



## INNOVATION IN CONTINUING PROFESSIONAL DEVELOPMENT: A VISION OF THE FUTURE

PORTO, PORTUGAL | MAY 17 - 20, 2016

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15th World Conference of International Association of  
Continuing Engineering Education

**ENSURING CPD  
UNIVERSITY-INDUSTRY-  
BUSINESS ALLIANCES**

**ENVISIONING CPD  
FUTURE MODES**

**DEVISING CPD  
STAKEHOLDERS  
NEXT STEPS**

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### Conference Tracks

Ensuring CPD University-Industry Business Alliance

Envisioning CPD Future Modes

Devising CPD Stakeholders Next Steps

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# The Strategic University-Industry Collaboration – The Value of the Knowledge Broker in Developing the Strategic Collaboration

# PRESENTER



LARS FRØLUND

Development Manager and PHD Fellow  
Aarhus University, Denmark

# GOALS OF THE WEBINAR



- 1 What are the different roles of the knowledge broker in developing the strategic collaboration?
- 2 What is the value of the knowledge broker?
- 3 What are the key competencies of the knowledge broker?

# AGENDA



1

Intro: 3+1 trends in university-industry collaboration

2

The role, value and competencies of the knowledge broker

3

Impact (So What...)



## Open innovation

- collaboration as a core competency

## Desire for strategic partnership

- deep, broad relationship with selected partners in crowding environment

## Funding constraint

- both corporations and universities face worsening funding environment

Source: SRI Analysis from 2014

+

- both corporations and universities desire a change from collaborations, led by individual initiatives in an ad hoc manner to collaborations aligned with strategy.
- use the function and role of **Knowledge Brokers** (or similar) to drive this change.



# My scope: Desire for Strategic Partnership

## - the transition from Extended Workbench to Grand Challenge



	IDEA LAB	GRAND CHALLENGE	EXTENDED WORKBENCH	DEEP EXPLORATION
<b>What do you want to achieve?</b>	<ul style="list-style-type: none"> <li>• Attract new partners</li> <li>• Build relationships</li> <li>• Generate options</li> </ul>	<ul style="list-style-type: none"> <li>• Shape innovation ecosystem</li> <li>• Develop research agenda</li> <li>• Meet societal challenges</li> <li>• Hire talented graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Solve near-term problems</li> <li>• Gain advice and support</li> </ul>	<ul style="list-style-type: none"> <li>• Tackle fundamental challenges</li> <li>• Access new areas of expertise</li> <li>• Access pipeline of discoveries</li> <li>• Hire talented graduates</li> </ul>
<b>How can you structure the collaboration?</b>	<ul style="list-style-type: none"> <li>• Simple and standardized contracts</li> <li>• Open calls</li> <li>• Outline research priority areas</li> <li>• Internal selection</li> </ul>	<ul style="list-style-type: none"> <li>• Special-purpose vehicles</li> <li>• High-leverage industry consortia</li> <li>• University endowments or centers</li> </ul>	<ul style="list-style-type: none"> <li>• Consulting agreements with individual academics</li> <li>• Contract research agreements with university</li> <li>• Student projects</li> </ul>	<ul style="list-style-type: none"> <li>• University center sponsorship</li> <li>• Framework agreements allocating decision rights to downstream intellectual property</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>• HP Labs Innovation Research Program</li> <li>• IBM Faculty Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Structural Genomics Consortium</li> <li>• Shell Grand Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Nokia applied research contracts</li> <li>• Often practiced within larger collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Pfizer-Scripps partnership</li> <li>• Rolls-Royce University Technology Centers</li> </ul>

Perkman and Salter, 2012

# My case: an inquiry into Siemens' Strategic Partnership Program

Siemens Centers of Knowledge Interchange (CKI)

