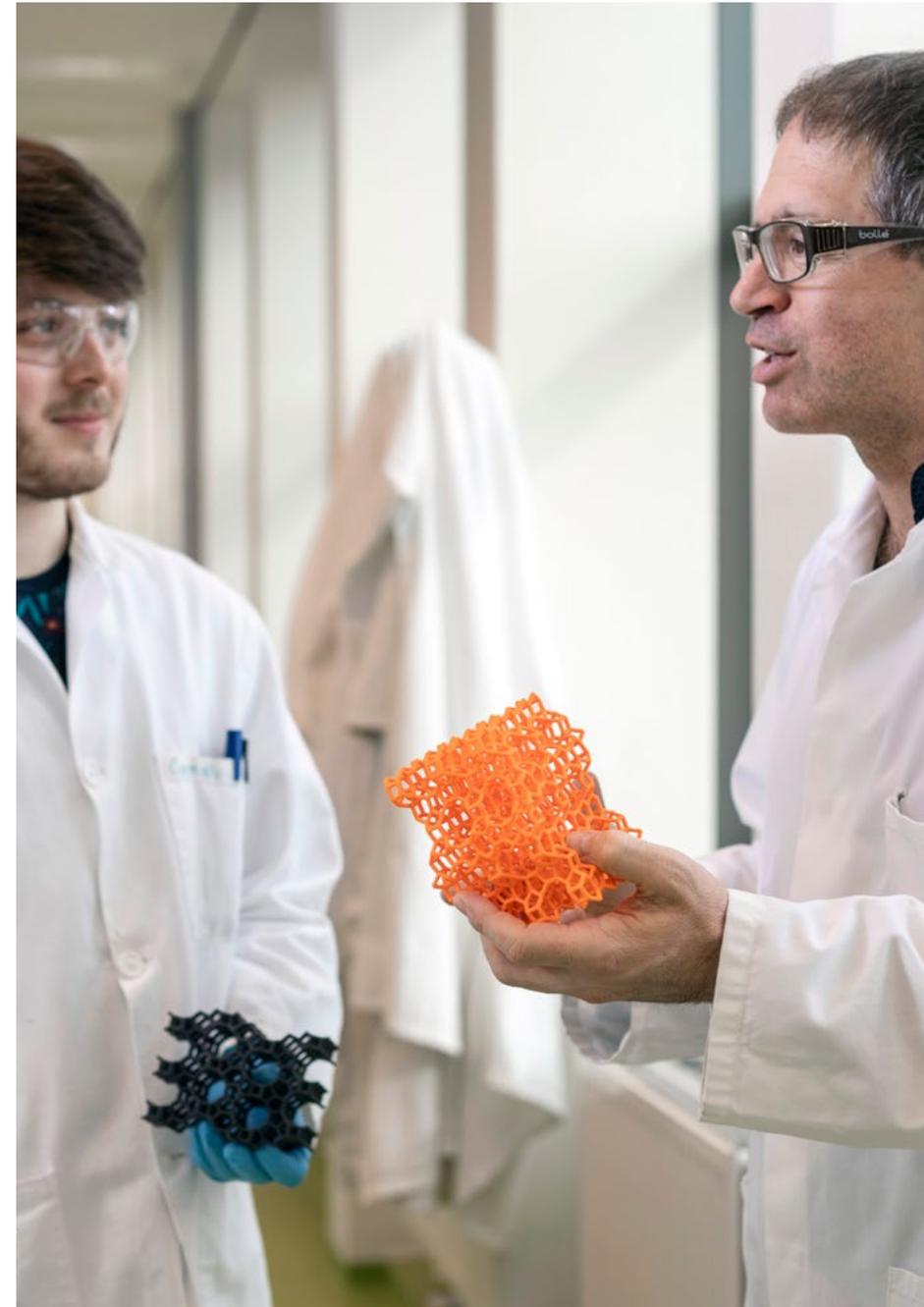


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# 1. Valorisation: a definition

- Valorisation is the creation of societal and economic value by collaborating with other parties on research projects or by applying research results.
- Valorisation is an iterative process operating on the premise of productive interactions.
- Valorisation is one of the university's three core duties as specified in the Dutch law. The idea is that the core duties (teaching, research and valorisation) must reinforce each other.
- Valorisation requires an individualised approach as well as carefully harmonised facilitation of academics, PhD candidates and students.



