

## ANNEX H

### SUSTAINABILITY HEI.1 CRT

#### 3.1 Which STRIDE initiatives will likely continue?

STRIDE INITIATIVES THAT WILL BE LIKELY TO CONTINUE				
CODE	RESPONSE	KI	CATEGORY	THEME
Alignment to the thrust of university	Initiative on dried vegetables will continue. As long as it is anchored well in the agenda of the university, passion of the faculty, aligns the objective of the department, I think it will continue.	XU	Projects will continue as long it is anchored well in the agenda of the university, passion of the faculty	Alignment to the thrust of university refers to the agenda of the university, passion of the faculty, aligns the objective of the department
Alignment to the thrust of university	The existing of the projects that we have are aligned and supports the university's research agenda. For me, they should and given a chance and opportunity to continue and just qualify on they should continue, would it be more on development or collaboration.	XU		
Capacity building	by conducting capacity-building or workshops	USTP	conducting capacity-building or workshops	Sustained capacity building and collaboration refers to the enhancement of capacity and collaboration that was established
Collaboration	With the project, it has opened its relationships with different institutions. While it is not really articulated as a policy, even these relationships will continue even beyond the project. It is like opening the window for this opportunity.	XU	opened its relationships with different institutions	
Collaboration /Capacity building	In addition, in the Department of Chemical Engineering, the Pyrolysis project that we started with STRIDE is still being continued and in fact we were also able to invite a “balik scientist”, although our engagement with “balik scientist” is not on biomass, but it paved the way to our collaboration because he is now with University of San Carlos (USC). We had a collaboration with him in USC. An improvement of our pyrolysis project is that we collaborated with a refinery with the USC and Dr. Tan, our “balik scientist”.	XU		
Collaboration	Academe industry linkage			UPLB
Collaboration	Fostering IE linkages			UPLB

Collaboration	Yes, because STRIDE was able to amplify that perspective that we have to be relating or linking with the industry.	UPLB		
Curriculum	In identifying the innovative programs to be offered. STRIDE helped us in determining the innovative programs	USTP	crafting an innovative program	Curriculum design refers to the academic programs offered and the academic instructions that will be implemented.
Curriculum	Our on-the-job placement in the University is already present.	BSU		
Curriculum	PSM	UPLB		
Curriculum	STRIDE had two sessions on curriculum development conference at the UPLB Graduate School where we invited David Hall, Chief of Party of USAID STRIDE Phase 1 and the American Professors to talk about PSM and the concrete/direct IE relationship.	UPLB		
Curriculum	like we did in offering PSM. Aside from that, STRIDE also helped us crafting an innovative program that we just offered recently, Master of Public Sector Innovation. We just offered it on the 2nd semester, January 2021. That is a master program that is enrolled by many government officials. More than 30 students have enrolled in that program. That is the product in collaborating with STRIDE crafting that program with other university also in USA, especially on the Golden Gate University. If they can continue to have that initiative that they help us in identifying these innovative programs, in response to the need of the industry.	USTP		
Curriculum	Aside from research and social development, I think it is also important that research impacts our instruction. In the College of Agriculture, we are incorporating our results into our classroom instruction.	XU		
Curriculum	There are also PSM and CHED policies.	TIP		
Curriculum	Master's program – BSM. We have several students that are under the PSM programs	UPD		
Curriculum/Institution building	We have two newly instituted master programs - Master in Food Engineering and Master in Animal Nutrition. It has a PSM flavor although the word Professional was deleted. These programs highlighted IE which contributed to the BOR and the President to easily approve these proposals.	UPLB		
Funding	We had funding with NRCP for the Biomass Project. Beyond the Biomass Project we want to go ahead with our refinery project. With the enthusiasm with our partner from USC, I'm pretty sure that we can continue with our Biomass and refinery projects and also on the Pyrolysis Project that we had with STRIDE	XU	hopefully to continue the funding support and research grants	
Funding	Sana po continued pa din yung support sa basic research since na discontinue to eh since gusto lang nila applied research.	UPD		
Funding	Some benefits that would accrue to us and other universities would be the research grants from 2014 and onward. These have been adopted by DOST, we are getting hundreds of millions of pesos through research grants. This is the	DLSU		

