INNOVATION IN CONTINUING PROFESSIONAL DEVELOPMENT: A VISION OF THE FUTURE
PORTO, PORTUGAL | MAY 17 - 20, 2016

ENSURING CPD UNIVERSITY-INDUSTRY-BUSINESS ALLIANCES

ENVISIONING CPD FUTURE MODES

DEVISING CPD STAKEHOLDERS NEXT STEPS

Organized by engineering organizations, this international event will be the place to discuss the current state and best practices and foresee the future of continuing professional development (CPD). Major stakeholders are invited and interaction is sought to write the history of the future of CPD. The format of the conference will provide plenty of occasions to hear everyone’s opinion and to exchange ideas and plans. Take part in shaping the future of CPD on a global stage with one of the world’s only international organizations devoted to CPD global stage. Take advantage and visit Porto a city that has been chosen as #1 best destination in Europe in 2014.

www.iacee2016.com
15th IACEE World Conference on Continuing Engineering Education

15th IACEE World Conference
Hosted at University of Porto

May 17-20, 2016

Conference Theme
INNOVATION IN CONTINUING PROFESSIONAL DEVELOPMENT:
A VISION OF THE FUTURE

For more information:
www.iacee2016.com
Email: iacee2016@fe.up.pt
15th IACEE World Conference on Continuing Engineering Education

15th IACEE World Conference
Hosted at University of Porto
May 17-20, 2016

Conference Tracks
Ensuring CPD University-Industry Business Alliance
Envisioning CPD Future Modes
Devising CPD Stakeholders Next Steps

For more information:
www.iacee2016.com
Email: iacee2016@fe.up.pt
The Strategic University-Industry Collaboration – The Value of the Knowledge Broker in Developing the Strategic Collaboration
PRESENTER

LARS FRØLUND
Development Manager and PHD Fellow
Aarhus University, Denmark
GOALS OF THE WEBINAR

1. What are the different roles of the knowledge broker in developing the strategic collaboration?
2. What is the value of the knowledge broker?
3. What are the key competencies of the knowledge broker?
AGENDA

1. Intro: 3+1 trends in university-industry collaboration
2. The role, value and competencies of the knowledge broker
3. Impact (So What…)

Lars Frølund, Development Manager and PHD-fellow
Corporate Relations & Technology Transfer
Intro: 3+1 trends in university-industry collaboration

Open innovation
– collaboration as a core competency

Desire for strategic partnership
– deep, broad relationship with selected partners in crowding environment

Funding constraint
– both corporations and universities face worsening funding environment

– both corporations and universities desire a change from collaborations, led by individual initiatives in an ad hoc manner to collaborations aligned with strategy.
– use the function and role of Knowledge Brokers (or similar) to drive this change.

Source: SRI Analysis from 2014
### My scope: Desire for Strategic Partnership
- the transition from Extended Workbench to Grand Challenge

<table>
<thead>
<tr>
<th></th>
<th><strong>IDEA LAB</strong></th>
<th><strong>GRAND CHALLENGE</strong></th>
<th><strong>EXTENDED WORKBENCH</strong></th>
<th><strong>DEEP EXPLORATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What do you want to achieve?</strong></td>
<td>Attract new partners, Build relationships, Generate options</td>
<td>Shape innovation ecosystem, Develop research agenda, Meet societal challenges, Hire talented graduates</td>
<td>Solve near-term problems, Gain advice and support</td>
<td>Tackle fundamental challenges, Access new areas of expertise, Access pipeline of discoveries, Hire talented graduates</td>
</tr>
<tr>
<td><strong>How can you structure the collaboration?</strong></td>
<td>Simple and standardized contracts, Open calls, Outline research priority areas, Internal selection</td>
<td>Special-purpose vehicles, High-leverage industry consortia, University endowments or centers</td>
<td>Consulting agreements with individual academics, Contract research agreements with university, Student projects</td>
<td>University center sponsorship, Framework agreements allocating decision rights to downstream intellectual property</td>
</tr>
<tr>
<td><strong>Examples</strong></td>
<td>HP Labs Innovation Research Program, IBM Faculty Awards</td>
<td>Structural Genomics Consortium, Shell Grand Challenge</td>
<td>Nokia applied research contracts, Often practiced within larger collaborations</td>
<td>Pfizer-Scripps partnership, Rolls-Royce University Technology Centers</td>
</tr>
</tbody>
</table>

Perkman and Salter, 2012
My case: an inquiry into Siemens’ Strategic Partnership Program

Siemens Centers of Knowledge Interchange (CKI)

Technical University Munich, Germany
Technical University Berlin, Germany
RWTH Aachen University, Germany
FAU Erlangen-Nürnberg, Germany
Technical University of Denmark
Tsinghua University, Beijing, China
UC Berkeley, USA
The Knowledge Broker and the transition towards the strategic collaboration