## 2. Valorisation: defining the scope

- Valorisation is not an isolated core duty. Valorisation must be intertwined with, and be an integral part of, teaching and research, to the maximum extent possible.
- Teaching (in both undergraduate and postgraduate programmes) is an important form of valorisation but is not included in this framework. However, instructional formats that are in line with valorisation-related activities and entrepreneurship coaching are included in this framework.
- Knowledge is transferred at various stages: from setting the agenda (driven by demand) and involvement in the conduct of research to valorisation and implementation processes.
- In this Strategic Framework for valorisation, the focus will be on interactions during and after the research projects and on the transfer of knowledge by publishing research results.



### 3. Relation to the Strategic Framework for Research

- The Strategic Framework for Research and the Strategic Framework for valorisation partly overlap. Demand-driven research and research programming are already included in the Strategic Framework for Research. Therefore, the focus of this Strategic Framework for valorisation will be on valorisation through interactions during and after the research projects and on the transfer of knowledge by publishing research results.
- However, it is vital that demand-driven research and research programming on the one hand and valorisation on the other be cohesive.
- The productive interactions are initiated and shaped on the basis of joint research and agenda-setting, and they form the basis for valorisation, or potential valorisation. The intended impact, strategy, frameworks and arrangements (e.g. with regard to intellectual property) must be discussed beforehand.





## 4. Key aspects of valorisation as specified in the Strategic Framework for Research

- Enhancing the UvA's research projects with societal agendas, with a view to mutual benefits.
- Raising the social profile of the UvA's research projects through several wide-ranging societal themes that will serve as an advertisement for research conducted at the UvA.
- Building long-term relationships with non-governmental organisations and companies; better embedding in ecosystems and entrepreneurs' networks.
- Experimenting with other types of research and knowledge dissemination: new types of demand-driven research, research methods and valorisation, designed to shape or reshape our relationship to society.
- Further developing the independence and academic integrity aspects of our policy regarding cooperation with third parties.



## 5. External analysis: trends and developments

- Greater emphasis on the societal relevance of scientific research (knowledge on how to solve societal and economic challenges) in government policy (*Wetenschapsbrief* published by the government/Strategic Agenda) and by research funders ( NWO: thematic calls and emphasis on opportunities for valorisation; and EU: mission-driven and thematic research programmes revolving around Grand Challenges, SDGs).
- Societal relevance included more emphatically in reviews of research projects (SEP, QRIH) and more emphatic intertwining of scientific and societal relevance.
- Society increasingly ‘demands’ that research be societally relevant (greater emphasis on public accountability).
- Increased importance of interdisciplinary consortia. Companies and civil society organisations are also members of these consortia now, which is how they are increasingly able to contribute.

## 5. Internal analysis: where does the UvA stand?

- As far as the creation of economic value by means of valorisation is concerned, the UvA's policy is largely up to scratch.
  - Many instruments and financial resources have been made available.
  - Support is being given on both the central and decentralised levels.
  - With regard to certain subjects, policies have been harmonised with other parties in Amsterdam to a reasonable extent.
  - There are examples of successful spin-offs, public-private partnerships and centres of applied research.
  - Room for entrepreneurship and initiatives for valorisation at the UvA.
  - It is fairly clear what kind of return on investment academics can expect.
- The policy for creating added social value by means of valorisation is not quite as detailed yet.
  - Examples of proper, successful projects are available, but they are few and far between.
  - The instruments, facilities and support have not yet been properly detailed or arranged.
  - It is not entirely clear yet what the return on investment is (the projects often incur costs but do not result in any direct income).
  - Valorisation is given relatively little publicity.





### The UvA's strengths

- The UvA employs many highly creative, high-performing and energetic academics who between them have a tremendous potential for ideas that may create added value.
- Room for entrepreneurship at the UvA.
- Because we have different disciplines united in one single institution, we can work in an integrated and interdisciplinary fashion.
- High-performing research institutes cover all scientific disciplines.
- Instruments, support and facilities are available for valorisation both at the individual faculties and on the university-wide level.
- There have been quite a few examples of successful projects.