	next generation of adaptation of STRIDE grants. As long as DOST will be giving these grants, this should ensure the STRIDE initiatives to continue.			
Funding	Yes, funding this kind of initiative, understanding the underlying concerns.	UPD		
Institution building	KTTO, Career Center Program	USTP	established offices and programs	Establishing enabling factors refers to the creation of infrastructures, programs, and policies for the project.
Institution building	The Career Center is now in its 3.0 edition. So, it should go into its 4.0 eventually. The PSM degree is a continuing concern. The KTTO is also happening. We hope the visiting professors will continue	TIP		
Institution building	KTTO will sustain (we will sustain to make our research output more relevant to the society – as a commercialized product)	USC		
Institution building	KTTO will be sustained by the university to make research more relevant to society	USC		
Institution building	The CARWIN, because of it we were able to have the CRADLE from DOST	MSU-IIT		
Institution building	Our Career Center. STRIDE supported the existing Career Center of the University by enhancing the placement of our student in the industry.	BSU		
Institution building	he evolving work in progress Career Center Policy on the creation of the Career Center.	TIP		
Knowledge creation and increase in KAP on innovation and technology	We developed the apps for the farmers but were are developing it now for the students. The dehydration facility is part of the laboratory exercise of students.	XU	developing technologies for the industry	
Policies	KTTOs are covered by marketing and commercializing policies	TIP	continue established policies.	
Policies	Policies on commercialization because they helped us on that and they gave inputs for that.	MSU-IIT		
Procurement	We need public policies from DOST and DTI since our grants are funded publicly. They will enable us, DLSU, and other universities to go for laboratory products and see things in future products.	DLSU	review procurement policies	
Procurement	Influence policy makers for new procurement policy, many policy papers on procurement (wala pa rin) if STRIDE will push for this, malaking bagay ito.	UPLB		
Procurement	If STRIDE would be successful in influencing policymakers to craft a new RA on procurement policy	UPLB		
Protection of outputs (patenting/indigenous knowledge)	I think legislation, STRIDE intellectual property, rules on collaboration with overseas partners. These have provided us a permanent effect. Next would be human resource development. I think we have made significant improvements. Study tours and lessons learned have either gone into the policy of the university or have become part of the recipients' DNA now.	DLSU	review on intellectual policy and human resource development	
Protection of outputs (patenting/indigenous knowledge)	Within DLSU, I'll categorize them into two.Changes that happened in DLSU – Intellectual Property Policy, Knowledge Transfer Policy and Public Policies.	DLSU		

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Technology transfer	Siguro yung Tech Transfer Ecosystem or IP which is being done right now with UP START program.	UPD	review on intellectual policy
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3.2 Are STRIDE interventions within the HEIs/government research agencies/industry recognized? (This can include giving a favorable environment for trained faculty and staff to stay or providing internal funding to continue STRIDE’s interventions.)

STRIDE INTERVENTIONS WITHIN THE HEIS/GOVERNMENT RESEARCH AGENCIES/INDUSTRY THAT ARE RECOGNIZED				
CODE	RESPONSE	KI	CATEGORY	THEME
Awareness	Yes, I don’t know if they’re formally implemented. I’m not sure if people like me are aware of this.	DLSU	Formal intervention of the project	Awareness Refers if the people were conscious on the programs that were implemented
Capacity building	Yes, of course. Pag may tatak STRIDE Malaki ang pagtingin. I think yong example, is that the outputs of DAME faculty members who attended case writing sessions were recognized in the promotion.	UPLB	Activities that increase capacity	Sustained capacity building and collaboration
Institution building	Yes, the fact that we have a KTTO Building. USAID’s intervention made the KTTO.	MSU- IIT	Creation of offices/Institutional changes brought about by STRIDE	Refers to the recognition of STRIDE initiatives that improved capacity and collaboration.
Partnership	STRIDE further supported BSU by giving direction and introduced us to other networks	BSU	Initiatives that strengthened collaboration	
Attitude	There is more confidence attached to the HEI if there are/were USAID STRIDE-supported projects/programs in the University.	CITU	A shift in attitude in the innovation ecosystem stakeholders	Behavioral change or institutional trust refers to the trust or attitude towards institutions

3.3 Are activities of STRIDE included in the long- term R&D plans of the HEIs?

3.3.1 What is the likelihood that these can be included?

ACTIVITIES OF STRIDE INCLUDED IN THE LONG- TERM R&D PLANS OF THE HEIS				
CODE	RESPONSE	KI	CATEGORY	THEME
Friendly/Responsive policies	In terms of the R&D Plan, the incentivization of research outputs is already included where publications are included in the promotion system, IPA [International Publication Award], and a host of other incentives.	UPLB	Activities aimed at implementing or improving certain policies	Enabling policies refers to the set of policies that would help improve R&D plans of HEIs
Friendly/Responsive policies	Enabling mechanisms? There should be an increased presence of infrastructure and flexible policy.	BSU		
Policy	Policy on incentive mechanisms for sustained research productivity	CITU		

