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## Webinar Organizer

The National Academies University Industry Demonstration Partnership (UIDP, www.uidp.org ) is the organizer of this webinar series. While the UIDP is pleased to be the host of this webinar series, the views expressed are those of the presenters and not necessarily those of UIDP, its National Academies sponsor, the Government-University-Industry Research Roundtable (GUIRR), or the National Academies.

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**From:** [                    @ncet2.org]
**Sent:** Thursday, September 15, 2011 8:35 AM
**To:** [                    ]
**Subject:** Announcement for FBI Sept 30 Webinar: "Industry-University Relationships"

b6
b7C

Hi Everyone,

Here's the announcement for the webinar on Sept 30. Please let us know if you need changes made. The link to the site: http://center.ncet2.org/index.php?option=com_content&view=article&id=364

Thanks,

[        ]

## National Academies UIDP Webinar Series

How universities undertake their core functions of education, research and service and engage external parties such as corporations, is not easily understood by organizations outside of academia. This webinar series, especially designed for the FBI, provides an overview of how universities operate in today's hypercompetitive environment.

## "Industry-University Relationships"
Friday, September 30, 2011 at 1:00 PM EST/12:00 PM CST

**Presented by:**
**Robert R. Gruetzmacher, Ph.D.**
Founder and Principal
TechIA Connect & Associates

**Wayne Johnson, MBA**
Director
ASTRA Board of Directors

## Instructions for FBI Participants

FBI agents working from their office computers will not be able to use the software used for the webinar; these agents are encouraged to call-in (using information below).

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How to ask questions during the webinar: This webinar is meant to benefit FBI agents who regularly work with universities. At the end of presentation, the presenter will address questions from the webinar participants. Questions can be posted on the webinar website or via email to

1

· fbiwebinar@ncet2.org

To view materials after the webinar: The slides and video of the recorded session (which will be available within 24 hours after the webinar ends) will be posted in this page:
http://center.ncet2.org/index.php?option=com_content&view=article&id=364

## About the Panelists

### Bio:  Robert R. Gruetzmacher, Ph.D.

Dr. Gruetzmacher is the founder and principal of TechIAConnect & Associates, a business development and technology transfer consulting firm and an associate of IntellectualAssets, Inc, a consulting firm in Saratoga, California.  He has over 30 years of industrial experience working at DuPont in multiple functions across a broad range of responsibilities, life and physical sciences, both hands-on and in senior leadership positions.  During the last 15 years of his tenure he provided corporate leadership on extracting value from intellectual capital focusing on intellectual asset management, licensing, technology transfer, IP valuation, negotiation, university collaborations, and open innovation implementation strategies.  Following retirement from DuPont he served as an independent consultant for Rutgers University's Office of Technology Commercialization, managing their physical science, engineering, and IT patent portfolios, seeking licensing and collaborative opportunities with industry.

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**UI∞**

University · Industry Demonstration Partnership

# The Industry-University Interface
# An Overview

## Robert R. Gruetzmacher, Ph.D., CLP
## Wayne C. Johnson

# Why University-Industry collaborations matter to companies

➢ Workforce Development

➢ Expertise - Access world class talent

➢ Facilities/specialized equipment

➢ Licensing of Intellectual Property

➢ *Sometimes a requirement from a federal contract or award*

# Universities—Important Source of Innovation and Technology—AUTM 2009 Survey

- $53.9 billion total sponsored research expenditures
  - $33.3 billion in federally funded sponsored research
  - $4.0 Billion in industry-sponsored research
- Total royalty income was $1.6 billion
- The following statistics represent a sampling of technology transfer activities
  - Managed 20309 new invention disclosures
  - Filed 18214 total U.S. patent applications
  - Saw 3417 U.S. patents issued
  - 5238 New licenses/options executed
  - Had 658 new products introduced to the market in 2009 from active licensees
  - Launched 596 new startup companies in 2009
  - 3423 Still operating as of 2009

**Survey Summary ®**
**www.autm.net**

# Typical Company/University Contract Relationships

Talent

- In-license

- Option agreement

- Contract research

- Sponsored research agreement

- Membership in university centers (some gov. funded, e.g. MRSEC, ERC

- Internships, e.g. Goali (Grant Opportunities for Academic Liaison with Industry)

- Material transfer agreements

- Unrestricted grants

- Consulting

- Donations (IP and/or hard assets)

