



# Industry Engaged Universities: Strategies for Integration, Service, and Success

April 12, 2021 7:30 - 8:00 PM EDT



**Moderator:**  
**Cynthia Mahler**  
**Boeing**



**Randy Hall**  
**University of Southern**  
**California**



**Jimena Villarreal Chapa**  
**University of Southern**  
**California**

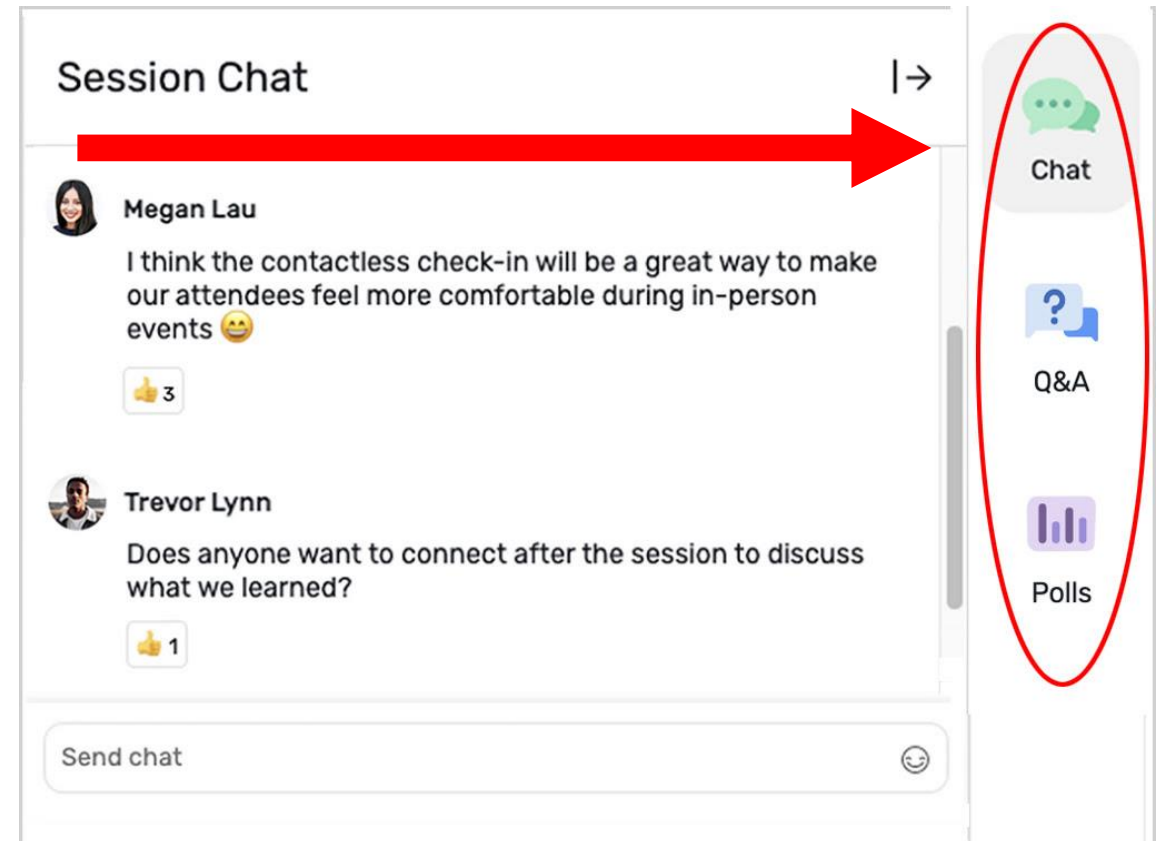


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# TECH SUPPORT

## Having technical problems?

- Look for the Tech Q&A doc in chat on the right side of your screen. Or email [info@uidp.net](mailto:info@uidp.net).
- If the session shuts down due to connection issues, do NOT close the Attendee Hub window. The room will reopen just a couple of minutes.

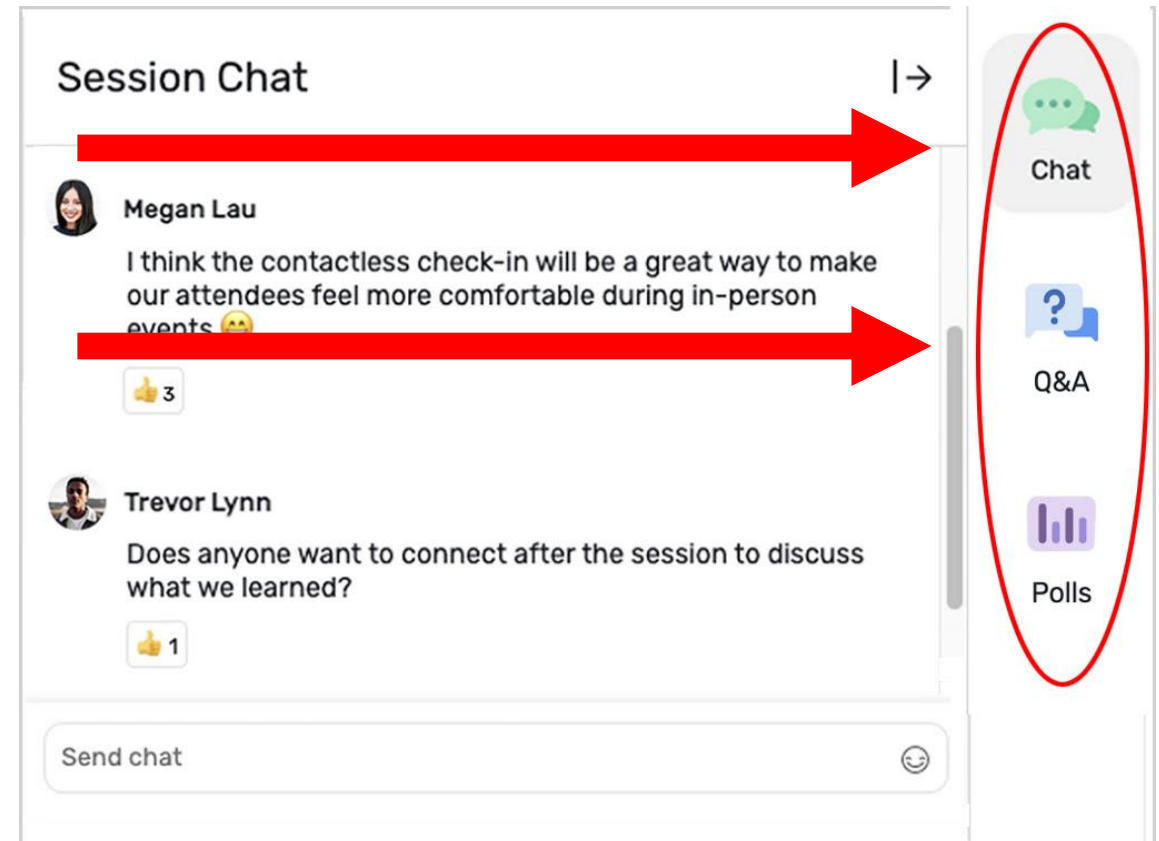


# how to PARTICIPATE

## Live Chat and Q&A

At the right of your screen

- Chat with one another
- Submit questions using the Q&A

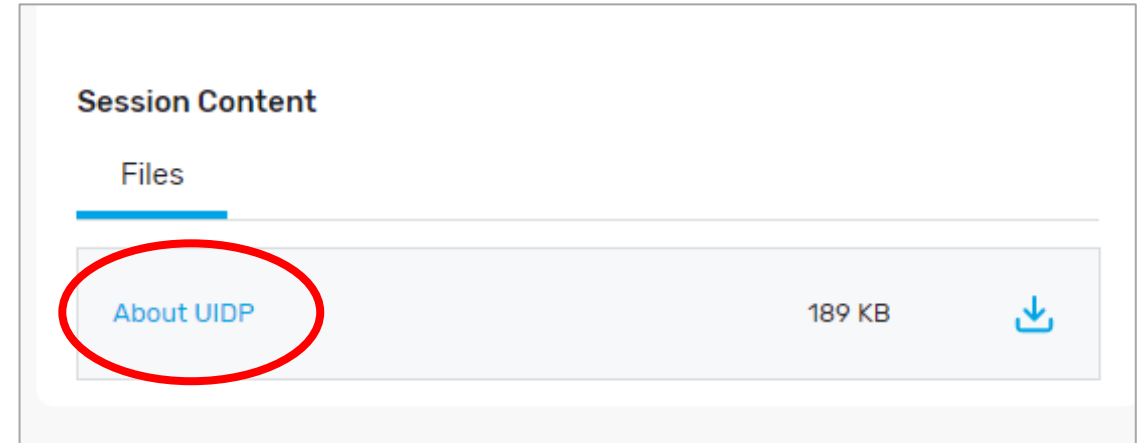


# how to PARTICIPATE

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## Handouts and Recordings

- Download available handouts from the Session Content tab on the bottom of your screen.
- Session recordings will be posted in the Attendee Hub. You will be notified via email when they are available at uidp.org.





