

## TTSI Contract Review 2010 – NUIM Action plan with timelines

Area	Recommendation/TTO action plan	Timelines	Comments
<b>Management Responsibility/ Authority of the Office</b>	<p>1. The quality and energetic approach to projects shown by the Commercialisation Office was impressive but it was unclear how much was strategic, or how much was tactical, and reflected the Commercialisation Office's drive for company creations rather than servicing the needs of NUIM overall. It would be beneficial if the University in conjunction with the Commercialisation Office fully addressed its strategic approach to knowledge transfer in general.</p>	<p>Mid 2011</p>	<p>NUIM response: Will update the NUIM Commercialisation Office Strategic Plan, detailing how the Office will/should be funded for the next 5 years, the remit of the Office and associated tactical plans. (IPIG outcomes will be taken into account)</p> <p><u>EI comment: The University Management Team in conjunction with the Commercialisation Office needs to immediately address this issue and lay out a clear strategy in terms of overall knowledge transfer in NUIM. This process should begin in Q1 2011.</u></p> <p><u>JS May'11:</u> <u>We are currently drafting a Strategic Plan for the Commercialisation Office for 2011 to 2015. This addresses all activity, resources planning and objectives. We expect this to be complete by end May to then feed into the TTSI2 funding application.</u></p>
	<p>2. It is important that there be clear communication of responsibilities, and in particular no mismatch between what Commercialisation Office thinks that NUIM wants them to do, and what NUIM actually want them to do. Creating a Service Level Agreement between the two parties, which should be addressed during 2010, would help rectify this.</p> <p><i>Note: The Vice-President for Research advised that NUIM should be able to be more specific about what they</i></p>		<p>NUIM response: See point above</p> <p><u>EI comment: The SLA should form an integral part of the strategy document in 1 above.</u></p> <p><u>JS May'11:</u> <u>The strategy document will address this but an SLA is not appropriate for NUI</u></p>

	<p><i>required from the Commercialisation Office in the next few months. He confirmed that the University envisaged an evolving role in which the Commercialisation Office dealt with the broad range of research contracts and industrial liaison in addition to the focus on spin-outs and commercialisation. The Panel noted that if this happens additional resources will be required from NUIM.</i></p>		<p><u>Maynooth. The Commercialisation Office reports to the VP Research and SLA's are not part of the NUI Maynooth internal management system. A clear understanding of responsibilities is developed by other means, primarily regular discussion.</u></p>
	<p>3. The fact that deal signature authority resides with the Vice-President for Research should be addressed. The Director of the Commercialisation Office should have signature authority delegated to him (but not for deals negotiated by him).</p>		<p>NUIM: CO is happy with current set up. The only legal signatories for all legal agreements in the University are the President and the Bursar. The VP Research is authorised to sign legal agreements in the research sphere where the total financial liability implied is €10,000 or below.  EI Response: <u>As the Commercialisation office develops and matures this issue will need to be revisited.</u></p>
	<p>4. The link with the Research Office and the allocation of respective responsibility for research contracts needs clarification.</p>		<p>NUIM: The CO and the Research Office are closely located and work cooperatively. Overlap with the CO occurs at funding opportunities and research contract review - the CO reviews the IP clauses of all contracts. That system works well and the close cooperation of both offices, the research office co-ordinator attends the CO bi-weekly meeting.  EI comment: <u>As the Commercialisation office develops and the workload of the research office increases, conflicts of time commitment will increase. The research office should be encouraged to develop a basic level of competency in IP, allowing them to confidently address</u></p>

