

**University of Rijeka**

**Innovation Strategy**



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## 1 INTRODUCTION

The strategic goal of the University of Rijeka is to become a research-based university that actively cooperates with its surroundings. This vision is emphasized in **the University of Rijeka Strategy 2007-2013**:

*“The University of Rijeka will be a research-based university with a distinct research profile directed towards sustainable development that carries out quality and effective education based on learning outcomes and the concept of lifelong education. Through active co-operation with the industry, partnerships for community development, inclusion in the European Research Area and the European Higher Education Area, with the highest organizational and responsibility level, the University of Rijeka will show its public accountability and contribute to the socio-cultural transition into a knowledge-based society. The University of Rijeka is set to be a dynamic university which systematically facilitates mobility and the development of research careers as well as provides every individual (professor, assistant professor, administrator and student) with the opportunity to express their entrepreneurial energy and various talents.”<sup>1</sup>*

Furthermore, according to the strategic objectives of the University of Rijeka Strategy 2007-2013 the establishment of an **innovation system** has been emphasized:

*“Increase of research activities in basic research and expansion of a research base are prerequisites for the growth of applied and developmental research which result in innovation and in the collaboration of local communities and industry. Productive research and innovation require resources and knowledge, expansion of a research base and the highest level of organization. These are the crucial motives for the establishment of an innovation system at the University of Rijeka which will include infrastructural solutions, organizational and legislative frameworks as well as financial instruments so as to connect researchers, students, entrepreneurs and the entire community as well as to promote a culture of innovation and a knowledge-based economy.”*

The objectives of the **Innovation Strategy** are as follows:

- To establish a successful **system of transferring ideas, research results, knowledge and technology** to the business sector in order to enable the commercial implementation,
- To enable a successful **transfer of knowledge, experience and technologies** from business sector and their subsequent use in the activities of the University of Rijeka.

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<sup>1</sup> University of Rijeka Strategy 2007-2013

## 2 THE INNOVATION POTENTIAL OF THE UNIVERSITY OF RIJEKA

The strategic goals of the University of Rijeka clearly demonstrate the University's strong orientation towards research and its willingness to be closely linked with the industry. It enables the commercialization of the University's knowledge and competences, and subsequently benefits researchers and staff, as well as the community.

### 2.1 The capacities for innovation at the University of Rijeka

Considering that the University has an important role not only in education, science and research, but also in the development of its social environment, it is necessary to ensure that knowledge and competences it maintains are available to the whole community and especially to the business sector. The positive influence on industry is realized through direct collaboration with the aforementioned business sector, in particular through jointly developed innovations.<sup>2</sup>

Within the goal, the Innovation policy and the Innovation Strategy of the University of Rijeka as its crucial part encompass measures and procedures that increase the University's capacity<sup>3</sup> for innovation.

The innovation capacities of the University are comprised of:

#### A. The scientific production

Scientific production is, by its nature, the production of knowledge. Consequently, the improvement of scientific production at the University means the improvement of its innovation capacity as well. But, it is important to emphasize the opposite effect: extended collaboration with industry and, as a result, improved innovation capacity has a positive effects on scientific production at the University.

Apart from scientific excellence, effective mechanisms that promote newly-developed knowledge into innovations are crucial. Unfortunately, these mechanisms are not fully developed at the University and their importance for further development of the University is not yet recognized. Subsequently, knowledge transfer towards the industry is insufficient and slow. Therefore, the measures and procedures adopted through the Innovation Strategy must allow for the recognition and support of researchers with innovative ideas

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<sup>2</sup> In accordance with contemporary views, **innovation** is defined as the use of new and/or improved ideas, procedures, services, and processes which convey new benefits or qualities in general use. In this sense innovation encompasses enhancements in the field of production (technological innovations), advances in the field of production and other processes (for example, in education), and improvements in work organization and management, marketing, services etc.

<sup>3</sup> The innovation capacity includes all innovations (measurable or immeasurable) that are the result of systematic activity of individuals, groups or communities. Capacity determined in this way cannot be easily defined. Thus, revenues within a certain period of time are used as a measure of innovative capacity.

and aspirations as well as to provide assistance throughout the whole process of knowledge transfer and commercialization.

### **B. Scientific, developmental and applied projects**

Numerous researchers at the University participated or are still involved in many scientific, developmental or applied projects. Many of them have a distinctive innovative potential, but very few of the aforementioned projects were actually converted into actual products and services, i.e. commercial activities.