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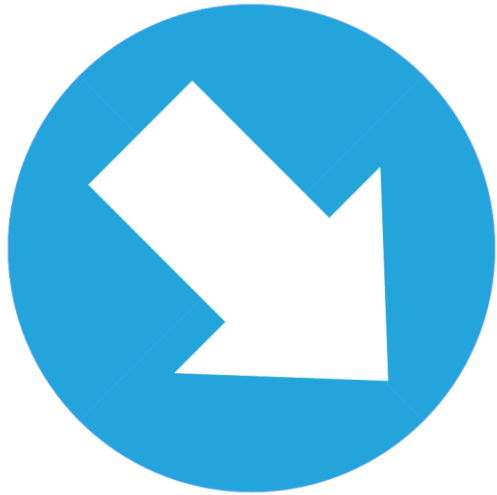
# Industry Engaged Universities Strategies for Integration, Service & Success

Randolph Hall  
Jimena Villareal Chapa  
University of Southern California

# Discovery Process

## University Industry Engagement

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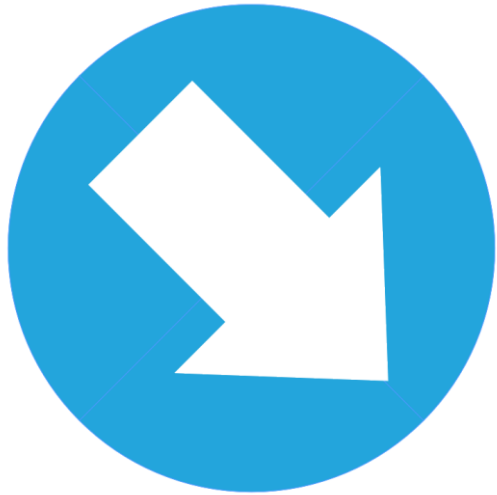
- Draft for Framework
  - Alignment
  - Foundations
  - Positive Characteristics
- Feedback and Revision Through UIDP Interviews (with Tony Boccanfuso)
- Review of University Websites
- Survey of UIDP Members



# University as a Whole

## University Industry Engagement

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- **Strategy:** linking mission areas
- **Values:** supporting industry engagement
- **Organization:** integrating units and applications
- **Concentrations:** industry sectors
- **Grand Challenges:** meeting societal needs



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# Alignment of Mission, Strategy and Vision

## UI Engagement

### University Strategy and Vision

**Strategy** Linking All Mission Areas

**Values** Supporting Industry Engagement

**Organization** Integrating Units and Applications

**Concentrations** in Industry Sectors

**Grand Challenges** Meeting Societal Needs

### Mission

#### Education

Alumni affinity groups  
Capstone courses  
Career planning  
Competitions  
Continuing/Exec Ed  
Course content  
Industry curricula  
Industry- focused student organizations  
Industry lecturers  
Internships, co-op

#### Research

Advisory boards  
Co-location  
Conferences, workshops  
Directed services  
Facilities & data  
Industry affiliation  
Integrated centers  
Joint employment  
Joint pursuit  
Open software

#### Clinical

Clinical innovation  
Industry sponsored trials

#### Auxiliaries & Administration

Access to conference facilities  
Joint development of products  
Strategic purchasing

#### Economic & Community Development

Inclusive community development  
Joint development of innovation park/incubator  
Licensed technology  
SBIR/STTR support  
Small business support  
Standards creation  
Startup investment  
Technical assistance



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# Foundations

## UI Engagement

### Foundations

#### Policies

Academic Freedom  
Conflict of Interest  
Intellectual Property  
Privacy  
Promotion & Tenure

#### Agreements

Confidentiality  
Corporate Gifts  
Data & Material Transfer  
Employment Contracts  
Joint Ventures  
Partnering  
Purchasing  
Research Service  
Sponsored Research  
Technology Licensing

#### Key Units

Academic Units  
Advancement  
Career Planning  
General Counsel  
Health System  
Industry Relations  
Innovation Parks  
Purchasing  
Sponsored Projects  
Technology Licensing

#### Stakeholders

Alumni  
Boards  
Business Partners  
Community  
Faculty  
Staff  
Students



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# Positive Characteristics

## UI Engagement

### Positive Characteristics

#### Attitudes

Cooperation across university units, staff and faculty

Desire for persistent relationships

Emphasis on mutually beneficial relationships

Flexibility to overcome barriers

Litigation as last resort

Recognition of benefits from university engagement

Service focus in industry relationships

#### Experience and Capabilities

Corporate engagement staff with relevant industry experience

Entrepreneurial experience

Professors of practice

#### Services

Availability of innovation park for companies

Bundling IP across multiple investigators

C-level engagement with companies

Concierge service for industry engagement

Proactive reach out to catalyze industry relationships

Stewardship over lifecycles of awards by an industry relations officer

Support for social purpose aims, including diversity and grand challenges

#### Attributes

Alliance managers who are empowered

Business intelligence and technology forecasting, guiding decisions

Clearly communicated standards and norms for industry engagement

Comprehensive industry facing office integrating research, education and economic development

Strategy and vision for industry engagement stated by president or provost

University concentrations aligned with industries or technologies

University policies that align with industry engagement

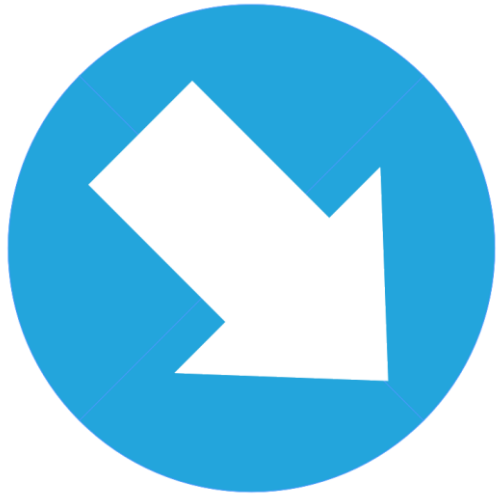


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# Characteristics of Central Organizations: Web Analysis

## University Industry Engagement

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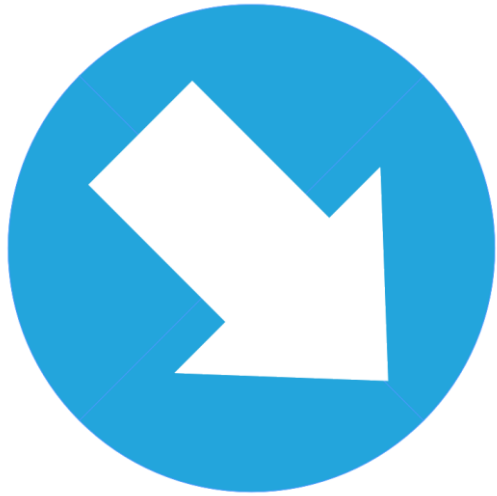
- Central Office Scope: encompassing which missions?
- Responsibility Hierarchy:
  - Lead
  - Concierge
  - Personal referral
  - Web portal/pointer
  - None