			<p><u>any IP issues arising in the drafting of research contracts.</u></p> <p><u>JS May'11:</u>  <u>This is not an issue for NUIM. The amount of time the CO spends on legal contracts is (a) very minimal and (b) necessary to ensure IP integrity. We strongly advise no change in the current system.</u></p>
5. The Commercialisation Office would benefit from having an Advisory Board with senior University/Faculty representatives and external representatives. This Board should be set up immediately.	Mid 2011	<p>NUIM: CO is currently exploring options for an Advisory Board, they expect to put a board in place by mid 2011</p> <p>EI comment: a good advisory Board will enhance the CO and help to professionalize the operations.</p> <p><u>JS May'11:</u>  <u>We have partially recruited an advisory board. We plan to add one or two more with a view to a first meeting end August when IPIG outcome, TTSI2 application and our 5 year plan are all in place.</u></p>	
6. The University needs to demonstrate at a practical and financial level its support for the continuous sustainability of the Commercialisation Office, so that resources, processes and procedures are adequate to ensure that its current level of success can be scaled up.	<u>Address by end of Q2 2011</u>	<p>NUIM: CO is not particularly concerned about future sustainability of funding for the office (assuming the EI TTSI scheme remains in place) but rather is very concerned about the pipeline of future activity given the drop in research funding.</p> <p><u>EI comment: Taking into consideration the particular method of funding of the CO staff (outside of the TTSI funding) at</u></p>	

			<p><u>the time of the review it was evident that there needed to be a greater tangible commitment shown by the university to the CO. This should be linked with the action in point 1 above about the overall strategy and position of the CO in NUIM.</u></p> <p><u>JS May'11:</u> <u>Our Strategic Plan document will address this issue.</u></p>
	<p>7. There would be a benefit in a more structured schedule of reporting of TT activities internally to ensure that the faculties as well as University Management are more fully aware of the broad range of the Commercialisation Office activities, and to ensure that there is the required continuous level of information flow in both directions.</p>		<p>NUIM: The CO reports to the VP Research via regular meetings and quarterly activity updates and the Director is a member of the University Research Committee. The CO uses its website to propagate information/news regularly, publishes a Newsletter every quarter. Commercialisation activity is also a standing item in the University "Re:Search" magazine which is published every six months.</p> <p>EI comment: <u>A structured method of dissemination of the NUIM CO activities and successes is desirable. The CO needs to specifically target faculties/departments with a regular flow of information detailing the CO's activities and successes. The method of communication should include both web and hard copy.</u></p> <p><u>JS May'11:</u> <u>Our enhanced web site and communication plan as part of our marketing plan addresses this.</u></p>

<b>Intellectual Property Policy</b>	<p>1. The University needs a robust Conflict of Interest Policy. This should be developed immediately with an associated Conflict of Interest Policy Management Plan. The lack of Conflict of Interest Policies across the sector was highlighted in the 2009 TTSI programme review.</p>	<p><u>Address during Q2/Q3 2011</u></p>	<p>NUIM: While NUIM Governing Authority has not yet adopted a stand-alone Conflicts of Interest Policy, conflict of interests policy statements are embedded and forms a key part of the University Ethics Policy. A working policy authored by the Director of Commercialisation has been endorsed by the research committee as the university's working approach to the issue.</p> <p>EI comment: <u>The University needs a robust Conflict of Interest Policy. As more companies are spun out, the potential for conflict of interest increases. A conflict of interest/commitment management plan should be put in place between the academic promoter and the University for each spin out, this should be done under the COI policy. Failure to manage conflicts of interest/commitment in a structured manner creates governance problems. Aside from these spinout related issues, the University requires a robust Conflict of Interest Policy to manage the more normal conflicts of interest associated with research as they arise.</u></p> <p><u>JS May'11:</u> The University is addressing this issue. A draft policy has been approved by the research committee.</p>
	<p>2. The issue of the Commercialisation Office staff taking directorships on boards of spin-out companies needs to be</p>		<p>NUIM: In all cases to date (excepting Socowave) the spin-out company has</p>

