



Strengthening
University-Industry
Partnerships



Anthony Boccanfuso, Ph.D., President and CEO, UIDP

general **CONSENSUS**

Universities want strong partnerships
with companies.



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But it requires specific actions to build sustainable partnerships.



Strengthening
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Partnerships

Everyone says they want to innovate and collaborate.

But is there a disconnect?

Inside Innovation

University practices, processes, offerings ...

Outside Innovation

Commercialization, technology transfer, economic development ...

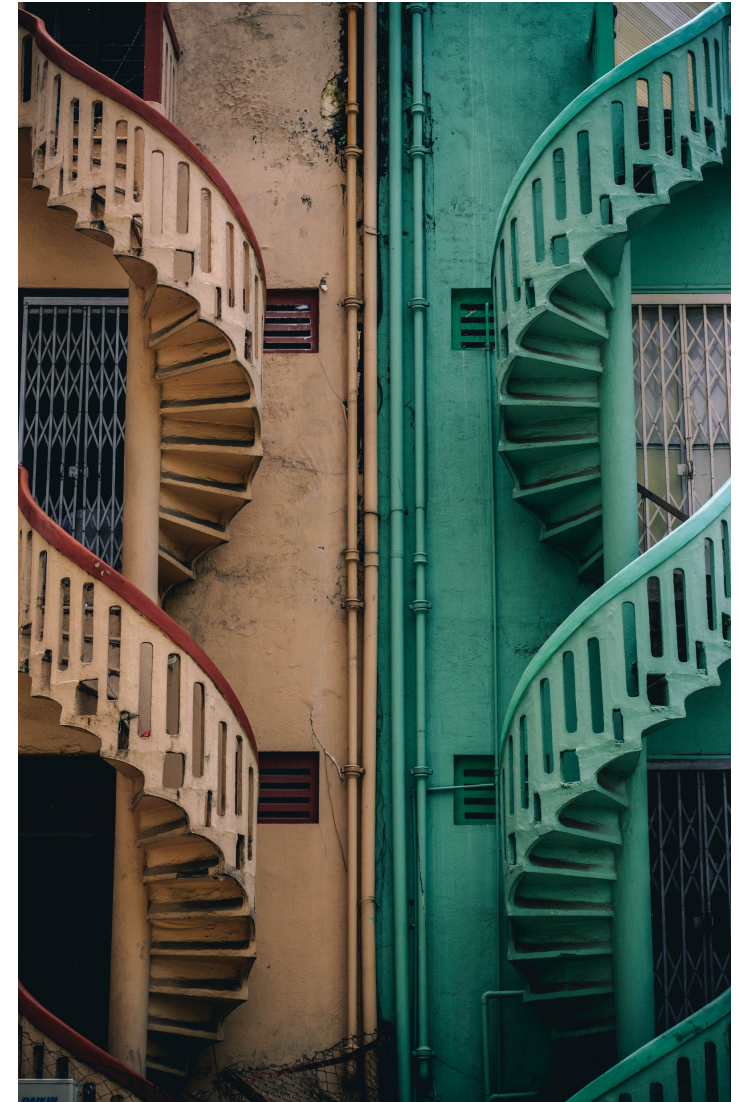


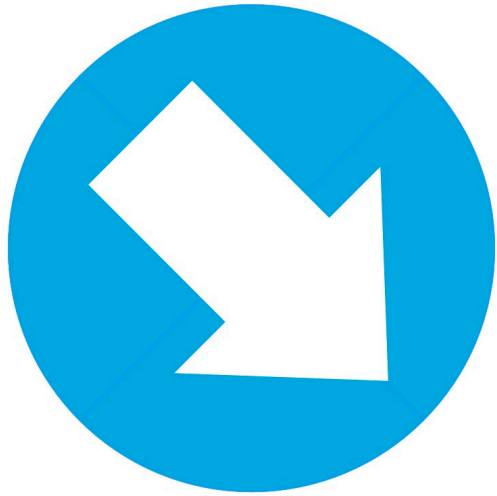
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Strengthening
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Partnerships

discovery process

University Industry Engagement



Research conducted by Randy Hall, former USC SRO

Draft for framework

- Alignment
- Foundations
- Positive characteristics

Feedback and revision through UIDP interviews

Review of university websites

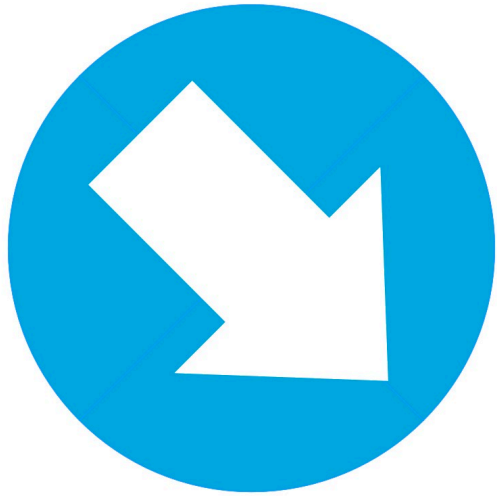
Survey of UIDP members



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university as a whole

University Industry Engagement



Strategy: linking mission areas

Values: supporting industry engagement

Organization: integrating units and applications

Concentrations: industry sectors

Grand Challenges: meeting societal needs



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Partnerships

alignment of mission, strategy and vision

UI ENGAGEMENT

University Strategy and Vision

Strategy Linking All Vision Areas | **Values** Supporting Industry Engagement | **Organization** Integrating Units and Applications
Concentrations in Industry Sectors | **Grand Challenges** Meeting Societal Needs

Mission

Education	Research	Clinical	Auxiliaries & Administration	Economic & Community Development
<ul style="list-style-type: none">• Alumni affinity groups• Capstone courses• Career planning• Competitions• Continuing/Exec Ed• Course content• Industry curricula• Industry-focused student organizations• Industry lecturers• Internships, co-ops	<ul style="list-style-type: none">• Advisory boards• Co-location• Conferences, workshops• Directed services• Facilities & data• Industry affiliation• Integrated centers• Joint employment• Joint pursuit• Open software	<ul style="list-style-type: none">• Clinical innovation• Industry sponsored trials	<ul style="list-style-type: none">• Access to conference facilities• Joint development of products• Strategic purchasing	<ul style="list-style-type: none">• Inclusive community development• Joint development of innovation park/incubator• Licensed technology• SBIR/STTR support• Small business support• Standards creation• Startup investment• Technical assistance



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foundations

UI ENGAGEMENT

Foundations

Policies

- Academic Freedom
- Conflict of Interest
- Intellectual Property
- Privacy
- Promotion & Tenure

Agreements

- Confidentiality
- Corporate Gifts
- Data & Material Transfer
- Employment Contracts
- Joint Ventures
- Partnering
- Purchasing
- Research Service
- Sponsored Research
- Technology Licensing

Key Units

- Academic Units
- Advancement
- Career Planning
- General Counsel
- Health System
- Industry Relations
- Innovation Parks
- Purchasing
- Sponsored Projects
- Technology Licensing

Stakeholders

- Alumni
- Boards
- Business Partners
- Community
- Faculty
- Staff
- Students



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positive characteristics

UI ENGAGEMENT

Positive Characteristics

Attitudes

- Cooperation across university units, staff and faculty
- Desire for persistent relationships
- Emphasis on mutually beneficial relationships
- Flexibility to overcome barriers
- Litigation as last resort
- Recognition of benefits from university engagement
- Service focus in industry relationships

Experience & Capabilities

- Corporate engagement staff with relevant industry experience
- Entrepreneurial experience
- Professors of practice

Services

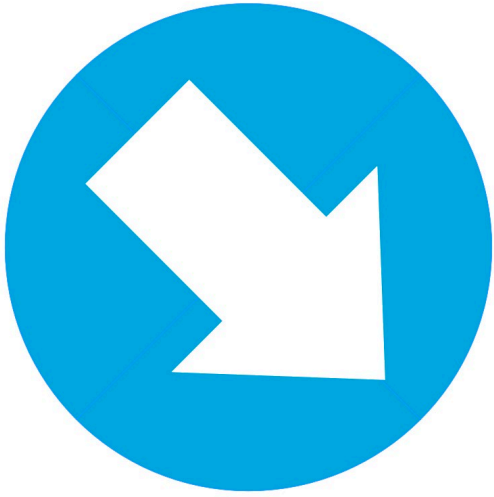
- Availability of innovation park for companies
- Bundling IP across multiple investigators
- C-level engagement with companies
- Concierge service for industry engagement
- Proactive reach out to catalyze industry relationships
- Stewardship over lifecycles of awards by an industry relations officer
- Support for social purpose aims, including diversity and grand challenges