### The UvA's weaknesses

- Embedding culture and appreciation for valorisation (in relation to teaching and research).
- Insufficient strategic guidance; insufficiently embedded into the organisation and its strategy; receives little administrative attention.
- Could be better related to the university's social agendas; long-term networks with external parties could do with further development: insufficiently embedded in relevant networks.
- Some of the support and facilities required are not up to scratch.
- Success stories are not featured prominently.
- Revenue model/debit item; researchers are not always given enough resources (and time) to engage in valorisation activities.

### Opportunities (external)

- Getting the world outside to join us on the UvA's campus; making good use of the location, facilities and current ecosystems.
- Amsterdam attracts talented researchers.
- Collaboration throughout Amsterdam; the UvA is part of a powerful knowledge region.
- Societal challenges are strongly embedded in research programmes; greater emphasis on valorisation in scientific research and evidence-based policy-making.
- Companies that outsource much of their R&D (lower TRLs) to universities.
- Politicians are investing in programmes that increase the Netherlands' 'earning capacity' (e.g. *Nationaal Groeifonds*) and address major societal challenges.

### Threats (external)

- The UvA does not have a high profile in terms of valorisation; due to how external parties perceive us, we may miss out on the opportunities granted to other universities (mainly universities of technology).
- We have several strong competitors in our region, as far as valorisation is concerned.
- Our social partners are not always great at articulating their research questions.
- Many civil society organisations do not have any mechanisms in place to reap the benefits from their research results; they receive no funding for valorisation.
- Pressure to do something other than our core business (which is pure scientific research) when we enter into a partnership.
- Civil society organisations lack financial resources.
- More and more strings attached, hoops we have to jump through, great administrative burden involved in giving shape to the partnership.
- Academics' independence may be compromised.



## 6. Ambitions

### Our ambition

Scaling up valorisation (also see the UvA's Strategic Plan 2021-2026, Chapter 4.2)

### Objectives (what do we hope to achieve by scaling up?)

- increasing the impact of our research projects on the market and the public sector;
- ensuring mutual benefits: making better use of external sources (funding, data, responding to demand) for our research (and teaching);
- strengthening the UvA's research's market positioning, both domestically and internationally.

### Strategy (how do we intend to realise this scaling up?)

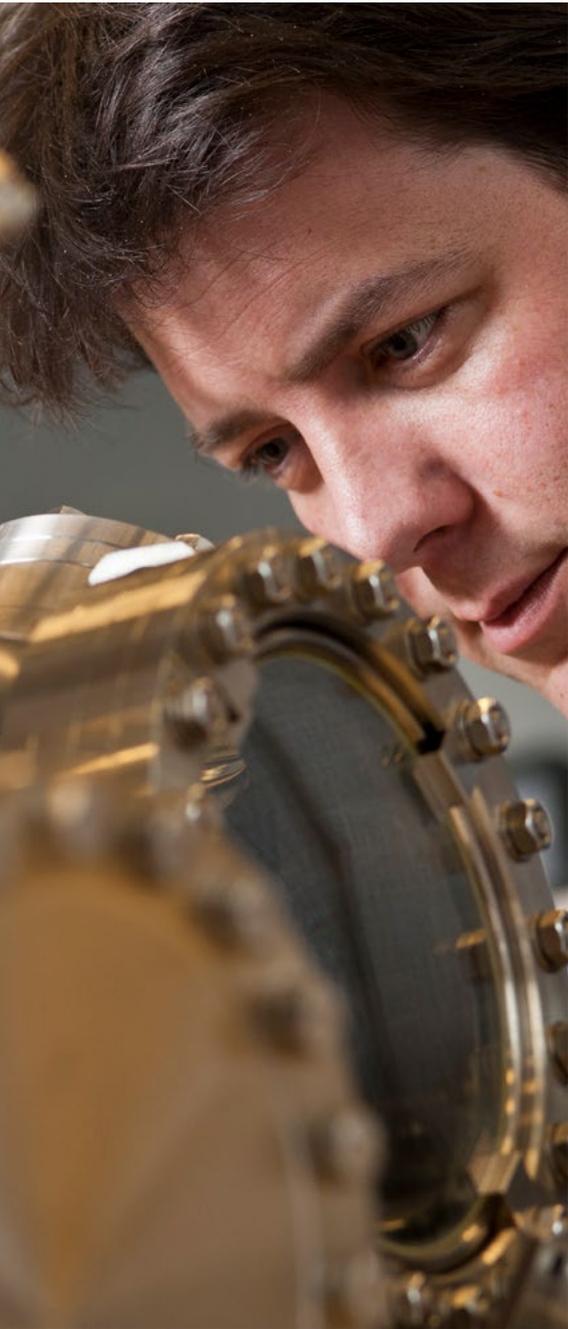
- increasing strategic guidance, interfaculty collaboration and embedding it into the organisation in the long term (Areas of action 1 and 2);
- making things easier for academics and students and encouraging them (removing obstacles to valorisation) (Areas of action 2 through 5).