# Characteristics of Sample: Web Review

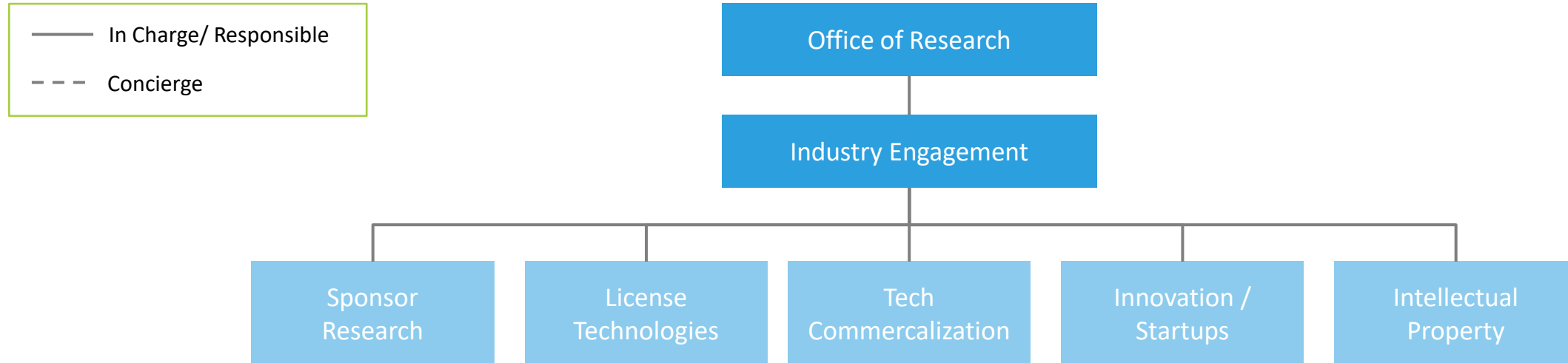
## University Industry Engagement

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- 65 Universities
- Average Fed Expenditures: \$409M
- Average Corporate Expenditures: \$44M
- 47 AAU Members
- Average US News Rank: 50

# Office of Research: Tech Transfer/Corporate Sponsored Research Organization Model 1



<b>Model Definition/Characteristics</b>	<ul style="list-style-type: none"> <li>• Highly research oriented</li> <li>• Facilitates research alliances and encourages innovation</li> <li>• Usually cooperates with Office of Tech Transfer, Office of New Tech Ventures, Office of Intellectual Property</li> </ul>			
<b>Example Universities</b>	<ul style="list-style-type: none"> <li>• Brown</li> <li>• Cornell</li> <li>• Duke</li> </ul>	<ul style="list-style-type: none"> <li>• U of Florida</li> <li>• U of Georgia</li> <li>• U of Mass, Amherst</li> </ul>	<ul style="list-style-type: none"> <li>• U of Oregon</li> <li>• U of Texas, Austin</li> <li>• U of Tokyo</li> </ul>	<ul style="list-style-type: none"> <li>• U of Toronto</li> <li>• U of Utah</li> <li>• UC Berkeley</li> </ul>



# Office of Research: Tech Transfer/Corporate Sponsored Research Organization Model 1 - Examples

Berkeley IPIRA  
INTELLECTUAL PROPERTY & INDUSTRY RESEARCH ALLIANCES

Reading List

ABOUT RESEARCHERS INDUSTRY ENTREPRENEURS CONCIERGE COVID-19

Search icon



### Sponsor Research

Are you interested in sponsoring research with Berkeley faculty? Click the button below to learn more about working with the leading researchers at Berkeley!

Read More



### Disclose an Invention

Do you have a new invention or software idea? Click the button below to disclose an invention, learn about the invention disclosure process, or access resources and support.

Read More



### License Technologies

Looking for a technology or invention to commercialize? This site has a large array of technologies listed across multiple categories that can be searched and licensed.

Read More

Industry Engagement  
Office of Research  
UNIVERSITY OF GEORGIA

Sponsor Research License Technologies Engage Startups Research Services Connect

## PARTNER WITH US

We know your business faces new problems every day, and we want to partner with you to create the right solutions that will help your business thrive.



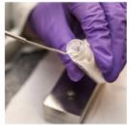
Sponsor Research



License Technologies and Digital Images



Engage Startups



Access Research Services



Explore UGA Innovation District



Strengthening University-Industry Partnerships

# Advancement: Corporate/Foundation Relations

## Organization Model 2 - Examples

Princeton Research > Corporate Engagement & Foundation Relations

For Faculty For Foundations For Industry Research With Princeton Research Discovery Initiatives

Home > For Industry > Connecting Industry Across Campus

### Connecting Industry Across Campus

- Collaborate In Research
- Hire a Tiger
- Innovate with Technology
- Promote Entrepreneurship
- Corporate Affiliate Programs
- Core Facilities
- Partnership Stories
- Wire & Check Payment Instructions

## Connecting Industry Across Campus

Let's open the gates to innovation together. Contact the Corporate Engagement team to learn how your business can work with Princeton research.

- > [Collaborate in Research](#)
- > [Hire a Tiger](#)
- > [Innovate with Technology](#)
- > [Promote Entrepreneurship](#)
- > [Join a Corporate Affiliate Program](#)
- > [Use our Core Facilities](#)
- > [Attend Celebrate Princeton Innovation](#)
- > Find a collaborator through [Research With Princeton](#)
- > [Attend Princeton Events and Learn More About Us](#)

GW Corporate & Foundation Relations

CONTACT US

About For Faculty & Staff For Corporations For Foundations Funding Database

Home > For Corporations

- Partner in Research
- Learn
- Give or Sponsor
- Recruit
- Volunteer

### For Corporations

#### Engage with us

Home to 10 schools and colleges and more than 80 institutes and centers, GW offers diverse opportunities for companies to engage with faculty and students in meaningful and beneficial partnerships. Whether you are looking to connect with top researchers, offer professional development opportunities for your team, find prospective employees or help exceptional students, the Corporate Relations team at GW is excited to work with your company to achieve its goals.

Contact the Corporate Relations team at 202-994-1907 or [cf@gwu.edu](mailto:cf@gwu.edu) to learn more about the variety of ways you can partner with GW.

We look forward to working with you!



#### Partner in Research

Partner with GW faculty to bring innovations to market.



#### Give or Sponsor

Sponsor GW programs and events on campus while showcasing your company's brand.



#### Learn

Take advantage of GW's top executive education programs, tailored for your schedule and goals.



#### Recruit

Recruit ambitious, enterprising GW students. Nearly 70% of GW students have internships before they graduate, which helps employers to get a head start on talent development.



#### Volunteer

Serve on advisory councils and boards, speak to student groups and connect with students and faculty to share your expertise and experience.



Strengthening University-Industry Partnerships

# Economic Development/Government Relations Organization Model 3 - *Examples*

 INDIANA UNIVERSITY 

## Economic Engagement

[ABOUT US](#) | [INITIATIVES](#) | [ECONOMIC ENGAGEMENT](#) | [CONTACT US](#)

Senior Leadership

Home  
[ABOUT US](#)

### We connect Indiana University with the state

The Office of the Vice President for Government Relations and Economic Engagement brings together IU units engaging diverse stakeholders in business and industry, government and communities, and media of all forms to raise awareness of Indiana University's critical role in directly contributing to the economic vitality of the state and enhancing the quality of life for Hoosiers.

#### Explore our portfolio

##### Economic development

University Economic Engagement is responsible for coordinating and connecting university resources with strategic opportunities that foster the state's economic growth.

##### Technology commercialization

The Innovation and Commercialization Office assists IU faculty and researchers with realizing the commercial potential of their discoveries.

##### Entrepreneurship

IU Ventures catalyzes entrepreneurship by providing support and resources to early-stage startup companies with strong ties to IU.

IOWA STATE UNIVERSITY  
Office of Economic Development and Industry Relations

[BUSINESS ENGAGEMENT](#) | [SPECIALIZED RESOURCES](#) | [NEWS & EVENTS](#) | [ABOUT](#) | [CONTACT](#)

### About Us

The Office of Economic Development and Industry Relations (EDIR) assists external stakeholders in accessing the unique capabilities and services of Iowa State University. EDIR is a single point of contact to streamline the process of making connections between industry and the university.

EDIR connects companies and individuals with university capabilities and expertise in business and technical assistance, research and development, facilities (including the ISU Research Park, laboratories, and equipment), and workforce development. Whatever your needs are, we are here to help you address them.