Attributes

- Alliance managers who are empowered
- Business intelligence and technology forecasting guiding decisions
- Clearly communicated standards and norms for industry engagement
- Comprehensive industry facing office integrating research, education and economic development
- Strategy and vision for industry engagement stated by president or provost
- University concentrations aligned with industries or technologies
- University policies that align with industry engagement

characteristics of central organizations: web analysis

UNIVERSITY INDUSTRY ENGAGEMENT



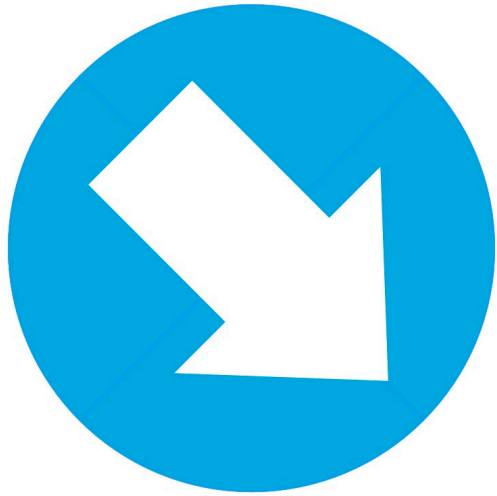
Central Office Scope: encompassing which missions?

Responsibility Hierarchy:

- Lead
- Concierge
- Personal referral
- Web portal/pointer
- None

characteristics of sample: web review

UNIVERSITY INDUSTRY ENGAGEMENT



65 Universities

Average Fed Expenditures: \$409M

Average Corporate Expenditures: \$44M

47 AAU Members

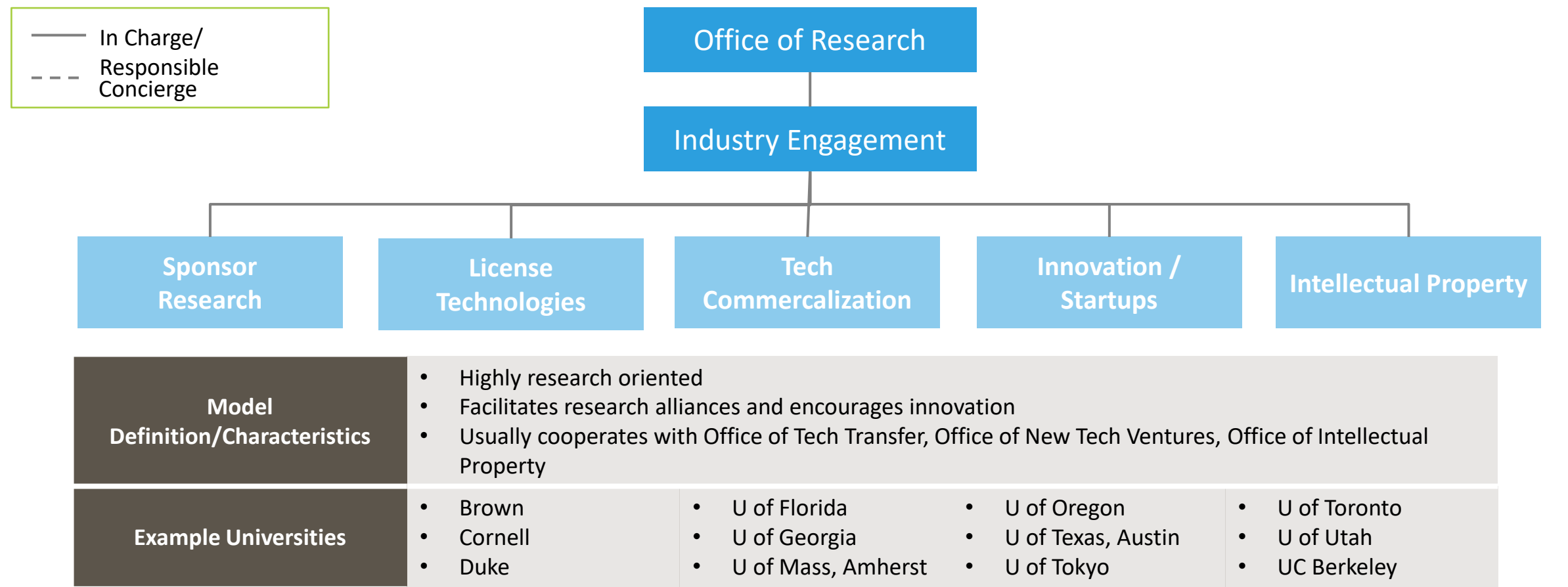
Average US News Rank: 50



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office of research: tech transfer/corporate sponsored research

ORGANIZATION MODEL 1



office of research: tech transfer/corporate sponsored research

ORGANIZATION MODEL 1 - *EXAMPLES*



Sponsor Research

Are you interested in sponsoring research with Berkeley faculty? Click the button below to learn more about working with the leading researchers at Berkeley!

[Read More](#)

Disclose an Invention

Do you have a new invention or software idea? Click the button below to disclose an invention, learn about the invention disclosure process, or access resources and support.

[Read More](#)

License Technologies

Looking for a technology or invention to commercialize? This site has a large array of technologies listed across multiple categories that can be searched and licensed.

[Read More](#)

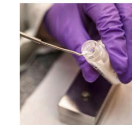
**Sponsor
Research**



License
Technologies and
Digital Images



Engage Startups



**Access Research
Services**



**Explore UGA
Innovation
District**



Strengthening University-Industry Partnerships

advancement: corporate/foundation relations

ORGANIZATION MODEL 2 - *EXAMPLES*

Princeton Research

> Corporate Engagement & Foundation Relations

For FacultyFor FoundationsFor IndustryResearch With PrincetonResearch Discovery Initiatives

Home > For Industry > Connecting Industry Across Campus

Connecting Industry Across Campus

- Collaborate In Research
- Hire a Tiger
- Innovate with Technology
- Promote Entrepreneurship
- Corporate Affiliate Programs
- Core Facilities
- Partnership Stories
- Wire & Check Payment Instructions

Connecting Industry Across Campus

Let's open the gates to innovation together. Contact the Corporate Engagement team to learn how your business can work with Princeton research.

- > [Collaborate in Research](#)
- > [Hire a Tiger](#)
- > [Innovate with Technology](#)
- > [Promote Entrepreneurship](#)
- > [Join a Corporate Affiliate Program](#)
- > [Use our Core Facilities](#)
- > Attend [Celebrate Princeton Innovation](#)
- > Find a collaborator through [Research With Princeton](#)
- > [Attend Princeton Events and Learn More About Us](#)

GW

Corporate & Foundation Relations

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Home > For Corporations

Partner in Research

Learn

Give or Sponsor

Recruit

Volunteer

For Corporations

Engage with us

Home to 10 schools and colleges and more than 80 institutes and centers, GW offers diverse opportunities for companies to engage with faculty and students in meaningful and beneficial partnerships. Whether you are looking to connect with top researchers, offer professional development opportunities for your team, find prospective employees or help exceptional students, the Corporate Relations team at GW is excited to work with your company to achieve its goals.

Contact the Corporate Relations team at 202-994-1907 or cf@gwu.edu to learn more about the variety of ways you can partner with GW.

We look forward to working with you!



Partner in Research

Partner with GW faculty to bring innovations to market.



Give or Sponsor

Sponsor GW programs and events on campus while showcasing your company's brand.



Learn

Take advantage of GW's top executive education programs, tailored for your schedule and goals.



Recruit

Recruit ambitious, enterprising GW students. Nearly 70% of GW students have internships before they graduate, which helps employers to get a head start on talent development.