	<p>reviewed and managed, as it can lead to conflicts of interest and conflicts of commitment between responsibilities to the companies and responsibilities to the Commercialisation Office.</p> <p>No action planned so far, NUIM seek further clarification on what action should be taken</p>	<p><u>Address during 2011</u></p>	<p>requested that one of the CO act on the board of directors, offering support in the company development and helping ensure that the University supports the success of the spin-out.</p> <p><u>EI comment: Ideally Senior CO staff should not be board members of spinouts. The CO can support the newco without having a senior member of the CO staff on the newco board; this could be done through a business development executive. There are normal conflicts between the needs of the CO and University and the needs of the newco which will be more difficult to manage where CO staff are directly involved.</u></p> <p><u>JS May'11:</u>  <u>We have looked at several successful TT offices internationally which have spun-off success companies and retained active directorship. We see the directorship role as commitment by the University to the success of the company.</u>  <u>Discussions on this issue are ongoing with the VP Research and we wish to consider further. While we disagree with this recommendation and see no conflict with non-executive directors, we will resign our positions as directors before year end, if deemed absolutely necessary.</u></p>
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	<p>3. The IP Policy should provide a facility for Commercialisation Office to recover its IP costs where it drops a patent, and on reversion to the inventor(s), the inventor(s) subsequently makes a financial return on the patent.</p>	<p>Early 2011 (see point 6)</p>	<p>NUIM: We are very happy to add this to the IP Policy when it is reviewed and revised</p> <p>EI: ok</p>
	<p>4. The IP Policy needs to state a default position (e.g. that multiple inventors/departments will have equal shares of royalty income) unless otherwise advised in writing by the inventors/departments.</p> <p>No action planned so far, NUIM seek further clarification before they change the policy and adopt equal sharing.</p>	<p><u>Address by end of Q2 2011</u></p>	<p>NUIM: We feel this is not the right approach. We base the share of royalty income on the basis of (a) contribution to the invention and (b) contribution to the commercialisation. In all cases these distributions are agreed.</p> <p><u>EI comment: This recommendation relates specifically to cases where there has not been written notification to the CO of an updated agreement on percentage inventorship between the various inventors and their associated department(s) for the purpose of royalty income sharing. The percentage inventorship on a technology can change as the project advances through R&amp;D and commercialisation; this should be tracked in a live document, so as to ensure that disagreements do not arise on the final % split. If the % split cannot be agreed the default should revert to equal shares.</u></p> <p><u>JS May'11:</u> The percentage of inventorship does not change during a project. Inventorship has a tight legal definition and relates to claims on the patent. The effort in commercialising the technology does change in the project lifetime and that is</p>

			<p><u>why we address this in the contribution to commercialisation. We currently do this.</u></p>
	<p>5. IP Policy should clearly outline the criteria for an individual who wishes to take a licence to a technology/create a spin-out. These criteria should include the necessary business and technical acumen to give the enterprise/technology the best chance of commercial success.</p> <p>No action planned</p>	<p><u>Address by end of Q2 2011</u></p>	<p>NUIM: We do not license our technologies to individuals. We license our technologies to existing companies or spin-out companies. In either case we request an exploitation plan or a business plan in advance of considering such a license. We do not feel that spelling out exact criteria would be a useful addition to the IP Policy.</p> <p>EI comment: <u>NUIM needs to clearly state what the minimum requirements are that the licensee (a company or an individual who might be proposing to set up a newco) is expected to possess prior to a licence being granted (e.g.) exploitation plan or a business plan, a sufficient level of industrial/commercial experience to implement the plan etc. It would not be necessary to have this level of detail actually in the IP Policy document- but in an associated set of guideline documents that the CO can develop.</u></p> <p><u>JS May'11:</u>  <u>The requirements for any spin-out to license NUI Maynooth technologies is outlined in our updated Guide to Commercialisation document.</u></p>