Copyright 2021 Economic Development & Industry Relations *Rooted in* 



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# Partnerships (Corporate + Non-Corporate) Office Organization Model 4 - *Examples*

UNIVERSITY OF DELAWARE

Visit Apply Give

UNIVERSITY OF DELAWARE ECONOMIC INNOVATION & PARTNERSHIPS

Partner With Us Startup Resources Technology Transfer Government Contracting Special Programs Legal Notices

## Powering Partnerships

We strive to be the partner of choice in matters of economic development, commercialization of innovation and building businesses

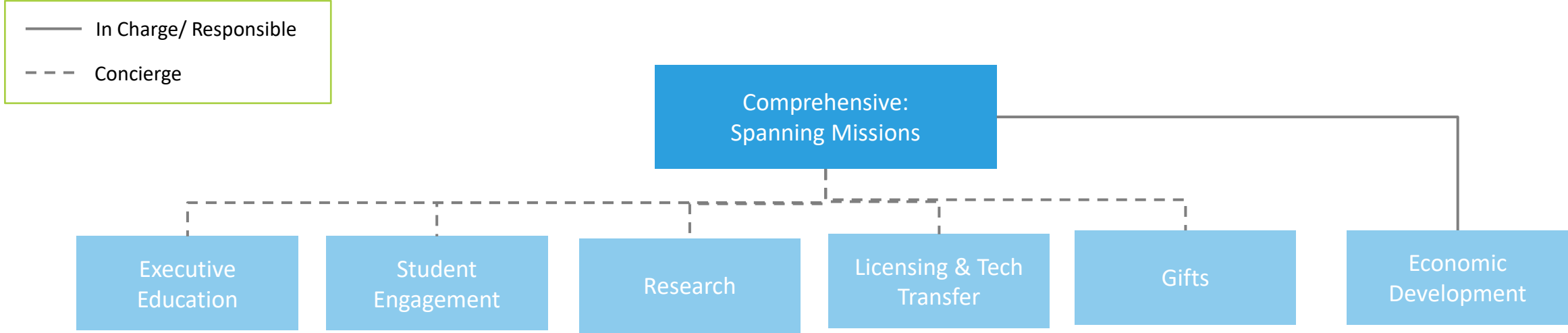
Discover Opportunities Get in touch



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# Comprehensive: Spanning Missions

## Organization Model 5



<b>Model Definition/Characteristics</b>	<ul style="list-style-type: none"> <li>• A centralized Corporate Relations office, where they usually act as a concierge to guide corporations in all of the different ways they can get involved with the university: Education, Student Engagement, Research, Licensing, Gifts, etc.</li> <li>• This type of office model usually has a strong responsibility in area of economic development</li> </ul>			
<b>Example Universities</b>	<ul style="list-style-type: none"> <li>• University of Illinois – Urbana Champaign</li> <li>• University of Michigan</li> </ul>	<ul style="list-style-type: none"> <li>• Notre Dame</li> <li>• Ohio State</li> <li>• University of Chicago</li> </ul>	<ul style="list-style-type: none"> <li>• UC Davis</li> <li>• UC Irvine</li> <li>• UC San Diego</li> </ul>	<ul style="list-style-type: none"> <li>• Auburn</li> <li>• Penn State, State College</li> </ul>

# Comprehensive: Spanning Missions

## Organization Model 5 - *Examples*

**ILLINOIS**  
Office of Corporate Relations

ABOUT ▾ STAFF ▾ WAYS TO ENGAGE ▾ RESOURCES ▾ NEWS AND EVENTS ▾ CONTACT US

- STUDENT ENGAGEMENT
- BRANDING AND SPONSORSHIP
- RESEARCH AND TARGETED SOLUTIONS
- PROFESSIONAL EDUCATION
- INNOVATION AND TECHNOLOGY TRANSFER
- ECONOMIC DEVELOPMENT

## Office of Corporate Relations

Your gateway to success at Illinois

**PennState**  
Corporate Engagement Center

Resources for Industry Focus Areas Our Stories About Us Resources for Faculty & Staff

## About Us

The Corporate Engagement Center connects industry partners to strategic opportunities at Penn State for research and development, philanthropy, and talent recruitment. Brought together in 2019, the center serves as a hub for industry/University relationships, supporting companies as they navigate the vast resources of Penn State. The team is here to help build lasting, mutually beneficial relationships.

The Corporate Engagement Center is a joint initiative of the Office of the Senior Vice President for Research and the Office of University Development, working in partnership with Career Services.

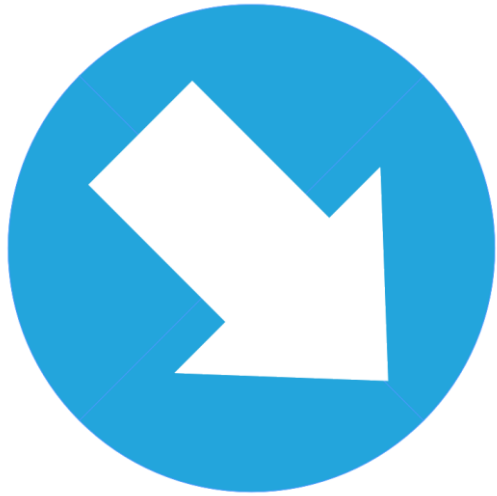


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# Names of Central Offices

## Organization Model

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- Application:
  - Corporate: 30
  - Industry: 14
  - Business: 5
  - External: 1



- Descriptor:
  - Relations: 24
  - Partnerships: 18
  - Engagement: 17
  - Innovation: 17
  - Technology: 4
  - Economic: 3

# Surveys

## What Do UIDP Members Think?

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### 1. University Representatives (one per university):

1. How Organized
2. Priorities
3. Organization Characteristics

### 2. Industry Representatives

1. Priorities
2. Respondent Characteristics



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# Surveys

## Central Office Characteristics

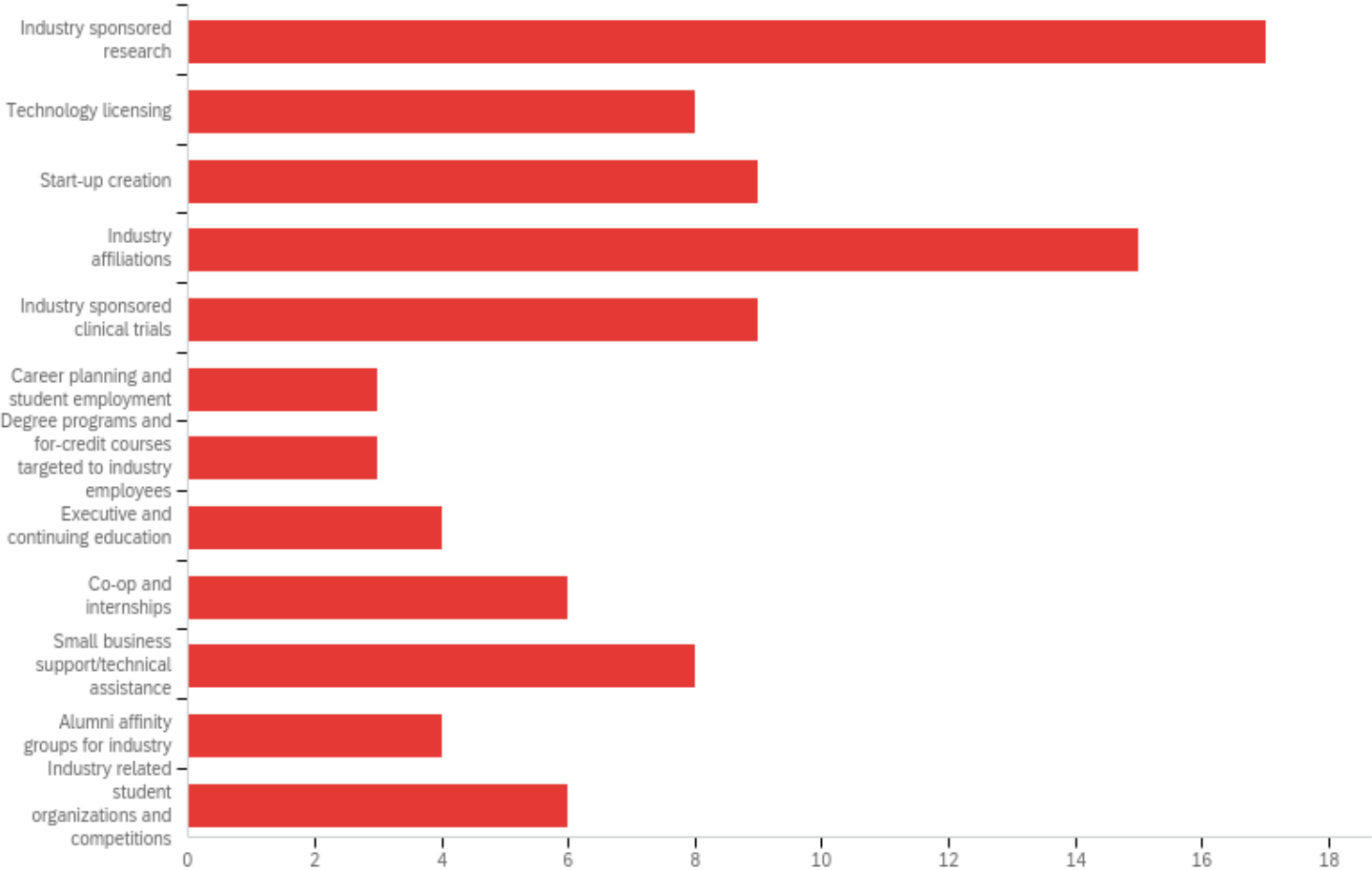
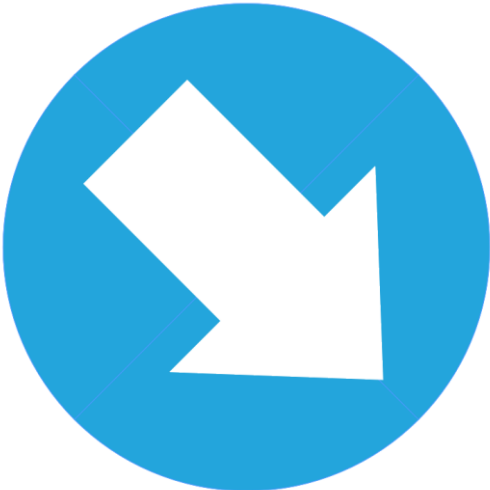
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1. 81% have central office to lead corporate engagement
2. 40% report to research, 20% advancement, 12% president, 8% provost, 20% other
3. Terms and conditions negotiated in many places



