

Structuring Corporate Engagement Activities

UIDPVirtual 2020

Moderator: Cynthia Sweet, University of Pittsburg
Jeff Fortin, Penn State University
Sam O'Connor, Pfizer

March 24, 2020

UI 
virtual
2020



tianyi-ma-WiONHd_zYI4-unsplash



Cynthia Sweet
University of Pittsburgh



Sam O'Connor
Pfizer



Jeff Fortin
Penn State University

Structuring Corporate Engagement Activities

Disclaimer

UIDP materials, which include publications, webinars, videos, and presentations, reflect an amalgamation of the experiences and knowledge of those who participate in UIDP activities. The views and opinions expressed in UIDP materials do not necessarily reflect the official policy or position of any individual organization or the UIDP. At no time should any UIDP materials be used as a replacement for an individual organization's policy, procedures, or legal counsel. UIDP is not a lobbying organization and UIDP materials are not intended to be used to influence government decisions.



Strengthening
University-Industry
Partnerships



Structuring Corporate Engagement Activities: Framing the Discussion

Cynthia Sweet

Associate Vice Chancellor, Economic Partnerships

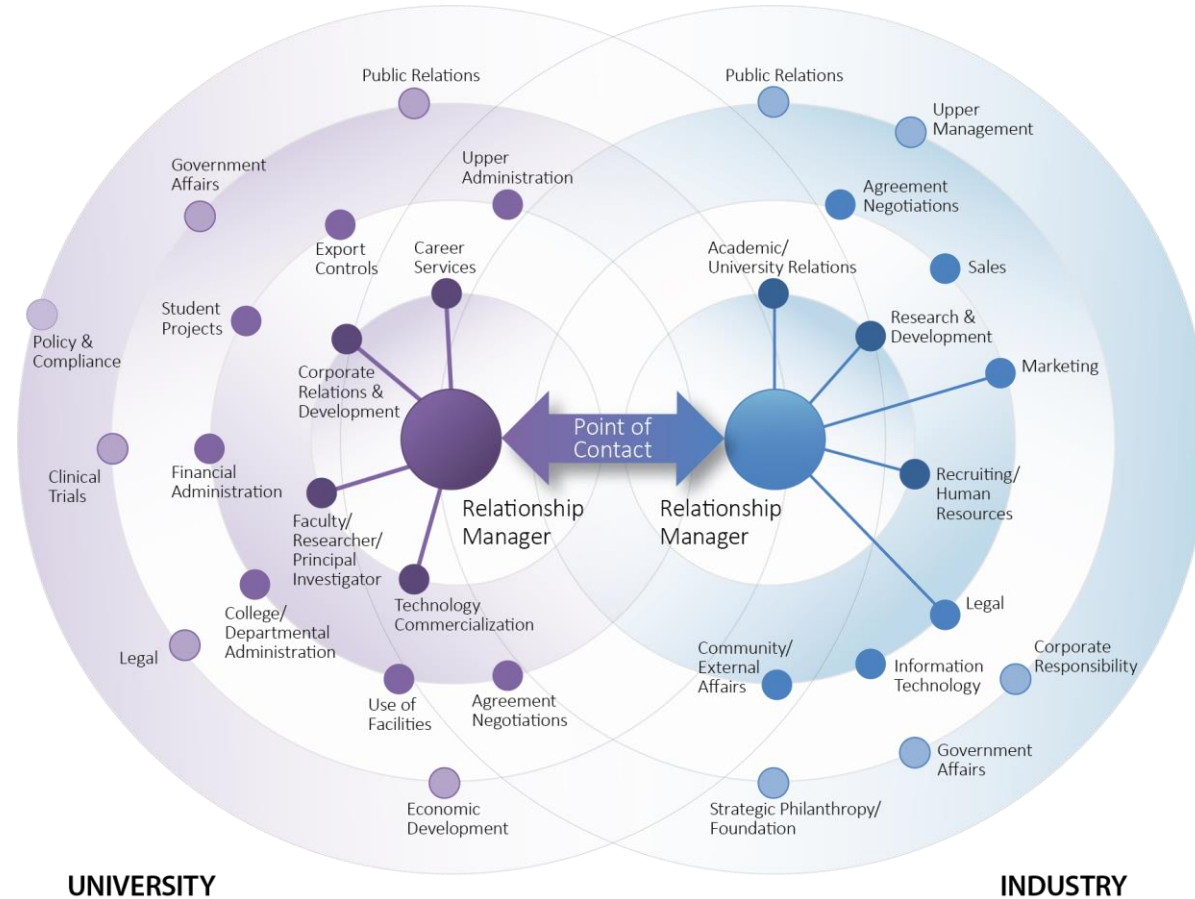
University of Pittsburgh

cynthia.sweet@pitt.edu

Framing the Discussion

- *Industry-university engagements can be complex.*
- *It's critical to understand how to do business together.*
- *Central approaches are trending at universities.*
- *Mutually beneficial partnerships have the best chance for long-term success.*

UIDP Rings of Engagement



Courtesy of UIDP – Internal Structures Report



Strengthening
University-Industry
Partnerships



Strengthening
University-Industry
Partnerships

Restructuring the Corporate Engagement Function at Penn State

Jeff Fortin, Ph.D.
AVP for Research
Penn State University

UIDP Virtual 2020



Background Info

*Can holistic relationships
be achieved with an
organizational structure
like this?*

The state of industry engagement - 2017



- Corporate and Foundation Relations - reporting into development with focus on philanthropy, university-wide responsibility
- Office of Industrial Partnerships - reporting into research with focus on sponsored research, university-wide responsibility
