

UIDP Academy Workshop: Perspectives on Advanced Corporate Affiliate Programs (Part 1) 2020

Andrew Cockerill, UIDP Consultant

Todd Cleland, University of Washington

Cody Noghera, UC San Diego

Arturo Pizano, Siemens

Terri Deasy, CyLab

March 23, 2020

Perspectives on Advanced Corporate Affiliate Programs



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University Industry
Demonstration Partnership

Perspectives on Successful Corporate Affiliate Programs

The logo for the virtual event, featuring the 'UI do' infinity symbol in white, blue, and green, with the word 'virtual' in white lowercase letters below it.

UI do
virtual

The text '2020' and 'MARCH 23-26' in white, with a white horizontal line underlining the '2020' text.

2020
MARCH 23-26



Public Funding Opportunities

Presenters



UIDP
virtual
2020
MARCH 23-26

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Todd Cleland
U. of Washington

Andrew Cockerill
UIDP

Terri Deasy
CyLab

Cody Noghera
UC San Diego

Arturo Pizano
Siemens

Perspectives on Advanced Corporate Affiliate Programs

Workshop overview and objectives

- Increase understanding of Corporate Affiliate Program (CAP) types and value propositions
- Identify key factors university should consider before launching a program and company should consider before joining a program
- Learn important steps required to establish a successful CAP
- Discuss best practices to successfully operate and sustain a program
- *This workshop is based upon upcoming UIDP Quick Guide*

Workshop overview and objectives

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CAP definition for this workshop:

A Corporate Affiliate Program is organized by a university and includes multiple corporate members to create a forum for a specific research area, to connect students with industry, or to connect companies with the academic community.

Perspectives on Successful Corporate Affiliate Programs

Session 1

Monday, March 23, 2020 11am – 12:15pm EST

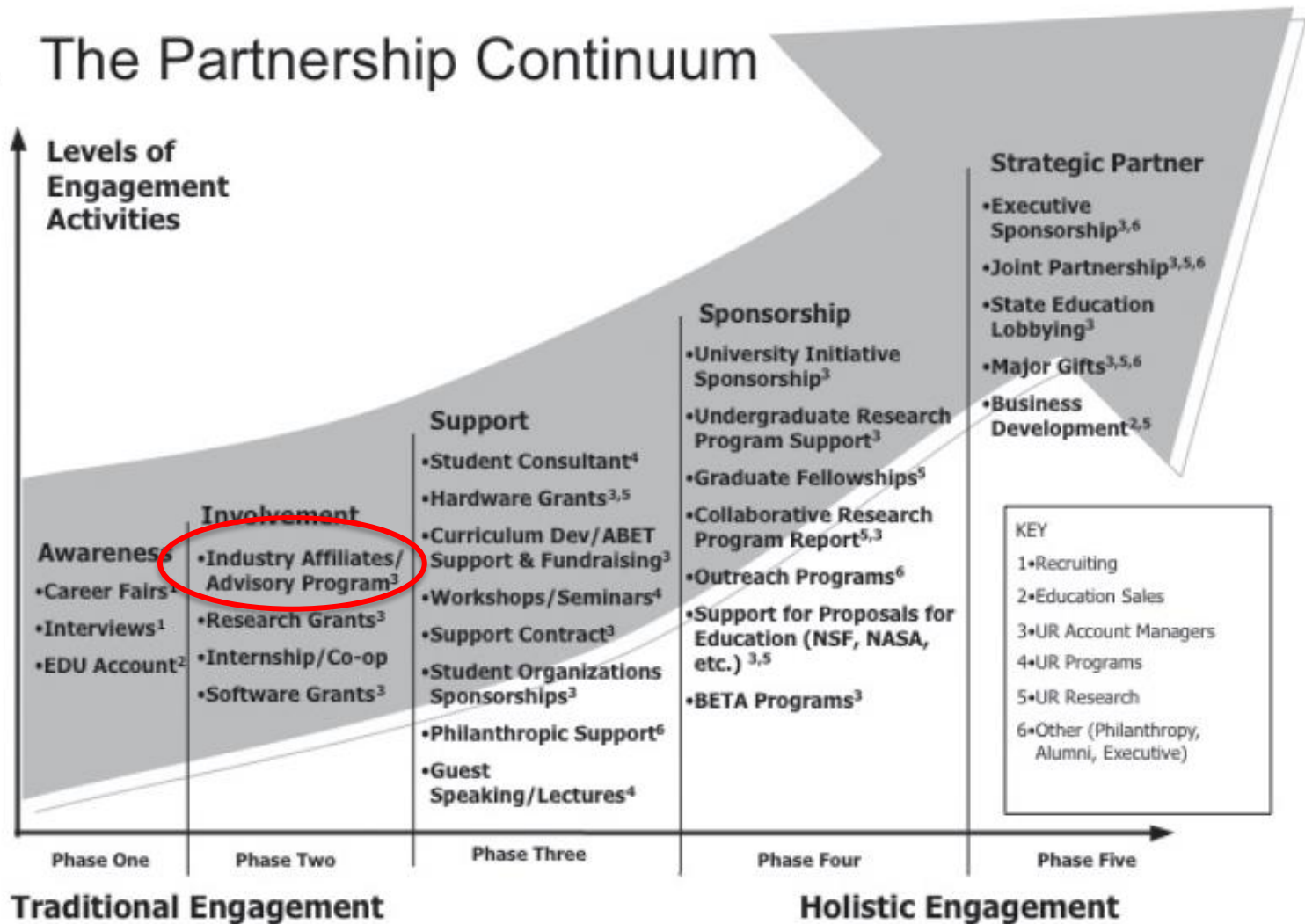
15mins	UIDP Academy Workshop: Perspectives on Successful Corporate Affiliate Programs <i>Andrew Cockerill, UIDP</i> Welcome, Workshop Goals, and Introductions What is a CAP? Why establish a CAP and where does it fit in the Partnership Continuum?
20 mins	Factors to consider upfront and key steps to establishing a successful CAP <i>Todd Cleland, Senior Director, Corporate Relations, University of Washington</i>
10 mins	Q&A
20 mins	CAP Case Study: Carnegie Mellon University Cy Lab Security and Privacy Institute <i>Arturo Pizano, Program Manager, University Collaborations, Siemens</i> <i>Terri Deasy, Associate Director of Partnership, Cylab</i>
10 mins	Q&A
	End Session 1