Industry Sponsored Research, Affiliations (usually not education programs)

# What Does Central Office Do (UIDP Survey)

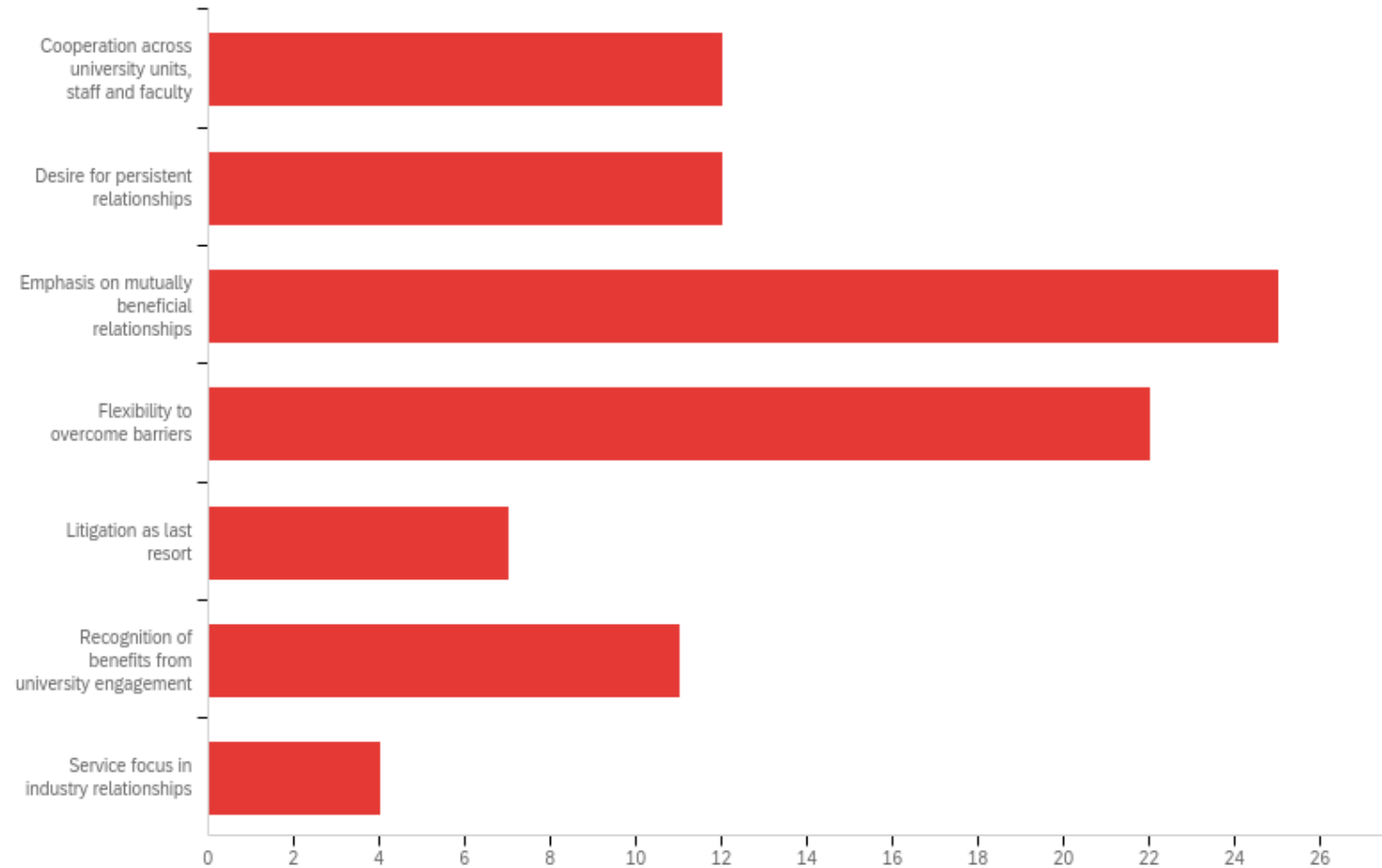
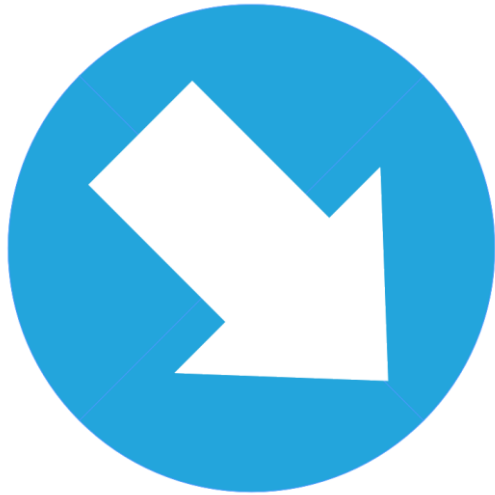


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# Attitudes (Mutual Benefit, Flexibility)