### Areas of action (in what areas is action required in order to attain our objectives?)

- culture and HR policy;
- strengthening strategic guidance and embedding it in the organisation;
- support;
- facilities;
- Valorisation in/through education.

## 7. Five areas of action





# Where do we wish to be in five years?

## Culture and HR policy

The culture with regard to valorisation has changed. A focus on valorisation has become more accepted and has been better embedded in the recognition and rewards system. We can now emphasise valorisation in the U line (assistant professors, associate professors and full professors), and our academics increasingly appreciate valorisation-related activities. In addition, a clear framework has been established for collaboration with third parties, and a debate is being held on the so-called 'grey areas'. Finally, valorisation is being featured more prominently in our internal and external communications.

## Increasing strategic guidance and embedding

Valorisation has been prominently included in the strategic plans; the various faculties have all identified several societal challenges that they wish to focus on and which form an important basis (albeit not the only basis) for valorisation. Each faculty and/or campus has been equipped with a recognisable support unit, and academics are having no difficulty finding these units. Across the UvA, we present ourselves with an interdisciplinary (i.e. interfaculty) approach, and arrangements have been agreed with regard to roles and responsibilities. Internal consultation on valorisation takes place on the UvA-wide level. In Amsterdam, we are collaborating with other parties on mission-driven themes and working together to promote the Amsterdam Metropolitan Area in various ways, presenting it as a region where innovations are created.

## Support

The existing support for valorisation (business developers and project office) has been expanded, and in addition, there has been a focus on additional competencies (e.g. with regard to working in consortia and networks). Academics have developed a more thorough understanding of the ways (collaborative partnerships and outputs) in which they can use their research results for the benefit of society, and they are receiving better support in doing so. If we lack a certain type of knowledge or expertise in-house, we can generally find it in our networks.

## Facilities

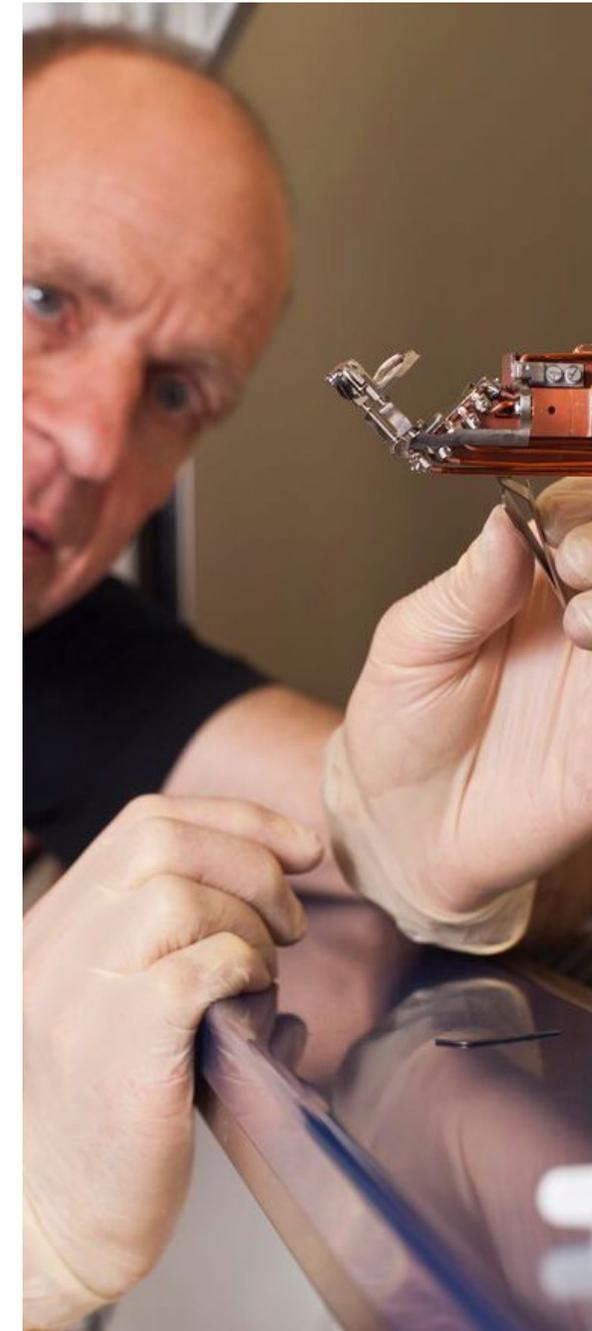
On all our campuses, we have developed new facilities designed to support valorisation, e.g. buildings designed to facilitate co-creation, start-ups and other companies, shared research facilities and teaching activities. UvA Ventures Holding BV has become more prominent in funding valorisation-related activities.