Policy	1. Embed IP in research policy; also, 2. Separate policy specifically on IP; IP sharing scheme	USC		
Attitude	Our faculty should have the same mind-set especially to those who are in the College of Engineering. We need to have a product out of research. We also involve faculty who are in a different college. That is our challenge, to have our faculty to have that mind-set.	USC	A shift in attitude in the innovation ecosystem stakeholders	Behavioral shift refers to the shift in attitude when it comes to publication, industrialization of R&D outputs and the like.
Attitude	1. As mentioned, mindset is still limited to publication of research (needed to balance between patenting research and publication of researches) 2. Change mindset of student for IP protection of technologies they developed (with the help of the university)	UPCebu		
Attitude	There is willingness to incorporate. However, the likelihood that it will be included will depend on information (they can gather) about STRIDE programs	UPCebu		
Alignment to the thrust of university	The culture of the university that research is not yet mainstreamed	XU	Research agenda will likely to be included in research universities	University's thrust refers to the university's agenda if research could be included as one of its programs.
Alignment to the thrust of university	These are likely to be included in research universities. The TIP is not a research university, it is a professional institution, and their focus is more on teaching, but they are doing collaborative applied research.	TIP		
Capacity building	Capacitate our faculty to go into entrepreneurship into start-up. Our faculty's aim is just to publish; how can we go beyond that? How can we capacitate this faculty? I think STRIDE can help us on that. Maybe providing skills on entrepreneurship.	USTP	Enhance the capacity of the faculty to go into entrepreneurship into start-up	Enhancing Capacity building refers to the capacity of the researcher to go into start-up
Capacity building /Technical assistance /Financial assistance	So, the enabling mechanisms would be technical assistance in its various forms. Maybe loans, capacity building and etc.	TIP		
Capacity building/Fees	Online part. Although this is favorable for people in the province. The problem is spacing the training days, and another would be how interaction would be done. The fees could possibly be a challenge especially for other SUCs. Their feedback however is good, since they are willing to pay.	UPD		
Capacity building	Trained pool of faculty who can carry out projects with external funding and/or collaboration with innovation stakeholders	CITU		
Collaboration	Yes, with Industry Engagement.	DLSU	Keeping the collaboration between key players	Sustaining the collaboration refers to keeping close contact and engagement among partners.
Collaboration	Industry Engagement – what this means is that we have a significant number of our engineers and scientists keeping close contacts with industry partners. We kept this program going. (catalyst is the STRIDE grant) (IMI technologies) (There are CRADLE project)	DLSU		
Partnership	STRIDE can improve IE by Identifying different players	UPCebu		
Curriculum	Yes, especially with the START program. We are currently making 2 modules, one on research the other on technology transfer. We are serving other universities	UPD	Crafting modules on research and	Reviewing Curriculum Design

	and SUCs. Actually, these are our targets for the tech transfer, for the research naman pwedeng kahit sino.		technology transfer	refers to crafting modules on research and technology transfer
Fees (training)	Hopefully ma sustain, since now it already is online. We also have a fee to make it sustainable. It has a training fee, sa ngayon we are looking it to be discounted since it is still the initial part.	UPD	Fees for training	Fees for the training Refers to the fees during training.
Funding	No. The one earlier I talked about was AMI technology. The funding initially was coming from the AGUILA grants; it was partially funded by STRIDE. This was a few years ago. We had a continuation using that model of cooperation, with the same team. The more recent projects were funded by the DOST. They have this cradle program. There are cradle projects both in Laguna and Manila campuses.	DLSU	Research grants or funding from government or other institutions	Funding resources refers to agencies that can provide grants or programs.
Funding	Some government agencies need to devolve grants and funding to private HEIs, not just to state universities	CITU		
Funding	Have not read the report of the previous administration. But there are documents indicating the STRIDE funded researches in UPLB. [Note (added by MMP: Six of these projects were conducted between 2013-and January of 2018)]	UPLB		
Funding/Financial Assistance	We involve them on research so that they can also apply for a research grant.	MSU		
Institution building	Establishment of the Technology Promotion and Commercialization Office.	USTP	Establishment of programs and offices	Establishing an enabling environment refers to the activities that promotes the sustainability of the programs that were implemented.
Institution building	Research Centers and Innovation Centers that we have established, FIC, the FabLab	USTP		
Institution building	We have a research office under the office of the president. We can start from there and coordinate with the work of the project leaders. Maybe we can also get comments and recommendations so that the university. I think the research office is an enabling mechanism. We just have to make sure what we will do there is based also on the needs or results of the evaluation like STRIDE program	XU		
Institution building	100% included in our plans. They are currently doing it.	DLSU		
Institution building /Collaboration	We have social-development centers in each college and this is being coordinated our Institute for Societal Engagement, in terms of relating to other institutions, government or private.	XU		
Knowledge transfer	Primary goal is to transfer research output for commercialization or adoption or utilization of the community or industry.	USTP	Transfer research output for commercialization or adoption or utilization of the community or industry.	
Knowledge transfer	On technology transfer, one of the areas that we need to improve is how we	USTP		

