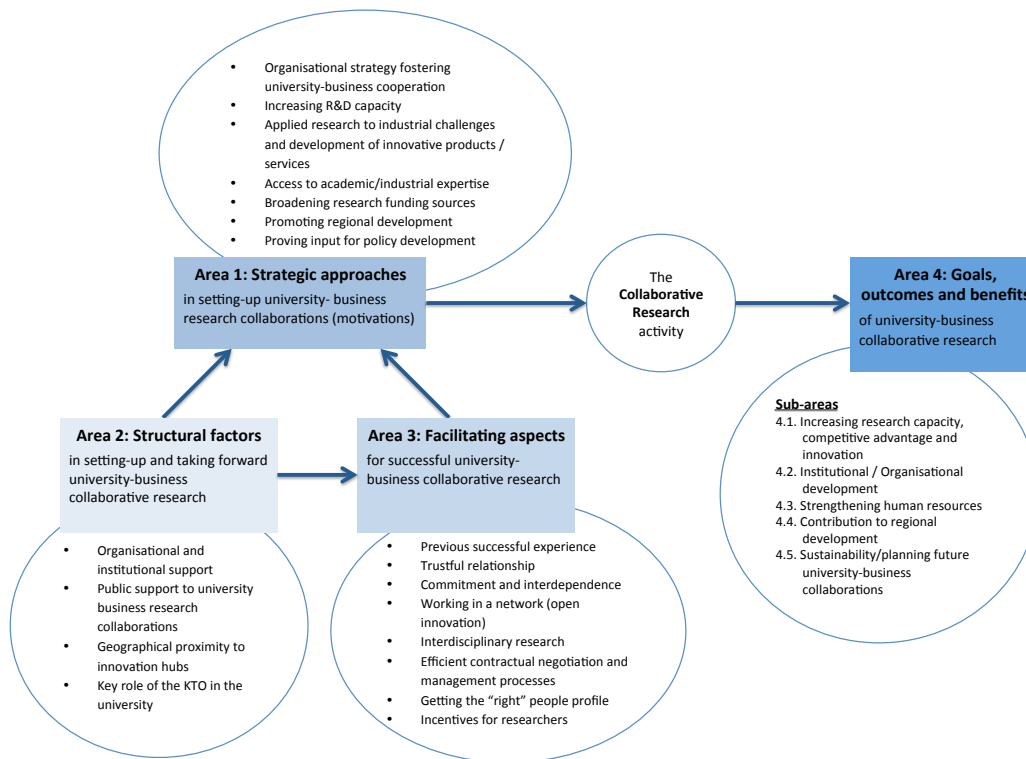


## **Assessment Tool for University-Business Collaborative Research Partnerships (U-B Tool)**

The Assessment Tool for University-Business Collaborative Research Partnerships (U-B Tool) has been developed by the [European University Association](#) (EUA) in the context of the FP7 project “[European Universities Implementing their Modernisation Agenda \(EUIMA\)](#)”. The Assessment Tool for University-Business Collaborative Research Partnerships (U-B Tool) is a self-assessment tool aimed at universities and companies/external partners interested in undertaking collaborative research projects or at those already involved in research partnerships.

This tool constitutes a framework to support universities and companies in designing, reflecting and assessing their collaborative research activities. It focuses primarily on the nature and quality of the collaborative research process, rather than on quantifying measurable outputs of the collaboration (e.g. number of patents, publications). For this reason, most indicators included in the self-assessment tool refer to perceptions about the context, process and outcomes of the collaborative research. However, some quantifiable/measurable indicators are also included in the tool.

The Assessment Tool for University-Business Collaborative Research Partnerships (U-B Tool) is organised in four main areas, encompassing a wide range of factors that come into play at different stages of the collaboration process, as depicted in the figure below.



In the next pages, you will be presented with the Assessment Tool for University-Business Collaborative Research Partnerships (U-B Tool), its four areas and respective indicators.

This tool allows you to compare your initial expectations at the outset of the collaborative research with the current progress achieved. For this reason, you will be asked, for each indicator, to provide your views on the goals and expectations at the outset of the collaboration and the results accomplished so far. If your collaborative research is just starting or if you consider there is still not enough data on its outcomes, you can provide your views only for the goals and expectations at the outset of the collaboration.

