

2009



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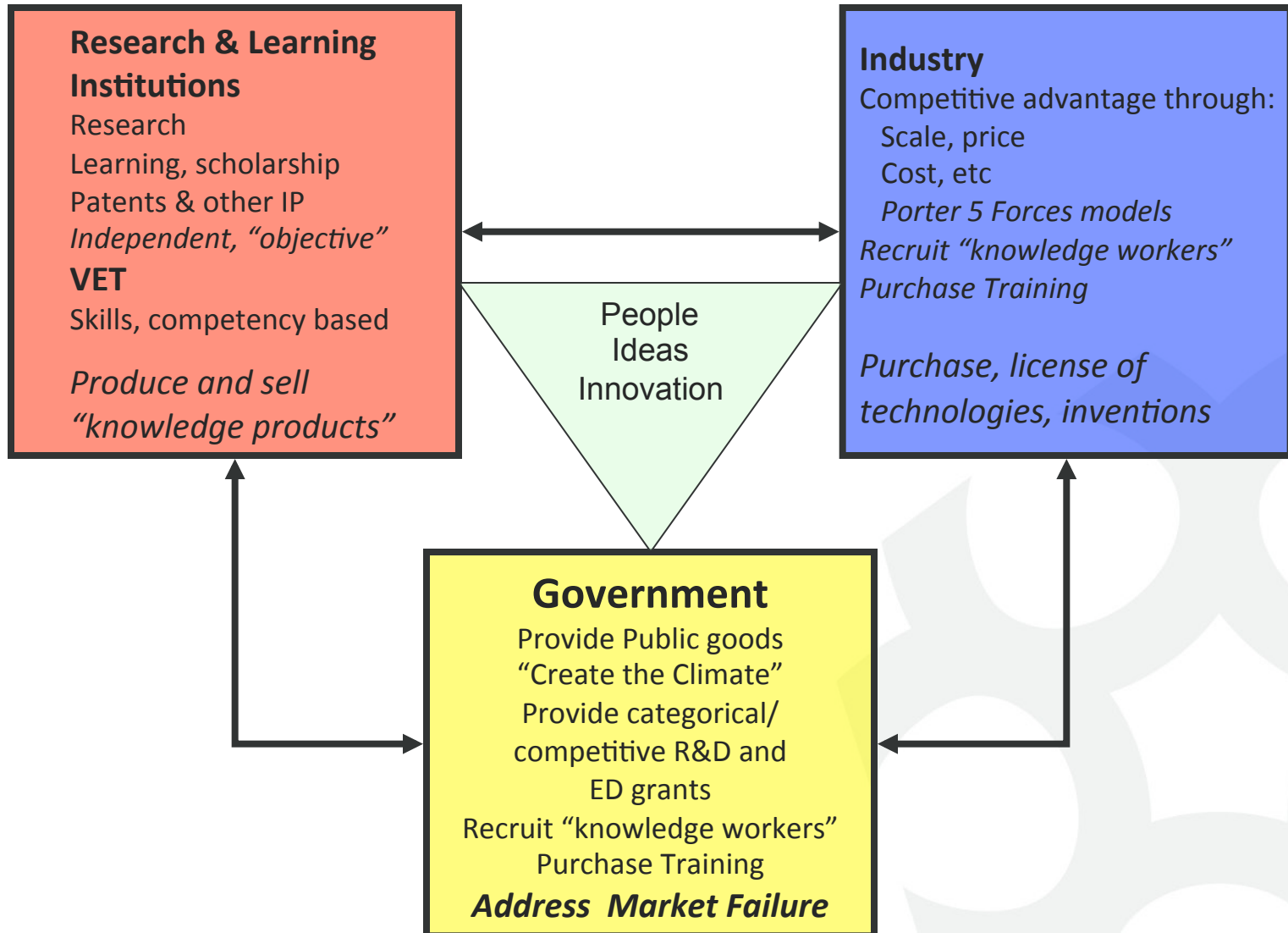
From Transactions to Partnerships in Innovation Systems: A Triple Helix Perspective

