Timothy Barnes
Director, Enterprise Operations
and Director, UCL Advances

A graduate of UCL, Tim began his professional life as a business consultant with a ‘big-five’ firm in London. He has worked as an investment manager at a pan-European investment firm that specialised in early-stage technology ventures, initiating the firm’s university liaison programme, which included members from across Europe. Prior to Advances, he spent six years running his own business, which helped universities and large corporations — including UCL, the BBC and Reuters — to spin-out high technology companies. Tim joined UCL Advances in August 2007 to lead the department from launch. Since then, it has grown from a four to 20 person unit and has raised over £6 million from funding bodies and other corporate partners, including the Higher Education Council for England (HEFCE) and European Union ERDF.

Dr Anna Clark
Director of Business Partnerships

Dr Anna Clark is Director of Business Partnerships at UCL. She identifies key partnerships and opportunities, negotiates multi-disciplinary collaborations, and is responsible for developing and maintaining strategic relationships across a range of sectors, with companies such as BHP Billiton (dual hemisphere $10M agreement signed in 2011), EDF, Arup, and Group Lotus, amongst others. Anna has actively promoted innovative imaging and communication technologies at UCL, including 3D colour laser scanning and Virtual Reality, and encouraged arts-science initiatives. Before working at UCL, she gained over 20 years’ experience in the arts, and is a Fellow of the Institution of Engineering and Technology (FIET) and of the Royal Society of Arts (FRSA).

Trish Greenan
Acting Head, UCL Consultants

Trish studied Law at Queen’s University Belfast and took her Law Society Finals at the College of Law, Chester. She worked for several years in the legal department of a leading business publisher before joining UCL in 2000, as part of the Contract Research Office where she worked on numerous agreements on behalf of UCL. These included contracts with government and industry, research council collaborations, consortium agreements, framework contracts, confidentiality and material transfer agreements and studentships. Trish was asked to join UCL Consultants (UCLC) in 2008 and became Acting Head of UCLC in 2011, where she continues to focus on strengthening UCLC’s position in the context of the Enterprise Strategy.

Dr Anne Mortimer
Associate Director,
UCL Enterprise

As associate director of the Office of the Vice-Provost (Enterprise), Anne is responsible for managing strategic projects, developing new enterprise policies, and developing and reporting metrics on behalf of the Vice-Provost. Anne has a DPhil in synthetic organic chemistry and 10 years of research experience at the University of Oxford, University of Würzburg and in the Department of Chemistry at UCL.

Cengiz Tarhan
Managing Director, UCL Business

Having trained as an accountant, Cengiz joined the Royal Free Hospital School of Medicine (RFHSM) in 1989 and continued as Director of Financial and Business Affairs for the Medical School on its merger with UCL. Cengiz established Freemedic plc as the commercial arm of RFHSM in 1993 and has been Managing Director of UCLB since 2004. He was previously involved with PolyMASC Pharmaceuticals plc, one of the first university spinouts to float on the AIM, and has set up many licences. He was also involved in the trade sale of Medic to Medic Ltd to Informa plc in 2005 and Stanmore Implants Worldwide Limited to Abingworth and MDY Healthcare in February 2008. Cengiz acts as a Director for a number of UCLB’s spinout companies, including Pentraxin Therapeutics Limited, Evexar Medical Limited and Abcodia Therapeutics Ltd.
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Enterprise is important to all universities, but resonates particularly with UCL. From our inception we were created as an enterprising institution, with a bold ambition to create a University dedicated to the greatest good for the greatest number. This principle has underpinned the evolution of modern-day UCL, a confident and enthusiastic community of enterprising educators, scholars and researchers, working together for the immediate, medium and long-term benefit of society.

This document contains our strategy and implementation plans for a variety of developmental and novel initiatives, which we have identified as important for UCL and the wider world. We also describe a framework for the delivery of this ambitious plan and ways in which we will measure our successes. I look forward to working with the students, staff and alumni of UCL and our partners, with governments and businesses, with charities and other universities in order to deliver this vision, maximizing societal impact and enriching the academic mission.

I am committed to ensuring that we encourage, promote, facilitate and support a culture of enterprise at the entire institution. There are outstanding opportunities for us to work with all academic departments and divisions to help enrich the core academic mission of teaching and research and to identify innovative ways of engagement with the wider world. An enterprising community is one that is resourceful, creative, dynamic, and bold – characteristics that we recognise as part of the fabric of UCL.

We have a highly talented and enthusiastic team of colleagues in UCL Advances, UCL Business PLC, UCL Consultants Ltd, and Business Partnerships who have helped shape this document, and have played a central role in our past successes. I thank them for their work so far and their ongoing commitment to this ambitious new vision for enterprise at UCL.

UCL already has an outstanding reputation for excellence in enterprise, which has been created by the past and current UCL community. A transformational enterprise agenda is essential if we are to maintain and enhance that reputation, to fulfill our own ambitions for the future and the high expectations of society.
Executive Summary

This document contains our Enterprise Strategy and implementation plans for the next five years. Specific enterprise activities are designed to ensure effective knowledge exchange between UCL’s academic community and the wider world. We are also committed to inculcating a spirit of enterprise across the institution, so that the creativity, resourcefulness and dynamism of UCL is encouraged and supported for the benefit of our teaching and research activities.

Enterprise activities at UCL include the following activities: education and training in entrepreneurship; social enterprise; corporate partnerships; industrially-related and translational research; commercial research contracts; consultancy; continuing professional development; student businesses; commercialization of intellectual property through spin-out companies; and licensing and product development.

Our vision is to establish UCL as a global leader in enterprise and innovation for the societal and economic benefit of UCL and the UK.

In order to deliver this vision we have outlined here a transformative agenda to establish:

- UCL as a leading university supporting entrepreneurship and innovation
- A far-reaching and diverse range of innovative enterprise activities
- An extensive portfolio of collaborative relationships with commercial and social enterprises

The strategy for enterprise is built around five core aims, which together make for an exciting and ambitious agenda:

1. Create a highly effective structure of support for enterprise activities at UCL
2. To become the leading UK University supporting university entrepreneurs
3. To ensure that enterprise is embedded across the breadth of academic activities
4. Become the UK leader in collaboration with external enterprises
5. Maximize the societal impact of UCL enterprise activities by effective publicity

Each of these aims is supported by a number of key objectives and the document provides details of the actions we will take in delivering against these objectives.
A Strategy for Enterprise and Key Objectives

1 | Create a highly effective structure of support for enterprise activities at UCL
   • Ensure effective leadership of the academic structures facilitating enterprise
   • Develop a simplified, effective and co-ordinated structure of support for enterprise
   • Work with the Vice-Provost (Research) to identify further opportunities for the advancement of societal impact of UCL research through enterprise
   • Ensure effective governance and risk mitigation in relation to enterprise activities

2 | To become the leading UK University supporting university entrepreneurs
   • Establish a portfolio of entrepreneurship training that meets the needs of all UCL staff and students
   • Stimulate and support the creation of at least 500 new commercial and social enterprises founded by UCL students and staff
   • Increase by 100% the income derived from commercialization of UCL intellectual property for investment in the future

3 | To ensure that enterprise is embedded across the breadth of academic activities
   • Identify and support existing areas of enterprise activity that enrich academic activities across UCL, in particular the School of Arts & Humanities, Laws, Social & Historical Sciences, Slavonic & Eastern European Studies (SLASH)
   • Identify and support a network of UCL staff as champions for enterprise
   • Ensure effective support for non-commercial enterprise activities