- Industry liaisons embedded in the colleges and institutes - reporting into their college/unit with focus on research and/or philanthropy
- University Career Services - reporting into student affairs with focus on enhancing career opportunities for students and corporate engagement



Strengthening
University-Industry
Partnerships

Time for Reflection

It takes leadership and collaboration to make significant change

Motivation for change - 2018



- Changes in leadership in Development drove a review of CFR
- VPs for Development and Research formed a partnership
- Realization that our structure is not optimized, often causing confusion internally and externally
- Realization that our lack of integration drives a lack of strategic engagement with our industry partners, leaving opportunities un-explored
- Determination that corporate and foundation relation teams don't necessarily need to exist in the same office
- Internal stakeholder analysis and third-party consultant provided sound input that validated our assumptions and provided impetus for change



Strengthening
University-Industry
Partnerships

New Approach

Change is a constant and the evolution to the new model will take time and effort

Internal organization restructure - 2019

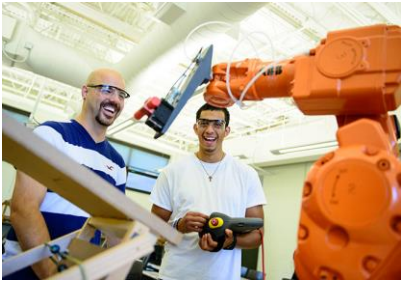


- Created the [Corporate Engagement Center](#) – integrated CFR and VPR teams, partnered with Career Services and the college industry liaisons
- Co-located team to a central location in [Innovation Park](#)
- Hired an Assistant VP for Corporate Engagement to lead the team, reporting jointly into AVP in Development and AVP in Research
- Reviewed top 220 current industry engagements, tiered for internal purposes and aligned to CEC staff, building strategic plans with the company reps
- Prioritizing holistic engagement to maximize the opportunity and create win-win relationships (research, philanthropy, recruiting, exec education,...)

Holistic Engagement



Research and Innovation



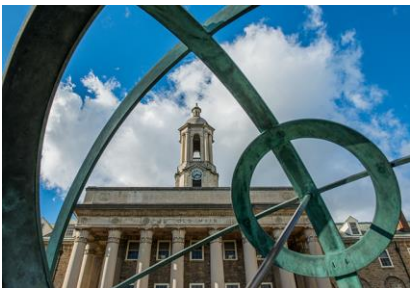
License Technologies



Entrepreneurship & Startups



**Student Engagement -
Talent Pipeline**



Strategic Philanthropy



**Executive, On-line, and
Continuing Education**



Strengthening
University-Industry
Partnerships

THANK YOU!

Jeff Fortin, Ph.D.

