

TRANSFER STRATEGY 2030

RUHR UNIVERSITY BOCHUM

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1. PREAMBLE

With this strategy for the transfer of knowledge and technology, Ruhr University Bochum (RUB) is building on its motto "Built to Change" and reaffirming its claim to make a significant contribution to overcoming major social challenges as a comprehensive university with a strong research base. The focus of this strategy is on strengthening knowledge and technology transfer in all subject groups at the university and establishing it as a core task in the long term. In ever faster cycles of profound social, technological, economic and ecological transformations, knowledge and technology transfer is a crucial element for the future viability and relevance of universities. Against this background, RUB's goal is to further increase the visibility of its enormous potential for transfer, impact and innovation and utilize it even better. In the national and international comparison of excellent scientific institutions, a proactive and strategically oriented knowledge and technology transfer is an integral part of the service portfolio of universities. The relevance, legitimacy and competitiveness of universities and their academic work are increasingly measured by the extent to which they actively transfer knowledge and innovations to society, the economy and other areas.

RUB is therefore committed to actively assuming social responsibility and making a visible contribution to technological and social innovation as well as to strengthening civil society, democracy and the regional economy. It demonstrates the relevance of its scientific contribution and consolidates its position as an indispensable player in the research, education and innovation ecosystem. This is essential for a comprehensive university with a claim to excellence. Through the promotion of spin-offs, close cooperation with the regional economy (SMEs and large companies) and the development of locations such as MARK 51°7, qualified jobs are created and the attractiveness of RUB and the Ruhr knowledge region increases. A flourishing, innovative environment attracts students and researchers and opens up new cooperation and funding opportunities for research. RUB is perceived and actively sought out as a top address for important international research and innovation projects. The dialog and collaboration with external partners also provide valuable impetus for new research questions and enrich teaching. This keeps the university flexible and adaptable so that it can continue to occupy a leading position in international competition in the future.

Against this background, RUB is strategically aligning its knowledge and technology transfer to fulfill its role as a driver of innovation for the (regional) economy and a driving force for knowledge-based social development in an even more targeted and visible way.

Strategic development potential

The strategy development has uncovered valuable development potential that RUB will use to ensure its competitiveness and future viability as a university and the relevance of its research: As a comprehensive university with a strong focus on research and a claim to excellence, RUB has enormous and diverse knowledge potential for transfer activities. The RUB's transfer strength has its origins in the commitment of its members. Researchers, lecturers and employees from all disciplines contribute their expertise to transfer processes in a variety of ways, be it through cooperation with industry, advisory activities or dialog with society. As each subject area has different potential and requirements, RUB supports these activities with a sustainable transfer structure that is tailored to the specific needs of the subject groups and individual requirements of its members. Since 2016, knowledge and technology transfer has been firmly anchored in the university management with its own Vice Rectorate. In addition, established transfer-supporting structures contribute to the transfer process:

- The **WORLDFACTORY**, which acts as the central operating unit (ZBE) for knowledge and technology transfer. However, due to the current funding, it is still primarily active as a high-performance and nationally recognized center for start-up support and entrepreneurship education in combination with the RUB Makerspace
- Start-up support is supplemented by the activities of institutions and structures such as the specialist incubators **CUBE5**, **SMART SYSTEMS**, **HEALTH+**, **START4CHEM & MATERIALS**, **6GEM-cubator** and the **Fokuszentrum für Gründungen von Akademikerinnen (Focus Center for Start-ups by Female Academics) (FACE)**
- The **RUB Research School** offers qualification programs for researchers that also include transfer skills such as science communication or policy advice
- The **RUB Academy** and the **RUB Teachers Academy** are central partners for further education programs
- At central and decentralized level, **transfer officers** or working groups in individual faculties, operating units and specialized research centers (e.g. CEIT, ICAMS, CERES, ZEFIR, ZfW, Centre for City Futures) act as important interfaces and drivers for subject-specific transfer
- The research buildings, such as **ZEMOS**, **ZGH**, **ZESS**, **THINK** and **PRODI** offer optimal infrastructures for research and transfer
- Every year, the **Alfried Krupp School Lab** gives thousands of schoolchildren exciting insights into what research and teaching at a university can achieve
- **Central administrative support** is also provided by the University Development and Strategy, Financial Management and University Communication, Human Resources and Legal Affairs departments, among others