Therefore, through the Innovation Strategy it is necessary to develop mechanisms through which will acquired knowledge and experiences in project development and managing, and knowledge application will be offered to the market either in a form of joint projects, consulting and other expert services or as a commercial products. In this respect, it is necessary to develop mechanisms for effective implementation of intellectual property protection<sup>4</sup>.

### **C. Key scientific equipment**

Existing scientific and other capital equipment presents a good basis to work on projects that may result in innovations with potential commercial impact. The possibilities of using the above mentioned equipment for the development of innovative products and services are numerous, and they should be encouraged by the better equipment utilization. Innovation Strategy needs to establish mechanisms to encourage the use of capital equipment in projects that increases its utilization and faster recovery.

### **D. Established business cooperation with major companies**

The researchers employed at the University already established numerous contacts with respectable companies and entrepreneurs. Knowing the relations among different stakeholders and the state of the economy, especially the difficulties the industry faces, is an important prerequisite of effective collaboration with business sector.

Subsequently, the Innovation Strategy aims to promote better collaboration with the industry as well as to ensure further mutual trust, willingness to cooperate and mutual benefits not only in the field of innovation, but in all other fields in which close collaboration between the University and the industry bestows positive effects on all stakeholders.

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<sup>4</sup> Legal support for the protection of intellectual property at the level of the University is accomplished by the adoption of the Regulations on the Intellectual Property Management at the University of Rijeka, 2010. In accordance with these Regulations, efforts are being made to protect intellectual property recently acquired within several research projects.

## 2.2 THE INNOVATION SUPPORT AT THE UNIVERSITY

The University has founded supporting institutions and organizations for further improvement of its innovation capacity, i.e. to ensure the efficient collaboration between the University and the industry. The institutions responsible to support innovative capacity building are the Science and Technology Park, the Technology Transfer Office as well as the Center for EU projects.

**University of Rijeka Science and Technology Park (Step Ri)** is a company owned by the University. Its goal is to encourage the development of entrepreneurship based on knowledge, innovative ideas and new technologies via services offered to researchers, innovators and companies through:

- Support for establishing and incubating new companies;
- Support for developing new products, models, prototypes and new technologies in general;
- Provision of basic business infrastructure, expert services, counseling and connecting with other business subjects;
- Creating an environment that encourages innovation, creativity and an entrepreneurial spirit.

Step Ri was founded in 2008. It reached a financial sustainability during the first phase of development (2008-2013).

Additional efforts have to be invested in order to expand the capacities of the Step Ri. It will require additional facilities (STEP 2) the size of which will be comparable with those in similar institutions in the EU.

**The University of Rijeka Technology Transfer Office (UoR TTO)** is an organizational unit at the University and it has the task of:

- Helping and encouraging the employees of the University in developing, protecting and commercializing intellectual property at the University;
- Supporting the successful use of innovation in industry and protecting the intellectual property of the University;
- Managing the processes of innovation commercialization;
- Tracking the resources acquired through the innovation commercialization of the University's intellectual property;
- Securing investments for further development of the University's innovation capacity.

UoR TTO was founded in 2009. In the current (first) phase the UoR TTO requires initial input in order to start the activities regarding technology transfer, to realize the cases that can be considered as examples of good practice and to prove that the University is able to commercialize its own knowledge and technology. In the second phase, the Office has to

become sustainable which requires the creation of a positive innovation culture and a strong network of contacts between the industry and academy. In the third (and final) phase is a phase where the market will be able to drive the process of knowledge transfer and where the potential investors are already involved.

**Center for EU projects at the University of Rijeka (CEUP)** is an organizational unit of the University of Rijeka with the goal of assisting and encouraging the University's academic community in the preparation and application for EU and other projects. The Republic of Croatia became a full member of the EU and the role of the Center is emphasized and its influence is expanded towards the development of the University's infrastructure through the EU Structural funds.

The strengthening of activities and coordination between the Step Ri, UoR TTO and CEUP are very important for the successful implementation of the Innovation Strategy.