Perspectives on Successful Corporate Affiliate Programs

Session 2

Monday March 23 rd 3:00 – 4:15 pm EST	
5 mins	Welcome back <i>Andrew Cockerill, UIDP</i> Recap of first session and outline for this session
20 mins	CAP Case Study: UC San Diego's Corporate Affiliates Program <i>Cody Noghera, Executive Director, Corporate Research Partnerships, Jacobs School of Engineering</i>
10 mins	Q&A
15 mins	Company perspectives on CAPs <i>Arturo Pizano, Program Manager, University Collaborations, Siemens</i> What is the value of a CAP to a company ? What are the factors to consider before joining a CAP?
10 mins	CAP Q&A with the presenters Have we answered all your questions?
10 mins	Summary of Key Insights The Quick Guide

Figure 1. The Partnership Continuum



Key features of selected CAPs

	Gift Based	Contract based	Talent access	Sponsored Research*	Research/Faculty access	Membership Tiers	Industry Advisory Input	Administrative Staff	Multi-department/school	Co-located industry staff
University of Washington Reality Lab	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UC San Diego Jacobs School of Engineering Corporate Affiliates Program & Exec Board	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MIT Energy Initiative	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Carnegie Mellon Security and Privacy Institute (CyLab)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Stanford Computer Forum	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Virginia Tech Center for Power Electronics Systems	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
University of Oxford Saïd Business School Future of Marketing Initiative	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cornell University Cornell Institute for Food Systems Industry Partnership Program (CIFS-IPP)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Key features of selected CAPs

Case Study

Case Study

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Factors to consider upfront: Key Steps to Establishing a Successful CAP

Todd A. Cleland
Sr. Director, Corporate Relations
University of Washington

Topics

- 1) Types of Corporate Affiliate Programs
- 2) How to Start an Affiliate Program
- 3) Affiliate Program Examples from UW
- 4) Closing Comments

Types of CAPs



Gift-based Programs

- Gift-based (zero/low indirect costs)
- No exclusive member benefits; stewardship activities ok
- Activities may include annual open house, recruiting event, advisory board seat
- Member fees typically in the \$2-\$10K per year range; fees may vary by company size
- Simple gift agreement



Research-based programs

- Research-based (indirect costs)
- Member fees fund research
- Benefits may include gift program activities PLUS exclusive member benefits (e.g., direct funding for research, web site, IP rights, prepublication research access,)
- Typically in the \$10-\$100K per year range
- Require formal membership agreement (through Office of Research)

Comparison

	Gift-Based	Research-Based	Sponsored Research
Payment Type	Gifts	Membership Fees	Grant or Contract
Indirect Costs	No/Low	Yes	Yes
Industry Day	Yes	Yes	
Recruiting	Yes	Yes	
Advise Research	Yes	Yes	
Direct Research	No	Yes	Yes
IP Access	No	Yes	Yes
Website	Open	Members only	
Prepublication	No	Yes	Yes
Advisory Board	Yes	Yes	

In general, gift-based programs cannot include any exclusive benefits not available to the general public

Possible CAP Member Benefits

- Events
 - Annual Industry Event
 - Recruiting event
 - Invitation to lectures & special events
- Research access
 - Public website with research info
 - Members-only website with research papers, slides, etc.
 - Seat on industry advisory board
 - Sponsorship of named graduate fellows (extra \$)
 - Voting on allocation of research funds (advisory)
- Education
 - Short courses & continuing education
- Customized Interactions
 - Company campus visit
 - Student internships
 - Employee-in-residence
 - Faculty liaison to company
 - Researcher visits to company
- IP
 - Tailored communication on IP filings
 - Non-commercial NERF
 - Option to negotiate royalty-bearing license

Note: Gift-based programs limited to benefits in RED

Gift-based Affiliate Program

- Pros
 - Simple agreement
 - Less expensive; easier to sign up companies
 - May be able to sign up more companies
 - Less effort to operate and manage
 - Tax benefit of gift
- Cons
 - Shallower relationships
 - Can only offer limited, non-exclusive benefits
 - Less \$ per company
 - Typically does not provide research funding(*)

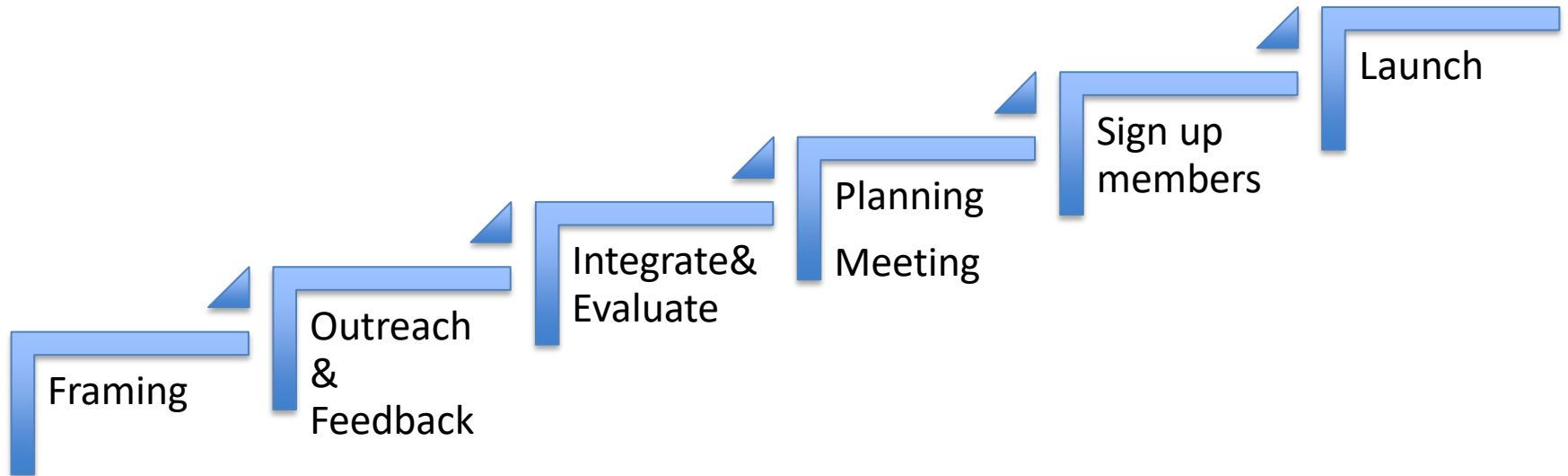
*Interested companies could, of course, choose to sponsor research through the usual process

Research-based Affiliate Program

- Pros
 - Deeper relationships
 - Can offer exclusive benefits
 - More \$ per company
 - Can provide funding for research
 - Clear value proposition; leveraged funding
 - Better for health-care companies (gift issues)
- Cons
 - More expensive; harder to sign up companies
 - Requires formal member agreement
 - May not be able to sign up as many companies
 - More effort to operate and manage

So you want to start an affiliate program?

