

# How Do Companies Implement?

## University Relations

- Intel: “Lablets”
  - Intel Values Leading-edge Semiconductor Research
  - Innovations Around Academic Realities → “Lablets”
  - Lablets: proximity, facilities for faculty collaborations
    - engage a broad cross-section of students
    - augments research capacity
    - identifies top talent
    - Example: Stanford \$12M/5yr (visual computing focus, 30 faculty, 50 students)
  - University Engagements
    - targeted list of schools (global)
    - traditional recruiting investments (alumni involvement)
    - major investments at Lablet schools (Fellowships, etc.)
  - Outreach
    - Computer Clubhouse Network
    - Collaboration with global universities to serve kids 10-18 years old



# How Do Companies Implement?

## University Relations

- Boeing: “Executive Focals”
  - Tie university relations directly to Executive Focal Network
  - Ensures university investments reflect business strategy
  - Program components include:
    - Fellowships
      - (Program under review)
    - Global Academic Partnerships
      - Integrated with business, ties to executive strategies, and regionally managed
    - Scholarships
      - Support for diversity candidates and employee children
    - Higher Education Grants
      - Made through Executive Focal Network (closed process)
    - Recruiting
      - Traditional internships, coops and student support
  - Unique program in it’s tight connection with business strategies
  - Research is largely proprietary, some university collaborations starting
    - Going from a closed, US company to a global, more open innovator



# How Do Companies Implement?

## University Relations

- Northrup Grumman: Coordinated Technology and Talent Acquisition
  - Quantitative search for technologies
  - Broad view of campus interaction
  - Engaged with systemic reform issues
  - Provides cross-company relationship management
  - Program components include:
    - Coordinated campus management (Executives, UR, recruiting)
    - Grants and product donations
    - Technical speakers program
    - Corporate and faculty exchange
    - Scholarships and Fellowships
    - Student and club support
    - Invited research proposals
  - Consistent, comprehensive UR program

***NORTHROP GRUMMAN***

# How Do Companies Implement?

## University Relations

- Microsoft: Faculty Focused

- Primary target is university researchers
- Similar programs implemented by geography
  - Faculty Summits, Internships, etc.
- Focused Research Topics, broad collaborations
  - Topic areas: Computer Science, Earth, Energy, and Environment, Education and Scholarly Communication, Health and Wellbeing, Natural User Interface
  - Fellowships
- Program Components include:
  - Support for diversity and systemic issues (Grace Hopper, etc.)
  - Faculty and Student Awards
  - Student access to free software and tools
  - Dialogue (blogs, news, information, etc.)
  - Community (Research Accelerators i.e. access to free/open software)
  - Research collaborations with MSR
- Programs harness energy & creativity of software developers
  - By engaging with them as a community
  - And managing activities by geography



