

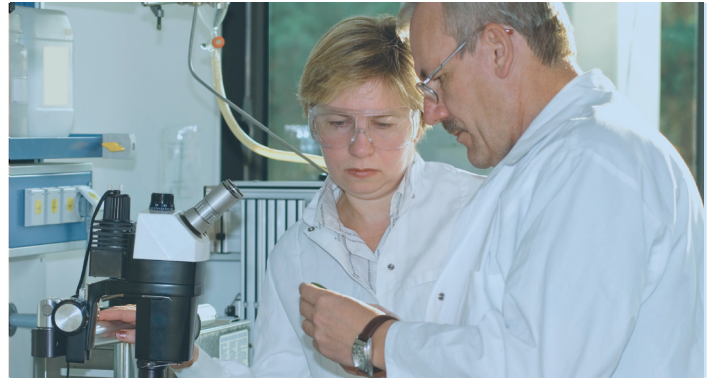


# WHY WORK TOGETHER

## THE IMPORTANCE OF COLLABORATION BETWEEN INDUSTRY AND ACADEMIC RESEARCHERS

In today's global knowledge economy, collaboration between industrial and academic researchers in the United States is critical to our nation's ability to compete.

Many academic investigators find it valuable to work with industry to advance their research agenda and ensure relevance of their scholarly pursuits; industry researchers can benefit from the breadth of research directions pursued in academia. Most face challenges in making the necessary connections and dealing with cultural differences to create effective, high value collaborations.



## UNDERSTANDING DIFFERENT PERSPECTIVES

Being aware of other perspectives doesn't imply agreement with them. But it can help parties find common ground on many issues.

Recruiting students and accessing intellectual capital are the primary drivers for our involvement in collaboration with academia. **I**

Our core mission is to educate, create and share knowledge. **U**

Working with academia is only beneficial when it advances our organizational goals. Our core mission is to create shareholder value and deliver goods and services the market demands. **I**

My experience is in federally funded research, not in developing and managing industry-sponsored projects. I need to develop skills and experience in this area. **U**

Bringing projects in on budget and on time, not navigating the complexities of peer-reviewed research, are paramount. We want to work with researchers who understand industry practices and technology goals. **I**

Corporations cannot drive our research agenda. We must be considered equal partners in industry-sponsored projects. **U**

Corporate R&D is focused on nearer-term projects and so we look to university researchers to help us understand what's going on at the forefront of research. **I**

The consideration of industry-supported projects in the tenure and promotion (T&P) process can vary by institution, college or department. **U**

## WHY COLLABORATE?

Both academic and industrial researchers offer resources the other can leverage for success and mutual benefit.

- Sponsored research projects enable companies to build a student talent pipeline and increase visibility of brands and products on campus.
- Collaborative research can identify new and important research questions.
- Industry-sponsored research programs can promote ways for universities to modernize teaching and learning, as well as open up new funding streams.
- University researchers gain valuable insight into business contexts and applications, exposure which is increasingly important in today's research environment.
- Industry researchers can engage with a wide range of diverse research approaches, expanding their own perspectives and accessing specific scientific expertise.
- Collaboration with academic researchers can provide a more cost-effective way for industry to utilize specialized equipment and facilities for research, without the need to build an entire R&D effort at their location.
- Partnerships with universities as well as local, state and federal government agencies help companies leverage resources.



### FOR MORE INFORMATION:

For more information, please see the *Researcher Guidebook—A Guide for Successful Academic-Industry Collaborations*, a practical tool for active researchers from academia, government labs and industry developed by UIDP members to help industrial, academic and other non-profit researchers work together more effectively. Download the guide at [uidp.org](http://uidp.org).

## HOW TO APPROACH COLLABORATION

Collaborative projects provide a means to build new relationships and share resources to foster new organizational capacity.

1

### UNDERSTAND EACH OTHER'S STRATEGIC CONTEXT, COMPETENCIES, VALUES AND GOALS

Successful collaborations are possible when both parties understand what they want from the relationship, and are able to identify things in common. It's not necessary to agree on everything, but the aim needs to be a partnership of equals.

2

### RECOGNIZE RELATIONSHIP MANAGEMENT IS A TWO-WAY STREET

High-value, high-return academic-industrial research is only possible when both parties share the responsibility and management of the research relationship. Selecting project managers with the right technical skills and knowledge, willingness to network across functional and organizational boundaries and the ability to bridge the gap between research and product application is critical.

3

### MAKE COMMUNICATION A PRIORITY

At every stage of collaboration, researchers need to communicate, from discussing IP and legal policies to providing progress updates on the work itself. Building awareness of projects—within both industry and university settings—is also important, to introduce new perspectives, communicate results and share knowledge.

4

### REMEMBER ONE SIZE DOESN'T FIT ALL

Very few university-industry collaborations are identical. Both parties need to be flexible and recognize the inherent organizational imperatives and cultures affecting any collaboration.

## UIDP Perspectives

*Institutional cultures inform attitudes and positions on many issues which can lead to challenges for parties working together along the university-industry (U-I) continuum. The UIDP Perspectives series presents differing viewpoints on topical issues, in a global context, to inform academia and industry and their approach to collaboration. We welcome your input on this topic and others at [uidp@nas.edu](mailto:uidp@nas.edu).*

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