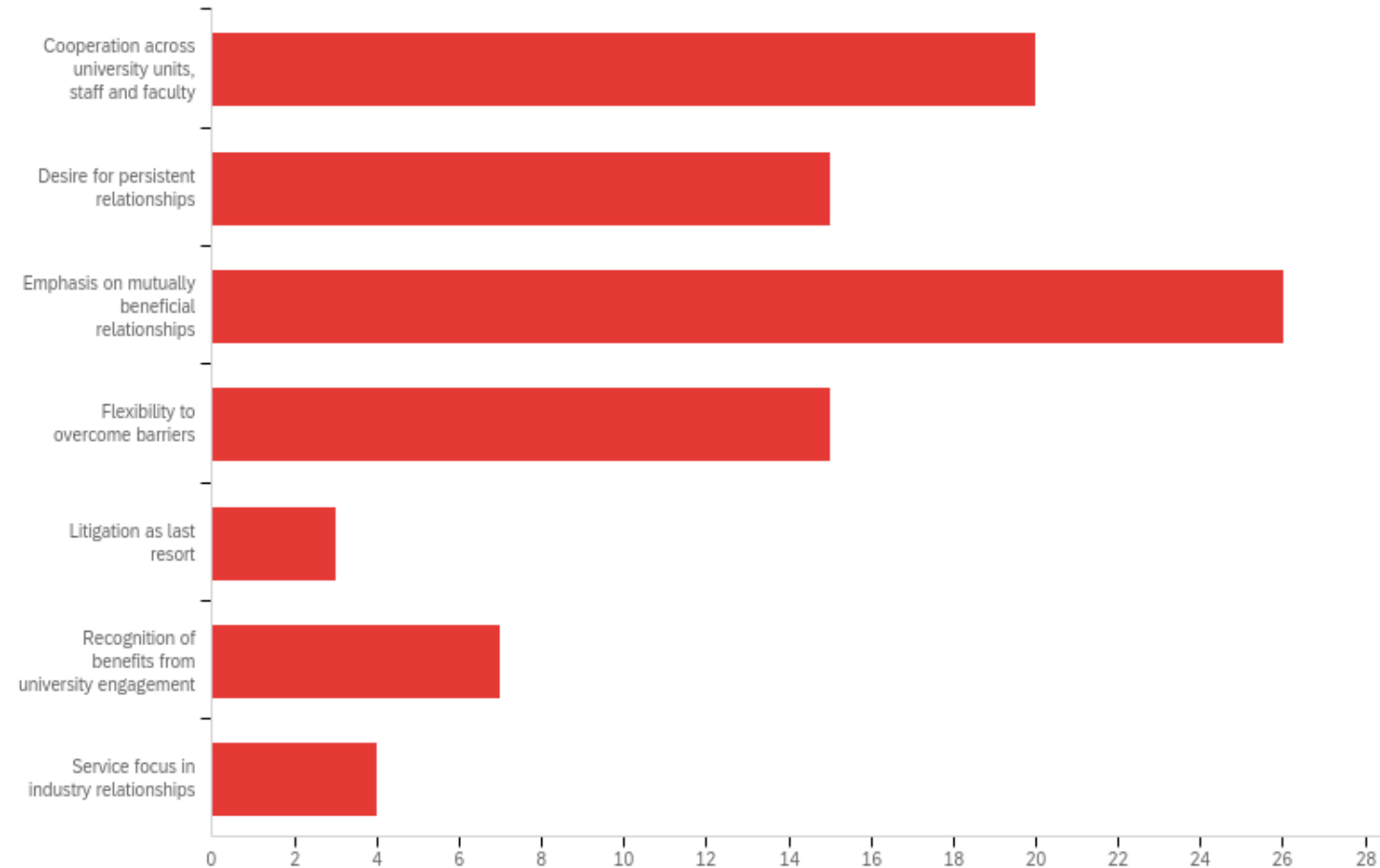
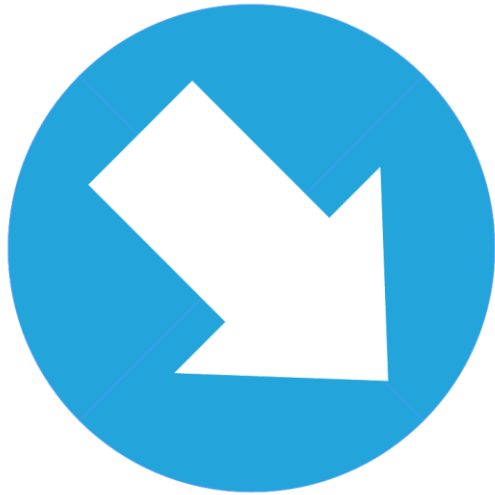
## Industry Perspective





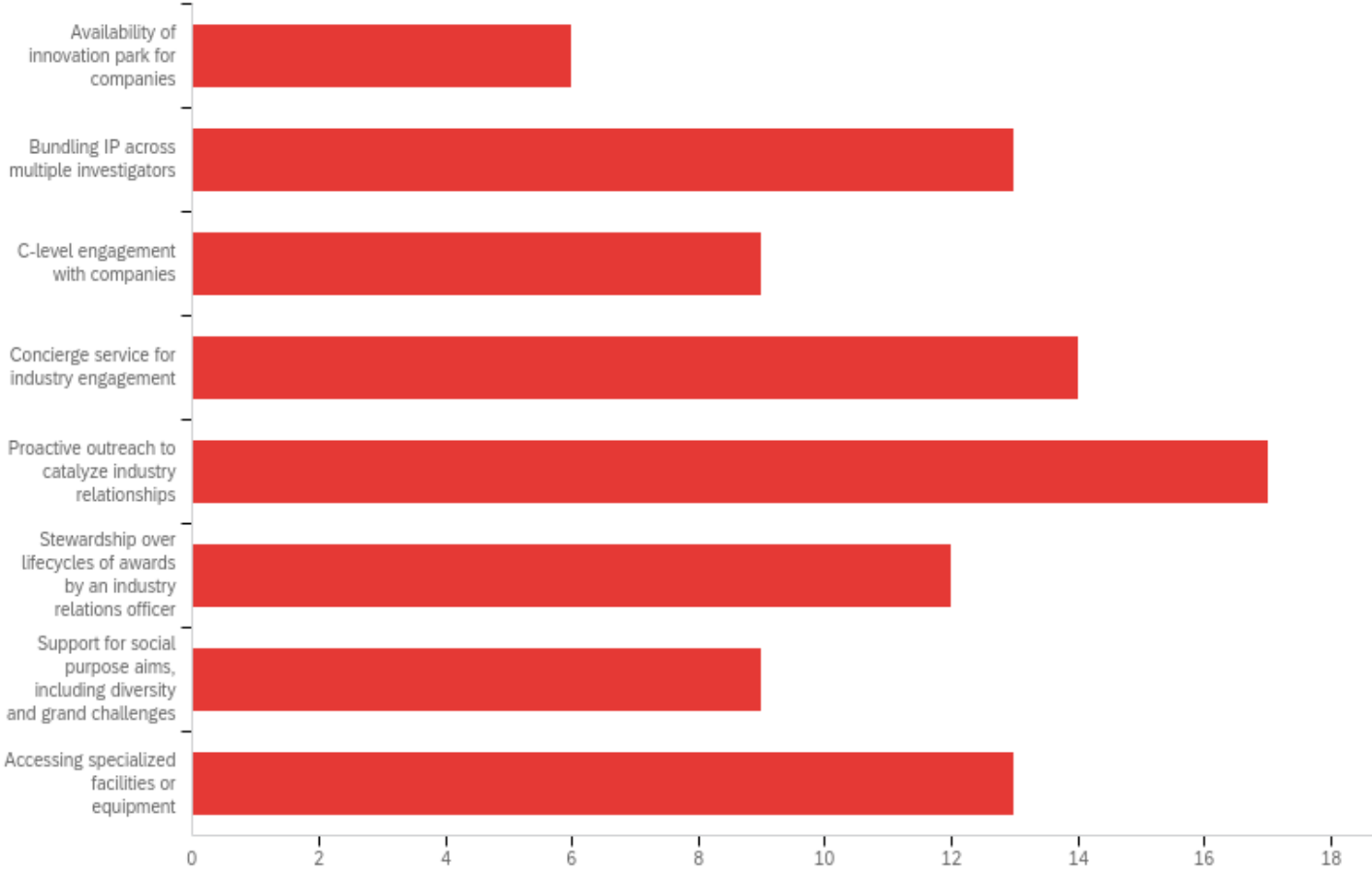
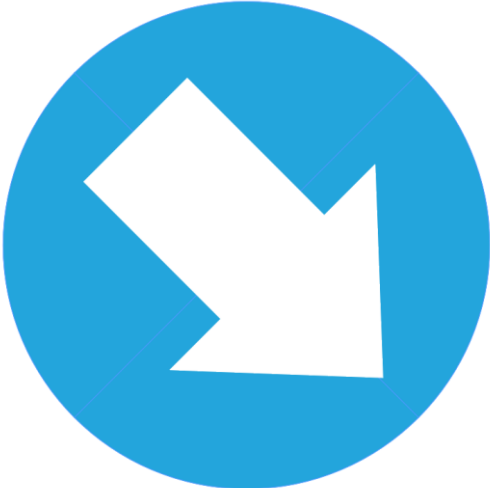
# Attitudes (Mutual Benefit, Cooperation Across University)