	<p>6. NUIM need to enact a schedule of IP Policy review, the policy should be reviewed at least on a biannual basis.</p>	<p>Early 2011</p>	<p>NUIM: NUIM plan to review the IP Policy early 2011 and thereafter on a bi-annual basis. EI: ok</p>
	<p>7. The University need to actively raise the awareness of all its academics in regard to the University's Commercialisation Policy and be proactively supported by the Senior Management.</p> <p>No action planned, NUIM seek further clarification</p>		<p>NUIM: The Commercialisation of Research is represented at senior management by the VP Research. The level of consideration of the Commercialisation agenda at senior management is very high and this message appears to be already well propagated.</p> <p>EI comment: this recommendation is more about getting the message out to the population of researchers and that should of course be supported by senior management. What is the action the CO can do here?</p> <p><u>JS May'11:</u> <u>The CO is proactive in this regard via newsletter, workshops, etc</u></p>
<p><b>Operations, Processes and Procedures</b></p>	<p>1. NUIM and the Commercialisation Office need to ensure that academics when in discussions with companies are fully informed of the University IP Policy and the role of the Commercialisation Office in managing the commercialisation process.</p> <p>No action planned, recommendation not clear</p>	<p><u>2011</u></p>	<p>NUIM: The University and the CO continually stress to academics how the process works.</p> <p><u>EI comment: The CO needs to penetrate all levels of all departments within the university with its message. The CO needs to be confident that all academic staff/PI are well informed on the function of the CO and their own obligations under the NUIM IP policy.</u></p> <p><u>This also requires the CO to broaden its audience into the non science/engineering departments.</u></p>

			<p><u>This recommendation is about having a more structured internal communications plan.</u></p> <p><u>JS May'11:</u>  <u>The CO is proactive in this regard via newsletter, workshops, etc.</u></p>
	<p>2. The Commercialisation Office needs to develop/present a variety of route to market options when discussion commercialisation opportunities with academics and PI's.</p> <p><u>No action planned, NUIM seek further guidance</u></p>	<p><u>Address by end of Q2 2011</u></p>	<p>NUIM: In "NUIM Guide to Commercialisation" (2006) the CO presents variety of routes it considers when commercialising IP which are always explored.</p> <p><u>EI comment: Currently it appears that in practice the CO utilises the "newco" model as a method for validating its new technologies. While this approach has obvious merits, some academics/PI's could have a greater level of buy in with a less demanding portrayal of the commercialisation process. Commercialisation needs to be presented to academics in a variety of manners; some may find the hard nosed business case off putting and could disengage.</u></p> <p><u>JS May'11:</u>  <u>Not sure what EI mean by the "newco" model. Our Commercialisation Guide outlines the various options for technology commercialisation. Also not sure how EI see that we portray commercialisation as a "demanding process" for the academics, given our model of recruiting business people?</u></p>

	<p>3. The Commercialisation Office needs to reinforce the need for, and support academics in doing, extensive patent landscape work prior to seeking patent funding.</p> <p>No action planned</p>	<p><u>Address by end of Q2 2011</u></p>	<p>NUIM: CO uses Delphion, Espace Patent Server and Google Patents to do landscape searches. We do this in collaboration with the academic since we have patent search experience rather than leaving it entirely to the academic. In cases with strong commercial potential we additionally request the patent agent to do searches.</p> <p>EI comment: <u>NUIM academics should themselves begin to do a basic level of due diligence on their emerging technologies. This practical process has a high educational/training value for the academics and should elevate their overall level of commercial savvy. It is also a useful tool in management of unwarranted expectations.</u></p> <p><u>JS May'11:</u> <u>As outlined in our updated Commercialisation Guide, we expect the researcher to do prior art searches.</u></p>
	<p>4. NUIM should explore with the Commercialisation Office how they could systemise the tracking and management of consultancy agreements between University staff and industry.</p>	<p>2011</p>	<p>NUIM will be making moves as part of its revised strategy in 2011. (note: as part of their employment contracts, the academics at NUIM are free to do private consulting on one day per week)</p> <p><u>EI comment: Consultancy is an immediate and direct form of Knowledge Transfer; it can also provide a significant level of income to the university. We recognise monitoring/controlling this may take some time but more visibility on these activities to the University will be beneficial.</u></p>