Volunteer

Serve on advisory councils and boards, speak to student groups and connect with students and faculty to share your expertise and experience.



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economic development/government relations

ORGANIZATION MODEL 3 - *EXAMPLES*

Ψ

INDIANA UNIVERSITY

Economic Engagement

ABOUT US

INITIATIVES

ECONOMIC ENGAGEMENT

CONTACT US

Senior Leadership

Home

ABOUT US

We connect Indiana University with the state

The Office of the Vice President for Government Relations and Economic Engagement brings together IU units engaging diverse stakeholders in business and industry, government and communities, and media of all forms to raise awareness of Indiana University's critical role in directly contributing to the economic vitality of the state and enhancing the quality of life for Hoosiers.

Explore our portfolio

Economic development

University Economic Engagement is responsible for coordinating and connecting university resources with strategic opportunities that foster the state's economic growth.

Technology commercialization

The Innovation and Commercialization Office assists IU faculty and researchers with realizing the commercial potential of their discoveries.

Entrepreneurship

IU Ventures catalyzes entrepreneurship by providing support and resources to early-stage startup companies with strong ties to IU.

IOWA STATE UNIVERSITY

Office of Economic Development and Industry Relations

BUSINESS ENGAGEMENT

SPECIALIZED RESOURCES

NEWS & EVENTS

ABOUT

CONTACT

About Us

The Office of Economic Development and Industry Relations (EDIR) assists external stakeholders in accessing the unique capabilities and services of Iowa State University. EDIR is a single point of contact to streamline the process of making connections between industry and the university.

EDIR connects companies and individuals with university capabilities and expertise in business and technical assistance, research and development, facilities (including the ISU Research Park, laboratories, and equipment), and workforce development. Whatever your needs are, we are here to help you address them.

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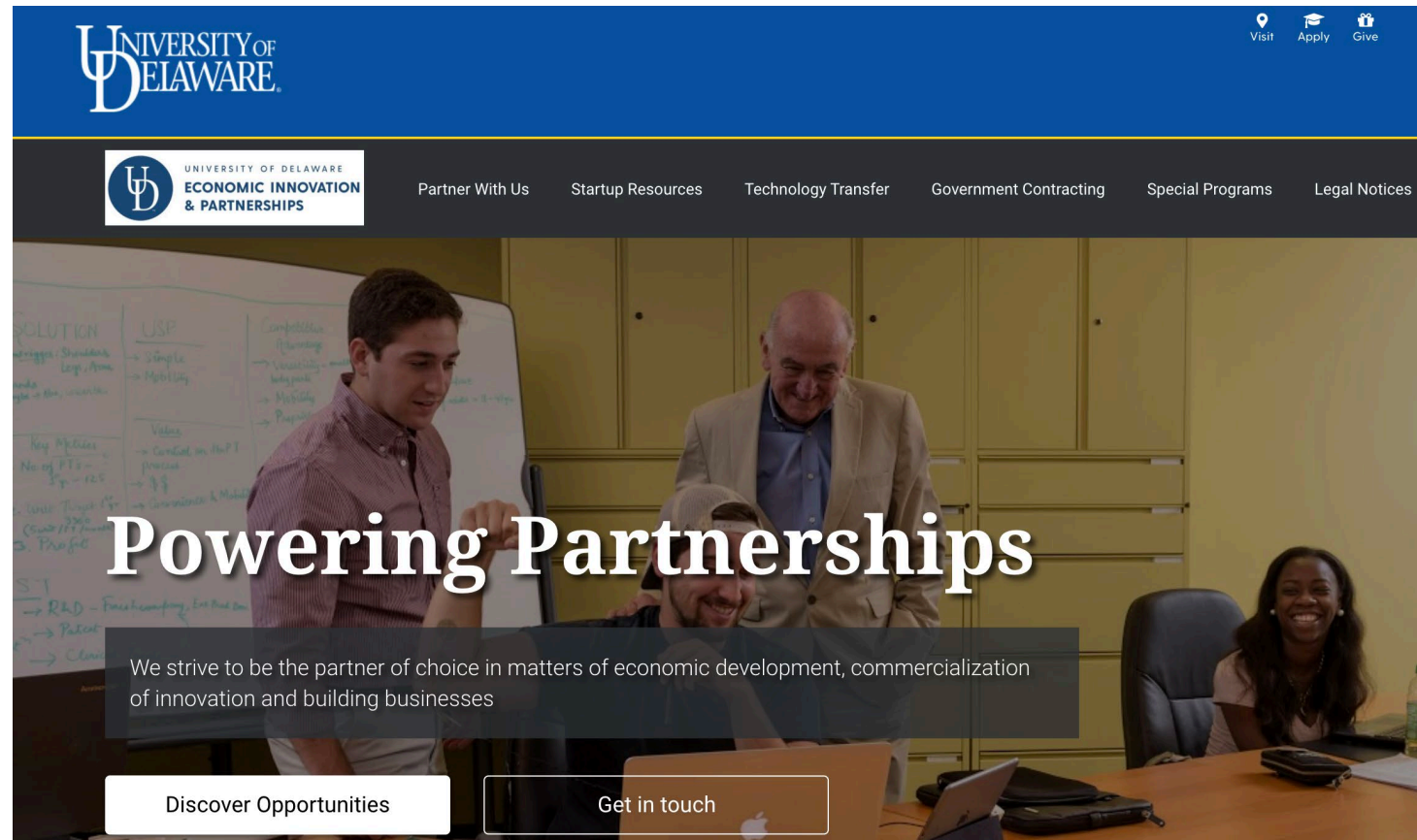
Strengthening