**Microsoft®**

# What Makes For Success?

in University Relations investments

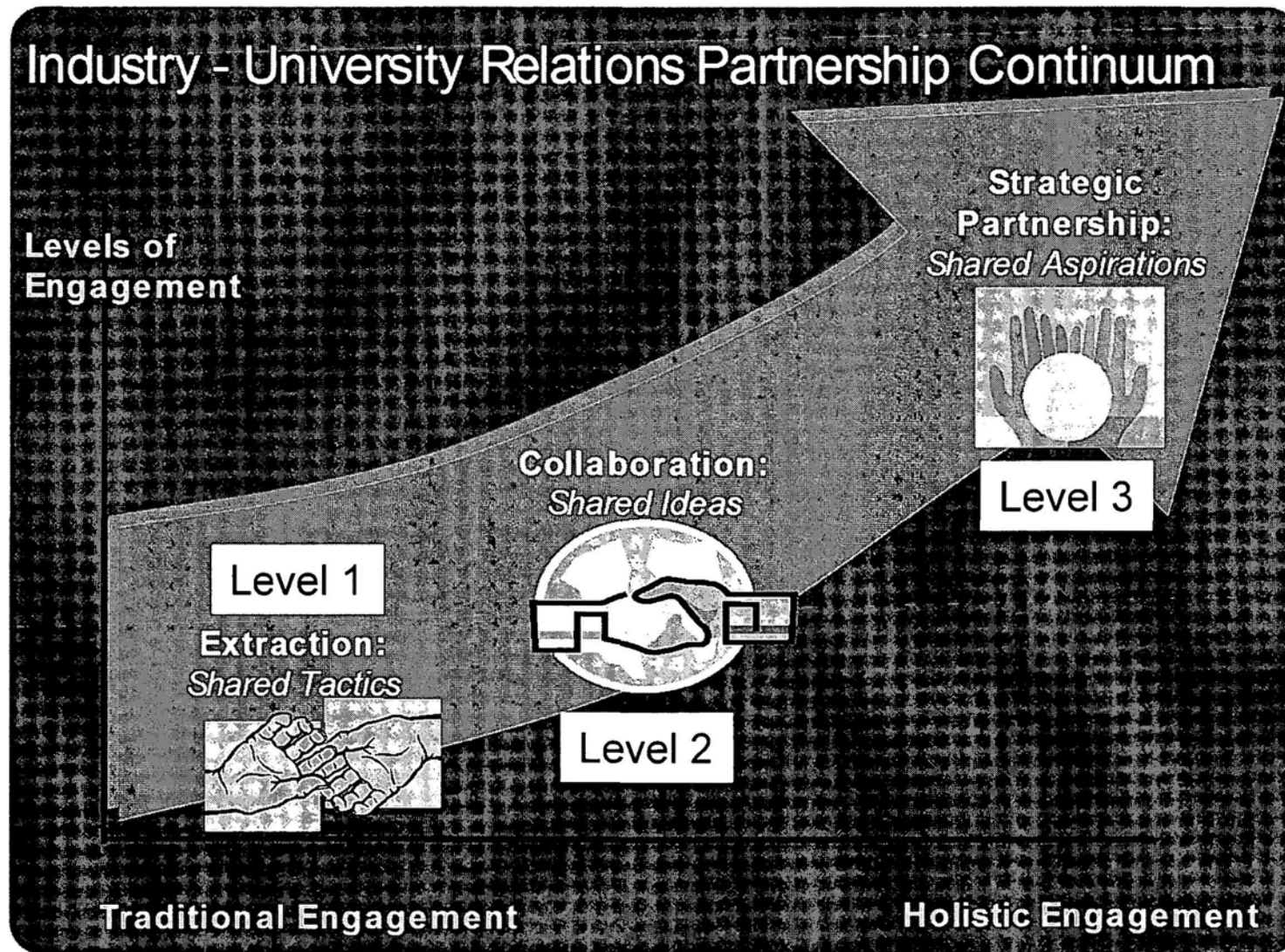
- **A Strategic Focus founded on Business Needs**
- Consistency and Reliability Over Time
- Priority on Creating Win:Win Situations
- Keeping an Open Agenda
  - Harvesting Serendipity
- Planned Growth into New Directions
  - With appropriate commitment of resources
- *Be a Good Citizen*, for the long haul
- *Listen to Cornell* – study still very valid
  - Priorities change, but people don't

