Annual Report
Transfer & Liaison Groep
2010 / 2011

Opens new avenues to...
Valorisation & commercialisation of scientific output
Innovation & Entrepreneurship
Funding Opportunities for Research
I am proud to present to you this report on the activities and results of the Transfer & Liaison Groep (TLG) in 2010 and 2011. TLG is the first port of call for researchers for advice and support in finding research funding. TLG brings together research and business in cooperation that leads to innovation, new fields of research and valorisation. TLG is setting up or linking to national, regional or international research projects; supports applicants for personal research budgets; is setting up strategic research partnerships with businesses and social organizations and is entering bilateral partnerships with businesses and manages and supports the whole process of patent applications for the university. TLG is setting up or linking to national, regional or international research projects; supports applicants for personal research budgets; is setting up strategic research partnerships with businesses and social organisations; is entering bilateral partnerships with industry and supports the whole process of patent applications for the university.
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Highlights

The Transfer & Liaison Groep has been involved in several new initiatives on behalf of the University over the last two years. Highlights are:

The start of the Consortium for Valorisation and Entrepreneurship (CVO) // Through the Consortium for Valorisation and Entrepreneurship, which was set up in 2011, the University of Groningen (together with UMCG and Hanze University for Applied Sciences, Groningen) focuses on three main areas: public-private collaboration, entrepreneurship, training and support, and the valorisations of knowledge. Business development will gain shape from supporting initiatives from the University’s own valorisation themes together with market players and network partners. The Transfer & Liaison Groep is lead core partner in CVO.

Income // 2010 and 2011 were excellent years for European funding. Again the university’s annual income from ‘Brussels’ increased. Groningen was particularly successful in the IDEAS programme. IDEAS is the programme that awards the ERC grants.

Grants Week Groningen // The Transfer & Liaison Groep, together with academic partners, introduced the first ‘Grants Week Groningen’ in 2011. The Grants Week offers researchers of RUG and UMCG opportunities to be informed on Career Development Grants (from both NWO and EU), Project Research Grants (EU) and the upcoming European programme ‘Horizon 2020’ which starts in 2014.

Public-private partnerships // From the start, TLG has been heavily involved in the overall development of public-private partnerships, such as SPRINT, Smart mobility devices with improved patient prosthesis interaction, BioBRUG and the Carbohydrate Competence Center (CCC).

Topsector policy of the Dutch government // The University of Groningen is well positioned within the ‘Topsector’ policy of the Dutch cabinet. The Topsector policy encourages industry, governmental and knowledge institutions to collaborate with the purpose of finding innovative solutions for societal and individual problems. The Transfer & Liaison Groep coordinates the process on behalf of RUG.

Intellectual Property Right (IPR) // TLG has invested a great deal of effort in structuring the internal patenting procedures, in generating a good overview of all IPR of RUG and UMCG, and in monitoring license contracts. In October 2011, the patent policy was specified in greater detail. In technology transfer, TLG cooperated closely together with the Business Generator Groningen (SBGG).

University / UMCG strategy // University and University Hospital started to work on profiling the organisations on the national level on demand of the ministries. Recently the profile has been defined. The Transfer & Liaison Groep wants to help realize these commitments made with the Ministry of Education and the Ministry of Economic Affairs and Innovation.

TLG in a changing environment

The world around us is rapidly changing and the organisation of TLG has to adapt to that new setting. Some changes have already been implemented, some will be in the near future.

New Director // In July 2010, Ruud van de Bilt resigned as Director of the TLG. He became the senior advisor of the group and works for project development now. Annemieke Galema became the new Director of the TLG, and is member of the management team of the CVO.

International Cooperation // As of January 1st, 2012, 6 colleagues from the department of International Cooperation of the University of Groningen have joined the Transfer & Liaison Groep at Zernikelaan 6. The new team offers opportunities to cross-link fundamental research in a multi-disciplinary way. The variety of disciplines provides an excellent opportunity for innovative collaboration between academic and non-academic partners. Interdisciplinary collaboration is a key feature of the University of Groningen.

Administration // The near future will bring closer cooperation both in content and in organisation, between Research and Valorisation facilities within the Administration of the University. We are convinced that the Interdisciplinary approach within Administration will bring new ways of working, and work environment to full fill the strategic goals of the University.

This annual report 2010–2011 will offer a detailed view of the results of our work, and of how these results were accomplished. TLG is happy to show the way – and to help get things going!

October 2012

Dr. Annemieke Galema,
Director, Transfer & Liaison Groep
As indicated, universities are increasingly judged on their performance in the field of knowledge transfer, also known as valorisation or value creation. The Transfer & Liaison Groep provides a link between the academic world and (business) society. TLG can take researchers to the right spot, and help set up small-, middle- and large-scale collaborative projects for applied research and entrepreneurship. Entrepreneurship means that researchers may start a company – often in collaboration with people from industry. RUG Holding (RHM), founded in 1996, supports young companies, for instance by introducing them to investors and networks. Actually the work of the Holding takes over where TLG’s involvement ends: once scientists have been assisted in patenting their inventions, starting a company is an option. New bodies focusing on innovation, valorisation and entrepreneurship, in which TLG participates on behalf of Groningen University, are the Centre for Value Creation and Entrepreneurship (CVO) and SPRINT.
Rabobank and the (regional) government. Its aims are several:
> attracting funding and contract research;
> collaboration with different non-academic partners;
> collaboration with other research centres;
> public-private partnerships;
> stimulating spin-offs and start-ups from the university;
> contacts with industry;
> patenting and licensing.

It is the mission of CVO to increase an interest in entrepreneurship in higher education, to expand public-private partnerships and to encourage screening & scouting of innovative ideas. As a result, CVO encourages courses in entrepreneurship and the development of individual competences in higher education. More attention will be given to public-private partnerships because working together with companies increases the market incentive for research and leads to more socially relevant research. This is also in line with governmental and European policy, thus making it easier to attract grants for scientific research. The best way to find research suitable for prototype development or intellectual property is to actively ‘screen & scout’ for partners, such as researchers, entrepreneurs or institutions with a comparable scientific focus. The Transfer & Liaison Groep is the coordinating partner in CVO.

www.cube050.nl

**SPRINT / Technologie die Beweegt**

SPRINT is one of the Centres of Research Excellence of the national Innovative Medical Device Initiative ([IMDI.nl](http://imdi.nl)). SPRINT is a joint initiative of RUG, UMCG, Utwente, Hanze University for Applied Sciences, several public and private rehabilitation centres and care providers and 37 companies from various sectors and with different fields of expertise (gaming, e-health, prostheses and orthoses, sensors, data mining and data management). IMDI.nl originated from a collaborative effort by NWO and VSNU. IMDI.nl aims at consolidating the strengths of research institutions, the commercial sector and health-care institutions, and to serve as a motor to drive the necessary changes in care provision in the Netherlands. Within the ‘Innovative Medical Devices Initiative NL’ (IMDI.nl), eight ‘Centres of Research Excellence’ (CoREs) were selected by an international review panel.

From the start, TLG has been heavily involved in the overall development of SPRINT. This meant hands-on involvement in preparing the successful IMDI.nl response to the call for proposals. Unfortunately, the successful bid did not lead to funds for the CoREs, owing to extensive government cuts in the available research funds. Still, abandonment of the initiative was not considered by its initiators Prof. Bart Verkerke and Prof. Klaas Postema. From that moment on, TLG became even more deeply involved in the project’s development. With the original business plan as a focus, a plan for funding was prepared, which resulted in a first grant from Northern Development Funds, as well as a strong lobby in the national ‘Topsector’ programme, two EU calls in preparation, and several consortia involving SPRINT with private partners in the lead. TLG involvement took the form of providing management directorship. As a consequence, Ruud van de Bilt joined the initiators on the Board of Directors.

SPRINT’s main objective is to ensure independent living for the elderly by realising Smart Personalized Rehabilitation and Intervention Technologies. Loss of mobility is one of the most important constraints to independent living for the elderly. Focus areas are prevention, rehabilitation and prosthetics. Within this context, falls prevention is a major contributor to preserving mobility and hence to independent living.

www.imdi-sprint.nl
Funding Opportunities

Funding from the European Commission

The Seventh Framework Programme 2010 and 2011 were excellent years for European funding. Again the university’s annual income from ‘Brussels’ increased. In 2010 we even saw an increase of € 5 million! Groningen was successful particularly in the IDEAS programme. IDEAS is the programme under which the ERC grants are awarded.

Record € 21 million ERC funding in 2011 for Groningen researchers

The individual grants for elite researchers under the IDEAS programme of the European Research Council (ERC) make up a very prestigious programme: the flagship component of the European Union’s ‘Seventh Research Framework Programme’ (FP7). The ERC’s mission is to encourage the highest-quality research in Europe through competitive funding, and to support investigator-initiated frontier research across all fields of research, on the basis of scientific excellence.

Being ‘investigator-driven’, or ‘bottom-up’, in nature, the ERC approach allows researchers to identify new opportunities and directions in any field of research, rather than being led by priorities set by politicians. This approach ensures that funds are channeled into new and promising areas of research with a greater degree of flexibility.

The European Research Council (ERC) grants in Groningen

In 2011, RUG and UMCG obtained € 21 million in ERC grants. For the third consecutive year, Groningen took a strong lead position in the Netherlands. The figure below shows RUG/UMCG’s performance.

Dr. Ellen Nollen, Department of Genetics, UMCG, was awarded her ERC grant for further research into the role of the moag-4 gene (‘modifier of aggregation-4’) in the development of neuro-degenerative disorders such as Huntington’s, Parkinson’s and Alzheimer’s diseases.

Prof. Antoine van Oijen, Zernike Institute for Advanced Materials, was awarded an ERC grant for his research into DNA replication, the process that is responsible for copying the DNA just before cell division takes place.

Grants Week

In June 2011 TLG organized, together with UMCG/Bureau Onderzoek, AZIS and M&O for the first time the Grantsweek Groningen. A whole week of events about European funds for projects and NWO funds for personal career development. Besides informational sessions, with experts from AgentschapNL we were happy to have Dr. Sean McCarthy willing to give his successful training modules How to Write a Competitive Framework 7 Project, and What is Your Strategy for FP8. More than 300 participants attended one or more sessions of the Grantsweek.

Faculty EU Network

In 2011 TLG set up the ‘Faculty EU Network’ with the ambition of establishing closer contacts among researchers. Through ‘local’ advisors we hope to obtain more tailor-made information going to and from the researchers.
Support
In 2010 and 2011 we also supported many scientists on an individual basis in the preparation of their FP7 proposals. Among them are Roelien Bastiaanse, Prof. of Neurolinguistics, Erik Heeres, Prof. of Chemical Technology, and Martha Merrow, Prof. of Molecular and Genetic Chronobiology.

Communication: Post Europe
The digital newsletter Post Europe informs researchers, policy makers and administrators on Calls news and facts of European funding. Post Europe is published monthly by TLG and UMCG and distributed to about 4000 recipients.

Two ERC laureates: Antoine van Oijen and Ellen Nollen at a festive meeting at the University of Groningen, December 2011.

With Flowers: ERC laureates University of Groningen.
Interreg

Regional funding by the European ‘Interreg Programme’ is provided through the Eems-Dollard Region (EDR). Funds are available for projects running within the border regions of the northern Netherlands and Germany. In a currently running project, the University of Groningen and its partners (the Ostfriesische Landschaft at Aurich, the Museumhuis Groningen, the Frysk Akademy at Leeuwarden, the Stichting Oude Groninger Kerken, the Johannes à Lasco Bibliothek and the Landesmuseum, both in Emden, the Staatsarchiv at Aurich, the Schlossmuseum at Jever and the Drents Plateau at Assen) focus on the study of local customs around death, mourning and funerals. The project is appropriately named ‘Memento Mori’. In the framework of Memento Mori, workshops on several themes are organized. A central part of the project is drawing up an inventory of cemeteries, churchyards, movable objects, funerary poetry and epitaphs, iconography, and the collection of data in a database accessible to all kinds of users - scholars, local historians and undertakers. An important aim is to enhance awareness of the need to conserve our cultural heritage, among both citizens and governmental bodies. The Transfer & Liaison Groep provides the project management of Memento Mori.

BioBRUG

The Transfer & Liaison Groep initiated the BioBRUG project. The aim of this project is to develop new contacts between academic research groups at the university and local companies based in the bio-based economy. About 150 relatively small research projects (1-6 months) with master students will be carried out. The students’ supervision will come from three different angles: academic professor/lecturer, company employee and BioBRUG staff. BioBRUG staff will ensure that the company and the academic researcher understand each other, and manage the expectations of the individuals involved. The Transfer & Liaison Groep is represented in the BioBRUG staff. BioBRUG has a budget of about € 2.5 million (SNN-funded) and will continue until the summer of 2015. Dr G.J.W. Euverink, University of Groningen, has been appointed Professor-Director of BioBRUG.

Green Energy, Chemicals and Process-related subsidies

TLG has in recent years done part of the project coordination and/or subsidy applications for a large number of projects in this research area. These are/include the following projects:

- **BIOCAB**: a collaborative project with a large number of industries to develop high added-value for applications from biomass residues (SNN).
- **Flexines**: in this project a system of scientific algorithms is developed for incorporating a micro WRK device (heating that also produces electricity) into local electric-power systems (SNN).
- **Flexigas**: in this project, research is carried out in collaboration with several industries to find promising business cases in the biogas chain technology (SNN).
- **The BioGas Groningen (BioVEC) project**: development of various methods to enhance the gas production of bio-gas systems (SNN).
WBSO - Research and Development Tax Credit
For RUG and UMCG, TLG provides the WBSO grants. WBSO is a national subsidy programme offering tax benefits for innovative research projects in collaboration with Dutch industries. For 2011, RUG had 41 projects granted with a tax saving of € 420,000, while UMCG had 66 projects granted, a tax saving of more or less € 1,000,000.

Technology Foundation STW
An example of TLG support in applying for research funding from STW is the OnTime project, focusing on the human circadian clock. The project received a prestigious ‘STW-Perspectief’ grant of € 6.5 million. TLG supported the application specifically in formulating the strategic relevance and impact of the project, and in coaching the applicants involved.

TCNN
Collaboration between RUG and SMEs is facilitated by the Technological Partnership Northern Netherlands (TCNN). Within TCNN, RUG is represented by TLG.

Research Management, ITM (Institute of Technology and Management)
TLG provides scientific coordination within this institute of the Faculty of Mathematics and Science.

In this category, several European cooperation projects should also be mentioned, such as
> Supermethanol: focusing on the production of methanol from crude glycerine that is formed as a waste product in biodiesel production (KPy-EU).
> BIOCOUP: the upgrading of bio-oils to be co-fed into a standard oil refinery (FP6-EU).
> ISPT, Institute for Sustainable Process technology: the removal and recovery of sulphur components in natural gas (ISPT national programme).
> ACSEPT: development of a separation process for actinide recycling (FP7-EU).
> GAP (Groene Aardolie via Pyrolyse), a project in the field of bio-liquid refinery (Term Bioraffinage-AgentschapNL).

Henk Bleker, Dutch State Secretary for Economic Affairs, Agriculture and Innovation, opens CCC-2 programme (Bernoulliborg, University of Groningen, March 2011)
Commercialisation and patenting

Patent family

One way to extract greater value from research is to protect inventions by filing patent applications. The corresponding rights, called Intellectual Property Rights (IPR), can be sold or out-licensed to other parties, usually companies. It is important to realize that there is no such thing as a ‘world patent’. Patents are granted, usually no earlier than 3-7 years after the patent application has been filed, at the various national levels. All national patents and patent applications originating from one invention are jointly called a ‘patent family’.

In 2008, RUG and UMCG decided to join forces and agreed to apply the same patent policy. This policy is carried out by TLG in close cooperation with the Stichting Business Generator Groningen (SBGG). Both organizations have their own specific tasks and expertise, which are described in the brochure “The Value of Knowledge” available from the TLG website. For financing the patent applications, a central RUG/UMCG patent fund has been realized. Since 2008, TLG has invested a lot of effort in structuring the internal patent procedures, in generating a good overview of all IPRs of RUG and UMCG, and in monitoring license contracts. In October 2011, the patent policy was specified in greater detail: RUG and UMCG agreed that RUG / UMCG intellectual property to be patented should always be submitted in the form of a joint application, and that IPRs should be sold or out-licensed at reasonable prices, preferably reflecting market value. The RUG / UMCG conditions for IPR transfer are consistent with the guidelines for public-private partnerships proposed by the national organizations of universities and medical centres, VSNU and NFU.

Market potential

Although there is no strict separation between TLG and SBGG, the focus of these two organizations is different. TLG is primarily focused on patent management and patent searching, SBGG is more directed towards commercialisation. When a new invention is reported by a RUG/UMCG researcher, TLG first performs a ‘prior art’ search in order to assess whether the invention could be patentable. Next, SBGG performs a market study in order to estimate whether there is a market potential. If the outcome of the studies is positive, the Board of the University is requested to finance the corresponding patent application from the RUG/UMCG patent fund. Patent filing is done in the name of RUG, AZG (Academisch Ziekenhuis Groningen, the former name of UMCG), or - in the case of an UMCG invention – in the joint names of RUG and AZG.

TLG supports RUG/UMCG researchers throughout the patent filing and subsequent procedure. All correspondence is centrally archived and the actual status of each patent family is closely followed in a digital system, the Patent Management System.
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TLG is also responsible for the financial management of all RUG/UMCG IPRs and is sometimes involved in the licensing negotiations. SBGG analyzes the commercial potential of an invention and tries to find parties who might be interested in buying the IPR or taking out a license. In addition, SBGG facilitates researchers who wish to exploit their invention by starting a spin-off company. Once a deal has been closed, TLG takes care of the monitoring of contracts in order to ensure that licensing revenues are actually collected. The activities of TLG resulted in the receipt of roughly € 700,000 in 2010 and € 800,000 in 2011. This patent income is shared according to a fixed formula between the inventors, their research group, their faculty and the central RUG/UMCG patent fund, as described in the brochure “The Value of Knowledge”.

Knowledge with value
A large number of projects were presented to TLG or SBGG: 52 in 2010 and 48 in 2011. After a first screening, about 30-40% of these projects resulted in a completed Invention Disclosure Form (IDF). Of these, at least 50% proved not to be patentable, and some inventions had too little market value. As a result, the total number of filed patent applications in 2010 was 8; 3 were filed in the name of RUG and 5 in the name of RUG+AZG. In 2011, 9 new patent applications were filed, 6 in the name of RUG and 3 in the name of RUG+AZG. In the past, inventions made by RUG/UMCG employees were frequently protected by patents filed in the name of a company, in accordance with an underlying research agreement. In such cases, the RUG/UMCG inventors are mentioned on the patent application but RUG/UMCG is not visible as the organization behind them. TLG is currently performing patent searches in order to achieve a more complete overview of such IPR. With the new patent policy, it is expected that the number of inventions made by RUG/UMCG researchers but protected by a patent in the name of a company will strongly decrease.

When we compare the annual number of new patent filings in the past 10 years, it is clear that the patent policy since 2008 has resulted in an increased number of patent filings (FIGURE). The slight decrease in 2010 / 2011 is due to the facts that (i) more inventions were rejected due to an increasingly professional and critical assessment procedure, and (ii) relatively more effort was invested in licensing as compared to the screening of new inventions. The target of TLG/SBGG is to file at least 15 new patent applications each year, which of course can only be realized if researchers actually - and promptly - report their inventions to TLG/SBGG.

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**Successful patents**

The biggest success story is that of the Novolizer: a user-friendly inhaler for asthma and COPD patients, developed by doctor Anne de Boer, Paul Hagedoorn, Doetie Gjaltema, and professor Erik Frijlink of the Pharmaceutical Technology and Biopharmacy research group. In 2001 the patent application was filed in the name of Sofotec GmbH, who later on transferred their rights to the Swedish company MEDA, who in their turn transferred part of the rights to the Spanish company Almirall. The apparatus has been introduced on the market worldwide, and hundreds of thousands of patients are now using it. RUG receives royalties from the company’s turnover on the inhaler system, which account for the major part of the RUG/UMCG patent revenues in 2010 and 2011. The researchers have continued to develop the inhaler technology, which has resulted in a new and disposable inhaler, the so-called Twincer. The corresponding patent application was filed in 2003, in the name of RUG, and the patent family currently encompasses patents and patent applications in Europe, US, Canada, China, India and Japan. A number of companies have shown an interest in the Twincer technology, which is expected to generate a substantial additional income flow.
The University of Groningen for at least 20 years participated in development programmes financed by the Ministry of Foreign Affairs. These programmes are focused on the strengthening of educational institutions in African, Asian and Latin American countries. Most faculties of the University of Groningen participate in these projects: the Faculty of Arts, the Faculty of Law, the Faculty of Economics and Management and the Faculty of Science. Moreover, the ICT department and the Teacher Training department are important participants in these projects.

Current Programmes
At present two programmes are running. First, the NPT programme, which will be phased out in 2012. The programme has run for 6 years. The RUG was very successful in this programme. The RUG was a leading partner in eleven 4-year NPT projects with a total budget of more than €25 million, and is a consortium partner in seven 4-year projects with a total budget of about €10 million. In 2010 the new NICHE programme started as the successor of the NPT programme. RUG submitted three proposals and all three were granted to RUG, a 100% score. These three NICHE projects have a total budget of €4.6 million. Besides, RUG is involved as a consortium partner in four NICHE projects with a budget of €6.5 million. Besides, the institutional programmes of the Ministry of Foreign Affairs award individual scholarships to students from all over the world for master or PhD degrees. A side effect of our involvement in the institutional programmes is a number of PhD students coming to Groningen with individual scholarships. TLG plays an active role in the management of these scholarships. In 2011, the University of Groningen was the leading partner in projects in Uganda, South Africa, Vietnam, Mozambique and Tanzania. Though several projects came to an end or will end in 2012, three new projects were granted to the University of Groningen through a tender procedure. In most projects the University of Groningen collaborates with consortium partners such as the University of Nijmegen, the Free University of Amsterdam, the Erasmus University of Rotterdam, VNG International, MDF consultancy, and the Hanze University of Applied Science. Besides being the leading partner in several projects, the University of Groningen is a consortium member in five further projects.

The content of the running projects concerns good governance, e-learning, clinical pharmacy, financial decentralisation and ICT. For each project a project team is formed consisting of staff members of the faculty (including the academic supervisor of the project) and of TLG staff members for the non- or less-content-related management issues in the project.

In general the projects will run for a period of 4 years with a budget of between €1 and 5 million. The activities in the projects can in general be divided into curriculum development, capacity building and investment. Capacity building is realized by organizing workshops in Groningen or Africa and by PhD projects at the University of Groningen.

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Value creation related to Non-Western cooperation

As of January 1st, 2012, colleagues from the department of International Cooperation of the University of Groningen have joined the Transfer & Liaison Groep at Zernikelaan 6. The new team offers opportunities to cross-link fundamental research in a multi-disciplinary way.
Impressive number of participating PhD candidates

The number of PhD candidates who participated in the NPT, NFP and NICHE programmes is impressive; the candidates are divided over several faculties. For an overview, which includes the numbers of PhD candidates with individual scholarships, see the table below: 12

The present partners abroad include Makerere University (Uganda), Tshwane University of Technology (South Africa), Walter Sisulu University (South Africa), Mzumbe University (Tanzania), Institute of Finance Management (Tanzania), Zambia Research and Education Network (Zambia), Hanoi University of Pharmacy (Vietnam) and Ho Chi Minh City University of Medicine and Pharmacy (Vietnam). Two projects are highlighted here, one from the NPT programme and one from the NICHE programme.

Uganda

The University of Groningen is leading a consortium with the Radboud University at Nijmegen and the Eindhoven University of Technology, which collaborates with four public universities in Uganda. The project is funded by the Dutch Ministry of Foreign Affairs. The first phase started back in 2003 and was focused on educating staff to MSc level and on the development of curricula in Computing Science for the universities. After the successful completion of the first phase, a second phase was granted to the consortium. The focus shifted from building capacity to strengthening institutional capacity. To that end, thirty Ugandan staff members were selected to pursue a PhD. Initially ten students were selected for PhD positions at one of the Dutch institutes, while the other twenty were to conduct their research in Uganda and defend their theses at Makerere University, the leading University in Uganda. Eventually a number of the second group too will defend their theses in the Netherlands.

Academic staff from the Dutch institutes worked together closely with senior academic staff in Uganda. This cooperation formed the basis of the establishment of a research environment in Uganda.

Management and support are provided by a project management team from TLG. The projects have a total budget of around € 10 million.

Tanzania

Within the NICHE programme, RUG, viz. the Faculty of Law, is running a project with the School of Public Administration of Mzumbe University (SoPAM) in Tanzania. The title of the project is ‘Capacity Building for the Enhancement of Decentralization by Devolution in Local Government Authorities in Tanzania’. The academic supervisor from the Faculty of Law is Prof. Ko de Ridder; and RUG has a few consortium partners in the project, including the Free University of Amsterdam and MDF Consultants Ede. Mzumbe University is located about 200 km from Dar-es-Salaam, near the city of Morogoro. It is the main university in Tanzania for the training of government staff. Besides, SoPAM has excellent networks covering the entire country. As projects of this type are always demand-driven, the objectives of the project are formulated by Mzumbe University in Tanzania. During the first phase of the project, RUG and Mzumbe University discussed the ways to realize these objectives and an overall four-year project plan was formulated.

Mzumbe University defined several sub-objectives such as capacity building in teaching and content, and capacity building in research and development of a number of short courses for local government officials. It was decided to select 24 staff members who will be trained in all these aspects. The 24 staff members are divided into four groups, and each group will address a theme related to a decentralization process in Tanzania. The groups will do research on these topics, publish their results and use the information for the short courses to be developed. Each group will develop two courses and their research will be published in two papers per group. During this process, Dutch experts will support the groups in such a way that in future the 24 staff members can conduct this exercise on their own. The group
themes are: Public Administration and Leadership, Institutional and Organizational Management, Human Resource Management and Service Delivery Management.

The above is the essence of the project, but a number of activities are related to the project objective. There are 4 PhD candidates, 3 in Groningen and 1 in Amsterdam. A few staff members will go to South Africa for a Master course. Furthermore there is much interest in how RUG has organized the student desk and related software. This might be of interest to Mzumbe University as a whole. As the project is demand-driven, the main responsibility for the project lies in Tanzania. In reporting and planning exercises, the initiative is up to them. On the other hand RUG has excellent contacts with Nuffic, which administered the programme for the Ministry, and is often asked to explain the guidelines etc. The main means of contact is e-mail, but because management of the project is much more effective in face-to-face contact, regular trips from or to Tanzania are necessary to finalize planning and reporting documents.

Saudi Arabia
As of September 2012, medical students of King Faisal University (KFU) in Saudi Arabia will be taught according to the Groningen medical teaching model. To this end, Prof. Sibrand Poppema, President of the University of Groningen and Prof. Yusuf Al Jindan, President of the King Faisal University signed a contract in Riyadh in April 2011. Academic supervisor of this project is Prof. Jan Borleffs. The project coordination team consists of Dr René Tio (UMCG), Mr Jan Tjeerd Groenewoud (Department Educational Support and Innovation, University of Groningen) and Mr Renzo Tuinsma (Transfer & Liaison Groep). April 2011 saw the start of an extensive training programme aimed at preparing KFU staff for the transition from a traditional curriculum to a problem-based curriculum.

Communication

We continued to distribute the monthly e-magazine Post Europe and the Innovatieflits to all researchers of our University.

Newsletter Post Europe
In the monthly newsletter Post Europe, TLG and research advisers of UMCG publish information about all kinds of European funding. Researchers are broadly informed about Calls, News and Facts of European funding.

Brochure: Showcases Carbohydrate Competence Center
At the request of the board of the Carbohydrate Competence Center (CCC), Transfer & Liaison Groep initiated and coordinated the brochure Showcases; Highlights of Demand-Driven Carbohydrate Research. CCC is an example of a public-private partnership that was started with regional funds, is well positioned in the national ‘Topsectors’ programme and is aiming for a European position. The University is the leading partner. Prof. dr. Lubbert Dijkhuizen, University of Groningen, is CCC’s scientific director.

Brochure: Drug Targeting and Delivery Cluster Connecting, Science, Technology and Business
The mission of the Drug Targeting and Delivery Cluster is the beginning of an R&D platform for open innovation in the life sciences in the Northern Netherlands. It will be a forum for sharing scientific, technological and market information, as well as business concepts and experiences covering the entire bio-medical community.

Newsletter Innovatieflits
The Innovatieflits is a three-weekly newsletter sent to researchers and policymakers of the University about all kinds of opportunities for innovation, valorisation and funding.
**TRANSFER & LIAISON GROEP**

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<td>Annemieke Galema</td>
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<td>Ellen Hoekstra</td>
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<td>Project manager, development collaboration</td>
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<td>Geertje Holtrop</td>
<td>Financial officer / project assistant, development collaboration</td>
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<td>Gonny Lakerveld</td>
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<td>Renzo Tuinsma</td>
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<td>Wiebe Zijlstra</td>
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<td>Tim Zwaagstra</td>
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<td>Ton Linssen</td>
<td>Patent Information Specialist</td>
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<td><strong>FINANCE</strong></td>
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<td>Wiebe Lise</td>
<td>Financial manager</td>
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**List of Abbreviations**

- AZG: Academisch Ziekenhuis Groningen, the former name of UMCG
- AZIS: Department of Academic Affairs and International Relations, University of Groningen
- CCC: Carbohydrate Competence Center
- CIT: Donald Smits Center for Information Technology, University of Groningen
- CVO: Consortium for Valorisation and Entrepreneurship
- EC: European Commission
- EDR: Ems-Dollard Region
- ERC: European Research Council
- ERIBA: European Research Institute on the Biology of Ageing
- FFP7 / KP7: Seventh Framework Programme for Research and Technological Development
- HAHNN: Healthy Ageing North Netherlands
- HEC: Hanze Energy Corridor
- IMDI: Innovative Medical Device Initiative
- INVENT: Invention Disclosure Form (IDF)
- ITM: Institute of Technology and Management, University of Groningen
- KFU: King Faisal University
- M&O: Department Human Resource Management, University of Groningen
- NFU: Nederlandse Federatie van Universitair Medische Centra
- NOM: Investment and Development Agency for the Northern Netherlands
- NPT: The Netherlands Programme for Institutional Strengthening of Post-secondary Education and Training Capacity (NUFFIC)
- NUFFIC: Netherlands Universities Foundation for International Cooperation
- NWO: The Netherlands Organisation for Scientific Research
- PR: Property Rights
- RHM: RUG Holding
- SNN: Samenwerkingsverband Noord-Nederland
- SPRINT: Smart Prevention, Rehabilitation & Intervention Technologies
- TLG: Transfer & Liaison Groep
- SBGG: Stichting Business Generator Groningen
- SoPAM: School of Public Administration of Mzumbe University
- UMCG: University Medical Center Groningen
- VSNU: Association of Universities in the Netherlands