University-Industry

Partnerships

partnerships (corporate + non-corporate) office

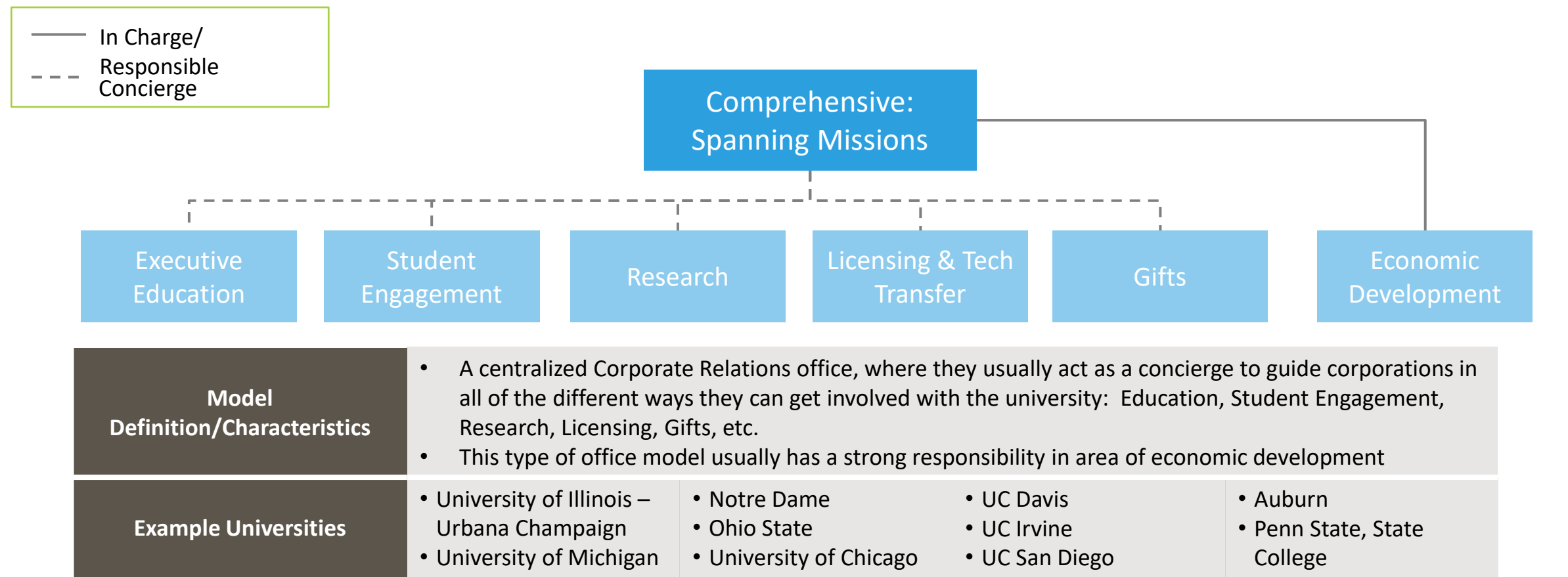
ORGANIZATION MODEL 4 - *EXAMPLES*



Strengthening
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Partnerships

comprehensive: spanning missions

ORGANIZATION MODEL 5



comprehensive: spanning missions

ORGANIZATION MODEL 5 - *EXAMPLES*

**ILLINOIS**
Office of Corporate Relations

ABOUT ▾

STAFF ▾

WAYS TO ENGAGE ▾

RESOURCES ▾

NEWS AND EVENTS ▾

CONTACT US

STUDENT ENGAGEMENT

BRANDING AND SPONSORSHIP

RESEARCH AND TARGETED SOLUTIONS


PROFESSIONAL EDUCATION

INNOVATION AND TECHNOLOGY TRANSFER

ECONOMIC DEVELOPMENT

Office of Corporate Relations

Your gateway to success at Illinois

**PennState**
Corporate Engagement Center

Resources for Industry Focus Areas Our Stories About Us Resources for Faculty & Staff

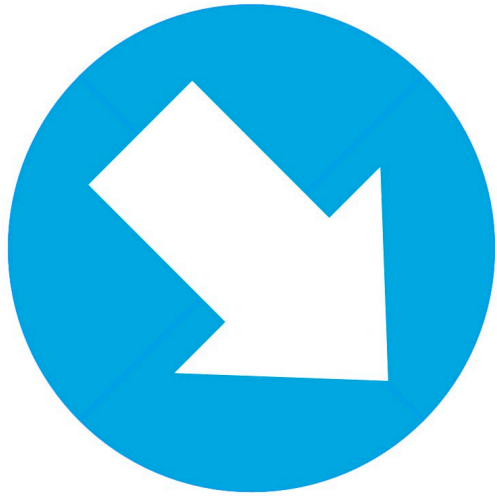
About Us

The Corporate Engagement Center connects industry partners to strategic opportunities at Penn State for research and development, philanthropy, and talent recruitment. Brought together in 2019, the center serves as a hub for industry/University relationships, supporting companies as they navigate the vast resources of Penn State. The team is here to help build lasting, mutually beneficial relationships.

The Corporate Engagement Center is a joint initiative of the Office of the Senior Vice President for Research and the Office of University Development, working in partnership with Career Services.

names of central offices

ORGANIZATION MODEL



Application:

- Corporate: 30
- Industry: 14
- Business: 5
- External: 1



Descriptor:

- Relations: 24
- Partnerships: 18
- Engagement: 17
- Innovation: 17
- Technology: 4
- Economic: 3

surveys

WHAT DO UIDP MEMBERS THINK?



1. University Representatives (one per university)

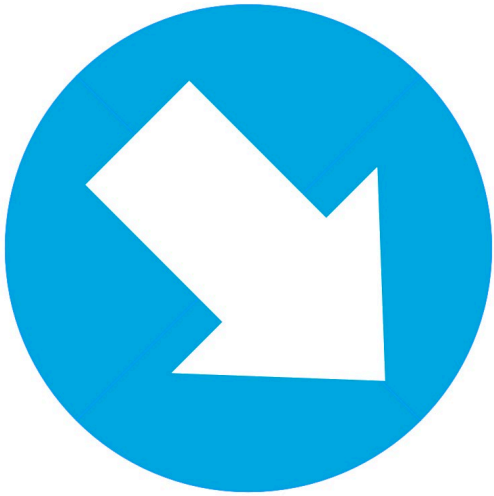
- How organized
- Priorities
- Organization characteristics

2. Industry Representatives

- Priorities
- Respondent characteristics

surveys

CENTRAL OFFICE CHARACTERISTICS



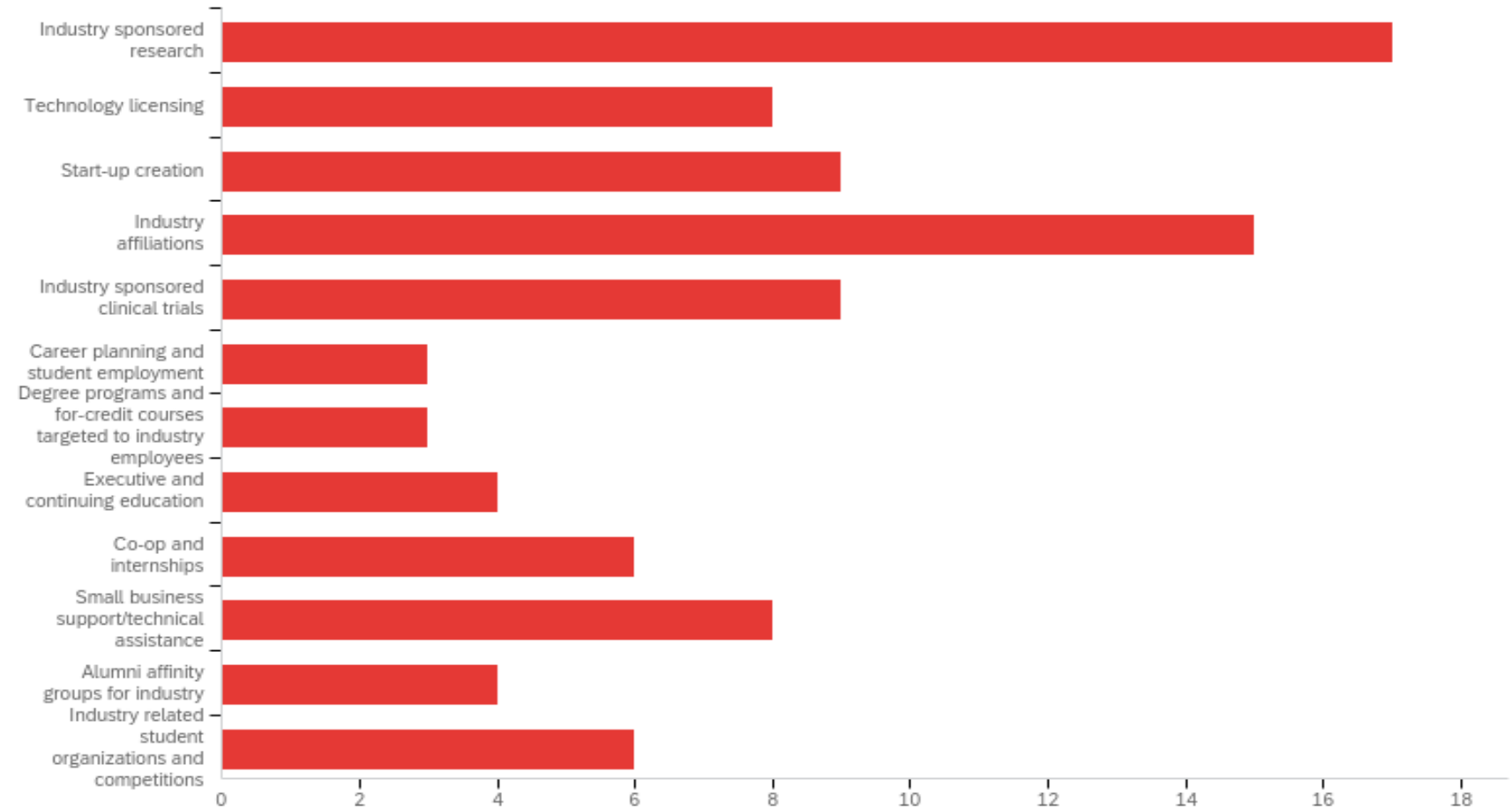
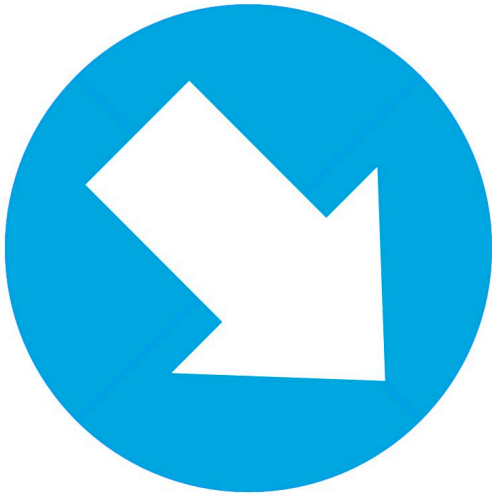
81% have central office to lead corporate engagement