# How Does a Company Start?

engaging with universities

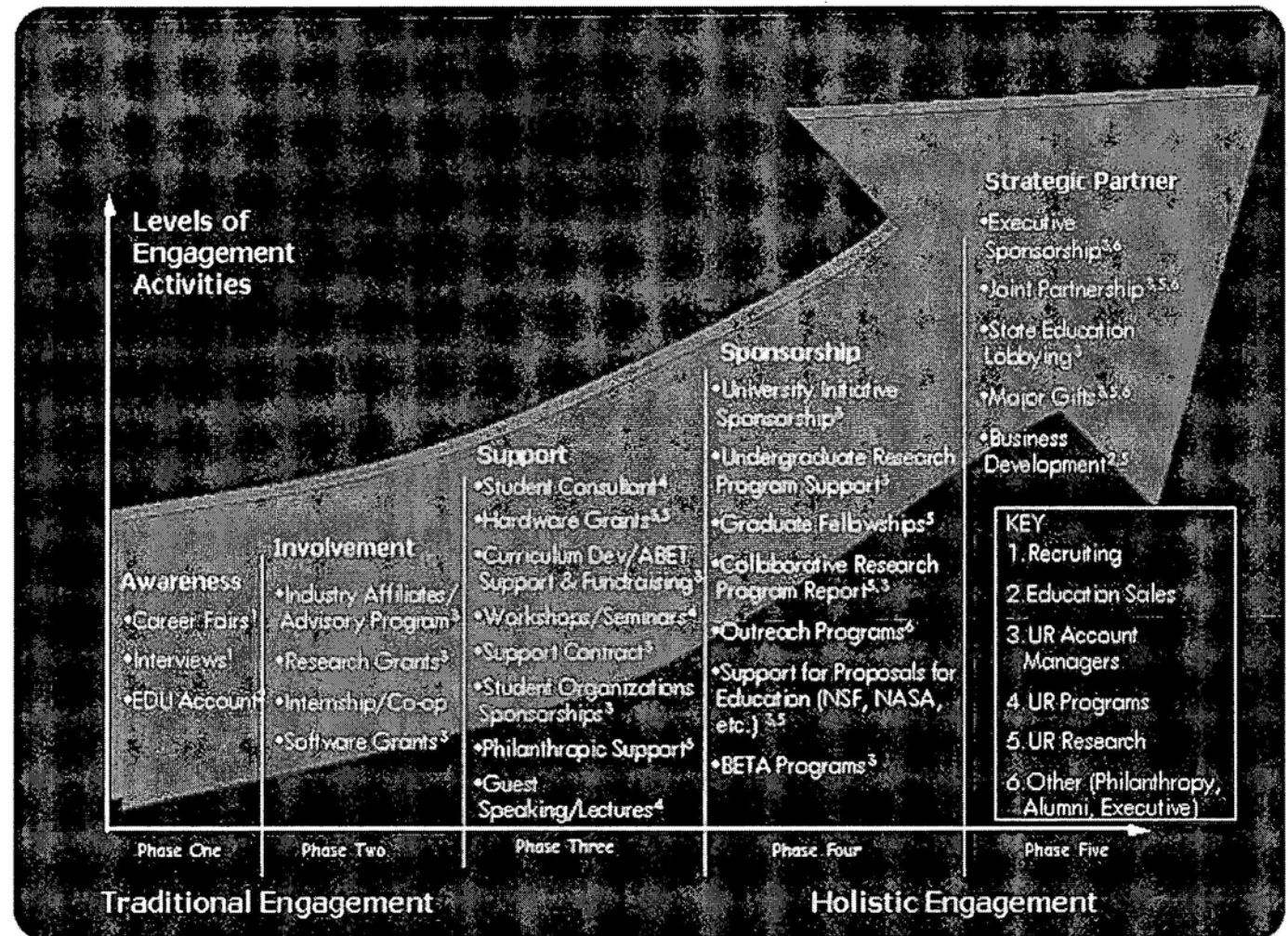
- Recognize Today's Dynamics, Economics, Business Environment
  - Globalization, outsourcing, balancing
- Know Yourself
  - Understand needs, resources and timeframe realistically
- Make Investments Be Strategic
  - Begin where there are already strengths
  - Start small, do pilots/proof of concept projects
  - Focus on relationships, not deliverables
  - Be generous, especially to students
- Follow the People, Commit to the Institutions
  - Companies cannot be fickle with universities
- Design engagements to generate multiple outcomes

# Industry-University interactions at least 3 distinct levels



# The Partnership Continuum

- An increasing level of trust is developed.
- The relationship becomes a holistic engagement in the strategic partnership phase.