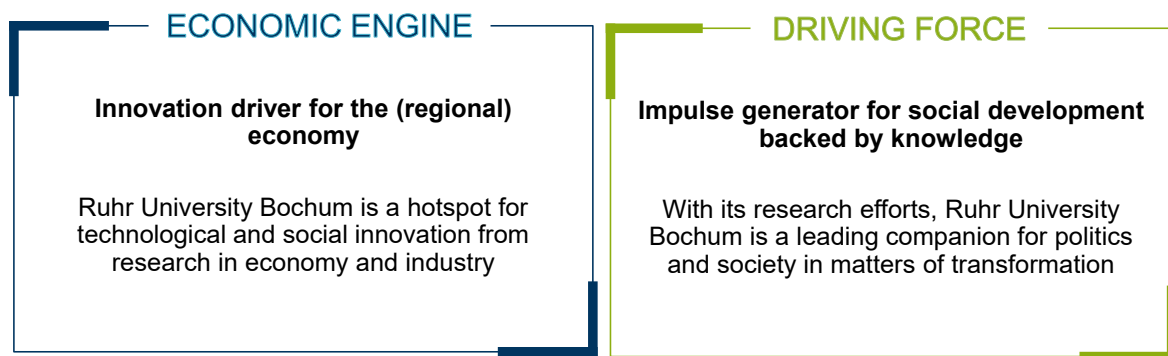
As a strong partner, RUB is firmly integrated into national and international networks. This can be seen in its membership of the University Alliance Ruhr (UA Ruhr), its participation in the BRYCK Startup Alliance GmbH and numerous collaborations with companies, research institutions, the city of Bochum and other municipalities as well as civil society actors. The BRYCK Startup Alliance as a consortium of the University Alliance Ruhr, Initiativkreis Ruhr and the RAG Foundation with BRYCK is promoted as a nationwide lighthouse project and closes the gap between the founding of university start-ups and scaling in national and international markets from the Ruhr region with its offers. The Worldfactory Start-up Center (WSC) will play an important role in this and will continue to pursue the vision of the RUB start-up university.

The existing commitment to innovation and impact at RUB offers a great opportunity to anchor these activities even more firmly through appreciation, visible incentives and more consistent integration into career paths and evaluation systems. Existing professional support structures also show that a simplification of administrative processes realizes efficiency gains and the expansion of operational support increases RUB's contribution. Improved coordination between central and decentralized actors also improves synergies and reduces barriers in the transfer process. By bundling initiatives, there is considerable potential for growth, particularly in cooperation with the industry, in science-based consulting, in joint research with society and in scientific dialog. The challenges in the RUB's environment (e.g. structural change) today represent a great opportunity for the university to actively shape the social and economic framework conditions regionally, nationally and internationally by contributing to innovation and impact, thereby significantly increasing the importance and relevance of RUB.

2. VISION

Science-based future workshop in the heart of the Ruhr knowledge region.

As a proactive designer that lives by its motto "Built to Change", Ruhr University Bochum is a dynamic future workshop with international appeal. RUB is developing into a place where excellent research is translated into effective solutions for technological progress and knowledge for social development in cooperation with social and political institutions, business and industry, and citizens.



RUB is establishing itself as an open hub at the heart of the Ruhr knowledge region and is making a significant contribution to enabling a sustainable transformation of the economy and society. It is the central point of contact in the region for utilizing scientific expertise for specific challenges. Transdisciplinary collaboration is the norm here, as researchers from all disciplines work together with social and political institutions, business and industry, and citizens in thematic alliances. Instead of just receiving ready-made answers, national and international partners work directly with researchers in our knowledge, transfer and innovation centers to develop new products, services and social solutions. Studying is also closely linked to real-life challenges: In projects, students not only develop ideas, but also build initial prototypes and acquire future-oriented skills to translate scientific findings into practical solutions. At RUB, the exchange with industry and society is uncomplicated and natural for all researchers and lecturers, and also career-enhancing thanks to new incentive systems.

3. MISSION

We translate research excellence into impact & innovation. Together. Across borders.

Through knowledge and technology transfer, Ruhr University Bochum connects the entire breadth of its knowledge, from the humanities and social sciences to medicine and the natural and engineering sciences, and opens itself and its knowledge streams through concrete formats such as dialog forums, consulting and service offerings, joint development projects and knowledge-based spin-offs in a dynamic, transdisciplinary knowledge and innovation ecosystem. The aim is to actively combine RUB's unique potential with the challenges of structural change, strengthening civil society and democracy, digital transformation, artificial intelligence or healthcare, for example, in order to jointly generate new technologies, sustainable business models and socially innovative services for the future.

RUB initiates and designs concrete places for dialog and cooperation. Through central, demand-oriented enabling structures and agile expertise in the faculties and research centers, RUB is shaping overarching transfer centers with stakeholders from business, politics and civil society. Here, RUB and its partners combine application-oriented questions with technological research (e.g. in IT security, solvation and materials research) and expertise from the humanities and social sciences. Long-term partnerships create a dense network of transdisciplinary innovation and impact.

People are at the heart of everything RUB does. Our mission as a university is to empower our students, and support researchers and start-up teams to act as active bridge builders, innovators and shapers of change. We promote a living culture of curiosity, cooperation and courage, based on the conviction that ideas from our research will create a sustainable future for the region and beyond. RUB promotes a lively culture of innovation and transfer in which the development of technological and social innovations and their application in people's everyday lives is valued and practiced as an integral part of university excellence at all levels.

Built to Change.

4. GOALS AND FIELDS OF ACTION

RUB has already achieved a great deal in recent years through its commitment to entrepreneurship. Successful initiatives and professional support structures have impressively demonstrated the potential that can be unleashed when knowledge and technology transfer is proactively promoted by the university, its members and partners. With the implementation of this transfer strategy, RUB bundles the existing strengths for its contribution to innovation and impact and taps the potential along the entire breadth of the university by coordinating knowledge and technology transfer and further developing it in an impact-oriented manner.

Strategic Goals	Fields of Action	Measures
Strengthen transfer culture and competence	Culture & Organization	Anchoring transfer as a performance dimension
		Competence development and networking
Optimize framework conditions	Potential & Cooperations	Scouting and cooperation management
		Service and support structure
Increase visibility and networking	Start-up Center	Structural anchoring of start-up support
		Expansion and integration into the ecosystem of start-up support
Increase technological innovation and social responsibility	Innovation, competence and consulting centers	Support of industry and technology-oriented R&D centers
		Strengthening high-profile scientific advisory and service offers
	Scientific dialog and participation	Supporting partnerships for societal transformation processes
		Supporting scientific dialog initiatives

The strategic approach to strengthening knowledge and technology transfer focuses on the systematic activation and support of RUB's innovation and impact potentials through central support structures in the first step and leads to the decentralized establishment of systemically operating and transdisciplinary transfer centers. All goals and strategic measures are aimed at strengthening RUB's role as an economic engine and driving force for social development in equal measure and actively shaping the interfaces between these dimensions.

4.1 STRATEGIC GOALS

In order to fulfill the mission—to translate excellence into impact—this transfer strategy focuses on four central strategic goals that lay the foundation for the further development of knowledge and technology transfer at RUB.

The following strategic goals determine our actions and priorities in the area of knowledge and technology transfer until 2030. They include both strengthening the internal prerequisites and increasing the external impact in all relevant transfer dimensions over time.

Goal 1 - Strengthen transfer culture & competence:

Knowledge and technology transfer is firmly anchored as a performance dimension in RUB's structures. All university members are sensitized to transfer efforts and are empowered to recognize and use their potential.

Goal 2 - Optimize framework conditions:

There are transparent, efficient and needs-based central support structures and processes that enable and promote decentralized activities in all subject groups and decentralized structures.

Goal 3 - Increase visibility & networking:

As a proactive, competent and accessible partner for innovation and impact in society, RUB is regionally, nationally and internationally visible and excellently connected, especially within the framework of the University Alliance Ruhr. Their transfer efforts and competencies are clearly profiled.

Goal 4 - Increase technological innovation and social responsibility:

RUB develops strategic partnerships in innovation ecosystems with industry and with municipal and civil society actors in order to jointly develop and apply research results. It systematically uses its broad range of expertise for evidence-based consulting, to help shape social, economic and industrial transformation processes and to develop technological innovations as well as technology and knowledge-based start-ups. RUB also actively supports dialog and joint research and development with society, makes knowledge widely accessible and contributes to an informed public debate.

4.2 FIELDS OF ACTION

To achieve the overarching goals, specific, measurable objectives are pursued in key strategic fields of action. These specific goals operationalize the overarching ambitions and form the basis for the development of concrete measures and the subsequent measurement of success. They take into account the breadth of the subject spectrum and the diversity of transfer dimensions at RUB.

Field of action 1: Strengthen organizational and cultural anchoring (Culture & Organization)

- 1.1: Transfer-relevant criteria are an integral part of appointment, evaluation and target agreement procedures at RUB
- 1.2: Training courses on innovation and impact are established for relevant target groups (e.g. newly appointed professors and early career researchers) and satisfaction with the courses is continuously evaluated
- 1.3: Visible incentive systems (e.g. sabbatical semesters for transfer efforts and internal prizes) to promote transfer commitment are implemented and actively used

Field of action 2: Tap potential and professionalize cooperation (Potential & Cooperations)

- 2.1: A systematic process for scouting transfer potential has been established and delivers a defined number of promising ideas for transfer projects each year
- 2.2: A central cooperation and innovation management system geared towards the needs of transfer-oriented scientists has been implemented
- 2.3: Support services for the utilization of research results and expertise (cooperation and innovation management) are optimized, which is reflected in shorter process times and increased satisfaction
- 2.4: Third-party funds raised through transfer activities (collaborations, services, licenses, etc.) increase
- 2.5: Knowledge and technology transfer is systematically strengthened through bilateral and trilateral cooperation in the UA Ruhr

Field of action 3: Use momentum in the field of entrepreneurship (Start-up Center)

- 3.1: RUB has permanently maintained its position among the top 10 universities in Germany with the strongest start-ups in the Stifterverband's start-up radar and is also recognized internationally as an address for deep-tech spin-offs
- 3.2: Entrepreneurship education is anchored in the faculties both curricularly and extracurricularly
- 3.3: Cooperation with national and international stakeholders in the start-up ecosystem is intensified and defined by clear interfaces
- 3.4: New programs with a focus on sustainability and impact are established and reach people interested in founding a company and start-up teams
- 3.5: The Focus Center Female Academic Entrepreneurs at NRW (FACE@NRW) will further expand the promotion of female entrepreneurship and tap into the start-up potential of women at universities locally, in NRW and nationwide

Field of action 4: Pool expertise and make it usable (Innovation, competence and consulting centers)

- 4.1: Thematically focused, interdisciplinary innovation centers or model projects (e.g. in areas such as new materials, health, sustainability) are successfully initiated and established in cooperation with industrial companies and local authorities
- 4.2: These centers generate demonstrable activities in the area of technology transfer (e.g. joint third-party funded projects, contract research, licensing, prototypes, technology development)
- 4.3: The RUB Makerspace is established as an important place for prototyping and co-creation and its use by internal and external stakeholders will increase
- 4.4: RUB's expertise, especially from the humanities and social sciences, is systematically harnessed for science-based advice for politics, business and society
- 4.5: RUB initiates and participates in transdisciplinary projects to address regional social challenges
- 4.6: The visibility of transfer activities with a social impact is significantly increased through targeted communication measures

Field of action 5: Increase engagement and exchange with social stakeholders (scientific dialog and participation)

- 5.1: RUB establishes new, dialog-oriented event formats to strengthen the exchange with the general public and specific social groups
- 5.2: The reach of science communication on transfer topics is measurably increased via various channels
- 5.3: RUB supports Open Science and facilitates open access to scientific results

5. STRATEGIC MEASURES

To operationalize the strategic goals, the following central bundles of measures are being pursued:

Measure 1 - Anchoring transfer as a performance dimension in the organizational structures of Ruhr University Bochum

This measure lays the foundation for a living transfer culture at RUB. The primary goal is to systematically integrate transfer as a performance dimension into the organizational structures of Ruhr University Bochum. Specifically, this means:

- **Integration into core processes:** Transfer-relevant criteria are gradually and bindingly anchored in the procedures for professorial appointment, evaluation and target agreement, and perspective agreements (of individuals and units, e.g. faculties, ZWEs and science hubs) in order to ensure the recognition of transfer achievements
- **Visualization of successes:** Transfer activities and successes from all disciplines and transfer areas are actively made visible through targeted internal and external communication measures in order to promote appreciation and serve as a role model. In particular, it is also important to give the necessary authorization, recognition and appreciation to innovation, advisory and competence centers as well as initiatives for lifelong learning and scientific dialogue at the present time
- **Creation of incentives:** Attractive and effective incentives for transfer commitment are created, evaluated and expanded. This includes in particular the testing and establishment of models such as a sabbatical semester for transfer work, but also consideration in the allocation of resources or specific awards

Measure 2: Expansion of transfer competencies among all relevant actors at RUB as well as the promotion of internal networking and exchange

This measure focuses on empowering university members and strengthening the internal ecosystem for transfer as well as increasing the visibility of offers from central institutions such as the RUB Academy. Central activities are:

- **Expansion of qualification programs:** Existing programs such as the "How-to-Transfer" seminar series will be successively expanded into a more comprehensive offering, a kind of "Innovation Academy". This offers needs-based training on various transfer topics for different target groups and is systematically integrated into onboarding processes for new employees

- **Establishment of an internal transfer forum:** A regular transfer forum will be established as a central platform for exchanging knowledge, introducing best practices and networking with people from all faculties and institutions who are active and interested in transfer
- **Structural interlinking of initiatives:** Existing decentralized transfer-related structures and initiatives at RUB will be identified, better interconnected and made more visible in order to exploit synergies, avoid duplicate structures and create visible long-term collaborations. The structural anchoring of transfer activities at a decentralized level is promoted

Measure 3 - Scouting and cooperation management

This measure is a building block for the operational backbone of RUB as an organization: the establishment of institution-wide support structures. They form the necessary infrastructure to tap RUB's transfer potential more effectively and to take cooperation with external partners to a new level. The core activities include:

- **Systematic scouting:** Implementation of processes for the systematic scouting of transfer potential and the identification of relevant external requirements and technological and social trends
- **Cooperation management:** Establishment of a clearly visible contact point for external transfer inquiries to the university. Establishment of professional cooperation management (incl. CRM system and key account approach) for the systematic maintenance and development of strategic partnerships with business, politics and society
- **Cooperation between UA Ruhr and other institutions in the region:** Active involvement of RUB interests in joint strategic processes (e.g. joint mission statement) and projects within the framework of the UA Ruhr. Gradual development of bilateral and trilateral cross-university programs with the help of UA Ruhr Transfer GmbH

Measure 4 - Service and coordination structure

The second building block for the expansion of institution-wide support structures is of crucial importance in order to provide concrete support for the implementation of transfer activities across all faculties, structures and all types of transfer (beyond start-up support). The core activities include:

- **Active network hub:** Further development of highly visible contact points for internal transfer requests. Establishment of an active network hub for the entire range of transfer activities at RUB in order to identify the needs of transfer and innovation projects (from idea generation to implementation) in a targeted manner and to connect them with the necessary partners and competencies internally and externally
- **Professionalization of utilization and generation of third-party funds:** Provision of optimized and simplified processes and support services (e.g. standardized contract design) for transfer and innovation projects. Active support in the acquisition of transfer-relevant third-party funds and in fundraising

Measure 5 - Consolidation of both centralized and decentralized start-up support structures

Successful measures and structures from the promotion as the Excellence Start-up Center.NRW will be consolidated. This measure includes:

- **Securing and further developing the structures:** Sustainable consolidation of the central support structures as well as strategic further development and coordination of the decentralized, thematic incubators within the faculties in order to guarantee excellent start-up support in the long term
- **Use of the infrastructure:** Integration and further development of infrastructures such as the RUB Makerspace to support start-up teams in prototyping and development

Measure 6 - Expansion of start-up support structures

Building on the success of the promotion as an Excellence Start-up Center.NRW, the RUB start-up ecosystem is being strategically developed further. This measure includes:

- **Thematic extension:** Development and piloting of new programs with a focus on societal challenges, especially sustainability and impact, to expand RUB's start-up profile
- **Ecosystem integration and networking:** Intensifying cooperation with regional, national and international stakeholders (investors, companies, business development agencies, other players supporting start-ups, etc.) through clear responsibilities and joint formats. Actively shaping the interfaces to the BRYCK Startup Alliance in order to utilize synergies within the network
- **Anchoring Entrepreneurship Education (EE):** Systematic expansion and anchoring of curricular and extracurricular EE offerings across the entire breadth of university teaching (e.g. through the qualification of promoters/multipliers, train-the-trainer programs, integration of challenge-based learning) with the aim of promoting entrepreneurial thinking and action on a broad scale

Measure 7: Strategic industry cooperation in strategically relevant subject areas (innovation centers)

Building on RUB's technology-oriented research strengths, existing activities and the needs of the region, thematically focused innovation centers will be established as central instruments for knowledge and technology transfer. This measure includes the initiation and support of interdisciplinary innovation centers or model projects in order to accelerate the development and application of research results in cooperation with external partners (especially industry) and to achieve a lighthouse effect. These innovation centers are intended to serve as focal points for excellence-based transfer, increase the visibility of RUB in key technologies and make a significant contribution to the innovative capacity of the region. The transfer of research results into higher technology maturity levels up to application maturity or pre-industrial scaling is a core objective. This measure includes the following core activities:

- **Strategic initiation:** Targeted selection and support of thematic innovation centers or model projects in areas with high transfer potential and strategic relevance
- **Co-creation and partnerships:** Promotion of co-creative approaches in these centers with the involvement of companies and local authorities (triple helix)
- **Infrastructure:** Utilization of existing infrastructure within the scope of legal possibilities (e.g. research buildings, RUB Makerspace for prototyping)

Measure 8: Strengthening high-profile scientific advisory and service offers (advisory and service centers)

This measure describes the systematic utilization of RUB's broad scientific expertise, especially from the humanities and social sciences, for evidence-based advice to politics, business and society. This contributes to RUB's positioning as a central point of contact and leading transformation companion in the region. This measure aims to strategically develop and professionalize RUB's high, but often still not very visible potential for science-based consulting services and other services in the future. The core activities include:

- **Strengthening and making expertise visible:** Establishing new and strengthening existing potentials of relevant experts at RUB in thematically profiled advisory and service offers, initiatives and networks
- **Professional support structures:** Development of support services for either market and business development, acquisition and/or the handling of consulting projects (e.g. support with business model development, contract design, project management) - also for non-commercial consulting

Measure 9: Shaping social responsibility and transformation through cooperation

This measure focuses on actively shaping social development processes through scientific expertise and participatory approaches. Here, too, the focus is on strengthening RUB's role as a responsible player and transformation facilitator in the region by intensifying joint research and development with social partners to address relevant challenges. This measure strengthens RUB's social responsibility, increases the relevance of its research and actively contributes to solving concrete problems in the region. The core activities include:

- **Promotion of interdisciplinary and transdisciplinary cooperation:** Actively initiating and supporting cooperation projects with social actors (municipalities, civil society organizations, citizens, etc.) to jointly develop and implement solutions. This includes testing and establishing formats such as real laboratories or pilot initiatives (e.g. "Urban Mental Health", "CityLabs" approaches, school-related collaborations)
- **Empowerment and support:** Provision of specific support services (decentralized if required or via Measure 2) for the initiation and implementation of transdisciplinary projects (e.g. stakeholder management, participatory methods, communication support)

Measure 10: Scientific dialog and social discourse (Center for Social Discourse)

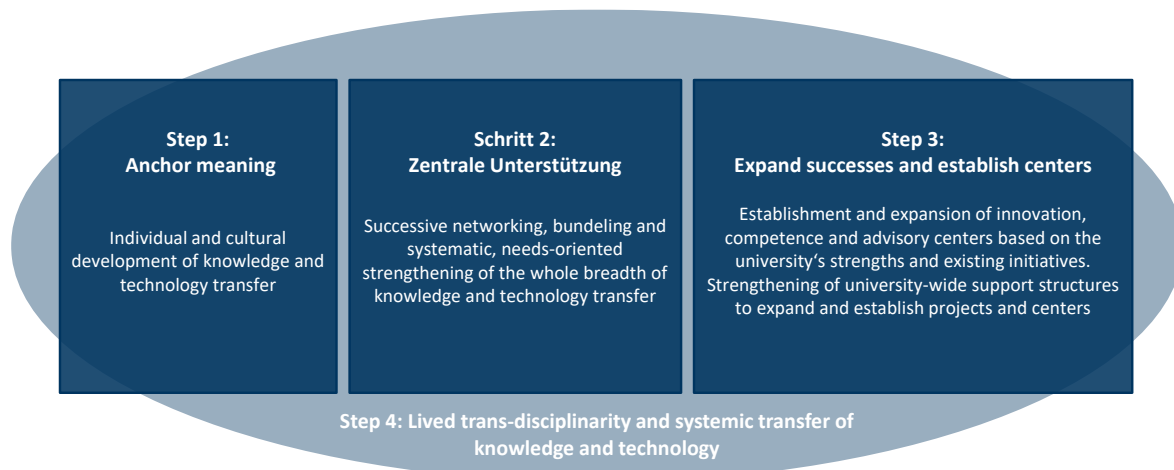
This measure aims to strategically shape and intensify communication and exchange between science and society. The aim is to increase the visibility, relevance and acceptance of RUB research and transfer by promoting an open, scientifically sound dialog with society and actively shaping public discourse, also within the UA Ruhr network. This measure strengthens RUB's role as a responsible player in social discourse, promotes understanding of science and contributes to informed opinion-forming. The core activities of this measure are:

- **Bundling and strategic alignment:** Establishment of a coordinated structure (e.g. as a (virtual) "Center for Social Discourse") that bundles existing initiatives (public lecture series, Knowledge Transfer Network, UNIC formats, etc.) and develops and implements an overarching communication strategy for scientific dialogue

- **Dialog formats and reach:** Development, organization and promotion of diverse, dialogue-oriented event formats with external partners for the general public and specific target groups. Systematic use of various channels (digital, print, media cooperations) to increase reach
- **Support and skills development:** Promotion of skills development for researchers in the field of science communication and public dialog

6. IMPLEMENTATION PLANNING

The transfer strategy is implemented through centralized facilitation of diverse, decentralized activities. In view of the comprehensive nature of the planned strategic development and the need for a focused use of resources, a phased implementation approach is being pursued. This approach involves strengthening central framework conditions and support services in order to facilitate and professionalize diverse transfer activities across all subject groups. Central services should identify needs and provide support, while the implementation of projects, including thematically focused centers, is primarily decentralized and is promoted and supported by the central structures. Ruhr University Bochum is aware of its thematic breadth, its strength and the diversity of possible profiles and will activate, harness, network and systematize these potentials in a targeted manner in the transfer of knowledge and technology.



In a first step, the focus is on the individual development of transfer potential and the further development of a university-wide transfer culture. The aim is to raise awareness of the importance and diverse possibilities of transfer across the entire breadth of the university and to activate all areas to contribute their specific strengths.

Building on this activation, transfer activities are anchored more deeply in step 2. Existing and new networks, contacts and projects are systematically linked and synergies are used in a targeted manner. The aim is to coordinate the various transfer streams and identify initial thematic starting points. RUB invests specifically in the development and expansion of central support services in the areas of qualification, network management, cooperation initiation, IP management and visibility. Successfully established structures, particularly in the area of entrepreneurship and entrepreneurship education, are also being further developed in a targeted manner and secured for the long term. The aim is to create conducive framework conditions that make it easier for all faculties, institutions and members of the university to initiate and successfully implement transfer activities across the entire range of disciplines and transfer dimensions. The central structures serve as

"enablers" for decentralized activities. With the right framework conditions, even more ideas and initiatives for concrete transfer projects and centers should emerge from the faculties, research areas and interdisciplinary networks in order to activate the added value for RUB through innovation and impact described in Chapter 1.

In step 3, successful transfer approaches and projects are scaled up and made more visible. RUB uses these successes to position itself as a competent partner in specific fields and to further sharpen its transfer profile both nationally and internationally. Building on the central enabling structures, strategically relevant, thematically focused transfer initiatives and centers are specifically promoted in order to achieve a lighthouse effect and promote profiling in key areas.

In the long term, RUB's goal is an organizationally anchored and culturally self-evident, lived transdisciplinarity and systemic transfer (step 4). This means the systematic combination of competencies at RUB, the University Alliance Ruhr, the BRYCK Startup Alliance and transfer and innovation players from the Ruhr knowledge region in order to address the complex issues of the region and beyond. Collaboration between different disciplines and stakeholders allows hubs to act in a targeted manner with a comprehensive transfer and innovation portfolio along transformation topics and drive forward the joint development of the future. A particular focus is on specifically integrating social and society-oriented disciplines into technological innovation processes and, conversely, incorporating technological expertise into social and society-oriented innovations and impact-oriented activities.

Financing is to be based on a mix of budget funds, third-party funds and project lump sums. Detailed resource planning is carried out as part of the annual budget planning and operational implementation plans based on the decisions of the Rectorate.

Overall strategic responsibility for the implementation of the transfer strategy lies with the Vice-Rectorate for Research and Transfer. The individual measures are implemented primarily by central actors, e.g. WORLD-FACTORY, the Department of University Development and Strategy and the Department of Corporate Communications.

7. STRATEGIC DEVELOPMENT AND UPDATING

Ruhr University Bochum does not see this transfer strategy as a rigid plan, but as a dynamic framework for a continuous development and learning process. Agile management is therefore crucial in order to be able to react flexibly to new opportunities and challenges and to ensure the relevance of the strategic direction.

The central instrument for this strategic development is an internal committee of experts (Task Force Transfer) that meets regularly and is made up of key players in the strategy process. This committee monitors the implementation of the measures, discusses the progress made and analyzes new developments in the transfer environment. It acts as a strategic initiator and advises the Vice-Rectorate for Research and Transfer on the prioritization and adaptation of approaches. The strategy is updated in a structured cycle. The implementation status of the measures and qualitative successes are evaluated in an annual monitoring process. A more comprehensive strategic review is carried out every two to three years, in which the strategic priorities and objectives are adjusted as necessary based on the findings and recommendations of the expert panel.

This iterative process ensures that the transfer strategy remains effective and that RUB's vision as a "science-based workshop for the future" is successfully and sustainably put into practice.