## Valorisation in education

Entrepreneurship coaching has been better embedded in education, students and PhD candidates are involved more often in valorisation-related activities (e.g. through Community Service Learning) and specific projects and events are organised in which students get the opportunity to work on innovative projects. ASIF Ventures is a successful financier of student entrepreneurs.

# Area of action 1: culture and HR Policy

- To be included in HR policy and guidance for academic staff:
  - further detailing of the Recognition & Rewards policy: incentives for valorisation;
  - enabling PhD candidates, postdocs and the U line to take several different pathways/areas of focus or dual pathways (pathways focusing on valorisation/teaching in addition to pathways focusing on research/teaching);
  - inclusion in team science: recording and assigning duties and responsibilities; not everyone will be asked to do the same or follow the same pathway; valorisation is a responsibility shared by the entire group.
- Prominently featuring role models (leaders who receive a great deal of attention, communications on successful projects), UvA awards, organising societal challenges.
- Showing off executive staff's and directors' commitment to valorisation more prominently.
- Changing staff's negative perceptions of and negative attitude towards valorisation by means of communication and discussions.
- Drawing up clear frameworks and guidelines for collaboration with third parties with regard to:
  - dual use/misuse of research;
  - safeguarding intellectual property;
  - independence;
  - ethical issues;
  - intellectual property issues;
  - academic integrity.
- Clear rules regarding ancillary activities and involvement in external organisations. Such rules help our staff understand how to go about valorisation and help stave off wrongful perceptions.
- Establishment of faculty or UvA-wide committees that will issue recommendations on particular cases of collaboration with third parties and serve as sparring partners.



## Area of action 2: strengthening strategic guidance and embedding it in the organisation

- Strengthening strategic guidance:
  - a valorisation strategy for each faculty (and each research institute); part of the faculty's strategic plan for the period covered by the UvA's Strategic Plan;
  - a strategy that must result in integrated support for academics (the best shop one-stop shop);
  - establishment of a valorisation support unit at each faculty (or campus), employing various types of support staff: e.g. a director of valorisation, a business developer and someone who will support new types of valorisation. The dean will remain in charge (strategic guidance);
  - interplay between the dean, the director of operational management and the director of valorisation;
  - interplay between faculty-specific units and IXA: mixed model, central and decentralised units. Make it clear who is responsible for what (e.g. with regard to intellectual property).
- Improved collaboration and harmonisation across the board at the UvA:
  - UvA-wide platform for meetings and consultations (e.g. Impact Board), consisting of all the directors of valorisation, as well as the directors of IXA, UvA Ventures Holding, Science & Business (S&B), valorisation officers working on the various campuses, etc.;
- this platform should proactively look into interfaculty opportunities for valorisation and seek to answer questions such as how to respond to valorisation requests made by external parties in an interdisciplinary manner;
- closer collaboration and harmonisation between IXA, Holding ACE, S&B and organisations working on the campus.
- Improved collaboration and harmonisation across Amsterdam:
  - figuring out how to collaborate on mission-driven themes, including interdisciplinary themes for which collaboration in the context of the Amsterdam Metropolitan Area creates added value;
  - consultation/collaboration and harmonisation of tools for valorisation by IXA, Holding and ACE (within the IXA Board);
  - helping to improve the Amsterdam Metropolitan Area's PR, lobbying and positioning as an innovative region, both domestically and internationally.