You will be asked to assess the importance of the indicators for your collaborative research in a scale of 1 (not important at all) to 10 (extremely important). Higher values indicate higher importance. If you consider any one of the indicators presented is not relevant for your collaborative research, you may choose the option "not applicable". For some indicators, you will be asked to provide a countable answer (e.g. number or percentage).

You may provide comments on the tool in the "Comments" boxes, which you will find at the end of each section. You may also provide additional comments at the end of the questionnaire and before submitting your responses.

After submitting your responses, an automatic results report will be generated.

## General information

Please indicate below whether you are using the U-B Tool as a university/higher education institution or a non-academic partner (e.g. business, non-university research organisation, public agency, NGO).

- University / Higher Education institution
- Non-academic partner

### (Answer If Non-academic partner was selected)

Please indicate the type of organisation:

- Industry / business / company
- Non-university research organisation
- Public agency
- NGO
- Other (please specify) \_\_\_\_\_

Please indicate below the country and name of your institution / organisation.

Country \_\_\_\_\_  
Institution / Organisation \_\_\_\_\_

Name and position of the person filling in the tool:

Name \_\_\_\_\_  
Position \_\_\_\_\_

## The collaborative research

### **Important note:**

**When filling in the tool, please focus on one specific collaborative research initiative.** If you wish to assess several collaborative research initiatives, you should fill in the tool for each initiative separately.

**Please indicate the knowledge area(s) of focus in the collaborative research you are assessing** (*you may choose multiple options*).

- Science, Engineering and Technology (SET)
- Biotechnology, Medical and Life Sciences (BML)
- Economic, Social Sciences and Humanities (ESSH)

**Please indicate the type of partnership(s) involved in the collaborative research you are assessing** (you may choose multiple options).

- University – Non-Governmental Organisations/Non-profit
- University – Research and Technology Office (RTO)
- University – Small and Medium Enterprises (SME)
- University – Large Corporation
- University – Regional/Local/National Government (beyond funding)
- University – Spin-Off
- University – Other (please specify) \_\_\_\_\_

**Please indicate which level best characterises the collaborative research you are assessing.**

**Project level**

*The collaborative research initiative addresses a specific short-term collaboration with an external partner with joint objectives limited to the timeframe of the collaboration, where the collaboration has been developed usually through individual initiatives and contacts between academic and business partners.*

**Programme level**

*The collaborative research initiative addresses specific longer-term collaborations inscribed within an agreed common framework of objectives and timeframe and often involving some degree of public funding support through government-led, regional, national or European initiatives. These collaborations can be run by a laboratory, department, innovation hub or other type of university-based organisation.*