Resources	Sourcing and utilization of resource funds. Balancing the teaching workload and research-workload of teachers. Allocation of man-power resources. Capacity to do research.	TIP	Balancing the teaching workload and research-workload of teachers.
Resources	There are things that are unplanned, possibly if the academic partners would use these. We're very space constrained and of course STEM research needs space. That's why we expanded our Laguna campus. An internal problem is infrastructure to house these labs.	DLSU	Allocation of man-power resources. Capacity to do research.
Supportive Admin	One is support of the UP Admin, the OVPAA is really supportive. Another is that USAID STRIDE is really supportive.	UPD	Support from the admin in every institution/organization
Supportive admin	Governance of the University to guide and monitor the results and learning from engagements with USAID STRIDE	CITU	
Industry linkage	Expanding the pipeline of technologies that are commercially viable to continually connect with the industries	CITU	Academic links to industry
Awareness	Awareness of processes - Need for awareness of STRIDE programs	UPCebu	Awareness of processes
Procurement	Procurement of equipment from abroad.	UPCebu	Procurement policies

### 3.4 What are the principal linkages for innovations and R&D outputs to be adopted/transferred?

#### 3.4.1 Community

#### 3.4.2 Government

#### 3.4.3 and Industry?

PRINCIPAL LINKAGES FOR INNOVATIONS AND R&D OUTPUTS TO BE ADOPTED/TRANSFERRED				
CODE	RESPONSE	KI	CATEGORY	THEME
Collaboration	Community, Government and Industry: Linkages are through the KTTO under the catalyst of the TechnoCore.	TIP	Increased linkages with other organizations in a formal or informal capacity	Interorganizational Collaboration.
Collaboration	Community – through LGUs. The CLEAN Gem project, the university gave a non-bearing royalty to LGU partners. Government – through DOST and DTI. Well kami sa department active kami with DTI because of the standards they're trying to establish.	UPD		Increased linkages between different actors in the Innovation Ecosystem



Collaboration	Community Linkages – it depends on the business model that you adopt. One is you could use technology and makes a commercial product out of it. Some technologies might be different; some might be humanitarian in orientation. I have a colleague who developed technologies to allow crab farmers to be more productive such as A.I. and off the shelf cameras. We still have no marketability for these technologies. In some cases, industry partners may have the initiative to provide the technological innovation. It really depends on the nature of the technology. Government Linkages – Linkage to the government is mostly advisory in nature. This has nothing to do with STRIDE, but I can use it as an example of what can be done. We had a team who developed a vaccine allocation program. The intent was to optimize vaccine allocation. We invited USEC for the launch. This is what we can do. We can offer our expertise for government for problems that come along. Industry Linkage – It’s a matter of bringing them in the grants. By involving the industry earlier, we avoid dead ends.	DLSU		(Government, Industry and Academe) would improve the adoption or transferring of R&D outputs.
Collaboration	We are engaged in the three (3); (1) community, because of our student organization; (2) government, with LGUs and government agencies and we even sit in the Regional Development Council of Northern Mindanao, (3) industry, this is where STRIDE opened the door for us where we are not very much engaged with Chamber of Commerce and with the different businesses.	XU		
Friendly/Responsive policies (research engagement and linkages established) /Collaboration	We will see what our activities inside the academe, not only in teaching but also in research, and then they will trust us that we are doing well and probably engage with them to have first with smaller activities, later on if we are satisfied of the outcome or the output, probably we will adopt one of their technologies.	USTP		
Partnerships	Currently, we are having research collaboration with two (2) industries on DOST - CRADLE,	MSU	Increased partnerships with other institutions	
Partnerships	University has already established strong ties with the chamber of commerce.	USC		
Scalability of projects-programs	Industry – UPSCALE, sila po yung nag iinvite ng industry for the reverse pitching. UPSCALE is a DOST funded project but based siya sa UP Diliman, nasa NEC po siya. It caters not only to UP but also other universities.	UPD	Mechanism made by key players to scale up the project. A tool that can measure the success rate of the project	Program scalability is needed in order to ensure adoption of R&D outputs.
Start-ups - spin-offs	UP-Cebu shares government processes (grants, procurement) with start-ups but may differ by government agency	UPCebu	Support for start-up and spin-off creation/improve	Intellectual property and commercialization incentives to start-ups

