

needs to be explored. These results of the offices may well turn out to be the most significant.

Some outcomes of the offices for technology transfer are already quite visible. All universities that have introduced such offices have increased industrial services to faculty and registered a rise in demand for these and other services. The offices have contributed significantly to improving industrial liaison and to commercializing faculty research. Since the establishment of a contracts office in 1971 at McGill, the number of contracts awarded to professors has grown from 23 to over 100 annually.

The offices have produced financial returns as well. Guelph's office of industrial services (established in 1983), for example, is largely responsible for a 147 per cent increase in research funds from the business sector. Royalties from eight licences held by the Waterloo Centre for Process Development (WCPD, established in 1978) bring in over \$500,000 a year to support faculty research at the university. Calgary's office of computing technology, the Innovations Foundation at Toronto, the Waterloo Research Institute and McGill's inventions and patents office are self-supporting.

4. GOVERNMENT SUPPORT

Over the past few years many government policies and programs for university research or economic development have emphasized the need to make faculty research efforts more focused and to transfer results to the marketplace. Originating from both the federal and provincial governments, these policies and programs have been a major stimulus and a great aid in establishing university offices for technology transfer.