

# **COMMERCIALIZATION OF UNIVERSITY ACTIVITIES AND OUTPUTS AND WAYS OF MEASURING THEM**

**Workshop  
organized by the  
Centre for Policy Studies in Higher Education and Training  
(CHET)  
UBC**

**Introduction to the workshop: Hans G. Schuetze**



# Commercialization: what is it?

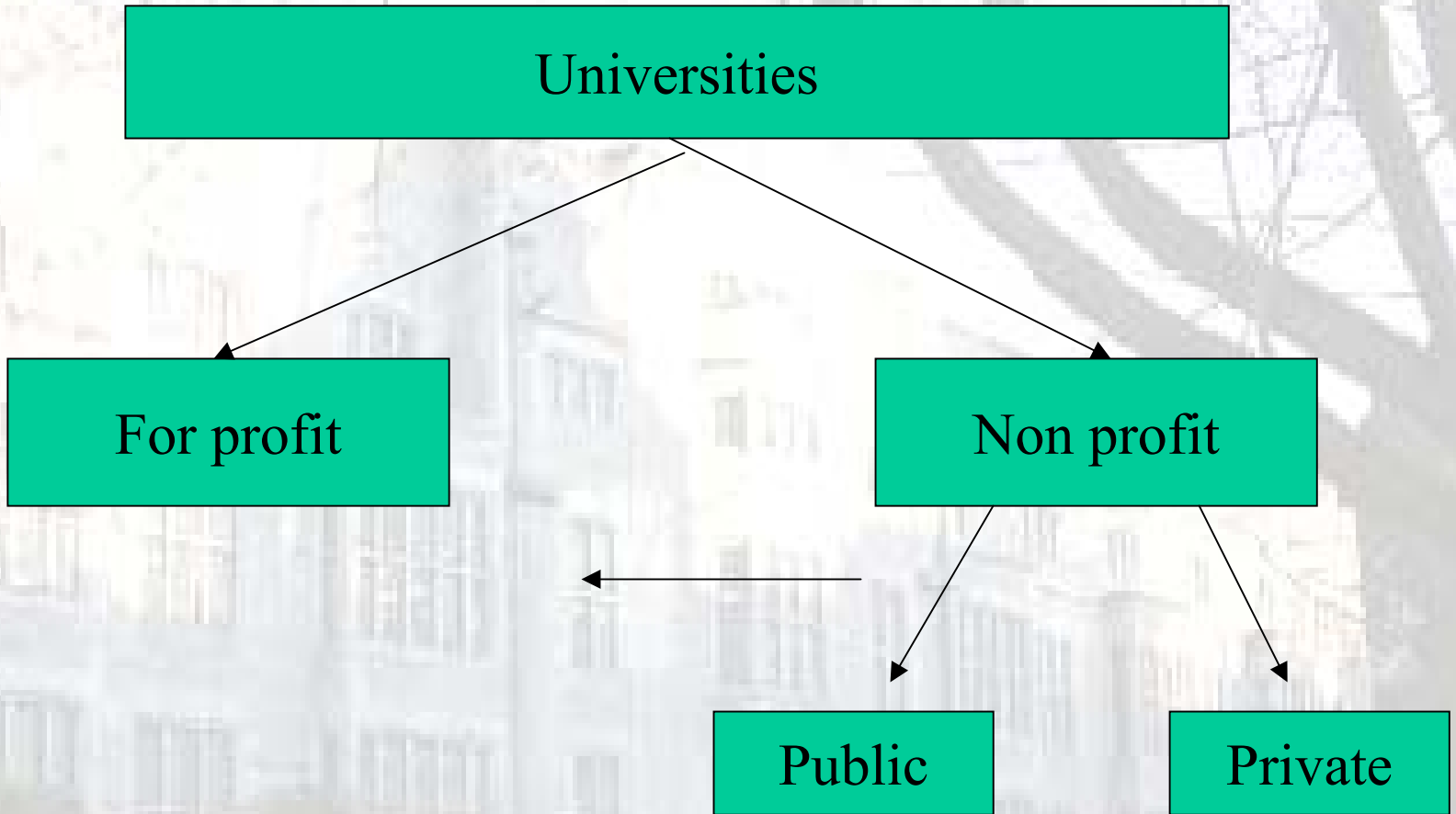
University functions  
(activities) and outputs that  
are sold outside or on campus  
according to market rules and  
at market rates



# The changing context for public universities

- Loss of their quasi-monopolistic position
- Political demands for universities to become more relevant to society, industry and the labour market
- Loss of steady and sufficient revenues from the public purse.
- Increase of earmarked funding for specific purposes, often defined by industry needs
- Need to make up funding gaps by attracting revenues from the ‘market’





# Functions of universities

	Public domain	Market-based
Teaching	Undergrad/Grad. Education	<ul style="list-style-type: none"><li>• On-line courses for off-campus, off-shore students</li><li>• Recruitment of full-cost fee international students</li><li>• Differential fees for professional programs</li></ul>
Research	Basic, curiosity-driven, disinterested, arm's -length	<ul style="list-style-type: none"><li>• Applied research and development</li><li>• Collaborative research</li><li>• IP protection</li><li>• Licensing /spin-offs</li><li>• Academics as entrepreneurs</li></ul>



# Functions of universities (continued)

	Public domain	Market-based
Service	e.g. continuing studies (subsidized)	•Continuing studies (cost-recovery)
Ancillary	<ul style="list-style-type: none"><li>•Administration of land and buildings</li><li>•Student and faculty housings</li><li>•Student restaurants</li><li>•Faculty club</li></ul>	<ul style="list-style-type: none"><li>•Land development and sale</li><li>•Food services as profit centres</li><li>•Issue of bonds for capital projects</li><li>•Stock market investment of university funds</li></ul>



**‘Commercialization’ -**

**how is it measured ?**



# What can (do) we measure ? (1)

- Inputs
  - Research grants and contracts
  - Institutional research budgets
  - Number of research personnel
  - Number of TT personnel



# What can (do) we measure? (2)

- Outcomes
  - -IP (by type and field)
  - Licenses
  - Revenues from the above
  - -number of spin-off companies
  - University equity in spin-offs
  - Number of personnel in spin-offs



# What do (can) we not measure?

- Faculty consulting activities
- Contribution to private sector innovation by research in the public domain
- Contribution to private sector innovation by university graduates
- ‘Entrepreneurial culture’



# Outputs/Impact/ Utilization of University functions

measured

not measured

commercialization

Citation  
index

graduates

faculty consulting

publications

other  
interactions/  
linkages



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