Three Key Challenges:

- Defining the collaborative advantage when there is already a history of relations and projects
- Mediating conflicts of interest and creating a common understanding
- The KB is regarded as “stranger” in the organization / The Third Man / The Intermediary on the periphery
## A Typology on the Role and Value of the Knowledge Broker

<table>
<thead>
<tr>
<th>Role</th>
<th>Power Promoter</th>
<th>Diplomat</th>
<th>Integrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Way-of-being</td>
<td>Dominance</td>
<td>Compromise</td>
<td>Creative Integration</td>
</tr>
<tr>
<td>Function</td>
<td>Begin</td>
<td>Continuity</td>
<td>Invention</td>
</tr>
<tr>
<td>Description</td>
<td>“Is a victory of one side over the other. This is the easiest way, but not usually successful in the long run…” (Mary P. Follett)</td>
<td>“Each side gives up a little to have peace - but no one really wants to compromise, because that means a giving up of something.” (Mary P. Follett)</td>
<td>Integration means finding a third way which will include both what A wishes and what B wishes, a way in way neither side has had to sacrifice anything. (…) By integrating something new has emerged, the third way, something beyond the either-or’s (Mary P. Follett)</td>
</tr>
</tbody>
</table>
The Key Competencies of the Knowledge Broker

Inspire by his/her ‘way-of-being’ the ability to collaborate (the Knowledge Broker as a cultural bearer of collaboration).

Way-of-being

Knowledge Broker’s Way-of-Being

Imagination
Openness
Persistence

Courage
Trust
Patience

Professional competencies

Lars Frølund, Development Manager and PHD-fellow
Corporate Relations & Technology Transfer
Impact (so what…) 

I believe:

• That "Creative Integration" is not magic and therefore something we can train for. It is on the other hand not something we can master and predict, but the way we are (our Ways-Of-Being) create a magical contract for it to happen.

• That the practice of "Creative Integration" will lead to strategic partnerships of great importance that are alive and dynamic and are able to achieve the goals of the partnership.

• The practice of Dominance and Compromise will lead to (even more) partnerships of no real importance that are only kept alive not to loose face and that they will not in a systematic way be able to achieve the goals of the partnership.
Soma Chakrabarti, PhD
First Vice President and Vice President for Member Services and Communications, IACCE
Director, Continuing Studies
Division of Professional and Continuing Studies
University of Delaware, USA
15th IACEE World Conference on Continuing Engineering Education

15th IACEE World Conference
Hosted at University of Porto

May 17-20, 2016

Conference Theme
INNOVATION IN CONTINUING PROFESSIONAL DEVELOPMENT:
A VISION OF THE FUTURE

For more information:
www.iacee2016.com
Email: iacee2016@fe.up.pt
15th IACCE World Conference on Continuing Engineering Education

15th IACCE World Conference
Hosted at University of Porto
May 17-20, 2016

Conference Tracks

Ensuring CPD
University-Industry Business Alliance

Envisioning CPD
Future Modes

Devising CPD
Stakeholders Next Steps

For more information:
www.iacee2016.com
Email: iacee2016@fe.up.pt
15th IACEE World Conference
Hosted at University of Porto
May 17-20, 2016

CALL FOR PAPERS, POSTERS, THEMATIC DEBATES, PANELS
are now open
Deadline: December 15, 2015

For more information:
www.iacee2016.com
Email: iacee2016@fe.up.pt
Are you interested in attending a WORKSHOP on BUILDING STRATEGIC PARTNERSHIPS?
Please let us know!

For more information:
www.iacee2016.com
Email: iacee2016@fe.up.pt
Porto
May 17-20, 2016
15th IACEE World Conference on Continuing Engineering Education
INNOVATION IN CONTINUING PROFESSIONAL DEVELOPMENT: A VISION OF THE FUTURE
PORTO, PORTUGAL | MAY 17 - 20, 2016

ENSURING CPD UNIVERSITY-INDUSTRY-BUSINESS ALLIANCES

ENVISIONING CPD FUTURE MODES

DEVISING CPD STAKEHOLDERS NEXT STEPS

Organized by engineering organizations, this international event will be the place to discuss the current state and best practices and foresee the future of continuing professional development (CPD). Major stakeholders are invited and interaction is sought to write the history of the future of CPD. The format of the conference will provide plenty of occasions to hear everyone’s opinion and to exchange ideas and plans. Take part in shaping the future of CPD on a global stage with one of the world’s only international organizations devoted to CPD global stage. Take advantage and visit Porto a city that has been chosen as #1 best destination in Europe in 2014.