40% report to research, 20% advancement, 12% president, 8% provost, 20% other

Terms and conditions negotiated in many places

industry sponsored research, affiliations (usually not education programs)

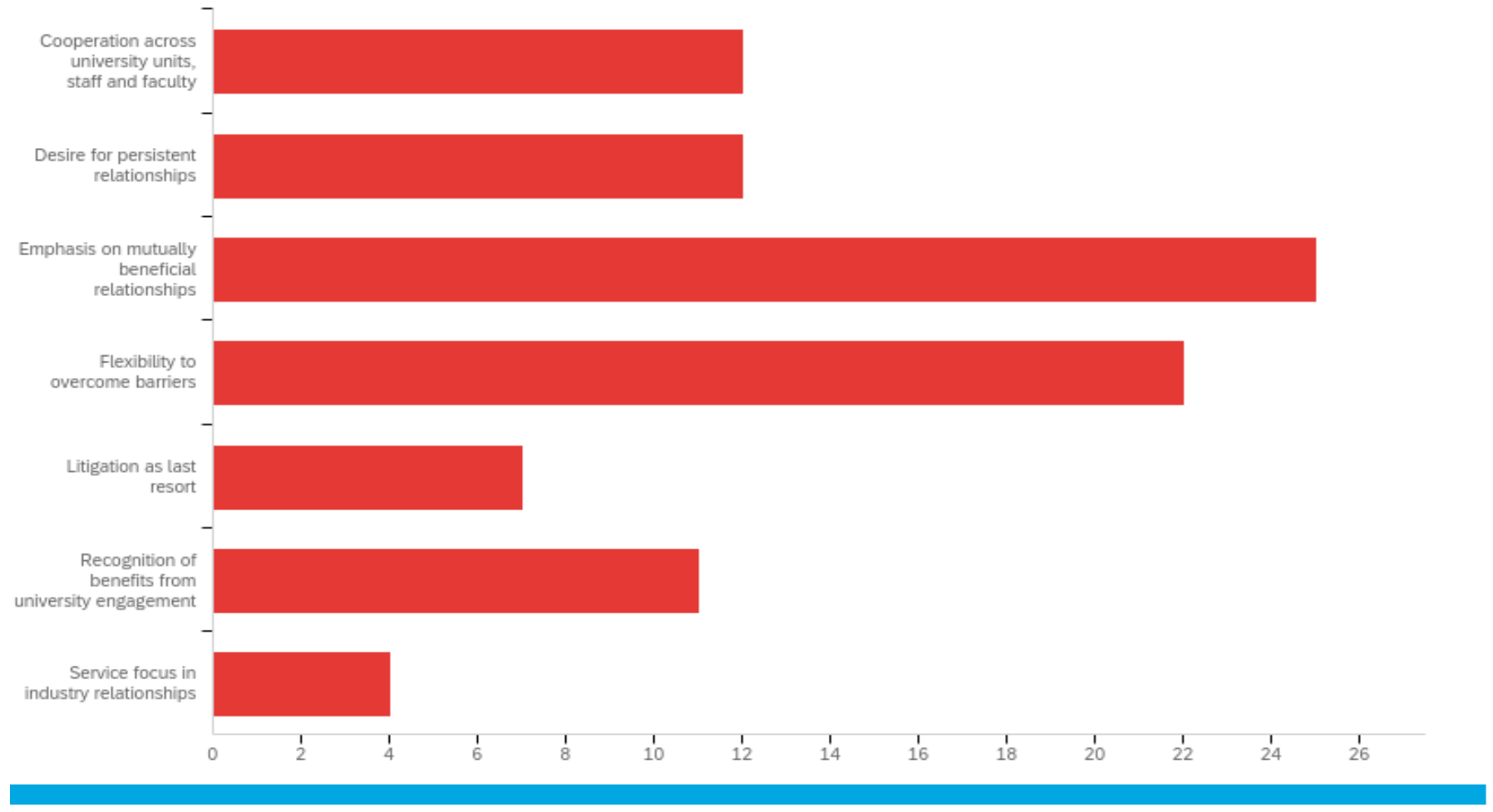
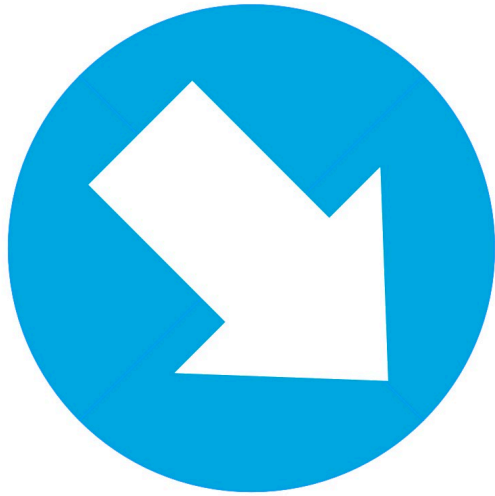
WHAT DOES CENTRAL OFFICE DO (UIDP SURVEY)



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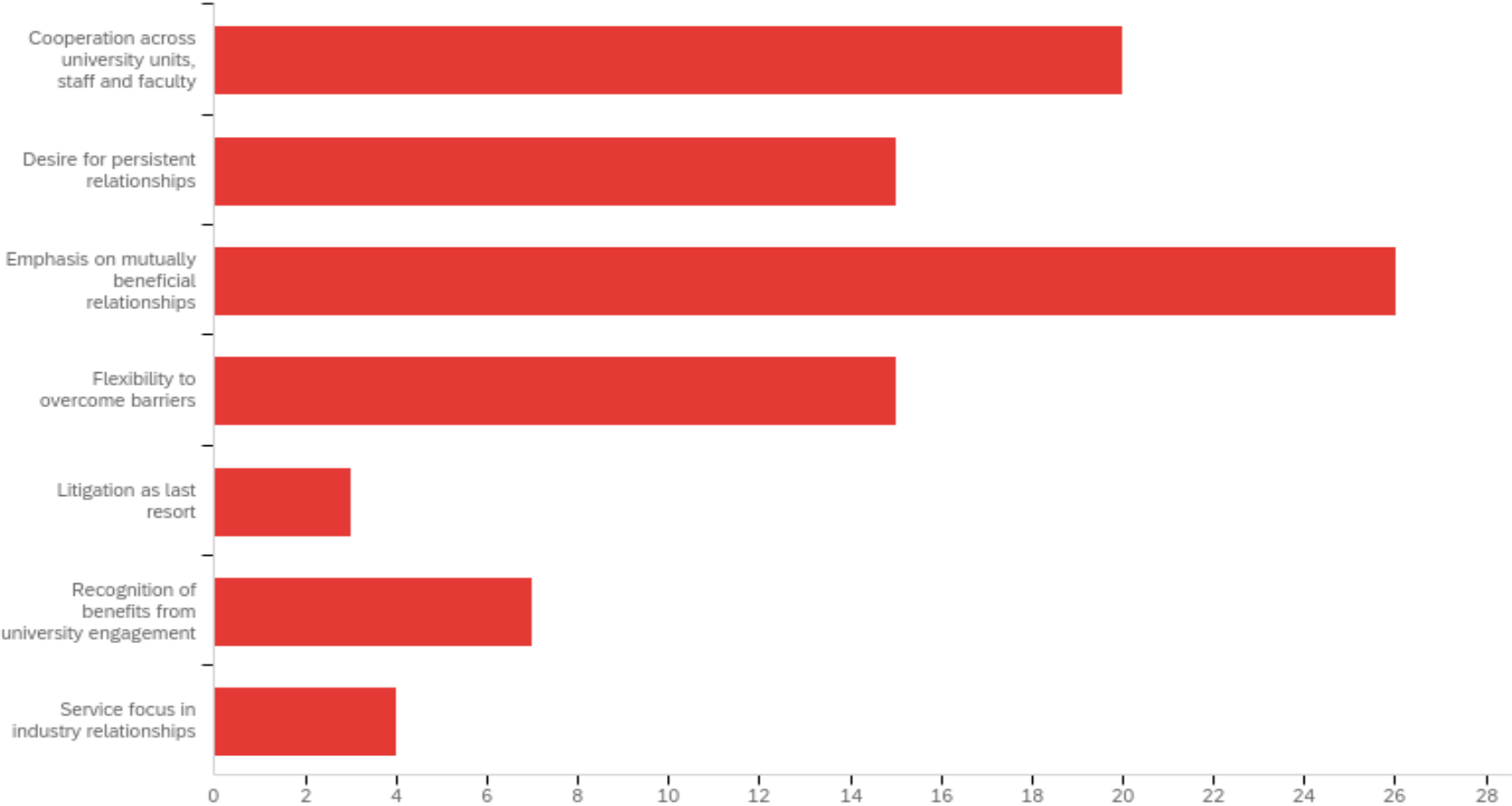
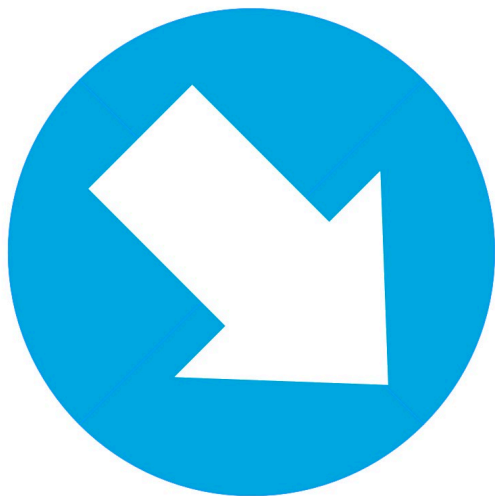
attitudes (mutual benefit, flexibility)

