



University Industry
Demonstration Partnership

Session 3: Establishing Governance

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Background

- Founding Director of the Center for Identification Technology Research (CITeR)
 - NSF I/UCRC Multi-university Center – WVU, Clarkson, University of Arizona, SUNY Buffalo
 - Leadership role for 12 years while Professor at WVU
 - Planning Lead 1998-2001, Director 2001-2006, Co-Director 2006-2010
 - Member, CITeR Senior Advisory Council
- Program Director, NSF I/UCRC Program (2010-14)
 - 70+ Multiuniversity centers nationally, Over 190 Sites
 - Over 1000 Memberships from over 500 distinct organizations
- Research Associate Dean, College of Engineering, University of Georgia
 - New College Established in 2012
 - AFFOA, NNMI, ERC participation

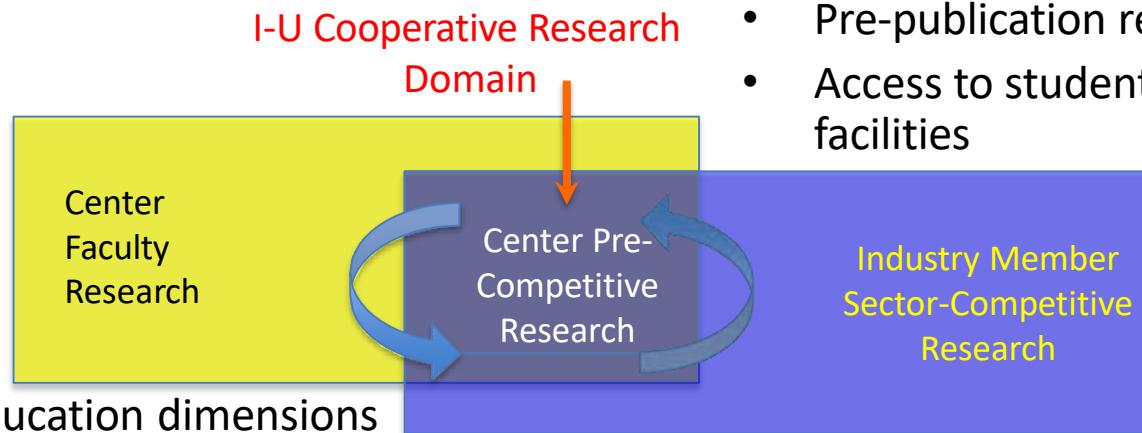
Effective Governance = Trusted Value

- Industry-University Consortia must build trust through delivery of value to all participants and constituents
 - To Industry Members
 - To Participating Faculty and Students
 - To University Administration
- To achieve this, the consortia's governance and operation must be designed to achieve the valued outcomes expected of the participants
- Expectations must be appropriately set based on the chosen governance and operation

Governance must operationalize achievement of the promised value

Value to Center Institutions

- New research and education dimensions
- Student recruitment and placement
- POC leveraging for new funding
- Trusted relationships with industry
- Ready partners for translation
- Organize Industry sector relationships
- Means to achieve institutional mission.