4 | Become the UK leader in collaboration with external enterprises
   • Create a portfolio of support to improve and encourage working with industry and other enterprises
   • Increase by 100% the volume of industrially sponsored research activities
   • Achieve a major increase in the volume of consultancy activities carried out by the UCL community
   • Increase by 100% the volume of activity in executive and continuing professional education

5 | Maximize the societal impact of UCL enterprise activities by effective publicity
   • Create a branded UCL Enterprise portal to communicate the breadth of support and opportunity for the UCL community and collaborators
   • Develop both internal and external communication strategies to publicize UCL Enterprise
   • Work closely with alumni to help communicate and support enterprise at UCL
   • Work with partners to promote the importance of university enterprise as part of the agenda for sustainable economic growth
   • Use quantitative measures to assess UCL’s international position in enterprise
Summary of Major Actions to Deliver the Vision

Create a highly effective structure of support for enterprise activities at UCL

Enterprise activities at UCL are broadly based and diverse and we need to identify and spread good practice and create a well-organised structure of support.

We will:

• Ensure effective working of the School Knowledge Transfer and Enterprise Boards in support of departments and faculties

• Create a department of enterprise operations to encourage and support research collaborations with industry, and to promote entrepreneurship

• Collaborate with the Office of the Vice-Provost (Research) to promote the impact of UCL and to bring external organizations into UCL as collaborators, sponsors and advocates of UCL’s research imperatives

To ensure that enterprise is embedded across the breadth of academic activities

Enterprise activities enrich teaching and research and provide mechanisms to maximize the societal impact and yet there are still areas of UCL that perceive enterprise activities as a minority activity.

We will:

• Identify areas of enterprise activity that enrich the academic mission of individual departments and divisions, with a particular focus on the SLASH School

• Create a library of case studies which contains at least one study per department

• Establish a structure of support and progression for a network of academic champions for enterprise

• Establish support for areas of applied and translational research which have strong societal impact but are not commercially attractive

To become the leading UK University supporting university entrepreneurs

The UCL community is full of entrepreneurs and many of our staff and students are excited by the prospect of setting up spin-out or start-up businesses.

We will:

• Establish a package of extra-curricular entrepreneurship training for all students

• Establish training courses and workshops for at least 250 academic staff per annum

• Support the creation of 500 new commercial and social enterprises from UCL

• Double the income from our commercialization activities
**Become the UK leader in collaboration with external enterprises**

Collaboration with external organizations is an institutional and national imperative and despite considerable work and progress, still needs to be much easier. Many staff wish to work with external organizations for research collaboration and as providers of knowledge-based services. It is also vital that our students gain experience in working with external organizations in order to develop their careers after they leave UCL.

**We will:**

- Remove barriers to external collaboration with commercial and social enterprises
- Identify incentives to staff and external organizations in order to increase the volume of industrially sponsored research activities by 100%
- Greatly expand our consulting activities as an impact-driven activity
- Expand our turnover through short courses and CPD to at least £20M per annum

**Maximize the societal impact of UCL enterprise activities by effective publicity**

Effective communication is at the heart of a successful enterprise strategy and there are many outstanding enterprise activities across the entire range of academic endeavour at UCL. The UCL community already has and will continue to have a profound impact on society and we must find new ways to communicate this more effectively.

**We will:**

- Develop a single UCL Enterprise brand and redevelop the Enterprise website
- Identify academic staff and UCL alumni to help promote UCL enterprise
- Produce publicity materials to promote the societal impact of UCL's enterprising community
- Identify partners to promote university enterprise

**Next steps**

We will update the UCL community regularly on our progress towards achieving our aims, and will produce an Enterprise Annual Report, which will include Key Performance Indicators.
Introduction

UCL is an exceptional university. It was founded in 1826 by a group of visionaries who issued a joint stock bond to raise funds to establish UCL as the first secular institution with admission open to the most promising students, regardless of class, race or religion.

Since its inception UCL has become a world-leading, research-intensive university covering a wide range of academic subjects that characterise a comprehensive university. We are committed to ensuring that our academic activities accrue benefit for the greatest number in society and hence the strategy for enterprise outlined in this document is aligned with that core mission. We will focus on supporting activities that have a direct societal and economic benefit to UCL, the UK and worldwide.

The principal motivation for enterprise is to ensure effective knowledge exchange between UCL’s academic community and the wider world, thus enhancing the core missions of teaching and research. Although there is clearly potential for generating income, the main focus is to maximize the societal impact of UCL activities.

Enterprise at UCL includes the following activities: education and training in entrepreneurship; social enterprise; corporate partnerships; industrially-related and translational research; commercial research contracts; consultancy; continuing professional development; student businesses; commercialization of intellectual property through spin-out companies; and licensing and product development.

Engagement in enterprise benefits the whole of the UCL community and our external partners. Enterprise enriches the student teaching and learning experience and helps students prepare for work and to find and create employment for themselves and others. There are enormous benefits for the UCL staff community in working with external partners as they can bring complementary perspectives, expertise and facilities; they can identify new applications of basic research and speed up the processes of commercialization and product development; and they can enhance our teaching activities. For our partners, university enterprise is vital for enhancing the competitiveness of businesses and we are committed to supporting the business community and the economic recovery of the UK.
1.2 Vision

To establish UCL as a global leader in enterprise and innovation for the societal and economic benefit of UCL and the UK.

In order to deliver this vision we have outlined here a transformative agenda to establish:

- UCL as a leading university supporting entrepreneurship and innovation
- A far-reaching and diverse range of innovative enterprise activities
- An extensive portfolio of collaborative relationships with commercial and social enterprises.

A clear and ambitious vision for enterprise is essential for the success of a modern research-intensive university. We aim to transform the institution by inculcating a spirit of enterprise throughout UCL. We will stimulate, encourage and support entrepreneurship and innovation across the entire UCL community, and create the conditions necessary for the development of future generations of entrepreneurs, business leaders and innovators. We will stimulate an unprecedented breadth and volume of collaborative working with external commercial and social enterprises. We will make a major contribution to the UK’s long-term economic prosperity through knowledge transfer and provision of services. We will greatly expand our activities in commercialization of intellectual property and product development and the financial return from these will allow us to invest in research and education, which will lead to the discoveries and innovations of the next 50 years and beyond. We will become widely recognised and acknowledged as one of the world’s most outward-looking, inspiring and entrepreneurial research-intensive universities.

The strategy for enterprise is built around five core aims, which together make for an exciting and ambitious agenda.

**Aim 1**
Create a highly effective structure of support for enterprise activities at UCL

**Aim 2**
To become the leading UK University supporting university entrepreneurs

**Aim 3**
To ensure that enterprise is embedded across the breadth of academic activities

**Aim 4**
Become the UK leader in collaboration with external enterprises

**Aim 5**
Maximize the societal impact of UCL enterprise activities by effective publicity
2 | IMPLEMENTING THE STRATEGY
2.1

Create a highly effective structure of support for enterprise activities at UCL

There are an enormous number of enterprise activities at UCL and they cover all departments and all aspects of academic life.