Try this staged approach.....



Framing – CAP Definition



- Value proposition for university and members
- Define member activities/benefits
 - Gift or research-based program?
- Identify faculty who will be involved
 - Is there a motivated lead?
- Who will manage the program?
 - Hint: not a faculty member
- Create marketing materials
 - flyer, pitch deck and simple website

Framing – Business Model



- Business model
 - Sources of revenue
 - Costs to run program
 - Pro forma income statement
- How much income is needed to make this worthwhile?
 - Is this realistic?
 - Can you afford to run in the **RED** for a couple years while you build the CAP?

UW Guidelines – Affiliate Programs



Guidelines

- Program manager budgeted (≥ 0.5 FTE)
- GIM 34 (Classification of External Support) compliance
- ≥ 2 motivated faculty
- ≥ 5 companies with demonstrated interest
- Alignment with school & department priorities
- Documented Statement of Purpose & Desired Outcomes

Outreach & Feedback



- Meet with a few of your best prospect companies to discuss proposed CAP
 - Share website, flyer, pitch deck
- Listen carefully for feedback
- Would they be willing to join?
- Are changes needed to make program more compelling?
- Can they suggest other prospect companies?
- Do research to identify more prospects.
- Interview prospects to discovery their needs and interests wrt things the CAP could offer

Integrate & Evaluate

- Integrate feedback from company meetings & interviews
- Revise program structure and update marketing documents
- Circulate revised docs to companies
- Would they be willing to join?
- Is there enough interest and revenue potential to continue?



Planning Meeting

- Consider organizing a planning meeting
 - Esp. for research-based or higher \$ programs
- Invite representatives from all interested companies
 - Try to get decision-makers!
 - Or at least influencers
- Agenda should
 - Highlight key program elements & value proposition
 - Feature involved faculty & related research
 - Include university leadership (e.g., Chair, Dean, or VPR)
- Follow-up after meeting and sign-up companies

Membership Agreement

- Simple gift letter for gift-based programs
- Formal membership agreement for research-based programs
 - Work with your Office of Sponsored Programs to develop
 - Circulate draft to anchor company(s) for feedback
 - IUCRCs must use standard NSF agreement
- Sign 'em up



Launch Program



- Schedule first program meeting
- Hire program manager
- Begin implementing benefits and services for members

Allen School of CSE Industry Affiliates Program



- “Friend raising” not fund raising
- Annual member fees
 - \$250 - \$10K, based on company size
- 100+ members
- Features
 - Industry day
 - Resume database
 - Recruiting events

UW Reality Lab

- Lab focused on AR/VR research
- Annual member fees
 - \$500K/yr (Full Partner)
 - \$100K/yr (Named Fellowship)
 - \$50K/yr (Reality Studio Sponsor)
- 3 Full Partner members
- Features
 - Advisory board (Full Partner)
 - Named Fellowships
 - Open IP and software

Gift-based

Center for Neurotechnology



CENTER for
NEUROTECHNOLOGY
a National Science Foundation Engineering Research Center

Research-based

- NSF Engineering Research Center

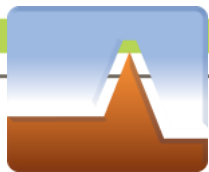
COMPANY SIZE	FULL MEMBER	ASSOCIATE MEMBER
> or =500 FTEs	\$40,000	\$20,000
10 to 499 FTEs	\$10,000	\$5,000
Start-up*	\$10,000	\$1,000

- 38 members: 7 Full, 31 Associate

- Benefits (partial list)

- Advisory board (Full members vote)
- Annual customized member visit to Center (Full Members)
- First option to negotiate commercial license to Center IP (Full members)
- Twice annual meetings
- Members-only website

Center for Process Analysis & Control



CPAC

Research-based

- Graduated NSF IUCRC
- UW's oldest affiliate program (est. 1984)
- Member Fees
 - \$40K – Full members (manufacturing companies)
 - \$9.5K – Associate members (suppliers)
- 10 members: 5 Full, 5 Associate
- Benefits (partial list)
 - NERF License to Center IP (Full only)
 - Annual members meeting, workshop, summer institute

CAP Parting Thoughts

- Engagement platform for industry
- Typically not a big pay day....
- Involved faculty a MUST
- Consult with prospects in the planning stages
- Beware the zombies!
- Yes, you need a program manager

Non-CAP Engagements

- Annual industry day / open house
- Industry speaker series
- Industry involvement with student orgs.
- Industry capstone program
- Student group tours of companies

Questions?