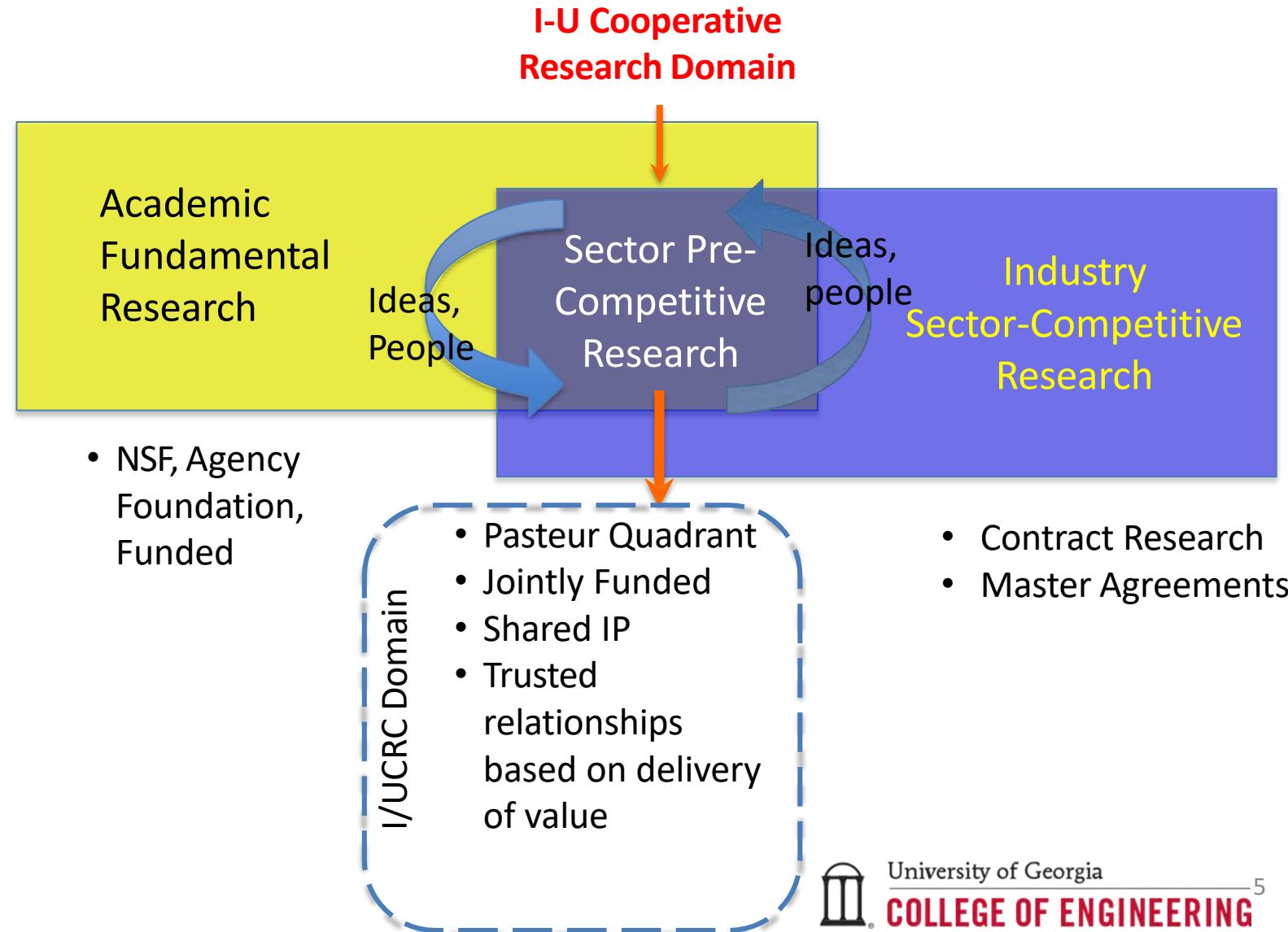
Value to Industry Members

- High value research projects
- Investment leveraging
- Sector networking, learning from industry peers and customers
- Access to intellectual property
- Pre-publication research access
- Access to students, faculty & facilities

Outcomes from a cooperatively defined and managed, portfolio of precompetitive research.



