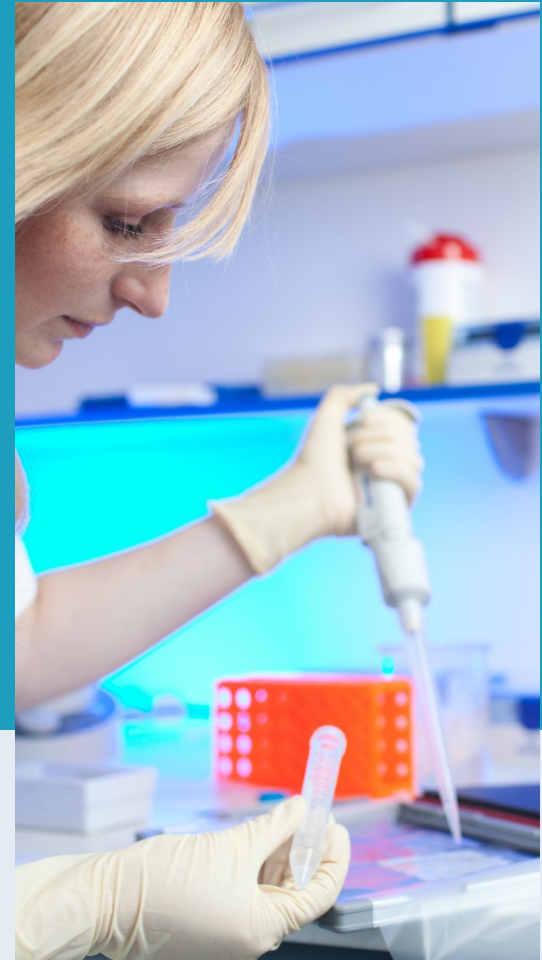


KT @ KU Leuven

Netval
Rome, September 16, 2019
Paul Van Dun



KU Leuven: General info

KU Leuven Research & Development

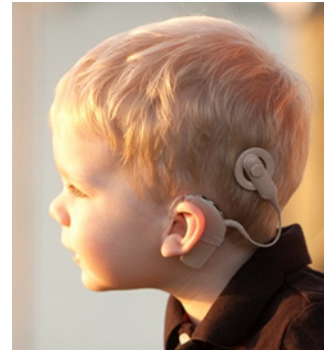
Founded in 1972; currently 100 employees

Three activity areas:

- Contract & collaborative research:
>2000 new agreements / year
- Intellectual property:
> 200 invention disclosures / year
57 mio euro royalty income / year
- Spinning out companies:
130 spin-offs so far; 6700 direct employees
7 IPO's



Examples of technology transfer



Europe's most innovative university

- Reuters ranks KU Leuven as Europe's most innovative university in its top 100 of innovative European universities (in 2016, 2017, 2018 and 2019).
- The Reuters study is based on
 - Patent applications (number, granted patents, global coverage, ...)
 - Number of publications
 - Number of citations of patents and publications (in patents and publications)
 - ...

Reuters top 10: Europe's most innovative universities

1. KU Leuven
2. University of Erlangen Nuremberg
3. Imperial College London
4. University of Cambridge
5. EPFL - Swiss Federal Institute of Technology Lausanne
6. University College London
7. Technical University of Munich
8. University of Manchester
9. University of Zurich
10. Swiss Federal Institute of Technology Zurich

#1 Time

- For the TTO being around
- For the actions of some of the members of the university government to “trickle down”

#2 Visible support from the top

- Is TT really important in your institution?

=> Support for TT

=> Support for the TTO

#3 Autonomy of the TTO

TT \neq teaching \neq research

- LRD is part of the university but can act as if it is a separate legal entity
- Own board of directors / HR / finance
- Budget: fixed percentage of turnover
- Separate bookkeeping / balance sheet
- Sole proxy to sign all docs relating to business, IP, tech transfer, ...