Case Study

**Carnegie Mellon University
CyLab Security and Privacy Institute**

Terri Deasy, Associate Director of Partnership, CyLab

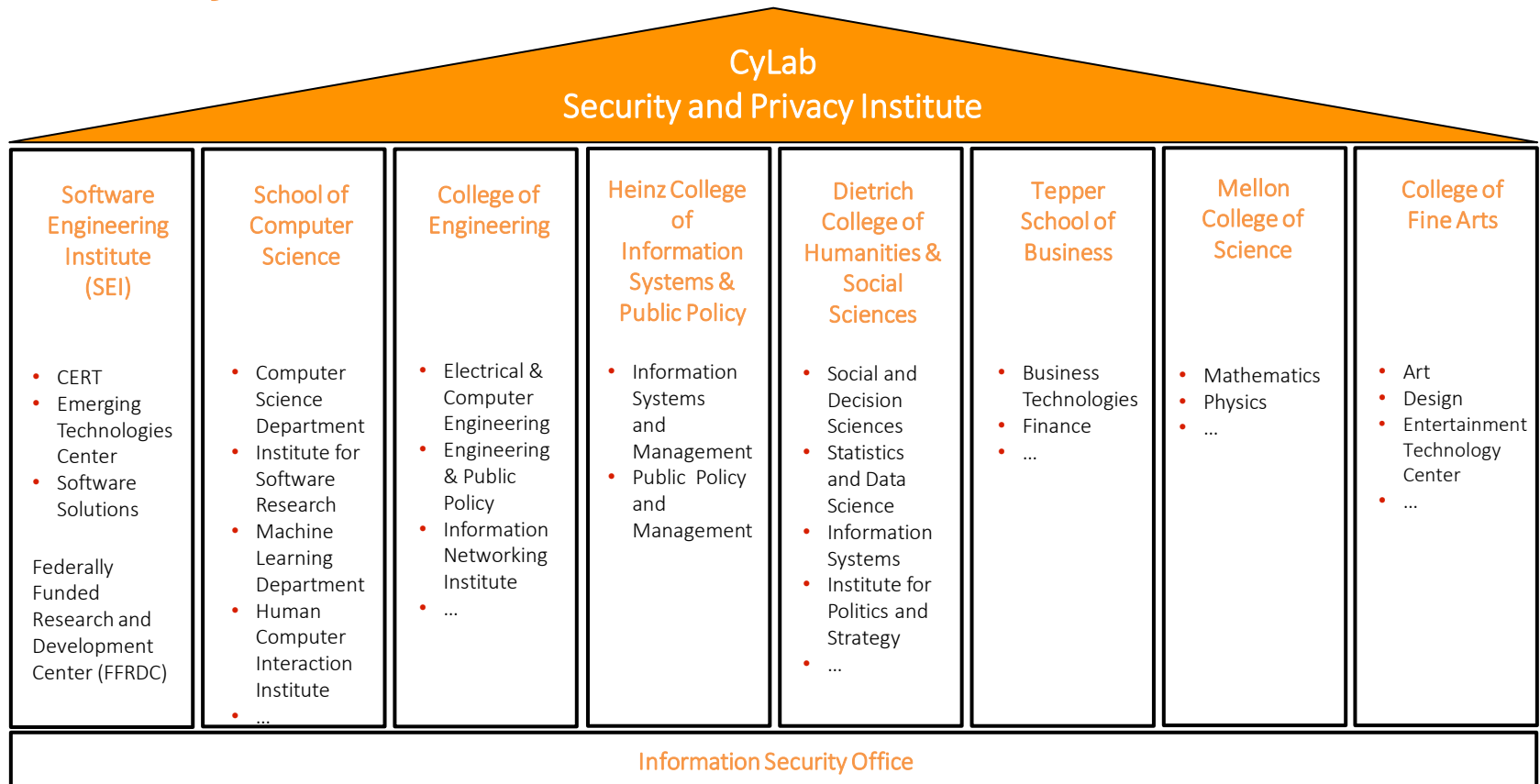
*Arturo Pizano, Program Manager, University
Collaborations, Siemens*



100+ Faculty | University-Wide | 200+ Students | 1 CMU

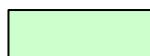
Creating a world where
people can trust technology

University-Wide Collaborative Environment



Partner Program Benefits

Partner Benefit	Affiliate	Strategic	Strategic+	CRC
ACCESS, INSIGHTS, RECRUITING, RELATIONSHIPS				
RESEARCH COLLABORATIONS				
Investment Level (Per Year for 3 Years)	\$25,000	\$100,000	\$200,000	\$500,000
Partners Conference (Annual Invitations)	y	y	y	y
Partners Portal (Restricted Members Only)	y	y	y	y
CyLab Distinguished Seminar Webcasts & Recordings	y	y	y	y
Recruiting Assistance/Advertisement	y	y	y	y
Visiting Representative to CyLab (1 month)	y	y	y	y
Branding (Acknowledgment, Visibility, Web link)	y	y	y	y
CyLab, CERT, Heinz Professional Education (Corporate Discount)	y	y	y	y
Choose from: Jointly Defined Graduate Student Research Project(s) with Faculty Advisor; Graduate Student Fellowship(s), Visiting Researcher (Full Year)		y	y + up to 2 projects	y +multiple or larger projects



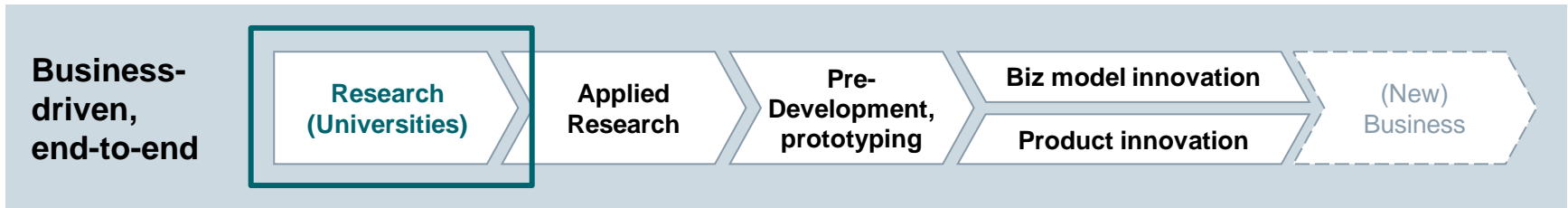
Broad relationship



+ Deeper engagement

Company Core Technologies (CCT)

The Siemens approach to Technology & Innovation



Transparent spending

~500' EUR in FY18

Clear leadership

One manager per CCT

Cooperation across units

Corp. Technology

Divisions

Co-location of cross-functional teams

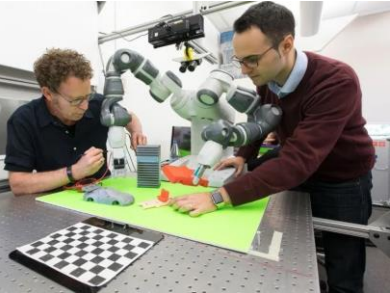
Co-creation

Customers **next 47**

CCT

Universities

Collaboration Models



SPONSORED RESEARCH

Research projects defined by Siemens with defined targets and deliverables

MEMBERSHIPS

Pre-competitive research influenced by Siemens but shared with other members



STUDENT-CENTRIC INITIATIVES

Innovative ways to attract talent - #FutureMakers Challenge and PhD Fellowships

GOVERNMENT FUNDED RESEARCH

High-risk, high-reward research leveraging government dollars



Why CyLab?