## University Perspective



# Services (Proactive, Concierge, Bundle IP)

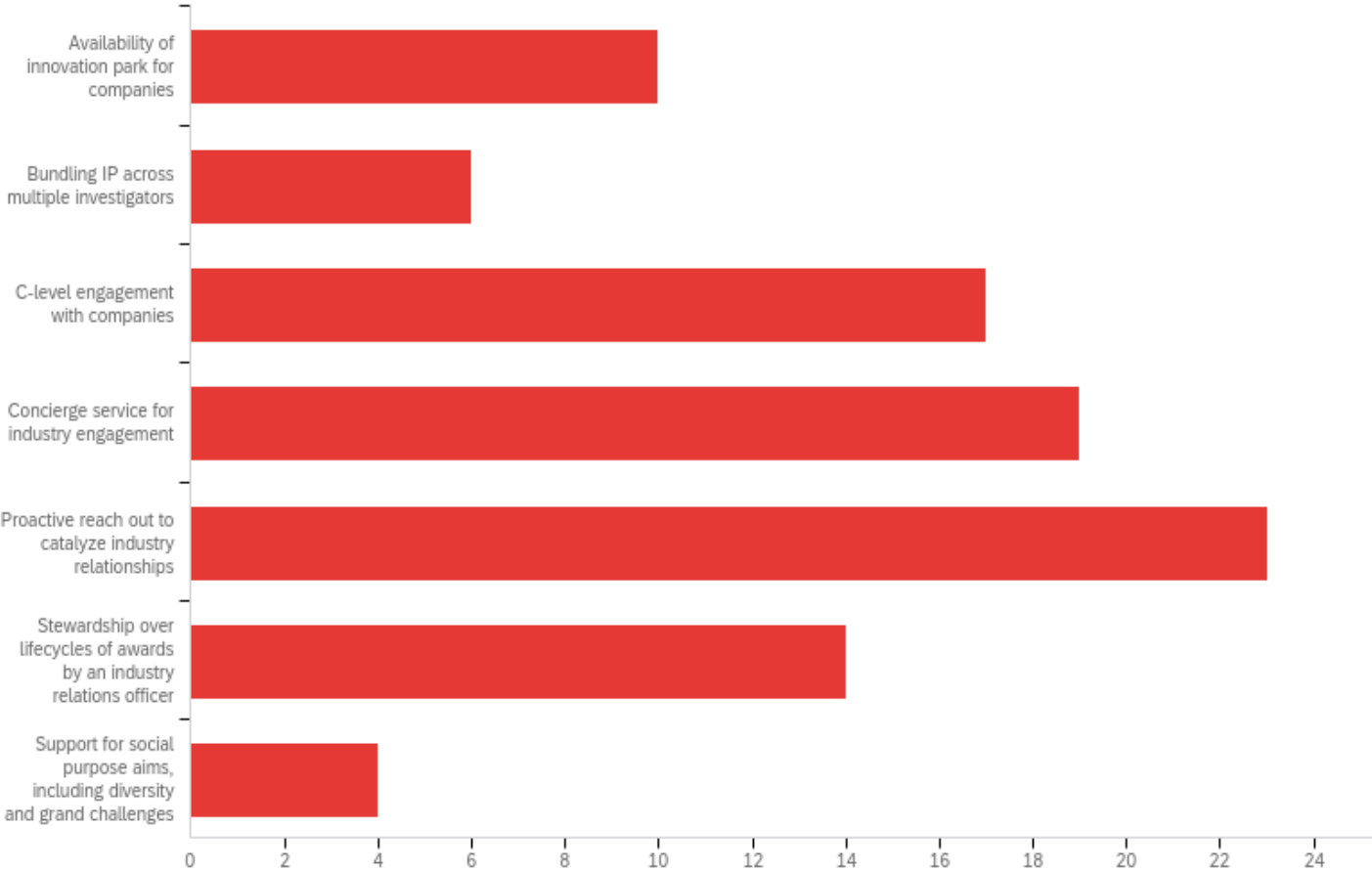
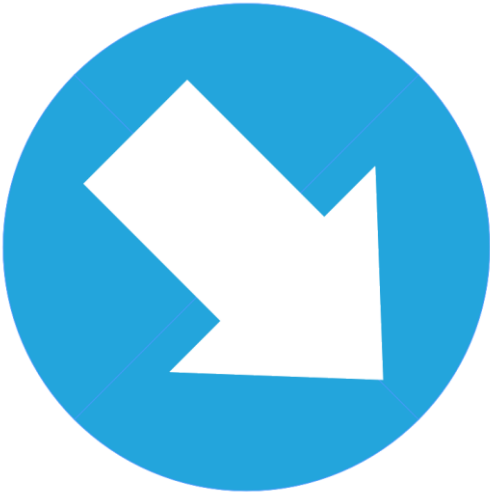
## Industry Perspective



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# Services (Proactive, Concierge, C-level Engagement)

## University Perspective

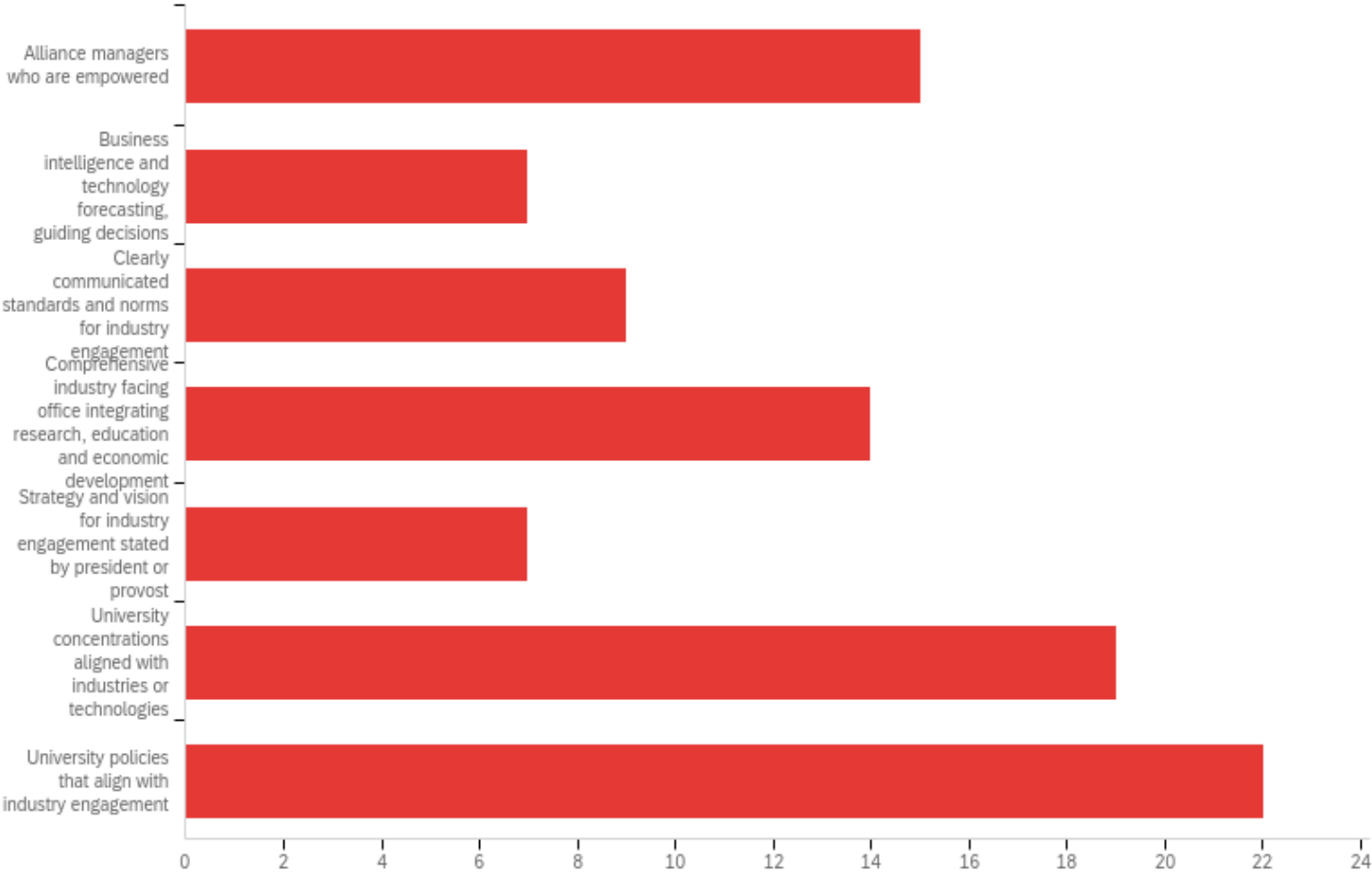
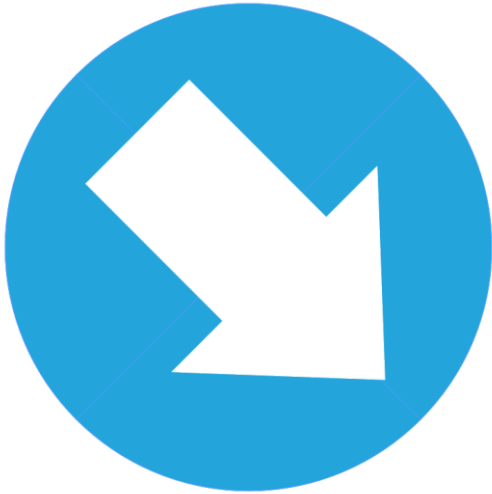


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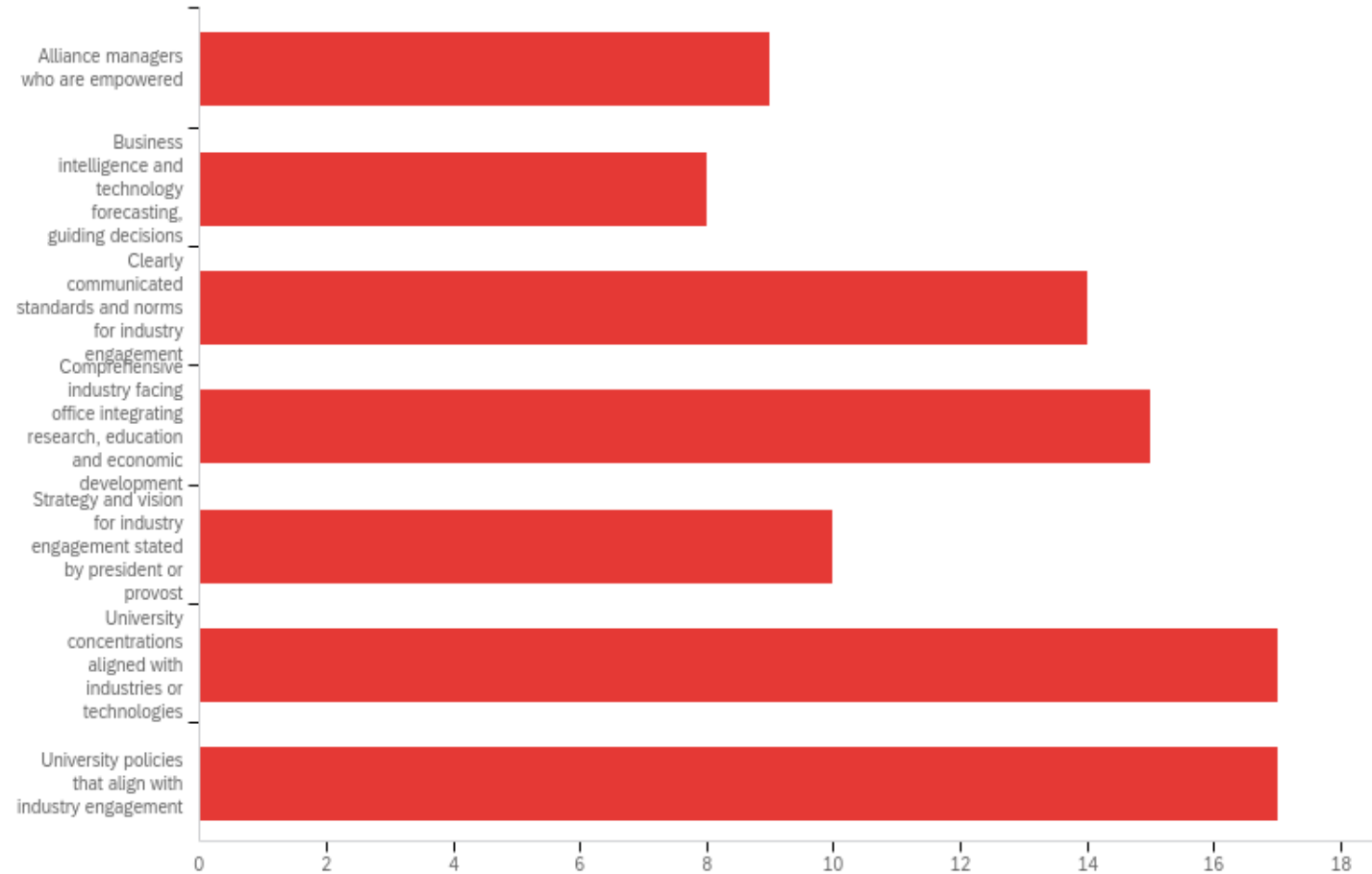
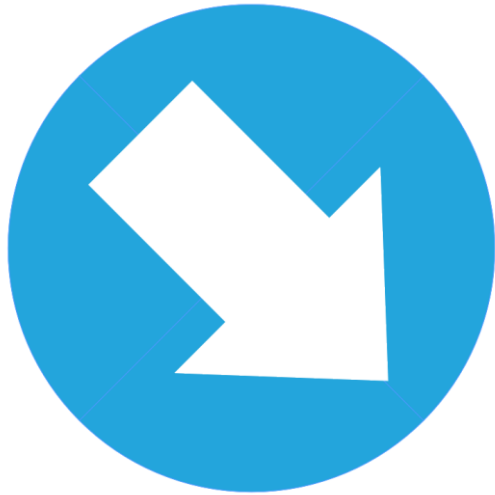
# Key Attributes (Aligned Policies, Aligned Concentrations, Empowerment)

## Industry Perspective



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# Key Attributes (Aligned Policies, Aligned Concentrations, Integrated Office) University Perspective

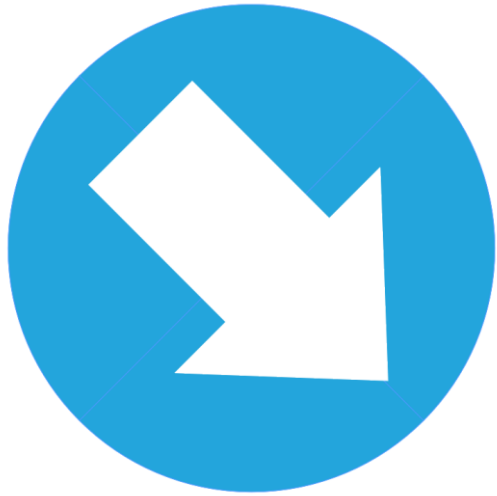


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# Summary: Industry Engaged Universities

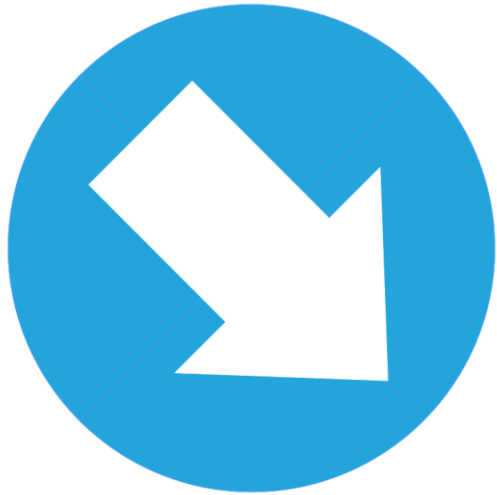
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- Industry Relations are Multi-Dimensional
- Never Fully Integrated As a Single Office
  - Responsibility hierarchy
  - Reporting lines
  - Scope
- Industry and University Priorities are Similar
  - Mutual benefit, Proactive, Concierge, Aligned policies and concentrations

# Summary: Elements

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- Navigating the Organizations
- Mutually Beneficial Relationships
- Terms and Conditions



# THANK YOU!

If you received survey, respond by April 19

Randolph Hall  
Jimena Villarreal Chapa

[rwhall@usc.edu](mailto:rwhall@usc.edu)

[Jimenavi@usc.edu](mailto:Jimenavi@usc.edu)

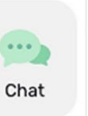


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Please submit your questions using the questions tab.

Session Chat



Chat



Q&A

**M** Monique Brown

What's the benefit of changing the check-in process?

**M** Megan Lau

I think the contactless check-in will be a great way to make our attendees feel more comfortable during in-person events 😊



3

**D** Doug Brashear

I can't wait to use these new features for my next event!

**K** Katrina Tanner

I've noticed the same trends as an event attendee. It's wonderful to learn how event planners are staying current.



7

**C** Chris McAndrews

Same!

**T** Trevor Lynn

Does anyone want to connect after the session to discuss what we learned?



1

**C** Casey Hartnett

I'm interested



# Advancing Breakthrough Science Through Academic Collaborations

April 13, 2021 8 - 8:30 AM ET



Robert Giezendanner-Thoben  
EPFL



Wendi Yajnik  
Novartis



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# THANK YOU!



- Did you enjoy the session? Rate it in the Attendee Hub!
- You'll receive a survey via email about UIDPVirtual at the end of the week. Please give us your feedback.



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