			ments or for commercialization	and spin-offs. Pertains to the protection for original works, inventions or the appearance of research and other scientific developments.
Start-ups - spin-offs	STRIDE can help in identifying start-ups	UPCebu		
Start-ups – spin-offs commercialization/licensing	Last week, we were able to sign the Technology Licensing Agreement with an industry, four (4) technologies. It didn't happen overnight, because the source of the research or innovation center is our food innovation center. It was long established around 2014, they created a name, and the industry was able to notice the expertise of the researchers on that food innovation. Before this commercialization, that particular industry or company has some collaboration with our researchers. They were able to use the equipment in our FIC, with some consultation. Over the years, they were able to see that our FIC is really good institution that could help them move their product to the market -- that they could innovate their product, so that it could open so many product lines. Last year, we decided that if there is a new technology that will be coming out from the FIC, we want to take a look and if it is feasible, economically viable for us, so we are going to adopt that. I think that is one principal linkage that we really to advertise the capacity of the university to the industry, so that we will have the confidence.	USTP		
Commercialization	Create addition revenue stream generated by research	USC		
Commercialization	Yes, especially on the commercialization. Because of the one grant, wherein a research project was commercialized and was funded by the USAID.	MSU-IIT		
Commercialization	Since CRADLE is for commercialization	MSU-IIT		
Commercialization	The community gains income since the rice straws are discarded.	MSU-IIT		
Commercialization	We want to have more commercialized products based on research. Usually, this happens in the College of Engineering because we are on Applied Science. As you noticed, there were three (3) of us who had grants. USAID wants Applied Research proposals and to have a product that can be commercialized.	MSU-IIT		
Industry responsiveness	One industry collaborator that we have is in Bulacan, they will adapt this technology in their plant. They are very aggressive. The equipment that we bought is owned by the university. Now, they are working with the community and the LGU since the raw materials, rice straw, they are reaching out to the community in Bulacan. The project title: Poly-ol from Rice Straw for Roofing as Bio Polymer.	MSU-IIT	Academe improvements that make it more responsive to industry needs	
Friendly/Responsive policies	Malaki pa rin ang pagtingin sa research, mas incentivize. There is a need to revisit the policy on transferring the R&D outputs and better incentive system.	UPLB	Policies that promote incentives	
Knowledge transfer	To translate research output into extension activities because these are not very well-thought out in the government.	UPLB	Assistance needed to translate research output	Knowledge and capacity building assistance refers to programs that increase

				capacity and knowledge base.
Technical assistance	The technical assistance provided by STRIDE has made the Regional Innovation Inclusive Centers (RIIC) possible wherein the University has been very active through the participation in the Innovation for Business Recovery (IBR) program, and consortia.	CITU		
R&D Ecosystem	Yes. RIIC is just a brand. We have R&D program. BSU has a TBI (Technology Business Incubator] and already talking with the industry on what the students can develop. The students are deployed in different municipalities.	BSU		
Lack of expertise/Low capacity	The industry should have more capacity to absorb the invention of the university (there is weak absorptive capacity)	USC	Lack of capacity to absorb inventions	Different approaches to provide the transfer and adoption of R&D outputs would be capacity, institutional attitude and each institution would have a different approach
Attitude	The university has the perception that RIICs are only being promoted to SUCs, not with private. Same with the Fablab (Fabrication laboratory), offered only to the State U. There is a Fablab of the university but different to what is being offered/provided by the government	USC	Lack of perception or attitude towards adoption	
Context specific approaches	Identify community- based groups women group,  LGUs-landslide, used maps  Chamber of commerce-assessment with start-ups  Link with barangays and LGUs through the utilization of previous programs (e.g., LIDAR).  UP-C also links with the industry through the chamber of process (e.g., for assessment of start-ups)	UPCebu	Varying institutions leads to varying approaches to adoption.	