	<p>5. The Commercialisation Office in conjunction with the Finance Office needs to have a robust system in place to manage receipts of royalty payments, reminders, interest due timelines, etc.</p> <p>No action planned</p>	<p><u>Complete by end of Q2 2011</u></p>	<p>NUIM: To date this has not been a problem. Average annual royalty income is about €30k, which we manage through an excel database. That management is not onerous given the level of royalties.</p> <p>EI comment: <u>There needs to be a robust system in place to ensure that the CO can manage royalty/income associated events. The CO should be in a position to direct the finance office on this issue. The use of multiple databases for IP related activity should be avoided; this process should be integrated into your MyIp system.</u></p> <p><u>JS May'11:</u>  <u>MyIP is being updated to accommodate royalty distribution. We use MyIP to manage patent timelines and management and our own project database to manage projects including royalty distribution. This is not multiple databases, its two and MyIp is not capable of managing all our activity.</u></p>
	<p>6. MyIP needs to be further integrated with the electronic data management system of the office to ensure that pre-disclosure activity is fully captured.</p>	<p><u>Complete by end of Q2 2011</u></p>	<p>NUIM: We are currently in the process of updating our ongoing management system and how it links to MyIP</p> <p>EI comment: While the CO is still relatively small is a good time to introduce and systemise all processes so that as the office grows and develops good management systems and processes are embedded as these are</p>

			<p>more difficult to change in bigger and more complex operations.</p> <p><u>JS May'11:</u>  <u>As in 5 above, we manage the office from one management database with MyIP then used as the patent and opportunity database.</u></p>
	<p>7. The link with the Research Office and the allocation of respective responsibility for research contracts needs clarification. The Research Office would benefit from developing its own, separate level of competency in IP agreements.</p> <p>No action planned so far, NUIM seek further clarification.</p>	<p><u>Address by end of Q2 2011</u></p>	<p>NUIM: Several of the Research Office staff have attended praxis training on Research Contracts.</p> <p><u>EI comment: this recommendation is about ensuring there is <b>clarity</b> between the respective roles of the CO and RO. As the Commercialisation office develops and the workload of the research office increases, conflicts of time commitment will increase. The research office should be encouraged to develop a basic level of competency in IP, allowing them to confidently address normal IP issues arising in research contracts. The CO should consider assisting in the training up of RO staff in the review of normal IP related issues in research contracts.</u></p> <p><u>JS May'11:</u>  <u>As in point 4 above this is not an issue for us. The amount of time the CO spends on legal contracts is (a) very minimal and (b) necessary to ensure IP integrity. We strongly advise no change in the current system.</u></p>

<b>Indicators and Reporting/ Metrics</b>	<p>1. The Commercialisation Office should measure its PCT filing rate as a good measure of patent activity.  <u>No action planned so far, NUIM seek further clarification.</u></p>	<p><u>2011</u></p>	<p>NUIM: We measure how many patents we file, how many go to PCT and how many go to nationalisation.  <u>EI comment: The suggestion was that the PCT measure is a better measure of patenting activity as opposed to preliminary filings.</u></p>
	<p>2. The Commercialisation Office should establish a broader range of metrics which demonstrates the range of services provided by the office and which can easily be used for a variety of internal and external reporting purposes. It should strive to tell the story of the "non-traditional" "non patentable" IP as this volume of work needs to be captured in some way.  <u>No action planned so far, NUIM seek further clarification on what "volume of work" is not being captured.</u></p>	<p><u>Address by end of Q1 2011</u></p>	<p>NUIM: CO reports metrics such as: Spin-out, License, Industry Contracts, Patents Filed and also reports (via e.g. the Website, Re:Search magazine, Newsletter, President's report) other activities: Commercialisation Skills Program, the Student Enterprise Competition, Innovation Vouchers, Rental of NUIM lab and office space to companies, etc. CO has and continues to license IP which is not patentable (software, know-how, etc.).  <u>EI comment: It appeared during the review that the CO was reporting on a narrow band of commercialisation activities, i.e. those metrics specifically monitored under the TTSI programme. The CO should make more capital on the other volume of work that it supports.</u></p> <p><u>JS May'11:</u>  <u>Please see our 2011 Annual Report and website. We continue to report on all our activities.</u></p>