## Area of action 3: support

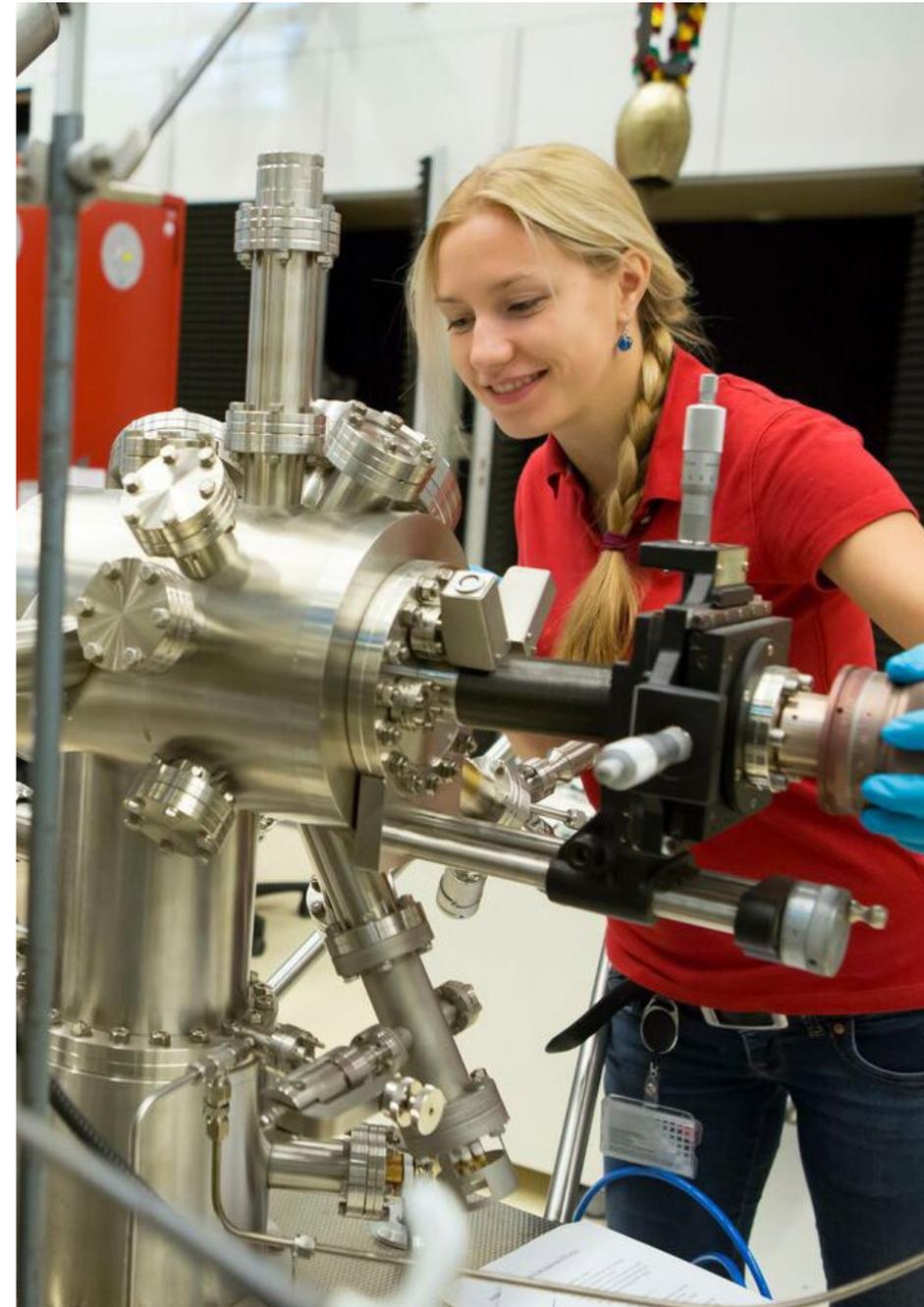
- Expanding the capacity of business developers and project offices and properly embedding them in the various faculties.
- Expanding support staff's competencies (e.g. programme and networking competencies for the development and management of consortia).
- Deploying successful researchers for knowledge sharing and inspiration.
- Establishing networks of coaches, investors, business professionals, co-creation specialists and consultants.
- Drawing up more detailed models, including standard models, for collaboration and financing models (e.g. 'in kind' contributions) for enhancing societal well-being, e.g. on the basis of academic workshops or the *Kenniscentrum Kansengelijkheid*.
- Improving support for differing and new types of valorisation.
- Using and supporting different methods of valorisation, on top of publications (see the appendix).

