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ВСТУП

A. Mayr, R. Escarré,
*University of Alicante,
International Project Management Office,
Campus San Vicente del Raspeig, Alicante, España,
e-mail: alexanra.mayr@ua.es*

INTRODUCTION

Innovation is the key driver of social and economic development. New processes, technologies, products, services and organisations, industries create jobs and benefit society at large in many ways (such as more effective ways of using primary resources, more effective medicines).

For a country to create the conditions for innovation to flourish, policy makers need to understand the way innovating occurs and how this is constantly evolving. Innovation is a complex and interactive process. Whilst there are no 'standard' models of successful innovation support policies, it can be observed that an essential ingredient of innovation is cooperation and interaction among sectors, institutions and individuals. Furthermore, education and research systems shall be prepared to provide the key 'raw materials' to create innovative societies. This implies new challenges the education systems at all levels¹.

Universities are cornerstones of each innovation system as they provide the human resource and knowledge base that feeds innovation. Traditionally places for higher education and basic research, universities throughout the world are increasingly pursuing applied research and industry needs, and adopting values from the corporate culture of industry. Globalization has fostered this process and 'forced universities to engage with the market' (Delanty, 2001), cooperate with industry and compete with each other on national and international level (for students, staff and for funding).

¹ See OECD report, Innovation Strategy for Education and Training,
www.oecd.org/document/2/0,3343,en2649_35845581_40814978_1_1_1_1,00.html

The call for universities to take up their role in the knowledge society by providing excellence in research and teaching, and to enhance knowledge generation as well as transfer, has been on top of EU political agendas in the developed countries since more than a decade, and a central subject of the Bologna and Lisbon Processes. To reinforce the knowledge triangle of Education-Research-Innovation, COM (2007)182 recommends universities to 'create conditions for successful technology transfer through adequate staffing of knowledge transfer offices, promoting entrepreneurial mindset, promoting interactions between academia and SMEs (...)'.

Empirical evidence shows that universities can enhance their role in the innovation process and act as regional innovation organizers. This can be done through promoting entrepreneurship among staff and students, offering consultancy and scientific analysis services to businesses, establishing joint research centres with industry, creating industry liaison and technology transfer offices and through organizing IP and making it available to local enterprises (Alänge et al, 2009).

In Ukraine, as in many other countries in the world, there is a strong need to stimulate the development of a research and innovation culture, reinforce the role of universities in the system, and stimulate cooperation among the various sectors and institutions.

In this context, the UNI4INNO project idea was born, a project co-funded by the European Commission under the Tempus V Programme, with a duration from January 2008 to January 2011. The partnership is composed of 6 Ukrainian Universities geographically covering all regions of the country, the Kiev Chamber of Commerce and Ministry of HE representing the private and government sector respectively, and 4 EU institutions as main input providers.

The overall objective of Uni4Inno is to increase the relevance and capacities of Ukrainian universities in contributing to knowledge based economic development, and to mobilize their potential as key players in the Ukrainian innovation system.

Uni4Inno aims to achieve this through:

- Strengthening strategic, managerial and administrative capacities of 6 Ukrainian universities in identifying, managing and generating value from their intangible assets, and enhancing participation in cooperative research activities, through implementation of a series of targeted capacity building measures;
- Promoting innovation culture within Ukrainian HEIs through the establishment and implementation of Innovation offices and innovation support services at 6 Ukrainian Universities;

Since 2008, the Uni4Inno partnership worked hard to bring about the following innovative changes at institutional level:

- Reform and modernisation of the institutional strategies, managerial and organizational capacities of 6 Ukrainian Universities;
- Modernisation of university structures: creation of Innovation Offices at 6 Universities in charge of: awareness creation and promotion of research and innovation among university staff and students, support researchers in implementation of research and innovation projects, enhance participation of the Universities in international projects and programmes; detection and valorisation of research results; creating strategic relationships with industry; liaisons and relations with potential sponsors;
- Building innovation culture development of skills, capacities and attitudes of staff and students for research, technology transfer and innovation activities;
- Development of information resources, databases and strategies for communication between universities and their environments, including other universities, governmental authorities and the business sector.

The Uni4Inno project aims to serve as a role model to stimulate structural and management reforms in other Ukrainian HEIs, through the creation of a network 'Universities 4 Innovation' including other interested Ukrainian HEIs and actors of the innovation system. The network shall create a platform for regular dialogue and exchange between Universities, enterprises and other actors of the Ukrainian Innovation system – thus stimulating the interaction among actors, crucial to stimulating innovation.

The present publication has been developed with the aim to present and document the results and learning outcomes of the Uni4Inno project, as well as to reflect upon the main challenges for Ukrainian universities in terms of innovation, propose solutions and highlight good practice examples and success stories.

The publication was developed in cooperation among all project partner institutions, and discusses the following main thematic areas:

- Macro-level factors that support or hinder universities in contributing to innovation: Cultural factors & Formal and legislative framework conditions
- From Research to Innovation: Organisational models and approaches to stimulate innovation in universities
- Intellectual property rights, technology transfer and commercialisation of research
- The importance of Networking in the Innovation Process: Uni4Inno Network in Ukraine

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