AVP for Research

Director, Office of Industrial Partnerships

Penn State University

jbf17@psu.edu



Strengthening
University-Industry
Partnerships



Strengthening
University-Industry
Partnerships



Structuring Corporate Engagement Activities

A company perspective

At Pfizer, we know we can't go it alone



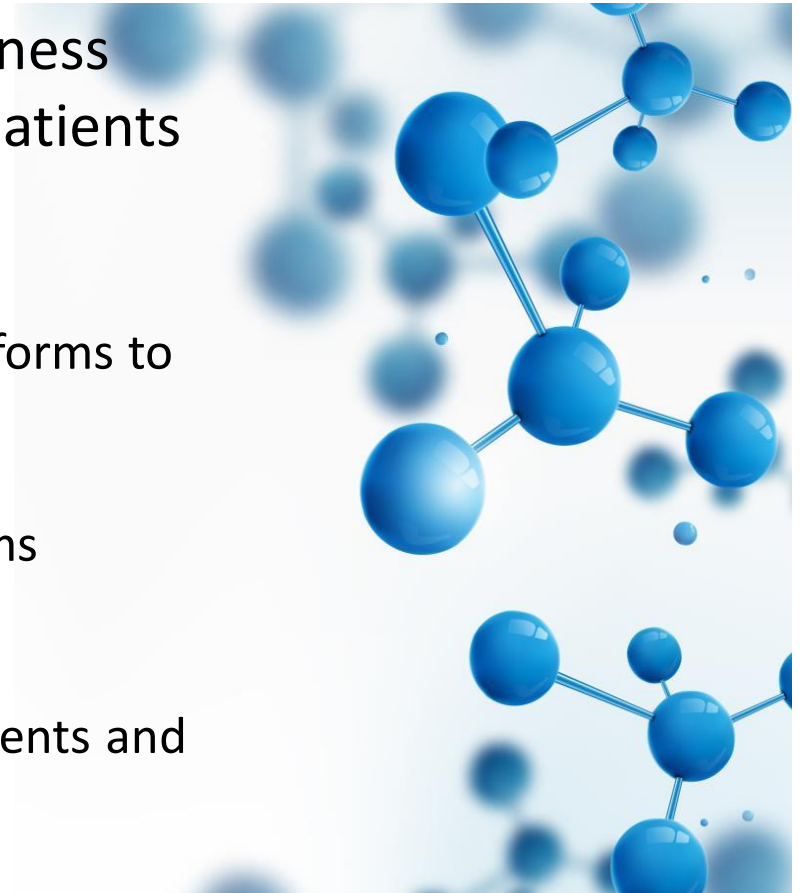
- Research partnerships and collaborations allow health innovations to thrive
- Many mechanisms by which we support the global healthcare community to improve patient outcomes in areas of unmet medical need
 - Compound grant program
 - Independent investigator initiated research grants
 - Competitive grants
 - Research collaborations and consortia
 - Seed and venture investments