	<p>3. Definition of spin-outs (HPSU) might actually be too restrictive and unrepresentative of actual company formation activities. The Commercialisation Office should report all spin-outs as well as all start-ups.</p> <p><u>No action planned so far, NUIM seek further clarification.</u></p>	<p><u>Address during 2011</u></p>	<p>NUIM: We define a spin-out as a new company formed to exploit IP created in the University and owned by the University. All of these companies are reported. We would define a start-up company as a newly formed company locating on campus to be close to researchers here but not based on IP we develop.</p> <p><u>EI Comment: It appeared during the review that the CO was emphasising to a greater extent the number of "Newco's" that fall under the EI definition of HPSU, while under emphasising the other start-ups (or spinouts that did not fulfil the HPSU definition) created with the assistance of the office.</u></p> <p><u>JS May'11:</u>  <u>As above, we continue to report on all our activities. We report our metrics to EI based on their definitions but report all in other reports (for example please see our 2011 Annual Report and website).</u></p>
	<p>4. The Commercialisation Office should use all opportunities to report commercialisation activities and publish a Commercialisation Office annual report, with an associated reporting of departmental metrics to department heads. This would help further engender a commercialisation culture in the institution.</p>	<p><u>Publish annual report for 2010 before end of Q2, 2011.</u></p>	<p>NUIM: Activities are reported via the Commercialisation Newsletter, our website and the annual President's Report. We will undertake to publish an annual report and explore reporting departmental metrics, but this last not as a public report.</p> <p><u>EI comment: It is critical that the there is a continual flow of positive</u></p>

		<p><u>Initiate quarterly reporting to department heads and PI's before end of Q2, 2011.</u></p>	<p><u>information from the CO to its internal clients/audience. The more internal reporting of CO activity to departments and department heads the more significant the level of interest in the CO, thus helping to engender a commercialisation culture in the institution. Department heads need to be specifically targeted with reports tailored to their departments.</u></p> <p><u>JS May'11:</u>  <u>We published our first annual report in Feb this year. We advise against individual reporting to department heads each quarter. This would take too much resource time and have only a negative effect on those departments with minimal activity. We prefer to hold up exemplary work for all to see.</u></p>
	<p>5. The Commercialisation Office should capture all their licensing income and industry collaboration money as a metric which may provide a useful justification to the University for additional Commercialisation Office resources.</p> <p>No action planned, recommendation not clear</p>	<p><u>Address by end of Q2 2011</u></p>	<p>NUIM: It is not clear how the capture of all licensing income and industry collaboration money would act as a justification for additional University resources, given the current significant level of University support.</p> <p>EI Comment: <u>It was evident during the review process that there was not a robust funding support mechanism in place for some CO personnel. Specifically the continued funding of some salary costs from TTSI operational costs was questionable. In that light it was recommended that the CO should at every available opportunity demonstrate to the university that it</u></p>