### 3.5 Is there a difference in strategies to institutionalize capacity-building programs between small and big HEIs?

DIFFERENCE IN STRATEGIES TO INSTITUTIONALIZE CAPACITY-BUILDING PROGRAMS BETWEEN SMALL AND BIG HEIS				
CODE	RESPONSE	KI	CATEGORY	THEME
Context specific approaches	In my opinion, not really. Before STRIDE implements an activity or a program, they conduct needs assessment. If they would approach an academy or an institution, they would say where are you in terms of the concept tech transfer? Do you have existing policies now? So that STRIDE will be able to craft a program that is suited for the particular institution.	USTP	Strategies towards institutionalizing capacity-building are contextual to each different	Context-specific approaches. Yes. Each HEI has its own different strategies in institutionalizing

Context specific approaches	Yes, because you're dealing with different magnitudes, so the strategies would vary on the size of the HEIs.	TIP	situation/problem/institution.	capacity-building programs. (i.e., administrative or financial problems are contextual to each HEI)
Funding	For small SUCS which might be grappling with resources, their main concern to what extent they can fund capacity building program for their staff	BSU	Institutionalizing capacity-building programs entails funding assistance	Resource difference refers to the different levels of financial support HEIs are getting as well as resources and capacity building initiatives.
Funding	Financial support from the HEI to incentivize faculty's engagement with the projects; laboratory facilities; etc.	CITU		
Funding/Resources	Big HEIs have bigger budget which allow them to hire more personnel compared to smaller HEIs	UPCebu		
Resources	I think we are a "medium" university. For example, UP is a big university with 20,000 or 30,000 students. The consensus talked about that it is more on the SUCs and private and not on small and big HEIs. A distinction between public and privately funded. The money that we have is from the students. Our revenues are from fees from the students. We don't have big research fund from a big source. We only have a minimal funding for our research faculty. This research should go back to the students for the instruction, but we cannot spend that much. That is our handicap.	XU	Balancing the teaching workload and research-workload of teachers. Allocation of manpower resources. Capacity to do research.	
Resources	The problem with smaller HEI institutions is expansion. Probably they do not have the right person for the job. They have a smaller talent pool to work with just by the virtue of having a smaller faculty.	DLSU		
Institution building	A lot of it has to do with financial or human resources. Human resources i.e., if you decide to create a research office with a particular function it is important who you put as the lead in such office should be competent for the role.	DLSU	Established offices and programs	
Capacity building	HEIs of varied sizes may differ in strategizing capability-building programs because of, but not limited to: the roster of faculty researchers who can successfully accomplish collaborative projects	CITU	Assistance that increases capacity improves institutionalization	
Lack of expertise/Low capacity	For smaller SUCs, institutionalization of capacity building may not be possible yet.]	BSU	Institutionalization of capacity building is low	
Supportive admin	I think based on our KTTO, halos wala. It really is in the implementation. It's just a matter of translating things into actual implementation.	UPD	Administration is supportive	Leadership and supportive admin refer to the initiative and motivation of the project leader to lead innovation ecosystem initiatives
Leadership/Supportive admin	Leadership is a vital factor	USC		

Inclusive	Yes. When I was approached then by Manny Uy [Manager of STRIDE Scholarship]. Sir Manny ano kaya bigyan mo kami ng malaking pondo. However, the response of Dr. Manny Uy was. “Hindi, we should make it more inclusive for small universities to participate. It should be open specifically to regions which are underserved or to those which are emerging.”	UPLB	Inclusive approaches	Inclusivity refers to an inclusive approach done by the HEI
Policies	It depends on enforcement of policies and extent of reach of the policy to the members of the university; in terms of the aggressiveness of management to implement/enforcement policies.	USC	Enforcement of policies	Policy enforcement refers to the differences in how a policy is implemented in each HEI