*“Today, the only remaining sustainable source of competitive advantage is implementation of new knowledge.”*

*Lester Thurow*



# Thank you

Robert R. Gruetzmacher, Ph.D., CLP  
[rrg@TechIAConnect.com](mailto:rrg@TechIAConnect.com)

Wayne Johnson  
[wayne.johnson62@comcast.net](mailto:wayne.johnson62@comcast.net)

FBI/UIDP 9/9/11  
WEBINAR III 100

**Subject:** Invitation: FBI Webinar - Affiliated organizations and government part... @ Fri Sep 9 1pm - 2:30pm [redacted]@ic.fbi.gov)  
**Location:** GoToMeetings  
**Start:** Fri 9/9/2011 1:00 PM  
**End:** Fri 9/9/2011 2:30 PM  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organizer:** [redacted]@uidp.net  
**Required Attendees:** [redacted]@ncet2.org; [redacted]

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more details »

<[https://www.google.com/calendar/event?action=VIEW&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew\\_York&hl=en](https://www.google.com/calendar/event?action=VIEW&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew_York&hl=en)>

FBI Webinar - Affiliated organizations and government partners

I will confirm speakers and send out descriptor in next few days

When Fri Sep 9 1pm – 2:30pm Eastern Time

Where GoToMeetings (map <<http://maps.google.com/maps?q=GoToMeetings+&hl=en>> )

Calendar [redacted]@ic.fbi.gov

Who • [redacted]@uidp.net - organizer

- [redacted]@ncet2.org
- [redacted]@ic.fbi.gov

Going? Yes

<[https://www.google.com/calendar/event?action=RESPOND&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&rst=1&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew\\_York&hl=en](https://www.google.com/calendar/event?action=RESPOND&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&rst=1&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew_York&hl=en)> - Maybe

<[https://www.google.com/calendar/event?action=RESPOND&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&rst=3&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew\\_York&hl=en](https://www.google.com/calendar/event?action=RESPOND&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&rst=3&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew_York&hl=en)> - No

<[https://www.google.com/calendar/event?action=RESPOND&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&rst=2&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew\\_York&hl=en](https://www.google.com/calendar/event?action=RESPOND&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&rst=2&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew_York&hl=en)> more options »

<[https://www.google.com/calendar/event?action=VIEW&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew\\_York&hl=en](https://www.google.com/calendar/event?action=VIEW&eid=dGV2bm5vYjlyMTJqbnZ2NDhqbjZzZTNicXMgdGhvbWFzLnZlbnRvbkBpYy5mYmkuZ292&tok=MTMjdG9ueUB1aWRwLm5ldDk1ZDE4ZDIhY2FmMzFmZTQ5OGExMWYxYzY1Nzk2Yjk4YjJjZWQyNWl&ctz=America%2FNew_York&hl=en)>

Invitation from Google Calendar <<https://www.google.com/calendar/>>

You are receiving this courtesy email at the account [redacted]@ic.fbi.gov because you are an attendee of this event.

To stop receiving future notifications for this event, decline this event. Alternatively you can sign up for a Google account at <https://www.google.com/calendar/> and control your notification settings for your entire calendar.



invite.ics

[REDACTED]

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**From:** [REDACTED]@uidp.net]  
**Sent:** Wednesday, August 03, 2011 9:03 PM  
**To:** [REDACTED]  
**Subject:** draft  
**Attachments:** FBI webinar University Affiliated Organizations and External Alliances.v1.docx

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[REDACTED]

Please review and give me your thoughts on this; Ga Tech and University of New Mexico are leading the session. Thanks again for all of your support.

[REDACTED]

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[REDACTED]

The National Academies - UIDP

[REDACTED]

[www.uidp.org](http://www.uidp.org)

Note - new email address [REDACTED]@uidp.net

## **University Affiliated Organizations and External Alliances**

### **Webinar Description**

In order to accomplish their academic, service and research missions, universities have created a strategic set of affiliated organizations to cover the myriad of situations they face. These affiliated organizations include administrative organizations such as dependent and independent research foundations, and research performers such as non –profit and profit institutes. There are also hybrid organizations that have been formed where multiple organizations have come together to create a jointly managed organization. Universities partner with other institutions such as national labs and FFRDCs in pursuit of their mission.