### **2.3 PREVIOUS EFFORTS AND FRAMEWORK FOR INNOVATION STRATEGY IMPLEMENTATION**

The legal framework for the implementation of the innovation system is defined, beside from the national legislation, by documents accepted by the University's Senate:

1. University of Rijeka Intellectual Property Management Policy, 2009
2. Regulation on the Intellectual Property Management at the University of Rijeka, 2010

Along with the instituting rules through these documents, several initiatives have been established with the aim of improving the innovation culture at the University of Rijeka. Besides projects which, with the help of the World Bank, BICRO and the MSES, resulted in the formation of the Step Ri and UoR TTO, it is important to emphasize the IPA IIIc project "*Development of Innovation System at Ruđer Bošković Institute and University of Rijeka*" (IPAINNO, 2010-2012). The Innovation Strategy was written within the framework of the aforementioned project. The project included the activities of so called mapping of knowledge, competences and expertise of the aforesaid institutions. The main idea how to use collected data is to promote collaboration between academia and industry.

Based on previously gained experience, mostly in relation to Step Ri, UoR TTO and CEUP, the Innovation Strategy has to unite all factors influencing further development and to define their relations.

The **factors of the innovation system** at the University are, as follows:

- *The subjects of the innovation process*: innovators (researchers) – individuals and research teams, business partners (which ensure collaboration between research

and the open market), supporters (Step Ri, UoR TTO, CEUP, the responsible ministries, local government);

- *The objects of the innovation process*: technical knowledge, capacity for innovation and experience in innovation, innovation logistics, legal protection of innovations and innovators;
- *Measures of development and management of the University's innovation capacity*: management structure, contract agreements (between stakeholders at the University as well with external participants), decision-making system, the principles of income allocation, etc.

### **3 MAIN OBJECTIVES AND SUCCESS INDICATORS OF THE INNOVATION STRATEGY**

The Innovation Strategy of the University of Rijeka<sup>5</sup> is reflected through the objectives which the University wants to attain within the framework of knowledge and technology transfer.

The main objectives of the Innovation Strategy determine the essential direction of activities. Further development of objectives is achieved through specific objectives, measures and activities necessary for their achievement. The success of a particular measure or activity is measured by using the appropriate indicators (Key Performance Indicators – KPI). The indicators do not have a determined timeframe of implementation because the outcomes of most activities are not easily predicted.

Main objectives, the corresponding specific objectives, measures and activities for their implementation are listed in the text that follows.

#### **MAIN OBJECTIVE 1**

Improve the innovation culture at the University of Rijeka.

#### **MAIN OBJECTIVE 2**

Increase the financial performance of the innovation potential.

#### **MAIN OBJECTIVE 3**

Improve collaboration between the University of Rijeka and the industry in the fields of research, development and innovation.

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<sup>5</sup> The Innovation Strategy of the University of Rijeka is based on opinions and attitudes disclosed during discussions with a number of University employees, especially respected scientists, representatives of member institutions and the staff of the UoR TTO and Step Ri. The concept of the Innovation Strategy is in accordance with the experiences of the Isis Innovation Ltd. (Oxford, UK), a consulting company engaged in the IPA IIIc project IPAINNO.

<b>MAIN OBJECTIVE 1</b>	<b>IMPROVE THE INNOVATION CULTURE AT THE UNIVERSITY OF RIJEKA</b>		
<b>Description</b>	This objective is related to measuring, monitoring and promoting the researchers involved in successful innovative projects. At the moment the University is mostly oriented toward creation of scientific publications and teaching. In order to create a strong innovation culture at the University researchers as well as students and other administrative staff should be motivated to involve into knowledge transfer activities. For this purpose the UoR TTO and Step Ri will provide a support system for the protection and commercialization of innovation and creation of an entrepreneurial surrounding. The process of innovation is supported by different encouraging measures (specialization, awards and recognitions, development of innovative projects, etc.)		
<b>SPECIFIC OBJECTIVE 1.1</b>	<b>Encouraging the culture of technology transfer as well as the significance of intellectual property</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
<b>1</b>	Seminars and workshops – further education of students and researchers in the fields of technology transfer and IP	Number of seminars and workshops held (on the topic of IP and the procedures of technology transfer)	Head of UoR TTO
<b>2</b>	Improve knowledge on procedures and activities in technology transfer for University employees who wish to take up this activity or already working in this field	Number of employees going through specialization and education on technology transfer	The rector's assistant for EU projects and innovations
<b>3</b>	Encourage University employees to implement projects for	Number of realized projects of innovation development	Head of UoR TTO