### 3.6 How can mentoring programs as introduced by STRIDE be sustainable?

<b>MENTORING PROGRAMS AS INTRODUCED BY STRIDE BE SUSTAINABLE</b>				
CODE	RESPONSE	KI	CATEGORY	THEME
Capacity building	Several of the faculty members have joined Ideation Sessions. Some faculty members were partnered with the industry, MSMEs. However, nobody would take the time to write the proposal. Everybody was encouraged to be partners with the industry to have collaborative research that has direct applications to the industry. In the enabling environment, one SUC in the city their faculty do not have a teaching load during summer, but they are required to make proposals, maybe we can follow that, not necessary that all faculty members but only to some. The university may select faculty and be mentored	XU	Activities that increased or developed an organization’s capability to produce perform or deploy.	Overall capacity building. refers to the increase or regularity of mentoring programs or institutionalization of particular programs such as the KTTO or Career Centers.
Capacity building	We can have more regular conduct of mentoring programs and capacity building programs which would enable sustainability.	TIP		
Capacity building	Mentoring program can be and must be replicated in the University inculcating the culture of coaching junior faculty researchers thru proper incentivization Holding of fora to showcase the HEI’s success stories in their innovation programs due to the mentoring program of STRIDE	CITU		
Capacity building	There must be a continuous short-term capability building which slowly building up the capacity of the universities.	UPLB		
Capacity building	KTTO was translated into the IMPACT program. Hopefully DOST will take this on. Hopefully more universities will be involved, especially research universities. Hopefully STRIDE will be able to support The Alliance of tech transfer (ATOP) professionals. Yung mga IMPACT grantees po ma’am. So, it’s about promoting technological transfers within universities. Earlier grantees of IMPACT formed an	UPD		

	alliance and are now mentoring? -Agnes The program is focused on promoting tech-transfers. Ecosystem po talaga to may mga lawyers may engineer and etc. Yung IP officer nila is from Lasalle. In DLSU is a lawyer			
Institution building	They were also able to train other Career Centers in other campuses. It makes it sustainable. Through the programs that we learned from the trainings of STRIDE, we were able to recreate and innovate program, one example, in Florida State University, they offer an academic program of career to their students, and we were able to offer that in our Cagayan de Oro Campus. That makes it sustainable because that program runs from 1st year until 4th year. We call it Career Success Development program. It is not a one-shot activity. Before we all set for a career center, a one-shot activity, an OJT program or OJT Orientation or a Job Fair, because of the trainings of STRIDE, we were able to innovate the programs. We were able to have modular program and we pattern it with the Florida State University. We offered to all campuses of USTP.	USTP	Institutional building addresses capacity building beyond the provision of educating and training of professionals – often leading to organizational changes.	
Collaboration	Our experience in the US. We also have funds to do this. If we were a boat, we would have our own engines. The resources are in place. We have enough people who have been the beneficiaries of good mentoring who understand that this should be a continual human resource development. So even if it costs money to implement continuously these programs, it is needed. Also bringing in mentors through the Balik-Scientist program from the US and other countries so they would be able to provide newer perspectives and insights when it comes to STEM.	DLSU	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) would improve the adoption or transferring of R&D outputs.
Partnership	At the UPB Graduate School, we were able to link with the Universities in the United Kingdom for a 4-year PhD by research program. Mentoring is just part of program where students go to the UK to observe how research mentoring is done. The output of students can be in the form of publication or paper read in a conference. This is funded by CHED.	UPLB	Increased partnerships	
Partnership	In NICER, it involves HEIs and researchers that are collaborating with us. There are collaborators from Ateneo de Davao, Xavier, MSU-Gen San, MSU-Naawan, MSU-Marawi, and big industries. It is a big research program with many activities. Hopefully, before I will retire, that is my contribution to mentor the budding scientists. Afterwards, they can apply for their own research program after their training in NICER.	MSU		
Supportive admin	There has to be champion in the university for the mentoring program. If there is a champion, he/[she] will think of a program, searches for fund, and other resources, otherwise; it will only be pure advocacy.	BSU	High initiative from the administration or the project leader/manager	Leadership and supportive admin refer to the initiative and motivation of the project leader to lead

				innovation ecosystem initiatives
Curriculum	There should be a banner program for STRIDE initiatives like PSM na pwede incorporate the mentoring program linking the academe and the industry	UPLB	Incorporation of mentoring programs into the curriculum	Curriculum integration refers to the integration of mentoring programs as part of the curriculum
Policies	Wala pa po, so I think yung mentoring yung mga coaching nila with resource persons on how to handle this data on how we can discuss and to write the white paper proposal, pwede na yun. I do not know how long they would be happening this, always ba? Mawawala na yung budget.	UPD	Policies on how to handle and use data taken from mentoring	Policy enforcement refers to the differences in how a policy is implemented in each HEI