Technical University Munich, Germany

Technical University Berlin, Germany

RWTH Aachen University, Germany

FAU Erlangen-Nürnberg, Germany

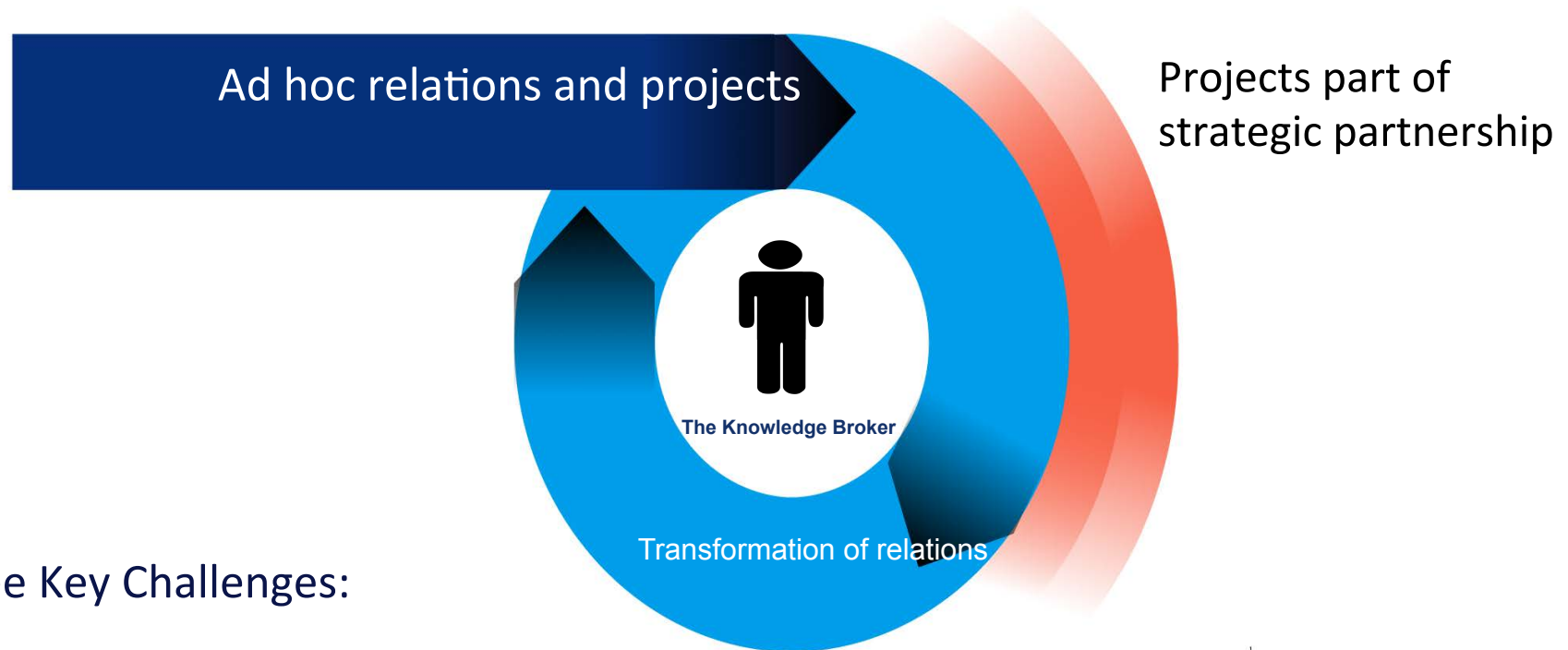
Technical University of Denmark

Tsinghua University, Beijing, China

UC Berkeley, USA



## 2 The Knowledge Broker and the transition towards the strategic collaboration



### Three Key Challenges:

- Defining the collaborative advantage when there is already a history of relations and projects
- Mediating conflicts of interest and creating a common understanding
- The KB is regarded as the “stranger” in the organization / The Third Man / The Intermediary on the periphery



