Working with and Understanding Industry/University Partnerships

Alex Delavan, MBA CRA, Assistant Director, University of Kentucky
Marcos Garza, MPA CRA, Associate Huron Consulting Group
Approach to Operations

Change The World

Profitability
Format

Issue

University Perspective

Industry Perspective

Resolution/Solution
Why?
Why?

• Why is there this conflict?

• What are the conflicting opinions?

• What leads to the issue?

• What is the purpose of each?
Why?

• University Purpose:
  • Improve the World...

• University Mission:
  • Teaching
  • Research
  • Community Service
Why?

- Industry Purpose:
  - Profitability

- Industry Mission:
  - First to Market
  - Better
  - Faster
  - Cheaper
Why?

**Issue:**
- Differing Approaches

**Resolution/Solution:**
- Understand each Perspective
- Best of Both Worlds
  - Play to Each's’ Strengths
  - Use the Partnership to increase competitiveness
Time
Time

• Timekeeping Differs

• Differing Standards:
  • Project Timelines
  • Motivations
  • Competitive Natures
Time

- **Effort Tracking:**
  - Overall Percentage of Effort

- **Speed of Academia:**
  - Submit Proposal
  - Funded
  - Research
  - Results
Time

- Effort Tracking:
  - By the Hour
  - By the Billable 6-Minute Increment

- Speed of Business:
  - First to Market
  - Best to Market
  - Build Efficiency
Time

• Issue:
  • Differing Approaches

• Resolution/Solution:
  • Understand each Perspective
    • Understand that Both are District
    • Sponsors Understand
      • But May Need to be Reminded
Proposal Development
Proposal Development

• Approaches:
  • Internal
  • External

• Client Basis:
  • Diverse Portfolio
Proposal Development

• Funding Approach in Academia:
  • Formal Project Proposals
    • Hundreds of Pages
    • Academic Writing
    • Cost Based
    • Set Hard Deadlines
    • One-Time RFP’s
    • Scientific Review
  • Internal Funds
    • Limited with a Long Term Focus
• Grantsmanship
Proposal Development

• Funding Requests in Industry:
  • Informal Presentations
  • 2-PowerPoint Slides or Less

• External Client Acquisition:
  • Formal and Informal Courting
  • Relationships
  • Track Record of Success
  • Relationships

• Salesmanship
Proposal Development

• Issue:
  • Differing Approaches

• Resolution & Solution:
  • Understand each Perspective
  • Best of Both Worlds
    • Grantsmanship
    • Salesmanship
    • Increased Competitiveness
Costing
Costing

- Project Costing
  - Differing Levels of Experience
  - Approaches

- Why?
  - Mission
Costing

- Project Costing
  - External Funding, Funds Projects
  - Non-Profit Basis
  - Direct
    - Salary Included
  - Indirect
    - Low F&A Rates

- Improve the World
Costing

- Project Costing
  - Direct Costs
    - Salary Thought of as Sunk Cost
  - Indirect
    - High F&A Rates
  - External Funding Offsets Projects

- Mission of Profitability
Costing

• Issue:
  • Differing Approaches

• Resolution & Solution:
  • Understand each Perspective
  • Best of Both Worlds:
    • University Costing is Cheaper than Industry
    • Gig Economy
Intellectual Property
Intellectual Property

• Lifeblood of Business
• Innovation:
  • Patents
  • Copyrights
  • Trademarks
  • Trade Secrets
• Why?
  • Mission
**Intellectual Property**

- Publicly Funded Duty
- Academic Approach to IP:
  - Cool Things
  - Open Access to Idea
  - Research for a Purpose
  - Sabbatical
- Measure of Success:
  - Publishing
- Improve the World
Intellectual Property

- Industry Approach to IP:
  - Lifeblood of Business
  - Competitive Advantage

- Measure of Success:
  - Profit

- Ownership Focused
Intellectual Property

• Issue:
  • Differing Approaches

• Resolution & Solution:
  • Understand each Perspective
  • Yours, Mine, Ours:
    • Exclusive Rights Discussions
    • Time Limited
Publishing
Publishing

• Lifeblood of Academia

• Publish or Parish
  • Create New Knowledge
  • Disseminating Knowledge

• Why?
  • Mission
Publishing

• Lifeblood of Academia

• Academic Approach to Publishing:
  • Tell the World
  • Tell our Fellow Academics

• Measure of Success:
  • Publishing

• Improve the World
Publishing

• Industry Approach to Publish:
  • White-Papers to Support New Business Development
  • Establish Credibility
  • Controlled for Competitive Advantage

• Measure of Success:
  • Profit

• Ownership Focused
Publishing

• Issue:
  • Differing Approaches

• Resolution & Solution:
  • Understand each Perspective
  • Best of Both Worlds:
    • Industry has Review Rights for IP
    • Publishing Findings, Not IP
Best Friends
Best Friends

• Lifeblood of the World

• How Do We Each Benefit
  • Short Term
  • Long Term

• Why?
  • Mission
Best Friends

• Research Projects
  • That Fund Professors
  • Diversify Funding Portfolio

• Teach Next Generation
  • Newest Research
  • Understand the Direction Needed

• Donations

• Improve the World
Best Friends

- Research Projects
  - Below Costs
- Teach Next Generation
  - Newest Research
  - Understand the Direction Needed
- Change the World
- Profitable
Best Friends

• Issue:
  • None

• Resolution & Solution:
  • Universities Meet Their Mission
    • Changed the World
    • Profitable
  • Industry
    • Profitable
    • Changed the World
Approach to Operations

Change The World

Profitability
Results of Partnership

• Changed The World
• Profitable

• Profitable
• Changed The World
Together We Change the World
We’ll Change Your World…

Alex Delavan, Assistant Director
University of Kentucky
alex.delavan@uky.edu

Marcos Garza, Associate
Huron Consulting Group
mgarza@huronconsultinggroup.com