ID539

Dr John H Howard
Director, Innovation and Engagement
University of Canberra



- Director of Innovation and Engagement at UC
 - Former CAE (Polytechnic) – strong in applied disciplines, professional education
- Roles cover:
 - Adjuncts and Honorary Appointments
 - Advancement (Alumni, Fund-raising, Privately-funded Prizes and Scholarships)
 - Associated (i.e. non-controlled) entities
 - Business Development
 - Community and Regional Relations
 - Extra-mural programs (Prof Development courses etc)
 - Government Relations
 - Marketing & International
 - Step 40 (Renewal) Project
 - UC Knowledge
- Key task is to engage business and government
 - Canberra Business Council, Convention Bureau, the RDA for the ACT
 - Not just ‘more money to pursue research hobbies’
 - Really want to be genuine partners in regional economic development
- Major challenge is engaging with Faculty
 - Commitments to research and teaching
 - Recognition and reward issues
- Building engagement
 - Requires intermediary skills – to bring the parties together





Research and learning

Increases stock of useful knowledge
— Publications, patents, prototypes

Educates people

- Undergraduates, graduates and post docs
- Builds local talent pool.

Solves problems:

- Contract research
- Cooperative research with industry
- Technology licensing
- Access to instrumentation & equipment
- Incubation survives
- Nurtures spin out and start up companies

Provides “public space”:

- Access to networks and social interaction
- Meetings, conferences, events
- Alumni networks
- Internships, faculty exchanges

Establishes Brand

- Attracts visitors
- Builds reputation
- Creates distinctiveness

A significant industry in its own right Institutions are significant businesses and have major economic impacts

Industry

Industry drives the development process through production, distribution and sale of goods and services

An industry consists of businesses-large and small;

Businesses creates jobs (not governments)

Businesses invest in capacity and capability to create and maintain customers (and make ROI)

Businesses requires

- Infrastructure to grow and prosper—Transport, energy, communications broadband, water, electricity gas, housing for employees
- Access to talent

Businesses ‘cluster’ around:

- A lead business, (e.g. government agency)
- Regional talent pools
- Research institutions (e.g. silicon valley)
- Cultural and collection institution
- A public facility (e.g. a hospital)
- A critical infrastructure asset (e.g. airport, rail head, convention centre)

Government

Sets goals for economic growth, employment, lifestyle

Addresses market failures

- Public goods
- Externalities: infrastructure investment, education & training, etc