I/UCRC Model: Linking Industry to Fundamental Research



University of Georgia

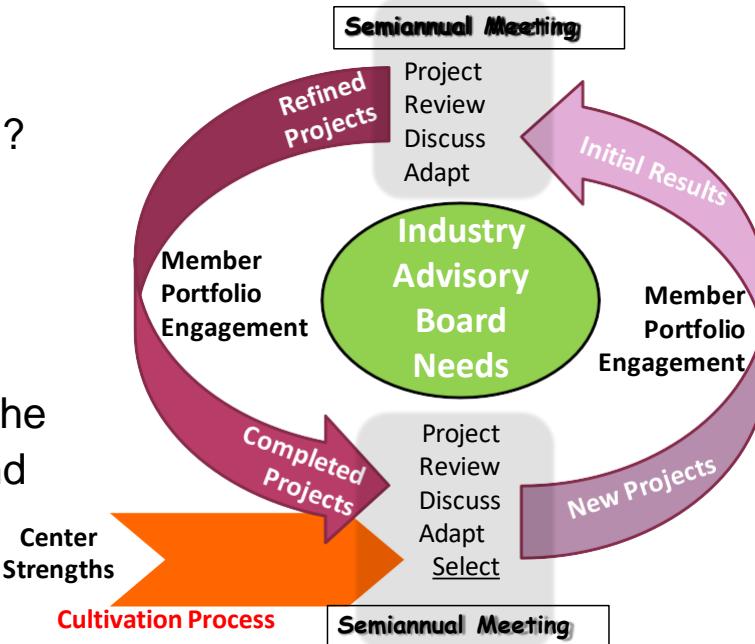
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Agreements & Governance

- How membership rights, IP and publications are handled will drive your ability to achieve shared value and the ways in which you can achieve it. Example: Shared IP (Royalty-Free nonexclusive)
 - Sharing forces precompetitive research of academic merit
 - Precompetitive Research promotes industry dialog re common technology barriers
 - Shared portfolio de-risks exploratory proof of concept projects
- Transparency and a Level Playing Field in Operations
 - A common membership agreement
 - All members are created equal or know their status and how to adjust it by virtue of their membership
 - A clearly articulated operational model that is followed consistently
 - Bylaws can document operational details of the center but should be created after the members find a comfortable operating mode

Research Project Cultivation, Selection and Execution

- Large contributor to trust building in the organization
 - Faculty – Will my proposed project(s) get funded?
 - Industry – Will projects be funded I value?
- The process must be
 - transparent and predictable
 - Process needs to be organized to focus & align the shared research portfolio with member needs and university strengths
- Key elements:
 - Review, discussion of ALL projects semiannually
 - Voting on ALL projects, new and continuing
 - Formal member Liaisons for all Projects



**Aligns center
strengths with
member needs**



Research Project Cultivation, Selection and Execution

- Good project management practices are of central importance
 - Uniform, succinct proposal formats
 - Clear disclosure of background/foundational IP
 - Clear Deliverables and Milestones
 - Uniform reporting format with designation of progress towards milestones
 - Demonstrable course correction to projects based on member input
- Regular follow-up with Members regarding value achieved from projects

All of these functions require a responsive program management office working in partnership with the faculty researchers and center leadership

Leadership is Central to Trusted Governance

Typical characteristics of the directors of successful centers include:

- Experienced academic research leader with senior rank
- Respected in her/his discipline
- Strongly value industry, agency interaction
- Can articulate the value of center activities to all constituencies
- Understand the reward systems of both academia and industry
- Excellent organizational skills
- Excellent communication and listening skills
- Excellent people skills - good judge of human nature
- Thick skinned, perseverant, and resourceful

Leadership is Central to Trusted Governance

Typical characteristics of the Industry Advisory Board (IAB) of a successful center include:

- Members are key decision makers and thought leaders in their organizations
- Strongly values faculty and student interaction
- Derives value from the center and articulates this value within their organizations
- Continuously dialogs with center re needs, expectations
- Works effectively with center to establish an operational mode and processes that maximize value
- Strongly engaged with the center and its projects both at meetings and between meetings
- Works effectively as a unified, single board for the center

Final Thoughts

- Governance structures and processes are useless unless they are followed
 - Surprises are reserved for the excitement of the research presentations
 - Consistency and predictability of center processes is essential
- Transparency and a Level Playing Field is essential!
 - For industry members as well as participating faculty
- Building trust takes time (which is always in short supply)
 - Takes time to develop through a succession of positive experiences but is easily lost
 - Structure projects for early and continual deliverables
 - Create a portfolio of outcomes with which to retain existing members and attract new ones

Thank you!

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