# Company Perspectives When Engaging Universities - Basics

- Understand the difference between a company and a university!
- Ask yourself, "does this make sense to take to a university?"
- Know your goal
- Define what you really need out of a deal (Deliverables)
- Understand IP and its relationship to the program at hand
- Always keep a business focus
- Always have alternatives
- Make sure you have management support
- Make sure you have funds to work with

# Cultural Differences

➢ Open vs Confidential culture

➢ Academic vs corporate timing

➢ Publish vs patent filings

➢ Cost vs value of project

➢ Expectations

  ➢ University – knowledge creation

  ➢ Corporate – product value-add

➢ Management of expectations

➢ Inconsistent messages on importance

# Making the Right Deal with a University

## Companies Generally Want

- An automatic Royalty-Free Non-exclusive License to University IP with Right to Negotiate an Exclusive with the further Option to Negotiate an Exclusive License to University IP
- Caps on Anticipated Royalty Rates
- Access to background rights
- Right to Use Results, Data, etc.
- Sufficient Time to Review Disclosures Before Publishing or exercising an option
- Adequate Confidentiality Provisions
- Adequate Indemnification
- Access to Faculty and Periodic Reports

# Making the Right Deal with a Company

## Universities Generally Want

- ➤ Financial Resources
- ➤ Evolution from invention to innovation
- ➤ Jobs for graduates
- ➤ Support for local/regional economies

# The Deal is done
# Now What? – Company perspective

➢ Ultimate objective is to track success and assure purpose or expectations are achieved
  ➢ And to identify possible downstream opportunity!
➢ Depends on nature of award/grant
➢ Unrestricted grants, e.g. DuPont Young Professor Award
  ➢ Assign company liaison(s)
  ➢ Periodic progress reports (non-obligatory)
  ➢ Invitation to present a seminar (at company)
  ➢ Campus visits

# The Deal is done
# Now What? – Company perspective, cont.

- ➢ Research grants, e.g. sponsored or collaborative research
  - ➢ A specific contract is in place
    - ➢ Means of communication defined therein
      - ➢ Reports/frequency
      - ➢ Handling of IP issues
      - ➢ Publication reviews
    - ➢ Deliverables are defined
  - ➢ Exchange of information is more intimate and frequent
    - ➢ And is sometimes surgically designed!
  - ➢ Company liaisons are assigned
    - ➢ Technical and business
  - ➢ Progress is followed closely
- ➢ Regardless—
  - ➢ Campus visits should be a high priority whenever possible

# Some Success Indicators

➢ Hiring well-trained workforce

➢ Establishing long-term relationships

➢ Establishing lines of communication at multiple levels

➢ Creating the ability to Work with universities on multiple levels

➢ Clear communication channels are in place with key universities

➢ Identify accountable "owners" on both sides

➢ Know respective missions of each partner

# Industry Engagement Of Universities - A Strategic Perspective

Wayne C. Johnson

UIDP Associate

THE NATIONAL ACADEMIES
*Advisers to the Nation on Science, Engineering, and Medicine*

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# The State of Business
## *Industry Adapts to Globalization*



Unrelenting Change

+

**Fading Fortunes**
Gross domestic product, as percentage of world total

30%
25  Developing Asia ▼
20
15  Latin America,
10  excluding Caribbean nations ▼
5
0
1980    '85    '90    '95    '00    '05

Note: GDP is recalculated based on relative purchasing power of national currencies.
Source: International Monetary Fund

=

- *Explosive Growth*
  (some regions)
- *Shrinking*
  (others)
- *Rebalancing*
- *Offshoring*
- *Onshoring*
- *Outsourcing*
- *Insourcing*
- *Downsizing*
- *Rightsizing*

# The Search for Talented People

- Educated workforce

- Attracting

- Acquiring

- Developing

- Retaining

# Student Achievement and Economic Impact:
## *The Role of Education in Global Development*

# World Bank – The Four Pillars of The Knowledge Economy

- *Education & Training*
  An educated and skilled population is needed to create, share and use knowledge.

- *Information Infrastructure*
  A dynamic information infrastructure-ranging from radio to the internet-is required to facilitate the effective communication, dissemination and processing of information.

- *Economic Incentive & Institutional Regime*
  A regulatory and economic environment that enables the free flow of knowledge, supports investment in Information and Communications Technology (ICT), and encourages entrepreneurship is central to the knowledge economy.