Industry policies

- To grow and sustain target industries
- To create jobs

Innovation policies to help build competitive advantage

- New business support
- R&D strategies

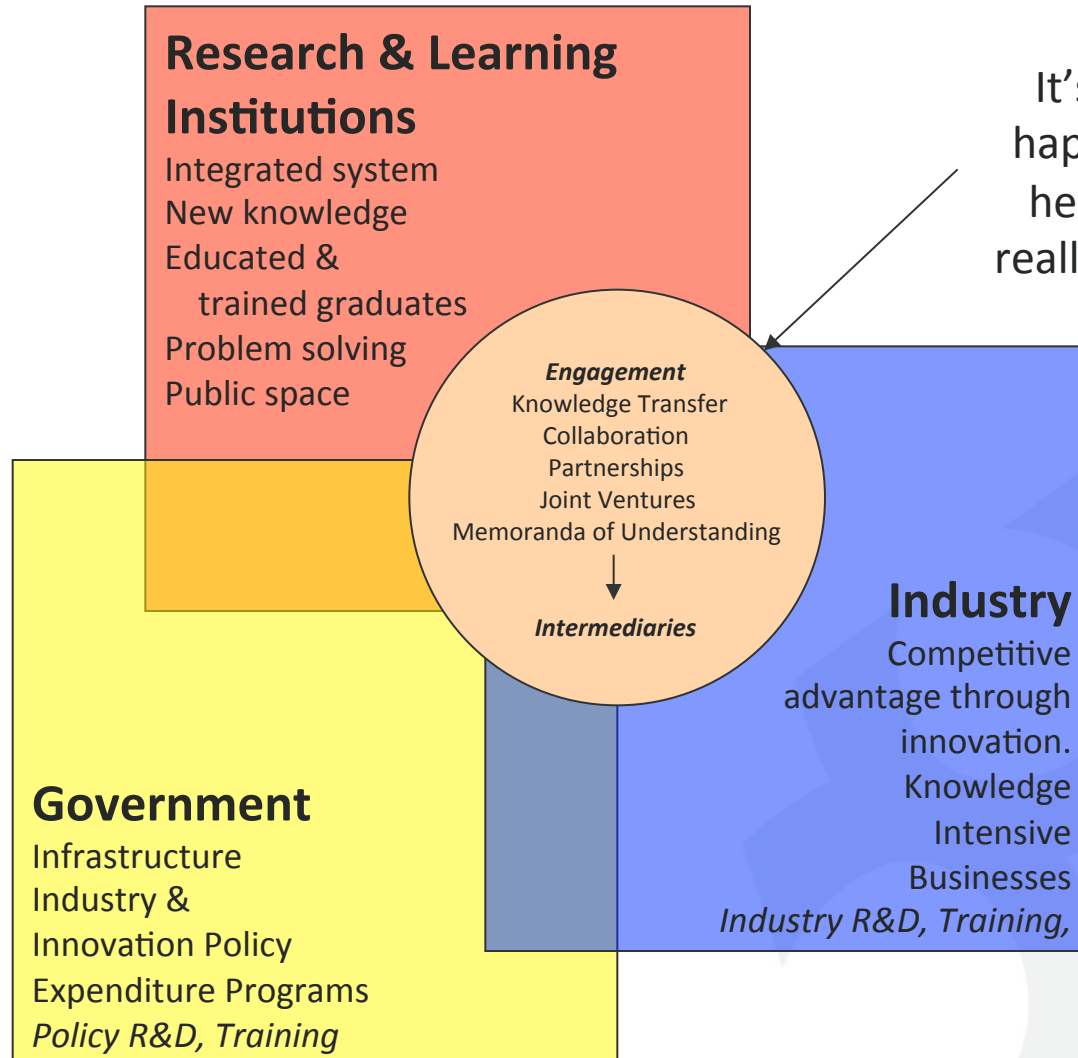
Strategic Investments

