



SUMMARY FROM
THE INTERNAL
EVENT ON
KNOWLEDGE EX-
CHANGE 14 NO-
VEMBER, 2013





Results from the internal event on knowledge exchange 14 November, 2013

The internal event was organised by the Knowledge Exchange Committee in consultation with AU Forum for Knowledge Exchange and was held in the Lakeside Lecture Theatres.

The practical organisation was carried out by AU Knowledge Exchange and Operate A/S was responsible for facilitation on the day.

Presentations and other conference material is available at:
<http://conferences.au.dk/knowledgeexchange/>

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1. PURPOSE OF THE INTERNAL EVENT

The purpose of the internal knowledge exchange event was to "kick-start" the development of a common understanding of knowledge exchange at Aarhus University.

The primary objectives for the day were to:

- promote the university's many current knowledge exchange activities,
- create greater visibility and share more experiences relating to knowledge exchange activities,
- ensure a better basis for more coherence and prioritisation in the university's knowledge exchange,
- and create the foundation for the university's researchers to be able to meet colleagues who have specific experience of knowledge exchange activities.

The event must first and foremost contribute to the development of increased attention in relation to the value of knowledge exchange at Aarhus University and to the development of an interest in participating in knowledge exchange activities within research, education and talent development.

The expected results from the internal event were e.g. to:

- get a broader acceptance and understanding of knowledge exchange internally at Aarhus University,
- increase support for knowledge exchange,
- increase the number of knowledge exchange ambassadors,
- and accelerate the development of knowledge exchange activities.

Target group

The primary target group for the internal knowledge exchange event were the researchers at Aarhus University, both those who have many knowledge exchange activities in their portfolio, and those who are not yet engaged in this type of activity, but who would like input on how to begin.

The secondary target group were all the persons who in various ways (administratively) support activities that focus on knowledge exchange.

2. KNOWLEDGE EXCHANGE IN THE WORLD AROUND US

The conference opened with two presentations from Mick Wallis, Pro-Dean for Research and Innovation at the University of Leeds, and Professor Heideh Fattaey, Bio-X, Stanford University.

The messages from the two presentations are reproduced below:

Mick Wallis, Professor
University of Leeds

Title: “Creativity, culture, knowledge and exchange”

Take home messages from presentation:

- When working with complexity use dialogue as a strategy to catalyse change.
- Work towards complexity by seeking out opportunities for change
- At its best, knowledge exchange has not only a precise understanding of what each partner brings to the table and expects from it – ranging from business advantage to ethical outcomes – but also an openness to explore just what both knowledge and exchange might mean and be done.
- Engage not only business but also policy and community in knowledge exchange.
- Systemic thinking can result in deeply iterative knowledge exchange of complex issues

- Negotiate values by developing a reflective practice and trust
- Establish a Knowledge sharing management strategy that reduce barriers for exchange

Heideh Fattaey, Professor
Bio-X, Stanford University

Title: “Bio-X, Center for collaborations, discoveries and Innovations”

Take home messages from presentation:

- Ingredients for success include foundation of a faculty, research centre etc. chosen for their entrepreneurial spirit and proven record of collaboration across disciplines.
- Bring people together to exchange information, work together and to bring discoveries and innovation to fruition that would not be possible if scientists were to work in their individual silos.
- Establish strong support at the university senior management level to develop departments and schools that are committed to knowledge exchange
- Create a knowledge exchange community by stimulating on-going dissemination of project results, symposia, workshops, poster sessions and shared students

3. KNOWLEDGE EXCHANGE AT AARHUS UNIVERSITY

Two representatives from each of Aarhus University's four main academic areas gave a number of short presentations with examples of knowledge exchange and the inherent opportunities and challenges.

The main messages from the eight presentations are reproduced below:

Jeppe Bundsgaard, Assistant Professor,
Dept. of Education, AR

Title: Demonstration School Project – Exploring the role of educational media in socio-ecological systems

Knowledge exchange means: *“Knowledge sharing goes both ways”*

Take home messages from presentation:

- Be clear on what works for whom, how and under which circumstances given that we deal with:
 - Very complex interventions in very different contexts
 - Lots of different objectives in the same project
 - Lots of infrastructure
 - Lots of calendars!
- But it is great fun!

Britta Timm Knudsen, Assistant Professor,
Dept. of Aesthetics and Communication, AR

Title: RethinkIMPACTS 2017 –knowledge exchange from an ARTS perspective

Knowledge exchange means: *“When actors from different areas together create value, new insights, unprecedented opportunities”*

Take home messages from presentation:

- Culture is a central component in regional development
- Reinforce and change cultural processes through civic participation
- Culture has to be measured in new ways

Morten Foss, Senior Researcher,
iNANO, HE

Title: Translating science into technology: Strontium functionalised implants

Knowledge exchange means: *“Enhancing the impact of research and development on society in general”*

Take home messages from presentation:

- You need something to offer – just as important people need to know!
- Infrastructure (people, high-tech equipment)
- Basic research and applied research do not exclude one another
- Support the staff/students in developing ideas (Venture Cup/Intel Business Challenge/spin-out)

Henning Rud Andersen, Assistant Professor,
Dept. of Cardiology, AUH

Title: New heart valve implantation: From idea to clinical treatment

Knowledge exchange means: *“The process of transforming scientific result to clinical praxis”*

Mette Neville, Professor,
Dept. of Law, BSS

Title: Vidensforum for Små og Mellemstore Virksomheder – a Strategic Partnership

Knowledge exchange means: *“Co-operation with the corporate sector adds value to research projects and to the corporate sector”*

Take home messages from presentation:

- Background – backbone – lacks knowledge on SMEs
- Measures aimed at strengthening SMEs available – but knowledge is lacking
- Create knowledge that works, don't just see the problems, but create solutions that are well-tested

Claus Bo Andreasen, Senior Consultant,
DCA, ST

Title: Problem-orientated research in food and agriculture

Knowledge exchange means: *“Knowledge exchange is based on cooperation. It includes research, knowledge*

transfer and impartial advice”

Take home messages from presentation:

- Collaborate with small and medium sized businesses through:
 - Participation in international research and tenders
 - Matchmaking events
 - Congresses, workshops and technical seminars
 - Building clusters and networks

Hanne Bach, Director,
DCE, ST

Title: From science to policy advice - reporting greenhouse gas emissions based on science

Knowledge exchange means: *“Knowledge exchange leading to valuable policy advice must be based on science”*

Take home messages from presentation:

- Benefits; improvement of methods and knowledge for the subject. Synergies with other policy areas such as implementation of the Water Framework Directive.
- Challenges; expectations may not materialize. Research results may be experienced as a pain rather than appearing helpful.

Anders Grosen, Professor,
Dept. of Economics and Business, BSS

Title: The Danish Journal Finans/Invest as a link between theory and practice

Knowledge exchange means: *“Theory as the best basis for practice and the freedom to express views is the cornerstone in fruitful knowledge exchange”*

4. BARRIERS TO KNOWLEDGE EX- CHANGE

The conference's afternoon sessions focused on identification of current barriers to knowledge exchange at the university as well as proposals for solutions that can create more knowledge exchange with companies, government agencies and institutions and civil society in a broad sense.

The result of the afternoon sessions should be seen as summaries of the dialogue between the conference participants and prioritisation of the most significant challenges for which solutions should be found.

The participants identified the following major barriers to knowledge exchange at Aarhus University:

- It's difficult to measure results. And how should the benefits that society gains by collaborating with academia be measured? Until now, researchers are mainly evaluated on their publications and not credited for their collaboration with external parties. Is it at all possible to measure and visualize the value that will end up being the outcome of a collaboration process by using currency?
- Therefore, as it is now, it's better for the researcher to work in basic research; this is a better career path.
- There is a lack of structured forums, both internal and external that can help embed collaboration across sections. It seems as if there is a lack of institutional recognition and support of collaboration with external parties at Aarhus University. The organization of divisions at Aarhus University is unclear, especially for people outside the university.
- It seems as if there isn't much experience on how to collaborate with external parties at Aarhus University.
- The lack of a mutual cultural understanding of the differences in business and academia can hinder collaboration.
- A trust in the value of complex processes without a well-defined goal has to be created. This is important both for researchers and the partner in order to have a successful collaboration.
- But there is a lack of time to meet up without any expectations on the outcome. Researchers have to make appointments in their spare time.
- Finances are also a barrier – both funding for research and getting paid for the preliminary process.
- Researchers fear the loss of research integrity when collaborating with external parties.

5. WHERE SHOULD WE ACT? PROPOSALS FOR SOLUTIONS

During the conference's second afternoon session the conference participants were asked to focus on solutions that could promote the university's knowledge exchange. The basis for this were the most significant barriers that were identified in the first afternoon session.

The following proposed solutions were identified during the afternoon session:

- The collaboration with industry and authorities should be acknowledged. Somehow researchers and the university should be rewarded differently than just on publications. Aarhus University should take the lead in creating a new way of valuating collaboration as a form of research work.
- A suggestion is to create a KE-index (knowledge exchange) similar to the H-index. It could be based on the number of projects, economic volume and different external parties. Furthermore it has to be internationally acknowledged.
- Departments at Aarhus University should be awarded for their knowledge exchange activities. This would make it possible for researchers to allocate time.
- Restructuring the time planning of researchers:
 - Time for teaching
 - Time for research
 - Time for sharing knowledge and building collaboration with the civil society
- Aarhus University should hire people with the skill set for generating collaborations and make knowledge exchange an acknowledged (fourth) criteria when employing researchers.
- Knowledge Exchange should be mandatory and reported annually.
- Society should be involved in the research collaboration with the goal of creating ownership.
- Have someone from the research support unit be in the department twice a week. This would make it easier to find the needed support.
- Create a "dating-service" between AU and companies which could help partners find each other.
- Expand the use of the AU Alumni – using Alumni as a point of entry to companies.
- Marketing of knowledge exchange could be done through case stories telling the great successes achieved through collaboration. The entrepreneurial researchers should be celebrated and made role models.
- Aarhus University could provide researchers with internships with external parties in order to learn how business functions. Furthermore competency development on knowledge exchange and collaboration processes is warmly welcomed.



"The best way to have a good idea is to have a lot of ideas"