Strengthening
University-Industry
Partnerships

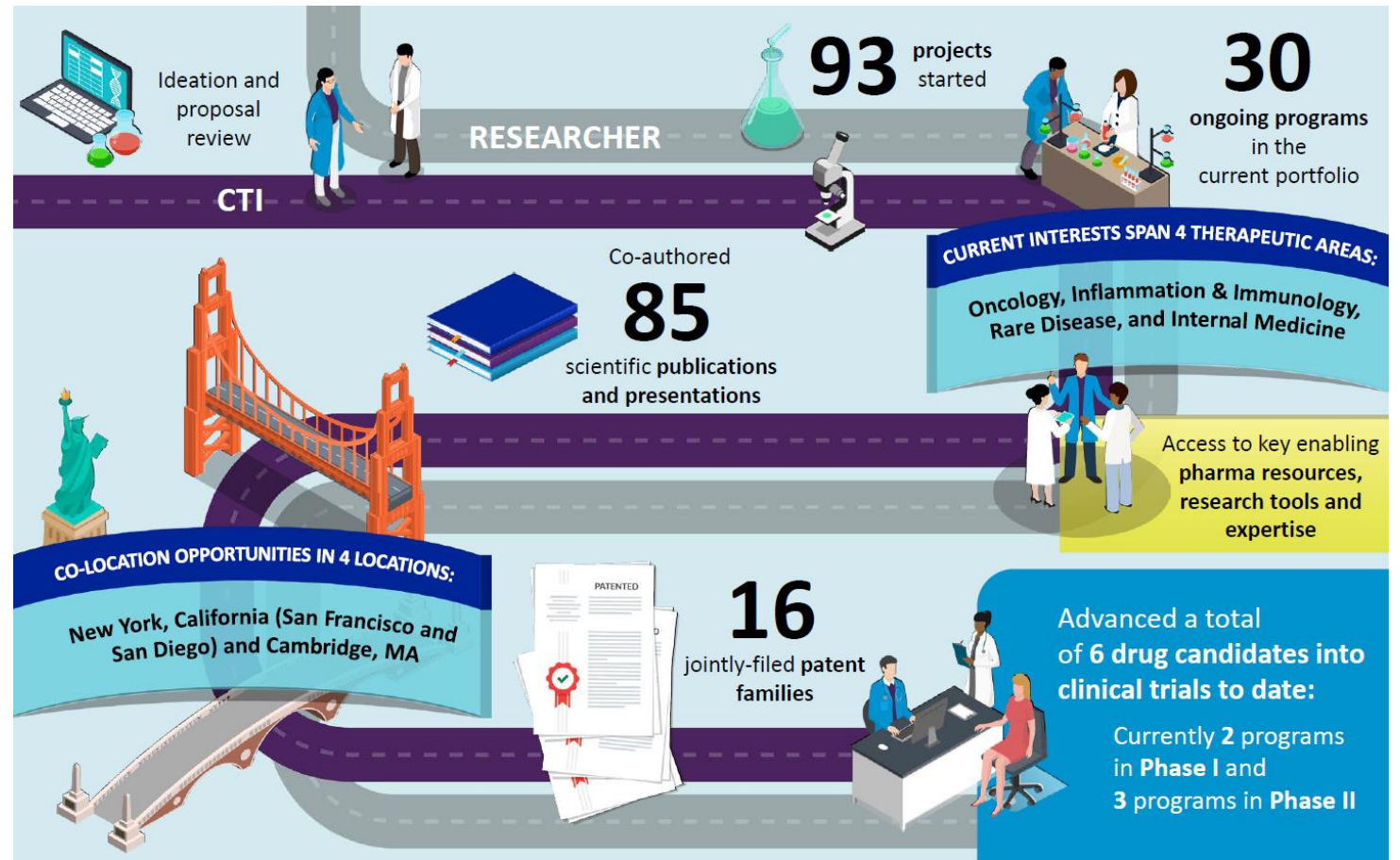
Diverse needs, flexible partnering models

- Emerging Sciences & Innovation (ES&I) was created to harness external innovation and bring breakthrough therapies to patients
- Three-pronged approach:
 - Identify and access transformative therapies and technology platforms to complement the Pfizer R&D pipeline
 - Collaborate to validate novel ideas for drug targets via mechanisms designed to accelerate translation from bench to clinic
 - Enable external value creation through seed and venture investments and innovative partnering models such as public-private partnerships



Designing an effective collaborative function

- The benefits of partnering can be extensive but don't happen by chance
- Structuring departments to facilitate collaboration requires careful thought – personnel, infrastructure, **mindset** are all key
- When done well, great things can result...



**THANK
YOU!**

Samantha O'Connor

Head, Business and Operations
Emerging Science & Innovation
Pfizer

sam.oconnor@Pfizer.com



Strengthening
University-Industry
Partnerships

Q&A

Ask questions in the chat box of this webinar.

Thank you



Strengthening
University-Industry
Partnerships



Interested in U-I Partnerships?

Sign up for information about UIDP news,
webinars, projects, and more at
<https://uidp.org/listserv-signup/>.



Strengthening
University-Industry
Partnerships

Member
Webinar

WEDNESDAY,

APRIL 8, 2020

12 to 1 p.m. EDT



Jim Bray
Northwestern
University
Moderator



How Companies Approach Academic Research Engagement in these Disruptive Times

[Join us](#) to learn how our industry members, in diverse sectors, are evaluating and reframing their current approaches to academic collaborations.

Panelists



Gaylene Anderson
Boehringer Ingelheim
Pharmaceuticals, Inc



Kent Foster
Microsoft



Austin Kozman
PepsiCo