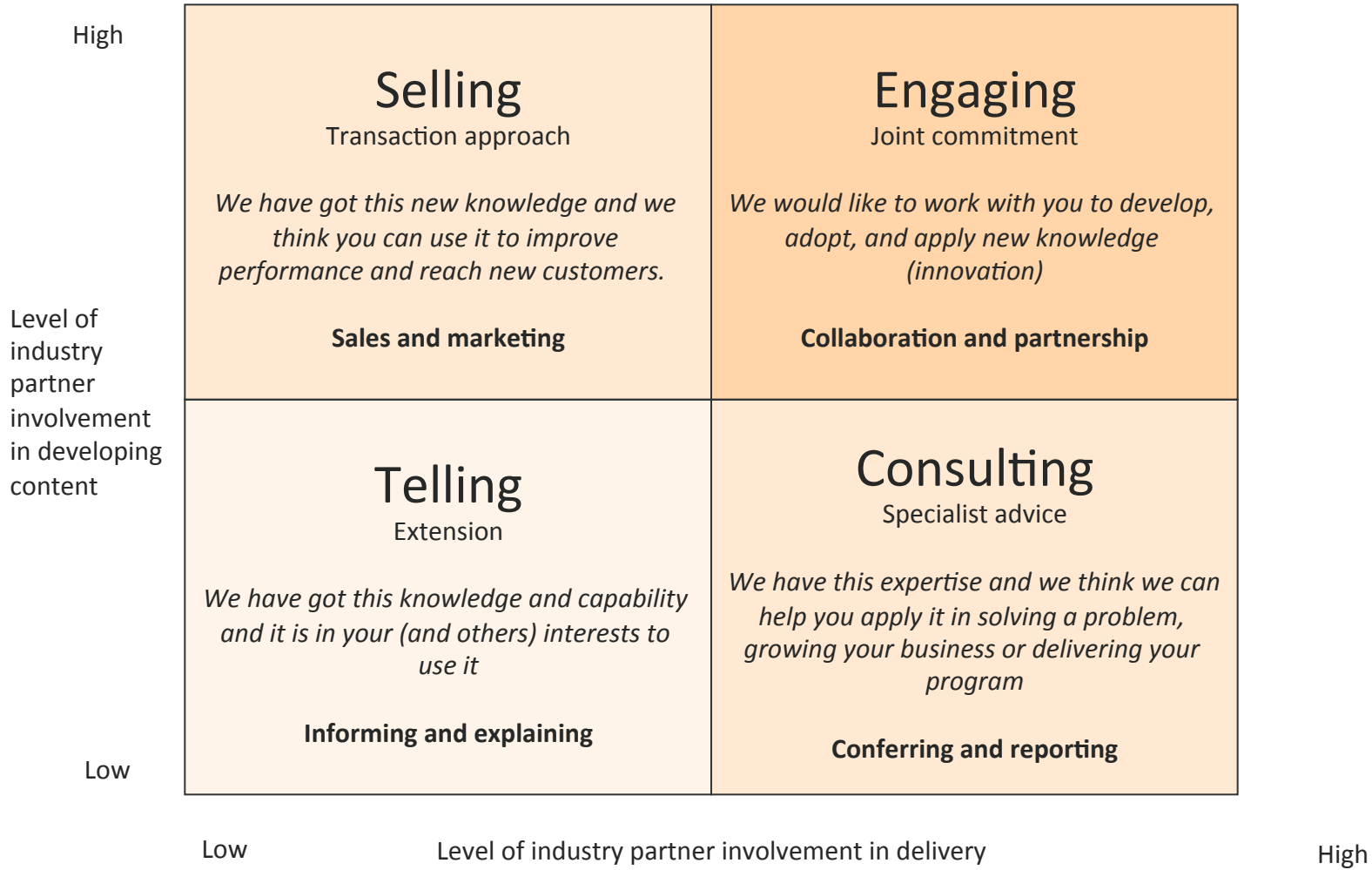
- To deliver economic and social benefits
- Merit criteria

Government helps build competitive advantage: — not all industries or businesses can be successful — no problem “picking winners; just don’t pick too many losers