Enterprise at UCL is broadly based and diverse

We need to ensure that we identify and spread good practice and capture the breadth and excitement of innovative activity that exists at UCL. A network of well-organised academic and non-academic support structures needs to be provided, supported and co-ordinated, allowing effective institutional support of enterprise activities.

Where we are now

UCL first appointed a Vice-Provost (Enterprise) in 2006 to oversee the whole strategic area. In order to ensure that there is an appropriate structure to promote academic engagement, School Knowledge Transfer and Enterprise Boards were recently established to further engage the academic community, into which information about departmental and faculty initiatives can be fed and through which best practice and strategic alignment can be realised. It has been recognised that enterprise is a complex, interconnected set of activities including: entrepreneurship, industrial liaison, technology transfer and consultancy, and these overlap in myriad ways. The complexity and inevitable overlap of enterprise activity presents challenges in terms of communication and organization of effective support mechanisms. In order to support these areas of activity we have created a centre for entrepreneurship UCL Advances, our technology transfer company UCLB and our consultancy company UCLC, and these all work well to support the academic community.

Summary of Objectives

- Ensure effective leadership of the academic structures facilitating enterprise
- Develop a simplified, effective and co-ordinated structure of support for enterprise
- Work with the Vice-Provost (Research) to identify further opportunities for the advancement of societal impact of UCL research through enterprise
- Ensure effective governance and risk mitigation in relation to enterprise activities

What we will do next

2.1.1 Ensure effective leadership of the academic structures facilitating enterprise

Building on the establishment of academic structures supporting enterprise we will ensure that the School Knowledge Transfer and Enterprise Boards are empowered to help schools, faculties and departments to prioritise, support and deliver their priorities. We will identify resources required for the effective working of these School KT&E Boards. Where appropriate, faculties will be encouraged to appoint Vice-Deans (Enterprise) to serve on the Boards and lead for the faculty in this area. An external advisory board will be established as a group of “critical friends” to provide advice and to help create major new institutional initiatives.
2.1.2 Develop a simplified, effective and co-ordinated structure of support for enterprise

Whilst UCL Advances, UCLB and UCLC are all highly successful, we recognise that there is not a dedicated unit for supporting collaborative research with industry and industrial sponsorship of research, and this will be addressed. We will therefore create a central UCL department for Enterprise Operations, into which UCL Advances, our Centre for Entrepreneurship, will become incorporated. We will appoint a cohort of School industrial liaison staff, analogous to the research facilitators appointed to the Office of the Vice-Provost (Research) (OVPR). We will also use Enterprise Operations to provide a structure to support Knowledge Transfer Partnerships and related activity. The Enterprise Operations department will also provide a central port of call for internal or external parties who do not know who to approach within UCL Enterprise.

2.1.3 Work with the Vice-Provost (Research) to identify further opportunities for the advancement of societal impact of UCL research through enterprise

It is vital that we find as many effective mechanisms for maximizing the societal impact of our research activity. It will be particularly important to demonstrate the economic benefit that accrues to the UK in return for the investment in core funding of UK’s research-intensive universities. In collaboration with the Office of the Vice-Provost (Research) we will establish a range of specific projects to identify and promote the impact of UCL. We will also work closely with OVPR in order to bring external organizations into the UCL community as collaborators, sponsors and advocates of UCL’s research imperatives as part of our commitment to long-term impact.

2.1.4 Ensure effective governance and risk mitigation in relation to enterprise activities

Enterprise activities carry with them inherent risks, both financial and reputational. There is an inherent tension in intellectual property negotiation between securing research income today and protecting future income derived from successful development of intellectual property. We will ensure a consistent approach to protection, governance and exploitation of IP by appointment of a UCL Head of IP, who will take an overview of the whole UCL IP portfolio and provide advice to Deans and other decision-makers.

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**UCL Advances**

The centre for entrepreneurship at UCL, UCL Advances, offers training, networking and business support for staff, students and external entrepreneurs to encourage and enable new enterprises to get going. Unique in the UK Higher Education sector, its primary role is to promote a culture of entrepreneurship on campus and engagement with entrepreneurs and small businesses beyond UCL’s boundaries, and currently delivers over 30 activity programmes.

[www.ucl.ac.uk/advances](http://www.ucl.ac.uk/advances)

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**UCL Business PLC (UCLB)**

UCL Business is a leading technology transfer company, which supports and commercializes research and innovations arising from UCL, one of the UK’s leading research-led universities. UCLB has a successful track record and strong reputation for identifying and protecting promising new technologies and innovations from UCL academics. It invests directly in development projects to maximize the potential of the research and manages the commercialization process of technologies from the laboratory to be market ready. UCLB supports UCL’s Grand Challenges of increasing UCL’s positive impact on and contribution to Global Health, Sustainable Cities, Intercultural Interaction and Human Wellbeing.

[www.uclb.com](http://www.uclb.com)

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**UCL Consultants Ltd (UCLC)**

UCL Consultants Ltd is the gateway to access the expertise of UCL’s leading academic staff. With over 5,000 active researchers, UCL has one of the largest academic bodies in Europe and UCL Consultants is focused on opening up their knowledge and understanding to businesses that can benefit from it, connecting UCL experts with national and international organisations that are seeking to resolve specific, targeted problems or gain critical advantage in their market, and allowing UCL academics to maximize the impact of their work.

[www.uclconsultants.com](http://www.uclconsultants.com)
Office of the Vice-Provost (Enterprise) – Providing strategy, leadership and policy – ensuring effective collaboration across support structures and academic engagement, leading on strategic corporate partnerships

Enterprise Operations – Supporting industrial interactions/sponsorship and incorporating UCL Advances

UCL Advances – Supporting entrepreneurship through events, training and support for entrepreneurs and SMEs

UCL Business – Supporting technology transfer and commercialization of intellectual property

UCL Consultants – Supporting private consulting of UCL academic staff
2.2

To become the leading UK University supporting university entrepreneurs

Many UCL students and staff are intrinsically entrepreneurial and see the creation of new enterprises as an effective method of translating research discoveries into the wider society.

The UCL community is full of entrepreneurs

UCL has an excellent track record of creating spin-out companies, and of working in collaboration with external businesses for the development of products. Similarly a significant proportion of our student population has an appetite to create new businesses and in the current economic climate it is inevitable that society will look to UCL to stimulate and support the next generation of business leaders and entrepreneurs.

Where we are now

There is an abundance of innovation and entrepreneurship at UCL and an appetite in the academic and student communities for training and education in the principles and practice of business. UCL Advances is UCL’s Centre for Entrepreneurship: its combination of support offerings is unique in the UK, with a particular focus on student enterprise including training, mentoring, competitions, boot-camps, incubator space and networking events. UCL Advances’ current offerings for the student community are very popular, and courses can be oversubscribed within hours of first being publicized.

UCLB, UCL’s wholly owned technology transfer company, supports entrepreneurial activities such as licensing and spin-out companies, with a particular focus on support for academic staff. UCL currently has 46 active spin-outs – limited companies based on UCL IP and in which UCL holds shares. Each of these represents a considerable investment from academics and UCLB, but also a great opportunity for societal and economic impact.

Summary of Objectives

- Establish a portfolio of entrepreneurship training that meets the needs of all UCL staff and students
- Stimulate and support the creation of at least 500 new commercial and social enterprises founded by UCL students and staff.
- Increase by 100% the income derived from commercialization of UCL intellectual property for investment in the future.