This webinar will cover how these organizations operate and the rationale for having such relationships. Specific items to be covered include:

- Faculty sharing – how academics can work in these diverse environments
- Student work – how these organizations can impact students and what restrictions can be placed on students working in these affiliated organizations
- Export Control and other regulatory issues – what complexity these organizations bring to the regulatory environment
- IP matters – how IP is affected when these affiliates are involved in joint research

[redacted]  
From: [redacted]@uidp.net]  
Sent: Tuesday, September 06, 2011 1:31 PM  
To: [redacted]  
Cc: [redacted]  
Subject: Fwd: UIDP/FBI Webinar Announcement: "Affiliated Organizations and Government Partners"

[redacted] - here is another announcement that you can send out to your agents as a reminder about Friday's  
webinar series

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## **The National Academies' UIDP/FBI Webinar Series - Number III**

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 hyper competitive environment. This webinar, the third offering of the series, will address how universities partner with affiliated organizations such as research foundations and institutes as well as national labs.

### **"Affiliated Organizations and Government Partners" Friday, September 9, 2011 at 1:00 PM EST/12:00 PM CST.**

#### **Presented by:**

**Julia Fulghum, Ph.D.**

Vice-President for Research and Economic Development  
Professor of Chemical and Nuclear Engineering  
University of New Mexico

**Robert McGrath, Ph.D.**

Georgia Institute of Technology Vice President and  
Director of the Georgia Tech Research Institute (GTRI)

#### **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).

Toll: [redacted] Access Code: [redacted]

For agents using an unsecured connection, please register by clicking on this link:  
[https://www2.gotomeeting.com/register/\[redacted\]](https://www2.gotomeeting.com/register/[redacted])

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 [fbiwebinar@ncet2.org](mailto: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. You may also access the slides and video of the previous webinar/s in this series by clicking on the link at the bottom of the page.

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The National Academies - UIDP

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[REDACTED]  
[www.uidp.org](http://www.uidp.org)

Note - new email address - [REDACTED][@uidp.net](mailto:[REDACTED]@uidp.net)

## The National Academies' UIDP Webinar Series

### "University Affiliated Organizations and External Alliances"

Friday, September 9, 2011 1:00pm EDT

#### Webinar Description

In order to accomplish their academic, service and research missions, universities have created a strategic set of affiliated organizations to cover the myriad of situations they face. These affiliated organizations include administrative organizations such as dependent and independent research foundations, and research performers such as non –profit and profit institutes. There are also hybrid organizations that have been formed where multiple organizations have come together to create a jointly managed organization. Universities partner with other institutions such as national labs and FFRDCs in pursuit of their mission.

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- Export Control and other regulatory issues – what complexity these organizations bring to the regulatory environment
- IP matters – how IP is affected when these affiliates are involved in joint research

#### 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) and follow presentation by viewing the slides that was emailed to you before the webinar.

Toll:  Access Code:

**For agents using an unsecured connection, please register** (preferably before the webinar) by clicking on this link: <https://www2.gotomeeting.com/register/>

**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 [fbiwebinar@ncet2.org](mailto:fbiwebinar@ncet2.org)

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2/25/11  
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ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED  
DATE 12-14-2012 BY 60324 uc baw/sab/rs

[Redacted]  
From: [Redacted]@uidp.net]

Sent: Monday, February 14, 2011 11:25 AM

To: [Redacted]

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Subject: Re: please review this

Attachments: FBI webinar flyer feb 25 v4.pdf

## 2011 FBI/National Academies UIDP Webinar Series

How universities undertake their core functions of education, research and service and engage external parties such as corporations, are 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 hyper-competitive environment.

The first 90 minute webinar, entitled, "Student and Faculty Issues" is Friday, February 25, 2011 at 1:00 PM EST/12:00 PM CST. Dr. Bill Mellon from the University of Wisconsin, Madison will be the presenter.

