Organized by engineering organizations, this international event will be the place to discuss the current state and best practices and foresee the future of continuing professional development (CPD). Major stakeholders are invited and interaction is sought to write the history of the future of CPD. The format of the conference will provide plenty of occasions to hear everyone’s opinion and to exchange ideas and plans. Take part in shaping the future of CPD on a global stage with one of the world’s only international organizations devoted to CPD global stage. Take advantage and visit Porto a city that has been chosen as #1 best destination in Europe in 2014.
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Conference Theme
INNOVATION IN CONTINUING PROFESSIONAL DEVELOPMENT:
A VISION OF THE FUTURE

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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...)

Lars Frølund, Development Manager and PHD-fellow
Corporate Relations & Technology Transfer
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

– 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

<table>
<thead>
<tr>
<th>IDEA LAB</th>
<th>GRAND CHALLENGE</th>
<th>EXTENDED WORKBENCH</th>
<th>DEEP EXPLORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What do you want to achieve?</strong></td>
<td><strong>Shape innovation ecosystem</strong>&lt;br&gt;<strong>Develop research agenda</strong>&lt;br&gt;<strong>Meet societal challenges</strong>&lt;br&gt;<strong>Hire talented graduates</strong></td>
<td><strong>Solve near-term problems</strong>&lt;br&gt;<strong>Gain advice and support</strong></td>
<td><strong>Tackle fundamental challenges</strong>&lt;br&gt;<strong>Access new areas of expertise</strong>&lt;br&gt;<strong>Access pipeline of discoveries</strong>&lt;br&gt;<strong>Hire talented graduates</strong></td>
</tr>
<tr>
<td><strong>How can you structure the collaboration?</strong></td>
<td><strong>Special-purpose vehicles</strong>&lt;br&gt;<strong>High-leverage industry consortia</strong>&lt;br&gt;<strong>University endowments or centers</strong></td>
<td><strong>Consulting agreements with individual academics</strong>&lt;br&gt;<strong>Contract research agreements with university</strong>&lt;br&gt;<strong>Student projects</strong></td>
<td><strong>University center sponsorship</strong>&lt;br&gt;<strong>Framework agreements allocating decision rights to downstream intellectual property</strong></td>
</tr>
<tr>
<td><strong>Examples</strong></td>
<td><strong>Structural Genomics Consortium</strong>&lt;br&gt;<strong>Shell Grand Challenge</strong></td>
<td><strong>Nokia applied research contracts</strong>&lt;br&gt;<strong>Often practiced within larger collaborations</strong></td>
<td><strong>Pfizer-Scripps partnership</strong>&lt;br&gt;<strong>Rolls-Royce University Technology Centers</strong></td>
</tr>
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</table>

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
The Knowledge Broker and the transition towards the strategic collaboration

Ad hoc relations and projects

Projects part of strategic partnership

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
## A Typology on the Role and Value of the Knowledge Broker

<table>
<thead>
<tr>
<th>Role</th>
<th>Power Promoter</th>
<th>Diplomat</th>
<th>Integrator</th>
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</thead>
<tbody>
<tr>
<td>Way-of-being</td>
<td>Dominance</td>
<td>Compromise</td>
<td>Creative Integration</td>
</tr>
<tr>
<td>Function</td>
<td>Begin</td>
<td>Continuity</td>
<td>Invention</td>
</tr>
<tr>
<td>Description</td>
<td>“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)</td>
<td>“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)</td>
<td>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)</td>
</tr>
</tbody>
</table>
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).

Way-of-being

- Imagination
- Openness
- Persistence
- Courage
- Trust
- Patience

Knowledge Broker’s Way-of-Being

Professional competencies
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.
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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Deadline: December 15, 2015

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