INDUSTRY PERSPECTIVE



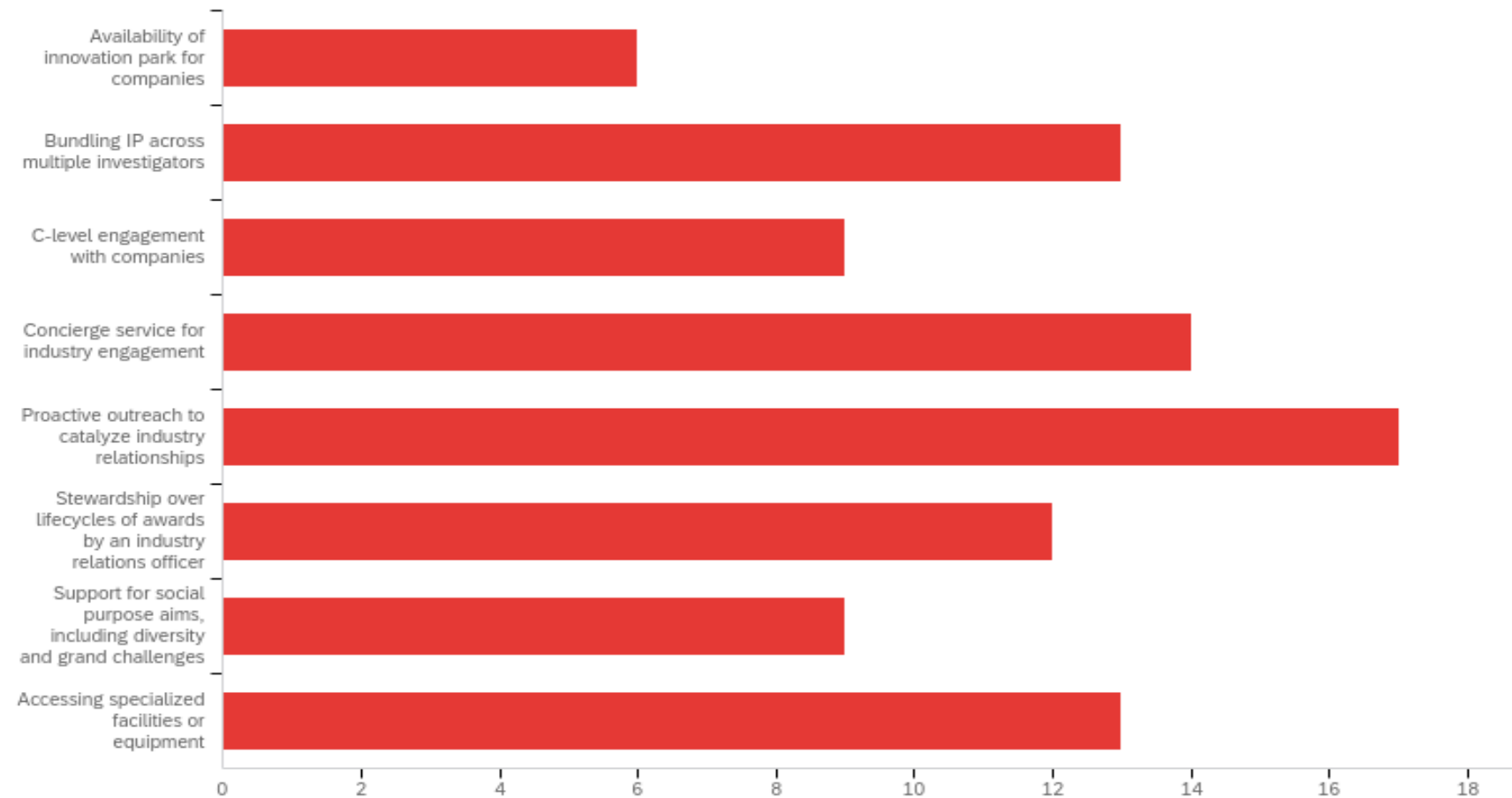
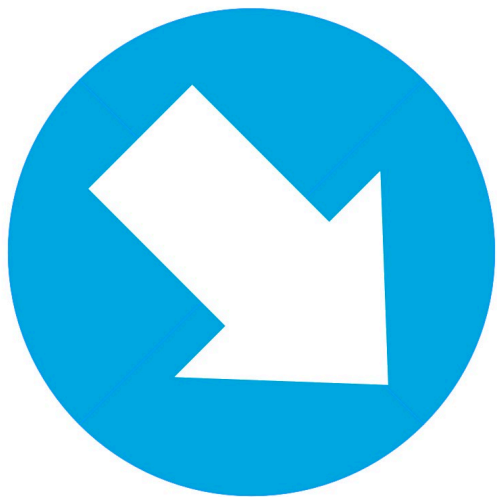
attitudes (mutual benefit, cooperation across university)