### Specific topics covered during this session:

1. Graduate Student and Postdoctoral Researcher Recruitment
2. Student Selection of Research Groups
3. Criteria used to Evaluate Faculty Effectiveness/Success
4. Tenure – What it Means and its Practical Effect

### 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) and follow presentation that will be distributed on February 24, 2011. For agents using an FBI computer, they can access the webinar via phone:

Toll: [Redacted] Access Code: [Redacted]

For agents using an unsecured connection, [click here to register](#)

### 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 (send questions to [fbiwebinar@ncet2.org](mailto:fbiwebinar@ncet2.org)).

**WILLIAM S. MELLON**, Professor of Pharmaceutical Sciences and Associate Dean for Research

2/14/2011

Policy in the Graduate School University of Wisconsin-Madison. In the latter position, he is responsible for a breadth of research-related activities including: development of research policy, aspects of industrial contracts and Intellectual Property, the Responsible Conduct of Research Program, oversight of Conflict of Interest, Innovative and Economic Development Research Program, research integrity, Export Controls, and research involving animals, human subjects, stem cells, and select agents including aspects of biosafety, biosecurity and dual use. He is the past Chair of the Pharmaceutical Sciences Department and Associate Dean of Graduate Studies and Research in the School of Pharmacy, University of Wisconsin-Madison.

### **Webinar Organizer**

The National Academies University Industry Demonstration Partnership (UIDP, [www.uidp.org](http://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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## FEDERAL BUREAU OF INVESTIGATION

Precedence: ROUTINE

Date: 09/30/2011

To: Counterintelligence

Attn:

UC  
BA

Training

Attn:

From: Counterintelligence

Contact: UC

MAPA

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b7E

Approved By:

Georgacopoulos Peter

Drafted By:

Case ID #: Pending)

b7A

Title: ACADEMIC ALLIANCE COLLEGE AND UNIVERSITY SECURITY  
EFFORT (CAUSE)

Synopsis: This EC requests approval for FY 2012 funding to support the FBI's Academic Alliance CAUSE program.

Details: The FBI's Academic Alliance CAUSE program has engaged with non-USG entities, specifically universities and colleges across the country, to protect critical technologies that have implications for U.S. national security. Foreign governments, intelligence services, and third-party competitors continue to use U.S. national security sensitive and proprietary information to advance their own military and economic positions against the U.S.

The FBI seeks to leverage the resources of the academic sector to work with the FBI nationally and in each community to effectively "harden targets" around projects of great importance to the U.S. Government. Critical university-affiliated laboratory research and development is being targeted by hostile foreign intelligence services in each of the FBI's 56 field offices.

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To: Counterintelligence From: Counterintelligence b7A  
Re: [REDACTED] 09/30/2011

In support of the FBI's counterintelligence mission, CI personnel must regularly meet with our Academic Alliance partners to brief, exchange, and collaborate on threat data and situations potentially harmful to U.S. national security. These exchanges engage CI SSAs, SAs, IAs, and outside Subject Matter Experts in providing FBI priority information and knowledge so as to address the CI threats to U.S. national security and particularly, to academia.

It is estimated that 25 CAUSE meetings, conferences, and events will occur country-wide in FY 2012. Funding is therefore requested to support 25 travel requests for individual Counterintelligence Division (CD) and field office representatives to travel from CD or their field offices to attend, speak, and advise at these events.

The estimated amount of travel funds to support 25 travel requests for FY 2012 are as follows:

|               |                 |
|---------------|-----------------|
| Air Fare      | \$30,000        |
| Lodging       | \$10,000        |
| Per diem      | \$ 8,000        |
| Miscellaneous | \$ 2,000        |
| Car Rental    | \$ 3,000        |
| Taxi          | \$ 2,000        |
| Taxes         | \$ 2,000        |
| Mileage       | <u>\$ 3,000</u> |
| Total         | \$60,000        |

As Program Manager of this initiative, I certify that this request meets the definition of "Operational" as defined by the Training Division. I understand that this TR# may be audited for compliance to the DOJ and Public Laws.