- **Many of the Institute's focus areas are aligned with Siemens' interest and needs (Cryptography, Formal Methods, Hardware Security, IoT, Software Security,...)**
- **The caliber of its affiliated faculty and students**
- **The number of faculty (100+) and graduate students increases the chance of finding partners for specific areas of interest**
- **A flexible membership model that checks all the boxes of an affiliate program and provides ample opportunities to dive into specific research areas:**
 - Jointly Defined Graduate Student Research Project(s) with Faculty Advisor
 - Graduate Student Fellowship(s)
 - Visiting Researcher (Full Year)
- **A superb corporate engagement team**

Questions?



End of first session

Perspectives on Successful Corporate Affiliate Programs

Session 2

Welcome Back!

The logo for UIOP virtual 2020. It features the letters 'UIOP' in white, with the 'O's stylized as interlocking loops in blue and green. Below this, the word 'virtual' is written in a white, lowercase, sans-serif font.

UIOP
virtual

The text '2020 MARCH 23-26' in white, bold, uppercase, sans-serif font. The '2020' is on the first line, and 'MARCH 23-26' is on the second line. A white horizontal line is positioned between the two lines of text.

2020
MARCH 23-26



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10 mins	Summary of Key Insights The Quick Guide

Case Study

UC San Diego Jacobs School of Engineering Corporate Affiliates Program

*Cody Noghera, Executive Director, Corporate Research Partners
Jacobs School of Engineering
UC San Diego*

Bringing You

Cody Noghera

Executive Director, Corporate Research Partnerships

Jacobs School of Engineering

UC San Diego

cnoghera@eng.ucsd.edu

Access...

Connection...

and a Voice...

At our World-class Engineering Institution

The Jacobs School Corporate Relations Team



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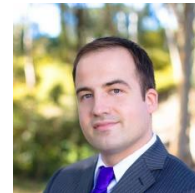
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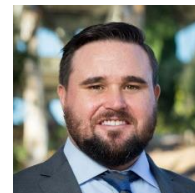
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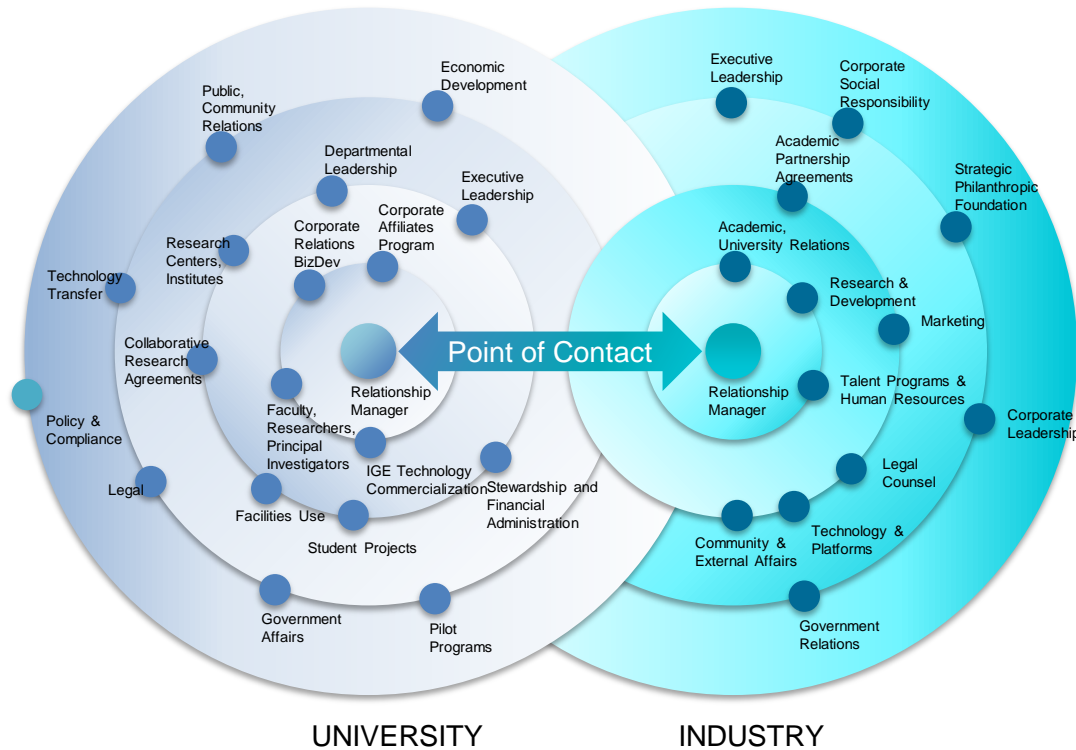


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Highlighted Directly Support Business Development to CAP and its Resources

CAP Grows Because of the Need to Simplify Increasingly Complex Organizations



DRIVE THE CORPORATE AFFILIATE
STRATEGY

build substantive,
& PRODUCTIVE
relationships

BETWEEN *faculty, students, and*
COMPANIES


TO ACHIEVE GOALS IN
research, recruitment, &

EDUCATION *in the interest*
of enhancing

the reputation of the

Jacobs School.

JACOBS SCHOOL OF ENGINEERING CORPORATE AFFILIATES PROGRAM OVERVIEW

- 
- 70+ Corporate members
 - Three fees based on revenue
 - ✓ All gift
 - ✓ One Tier: Equal benefits
 - Talent, technology, and access to Dean and Jacobs School Leaders
 - Three CAP Board meetings / year
 - Employer Resources and Resume Databases
 - Advocacy on campus from CAP Team: “CAP Concierge”

Bring Industry

Access...

Connection...

and a Voice...

At a World-class Engineering Institution

Bring **Industry**

BUT WHERE DO YOU START?