In 2009–2010, UCLB achieved £4.1M of income from licensing UCL’s IP. After deductions for costs and risks, over £1M was returned to inventors, UCL centrally and the originating departments. Any profit generated by UCLB, is also donated via gift-aid. These successes comfortably exceed the Russell Group average for the same period. A key element of UCLB activity has been to help generate investment funding for proof-of-concept awards and development activities in order to progress projects along the commercialization pathway. UCLB has successfully created proof-of-concept funds available for early phase projects and of particular note worked closely and effectively with the UCL community to raise £23.1M worth of research contracts and translational funds to further develop UCL technology and grow the value of those assets.
What we will do next

2.2.1 Establish a portfolio of entrepreneurship training that meets the needs of all UCL staff and students

Building on the considerable success of the UCL Advances programmes, we will establish a package of extra-curricular support for all students seeking to attend courses on entrepreneurship, as a key part of UCL’s “education for global citizenship”. Entrepreneurship has not yet reached the mainstream of UCL’s academic community; to this end, we will establish training in entrepreneurship for academic staff and identify opportunities to deliver specific workshops in enterprise and business development (eg IP awareness) within UCL academic units. By AY 2014–15, we aim to ensure that at least 250 academic staff participate in enterprise-related training each year.

2.2.2 Stimulate and support the creation of at least 500 new commercial and social enterprises founded by UCL students and staff

Over the next five years, this target equates to the formation of one new enterprise within each UCL department each year. We anticipate even this ambitious-sounding target will be met – our approach will not be numbers-driven, but will instead concentrate on removing barriers to the establishment of new enterprises and to ensure that the UCL community is supported to allow them to create social and commercial enterprises as a way of maximizing the impact of their academic activities.

One of the great attractions of creating new enterprises is that it can be an outstanding way of generating and maximizing impact. We will support a plethora of “start-ups” from the UCL community, particularly social enterprises and student-led businesses, and it is anticipated that these will make up the majority of new enterprises that we will see emerge from the UCL community in the next five years. We will focus significant efforts on providing additional support to members of our student community starting their own business, recognising the importance of this in job creation for themselves and their peers. UCL Advances will expand its programme of student business support, including increasing provision of its highly popular student business advice service. We will stimulate the creation of a £5M investment fund to support student businesses, to be distributed in the form of grants for shares or non-commercial loans, to allow student start-ups to progress from ideas to reality.

Nurturing in the Advances Hatchery

UCL Advances aims to nurture and promote student enterprise by offering fledgling businesses space in their hatchery, an office with storage space and four desks for student entrepreneurs. Desk space is provided for free on 6-month tenures, and other benefits include places on all Advances training courses and workshops, help and support from the student business advisor, and use of a meeting room. There are currently more than a dozen student businesses that use the Hatchery; current occupants include The Sport Review, an independent website which aims to provide the latest sports news and opinions. Since 2008 the site has grown from a small blog to an international website with a team of dedicated writers.

Challenging London’s Enterpreneurs

Run by UCL in collaboration with the London Business School (LBS), the London e-challenge is a workshop programme and business plan competition that guides participants through starting a new business. Since its first year in 2002, over 2,500 participants have registered to take part. With experienced mentors, a wide range of workshops and up to £15,000 prize money available, the e-challenge is helping students and staff take their first steps in the business world. This year’s prize winner was TipGain, an iPhone app developed by several UCL students that allows the user to share offers from their favourite stores across social networks.

A Club for Bright Ideas

Bright Club was established in 2009 by the UCL Public Engagement Unit to bring UCL’s research to a wider audience. At the monthly comedy nights, academics are given an eight minute slot to present their ideas and encouraged to engage with their audience through comedy. To ease them into their new role as academic-cum-comedian, the researchers are trained in performance skills for stand-up comedy. The club has sold out Bloomsbury Theatre and appeared at Brighton Comedy Festival, and the accompanying podcasts each average over 1000 downloads. Bright Club will soon become a social enterprise, which will allow all funds raised to be used for future events. Other institutions across the country are now starting their own ‘Bright Clubs’. Bright Club won Social Enterprise Project of the Year Award at the 2011 UCL Awards for Enterprise.

Steve Cross, head of Public Engagement at UCL and one of the founders of Bright Club, says:

“It’s more important than ever to develop public engagement programmes that can support themselves financially, and we’re incredibly proud of what we’ve accomplished.”
We will put in place a support framework for the creation of social enterprises, including those based on UCL IP, and those based on joint staff student ventures. Fledgling businesses will be fostered by provision of low cost incubator spaces close to the UCL campus, and where appropriate, will be provided with embedded spaces within UCL. For our staff, we will establish enterprise sabbatical funding, recognising the considerable investment in academic time that creating a spin-out or social enterprise requires.

2.2.3 Increase by 100% the income derived from commercialization of UCL intellectual property for investment in the future

Although our annual income from commercialization is good we anticipate that our proposed actions will lead to a significant increase in that income, especially by building on UCLB’s considerable experience in commercialization via licensing deals. However, the greatest potential financial value of the UCLB activities relates to the project portfolio – and at present the value of these assets is only generally appreciated at the point of exit when we realise a financial return. In order to gain a better understanding of the potential value of the IP portfolio, UCLB will commission a valuation exercise. This will provide an assessment of the potential of the portfolio and be useful for their fund raising for investment: using this they will aim to create investment funds of £50M for commercialization opportunities including a £5M proof-of-concept fund element directed at UCL researchers to fund very early commercializable ideas.

UCLB will expect to maintain the high level of support it provides for securing translational grant funding, especially from research councils and charities, and this type of facilitation will be formally recognised as part of their remit of their commercialization services. Increasing income from UCL’s IP will not simply rely on exploiting the inventions disclosed to UCLB, but also increasing the numbers of patentable ideas, which are brought to their business managers. To this end, we will work to raise the profile of UCLB and their work within the UCL community to ensure that we capture all of the opportunities for commercialization.

“A spin-out company requires a significant diversion of energy and resource, but where a technology has the potential to form the basis of a high growth business, and where there is a sound strategy and commitment behind the business, then UCL Business will do all it can to assist in making the new venture a success.”

Dr Steven Schooling
Director of Physical Sciences, Engineering and Built Environment, UCLB

IMAGE: London tube network overlaid onto a geographical map of London produced by the UCL Centre for Advanced Spatial Analysis (CASA) using GMapCreator software for their MapTube project

IMAGE: Final stages of OncoVex clinical trials.
UCLB assists UCL’s researchers in obtaining translational grants to provide funding to help commercialise their technology. Wellcome Trust Translation Awards fund technology that targets an area that is currently unmet in healthcare.

UCL’s Institute of Ophthalmology has recently been awarded over £1M to take its Diagnosis of Apoptosing Retinal Cells (DARC) technology through pre-clinical toxicology to Phase 1 Trial. DARC is a new early stage diagnostic method for glaucoma, Alzheimer’s and other neurodegenerative diseases; current clinical technologies are only useful in the late stages of disease, whereas DARC can provide a single method of detecting glaucoma up to 10 years earlier. UCLB were instrumental in getting this grant after investing in several patents and proof-of-concept funds for the technology and providing support throughout the application process.