			<p><i>had an income stream from commercialisation activity which needed to be maintained and increased, something that required maintaining its current staff level.</i></p> <p><u>JS May'11:</u>  <u>Our Strategic Plan document will address funding, resources and staffing. NUI Maynooth does not see income from commercialisation as a sustainable source of income for commercialisation staff. Rather the University is investing in CO staff for the broader benefits of ensuring the research is market informed and building collaborative research links with industry.</u></p>
<p><b>Level of Service: Researchers, Industry, External Agencies</b></p>	<p>1. A spin-out company handbook for researchers should be produced as soon as possible, preferably in the current year.</p> <p><i>No action planned. It is unclear if the reviews feel that this is insufficient and we need to add more and if so what additional information might be included.</i></p>	<p><u>Complete by end of Q3 2011</u></p>	<p>NUIM Guide to Commercialisation (first published 2006) contains a fairly detailed chapter on spin-out company formation.</p> <p><u>EI comment: The Guide to Commercialisation is an excellent first stop for the researchers. A spin-out company hand book should comprehensively address all the issues associated with forming a spin out in greater detail. It should be a "one stop shop" specifically tailored to NUIM detailing the multitude of issues around spinout company formation.</u></p> <p><u>JS May'11:</u>  <u>As outlined in our updated Commercialisation Guide,</u></p>

	2. Continue to do internal staff, student and industry surveys on the performance of the Commercialisation Office (every 2-3 years); publish the results.		NUIM: Agreed  EI comment: it would be useful to see the timeframe for when these surveys are scheduled.
	3. In promoting commercialisation across the campus, the emphasis on start-up creation should be balanced by a greater consideration for all possible routes to market for the technologies they deal with.		Address above
	4. Related to expanding the focus of activities to external entities - the office should ensure that its focus is on faculty and internal stakeholders. The organisation is relatively young and still has many opportunities within NUIM and can still optimise its system and processes.		NUIM: CO will take on board the recommendation and focus on NUIM faculty  EI comment: several recommendations relate to increase and intensifying the focus on communications internally etc and link to this one.
<b>Communications and Promotions</b>	1. The Commercialisation Office has makes good use of resources to promote is capabilities and resources internally to the science & engineering faculty but needs also to concentrate on the wider University community.  <u>No action planned so far, NUIM seek more guidance (It is not clear if the reviewers believe we are missing opportunities in other arts / humanities or social science departments?)</u>	<u>Address during Q2/Q3 2011</u>	NUIM: We intend to keep abreast of all wider developments.  <u>EI comment: The arts/humanities or social science departments may hold opportunities for commercialisation. (we don't know if they do – but worth checking) The CO should continue to target these departments so as to ensure a higher level of engagement with the commercialisation process. This targeting could include an educational aspect specifically targeted to the arts/humanities sectors.</u>  <u>JS May'11:</u> <u>All our programs are open to all departments and we are department agnostic. We have and continue to work with groups in the Faculty of Social</u>

			<u>Sciences (Schools of Business, Anthropology, Geography, Sociology and Education); in the Faculty of Arts, Celtic Studies and Philosophy (Media Studies, Music and Celtic Studies)</u>
2. The office requires an additional skill set in the form of marketing expertise and the Panel recommended that the Office should consider using student interns to assist with their internal and external marketing effort.		<u>Address by end of Q2 2011</u>	NUIM: Had interviews with undergraduate students from School of Business. We were not successful in finding any undergraduate interns where we felt that the output of their work would be greater than the training and management input they required. <u>EI comment: The CO should investigate the various internship models employed internationally and consider developing their own internship programme. This may take some time to refine, however the benefits to TTO's internationally from internship programmes has been immense, both to the intern and to the office.</u>
New Administrator/Office Manager will take on substantially more marketing tasks and we hope to see marked improvements in this activity.			
3. The Panel recommend that the Commercialisation Office web page should be revamped taking into account the necessary architecture and content that is required to make it search engine friendly, e.g. take account of the new Google system etc.		2011	NUIM: Plan to redevelop the website in 2011, and will ensure we that we take into account optimising search engine rating. EI: ok
4. The Commercialisation Office needs to be smarter in the use of electronic media for marketing.		2011	NUIM: Will develop a Marketing Plan in 2011. This Plan will see us redevelop our website, our communications activity and all forums for marketing our services EI: it would be useful to see a more