FIVE REASONS WHY A COMPANY DOES BUSINESS WITH A UNIVERSITY



ASK YOURSELF

ARE YOU BURIED IN EVENTS?

Why are you doing this?

Do you innovate on events?

HOW DO YOU MANAGE EXPECTATIONS?

Are you clear on roles when pursuing collaborations?

DO YOU HAVE THE TALENT & STAFF TO BE IN CORPORATE RELATIONS?

Sales and business development is not development

Rabidly curious

Master rapport builders

DO YOU HAVE MULTIPLE CONTACTS INSIDE A COMPANY?

Four Legged Stool:

1. Executive Champion
2. Head Innovator
3. HR / University Relations
4. Alumni

VALUE PROPOSITION

WHY DO COMPANIES JOIN CAP?



Smartly Source Talented Students



Innovation Driven by Faculty and Research to Drive Relevant Collaboration



Voice in the Future of Engineering Research & Education

ASK YOURSELF

What Are High-Level Priorities for Corporate Engagement

1 Collaboratories of the Digital Future

Fuel Initiatives, create opportunities to continue faculty growth in thematic or new clusters, provide innovation space that breaks traditional and physical barriers for collaboration

2 Increase Research

\$2.12M in Funded Research, \$63M approximately 1/3 from Industry & Private, makes us a top Public Engineering Research Institution in the Nation. For every \$500K has potential to raise ranking half a point

3 Agile Research Centers of Excellence

1. Spotlight on systems level strengths
2. Platform for both 3-5 year horizon technology proposition to industry partners
3. position for long-term future mega grants

4 Corporate Affiliates Program

Executive Level Connections to drive the educational and research mission of the Jacobs School to relevance. Sounding board. Source of new ideas and target audience for new products(programs)

5 Talent Programs, Experiential Learning Engine

Smarter sourced talent targeted to engineering disciplines.

ACCESS STUDENT TALENT



- Corporate Day @ Jacobs
- Corporate FESTs
- Plug into Engineering Student Organizations
- Members-only Online Student Resume Database
- Team Internship Program (TIP) and COOPS

FACULTY AND RESEARCH CONNECTIONS



- Research Institutes and Centers
- Seminars and Research Reviews
- Technology Talks
- Design Projects

VOICE IN FUTURE OF ENGINEERING EDUCATION



- CAP Executive Board Meeting three times a year
- Dean who seeks relevance to industry
- Curriculum Development to match industry needs
- Invitations to Jacobs School and University Events

BUILDING A TEAM APPROACH

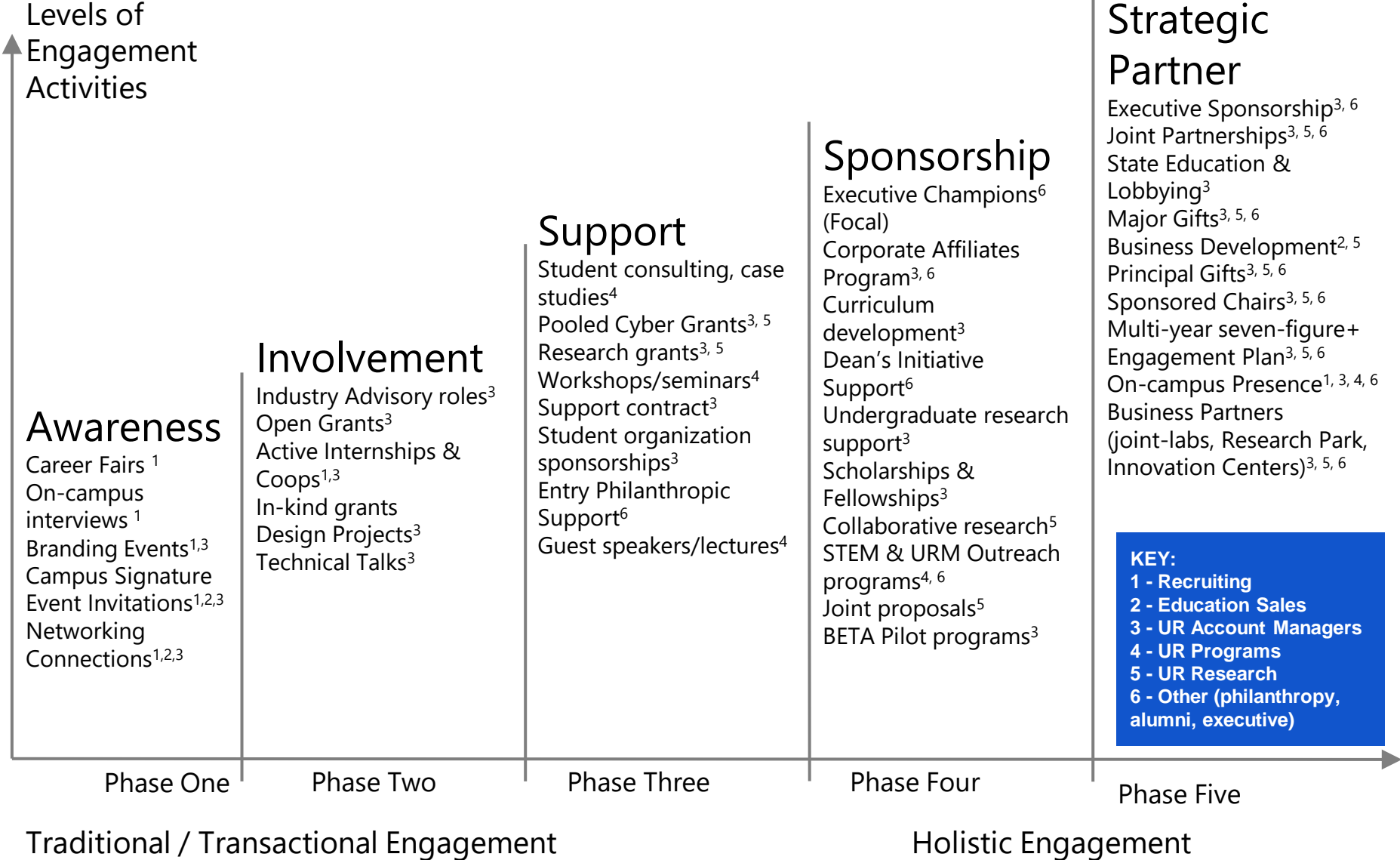


Figure 2 – Corporate Relationships: Implementing a Team Approach for the University