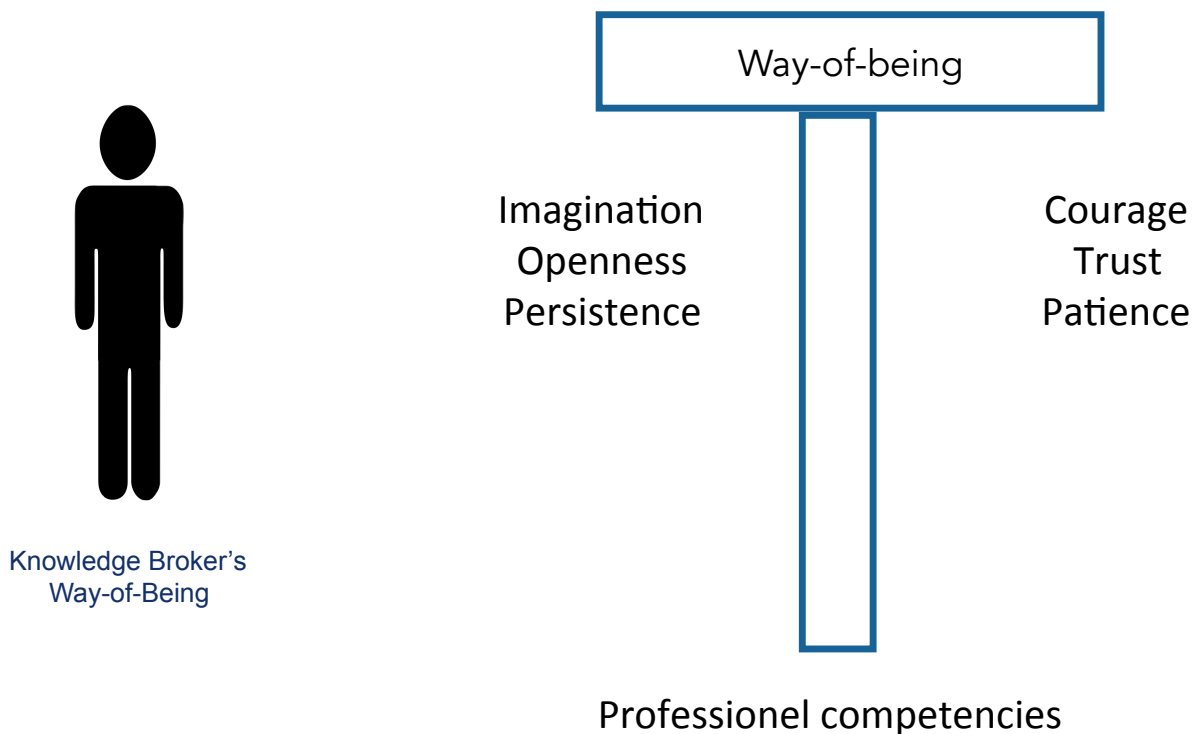
Role	Power Promoter	Diplomat	Integrator
Way-of-being	Dominance	Compromise	Creative Integration
Function	Begin	Continuity	Invention
Description	<p>“Is a victory of one side over the other. This is the easiest way, but not usually successful in the long run...” (Mary P. Follett)</p>	<p>“Each side gives up a little to have peace - but no one really wants to compromise, because that means a giving up of something.” (Mary P. Follett)</p>	<p>Integration means finding a third way which will include both what A wishes and what B wishes, a way in way neither side has had to sacrifice anything. (...) By integrating something new has emerged, the third way, something beyond the either-or” (Mary P. Follett)</p>

## 2

## The Key Competencies of the Knowledge Broker



Inspire by his/her 'way-of-being' the ability to collaborate (the Knowledge Broker as a *cultural bearer* of collaboration).





## I believe:

- That "Creative Integration" is not magic and therefore something we can train for. It is on the other hand not something we can master and predict, but the way we are (our Ways-Of-Being) create a magical contract for it to happen.
- That the practice of "Creative Integration" will lead to strategic partnerships of great importance that are alive and dynamic and are able to achieve the goals of the partnership.
- The practice of Dominance and Compromise will lead to (even more) partnerships of no real importance that are only kept alive not to lose face and they will not in a systematic way be able to achieve the goals of the partnership.



AU AARHUS  
UNIVERSITET



# Presenter



Soma Chakrabarti, PhD

First Vice President and Vice President for  
Member Services and Communications,  
IACEE

Director, Continuing Studies

Division of Professional and Continuing  
Studies

University of Delaware, USA





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