- *Innovation Systems*
  A network of research centers, universities, think tanks, private enterprises and community groups is necessary to tap into the growing stock of global knowledge, assimilate and adapt it to local needs,
  and create new knowledge.

# The U.S. Education:
## *The Challenge*

# The World's Most Valuable Commodity
## – well-educated students –
## is getting harder to find

- Nobody disputes the idea that the demand for talent-intensive skills is rising
  - The value of 'intangible' assets (skilled workforce, patents, know-how) has increased from 20% of the value for S&P 500 companies to 70% today
- Two things are making it hard for companies to adjust
  - Lack of Loyalty (HC reduction, cut off in layers of management, high turnover)
  - Mismatch between what schools are producing and what companies need (numbers and skill sets)

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# What Do Employers Want?

National U. S. Surveys Indicate:

- 22 year-olds who can:
  - Write coherently
  - Think creatively
  - Analyze quantitative data
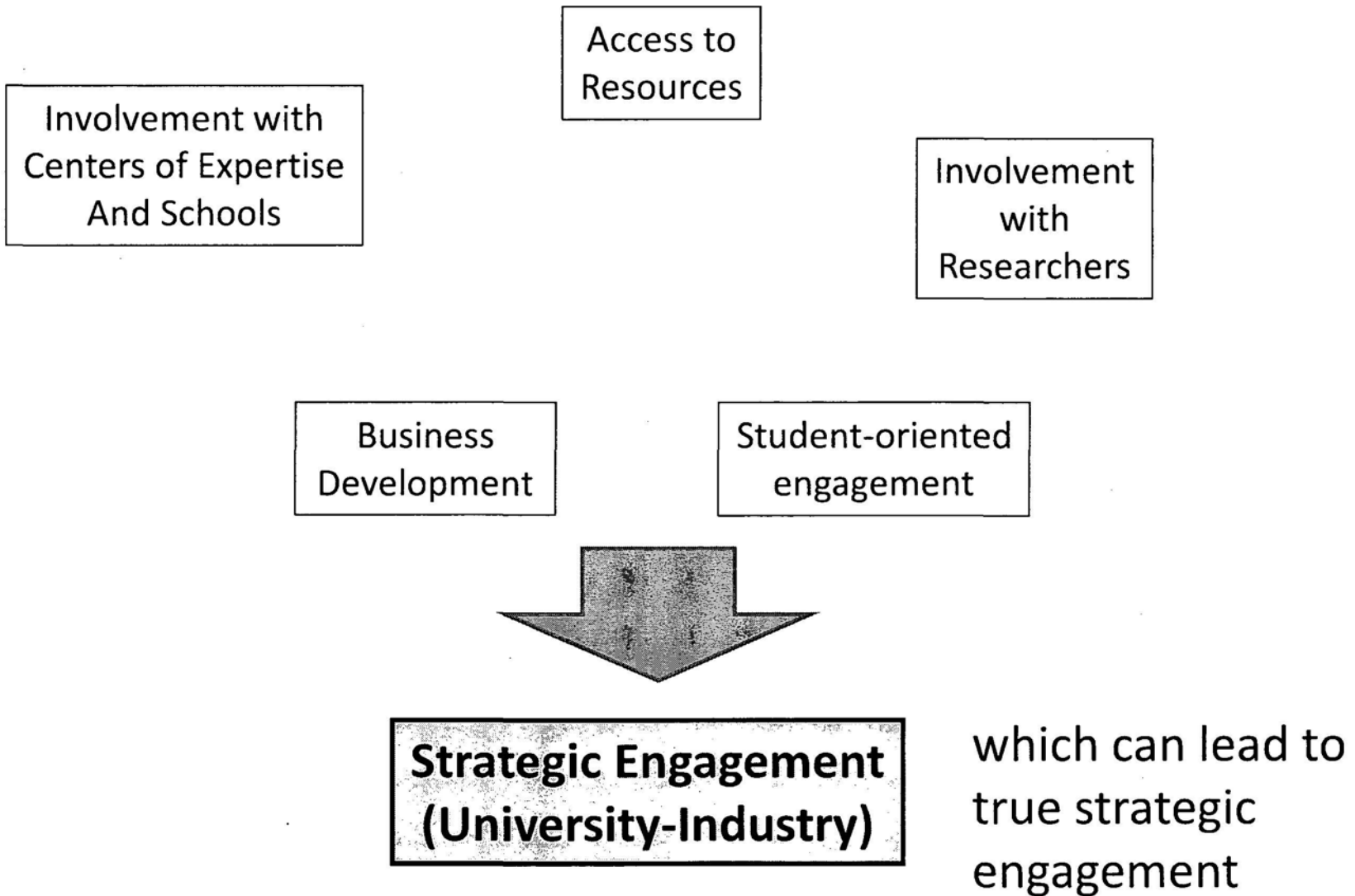
# What Does Industry Mean?
## when they say 'University Relations'