### 3.7 What is the requisite policy environment for sustainability of STRIDE interventions in the HEIs?

#### REQUISITE POLICY ENVIRONMENT FOR SUSTAINABILITY OF STRIDE INTERVENTIONS IN THE HEIS

CODE	RESPONSE	KI	CATEGORY	THEME
Capacity building	A policy that will support the faculty/researchers that will encourage them that they will go to spin-off or start-up since we are not able to implement this yet. We are looking on how to attract the faculty to go into start-up or spin-off. Also, for the students on what support that we can give to them. If the university is allowed to give capital for those students who are interested to go into entrepreneurship or start-up.	USTP	Activities that increased or developed an organization's capability to produce perform or deploy.	Policies conducive to increasing capacity refers to policies that would increase institutional capacity in HEIs
Capacity building/Attitude	The enabling mechanisms are to have a mentoring. Even if everything is in place but we do not train researchers that have a mindset the same with the USAID and PCIEERD training, they cannot get any grants, even if they just got their PhDs abroad, we have a different context in the Philippines. I really saw that there is a need to have a mentoring on the new PhD graduates	MSU		
Institution building	For the KTTO, naging active ako sa tech transfer ng university or sa business dev ng technology, so yun po yung nag start.	UPD	Institutional building addresses capacity building beyond the provision of educating and training of	

			professionals – often leading to organizational changes.
Curriculum	Transplantation. I do not think of STRIDE as a fixture, but it should be transplanted to a permanent fixture. One of the things we tried to transplant using stride is the Professional Science Masters. Some institutions were able to implement this, but it did not take root in DLSU. Because there was a higher wall between STI and Business faculties. There really was a different culture between the two before.		Changes or improvements in the curriculum particularly for HEIs.
Alignment to the thrust of university	Definitely, appropriate funding and alignment of the research agenda of the HEIs with STRIDE’s priority areas.	UPD	Alignment in organizational objectives and priorities
Institution building	They were also able to train other Career Centers in other campuses. It makes it sustainable. Through the programs that we learned from the trainings of STRIDE, we were able to recreate and innovate program, one example, in Florida State University, they offer an academic program of career to their students, and we were able to offer that in our Cagayan de Oro Campus. That makes it sustainable because that program runs from 1st year until 4th year. We call it Career Success Development program. It is not a one-shot activity. Before we all set for a career center, a one-shot activity, an OJT program or OJT Orientation or a Job Fair, because of the trainings of STRIDE, we were able to innovate the programs. We were able to have modular program and we pattern it with the Florida State University. We offered to all campuses of USTP.	USTP	Institutional building addresses capacity building beyond the provision of educating and training of professionals – often leading to organizational changes.
Policies	The recognition within the university, understanding, and appreciation that research is important. Faculty and admin offices may have different understanding of research; they see it as not important as teaching because it is not really bringing it money. Understanding and appreciation that research, along with social development, functions of the faculty are equally important	XU	Making use of policies in order to improve processes. Includes anything pertaining to policy challenges and opportunities.
Policies	Procurement system that is responsive to building research capacities. Malaki ang masustain na efforts like retaining the best and brightest researchers	UPLB	Research policy Improvements refers to improvements to research policies.
Policies	At BSU, it can be monitoring and evaluation of implemented policies	BSU	



Friendly/Responsive policies	University to adopt mandated policies by government agencies (e.g., CHED's CMO 46, 56, 15) that can help the university achieve goals on technology development and IP (e.g., publication of research)	USC		
	Policies when seriously applied can fulfil the mandate			
Policies/Research/Commercialization	We have research and commercialization policy	MSU		
Resources /Friendly/Responsive policies (research engagement and linkages established)	The culture and the policy to be clear because we are still in the transition. I think it is not just the money but the thrust of the university. If we focus on research and we allow faculty to do research, the teaching will be affected. For me, it is not just money but how it will affect the teaching. UP and to some extent Ateneo de Manila can do that because they have many human resources for people who can do the work. Maybe we can start with few and see the turnout. We recognize the problem or gap.	XU		
Protection of outputs (patenting/indigenous knowledge)	He was the first one to patent technologies in the Universities, so we are trying to look at this as a good case study to learn best practices from.	UPD	Ownership of technology/research outputs.	Mechanisms for intellectual property protection and incentives to start-ups and spin-offs would enable sustainability.
Funding	Yes hopefully, the College of Business is actually taking in grants from DOST	DLSU	Financial-related support	Financial Assistance. Increased grants and funding would enable sustainability
Funding	I think leadership, government support in terms of budget which is gasgas na,.	UPLB		
Funding	I can understand STRIDE. STRIDE cannot monitor because it did not provide fund. Government agencies like DOST can monitor because of their grant.	BSU		
Awareness	Promotion and visibility, DOST call for proposal.	UPCebu	Awareness and information access	Awareness refers to visibility of ongoing programs that would be increase via policies.
	It should be similar like the way DOST does it (i.e., call for proposals)			