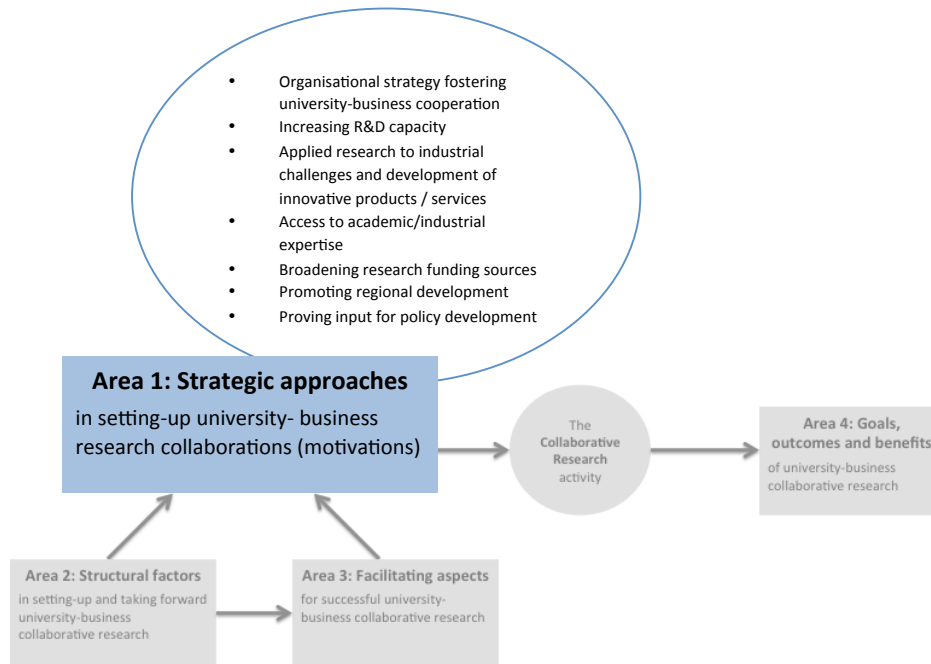
**Institutional level**

*Programmes, projects and alliances as part of an overall university strategy concerning high-level collaborative research involving long-term jointly-developed partnership agreements (five years and beyond). This level includes initiatives such as research clusters, joint ventures or new postgraduate degree course at Masters level, and/or collaborative doctoral programmes. As an important distinction from the “programme” level, this level of strategic partnership often involves new forms of joint “governance” in the steering and management of the collaboration.*

**Please provide a brief description of the collaborative research under assessment and its main characteristics** (e.g., name of project, information on the collaboration partners, research topic, duration of the collaboration, etc.).

## Area 1: Strategic approaches in setting-up university-business research collaborations

*This area deals with the strategic approaches and motivations underlying universities' and companies' engagement in research collaborations. It is composed of seven indicators, as shown in the figure below.*



**How important is each of the following indicators for your collaborative research?**

### 1.1. Organisational strategy fostering university-business cooperation

*This indicator refers to the existence of an institutional/organisational strategy to develop university-business collaborations. For the university, university-business cooperation may be defined in the institution's mission, strategy and policies. For companies, a corporate strategy may be in place to develop collaborations with one or more universities and/or to invest in R&D activities developed in academic environments.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 1.2. Increasing R&D capacity

*This indicator refers to the need for universities and companies to strengthen their R&D capacity, in order to increase their competitive advantage in core activity areas.*

*For universities, increasing R&D capacity in core research areas is also related to the aim of pursuing scientific excellence. For companies, R&D development may be linked to efforts to improve global competitiveness by using scientific input (research) into the development of cutting-edge processes, products and / or services.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 1.3. Applied research to industrial challenges and for the development of innovative products / services

*This indicator refers to the use of the scientific approach and results to solve industrial challenges and to further technological development. This aspect also includes the development of research-based innovative products or services.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 1.4. Access to academic / industrial expertise

*This indicator refers to the opportunity to access specialised scientific or industrial knowledge and benefit from personal and organisational networks available at the university/company. For companies, this aspect may include access to academic research relevant for the company, both in terms of (scientific) methodology and results; working with high profile institutions with strong research capacity and with academic experts in specific fields relevant for the company.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 1.5. Broadening research funding sources

*This indicator refers to access to diversified funding sources for research in order to reduce dependence on any sole funding source and to ensure proper financial flow for the specific research project/area on the medium- and long-term.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 1.6. Promoting regional development through university-business cooperation

*This indicator refers to the development of collaborative research projects that aim to have a direct effect at the regional level, by e.g. strengthening specific scientific/technological areas in the region, by capitalizing on core research areas of the university that can be easily transferred to the local/regional environment.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 1.7. Providing input for policy development

*This indicator refers to the development of collaborative research projects that can have a direct impact on the design or uptake of public policies. This aspect is particularly important when collaborative research projects involve public authorities.*