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UNCLASSIFIED

To: Counterintelligence From: Counterintelligence  
Re: [REDACTED] 09/30/2011

b7A

LEAD(s) :

Set Lead 1: (Action)

COUNTERINTELLIGENCE

AT WASHINGTON, DC

Allocate funds in the of amount of \$60,000 to support this request for the issuance of a TR# for the Academic Alliance CAUSE program.

Set Lead 2: (Action)

TRAINING

AT QUANTICO, VA

The [REDACTED] is requested to coordinate with [REDACTED] for the identification of funding and issuance of a TR# for the captioned Operational Travel.

b7E

♦♦

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[REDACTED] (CD) (FBI)

**From:** [REDACTED] (NY) (FBI)  
**Sent:** Tuesday, September 06, 2011 5:09 PM  
**To:** [REDACTED] (CD) (FBI); [REDACTED] (CD) (FBI); [REDACTED] (CD) (FBI)  
**Cc:** [REDACTED] (NY) (FBI); [REDACTED] (NY) (FBI); [REDACTED] (NY) (FBI); [REDACTED] (NY) (FBI); [REDACTED] (NY) (FBI); [REDACTED] (NY) (FBI)  
**Subject:** NSHEAB

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Last week, Dr. Samuel L. Stanley, President, SUNY Stony Brook, accepted an invitation by ADIC [REDACTED] to join the National Security Higher Education Advisory Board (NSHEAB). Below is Dr Stanley's contact information. Please provide me with a copy of the "welcome letter" that [REDACTED] will send to Dr. Stanley. Also, please advise what steps I need to take to have his security clearance passed.

**Dr. Samuel L. Stanley Jr.**  
**President**  
**State University of New York at Stony Brook**  
**310 Administration Building**  
**Stony Brook, NY 11794-0701**

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[REDACTED]  
**General Office Number:** [REDACTED]

Thank you

SSA [REDACTED]  
[REDACTED] Long Island Resident Agency  
New York Office  
[REDACTED]

September 9, 2011

Dr. Samuel L. Stanley, Jr.  
Office of the President  
State University of New York at Stony Brook  
310 Administration Building  
Stony Brook, NY 11794-0701

Dear Dr. Stanley:

On behalf of the FBI, it is a pleasure to welcome you to the National Security Higher Education Advisory Board (NSHEAB). We are confident you will find, as we have, that your NSHEAB membership will generate meaningful discussion on a broad range of issues of importance to both the United States Intelligence Community and higher education.

Included in these meetings are discussions regarding technology and intellectual property export issues, cyber security, espionage, terrorism, foreign students and international visitors, as well as many other matters of mutual interest. In addition, I have attached the NSHEAB's mission statement for your review in order to provide a more complete description of the NSHEAB's goals.

Because of the nature of this advisory board, it is necessary for all board members to hold security clearances at the "Secret" level. The FBI will facilitate the processing of these security clearances to allow for your participation in classified discussions. The FBI field office that covers your area is the New York Division headed by Assistant Director in Charge (ADIC) [redacted] telephone number [redacted] ADIC [redacted] will be personally contacting you to welcome you to the board and initiate the clearance process. If you already hold a clearance, we should be able to have those clearances passed to the FBI.

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- 1 - ADIC, New York (PERSONAL ATTENTION)
- 1 - Mr. Figliuzzi (4012)
- 1 - Ms. [redacted]
- 1 - Mr. Georgacopoulos (5829)
- 1 - Mr. [redacted]
- ① - Mr. [redacted]
- 1 - Ms. [redacted]

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Dr. Samuel L. Stanley, Jr.

The next meeting for this board is scheduled for October 18, 2011. The NSHEAB Program Manager is [redacted] telephone number [redacted] She can provide additional information regarding this forum and would be able to address any questions.

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We look forward to having you on board and joining us at our NSHEAB meetings.

Sincerely yours,

Robert S. Mueller, III  
Director

Enclosure

1- Dr. Graham B. Spanier  
Office of the President  
The Pennsylvania State University  
201 Old Main  
University Park, PA 16802