- Continuum of possible interactions with universities
- Continuum of business objectives...
- Common 'Pillars' Across Companies
  - Sales, Recruiting, Philanthropy
  - Research, Public Policy

  Priorities Depend
  On Business Needs

  - ❖ Expecting the Unexpected (Serendipity!)

- Range of Industry Motives, Generates Distrust
  - from purely exploitative to enlightened benevolence

# Industry-University interactions take many forms

Access to Resources

Involvement with Centers of Expertise And Schools

Involvement with Researchers

Business Development

Student-oriented engagement

**Strategic Engagement (University-Industry)** which can lead to true strategic engagement

# What Are Industry Best Practices?

## in University Relations

- With the Lack of Formal Study, Metrics and Rigor
  - Intuition rules!

- Cornell: "Corporate Best Practices in University Relations" Study
  - Have a well organized approach to campus
  - Take a comprehensive approach to campus builds strategic relationships
  - Build a highly visible and consistent presence on campus
  - True partnerships result in mutual satisfaction and gain
  - Strong personal relationships lead to strong institutional relationships
  - Effective companies build commitment into the relationship
  - Company philanthropic practices build relationships
  - Strong alumni lead to strong recruiting practices

Cornell University

UI
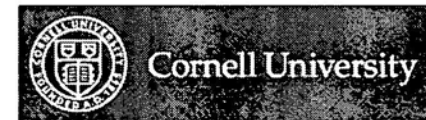
# Recruiting: The Basis for All
## University Relations

- Talent Acquisition: the Most Common, Fundamental Need
  - The usual beginning of UR strategy development
  - Reflect current and longterm business needs
  - Force integration of short & long term thinking
  - Also forces an evaluation of culture & fit

College Hiring Needs

t →
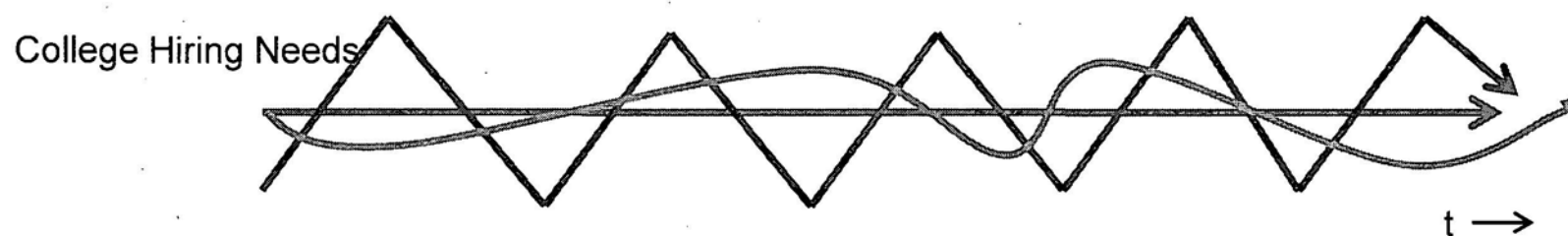
- A Variety of Perspectives
  - HR: Responsive to company business & social strategies
  - Business Units: Reflect market strategies
  - Corporate: Want steady, predictable, manageable needs

Goal: Integrate these to meet business and social needs over time

# How Do Companies Implement?
## University Relations

- IBM: "Radical Collaboration"
  - World-class program, outstanding results over time
  - Invests heavily in Research
  - Programs include:
    - Access to IBM products and Cloud (resources)
    - Shared University Research (across spectrum)
    - PhD Fellowships (human capital creation/acquisition)
    - IBM Cloud Academy (focused, shared research topic)
    - Faculty Awards (recognition & affinity)
    - Traditional Recruiting and Student Support (volume talent)
    - Outreach support to K-12 and Teacher Training (systemic)
  - Reliable, Consistent, Generous Partner