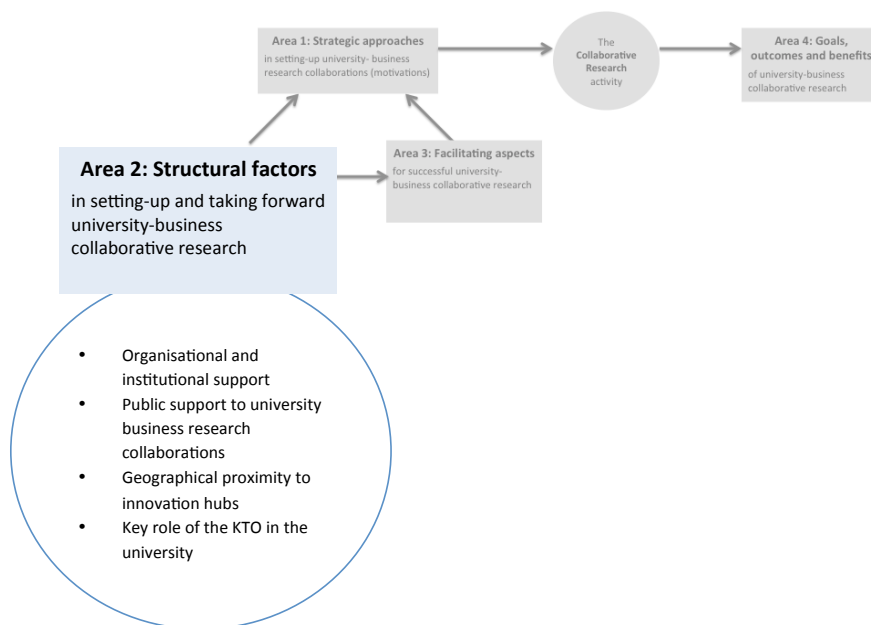
	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:



## Area 2: Structural factors in setting-up and taking forward university-business research collaborations

This area deals with structural factors in the ecosystem where the university-business collaboration takes place. These factors are of special relevance to reduce structural barriers and to provide adequate support in the establishment and sustainability of university-business partnerships. This area is composed of 4 indicators, as shown in the figure below.



**How important is each of the following indicators for your collaborative research?**

### 2.1. Organisational and institutional support

This indicator refers to the support from institutional and company leaders to the collaborative research initiative. This may include the involvement of high-level individuals within the organisation (e.g. Rector, CEO) in the establishment and negotiation of strategic university-business partnerships.

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2.2. Public support to university-business research collaboration

*This indicator refers to the existence of public (regional, national, European) policies supporting university-business collaboration. These policies may also entail the availability of funding or building land provided by public authorities for university-business partnerships.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2.3. Geographical proximity to innovation hubs

*This indicator refers to the existence of regional hubs of innovation, involving universities, knowledge/research transfer offices (KTO/RTO), companies, etc.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2.4. Key role of the Knowledge Transfer Office (KTO) in the university

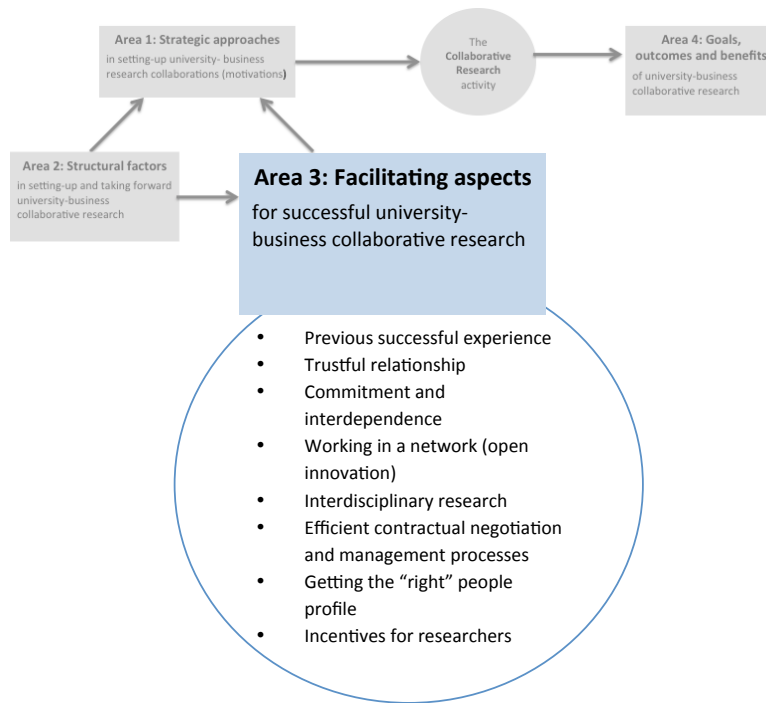
*This indicator refers to the importance of the Knowledge Transfer Office at the university as an initiator and facilitator of university-business collaborative research initiatives.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Comments:

### Area 3: Facilitating aspects for successful university-business research collaborations

This area deals with the aspects that facilitate setting-up and taking forward successful collaborative research initiatives. These aspects typically unfold over time, as universities and companies define research areas of interest for both parties and as collaborations evolve. This area is composed of eight indicators, as shown in the figure below.