## Area of action 4: facilities

- Further development of the Amsterdam Science Park, in accordance with the development vision.
- Further development of Matrix IC.
- Development of a concept of a research-based campus on the Roeterseiland Campus and in the University Quarter:
  - development of Start-Up Village and business incubator;
  - development of a multi-tenant business building for companies and organisations active in the social sciences and humanities that seek to solve societal issues;
  - further development of shared, high-profile research facilities;
  - spaces for co-creation, co-working spaces;
  - spaces where externally funded researchers can be hosted (research labs);
  - facilities for valorisation in and through degree programmes (see Area of Action 5);
  - event spaces and meeting rooms.
- Establishing UvA Ventures Holding as a financier (financial facility) of initiatives and activities geared towards valorisation.

## Area of action 5: Valorisation in and through education

- Continuing entrepreneurship training (increasing the funnel of ideas for valorisation generated in class)
  - offering particular types of activities: boot camps, summer schools, etc.;
  - updating the attention paid to entrepreneurship in degree programmes.
- Developing projects in which students (and researchers) collaborate on innovative projects with companies and civil society organisations, as well as challenge-based education projects.
- Getting students involved in current research and valorisation activities.
- Valorisation through Community Service Learning and Community Service: directly relating modules to civil society organisations and topical challenges.
- Facilitating student entrepreneurs, e.g. through ASIF Ventures.





## 8. Finance: guiding principles

- The general guiding principles for financial management will continue to apply: integrated management, proper underpinning with facts, and accountability and reporting.
- Ideally, the party benefiting from the valorisation-related activity would contribute either financially or in kind (mutual benefits principle). In this way, we can ensure that the costs of the activity will be covered (e.g. schools or the Ministry of Education, Culture and Science helping fund interventions in the education system, or insurance companies or the Ministry of Health, Welfare and Sport helping fund a suicide prevention app).
- This is not always possible (e.g. in the social sciences and humanities), and in those cases, we operate from the premise of a portfolio including both profitable and loss-making activities, as well as activities that will allow us to break even. In this way, the combined activities will allow us to break even in the long term.
- However, we can also invest beforehand (after all, we have to spend money to make it), in people as well as in financial instruments. The guiding principle is a form of investment that will enable us to recoup the money we invest from a wide range of activities included in our portfolio.
- Valorisation-related activities must be identified clearly in the financial records of the individual faculties.

## 8. Finance: investments and mechanisms

- Investing in hiring more people and strengthening the support for valorisation.
- Investing in campus development and facilities.
- Using valorisation-related activities as leverage for attracting external financing (e.g. in the context of the ambitions specified in the UvA Strategic Plan).
- Ideally, valorisation-related activities should be financed from the research budget and involve targeted collaboration with external parties;
- Investing in innovative projects carried out by students, PhD candidates, academic staff and external civil society organisations.
- Investing available (and earmarked) capital, e.g. through Holding or IXA.
- Exploring earmarked budget for valorisation-related projects that will benefit society – projects that cannot be expected to result in direct income, but will be beneficial in other ways.
- Boosting ambitions through temporary funding, to be matched by the faculty; the faculty will also get to keep any income that may result from the project.
- Holding to assume or be granted the status of preferred partner and broker of/party releasing several available types of funds (on the regional level, too).
- A seamless connection between the UvA’s public investments and private investments made through the Holding and third parties.





## Appendix: Examples of different types of valorisation

- Lectures and presentations.
- Articles published in newspapers or other media.
- Articles published in trade publications.
- Conferences (organising a conference or contributing to one).
- Blogs and forums.
- Workshops and master classes.
- Appearances in the media.
- Policy papers and policy reports.
- Popular science books (or chapters thereof).
- Appointment as consultant.
- Training sessions and training modules.
- Essays.
- Diagnostic instruments.
- Films and documentaries.
- Databases and digital infrastructures.
- Guidelines and protocols (for professional conduct, e.g. for people active in well-being or healthcare).
- Software, digital media, serious games.
- Models and designs.
- Exhibitions.
- Shows or plays.
- Tests.
- Start-ups.
- Patents, licences.
- Spin-offs.