UNIVERSITY PERSPECTIVE



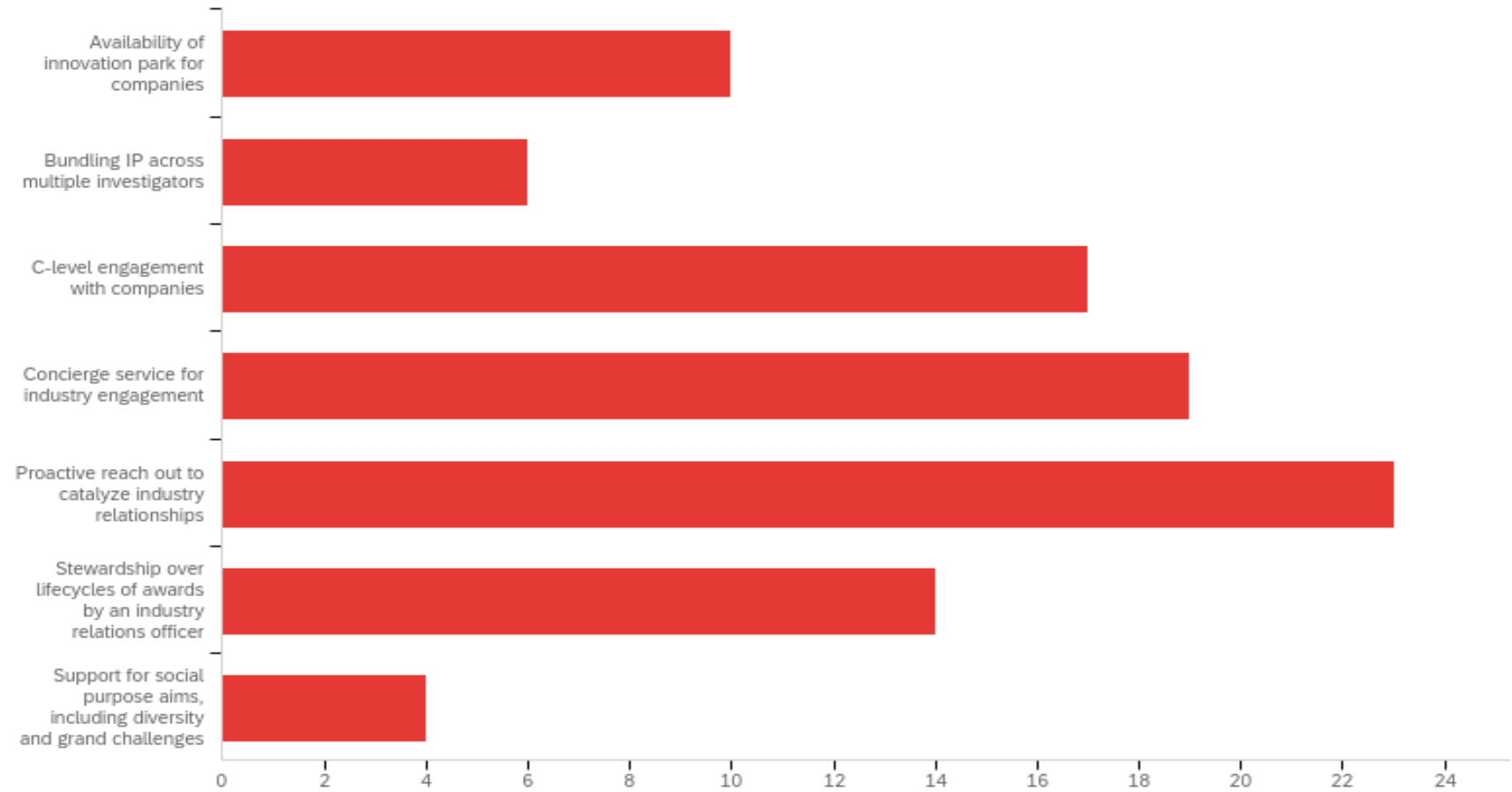
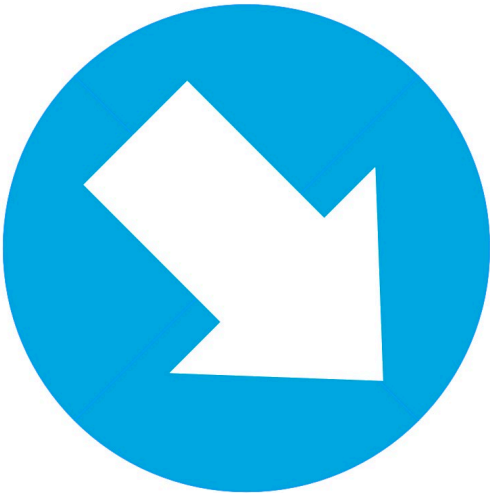
services (proactive, concierge, bundle IP)

INDUSTRY PERSPECTIVE



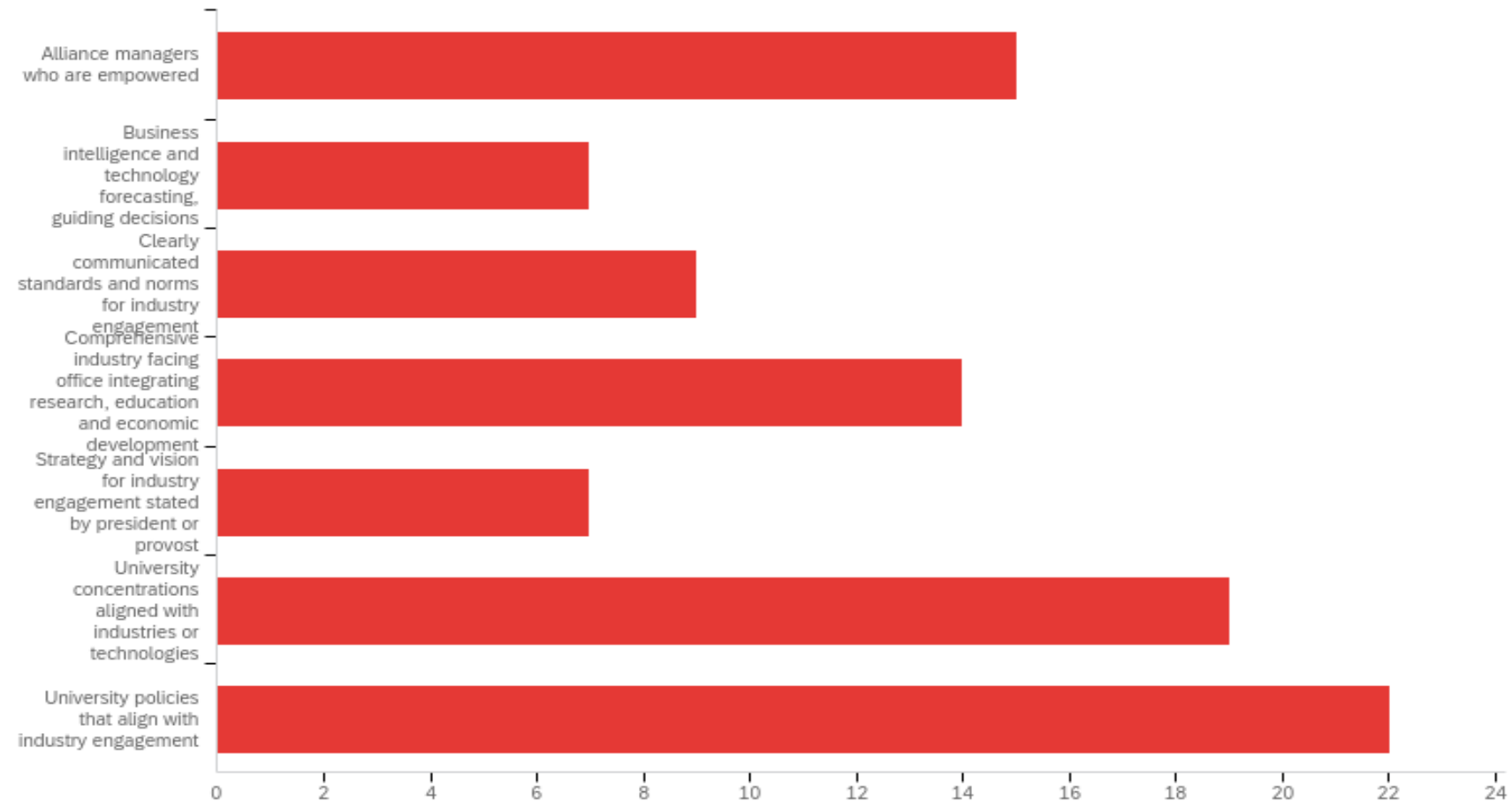
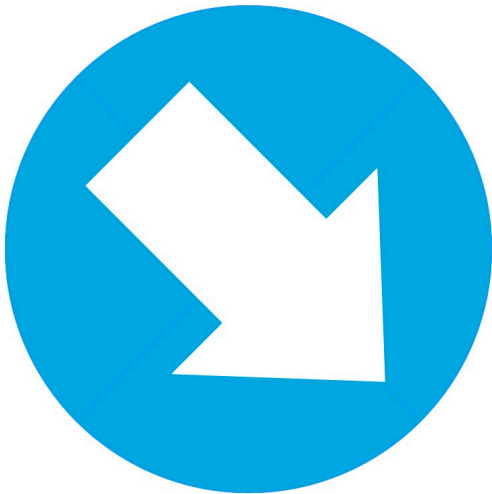
services (proactive, concierge, C-level engagement)