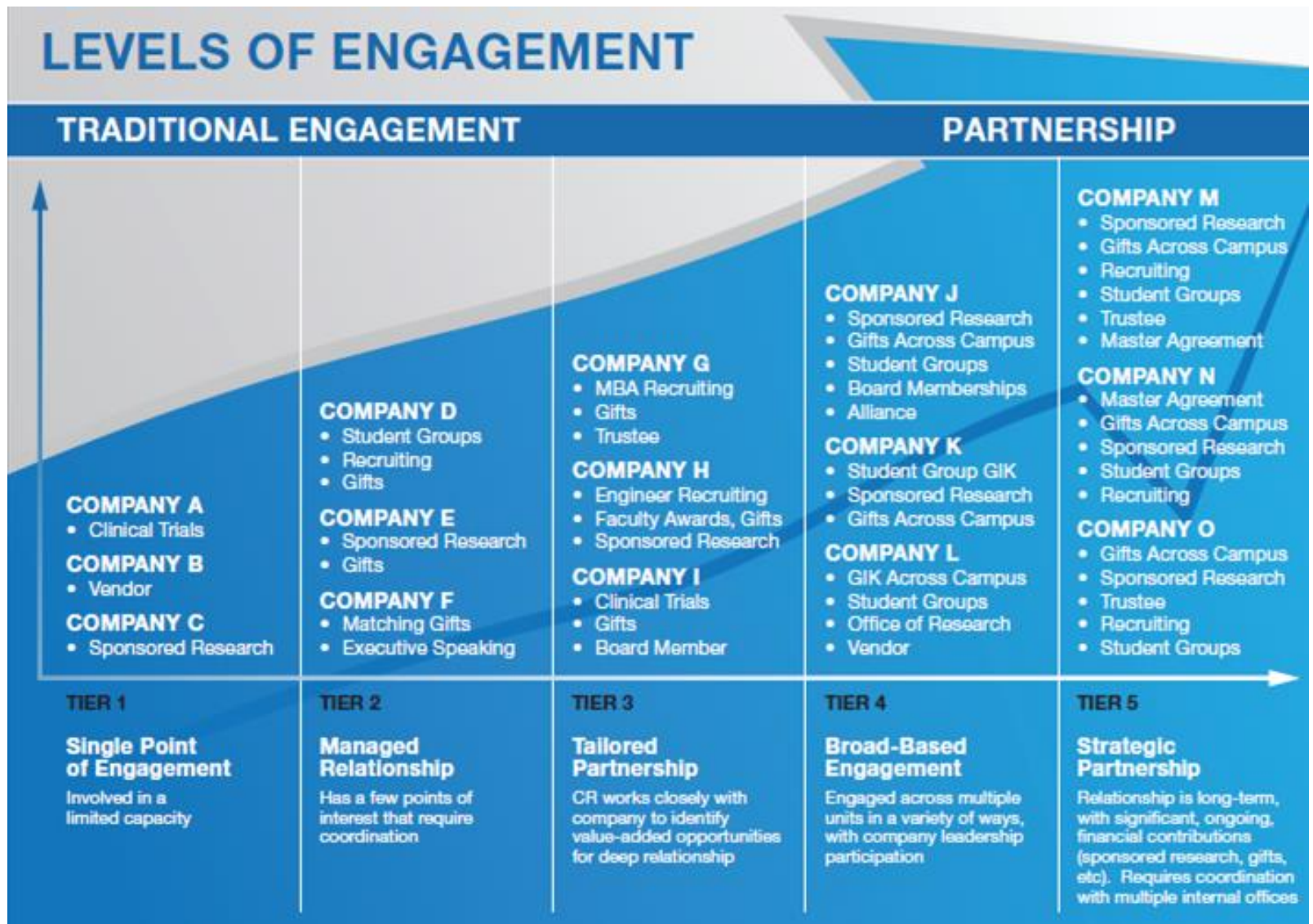


“No ONE of us is as smart as all of us”

SAMPLE HOLISTIC PARTNERSHIP CONTINUUM



SAMPLE HOLISTIC PARTNER CONTINUUM



FOUR-LEGGED STOOL FOR EACH COMPANY

EXECUTIVE CHAMPION	HEAD INNOVATOR
<ul style="list-style-type: none">▪ C-Level▪ Board Member▪ Dean Level	<ul style="list-style-type: none">▪ Spends time on campus▪ Go to Advocate▪ Drives Strategy for Center Membership▪ Faculty peer
HR / UNIVERSITY RELATIONS	ALUMNI CHAMPION
<ul style="list-style-type: none">▪ Understands talent brand▪ Communicates hiring goals▪ Cultivates Talent Pipeline▪ Engages with Career Services	<ul style="list-style-type: none">▪ Understands right reason for company to be involved▪ Term Limits, Engaged in engaging other alumni as champions for your institution

SETTING PRICING LEVELS

WHAT PRICE?

- What price is someone willing to pay?
- \$25K is generally the ceiling for unrestricted gift
- Small companies is generally \$5K
- In between... is a negotiation
- Prepare to create deals

HONING YOUR VALUE PROPOSITION

WHAT DOES YOUR CORPORATE TARGET OR PARTNER NEED MOST FROM THE RELATIONSHIP WITH YOUR CAMPUS?

- Can you deliver on that need?
- Who and what else is needed to deliver on that need?
- Do you speed up (and create value), or reduce costs?

What is that worth?

PRODUCT CREATION: AN EVOLUTION OF CAP

CORPORATE AFFILIATES PROGRAM



MOVING AT THE PACE OF INDUSTRY

ARE YOU PREPARED TO MOVE AT THE PACE OF
INDUSTRY... OR THE PACE OF BUSINESS ON CAMPUS?

- Build relationships
- Silence is consent
- Make things happen

SETTING PRICING LEVELS

WHAT PRICE?

- What price is someone willing to pay?
- \$25K is generally the ceiling for unrestricted gift
- Small companies is generally \$5K
- In between... is a negotiation
- Prepare to create deals

No one partner knows what others pay and no one cares

GETTING CORPORATE PARTNERS TO CAMPUS

HOW EASY DO YOU MAKE IT TO COME TO CAMPUS?