			detailed timetable for these activities during 2011.
	5. The marketing of technologies via the University website needs to be reviewed.		NUIM: See plan above for 3 & 4
	6. The Commercialisation Office should issue regular reports on all key metrics to senior NUIM staff in faculties as well as NUIM management, to promote the full extent of the work that is actually being done by the office.  No action planned, it is not clear what additional reporting is suggested.	<u>Publish annual report for 2010 before end of Q2, 2011.</u> <u>Initiate quarterly reporting to department heads and PI's before end of Q2, 2011.</u>	EI comment: fine if you are already reporting specifically on metrics to the range of internal communities mentioned. This is related to several earlier recommendations about internal communications in general.
	7. All externally facing promotional material should be redesigned by using industry friendly language that is easily understood in the business environment. If necessary they should use of some of their business mentor panel to assist them in this task.		NUIM: Now posting higher level overview of each project.  EI comment: how do you ensure the language is 'industry friendly' even in the overview?
	8. The Commercialisation Office should consider using new social networking sites, e.g. YouTube to increase the effective penetration of its commercial opportunities into the business world.	2011	NUIM: Will be included in the Marketing Plan EI : when specifically in 2011 will this happen?
	9. The Commercialisation Office should promote the societal benefits of its activities to the broader community, e.g. the Beemune project.  No further action planned	2011	NUIM: In all marketing literature we do our best to promote the societal impact of the new company.  <u>EI: Make a greater effort to obtain national, international and local press coverage. Utilise all web based methods to highlight NUIM's obvious success stories. This would be an obvious</u>

			<u>opportunity for an intern</u>
<b>Resources and Staffing</b>	<p>1. The Panel question whether there is adequate recognition and sufficient financial support for the Commercialisation Office within NUIM, the University should demonstrate its commitment in a concrete manner, i.e. substantially more funding for the office.</p> <p>No action planned</p>	<u>Address by end of Q2 2011</u>	<p>NUIM: CO is not particularly concerned about future sustainability of funding for the office (assuming the EI TTSI scheme remains in place) but rather is very concerned about the pipeline of future activity given the drop in research funding.</p> <p><u>EI comment: while the TTSI funding does provide the majority share of financial support, HEIs also need to recognise their own responsibility to address the future sustainability of the TT function. The future sustainability of the CO in the absence of a stronger financial commitment from the university was an issue during the review. Notwithstanding the financial support from the TTSI, the university should demonstrate its commitment to the CO by increasing its funding substantially to the office.</u></p> <p><u>JS May'11:</u> <u>Our Strategic Plan document will address funding, resources and staffing.</u></p>
	<p>2. The link with the Research Office and the allocation of respective responsibility for research contracts needs clarification as this work has a resource requirement.</p> <p>No action planned, recommendation not clear</p>		<p>NUIM: The allocation of respective responsibility for research contracts is clear and well defined.</p> <p><u>It was evident during the review that the research office relies heavily on the CO for basic contract review. It is not the function of CO staff to support the RO in such a fundamental manner.</u></p>

		<p><u>Address by end of Q2 2011</u></p>	<p><u>particularly as the TTSI is funding staff to engage in <b>Commercialisation</b> activity not research office activity. A more balanced approach is required in regard to the Research Office workload dealt with by the CO staff. As mentioned earlier the RO staff need to acquire a basic level of competence in IP in order to confidently deal with normal IP issues relating to research contracts.</u></p> <p><u>JS May'11:</u> The CO at NUIM is responsible for building links with industry as well as the commercialisation of research. Part of the former duty requires us to ensure IP clauses in research contracts are consistent with policy and strategy for commercialisation. The CO supports the RO in doing this.</p>
	<p>3. The Commercialisation Office should investigate fee reductions with legal service providers and/or discuss collaborating with other University TTO to get reduced fees for similar services.</p>	<p>Outcome from IPIG expected in early 2011</p>	<p>NUIM:Waiting for the outcome from IPIG around centralised legal services for HEIs. NUIM recommends waiting for the outcome before exploring collaboration with other HEIs to reduce fees EI : ok</p>