UNIVERSITY PERSPECTIVE



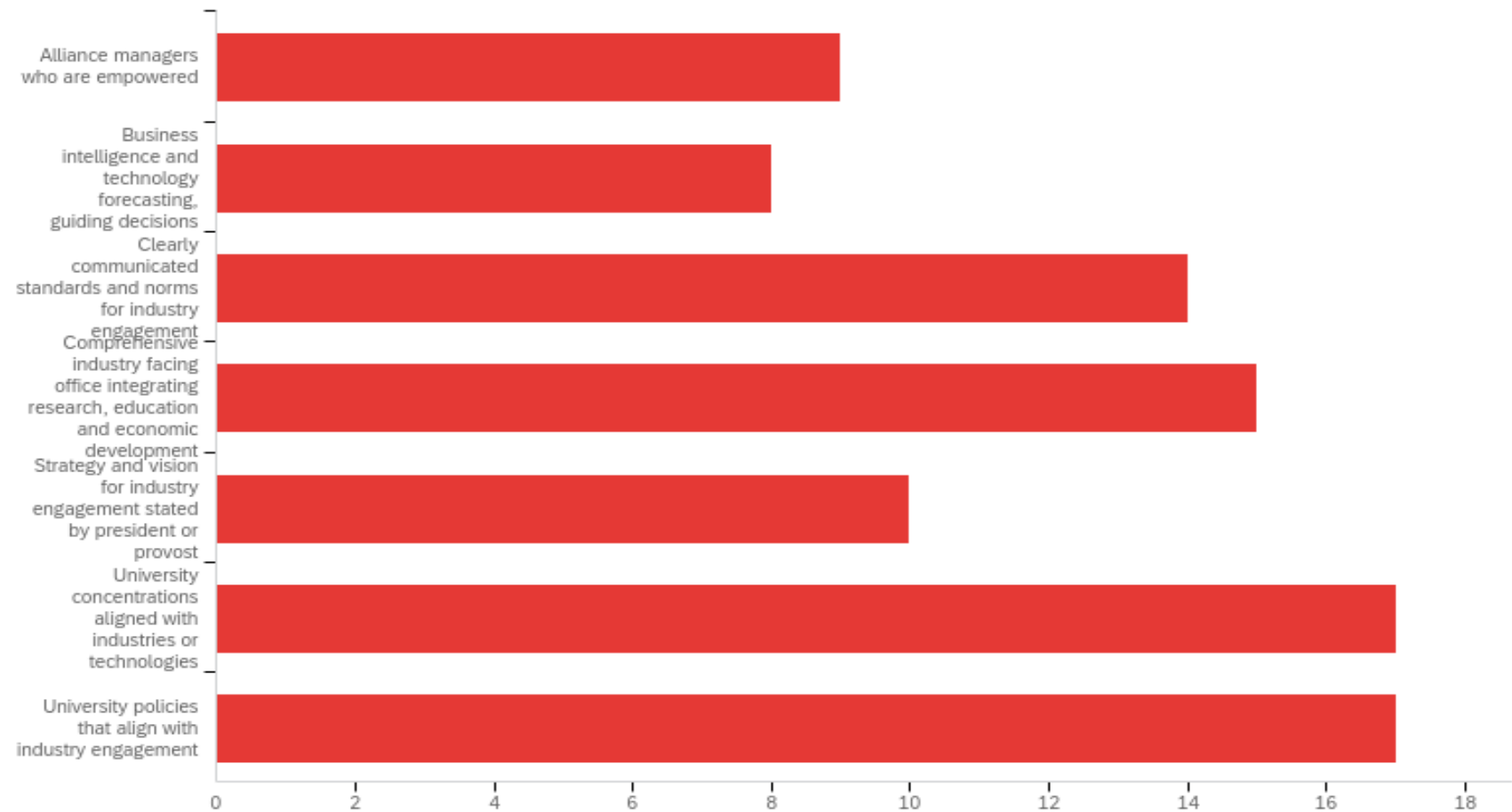
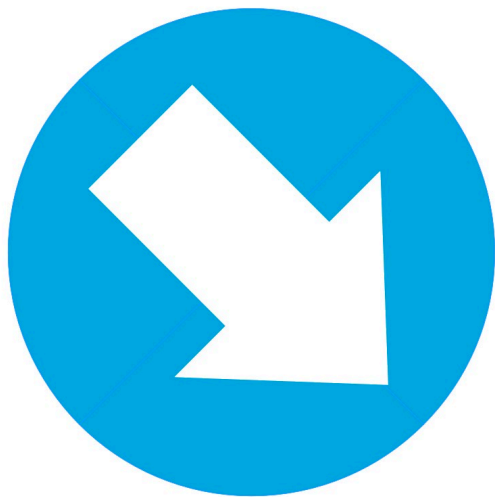
key attributes (aligned policies, aligned concentrations, empowerment)

INDUSTRY PERSPECTIVE

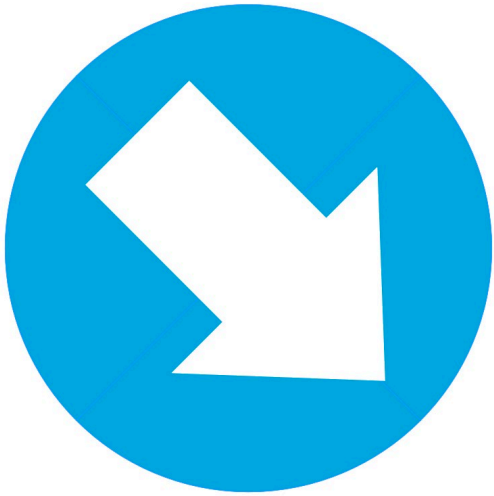


key attributes (aligned policies, aligned concentrations, integrated office)

UNIVERSITY PERSPECTIVE

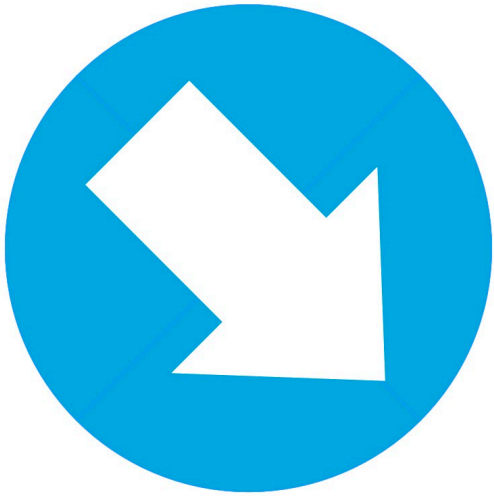


Summary: Industry Engaged Universities



- Industry relations are multi-dimensional
- Never fully integrated as a single office
 - Responsibility hierarchy
 - Reporting lines
 - Scope
- Industry and university priorities are similar
 - Mutual benefit, proactive, concierge, aligned policies and concentrations

Summary: Elements



- Navigating the organizations
- Mutually beneficial relationships
- Terms and conditions



Endless POSSIBILITIES

What are you prepared to do?



ACTIONS



to be an industry-facing university research organization?

Specific **ACTIONS**

Clearly articulated vision from leadership



Specific **ACTIONS**

Promotion and tenure recognition



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Specific **ACTIONS**

Forward-looking contracting approaches



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Specific **ACTIONS**

Specific curriculum development



Specific **ACTIONS**

Conduct applied research



Specific **ACTIONS**

Co-location



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Help shape the future of engineering R&D



NSF Engineering Research
Visioning Alliance

UIDP is administrative partner, with core partners **Big Ten Academic Alliance** and **EPSCoR IDeA Foundation**

- Inclusive, multi-stakeholder organization
- NSF-funded, five-year initiative

Get involved!

- Become an ERVA Champion at www.erva.org
- Follow #ERVACommunity on LinkedIn, Facebook, Twitter



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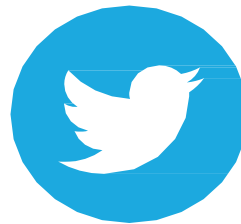
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TeamUIDP



#collaboration



#UIDP



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