=> Consistency / growth / speed

#4 A structure that empowers the professors (and motivates them)

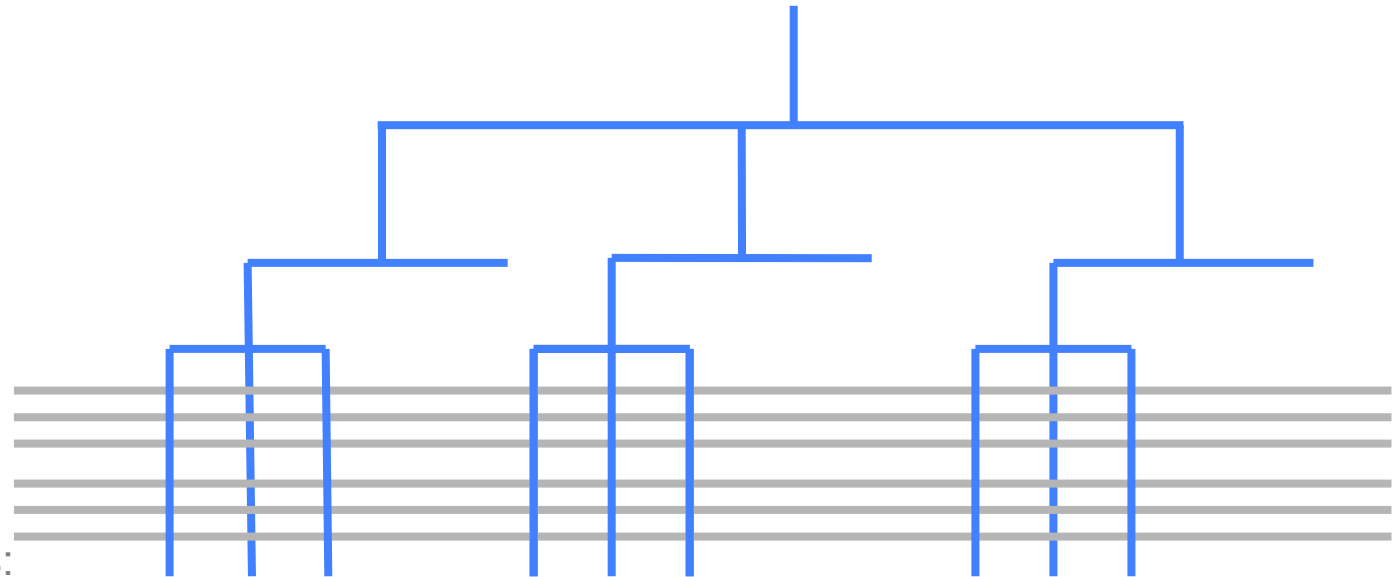
LRD consists of:

- Central multidisciplinary staff
 - Supports researchers in knowledge and technology transfer
- Research divisions
 - 1,923 researchers & 535 supporting staff
 - Virtual organisations in which researchers (from different faculties or departments) can group their technology transfer activities.



Structure: LRD research divisions

Faculties, departments, research groups:
quality in research and educational activities



LRD divisions/projects:
Contract and budgetary
autonomy and flexibility
incentives

Structure: financial empowerment

Incentives for researchers:

- Who gets what? (after payment of costs)
 - 8.5% LRD and 8.5% KU Leuven
 - Remaining (and largest) part of net profit flows back to research division
 - Incentive: 50% of net profit can go to individuals (rarely used)
- What to do with reserves?
 - Expand research group
 - Invest in patents
 - Invest in spin-offs



#5 One stop shop

- Consultancy, collaborative research, IP, spin-off, regional development
 - Expertise
 - Referral / introduction
 - Internal tech transfer between university labs
- HR-services: personnel in labs on payroll TTO
- Financial services
- “bank” of the professors

=> As much interaction as possible

#6 Incubation & proof of concept

- Most important: research divisions
- Industrial Research Fund
 - Flemish government
 - 17 mio / year to “walk the last mile”
 - Distributed to 5 universities according to commercial KPI's
- Centre for Drug Design and Discovery
 - Founded in 2006 by LRD and the European Investment Fund
 - 35 people / 84 mio euro
 - Provides research groups and small companies with small molecule drug discovery expertise: financial and development support
- ... and other



CD3

CENTRE FOR
DRUG DESIGN
AND DISCOVERY

Looking forward ...

- Finding / retaining good people
- More platforms (like CD3)
- Staying out of the red tape (GDPR, ...)
- Ready for impact?



Thank you