	innovation development <sup>6</sup>		
<b>SPECIFIC OBJECTIVE 1.2</b>	<b>Monitor and promote successful projects on innovation development</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
<b>1</b>	Create and maintain a system of awards and recognition for employees with successful innovation and collaboration with business subjects	Number of awards and recognitions	Head of UoR TTO
<b>2</b>	Identify, encourage and internally promote good practice of innovation	Number of promoted examples of good practice	Head of UoR TTO
<b>SPECIFIC OBJECTIVE 1.3</b>	<b>Develop a system and basis for technology transfer activities</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/manager</b>
<b>1</b>	Develop a support system for the IP protection	KPIs are mentioned in Chapter 4	Head of UoR TTO
<b>2</b>	Develop consulting services (contract forms, legal protection, business consulting, contract aid...)	Number of planned and executed consulting contracts	Head of UoR TTO
<b>SPECIFIC OBJECTIVE 1.4</b>	<b>Encourage the creation of scientific and entrepreneurial surrounding</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/manager</b>
	Educate employees in the field of	Number of implemented programs	

<sup>6</sup> Projects of innovation development are those activities which accumulate profit for the University, its member institutions and/or employees, and are based on innovation. Projects of innovation development are research projects which result in technological innovation, collaborative projects and consulting services.

1	entrepreneurship, business management and business skills	and number of attendees regarding the entrepreneurial programs	Director of Step Ri
2	Develop a support system for starting a spin-out company (procedures, relations between part owners, accounting support, legal protection, etc.)	Number of interests for starting a spin-out company	Director of Step Ri

<b>MAIN OBJECTIVE 2</b>	<b>Increase the financial performance of the innovation potential</b>		
<b>Description</b>	This objective is oriented to the need for staff training and provision of support for knowledge transfer between University members and industry, and vice versa. The role of UoR TTO staff is very complex and requires both technical and business skills. It is required for TTO staff to be able to foster strong relationships with researchers and to have business skills important for innovation commercialization from the University. The UoR TTO currently lacks the skills and competences required as described above and this problem could be solved through employment and training of new staff (post-doctorate researcher with the ability to understand new technologies complemented with business acumen), but also through involvement of technology scouts at University members who would, with the support of the UoR TTO, promote and monitor innovation activities. In order to achieve an efficient knowledge transfer a patent budget for invention protection should be ensured before the invention takes place on the market (only if the invention has a commercial potential).		
<b>SPECIFIC OBJECTIVE 2.1</b>	<b>Ensure support for commercial innovation development</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
1	Provide resources for technology transfer activities at UoR	Amount of funds from the UoR and from other sources for UoR TTO's activities	The rector's assistant for EU projects and innovations, Head of UoR TTO
2	Increase the UoR capacity for	Number of employees at UoR TTO and the number of	Head of UoR TTO

	innovation activities	technology scouts at the UoR member institutions	
<b>3</b>	Specialization and training of UoR TTO staff and technology scouts	Number of seminar for UoR TTO staff and number of seminars for technology scouts	The rector's assistant for EU projects and innovations, Head of UoR TTO, director of Step Ri
<b>SPECIFIC OBJECTIVE 2.2</b>	<b>Create prerequisites to increase the number of identified, protected and commercialized intellectual property at the University of Rijeka</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
<b>1</b>	Recognize, classify and enable initial estimate of an innovation commercial potential	Number of innovations with an initial evaluation of innovation commercial potential	Head of UoR TTO
<b>2</b>	Identify the number and competences of research and development groups <sup>7</sup> at the University willing to participate in commercial development of innovation	Number of research/development groups at UoR components	Head of UoR TTO
<b>3</b>	Identify key equipment which can enable innovation development, contractual research or consultant services	Number of units of different research and development equipment with defined areas of application	Head of UoR TTO

<b>MAIN OBJECTIVE 3</b>	<b>Improve collaboration between the University and the industry in the fields of research, development and innovation</b>
	This aim refers to the creation of favorable conditions for successful cooperation between the University and the industry based on innovation.

<sup>7</sup> Research groups/ development groups are groups of researchers with the same or very similar competences whose joint work potential allow them to take up research/development projects with an approximate value of 100.000 € or more, without a significant effect on the performance of their regular job requirements and assignments.

