KT @ KU Leuven

Netval
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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)
  • …

<table>
<thead>
<tr>
<th>Reuters top 10: Europe’s most innovative universities</th>
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<tbody>
<tr>
<td>1. KU Leuven</td>
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<td>2. University of Erlangen Nuremberg</td>
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<td>3. Imperial College London</td>
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<td>4. University of Cambridge</td>
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<td>5. EPFL - Swiss Federal Institute of Technology Lausanne</td>
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<td>6. University College London</td>
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<td>7. Technical University of Munich</td>
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<td>8. University of Manchester</td>
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<td>9. University of Zurich</td>
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<td>10. Swiss Federal Institute of Technology Zurich</td>
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#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 ≠ teaching ≠ 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
Looking forward …

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