**How important is each of the following indicators for your collaborative research?**

#### 3.1. Previous successful experience between the partners

*This indicator refers to the previous relations with the academic/industrial partner, namely when they have been successful, are an important catalyst for further collaborations.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.2. Trustful relationship

*This indicator refers to building and sustaining trustful relationships among all partners as a key aspect in ensuring the success of university-business collaboration.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.3. Commitment and interdependence between the partners

*This indicator refers to a high degree of commitment and interdependence among all partners involved in the collaboration. This may include the engagement of partners in overcoming challenges arising during the collaborative research project, sharing responsibilities and tasks and acknowledging partners' valuable contributions throughout the collaboration process.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.4. Working in a network (open innovation)

*This indicator refers to the development of R&D activities through collaboration with a variety of different partners (e.g., universities, research institutes, companies, SMEs, public authorities). This may also include the involvement of different departments in the same university, particularly in research collaborations tackling interdisciplinary topics.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.5. Interdisciplinary research

*This indicator refers to the interdisciplinary nature of the collaborative research initiative. Involvement of various scientific areas in the development of research.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.6. Efficient contractual negotiation and management processes

*This indicator refers to streamlining of administrative processes in negotiating and taking forward collaborative research projects. This category also includes the support of specialised staff for legal matters, IPR negotiations and general contractual agreements among the partners.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.7. Getting the “right” people profile

*This indicator refers to recruiting or selecting those individuals with the appropriate skillset to take the partnership forward.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3.8. Incentives for researchers to engage in collaborative research

*This indicator refers to the existence of incentives (provided by the university/company) for researchers to engage in university-business collaborative research. These can encompass a wide range of aspects, such as financial compensations, reduction in teaching or administrative duties, etc.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

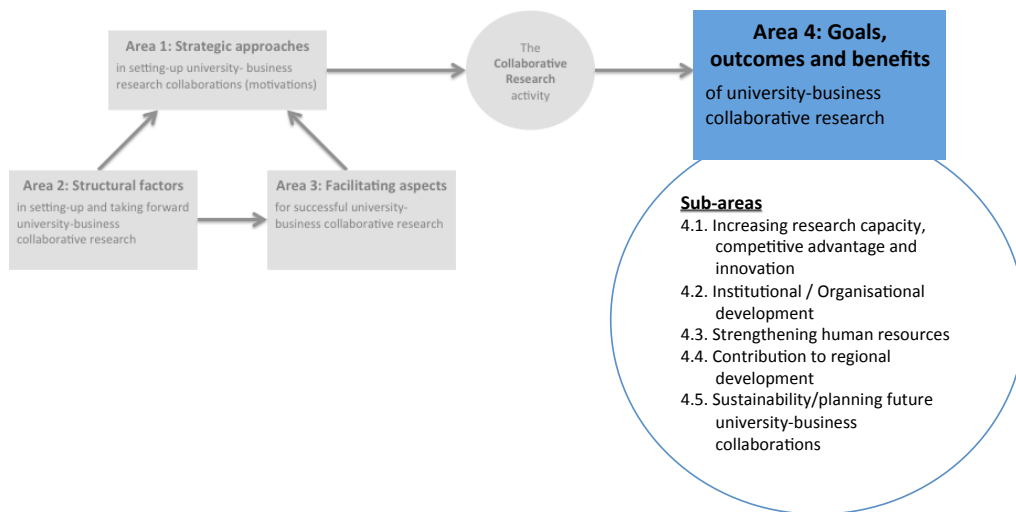
Comments:

## Area 4:

### Goals, outcomes and benefits of university-business research collaborations

This area deals with the outcomes and benefits for universities and companies resulting from collaborative research. This area is divided in 5 sub-areas (see figure below):

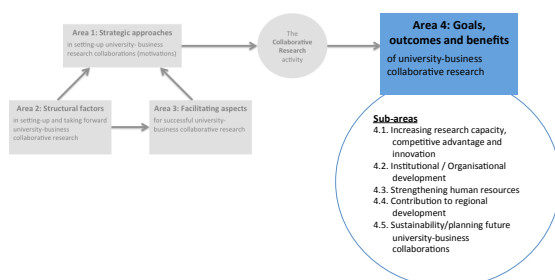
- Sub-area 4.1: Increasing research capacity, competitive advantage and innovation
- Sub-area 4.2: Institutional / organisational development
- Sub-area 4.3: Strengthening human resources
- Sub-area 4.4: Contribution to regional development
- Sub-area 4.5: Sustainability / planning future university-business collaborations



## Area 4: Goals, outcomes and benefits of university-business research collaborations

### Sub-area 4.1: Increasing research capacity, competitive advantage and innovation

This sub-area deals with the economic benefits and advancements in the university and company competitive advantage resulting from joint R&D activities. This sub-area is composed of seven indicators.



**How important is each of the following indicators for your collaborative research?**

#### 4.1.1. Cutting-edge R&D activities and value creation for partners

For the university, this aspect includes an enhanced institutional focus on cutting-edge research and on scientific excellence, as well as the development of new collaborative research activities (e.g. follow-up research projects, generation of new research ideas). For companies, this aspect is related to performance and competitiveness improvement in the global market. It also reflects the development of applied research tailored to industrial challenges and with direct applicability in the company.

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.1.2. Publications

This indicator refers to the number of publications resulting from collaborative research projects.

Number of publications expected at the outset of the collaborative research \_\_\_\_\_

Number of publications currently achieved \_\_\_\_\_



#### 4.1.3. Doctoral thesis defended

*This indicator refers to the number of doctoral degrees awarded.*

Number of doctoral degrees expected at the outset of the collaborative research \_\_\_\_\_

Number of doctoral degrees currently achieved \_\_\_\_\_

#### 4.1.4. Patents / licenses

*This indicator refers to the number of patents and licenses developed in the framework of university-business collaborative research.*

Number of patents and licenses expected at the outset of the collaborative research \_\_\_\_\_

Number of patents and licenses currently achieved \_\_\_\_\_

#### 4.1.5. Prototypes

*This indicator refers to the number of prototypes developed in the framework of university-business collaborative research for potential commercial use.*

Number of prototypes expected at the outset of the collaborative research \_\_\_\_\_

Number of prototypes currently achieved \_\_\_\_\_

#### 4.1.6. Development of new products / services

*This indicator refers to joint academic and company R&D activities resulting in the creation of new products and/or services. This aspect covers the process from basic research to product commercialisation.*

Number of new products / services expected at the outset of the collaborative research  
\_\_\_\_\_

Number of new products / services currently achieved \_\_\_\_\_

#### 4.1.7. Return on investment (ROI)

*This indicator refers to the gain or loss generated on an investment relative to the amount of money invested.*

Return on investment expected at the outset of the collaborative research (you may indicate an amount in € or a percentage)

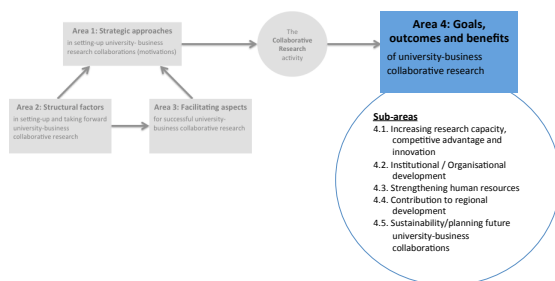
Return on investment currently achieved (you may indicate an amount in € or a percentage)

Comments:

## Area 4: Goals, outcomes and benefits of university-business research collaborations

### Sub-area 4.2: Institutional / Organisational development

*This sub-area deals with improvements in the capacity of the institution / organisation to recognise the value and build on collaborative research activities. This sub-area is composed of nine indicators.*