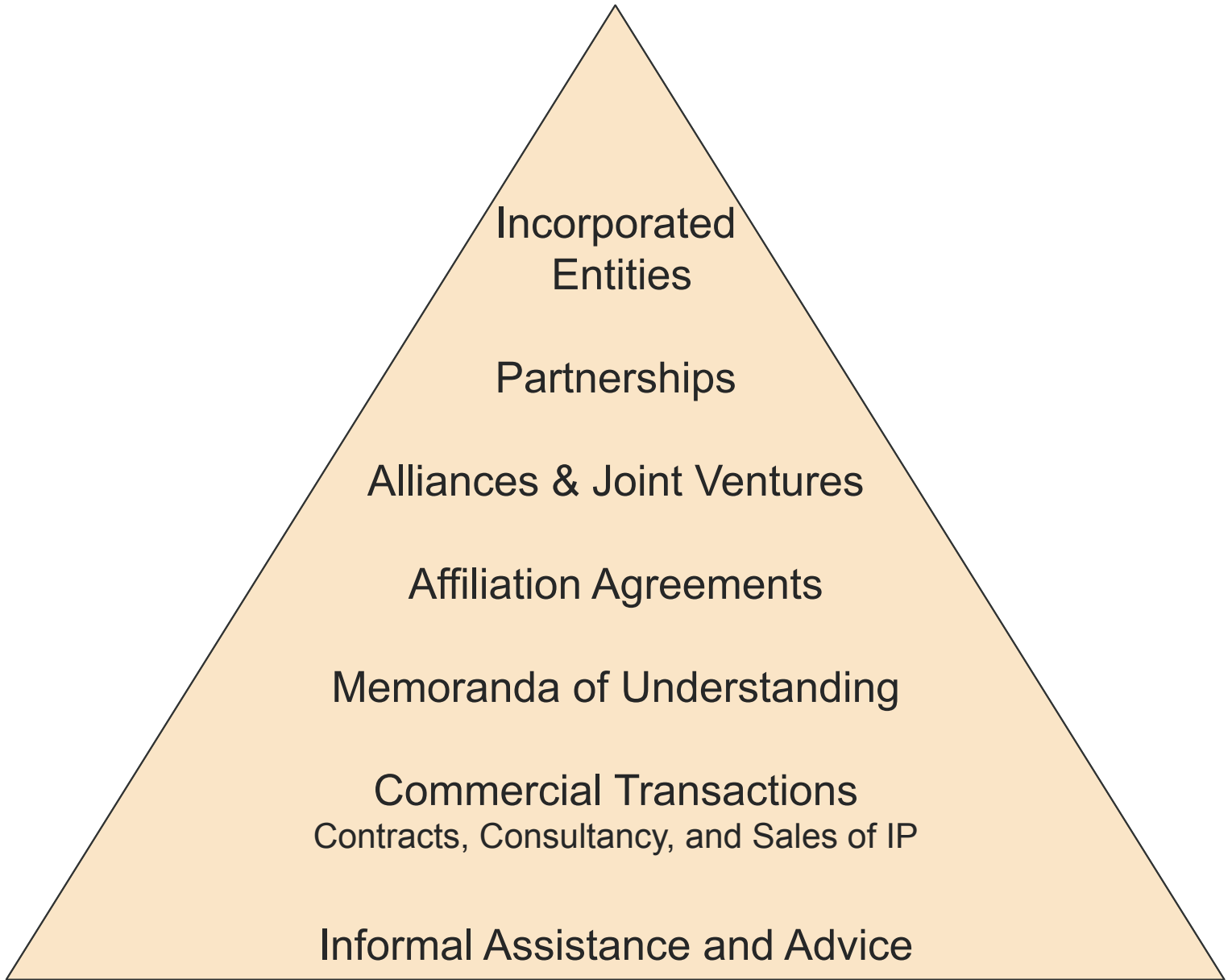
Basis for engagement: synergies, mutual benefit, shared interest in outcomes

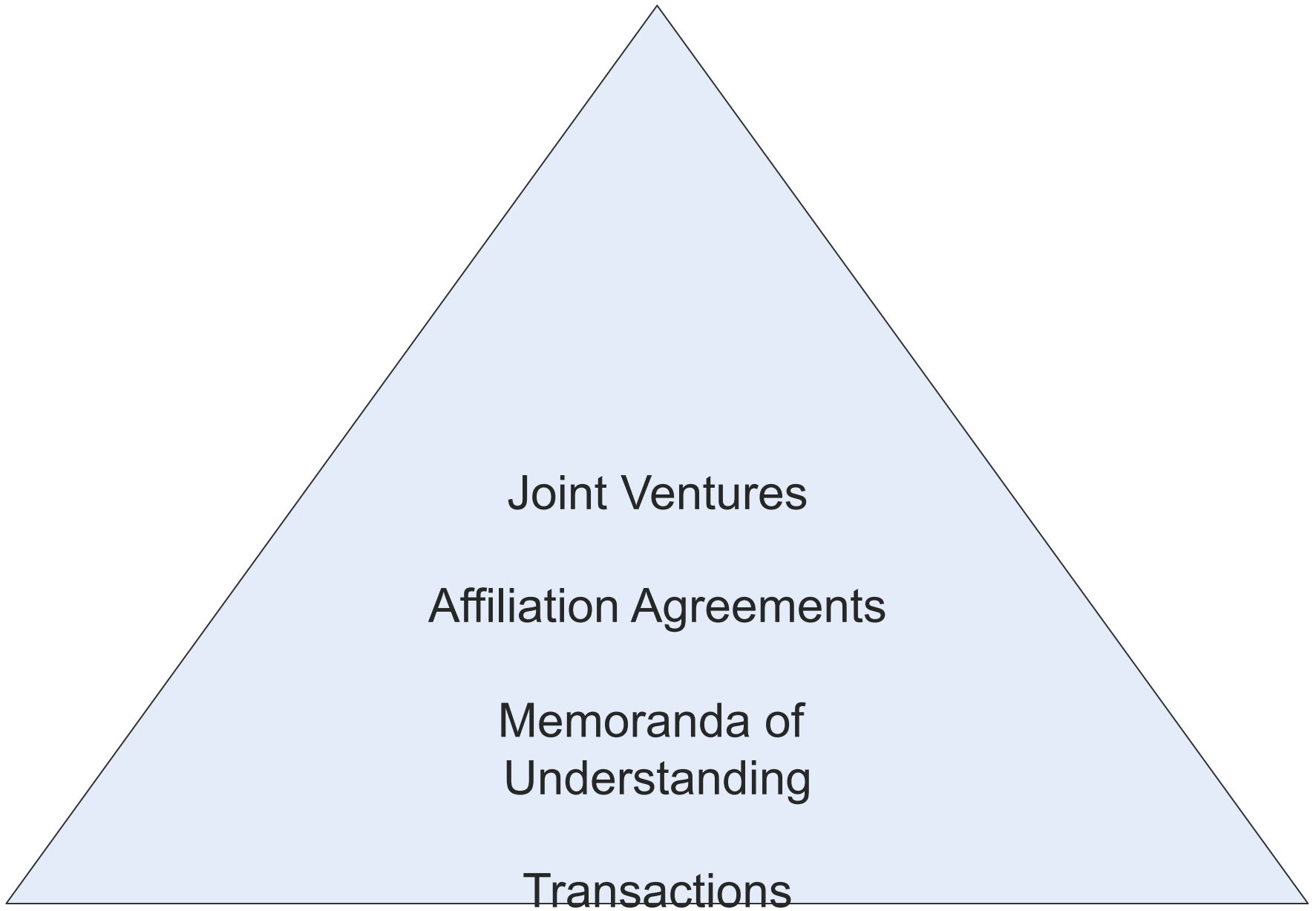
Cannot be directed or controlled or “owned” by government

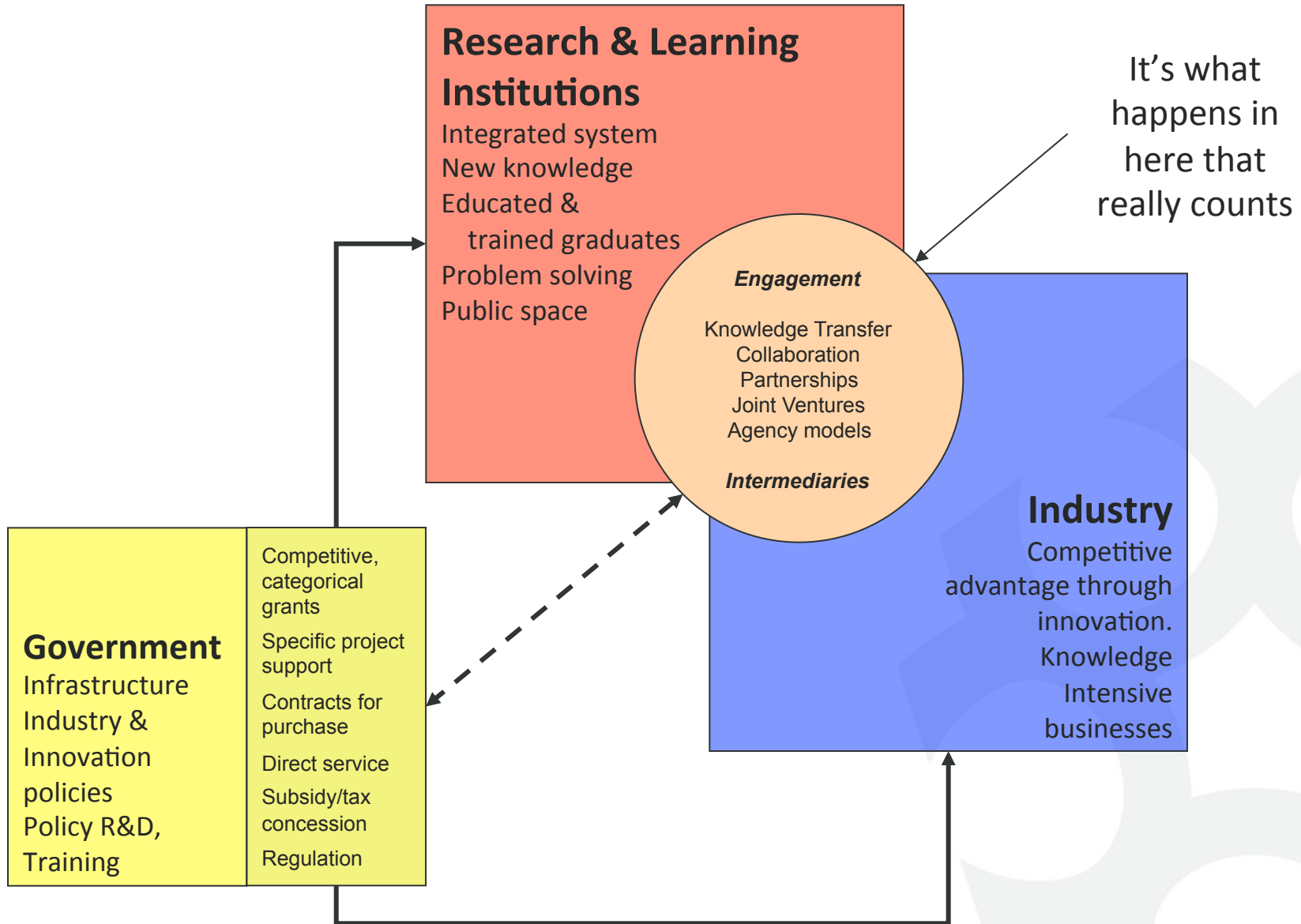




High
Level of Engagement
Low

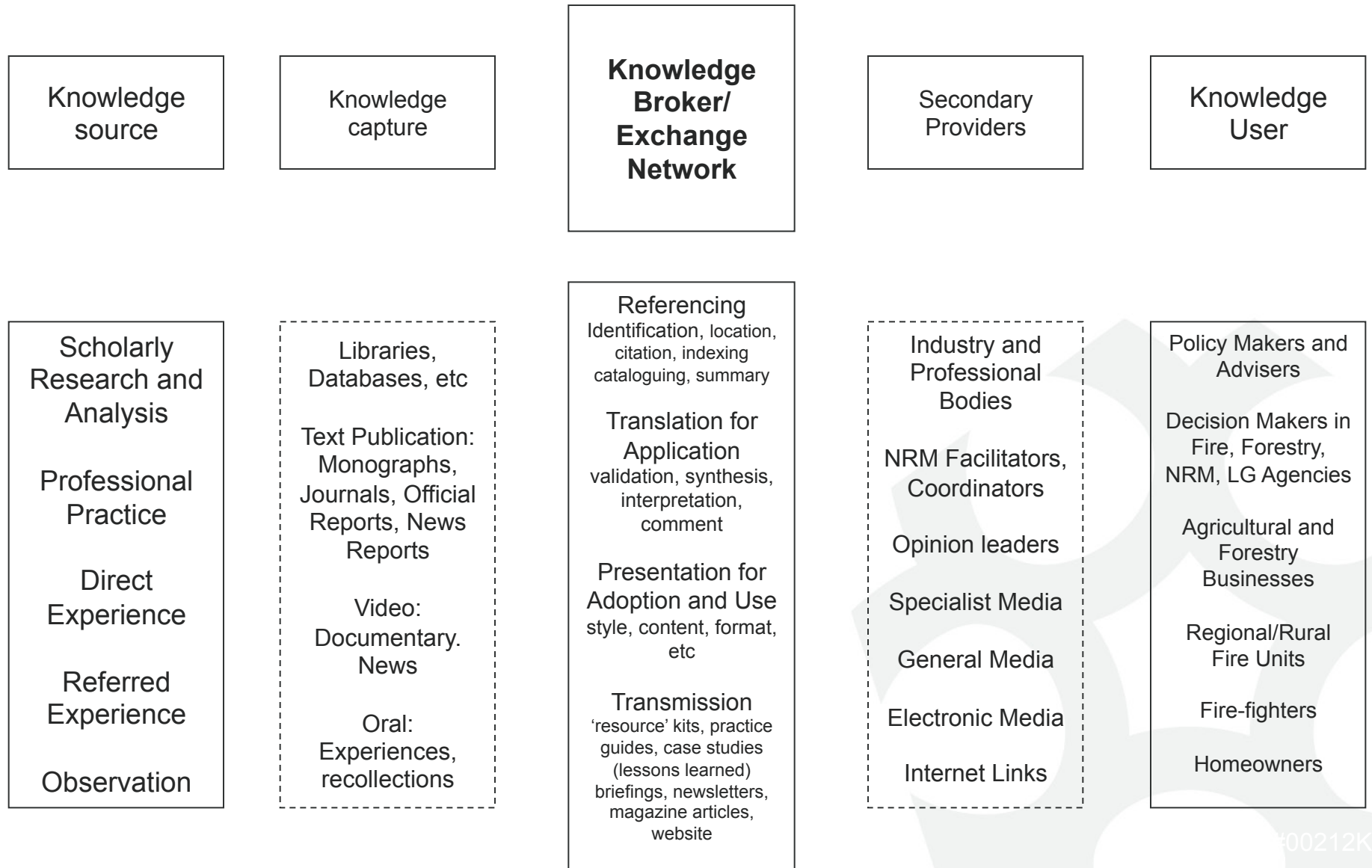








- Drawing on case studies in Australia
 - Two pilot studies
- Overcome blockages and address gaps in knowledge transfer, translation, application
 - Enhance quality and quality of interactions
 - Reduce costs, cycle time
- Four roles identified
 - Consultant
 - Mediator
 - Broker/dealmaker
 - Resource provider
- Addressing specific gaps
 - Information
 - Access
 - Transfer
 - Translation
 - Capability
 - Attitudes, perceptions, beliefs
- Risks identified
 - Conflicts of interest
 - Mission creep (low hanging fruit)
- Mitigating risks
 - Government employment – Enterprise Connect



- Leadership
 - Cornerstone for collaboration
 - Builds trust
 - Comes from business or higher education
 - Intermediary role critical in building collaborations
- Towards partnership
 - Longer term social and relational capital between sectors; people are important
 - Use of MOU's
 - between RLIs and business
 - Between governments and RLIs
 - ACT, Northern Territory
 - Success evolves

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Engagement Management



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- High level – leadership group
- Support forum
- Project based

- Less focus on immediate transactional value
- More attention to partnership
- Intermediaries assist in moving relationships from a transactions to a relational basis
- Government is not just a resource provider



Research and learning institutions

ANU

- Global research university – lift in research income and activity
- National purpose
- Other ...

University of Canberra

- Renewal; from 9,000 to 16,000 students
- Graduate School - Leaders
- University of Technology - Professional education
- UC College - Science/knowledge based training

CIT

- Para-professional training
- Competency based skills

CSU, ACU, RTOs

- Specialised programs (e.g. AIE)

Cultural & Heritage Institutions

- Capacity expansion
- New exhibitions, galleries
- Education, research

CSIRO

- Flagships
- Consolidate on Black Mountain

NICTA

- check

Industry

Priority industries

- Build capacity and capability
- Industry and professional association development initiatives and projects

Lead businesses

- Access to
- Infrastructure
- Transport, communications,
- Skills—ICT, engineers, etc
- Customers, through: exports, Government contracts, in-bound visitors
- Space to grow
- Efficient regulatory regimes

New and growing knowledge based businesses

- Start-up and venture finance
- Advice, mentoring
- New customers

Government

Sustainable population

- Housing, urban services and amenities
- Full employment

Industry development

- Strong focus on tourism
- Green economy industries

Business growth

- Particularly small business
- Innovation and entrepreneurship
- Research investments
- Lighthouse business incubator

High quality services

- K-12 education
- Health
- Community services
- Quality urban infrastructure

Integrity in urban planning

- Roads, subdivisions

Fiscal balance

Development Plans for Priority Industries

Collaboration Partnership Joint Venture