<b>Description</b>	<p>Financial support is used for encouraging the development of fundamental innovative ideas and analyzing their commercial potential while the program Proof of Concept (PoC) is used for prototyping, market research, etc. Contract research in joint projects, especially with foreign institutions, is important for the University development, but is not easy to realize because of a very competitive applications of such projects. The Center for EU projects can significantly help researchers and University management in this field. Consulting projects and/or services towards the industry can be realized in relatively short period and supporting such activities will make the UoR TTO recognizable. The services of the UoR TTO need to provide favorably contract signing, fee collecting, create the business contracts with business subjects, etc.</p> <p>With the purpose of promoting the knowledge transfer student/postgraduate should be enabled for a short period (several months), in respect with the teaching obligations (preferably during the final year of studying), to become an intern in a company and to work on a project of interest for the company. Work on the project can be linked with the students/postgraduate's thesis. Examples of good practice in developed EU countries have shown that work on such projects strengthen the linkages between academia and industry and encourage knowledge transfer in both directions.</p>		
<b>SPECIFIC OBJECTIVE 3.1</b>	<b>Ensure the basic capital and encourage the use of funds from the PoC and similar funds</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
1	Develop and upgrade the financial support system <sup>8</sup> for entrepreneurial activities based on innovations created by the UoR staff	Amount of funds used for entrepreneurial and activities based on innovations created by the UoR staff	Director of Step Ri
2	Encourage the use of funds from PoC and similar funds	Number of applied projects and the amount of funds allocated from the PoC and similar funds	Director of Step Ri
<b>SPECIFIC OBJECTIVE 3.2</b>	<b>Ensure the support for contract research</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible</b>

<sup>8</sup> Financial support is data on possible investors, favorable credit lines, and collaborators whose support can alleviate costs.

			<b>unit/person</b>
<b>1</b>	Find partners and establish contract research with the industry and public sector (“matchmaking”)	Number of interests, number of realized contract research and overall funds	Head of UoR TTO
<b>2</b>	Identify international programs and international partners, establish contract research	Number of interests and number of realized international contract research	Head of UoR TTO and Head of CEUP
<b>SPECIFIC OBJECTIVE 3.3</b>	<b>Support the development of consulting services to the industry</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
<b>1</b>	Find partners in the industry and public sector and provide them with consulting services	Income from realized consulting services	Head of UoR TTO / Director of STEP
<b>2</b>	Promote consulting services by the University’s staff	Number of enquiries about consulting services and number of offers for consulting services	Head of UoR TTO / Director of STEP
<b>SPECIFIC OBJECTIVE 3.4</b>	<b>Create the conditions for courses in collaboration with the industry</b>		
	<b>Activities</b>	<b>KPI</b>	<b>Responsible unit/person</b>
<b>1</b>	Develop courses in collaboration with an appropriate business subject	Number of courses that are (partially) conducted in collaboration with the industry	Technology scouts/ Director of Step Ri
<b>2</b>	Encourage students and postgraduates to write their thesis in collaboration with business subjects	Number of graduate and postgraduate thesis written in collaboration with business subjects	Technology scouts/ Director of STEP

## **4 INTELLECTUAL PROPERTY AT UNIVERSITY OF RIJEKA**

The protection of intellectual property created at the University of Rijeka is a very important aspect of the Innovation Strategy. In 2009, the University Senate adopted a document called UoR Intellectual Property Management Policy. The procedures for protecting and managing the IP were adopted by the Senate in 2010 in a document called the Regulation on Intellectual Property Management at the University of Rijeka.

Within the framework of the Innovation Strategy, the development of IP protection will be monitored by using the following indicators:

1. Number of expressions of interest for IP protection,
2. Number of applications of IP disclosure,
3. Number of patent applications,
4. Number of granted patents,
5. Number of trademark applications,
6. Number of registered trademarks,
7. Number of industrial design applications,
8. Number of registered industrial design,
9. Number of licensing agreements as an outcome of patent protection,
10. Revenue from licenses as an outcome of patent protection.

The indicators of IP development are a part of the yearly report of the Innovation Strategy implementation and are submitted to the University's Senate.

Head of UoR TTO is in charge of monitoring the aforementioned indicators.

## 5 BUSINESS COLLABORATION POLICIES

Systematic recognition and valuation of innovative ideas and their possible use in future products and services are complex activities and their coordination is crucial for the success of the Innovation Strategy.