- What alliances do you need on or off campus?
- What do you accomplish?

HONING YOUR VALUE PROPOSITION

WHAT DOES YOUR CORPORATE TARGET OR PARTNER NEED MOST FROM THE RELATIONSHIP WITH YOUR CAMPUS?

- Can you deliver on that need?
- Who and what else is needed to deliver on that need?
- Do you speed up (and create value), or reduce costs?

What is that worth?

HAVING DIFFICULT CONVERSATIONS

THIS IS A BUSINESS ALLIANCE; NOT PHILANTHROPY... YET

- No one will go hungry by you asking them for money to do business on your campus.
- Use the mentality of an investment; NOT a toss over the fence
- They are business partners; NOT donors

HAVING DIFFICULT CONVERSATIONS

GARNERING THE INVESTMENT, ASK ABOUT METRICS, HAVE A TARGET

- You may have to coach your contact to get multiple stakeholders in a company on board with the holistic model
- Must steward so renewal comes as expected.

IMPROVING CUSTOMER SERVICE ACROSS CAMPUS

- Starts with parking, no kidding
- Expectations managed
- Great agenda
- If you do nothing, nothing happens...



Questions?

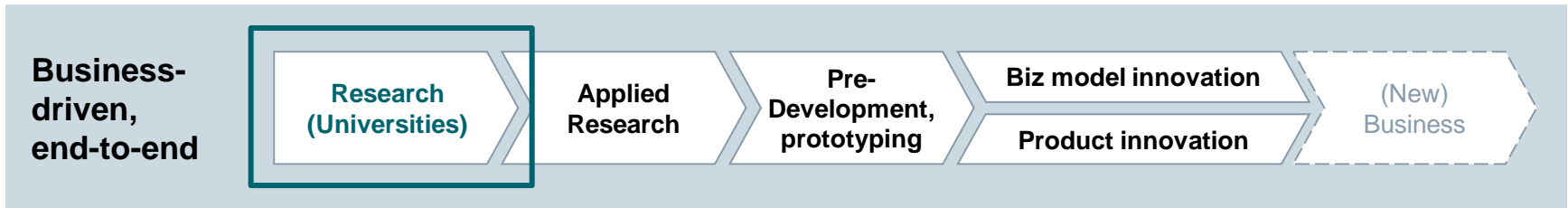


Company Perspectives on CAPs

Arturo Pizano, Program Manager, University Collaborations, Siemens

Company Core Technologies (CCT)

The Siemens approach to Technology & Innovation



Transparent spending

~500' EUR in FY18

Clear leadership

One manager per CCT

Cooperation across units

Corp. Technology

Divisions

Co-location of cross-functional teams

Co-creation

R&D/ Innovation

- Access to latest academic trends and cutting edge research
- Source for Open Innovation
- Strengthening of Siemens innovative power



Training on Siemens products

- Positive product branding
- On campus NX and Tecnomatix Plant Simulation SW-Trainings
- MindSphere Lounge on campus



HR/Talent Acquisition

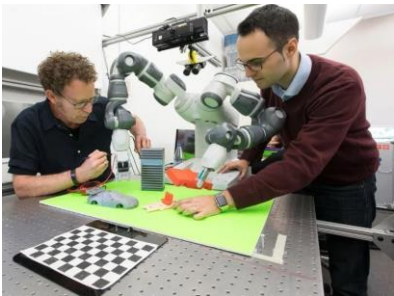
- Positive employer branding on campus
- Build up a talent pipeline
- Hire the right fresh outs
- Co-creation of curricula



Connection of industry and academy
and promotion of research and recruiting activities



Collaboration Models



SPONSORED RESEARCH

Research projects defined by Siemens with defined targets and deliverables

MEMBERSHIPS

Pre-competitive research influenced by Siemens but shared with other members



STUDENT-CENTRIC INITIATIVES

Innovative ways to attract talent - #FutureMakers Challenge and PhD Fellowships

GOVERNMENT FUNDED RESEARCH

High-risk, high-reward research leveraging government dollars



Membership Benefit Comparison

Affiliate Programs

Provide institute, department or lab-wide relationship management and access to resources in an area of common interest

Typical Member Benefits:

- **Knowledge Sharing:** A platform to explore broad research topics in a pre-competitive environment
- **Navigation:** Dedicated resources to help connect Siemens researchers and recruiters with university resources
 - Faculty and researchers (R&D)
 - Students (Talent Acquisition)
- **Access to Unique Resources:**
 - Invitations to meetings, workshops, symposia, ...
 - On-line access to publications, data and code
 - Executive education

Cost: USD 20K - 75K per year

Research Focused (Project-Based) Memberships

Similar to Affiliate Programs but with opportunities to engage in detailed discussions and research and a specific topic of common interest

Typical Member Benefits (in addition to Affiliate Programs)

- **Tailored workshops and student engagement**
- **Targeted support for specific faculty and students (e.g., PhD Fellowships)**
- **Seed-funded projects**
- **Access to labs and test beds**
- **Visiting Fellowships**
- **Advisory Board Seat(s)**

Cost: USD 100K+ per year with a portion of the membership fee channeled to specific projects

Questions?



Summary of key insights

- CAPs are an important element in the university industry partnership continuum.
- Broad spectrum of CAPs ranging from simple, gift-based programs, to large research-based programs

Factors to consider before launching a CAP:

✓	Campus Leadership is engaged and supportive
✓	There are several, highly motivated faculty working in an industry relevant area
✓	A respected faculty researcher is willing to champion the program
✓	There is a critical mass of companies willing to help shape and join the program
✓	There is a clear value proposition for the university and for companies
✓	There is a clear business model

Summary of key insights

- Establishing a CAP
 - Carefully consider goals and focus, benchmark other programs, and identify leadership
 - Confirm internal alignment
 - Develop budget and determine fees
 - Hire program manager and ensure adequate professional support staff

Factors for companies to consider before joining a CAP

✓	Company leadership support
✓	There is a clear value proposition
✓	An employee willing to champion the program
✓	Additional resources

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



Strengthening
University-Industry
Partnerships