**How important is each of the following indicators for your collaborative research?**

#### 4.2.1. Increased awareness of university-business cooperation value

*This indicator refers to increased institutional / organisational awareness and recognition of the value of university-business collaborative research activities.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.2. Furthering the university's mission

*This indicator refers to the contribution of university-business collaboration to enable universities to further develop their education, research and innovation missions.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.3. Visibility / reputation

*This indicator refers to the increased level of public visibility and enhanced reputation of the university / company. This aspect may also include higher media exposure / visibility.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.4. Attracting students

*This indicator refers to the increasing number of prospective students for the university/company, as a result of common activities between the university and company (e.g. collaborative research job fairs).*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.5. Access to and shared use of infrastructures and human resources among partners

*This indicator refers to the joint use of resources, both material (e.g. facilities) and human (e.g. researchers), by the university and the company. This may include access to and use of research infrastructures available to the partners through the collaborative research activity. This aspect also includes accessing scientific knowledge (basic and applied research) and translating it into the development of new ideas, products and/or services.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.6. University education or programmes jointly developed and run with companies

*This indicator refers to the joint development of courses or degree programmes (e.g. masters, collaborative doctoral degrees) as part of university-business collaboration.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.7. Consultancy services

*This indicator refers to consultancy services provided by researchers to industrial partners or to other external organisations.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.8. Appointments to advisory committees

*This indicator refers to the participation of academic and/or industrial representatives in advisory bodies set-up by universities, companies or other external partners. These advisory bodies may aim at supporting the development of collaborative research initiatives, evaluating collaborative research projects or transferring knowledge to the university/company. These bodies may include national or international, public or private organisations.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.2.9. Improving the learning experience of students

*This indicator refers to the participation of students in research projects, internships or other activities in companies. This aspect also includes skill development (e.g., entrepreneurship, problem-solving) and pedagogical changes in the teaching approach (e.g. courses and teaching approach focusing on practical issues and on industrial challenges).*

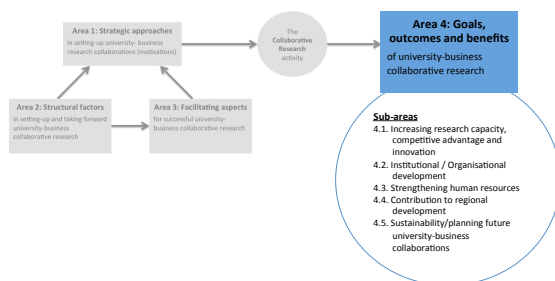
	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

## Area 4: Goals, outcomes and benefits of university-business research collaborations

### Sub-area 4.3: Strengthening human resources

*This sub-area deals with the quantity (number of positions) and quality (professionalization level) of human resources involved in collaborative research. It also deals with employment prospects of graduates and postgraduates in the non-academic sector. This sub-area is composed of three indicators.*



**How important is each of the following indicators for your collaborative research?**

#### 4.3.1. Enhanced professionalization level of human resources

*This indicator refers to the investment to improve the degree of professionalism of the staff involved in collaborative research. This includes providing training for staff on specific areas, improving procedures, etc. This aspect applies to both researchers and research management staff.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.3.2. Employment of graduates / postgraduates in the non-academic sector

*This indicator refers to the number of employment opportunities in the non-academic sector for graduates and postgraduates, namely for those involved in collaborative research activities.*

Number of positions expected at the outset of the collaborative research \_\_\_\_\_

Number of positions currently achieved \_\_\_\_\_

#### **4.3.3. Research and research management positions**

*This indicator refers to new positions for researchers and research managers, as a result of university-business cooperation.*

Number of positions expected at the outset of the collaborative research \_\_\_\_\_

Number of positions currently achieved \_\_\_\_\_

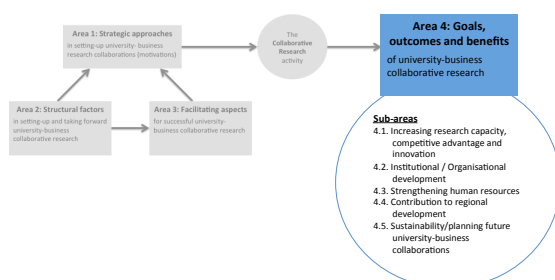
Comments:



## Area 4: Goals, outcomes and benefits of university-business research collaborations

### Sub-area 4.4: Contribution to regional development

This sub-area deals with regional growth, development and innovation as a result of university-business cooperation. This sub-area is composed of two indicators.