Virologist Richard Coffin founded Biovex in 1999 during his time as a UCL researcher. The company was spun-out from UCL and has recently been sold for $1Bn. The company’s lead product is OncoVex, a virus that can be used to target cancer cells in the skin, neck and head. After several rounds of testing, the product is now in stage III clinical trials with an agreement with the FDA to approve the treatment for market if the trials are successful.

“SIW is a great example of academia and technology transfer working together within an academic and NHS environment delivering benefits to society.”

Mr Cengiz Tarhan, Managing Director of UCLB

“Joint Partnership Helps UCL Researchers

Stanmore Implants Worldwide (SIW) was founded on research carried out by Professor Gordon Blunn and colleagues in the Institute for Orthopaedics. The spin-out company, based in UCL’s Centre for Biomedical Engineering, designs custom limb and joint implants, which allow for a prosthetic limb to be directly attached to the skeleton and reduces the risk of infection. Managed by UCLB, it was sold in 2008 to a syndicate, which invested £12.5M in the original sale and have since invested more funding for the core growth of business and development of the pioneering technology used by Stanmore. As a result of the sale, UCLB were awarded the ‘Commercial Deal of the Year’ award at the 2009 London Knowledge Transfer awards.

“SIW is a great example of academia and technology transfer working together within an academic and NHS environment delivering benefits to society.”

Mr Cengiz Tarhan, Managing Director of UCLB

“Translating Research into Business

UCLB assists UCL’s researchers in obtaining translational grants to provide funding to help commercialise their technology. Wellcome Trust Translation Awards fund technology that targets an area that is currently unmet in healthcare.

UCL’s Institute of Ophthalmology has recently been awarded over £1M to take its Diagnosis of Apoptosing Retinal Cells (DARC) technology through pre-clinical toxicology to Phase 1 Trial. DARC is a new early stage diagnostic method for glaucoma, Alzheimer’s and other neurodegenerative diseases; current clinical technologies are only useful in the late stages of disease, whereas DARC can provide a single method of detecting glaucoma up to 10 years earlier. UCLB were instrumental in getting this grant after investing in several patents and proof-of-concept funds for the technology and providing support throughout the application process.

“Joint Partnership Helps UCL Researchers

Stanmore Implants Worldwide (SIW) was founded on research carried out by Professor Gordon Blunn and colleagues in the Institute for Orthopaedics. The spin-out company, based in UCL’s Centre for Biomedical Engineering, designs custom limb and joint implants, which allow for a prosthetic limb to be directly attached to the skeleton and reduces the risk of infection. Managed by UCLB, it was sold in 2008 to a syndicate, which invested £12.5M in the original sale and have since invested more funding for the core growth of business and development of the pioneering technology used by Stanmore. As a result of the sale, UCLB were awarded the ‘Commercial Deal of the Year’ award at the 2009 London Knowledge Transfer awards.

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2.3

To ensure that enterprise is embedded across the breadth of academic activities at UCL

Enterprise activities enrich teaching and research and provide mechanisms for maximizing societal impact.

There are many examples of entrepreneurial activity within UCL. However, in some parts of UCL enterprise is still perceived as a minority activity. In part this is because there is a lack of appreciation of the scope, breadth and diversity of enterprise activities and the relationship with the core academic mission. It is important to stress not simply the importance of specific activities to all academic units, but the fact that all academic communities are enterprising. There is a recognition that specific enterprise activities can enrich teaching and research and provide outlets for attaining short-, medium- and long-term impact. Under the new economic conditions in which we find ourselves it will be essential that we capture the spirit of enterprise in order to enhance the student experience and to match the aspirations of our staff to translate the knowledge base for societal and economic prosperity.

Summary of Objectives

- Identify and support existing areas of enterprise activity that enrich academic activities across UCL, and in particular in SLASH
- Identify and support a network of UCL staff as champions for enterprise
- Ensure effective support for non-commercial enterprise activities

Where we are now

The new structures for academic engagement should help break down the barriers and give rise to a better appreciation of the role of enterprise within UCL. All UCL Heads of Department and Division have been invited to contribute to the consultation on this strategy, identifying at least one key area for enterprise within their department. We have developed a system to allow us to track progress against these departmental imperatives. In order to further promote academic engagement, we have supported seven new knowledge transfer champions across the UCL community and these individuals are working closely together to promote enterprise activities in areas such as publishing, translational medicine, social enterprise and open innovation.

What we will do next

We will take further action to break down the barriers to enterprise and build on the institutional strength of inter- and multi-disciplinarity in order to create novel enterprise initiatives, with a particular focus on improving the economic competitiveness of UK businesses.
2.3.1 Identify and support existing areas of enterprise activity that enrich academic activities across UCL, and in particular in SLASH

The School Knowledge Transfer and Enterprise Boards will work with their departments in identifying the resources required to deliver on departmental aspirations for these strategic areas of enterprise activity, and this document already reflects many of their requirements. Departments, divisions, faculties and schools will be encouraged to track their enterprise engagement (e.g. by the use of tracking sheets), to monitor progress and the status of corporate relationships. We will create a library of case studies of successful enterprise activities on the UCL Enterprise website for internal and external publicity, which by AY 2014–2015 will contain at least one study per department. In SLASH in particular, we will seek to raise the level of academic awareness in enterprise. The appointment of a dedicated commercial and industrial liaison coordinator for each School will provide support to the School Board and assist in forming external relationships and profile-raising. Short course provision, such as CPD or continuing education, as well as consultancy activities will form key SLASH enterprise imperatives. These faculties also have myriad activities embedded within them, which come under the enterprise banner but have not always been recognised as such. These include UCL’s publishing activities and the opportunities arising from UCL’s unique expertise in language translation and interpretation; we will explore opportunities here to maximize and balance both commercial exploitation and impact. The Faculty of Laws already has high levels of corporate engagement; UCL Enterprise will work closely with the Institute for Brand and Innovation Law on areas of common interest.

UCL’s Own Brand of Copyright Law

Sir Hugh Laddie, UCL Chair of Intellectual Property Law from 2006 to 2008, founded the Institute of Brand and Innovation Law in 2007 to reflect UCL’s growing involvement with intellectual property law. The institute is based in the Faculty of Laws at UCL, and its staff all have experience of IP law, coming from judicial, practical and academic backgrounds. This knowledge is supplemented by an advisory panel made up of external members from a wide range of intellectual property institutions. Rt Hon. Sir Robin Jacob was recently appointed as the first Sir Hugh Laddie Chair in Intellectual Property.

Digital Museums

UCL Museums & Collections and UCL CEGE have collaborated closely in using technology to create novel ways of exploring and displaying museum exhibitions. 3D Encounters has been created in partnership with Arius 3D and uses colour scanning technology to create a 3D image of an object that can then be displayed and studied in detail using, for example, an iPad or iPhone. The UCL Centre for Digital Humanities and CASA have developed new apps through the Qrator and Tales of Things projects which allow visitors to interact not only with exhibits but other visitors too, creating a ‘living’ dialogue for each object. These new technologies are currently being tested in UCL’s Petrie and Grant museums, 3D image licensing agreements have been set up, and UCLB has commissioned research into commercializing apps.
2.3.2 Identify and support a network of UCL staff as champions for enterprise

It is vitally important that we establish a structure of support and progression for those academic colleagues committed to enterprise activities. This will be modelled on a "pyramid" of engagement: at its base, participation in training and events from UCL Advances; for those actively engaged, enhanced training through e.g. enterprise-funded sabbaticals; those with a track record of enterprise activity and the ability to guide and mentor colleagues, the opportunity to become "champions" for their research area or enterprise area. Finally at the peak of the pyramid will be key enterprise enabling positions – chairs of the school boards, board members, and, where faculty-appropriate, Vice-Deans (Enterprise). We will review the measures by which enterprise and knowledge transfer activities are included in career-progression criteria to ensure they are given adequate consideration and credit.

2.3.3 Ensure effective support for non-commercial enterprise activities

It has been historically difficult to set up a social enterprise based on UCL IP in which UCL holds a stake, and social entrepreneurs from within the community have wrestled with this issue and found alternative routes. We will provide specific funding from HEIF to support the establishment of UCL affiliated social enterprises within UCLB (where UCL has an interest in IP) and UCL Advances (where UCL does not have interest in IP).

UCL’s KT Champions

Our Knowledge Transfer Champions scheme aims to promote Knowledge Transfer within UCL and make it easier for academics to receive recognition for their work, while at the same time creating inter-departmental links throughout the university.

Professor of Glaucoma and Ocular Healing at UCL’s Institute of Ophthalmology, Peng Khaw has developed new surgical techniques and devices to improve surgery based on laboratory research, which are now used all over the world. He is currently developing several new slow release pharmaceuticals to prevent scarring and encourage cellular regeneration in association with stem cell therapy.

Partnerships with Impact

The Office of the Vice-Provost (Research) and UCL Business Partnerships work closely on the UCL Grand Challenges to solve issues such as sustainability and healthcare through developing links with external companies. Business Partnerships has formed links with companies such as Arup and EDF, allowing UCL to develop long-term relationships, with particular benefits for research. The UCL Energy Institute, led by Professor Tadj Oresczczyn, has fostered a strong relationship between EDF Energy in the UK, and EDF R&D across Europe. The total project value is currently running at approximately £4M. EDF was recently awarded UCL Corporate Partner of the Year Award at the 2011 UCL Awards for Enterprise, and has expressed interest in even more engagement with UCL.

IMAGE: Commissioned by Professor Anthony Finkelstein, Dean of the Faculty of Engineering Sciences, ‘Map of Cyberspace’ is a mosaic by artist Hannah Griffiths that measures approximately 2m square and is made of a variety of glass tesserae and gold leaf
This important pathway to impact will be publicized to increase awareness of social enterprise models within the community.

It can be difficult to find adequate funding for the development of potentially high impact translational research activities that may not be financially profitable. We will work with charitable organizations to establish funding for non-commercial translational activities, and ensure a champion is selected from the academic community for this area.

“MyStreet is a terrific idea. Every street in the country should have a MyStreet film made about it. Then we’ll all know who we are.”

Stephen Daldry
Director of Billy Elliot.
Three times Oscar nominee for Best Director.

**Mapping for Change**

**Mapping for Change** is UCL’s first social enterprise spin-out. The brainchild of Professor Muki Haklay of the Department of Civil, Environmental & Geomatic Engineering and founded in partnership with London 21 Sustainability Network, it promotes sustainable communities through online mapping and Geographical Information Systems (GIS). Communities are invited to take an active role to improve their area by collecting data – for the benefit of town planning or reduction of pollution, for example – and mapping this information to show key areas where change is needed. The partnership received a Higher Education Social Enterprise Award – a programme of funding and support from HEFCE and UnLtd, the foundation for social entrepreneurs.

**MyStreet**

Dr Michael Stewart, from UCL Department of Anthropology, created MyStreet as a user-driven social and anthropological study. The website encourages users to create and upload films about their community, with Dr Stewart hoping to show ‘the power of digital story telling as a democratic tool in the modern world’. The project has expanded and UCL student volunteers are now working with several schools alongside pupils to help them discover and engage with their local community through the art of filmmaking. The pupils’ films are available on the website, and were also shown at UCL’s Open City film festival.

**IMAGE:** Endomagnetics use their SentiMag device to discover cancer cells in lymph nodes
2.4

Become the UK leader in collaboration with external social and commercial enterprises

There are many reasons that we seek to work with external organizations. UCL is a highly collaborative community and such interactions fit with our culture and our mission.

Collaboration with external organizations is an institutional and national imperative and needs to be easier

Many staff want to work with external organizations in order to enrich teaching programmes and to further apply their research. We also recognise that interaction with commercial and social enterprises can be an excellent way of enhancing, promoting and ensuring maximal societal impact of our academic work. UCL is a great source of expertise and there are myriad opportunities to provide advice, skills, services and products to external partners, collaborators and customers and to help business and industry to enhance their global competitiveness. Perhaps most importantly our students enjoy, and need, contact with future employers and funders in order to develop their careers after their time at UCL. UCL encourages and celebrates collaboration but we are a complex organization and there are always opportunities to make it easier for our students and staff to work with external organizations. We are committed to making UCL the easiest university in the UK for businesses and social enterprises to work with and to stimulate an unprecedented breadth, diversity and volume of collaborative activities with outside agencies.

Where we are now

UCL already has substantial industrial sponsorship of research (£12M from UK industry In 09/10) and performs well above the average of the Russell Group universities. However, it has been recognised that obtaining increased levels of industrial sponsorship of non-commercial research is highly desirable and that there is still a significant opportunity for growth. Significant steps have already been made to simplify the path to collaboration with industry, including strengthening the research contracts office by appointment of a Head of Contracts and developing a contract resolution process. The IMPACT studentship scheme, by which UCL co-funds PhD studentships with outside organizations has been a great success, by which more than 100 co-funded studentships were created in its first year; UCL has committed to continue the scheme until REF2014. UCLB provides an excellent route to collaboration on projects, which are on a commercialization pathway. UCL Advances provides excellent opportunities for the UCL community to engage with small and medium enterprises and the entrepreneurial community, especially in London. Consultancy is often an important early point of engagement and then development of relationships with external organizations. UCLC provides an excellent service to the academic community in order to pursue such activities and with a turnover of approximately £4M per annum generates significant income stream by comparison with its peers.

Summary of Objectives

- Create a portfolio of support to improve and encourage working with industry and other enterprises
- Increase by 100% the volume of industrially sponsored research activities
- Achieve a major increase in the volume of consultancy activities carried out by the UCL community
- Increase by 100% the volume of activity in executive and continuing professional education
What we will do next

2.4.1 Create a portfolio of support to improve and encourage working with industry and other enterprises

There are numerous opportunities for a variety of interactions between the UCL community and external organizations including consultancy, CPD, research collaborations, and postgraduate education and many of these have potential as major income streams. We aim to achieve a major increase in the volume of these knowledge-based services and stimulate a major increase in external funding to support these collaborative activities. However, to date UCL has lacked a centralised structure of support for attracting and facilitating industrially sponsored research; thus, we will appoint a group of Industrial Liaison Co-ordinators, operating across the three Schools and working closely with each other to establish links between UCL academics and potential partners. We will work to ensure effective collaboration between this cohort of industrial liaison co-ordinators, research contract managers in Finance, research co-ordinators and facilitators in the Schools, and business managers and business development staff in UCLB. We will work together to identify and remove procedural barriers to external collaboration, and specifically we will identify barriers to and provide resources for collaboration with social enterprises.

In order to maximize external awareness of the possibilities for collaboration, we will redevelop the Enterprise website to establish a single UCL Enterprise brand and to offer a single portal for industry into UCL; we will also investigate web-based solutions for showcasing UCL’s research to industry and matching external parties to potential UCL collaborators, including working with OVPR in developing IRIS (UCL’s Institutional Research Information Service) as a resource to facilitate acquisition of industrial sponsorship of research.

2.4.2 Increase by 100% the volume of industrially sponsored research activities

In the context of a ‘flat cash’ settlement in the government research budget for the current spending review period, UCL must seek research funding from other sources, including EU sponsored industrial collaboration, TSB funding, and industrially sponsored PhD studentships. We will work with OVPR and UCL Finance to provide incentives to staff to bid for industrial sponsorship of research and to companies to work with UCL. Our newly appointed industrial liaison co-ordinators will be set income targets for their schools.

UCL is committed to offering a wide range of courses for both internal and external participants to further develop the skills needed for a constantly changing job market. Continuing Professional Development (CPD) allows staff members to develop, both professionally and personally, to improve performance at work, learn new skills and keep up-to-date with changing policies and knowledge.

Professional Development at Eastman Dental

UCL’s Eastman Dental Institute is the leading postgraduate training institute in the UK, with more than 2,500 dentists attending Eastman CPD courses a year. Online training is also available, with more than 14,000 participants now registered. Professor Andrew Eder, Director of Eastman CPD, emphasizes the importance of having practicing dentists leading the training, and nearly 120 members of staff are involved with CPD programmes. This has a direct impact on both national and international patient care and safety.

EDI was the first UK Dental School to establish an academic department dedicated to running CPE / CPD courses and activities.

Management Science & Innovation MSc Technology Entrepreneurship

The MSc Technology Entrepreneurship in UCL’s Department of Management Science & Innovation is co-ordinated by Dave Chapman, who recently won the Spirit of Enterprise Award at the UCL Awards for Enterprise 2011. The 1-year course has an intake of roughly 60 students and aims to give business skills to those with a background in science or engineering and an entrepreneurial spirit.
2.4.3 Achieve a major increase in the volume of consultancy activities carried out by the UCL community

Consultancy can play a major role in showcasing the offerings from our academic community to the commercial world and generating research impact. UCL Consultants is currently in a transition period following the retirement of its long-serving director; we will appoint a permanent director of UCL Consultants and a new board of directors. This group will have the remit to carry out a major revision of UCL consultancy activities with a view to a significant expansion of those activities to support the UCL community in their aspirations to work with third parties, on an impact-driven rather than solely profit-driven basis.

2.4.4 Increase by 100% the volume of activity in executive and continuing professional education

The provision of short courses for executive education, professional development and continuing education is an exciting area of potential growth for UCL. Current provision has evolved in an ad hoc way, including some areas of considerable strength. We will work to create a support network of interested parties in CPD and to identify resources required to maximize UCL activity in this area, with the aim to develop CPD turnover to at least £20M per annum. This will include establishing an institutional set of definitions for CPD including delineation of the differences and governance relating to accredited and non-accredited short courses. We will evaluate the possibility of delivery of CPD as a separate business entity and identify opportunities for collaboration with other organizations.

Students Engaging with Industry

The Engineering Doctorate programme – or EngD – is supported by the EPSRC. Research engineers (REs) are co-funded through the four-year course; with the first year an intensive MRes taught course and optional business and technical training provided in later years. The EngD allows students to engage directly with industry, or to generate industry contacts while pursuing an academic career. The programme offers a choice from a wide range of modules, and includes a masters-level module and a doctoral research project in collaboration with an industrial sponsor. There are several centres within UCL that currently offer EngD programmes.

Virtual Environments, Imaging and Visualisation Centre (VEIV)

VEIV projects focus on natural, artificial and social phenomena using computational capture, rendering and simulation. The VEIV EngD allows students to work with partners such as Jason Bruges of Jason Bruges Studio, who says that EngD REs allow the company to do in-depth research on a specific area. In a crowded marketplace, where techniques and processes are constantly updated, having the time to study one method in detail is essential for standing out from competitors.
Maximize the societal impact of UCL enterprise activities by effective publicity within and outwith UCL

There are many outstanding enterprise activities across the entire range of academic endeavour at UCL and it is very important that we find good mechanisms to promote our successes within and outwith UCL and to find ways to encourage collaboration.

Effective communication is at the heart of a successful enterprise strategy

An effective and professional enterprise communication strategy will be an essential component of establishing UCL as an international leader in this area. The UCL community already has and will continue to have a profound impact on society and we must find new ways to communicate this more effectively.

Where we are now

There are many examples of enterprising activities that are widely publicized within UCL through websites, newsletters and meetings. Moreover there are daily news articles in the media, which demonstrate the enterprising culture of UCL in teaching and research activities. Over recent times we have established a number of internal mechanisms to aid communication of the enterprise agenda and have carried out consultation with staff about the development of enterprise strategy and plans. We have also established regular Enterprise open meetings for all staff.

Summary of Objectives

• Create a branded UCL Enterprise portal to communicate the breadth of support and opportunity for the UCL community and collaborators

• Develop both internal and external communication strategies to publicize UCL Enterprise

• Work closely with alumni to help communicate and support enterprise at UCL

• Work with partners to promote the importance of university enterprise as part of the agenda for sustainable economic growth

• Use quantitative measures to assess UCL’s international position in enterprise
What we will do next

2.5.1 Create a branded UCL Enterprise portal to communicate the breadth of support and opportunity for the UCL community and collaborators

To maximize external awareness of the possibilities for collaboration, we will develop a single UCL Enterprise brand and ensure common use of the UCL Enterprise brand by the constituent parts of the group. We will redevelop the Enterprise website in order to create a unified single resource for knowledge transfer and enterprise activities at UCL and to offer a single portal for industry into UCL.

2.5.2 Develop both internal and external communication strategies to publicize UCL Enterprise

It is essential to the rest of the enterprise strategy that the profile of enterprise within the UCL academic community is raised and that the impact of UCL is demonstrated to the wider world. To this end, we will work with the School Boards to identify departmental and faculty champions to work together to promote enterprise at UCL. It is vitally important that we maintain and curate a library of case studies, ensuring that it contains representative examples from all parts of the UCL community. As part of our commitment to internal communication we will continue to hold a range of meetings, promote enterprise at departmental, faculty, and school meetings and provide resources for those who will help with promotion of enterprise. It is also recognised that an Annual Report on UCL Enterprise will provide an excellent opportunity to communicate and celebrate the work of the UCL community. We also propose to establish a new publication, “Impact of UCL”, which will be important in promoting impact in the widest possible sense from academic to non-academic, from short-term economic to long-term societal.

2.5.3 Work closely with alumni to help communicate and support enterprise at UCL

UCL has many notable alumni, including 26 Nobel Prize winners. Students retain a strong link with the institution even after they leave, and there is a worldwide community with many graduates highly successful in business and industry. Many alumni already support enterprise through membership of the UCL Enterprise External Advisory Board and acting as mentors on UCL Advances projects such as “SMILE”. We aim to expand this activity by creating an “Alumni for Enterprise” network to support enterprise at UCL and promote and publicize the success of entrepreneurial alumni. We will also work with alumni to identify opportunities for investment in the next generation of entrepreneurs.

UCL Awards for Enterprise

The UCL Awards for Enterprise has steadily grown since its inception in 2008. The 2011 ceremony was the largest yet with over 400 people packed into the Bloomsbury Theatre. Students, academics and businesses gathered to celebrate the entrepreneurial spirit of UCL and honour the work of some of the institute’s industrial partners. A diverse range of businesses were highlighted, stemming from a multitude of departments, including Arts & Humanities, Sciences and Technology. Professor Malcolm Grant praised the awards, stating that “they are a proper reflection of the responsibility of the world’s great universities to ensure wherever possible that their research brings benefits to society.”

Alumni Giving Back

Many alumni continue to support UCL, through philanthropic giving and by offering their time for mentoring and sharing their experience with students. UCL Advances organizes Entrepreneurship Guest Lectures, which are often given by successful alumni. Recently, Ali Parsa, a member of the UCL Enterprise External Advisory Board, spoke to students about the essential questions needed to start their own companies. Five years ago he founded healthcare provider Circle, which has since doubled its income each year, with projected figures of £150-£200M for this year. It is now the largest private healthcare venture outside of America.
2.5.4 Work with partners to promote the importance of university enterprise as part of the agenda for sustainable economic growth

UCL is already working closely with other London universities on the UK Centre for Medical Research and Innovation (now named the Francis Crick Institute) due to open in 2015. It is also collaborating closely with Imperial College on a university contribution to the East London Tech City, in which the east end of London will be developed into Britain’s answer to Silicon Valley as part of the Olympic legacy. Furthermore, we will promote collaborative working between universities in enterprise to enhance the impact of the research-intensive universities working in conjunction with smaller universities and to promote the importance of enterprise to governments. We will examine opportunities for joint business ventures with other universities.

2.5.5 Use quantitative measures to assess UCL’s international position in enterprise

Impact is a key driver of university funding and is a core part of the upcoming Research Excellence Framework assessment. Yet impact is difficult to assess: the REF has taken a case-study approach and HEFCE is still searching for ways to quantify the outcome of its Higher Education Innovation Funding scheme. UCL will seek to make a contribution in this area and we will evaluate international measurements of entrepreneurship impact, commission studies into UCL’s impact and work to develop new measures of economic impact of university research and enterprise.

IRIS

UCL’s Institutional Research Information Service (IRIS) is a web-based portal that allows industry to search for an academic in specific areas. UCL staff are able to record their publications and current research interests, and this data is publically available for easier dissemination of information, as well as showing an accurate record of current research taking place at the institution. The project aims to provide a single research profile for each individual user, which can then be updated and used on department websites or personal profiles, and allows data to easily be exported for funding bodies, for example, HEFCE.

The Francis Crick Institute

The Francis Crick Institute (formerly UKCMRI) has been founded by UCL, the Medical Research Council (MRC), Cancer Research UK, and the Wellcome Trust. The institute has been established as an independent charity intended to draw together expertise, resources and knowledge from all of the founding institutions to encourage ground-breaking research and knowledge transfer. It will establish the UK at the forefront of innovation in medical research and tackle the healthcare challenges faced in an aging population.
Implementation

Priorities and Progress

Building a platform for successful implementation

Our Enterprise Strategy is unashamedly ambitious.

We will:

(a) Develop an effective communication strategy to:

(i) Ensure that we galvanise the entire UCL community to ensure that we benefit the breadth of our academic mission especially our research imperatives and the student experience

(ii) Increase the awareness of the benefits to external organizations of working with UCL and removing barriers to those collaborative activities

(b) Consolidate the new organizational structures and put in place the resources necessary to deliver the vision

This will involve supporting the development of Enterprise Operations and consolidating and expanding our support for working with business. We will also extend the scope and remit of the School Knowledge Transfer and Enterprise Boards.

The completion of the above aims in the early stages of the implementation will lay the foundations to continue with the key areas of growth in enterprise.

Key areas of growth in enterprise

(a) Substantial increase in engagement and partnerships with industry and third sector organizations

(b) Greater exploitation of UCL’s IP – through licenses, translational research grants, and the creation of new businesses including social enterprise

(c) Enhancement of our knowledge based services – particularly consultancy and short course provision

(d) Enhancing the academic mission by maximizing impact of research and enriching the student experience

Key Performance Indicators

We will monitor our progress using fifty key performance indicators, which will include:

(a) New businesses from UCL community

(b) Training events for students and staff

(c) Income derived from exploitation of intellectual property

(d) Income derived from knowledge based services such as CPD and consultancy

(e) Volume and breadth of collaborative and contract activities with commercial organizations
Key Objectives of the Enterprise Strategy

The Enterprise Strategy underpins UCL’s commitment to supporting sustainable economic growth and prosperity for the UK. The key objectives are:

1. Double the volume of enterprise activities with business
2. Establish at least one major thematic area of sustainable enterprise activity in every faculty and in the UCL Grand Challenges
3. Support at least 500 new businesses from the UCL community
4. Double the income from enterprise activities

For general enquiries contact: enterprise@ucl.ac.uk

For enquiries related to technology transfer and commercialization activities: info@uclb.com

For enquiries related to events, workshops training in entrepreneurship: advances@ucl.ac.uk

For enquiries related to consultancy: info@ucliconsultants.com
Enterprise is important to all universities, but resonates particularly with UCL. From our inception we were created as an enterprising institution, with a bold ambition to create a University dedicated to the greatest good for the greatest number. This principle has underpinned the evolution of modern-day UCL, a confident and enthusiastic community of enterprising researchers, educators, and scholars, working together for the immediate, medium and long-term benefit of society. UCL Enterprise provides UCL’s structures for engaging with business for commercial and societal benefit. It includes three units: UCL Advances, UCL Business and UCL Consultants. Together, they provide access to the capabilities and resources of the UCL community to help businesses start, grow and develop.

**UCL Advances**
The centre for entrepreneurship at UCL, UCL Advances, offers training, networking and business support for staff, students and external entrepreneurs to encourage and enable new enterprises to get going. Unique in the UK Higher Education sector, its primary role is to promote a culture of entrepreneurship on campus and engagement with entrepreneurs and small businesses beyond UCL’s boundaries, and currently delivers over 30 activity programmes. [www.ucl.ac.uk/advances](http://www.ucl.ac.uk/advances)

**UCL Business PLC (UCLB)**
UCL Business is a leading technology transfer company, which supports and commercialises research and innovations arising from UCL, one of the UK’s leading research-led universities. UCLB has a successful track record and strong reputation for identifying and protecting promising new technologies and innovations from UCL academics. It invests directly in development projects to maximize the potential of the research and manages the commercialisation process of technologies from the laboratory to be market ready. UCLB supports UCL’s Grand Challenges of increasing UCL’s positive impact on and contribution to Global Health, Sustainable Cities, Intercultural Interaction and Human Wellbeing. [www.uclb.com](http://www.uclb.com)

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UCL Consultants Ltd was established by UCL to bring its academics together with national and international clients, providing access to UCL’s leading-edge expertise and world-class facilities. UCLC offers a one-stop office for academics wishing to carry out consultancy work, providing comprehensive contractual, tendering and administrative support, enabling UCL staff to ensure timely, high-quality delivery to meet clients’ requirements. It has extensive experience in working with a wide variety of clients including multi-national, governmental organisations, space agencies, international companies and SMEs. [www.uclconsultants.com](http://www.uclconsultants.com)