*Systematic recognition and valuation of innovative ideas* includes:

- Exchange of ideas and experiences with researchers
- Early testing and idea evaluation, evaluation of the intellectual property (IP) and market research
- Planning the process of IP protection (e.g. patent application, determining the ownership rights etc.)
- Continuous monitoring of similar technologies and of the IP protection status

*Evaluation of the innovation potential of a product or service and pre-marketable development activities* are implemented through:

- Identification and initial evaluation of ideas for potential innovative products and services
- Planning the process of innovation protection (patenting; patent maintenance; other means of protection)
- The implementation of pre-marketable development (Proof of Concept; prototype development; design)
- Market research for the appropriate innovation implementation by identifying the potential users and partners.

*Innovation commercialization* is implemented through:

- Licensing the IP in the form of new technology, knowledge or concept of innovative products or services
- Creating companies with the aim of developing innovative products and services as well as their commercialization
- Selling and transferring the IP rights to a third party.

The lack of funds and expertise for IP protection is a problem at many universities, often a highly respectable ones with an international reputation for education and research and development. Consequently, many universities, especially at the beginning of their knowledge transfer activities, turn to collaboration with consulting units of other universities or consultants, or they collaborate with partner universities because of joint evaluation, promotion and commercialization of innovation and technologies. Examples of successful innovation commercialization are the best promoters of innovation culture at universities as well as an affirmation of their knowledge transfer units and science and technology parks.

Considering the current expertise and prevailing circumstances, the University has opted to implement both strategic orientations:

- In short-term, by using external consultants;
- In long-term, by developing its own expertise, most prominently within the framework of collaboration with other universities and, in time, on its own.

The use of external consultants is expected when there is a chance of losing competitive edge on the open market or when a proficient expertise is needed for assessing the commercial capacity of an innovation. These types of collaborations can be established for each particular case or (if many commercially potent innovations are expected) can be lastingly determined by long-term contract. The downside of this approach is its expensiveness and, in the long run, a lengthy period in which the University can acquire expertise in the field of innovation commercialization. Taking this into account, hiring of the external consultants will be a decision made by the rector, i.e. the University Senate, and will be considered separately, for each specific case.

In the long run, the strategic orientation the University is collaboration with other universities, research institutions and economic institutions in Croatia and abroad. This strategy aims at uniting expertise needed for evaluation the commercial potential of every innovation. In this sense preference must be given to Croatian universities, research institutes as well as business subjects in the Primorsko-Goranska County.<sup>9</sup>

The strategic orientation of the University of Rijeka is to ensure the development of the UoR TTO and Step Ri and, through innovation policies, to enable long-term collaboration between researchers at the University and all other partnerships that include or use high-technology products in their work. In this respect the most prominent are all partnerships that directly support the development of innovation through the business angels network (CRANE), private and public investment ventures and equity funds.

The University will actively use policies that develop the innovation culture as well as influence the legislative change that enable better affirmation of the University's employees in the community economic life.

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<sup>9</sup> In this respect, the IPAINNO project stands out because a collaborative network of technology transfer units have been established between the Ruđer Bošković Institute and the Universities of Rijeka, Zagreb and Split. This network must be expanded towards other research facilities in Croatia as well as abroad (Trieste, Udine, Ljubljana, Maribor, Graz etc.) and it must support its development through regular meetings of representatives.

## 6 MONITORING THE INNOVATION STRATEGY

The Rector's Assistant for EU projects and innovations and the Head of UoR TTO are in charge of monitoring the implementation of the Innovation Strategy at the University of Rijeka:

They are in charge of:

- Gathering, monitoring and presenting the results;
- Amending and altering of existing or presenting the new indicators, measures and activities, in accordance with the development and the acquired competences in technology transfer activities;
- Successful strategy implementation, along with all other stakeholders at the University who might influence on its success (heads of University components and University);
- The number of founded spin-off companies.

The initial state indicator is January 1<sup>st</sup> 2013 on which date the results throughout the year 2012 are reported. After this point, the indicators are monitored and reported on a yearly basis until the end of February for previous year. All reports include indicator trends from the initial report in 2012 onwards. Indicators will be monitored in all components separately as well as on the level of the whole University.

In the case of indicator alterations, the Rector's Assistant for EU projects and innovations is in charge of keeping the indicators continuous and determine the directions of University innovation development.

The Rector's Assistant for EU projects and innovations and the Head of UoR TTO should report on the Innovation Strategy implementation to the Rector whenever needed.

A yearly report on the accomplished results of the Innovation Strategy must be submitted to the University of Rijeka Senate each February for the past year.