How important is each of the following indicators for your collaborative research?

#### 4.4.1. Regional innovation and economic growth

This indicator refers to the development and/or creation of new services, companies, clusters, enhanced employment opportunities, attracting funding, etc.

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.4.2. Increasing competitiveness of SMEs

This indicator refers to knowledge-transfer processes from universities to SMEs and other similar processes resulting in increased competitiveness and research capacity of SMEs.

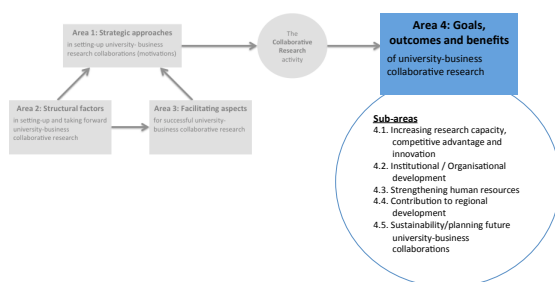
	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

## Area 4: Goals, outcomes and benefits of university-business research collaborations

### Sub-area 4.5: Sustainability / planning future university-business collaborations

This sub-area deals with the university / company's engagement in sustaining university-business collaborative research partnerships in the medium- and/or long-term. This sub-area is composed of seven indicators.



#### 4.5.1. Joint ventures / spin-offs or consortiums

This indicator refers to the creation of joint ventures, spin-offs or consortiums to take forward collaborative research partnerships.

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.5.2. Joint applications for further research funding

This indicator refers to joint applications of universities and companies for funding to develop new collaborative research projects.

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.5.3. External funding part of university's budget

*This indicator refers to financial investment of the company in the university.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.5.4. Development of framework contracts for negotiation and management processes

*This indicator refers to framework agreements, which may include aspects such as legal matters and IPR, in order to streamline negotiation and management processes for university-business research collaboration.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.5.5. Long-term commitment in university-business cooperation

*This indicator refers to the university and company's mutual commitment to undertake collaborative research activities in the long-term.*

	Not applicable	1 <i>Not at all important</i>	2	3	4	5 <i>Neither important nor unimportant</i>	6	7	8	9	10 <i>Extremely important</i>
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.5.6. Impact on the organisational structure

*This indicator refers to changes undertaken at the institutional/organisational level as a result of continued university-business collaboration, in order to increase the organisation's effectiveness in collaborative research. This may include the creation of new offices, the creation of new staff positions, structural organisational changes, extended responsibilities for the Technology Transfer Office, etc.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4.5.7. Assessment of customer satisfaction

*This indicator refers to the development of a structured assessment of the university/company's satisfaction with the collaborative research initiative. The input of this assessment may then be used to improve specific aspects and to plan future university-business collaborations.*

	Not applicable	1 Not at all important	2	3	4	5 Neither important nor unimportant	6	7	8	9	10 Extremely important
At the outset of the collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

Thank you for taking part in the Assessment Tool for University-Business Collaborative Research Partnerships (U-B Tool).

We would greatly appreciate it if you could let us know your opinion on this tool. For this, you may use the text box below.

We would particularly welcome your feedback on aspects such as:

- **relevance and clarity of the indicators and their explanation** (e.g. Do you consider these indicators relevant to assess the outcomes of collaborative research projects? Are there any other indicators which should be included in this tool?)
- **usefulness of this tool for your institution/organisation** (e.g. Do you think this tool would be useful for your institution/organisation to plan, reflect on and assess university-business collaborative research projects or activities? If not, why?)
- **ease of use of the tool** (e.g. How easy or difficult was it to use this tool? Were the instructions and questions clear?)

Comments: