ANNEX G
EFFECTIVENESS HEI.1 CRT

2.1. (HEI KIIs): Which of the following STRIDE strategies contributed more to the improved capacity to innovate in your university? Rank among the following: Strategies, technical assistance and its various forms, strengthening links between innovation stakeholders, Policy improvements, and Institutionalization of STRIDE capacity building programs

2.1. (HEI FGD/RIIC FGD): For academe: Do you have a KTTO? If yes, what kind of support did you receive from it?

2.1. CATEGORIES & THEMES

STRIDE STRATEGIES THAT CONTRIBUTED MORE TO THE IMPROVED CAPACITY TO INNOVATE IN YOUR UNIVERSITY				
CODES	RESPONSES	KI	CATEGORY	THEMES
Capacity building	Attending technical trainings have laid the groundwork for institutionalizing structures and mechanisms such those relating to R&D, tech transfer, and business incubation.	CITU	Activities that increased or developed an organization's capability to produce perform or deploy.	Overall capacity building. Pertains to all activities increasing organizational capability through a combination of training, workshops and support of STRIDE institutions be it in a technical or non-technical capacity. Also includes activities that led to institutional changes and improvements such as curriculum development and etc.
Capacity building	Institutionalization of STRIDE capacity-building programs 1 Essential to the advancement of innovation capabilities of the University is its participation in the trainings provided by DOST and USAID STRIDE.	CITU		
Capacity building	Made part of the ITSO and KTTO, and now part of the system	USC		
Capacity building	The PCAARRD has program on agricultural entrepreneurship which enhanced the capacity of the DAME faculty, but this further strengthened by STRIDE's case study writing and industry linkage activities. Glenn Baticados [Assistant Professor of DAME] is the former Director of the UPLB Technology Transfer and Business Development Office [TTBDO] has really infused changes based on STRIDE's activities.	UPLB		

Capacity building	There has to be a regular training, but it is not regular. Maybe it depends on the availability of the resource person. To make the rating 1, there has to be visibility. We can improve on that.	BSU		
Capacity building	The trainings and workshops conducted by USAID STRIDE to the Career Center staff and personnel. When USAID STRIDE sent me to USA to have an actual feel of the Career Center. We were able to experience a Career Fair and a Reverse Career Fair. Reverse Career Fair is a very nice idea, because it is more on the innovation side where students will be on the booths to campaign and market their research output to the investors and industry partners. We were able to learn because of the experience that we had in Penn. State University.	USTP		
Capacity building	The capacity-building programs are available but have yet to be institutionalized.	TIP		
Capacity building	Right now, I would maybe relate this to the SIKLAB and the UPSTART program. Parang nagtranslate po siya from KTTO, so we adopted a similar model to SIKLAB. I am not sure if this would be institutionalized but as of now, we are going on this to further support the ecosystem.	UPD		
Capacity building	Institutionalization of STRIDE capacity-building programs – 2 - The capacity-building programs are available but have yet to be institutionalized.	TIP		
Technical assistance	STRIDE support is not 100% (in this area); only a piece of equipment was provided.	USC	Non-financial assistance by STRIDE in a form of sharing expertise (how to innovate), instruction (KTTO), skills (curriculum development), consulting services (sending of international or local experts)	
Technical assistance	Attending technical trainings have laid the groundwork for institutionalizing structures and mechanisms such those relating to R&D, tech transfer, and business incubation.	CITU		
Technical assistance	In KTTO. They give inputs in establishing the KTTO as far as I know.	MSU-IIT		

Technical assistance	They are very supportive. We have also mentors in every grant. During our discussion, if there are technical problems, they are supportive and approachable.	MSU-IIT
Technical assistance	Inspired when he was Dean of UPLB Graduate school which enable him to come up with systems of technical assistance to other HEIs. The provision of technical assistance to other HEIs is already within the tradition of UPLB. STRIDE is able to raise that level of awareness as a public service university that we need to provide technical assistance.	UPLB
Technical assistance	There has to be a regular training, but it is not regular. Maybe it depends on the availability of the resource person. To make the rating 1, there has to be visibility. We can improve on that.	BSU
Technical assistance	STRIDE helped other HEIs on PSM but not BSU. They are expecting us to find an industry. The Career Center assisted by STRIDE can be institutionalized.	BSU
Technical assistance	Technical assistance and its various forms – 1 - It is 1, highest because of the trainings and workshops conducted by USAID STRIDE to the Career Center staff and personnel. When USAID STRIDE sent me to USA to have an actual feel of the Career Center. We were able to experience a Career Fair and a Reverse Career Fair. Reverse Career Fair is a very nice idea, because it is more on the innovation side where students will be on the booths to campaign and market their research output to the investors and industry partners. We were able to learn because of the experience that we had in Penn. State University.	USTP
Technical assistance	It is 1, highest because of the trainings and workshops conducted by USAID STRIDE to the Career Center staff and personnel. When USAID STRIDE sent me to USA to have an actual feel of the Career Center. We were able to experience a Career Fair and a Reverse Career Fair. Reverse Career Fair is a very nice idea, because it is more on the innovation side where students will be on the	USTP

	booths to campaign and market their research output to the investors and industry partners. We were able to learn because of the experience that we had in Penn. State University.	
Technical assistance	Technical assistance and its various forms -1 - Received funding and assistance.	XU
Technical assistance	Received funding and assistance	XU
Technical assistance	Technical assistance and its various forms – 1 - Technical assistance of STRIDE served as impetus for the publication of programs and etc.	TIP
Technical assistance	Technical assistance of STRIDE served as impetus for the publication of programs and etc.	TIP
Technical assistance	Technical assistance and its various forms – 1 - My experience with research is that they're very helpful in helping me. USAID do not want to pay for duties, so I had to apply for tax exemptions in DOF and BIR. So yes, wala pong problema when it comes to assistance be it technical and various forms.	UPD
Technical assistance	My experience with research is that they're very helpful in helping me. USAID do not want to pay for duties, so I had to apply for tax exemptions in DOF and BIR. So yes, wala pong problema when it comes to assistance be it technical and various forms.	UPD
Technical assistance	Technical assistance and its various forms – 1 - There are a lot of the lessons in our research policy that we do not take for granted since many of them were drawn from the US.	DLSU
Technical assistance	There are a lot of the lessons in our research policy that we do not take for granted since many of them were drawn from the US.	DLSU

Technical assistance	DLSU is a party to this, and one recent development is that STRIDE has decided to institutionalize the START program. Now we actually have units both in DLSU and UP that can offer these programs in the future even after STRIDE closes down. Just the idea of setting up these programs in two big universities is already good institutionalization.	DLSU	
Technical knowledge	They are very supportive. We have also mentors in every grant. During our discussion, if there are technical problems, they are supportive and approachable.	MSU-IIT	
Assessment	Not just because of benchmarking, we actually did what they called institutional diagnostics back in 2014/2015. What they did was an assessment of DLSU's policies at that time and their capabilities to use that in leveraging certain outputs for development. I was new to the job back then but that was a good lesson to do self-diagnostics to use it to change DLSU policies. A lot of my colleagues have also benefited from STRIDE when it comes to graduate degree programs and such.	DLSU	Assessments on understanding policies and capabilities in order to check on strengths and weaknesses.
Institution building	Made part of the ITSO and KTTO, and now part of the system	USC	Institutional building addresses capacity building beyond the provision of educating and training of professionals – often leading to organizational changes (KTTO and creation of new offices).
Institution building	In KTTO. They give inputs in establishing the KTTO as far as I know.	MSU-IIT	
Institution building	This is not specific to STRIDE. The pure STRIDE standard ay mahirapan at matatagalan pa because of the higher number of requirements required. The SUCs follow the guidelines of CHED.	UPLB	
Institution building	The office of innovations for BCCI was created because of the program.	Industry (BCCI)	
Institution building	STRIDE helped other HEIs on PSM but not BSU. They are expecting us to find an industry. The Career Center assisted by STRIDE can be institutionalized.	BSU	

Institution building	Yes. Already mentioned it earlier, the training, the co-facilitation of sessions etc. My office is a KTBO not KTTO.	Academe (UPD)		
Institution building	May KTTO and DITO po kami pero hindi po ako yung naghahandle nun. Yung DLSU intellectual property office po yun, meron rin kaming DITO. Lahat po naman ng projects naming dumadaan sa legal counsel naming na head ng IPO namin.	Academe (DLSU)		
Curriculum	The KTTO training provided opportunities for linkages	UPCebu	Changes or improvements in the curriculum particularly for HEIs.	
Curriculum	We also have been revisiting our curricular program, the way I was influenced by STRIDE. It also enhanced our capacity on how to influence the decision makers in crafting policies conducive to innovation ecosystem.	UPLB		
Endorse	University already benefited from other engagements especially from the government initiatives such as IPO PHIL but happy to receive the KTTO program from STRIDE	USC	STRIDE endorsement of other capacity building engagements from external parties such as government agencies.	
Collaboration	Linkages with stakeholders (the government, industry chamber, MSMEs, etc.) have been rewardingly promoted to converge knowledge assets to sustain local development	CITU	Increased linkages with other organizations in a formal or informal capacity	Interorganizational Collaboration. Increased linkages between different actors in the Innovation Ecosystem (Government, Industry and Academe)
Collaboration	University already benefited from other engagements especially from the government initiatives such as IPO PHIL but happy to receive the KTTO program from STRIDE	USC		
Collaboration	The KTTO training provided opportunities for linkages	UPCebu		
Collaboration	Assist stakeholders in linking with funding institutions. Scientists and researchers are linked with the whole ecosystem.	UPLB		

Collaboration	STRIDE able to support BSU but there has to be follow-ups after the introduction. Hindi pwede iconnect lang at pabayaan. There is a need to fertilize the link to change the rating to 1.	BSU
Collaboration	Strengthening links between innovation stakeholders – 1 - We have an ongoing program, the OROBEST program, right now we partner with an industry and the ORO CHAMBER. It started with the ideation program with STRIDE. It snowballed. We started in 2019; we found that the result was good, so we continued in 2020. Now, even though that there is a pandemic, we still do it in 2021. We will not be able to do this if we do not have a strong partnership with the ORO CHAMBER of Commerce in Cagayan de Oro. They are our number 1 partner. We also had a Memorandum of Understanding that we can work with them in the area of research, in the area of start-ups, or entrepreneurship, and on the area of technology transfer. It opened the door for us to have a collaboration/conversation with the industry.	USTP
Collaboration	We have an ongoing program, the OROBEST program, right now we partner with an industry and the ORO CHAMBER. It started with the ideation program with STRIDE. It snowballed	USTP
Collaboration	Strengthening links between innovation stakeholders- 1 -Part of the network in RIIC.	XU
Collaboration	Part of the network in RIIC.	XU
Collaboration	Strengthening links between innovation stakeholders – 1 - Establishment of the framework to establish the roles and the units of the TBI, applied research and project and partnerships. They also provided as opportunities to network and link with industry partners.	TIP

Collaboration	Establishment of the framework to establish the roles and the units of the TBI, applied research and project and partnerships. They also provided as opportunities to network and link with industry partners.	TIP
Collaboration	Strengthening links between innovation stakeholders – 1 - Within the Philippines marami pong participants from different universities. We were encouraged to meet up with different participants and maintain long term relationships with them. It's just unfortunate that the 3rd and 4th modules were online due to the pandemic, but before it was live and was very interactive.	UPD
Collaboration	Within the Philippines marami pong participants from different universities. We were encouraged to meet up with different participants and maintain long term relationships with them. It's just unfortunate that the 3rd and 4th modules were online due to the pandemic, but before it was live and was very interactive.	UPD
Collaboration	Strengthening links between innovation stakeholders – 2 - Primarily if we're talking about specifically what happened to DLSU, a lot of the efforts to strengthen links across stakeholders in the innovation eco-system were broad. We have collaborative events intended for discussions on particular topics.	DLSU
Collaboration	Primarily if we're talking about specifically what happened to DLSU, a lot of the efforts to strengthen links across stakeholders in the innovation eco-system were broad. We have collaborative events intended for discussions on particular topics.	DLSU
Policies / Partnership	Region 11 academe: Having activities like this continues to strengthen the links between GIA. This is one factor, having these constant activities of the RIIC.	Academe (UP Mindanao)

Policy	KTTO built capacity to integrate policy into the mindset of the stakeholders especially the researchers, faculty and students	USC	Making use of policies in order to improve processes or to see the importance of policies.	Policy optimization or implementation. Institutionalizing policies in order to improve organizational processes (i.e., procurement, research, and commercialization)
Policy	Malaking eye opener in our policies are the sessions on procurement organized by STRIDE and PSM. The members of the Committee on Bids and Awards had realized the need for responsive procurement system. We also have been revisiting our curricular program, the way I was influenced by STRIDE. It also enhanced our capacity on how to influence the decision makers in crafting policies conducive to innovation ecosystem. I am the Chair of the Technical Working Group on Graduate Education of CHED. What I learned from STRIDE has also influenced me on the CHED new polices on graduate education.	UPLB		
Policy	This is not specific to STRIDE. The pure STRIDE standard ay mahirapan at matatagalan pa because of the higher number of requirements required. The SUCs follow the guidelines of CHED	UPLB		
Policy	We have not changed a policy about innovation because of STRIDE, e.g., conduct of research.	BSU		
Policy	Malaking eye opener in our policies are the sessions on procurement organized by STRIDE and PSM. The members of the Committee on Bids and Awards had realized the need for responsive procurement system. We also have been revisiting our curricular program, the way I was influenced by STRIDE. It also enhanced our capacity on how to influence the decision makers in crafting policies conducive to innovation ecosystem. I am the Chair of the Technical Working Group on Graduate Education of CHED. What I learned from STRIDE has also influenced me on the CHED new polices on graduate education.	UPLB		
Policy	This is not specific to STRIDE. The pure STRIDE standard ay mahirapan at matatagalan pa because	UPLB		

	of the higher number of requirements required. The SUCs follow the guidelines of CHED	
Policy	We have not changed a policy about innovation because of STRIDE, e.g., conduct of research.	BSU
Policy	Policy improvements – 2 - Three (3) years ago we have a policy on Technology Transfer. STRIDE helped in creating that policy. However, there are still policies that need to be improved, especially on the policy on procurement. That is actually one of our challenges on how we can give research [the freedom] to procure rather than go into the process. One of the problems that we have here is the delay of the implementation of that research because of the procurement process. We need help on that aspect. There are still many rooms for improvements.	USTP
Policy	Three (3) years ago we have a policy on Technology Transfer. STRIDE helped in creating that policy. However, there are still policies that need to be improved, especially on the policy on procurement. That is actually one of our challenges on how we can give research [the freedom] to procure rather than go into the process. One of the problems that we have here is the delay of the implementation of that research because of the procurement process. We need help on that aspect. There are still many rooms for improvements.	USTP
Policy	Policy improvements – 3 - We need to do some mechanisms in the university to realize this Policy improvements – 1 - TIP's active participation in FGDs we were able to gain useful input in improving our policies. We were also brought by STRIDE indirectly into the road-mapping agenda i.e., with DOST and the industry. So, we were meeting with DOST and stakeholders. The road-mapping establishes which way the country should go in terms of a specific industry, and we would also know the gaps.	XU

Policy	Policy improvements – 2 - Wala masyado. Siguro yun po, yung pag encourage ng industry academe partnership. I would say mga 2. Because the training I got from KTTO was beneficial.	UPD		
Policy	Policy improvements - 1 - Not just because of benchmarking, we actually did what they called institutional diagnostics back in 2014/2015. What they did was an assessment of DLSU's policies at that time and their capabilities to use that in leveraging certain outputs for development. I was new to the job back then but that was a good lesson to do self-diagnostics to use it to change DLSU policies. A lot of my colleagues have also benefited from STRIDE when it comes to graduate degree programs and such.	DLSU		
Policy challenges	We need to do some mechanisms in the university to realize this	XU	Policy improvement needs	
Policy challenges	Hindi ako involved ma'am but based on my experience, there have been no improvements. PICARI is also trying to lobby improvements on the policy environment in research. So, there is still no change.	UPD		
Procurement	Malaking eye opener in our policies are the sessions on procurement organized by STRIDE and PSM. The members of the Committee on Bids and Awards had realized the need for responsive procurement system.	UPLB	Pertains to procurement policy improvements/integration	
Funding	Received funding and assistance	XU	Financial-related support	Financial Assistance. Any form of financial assistance or financial grant
Funding	Assist stakeholders in linking with funding institutions. Scientists and researchers are linked with the whole ecosystem.	UPLB		

2.2 Revisiting the Innovation Ecosystem Assessment, on which mechanisms (procurement, R&D funding, intellectual property policy, collaboration, entrepreneurship) has STRIDE made the greatest impact in your university? Please explain

2.2.1 To what extent did the STRIDE interventions improve your strategies to increase R&D funding in your university?
2.2.2 What are some of the challenges for doing industry- responsive innovative research?
2.2.3. What still needs to be done in R&D grants policies to promote an improved innovation ecosystem?
2.2.4 What was the contribution of STRIDE in improving policy environment on procurements of R&D-related transactions?
2.2.5 How has STRIDE interventions influenced the improvement of existing rules and guidelines on generating bids and quotations for R&D items/ equipment in your institution? (i.e., too long process and the reasons for this?)
2.2.6 What still needs to be done in procurement policies to promote an improved innovation ecosystem?
2.2.7 In what ways has STRIDE interventions influenced the improvement of internal policies and manuals in your institution on Intellectual Property Rights (IPR)?

MECHANISMS (PROCUREMENT, R&D FUNDING, INTELLECTUAL PROPERTY POLICY, COLLABORATION, ENTREPRENEURSHIP)THAT HAS STRIDE MADE THE GREATEST IMPACT IN YOUR UNIVERSITY				
CODES	RESPONSES	KI	CATEGORY	THEMES
Capacity building	Being able to expand its competencies, the University is and will be able to extend to partner MSMEs and to the community.	CITU	Activities that increased or developed an organization's capability to produce perform or deploy.	Overall capacity building. Pertains to all activities increasing organizational capability through a combination of training, workshops and support of STRIDE institutions be it in a technical or non-technical capacity. Also includes activities that led to institutional changes and improvements such as curriculum development and etc.
Capacity building	Participation in the USAID STRIDE-sponsored trainings for TBI and KTTO, the University was able to bolster its IP policies through benchmarking from other universities with more mature tech transfer offices, and to be aligned as well with RA10055 Philippine Technology Transfer Act of 2009, and RA8293 Intellectual Property Code of the Philippines	CITU		
Capacity building	The three (3) of us who were grantees were capacitated. We started from the USAID grants. Because of the training, confidence, and we had outputs, we went to a higher grant, DOST PCIEERD.	MSU-IIT		

Capacity building	As far as I know, KTTO Director had training and made some inputs in the training. Manual has already existed, but it was improved/revised.	MSU-IIT
Capacity building	There should be a continuous capacity building among our researchers or the younger researchers on IE that would include from project proposal preparation, report writing, project monitoring, and research utilization. These are needed to level up the conduct of IE research. Marami nang nagretire and about to retire na seasoned researchers; hence, the need for continuous capacity building.	UPLB
Capacity building	We have to have well-developed faculty whose trainings and development should come from the industry. There must be a faculty teaching about the problems of the industry.	BSU
Capacity building	Maybe we were even able to share with STRIDE the good practices. The guidelines before are not the lowest price but the best value. These are already included in our systems.	TIP
Capacity building	Then yung capacity building nung pag fund nung purchase of laboratory equipment which we can sustain even after the project. Then yung ano po, yung industry-academe meets.	UPD
Capacity building	There are two ways that I can mention. Number one is by giving the people involved, essentially the same team in place in 2013, by training people to study tours and training events and providing grants. DOST gave us a grant that was intended to have an intellectual policy and knowledge transfer upgrading in DLSU, this is not per say from STRIDE but is influenced by it. The direct funding comes from DOST, but the influence is from STRIDE and US influences.	DLSU

Benchmarking	Well, I think more on ginawang benchmark ang UP system when it comes to IP. They then shared these with other SUCs. Sa KTTO program, nag present kami ng existing policy and then it was learned from. UP's IPR policy was benchmarked for sharing with other universities.	UPD	Comparing best practices and metrics of other institutions successful in their respective innovation ecosystem (IE).
App development	We developed mobile apps. We collaborated with the city of Cagayan de Oro, Bulua Vegetable Landing Area. The problem of the farmers is that they do not know the selling process of the vegetables, so they refer to the packers or middlemen.	XU	STRIDE related support enabled the development of digital assets such as apps or websites.
Technical assistance	In KTTO. They give inputs in establishing the KTTO as far as I know.	MSU-IIT	Non-financial assistance by STRIDE in a form of sharing expertise (how to innovate), instruction (KTTO), skills (curriculum development), consulting services (sending of international or local experts)
Technical assistance	They are very supportive. We have also mentors in every grant. During our discussion, if there are technical problems, they are supportive and approachable.	MSU-IIT	
Technical assistance	Also, more information about the grants process is needed.	UPCebu	
Technical assistance	"With strengthened R&D capabilities, the University has attained multi-million funding from DOST under the: ●Higher Education Institution Readiness for Innovation and Technopreneurship (HEIRIT), through its TBI, the Wildcat Innovation Labs. ●Intellectual Property Management Program for Academic Institutions Commercializing Technologies (IMPACT), thru its KTTO Being able to expand its competencies, the University is and will be able to extend to partner MSMEs and to the community."	CITU	

Technical assistance	I will tell what they did, the guideline on procurement had already existed, because of the CARWIN grant, STRIDE, procured the equipment and they gave it to us. Nothing changed on the university. They just procured it just for the project to be finished.	MSU-IIT
Technical assistance	The Innovation Center is based at the BSU. STRIDE gave direction and advisory.	BSU
Technical assistance	Inspired when he was Dean of UPLB Graduate school which enable him to come up with systems of technical assistance to other HEIs. The provision of technical assistance to other HEIs is already within the tradition of UPLB. STRIDE is able to raise that level of awareness as a public service university that we need to provide technical assistance.	UPLB
Technical assistance	There has to be a regular training, but it is not regular. Maybe it depends on the availability of the resource person. To make the rating 1, there has to be visibility. We can improve on that.	BSU
Technical assistance	STRIDE helped other HEIs on PSM but not BSU. They are expecting us to find an industry. The Career Center assisted by STRIDE can be institutionalized.	BSU
Technical assistance	Technical assistance and its various forms – 1 - It is 1, highest because of the trainings and workshops conducted by USAID STRIDE to the Career Center staff and personnel. When USAID STRIDE sent me to USA to have an actual feel of the Career Center. We were able to experience a Career Fair and a Reverse Career Fair. Reverse Career Fair is a very nice idea, because it is more on the innovation side	USTP

	where students will be on the booths to campaign and market their research output to the investors and industry partners. We were able to learn because of the experience that we had in Penn. State University.	
Technical assistance	It is 1, highest because of the trainings and workshops conducted by USAID STRIDE to the Career Center staff and personnel. When USAID STRIDE sent me to USA to have an actual feel of the Career Center. We were able to experience a Career Fair and a Reverse Career Fair. Reverse Career Fair is a very nice idea, because it is more on the innovation side where students will be on the booths to campaign and market their research output to the investors and industry partners. We were able to learn because of the experience that we had in Penn. State University.	USTP
Technical assistance	Technical assistance and its various forms -1 - Received funding and assistance.	XU
Technical assistance	Received funding and assistance	XU
Technical assistance	Technical assistance and its various forms – 1 - Technical assistance of STRIDE served as impetus for the publication of programs and etc.	TIP
Technical assistance	Technical assistance of STRIDE served as impetus for the publication of programs and etc.	TIP
Technical assistance	Technical assistance and its various forms – 1 - My experience with research is that they're very helpful in helping me. USAID do not want to pay for duties, so I had to apply for tax exemptions in DOF and BIR. So yes, wala pong problema when it comes to assistance be it technical and various forms.	UPD

Technical assistance	My experience with research is that they're very helpful in helping me. USAID do not want to pay for duties, so I had to apply for tax exemptions in DOF and BIR. So yes, wala pong problema when it comes to assistance be it technical and various forms.	UPD	
Technical assistance	Technical assistance and its various forms – 1 - There are a lot of the lessons in our research policy that we do not take for granted since many of them were drawn from the US.	DLSU	
Technical assistance	There are a lot of the lessons in our research policy that we do not take for granted since many of them were drawn from the US.	DLSU	
Technical assistance	DLSU is a party to this, and one recent development is that STRIDE has decided to institutionalize the START program. Now we actually have units both in DLSU and UP that can offer these programs in the future even after STRIDE closes down. Just the idea of setting up these programs in two big universities is already good institutionalization.	DLSU	
Technical knowledge	They are very supportive. We have also mentors in every grant. During our discussion, if there are technical problems, they are supportive and approachable.	MSU-IIT	
Curriculum	Strengthen entrepreneurship aspect of the academic curricula (e.g., engineering curricula).	USC	Changes or improvements in the curriculum particularly for HEIs.
Curriculum	We should initiate internship/practicum para maging industry-responsive innovative research. The BS program should have immersion component. Starting this semester, the new BS curricular programs are all required to have the internship program. These new curricular programs with OJT [on-	UPLB	

	the-job training] and practicums were instituted during the previous administration.		
Curriculum	Our faculty members at the Department of Agribusiness Management and Entrepreneurship (DAME) got new perspective on entrepreneurship which influenced the institution new courses on entrepreneurship, revised curriculum in business management from basic to more advanced program. [STRIDE enhanced the entrepreneurial curriculum]. There is also a revised curriculum of Master of Management where Entrepreneurship was added in the title of the degree program.	UPLB	
Curriculum	Masyadong limited ang pagtingin sa participation ng industry in conducting research. Let me point out, when Vice Chancellor Lapitan and I, started attending the STRIDE sessions, we have recognized the need to foster industry led or a vibrant relation with the industry. We should initiate internship/practicum para maging industry-responsive innovative research. The BS program should have immersion component. Starting this semester, the new BS curricular programs are all required to have the internship program. These new curricular programs with OJT [on-the-job training] and practicums were instituted during the previous administration.	UPLB	
Curriculum	We have to have well-developed faculty whose trainings and development should come from the industry. There must be a faculty teaching about the problems of the industry.	BSU	
Assessment	Not just because of benchmarking, we actually did what they called institutional diagnostics back in 2014/2015. What they did was an assessment of DLSU's policies at that	DLSU	Assessments on understanding policies and capabilities in order to

	time and their capabilities to use that in leveraging certain outputs for development. I was new to the job back then but that was a good lesson to do self-diagnostics to use it to change DLSU policies. A lot of my colleagues have also benefited from STRIDE when it comes to graduate degree programs and such.		check on strengths and weaknesses.
Institution building	Institutionalization of STRIDE capacity-building programs – 3 - We need to do some mechanisms in the university to start and support this	XU	Institutional capacity building addresses capacity building beyond the provision of educating and training of professionals – often leading to organizational changes.
Institution building	No KTTO yet. The last 4 questions will really give the university a chance if we have good documentation of this, to improve also our policy on procurement. If we have a documentation on this so that we could apply that in our own university policies and programs.	XU	
Institution building	Well, further institutionalization might help along with quicker turnaround.	TIP	
Institution building	So may mga programs na po yung DOST for example SFC. When I was interviewed before, I suggested the establishment of national laboratories such as in the US where industry and academe can conduct their own research in the national laboratories. In UP, labs and equipment are limited, and it depends on the research. If you have a fully established lab, it would be easier. For example, in UC Berkeley, the industry provides the problems	UPD	
Institution building	Maganda po if DOST. Meron naman research institutes dito pero baka mas kailangan pang palakihin. There was also a talk of techno-parts. So yung Korean model naman, Korea has the Korean Institute of Science and Technology, mga ganun.	UPD	

Scalability of projects - programs	The challenge is what we do after. When we presented our product to Monde Nissin, they had it tested, and it met their quality parameters. They get they dehydrated vegetables in China, so they are hoping that there is a local supplier, but they have not been successful. So, they asked us, what's next? The idea of what to do after research. In our university, we do not have that mechanism. We wanted to form farmers to be able to do that but drying is a very technical work and they might end up frustrated and raising their hopes. In collaboration there is not much problem, but what to do after. The same happened with our partner in Pagadian. They were happy because we were able to produce squash powder to them. They incorporated it with their fresh miki, but after the project, we were still able to provide them with squash powder but after that [we were not able to sustain the supply].	XU	Mechanism to be made by key players to scale up the project. A tool that can measure the success rate of the project	Complementarity, availability, and sustaining of all resources from all key players. Also having an M&E tool to measure the success rate of the project. To review policies on property rights/patents of research, research funding and documentation of funds, and procurement.
Scalability of projects - programs	We do research then try translate it to innovative technology and other development work but then it has to stop somewhere. It cannot do all the work because it is a university. The gap there is that, from the other end, who should also collaborate with the university. So that the translation of the research into something more useful to the community and industry. For the university to do it all the way, we cannot do it. The researchers, that is why they are in the university because they want to teach and have research work. If the university can have the mechanism to have a collaboration with the right people in the community or industry and make a connection. I think it can be done.	XU		

Scalability of projects - programs	We were able to design a system wherein people in Bulua can send the price immediately to the farmers in real time. They are now using it, but connecting to the farmers now is a challenge, because who will pay for the load? Bulua [people] cannot pay. We talked to the mayor, he will not pay, and we went to LGU Bukidnon. There are mechanisms that needs to be done.			
Knowledge creation and increase in KAP on innovation and technology	STRIDE helped build the innovation mindset among engineering faculty and students. This mindset was necessary to inspire the technical engineers into communication and entrepreneurship.	TIP	Creating, sharing and acquiring knowledge from one area to another, which includes organizing and making it accessible to all.	
Knowledge creation and increase in KAP on innovation and technology	So, some challenges are the confidence towards our researchers. Another would be openness to collaboration since sometimes they are afraid of their data and their samples.	UPD		
Knowledge Source	We have produced a ventilator system for use in the ambulance, so this technology will help civil society. – Elizabeth	TIP		
Government capacity	COA has very strict requirements which leads to delay in acquisition and liquidation (controlled by COA)	USC	Challenges when it comes to government's processes or policies that might inhibit IE actor's complementarity.	
Government capacity	Streamline, start-ups not aware with the requirements, not familiar with govt procedures, TBI funded in 2010, maintained by the earnings of TBI	UPCebu		
Mismatch competencies and timelines	Being able to expand its competencies, the University is and will be able to extend to partner MSMEs and to the community.	CITU	Misalignment in organizational objectives, priorities and timelines.	
Different timetables or priorities	Turnover cycle of the projects may not correspond due to the needed matching of competencies and timelines. Deployment of teams in both sides (the university and industry) may have different timelines because of the academic cycle.	CITU		

Grounded academic actors	The faculty must be immersed in the industry. But there is a need first to deload [reduce the number of teaching load] of the faculty to work in the industry. Upon return to the University, the faculty can advise students and do industry-based research.	BSU	Challenges to academic actors when it comes to processes or policies that might inhibit IE actor's complementarity.	
Lack of expertise/Low capacity	"There is a need to widen participation of other SUCs. When STRIDE posts the grants, it is not specified who the recipients will be. What happens is that the big schools get the big funds. Big schools located in Manila can get as much as PhP100 M while the other schools, particularly the small schools will only get PhP 5M. Even in the selection process, the members of evaluators will be coming from the big schools; hence, big funding goes to them. There is a need to solve this issue. As such, other SUCs will only have surface acceptance while others will have surface rejection. There might be a need to dwell deeper into the issue. There is a need to focus the research agenda of the region."	BSU	Capability and confidence of other researchers to engage on research and to handle collaborative efforts to a partner industry.	
Collaboration	STRIDE made a great impact on collaboration between industry, government i.e., CHED, DOST and DTI. Also, with the US universities. So, US Universities such as Stanford, UC Berkeley, and Pennsylvania State University. STRIDE helped also in research.	TIP	Increased linkages with other organizations in a formal or informal capacity	Interorganizational Collaboration. Increased linkages between different actors in the Innovation Ecosystem (Government, Industry and Academe)
Collaboration	Coming together of the innovation stakeholders such as the government offices, industries, and the academe has particularly clarified the University's strengths, and where the convergence of capabilities can mutually benefit each other	CITU		
Collaboration	Being able to expand its competencies, the University is and will be able to extend to partner MSMEs and to the community.	CITU		

Collaboration	"I think the collaboration, because they paved the way. It was part and parcel of the CARWIN grant that one must have an industry collaborator, that is why we are forced to look for an industry collaborator. It was one first time to work with them. They had a different mind-set. One good thing also is that the industry collaborator will co-share and share some funds. How did you identify your industry partner? Long time ago, the company owner went to MSU-IIT, the owner was one of the alumni, and wants to have a collaboration. He was also my student."	MSU-IIT
Collaboration	Collaboration. Because STRIDE introduced us to link with some agencies or institutions in the US.	BSU
Collaboration	Alam ninyo there are innovation actors in the Region. What STRIDE did was pinagontog-ontog, they made us see each other, at convened us and put up the title of RIIC RIIC is a brand but there is no fund support. STRIDE facilitated the link among the actors including DTI and DOST and call it RIIC. Through STRIDE the research agenda were refocused towards certain regional goal. But this is also being done at the RDC [Regional Development Council]. In the RDC, there is a Regional Research and Innovation Committee even before STRIDE.	USC
Collaboration	I think po sa R&D Funding and IP Policy and well I would say that the collaboration is between industry and academe. Number 1 – R&D Funding, Number 2 – IP Policy, Number 3 – Collaboration	UPD
Collaboration	Human Capacity. Stride injected industry collaboration with local and national partners which have increased the range of our faculty members. Now the grants are basically given by DOST, my colleagues are more confident	DLSU

	and effective in taking these grants because they trickle back to the university			
Collaboration	We would have partners from academe and the STEM people and things would just fall into place.	DLSU		
Information access	In the CHED project we developed mobile apps. We collaborated with the city of Cagayan de Oro, Bulua Vegetable Landing Area. The problem of the farmers is that they do not know the selling prove of the vegetables, so they refer to the packers or middlemen. We were able to design a system wherein people in Bulua can send the price immediately to the farmers in real time. They are now using it, but connecting to the farmers now is a challenge, because who will pay for the load? Bulua [people] cannot pay. We talked to the mayor, he will not pay, and we went to LGU Bukidnon. There are mechanisms that needs to be done.	XU	Improvements to information access that eases collaboration constraints	
More information and transparency	More transparency, start-ups engagement, Need for more information on how to access STRIDE grants (e.g., selection criteria, eligibility)"	UPCebu		
More information and transparency	Streamline, start-ups not aware with the requirements, not familiar with govt procedures, TBI funded in 2010, maintained by the earnings of TBI In terms of the innovation ecosystem, there should be a more streamlined and simplified procurement process (especially for start-ups) Also, more information about the grants process is needed.	UPCebu		
Policy	We actually realized this late in 2020. We have a policy in place which has been a prudent principle. But the problem is it has to be packaged along with a family of other policies. The policy provides a technology	DLSU	Making use of policies in order to improve processes. Includes anything pertaining to policy challenges.	Policy optimization or implementation. Institutionalizing policies in order to improve organizational processes (i.e.

	Commercialization leave. That should be available in place for the next academic year. It is a bundle of policies, the Technology Commercialization Leave.		procurement, research, and commercialization)
Policy	The University was able to bolster its IP policies through benchmarking from other universities with more mature tech transfer offices, and to be aligned as well with RA10055 Philippine Technology Transfer Act of 2009, and RA8293 Intellectual Property Code of the Philippines	CITU	
Policy	All mechanisms have been influenced but the greatest impact is on the IP policy	USC	
Policy	STRIDE has huge influence on university policies (as mentioned earlier)	USC	
Policy	IPR is a bit tricky because there are policies and procedures to follow; The university follows these policies	UPCebu	
Policy	To iron-out the policies that the industry can have a share. It can be negotiated that they can share with the patent.	MSU	
Policy	As far as I know, KTTO Director had training and made some inputs in the training. Manual has already existed, but it was improved/revised	MSU	
Policy	IPR – cannot directly associate it to STRIDE. It is from the UP system which was cascaded to us. There is already a Manual on Intellectual Property at UPLB, but I am not sure whether it has been printed	UPLB	
Policy	Talagang magkaroon ng revisiting of the policy which will be eventually resulting to new government policy on procurement guided by an RA.	UPLB	
Policy	It includes an incentive system for the whole UP system to disclose of more technologies, resulting to more flourishing innovation.	UPLB	

Policy challenges	When we engage research with the industry and we have a project that is patentable, the industry wants to have a share of the patent. That is not on our look-out, that is on our KTTO. There are no existing policies. The university wants the patent solely; however, the industry wants to have a share. The industry shared funds and some chemicals	MSU
Friendly/Responsive policies	The faculty must be immersed in the industry. But there is a need first to deload [reduce the number of teaching load] of the faculty to work in the industry. Upon return to the University, the faculty can advise students and do industry-based research.	BSU
Policy challenges	To iron-out the policies that the industry can have a share. It can be negotiated that they can share with the patent.	MSU-IIT
Policy challenges	Continue to gather feedback from stakeholders through FGDs and use them for continuous policy improvements. On Grant policies, for one the CHED does not give to for-profit schools, the prohibit grants. Sometimes they would, but then take them back. There is a pending legislation that talks about this connection of the innovation ecosystem, but again the for profit-schools are not included. I think this is an important issue that needs to be addressed. STRIDE has known this matter and has initiated networks that try to seek this problem.	TIP
Policy challenges	We need a new law on R&D and procurement especially on specialty equipment. They treat specialty equipment similar to bond paper where it is still on 3 quotes.	UPD
Policy challenges	In the US, these things are not a problem, and they can do spin-off and start-up industries within a University, do you think we need policies, university-policies? Or is the current	DLSU

	policy in DLSU, says we cannot engage new industries at all? – Agnes We actually realized this late in 2020. We have a policy in place which has been a prudent principle. But the problem is it has to be packaged along with a family of other policies. The policy provides a technology Commercialization leave. That should be available in place for the next academic year. It is a bundle of policies, the Technology Commercialization Leave.		
Procurement	Another thing is the delay of implementation of the project because we are subject to a procurement process, and we have to wait.	USTP	In relation to procurement processes
Procurement	Aside from that, on the procurement policy. I don't know if there is a need or if we can do that the researchers and R&D grants will not be subjected to procurement process. The proponent should a control of the funding like the foreign universities, rather than the university controlling it. If we can come up with a policy that all R&D grants will not be subjected to procurement process.	USTP	
Procurement	One project that we had, NICER, when it was granted for 1 million, the equipment was procured by STRIDE, rather than it is done by the university and go to the process of procurement. The equipment was bought immediately. It was better than us making the procurement. Before	USTP	
Procurement	We have to revise procurement policies. Exempt the R&D grants from the procurement process and let the proponent control the funds.	USTP	
Procurement	It allows us to examine our procurement policy. During that time when we had STRIDE, the university were able to adjust quickly. The procurement was quite quick because we were allowed to procure directly.	XU	
Procurement	Positive influence same answer with 2.2.4	XU	

Procurement	No KTTO yet. The last 4 questions will really give the university a chance if we have good documentation of this, to improve also our policy on procurement. If we have a documentation on this so that we could apply that in our own university policies and programs.	XU
Procurement	Since we are a private school, this is a big problem in public institutions. We recognize that STRIDE has provided a lot of help in this. It's different with private institutions, for a background, before STRIDE undertook the widespread study on these things, they tried to get our inputs. So as a private institution is not covered by any procurement acts, we make our own.	TIP
Procurement	Pag sila po yung maghandle mas mabilis since yun yung usapan namin. Ang ginawa po namin is that STRIDE purchases the equipment and just delivers them. Since if we will procure them, it will be subject to taxation and additional costs. Donation of equipment vs. providing money to buy equipment. STRIDE came as a project to address the perennial problems in procurement, for them to implement the program they made it in the shortest way possible to buy the equipment, so naitawid lang yung project? –Cecilia Oo. Nagawan lang nila ng paraan.	UPD
Procurement	We need a new law on R&D and procurement especially on specialty equipment. They treat specialty equipment similar to bond paper where it is still on 3 quotes.	UPD
Procurement	It's not going to be procurement. Procurement issues are on public institutions.	DLSU
Procurement	I think this is tied to procurement law. I don't think this is a problem with us.	DLSU
Procurement	Well, we have our share of problems but not as the same with other universities.	DLSU

Procurement	Procurement policy requires bidding for budget quotations of P500, 000 or higher	USC	
Procurement	COA has very strict requirements which leads to delay in acquisition and liquidation (controlled by COA)	USC	
Procurement	In terms of the innovation ecosystem, there should be a more streamlined and simplified procurement process (especially for start-ups)	UPCebu	
Procurement	"New perspective on procurement I was then part of the Executive Committee of the previous administration. Every time I attend the STRIDE sessions with the Vice Chancellors, the importance of an efficient procurement system was always mentioned which is important so as not to discourage the researchers."	UPLB	
Procurement	Mas transparent, mas predictable, andyan sa website all the information related to the procurement system to be fair.	UPLB	
Procurement	Talagang magkaroon ng revisiting of the policy which will be eventually resulting to new government policy on procurement guided by an RA.	UPLB	
Procurement	President Ronquillo said that he heard of the procurement program in UP Diliman but not sure whether it was successful in improving the procurement process.	BSU	
Procurement	President Ronquillo added that they have no problems in procurement. They have efficient BAC [Bids and Awards Committee].	BSU	
Procurement challenges	Intellectual Property Management Program for Academic Institutions Commercializing Technologies (IMPACT), thru its KTTO	CITU	Institutional or policy challenges specific to procurement
Procurement challenges	the University was able to bolster its IP policies through benchmarking from other universities with more mature tech transfer offices, and to be aligned as well with RA10055 Philippine Technology Transfer Act of 2009, and RA8293 Intellectual Property Code of the Philippines	CITU	

Procurement challenges	All mechanisms have been influenced but the greatest impact is on the IP policy	USC
Procurement challenges	IPR is a bit tricky because there are policies and procedures to follow; The university follows these policies	UPCebu
Procurement challenges	When we engage research with the industry and we have a project that is patentable, the industry wants to have a share of the patent. That is not on our look-out, that is on our KTTO. There are no existing policies. The university wants the patent solely; however, the industry wants to have a share. The industry shared funds and some chemicals.	MSU
Procurement challenges	IPR – cannot directly associate it to STRIDE. It is from the UP system which was cascaded to us. There is already a Manual on Intellectual Property at UPLB, but I am not sure whether it has been printed.	UPLB
Procurement challenges	There is now the manual on IPR [Intellectual Property Rights]. It includes an incentive system for the whole UP system to disclose of more technologies, resulting to more flourishing innovation.	UPLB
Procurement challenges	Another thing is the delay of implementation of the project because we are subject to a procurement process, and we have to wait.	USTP
Procurement challenges	Aside from that, on the procurement policy. I don't know if there is a need or if we can do that the researchers and R&D grants will not be subjected to procurement process. The proponent should a control of the funding like the foreign universities, rather than the university controlling it. If we can come up with a policy that all R&D grants will not be subjected to procurement process.	USTP
Procurement challenges	We have to revise procurement policies. Exempt the R&D grants from the procurement process and let the proponent control the funds.	USTP

Procurement challenges	Since we are a private school, this is a big problem in public institutions. We recognize that STRIDE has provided a lot of help in this. It's different with private institutions, for a background, before STRIDE undertook the widespread study on these things, they tried to get our inputs. So as a private institution is not covered by any procurement acts, we make our own.	TIP		
Procurement challenges	Another would be Intellectual Property. If a company engages funding research in academia there is usually an intent to improve the bottom-line and gains. There is a fundamental difference in worldview. We have tried to improve this in DLSU, pre-STRIDE our programs would possibly turn off industry partners.	DLSU		
Funding	There is an increase of external funding that we have, because of that we increase our network with industry and to the government agencies. Right now, we have established more research centers in the university.	USTP	Any financial support	Financial Assistance. Any form of financial assistance or financial grant
Funding	R&D funding because of the CARWIn grants.	XU		
Funding	Because of the STRIDE, we were able to get funding given our experience and knowledge. We were able to develop a proposal for CHED, under the NAFES (National Agriculture and Fisheries Education System). We are partnering with 4 Local Governments then.	XU		
Funding	Because of the STRIDE, we were able to get funding given our experience and knowledge. We were able to develop a proposal for CHED, under the NAFES (National Agriculture and Fisheries Education System). We are partnering with 4 Local Governments then.	XU		
Funding	On the funding I was wondering if TIP has gotten some funds from the DOST or any gov't agency in the Philippines in terms of research? –Agnes Yes, in one conference USEC Rowena Guevarra announced has a total of 8 projects	TIP		

	(and counting). We have projects under CRADLE, those are the flagship projects of the DOST now under the research agenda of the gov't. We also have a project of the NICER. We have other projects over GIA, a project of DOST. Grants In Aid and several of those in Quezon City and Manila. We also have funded projects with CHED – Cynthia TechnoCore – industry also funds the projects during the proposals. One of our biggest things is the SIGLABET (?) project, this is a project of the TechnoCore. We have produced a ventilator system for use in the ambulance, so this technology will help civil society. – Elizabeth	
Funding	I think po sa R&D Funding and IP Policy and well I would say that the collaboration is between industry and academe. Number 1 – R&D Funding	UPD
Funding	One po yung actual funding, STRIDE grant. They actually helped in looking for a partner university in the US. Then yung capacity building nung pag fund nung purchase of laboratory equipment which we can sustain even after the project. Then yung ano po, yung industry-academe meets.	UPD
Funding	The capitalization would be by the faculty? – Agnes Although this is not part of STRIDE, we actually have small technology incubation. It is funded by DOST, and its purpose is to secure capital to scale for these academic start-ups.	UPD
Funding	"With strengthened R&D capabilities, the University has attained multi-million funding from DOST under the: Higher Education Institution Readiness for Innovation and Technopreneurship (HEIRIT), through its TBI, the Wildcat Innovation Labs; "	CITU
Funding	"Minimal in terms of equipment acquisition	USC

	To begin with, university has a strong research culture; but STRIDE helped the university through additional source of funding"		
Funding	As mentioned, major challenge is to encourage disclosure by faculty of the technologies they are developing so there are more patent opportunities.	USC	
Funding	Our research program in PCIEERD is 45 million. Out of the 45 million, we went to NICER. We are on the niche “Sustainable Polymers”. Because of the USAID pure grant, Dr. Lubguban applied a grant to the DOST PCIEERD, the research program on Bio Polymer was approved worth 45 million. It was finished just this year. The output from that research, we applied again on the DOST PCIEERD and became NICER. The NICER was worth 107 million. We got 5 million per researcher from USAID STRIDE.	MSU-IIT	
Funding	R&D funding - UPLB has an increasing funding.	UPLB	
Financial assistance	Our research program in PCIEERD is 45 million. Out of the 45 million, we went to NICER. We are on the niche “Sustainable Polymers”. Because of the USAID pure grant, Dr. Lubguban applied a grant to the DOST PCIEERD, the research program on Bio Polymer was approved worth 45 million. It was finished just this year. The output from that research, we applied again on the DOST PCIEERD and became NICER. The NICER was worth 107 million. We got 5 million per researcher from USAID STRIDE.	MSU-IIT	Assistance in facilitating funding or outright funding to the institutions
Financial assistance	RIIC is a brand but there is no fund support. STRIDE facilitated the link among the actors including DTI and DOST and call it RIIC. Through STRIDE the research agenda were refocused towards certain regional goal. But this is also being done at the RDC [Regional	BSU	

	Development Council]. In the RDC, there is a Regional Research and Innovation Committee even before STRIDE.		
Financial assistance	There is a need to widen participation of other SUCs. When STRIDE posts the grants, it is not specified who the recipients will be. What happens is that the big schools get the big funds. Big schools located in Manila can get as much as PhP100 M while the other schools, particularly the small schools will only get PhP 5M. Even in the selection process, the members of evaluators will be coming from the big schools; hence, big funding goes to them.	BSU	
Research grant(s)	R&D funding because of the CARWIn grants.	XU	Financial support specific to grants
Research grant(s)	Even before STRIDE, UPLB is in the forefront seeking more funds for R&D. It is already in our DNA. STRIDE had marginal addition that we should lobby for more funds.	UPLB	
Research grant(s)	Yes, in one conference USEC Rowena Guevarra announced has a total of 8 projects (and counting). We have projects under CRADLE, those are the flagship projects of the DOST now under the research agenda of the gov't. We also have a project of the NICER. We have other projects over GIA, a project of DOST. Grants In Aid and several of those in Quezon City and Manila. We also have funded projects with CHED – Cynthia	TIP	
Research grant(s)	TechnoCore – industry also funds the projects during the proposals. One of our biggest things is the SIGLABET (?) project, this is a project of the TechnoCore. We have produced a ventilator system for use in the ambulance, so this technology will help civil society. – Elizabeth	TIP	

Research grant(s)	On Grant policies, for one the CHED does not give to for-profit schools, the prohibit grants. Sometimes they would, but then take them back. There is a pending legislation that talks about this connection of the innovation ecosystem, but again the for profit-schools are not included. I think this is an important issue that needs to be addressed. STRIDE has known this matter and has initiated networks that try to seek this problem	TIP		
Industry responsiveness	We do research then try translate it to innovative technology and other development work but then it has to stop somewhere. It cannot do all the work because it is a university. The gap there is that, from the other end, who should also collaborate with the university. So that the translation of the research into something more useful to the community and industry. For the university to do it all the way, we cannot do it. The researchers, that is why they are in the university because they want to teach and have research work. If the university can have the mechanism to have a collaboration with the right people in the community or industry and make a connection. I think it can be done.	XU	Strategies or mechanisms (be it through government policies or curriculum changes) that are responsive to the needs of the industry i.e., on marketability, profitability and others.	Industry Responsive. Mechanisms aimed at increasing government or academe responses to industry needs such as market-feasibility or profitability.
Industry responsiveness	Well DOST has rolled out a lot of grants, some of them should in theory to culminate start-up companies. A lot has already been done. I would say this, stepping away from STRIDE; one of the lessons of the US experience is that there is an R&D pyramid. If you're lined up for MODERNA vaccine for mRNA technology, the technology is already created back in 1980s but has only been commercialized now. The Philippines lack that base of the pyramid. The problem why we have this base of the pyramid is that we don't know which of them is going to make it. It takes one human generation to find a technology such as the mRNA.	DLSU		

Industry responsiveness	Region 10 Academe: Bridge program serves as a platform in lobbying of on the ground challenges experienced by MSMEs to appropriate channels in the process of exploring and probing the current needs of the MSMEs in adjusting to the new normal. The program is able to gather on the ground challenges that the MSMEs is facing and can be raised to appropriate channels so that it can be addressed and look where the academe can be of support. It also creates opportunities for partnerships and collaboration on key activities during the conversation we had with the MSMEs, with Oro Chamber, there are many opportunities that can arise and can be adopted in the universities and teach students to be more involved in academe-industry partnerships.	Academe (XU)		
Entrepreneurship/Commercialization	Among all of these it's entrepreneurship. DLSU has traditionally been molded as a STEM and Business school. It's only in recent years that there's been a close interface between the faculty members in STEM and the faculty members in business. We were sitting on a gold mine all this time. Since we had both departments, but they were just not talking to each other. The academe provided the closure to the gaps the STEM faculty found. Do you think this is one of the unintended effects of STRIDE? – Ivy It was actually intended by the FEC (Filipinnovation Entrepreneurship Corps). The way it works is that we take a member of the research team, and we pair him with someone who has a sense of the business industry and the market. We took advantage of our alumni base, volunteers would bring in real world experience and of course for a lot of STEM people, this was a harsh introduction to reality to find out that their technologies in the labs might not work in the real world or had a long time to go. This was missing for a	DLSU TIP	Any strategies or procedures that would increase entrepreneurship or commercialization within the IE.	

	long time, because these people would be stuck in their own industry- bubbles. STRIDE helped build the innovation mindset among engineering faculty and students. This mindset was necessary to inspire the technical engineers into communication and entrepreneurship.			
Entrepreneurship/Commercialization	So, TIP has IPR and commercialization policies. These policies are continually revised and improved. So, this is a work in progress, in fact we keep revising it as we keep on learning new things. We really continue to revise.	TIP		
Entrepreneurship/Commercialization	Among all of these it's entrepreneurship. DLSU has traditionally been molded as a STEM and Business school. It's only in recent years that there's been a close interface between the faculty members in STEM and the faculty members in business. We were sitting on a gold mine all this time. Since we had both departments, but they were just not talking to each other. The academe provided the closure to the gaps the STEM faculty found. Do you think this is one of the unintended effects of STRIDE? – Ivy It was actually intended by the FEC (Filipinnovation Entrepreneurship Corps). The way it works is that we take a member of the research team, and we pair him with someone who has a sense of the business industry and the market. We took advantage of our alumni base, volunteers would bring in real world experience and of course for a lot of STEM people, this was a harsh introduction to reality to find out that their technologies in the labs might not work in the real world or had a long time to go. This was missing for a long time, because these people would be stuck in their own industry- bubbles.	DLSU		
Entrepreneurship/Commercialization	Before STRIDE came along, if someone comes up with a research project that might have commercial value, then having a start-up firm	DLSU		

	able to provide you substantial amounts of money is contingent on an investment partner. But you still have to discover the market, there are legal aspects you have to deal with and if you spin-off a new firm then that's a problem the university has to deal with.	
Entrepreneurship/Commercialization	To disclose their inventions, KTTO to advance technologies to commercialization with investors; Strengthen entrepreneurship aspect of the academic curricula (e.g., engineering curricula).	USC
Entrepreneurship/Commercialization	STRIDE has impact on entrepreneurship. Our faculty members at the Department of Agribusiness Management and Entrepreneurship (DAME) got new perspective on entrepreneurship which influenced the institution new courses on entrepreneurship, revised curriculum in business management from basic to more advanced program. [STRIDE enhanced the entrepreneurial curriculum]. There is also a revised curriculum of Master of Management where Entrepreneurship was added in the title of the degree program.	UPLB
Entrepreneurship/Commercialization	The PCAARRD has program on agricultural entrepreneurship which enhanced the capacity of the DAME faculty, but this further strengthened by STRIDE's case study writing and industry linkage activities. Glenn Baticados [Assistant Professor of DAME] is the former Director of the UPLB Technology Transfer and Business Development Office [TTBDO] has really infused changes based on STRIDE's activities.	UPLB
Entrepreneurship/Commercialization	Entrepreneurship – BSU has program on entrepreneurship and when they visited start up centers and research parks in North Carolina State University, STRIDE helped establish some links. The trip was funded by CHED.	BSU

Industry fixed-assets	So may mga programs na po yung DOST for example SFC. When I was interviewed before, I suggested the establishment of national laboratories such as in the US where industry and academe can conduct their own research in the national laboratories. In UP, labs and equipment are limited, and it depends on the research. If you have a fully established lab, it would be easier. For example, in UC Berkeley, the industry provides the problems.	UPD	Improvements to any fixed asset that would increase industry competitiveness.	
Industry fixed-assets	The faculty must be immersed in the industry. But there is a need first to deload [reduce the number of teaching load] of the faculty to work in the industry. Upon return to the University, the faculty can advise students and do industry-based research.	BSU		
Transparency	So, some challenges are the confidence towards our researchers. Another would be openness to collaboration since sometimes they are afraid of their data and their samples.	UPD	Changes in openness to collaboration and transparency	
Transparency	As mentioned, major challenge is to encourage disclosure by faculty of the technologies they are developing so there are more patent opportunities.	USC		
Transparency	Encourage faculty to do research, to disclose their inventions, KTTO to advance technologies to commercialization with investors; Strengthen entrepreneurship aspect of the academic curricula (e.g., engineering curricula).	USC		
Transparency	"More transparency, start-ups engagement, Need for more information on how to access STRIDE grants (e.g., selection criteria, eligibility)"	UPCebu		

Encourage faculty to conduct research	Encourage faculty to do research	USC	Encouragement to research	
Protection of outputs (patenting - indigenous knowledge)	So, TIP has IPR and commercialization policies. These policies are continually revised and improved. So, this is a work in progress, in fact we keep revising it as we keep on learning new things. We really continue to revise.	TIP	Ownership of technology/research outputs.	Intellectual property and incentives to start-ups and spin-offs. Pertains to the protection for original works, inventions or the appearance of research and other scientific developments.
Protection of outputs (patenting - indigenous knowledge)	I think po sa R&D Funding and IP Policy and well I would say that the collaboration is between industry and academe. Number 1 – R&D Funding, Number 2 – IP Policy	UPD		
Protection of outputs (patenting - indigenous knowledge)	Well, I think more on ginawang benchmark ang UP system when it comes to IP. They then shared these with other SUCs. Sa KTTO program, nag present kami ng existing policy and then it was learned from. UP's IPR policy was benchmarked for sharing with other universities.	UPD		
Protection of outputs (patenting - indigenous knowledge)	Another would be Intellectual Property. If a company engages funding research in academia there is usually an intent to improve the bottom-line and gains. There is a fundamental difference in worldview. We have tried to improve this in DLSU, pre-STRIDE our programs would possibly turn off industry partners.	DLSU		
Protection of outputs (patenting - indigenous knowledge)	You have to deal with intellectual property, getting the technology patented.	DLSU		

Protection of outputs (patenting - indigenous knowledge)	DOST gave us a grant that was intended to have an intellectual policy and knowledge transfer upgrading in DLSU, this is not per say from STRIDE but is influenced by it. The direct funding comes from DOST, but the influence is from STRIDE and US influences.	DLSU	
Start-ups and Spin-offs	Well DOST has rolled out a lot of grants, some of them should in theory to culminate start-up companies. A lot has already been done. I would say this, stepping away from STRIDE; one of the lessons of the US experience is that there is an R&D pyramid. If you're lined up for MODERNA vaccine for mRNA technology, the technology is already created back in 1980s but has only been commercialized now. The Philippines lacks that base of the pyramid. The problem why we have this base of the pyramid is that we don't know which of them is going to make it. It takes one human generation to find a technology such as the mRNA.	DLSU	Support for start-up and spin-off creation/improvements
Start-ups and Spin-offs	Before STRIDE came along, if someone comes up with a research project that might have commercial value, then having a start-up firm able to provide you substantial amounts of money is contingent on an investment partner. But you still have to discover the market, there are legal aspects you have to deal with and if you spin-off a new firm then that's a problem the university has to deal with. Say you're a faculty member and you started up a small company because of your research output. At some point would you be confident enough to give up your job at the university? This is one of the risk-aspects of someone having a start-up company. This means they might really take up a leave to focus on their company.	DLSU	

Start-ups and Spin-offs	How long will the leave be? –Agnes It's going to be one-year renewable. We wanted to provide a safety net for academics so if the start-up fails, they don't sacrifice their tenure. The capitalization would be by the faculty? – Agnes Although this is not part of STRIDE, we actually have small technology incubation. It is funded by DOST, and its purpose is to secure capital to scale for these academic start-ups.	DLSU		
No change	In our institution, no, I guess not much because we already have our systems in place. Maybe we were even able to share with STRIDE the good practices. The guidelines before are not the lowest price but the best value. These are already included in our systems.	TIP	No seen change in relation to STRIDE's programs	Low effectiveness. No seen change in relation to STRIDE's programs
No change	Hindi ako involved ma'am but based on my experience, there have been no improvements. PICARI is also trying to lobby improvements on the policy environment in research. So, there is still no change.	UPD		
No change	None. It is still the same. Maybe they had initiatives or meetings, but it is still the same.	MSU-IIT		
No change	It is the same, no change. I will tell what they did, the guideline on procurement had already existed, because of the CARWIN grant, STRIDE, procured the equipment and they gave it to us. Nothing changed on the university. They just procured it just for the project to be finished.	MSU-IIT		
No designated staff	Based on the experience that they had on the university, there are no designated staff on the university. One staff is designated for all the projects. The university should designate one staff per project.	MSU-IIT	Lack of motivated project leader	