

Developing and Maintaining Partnerships

David Monks

NC Agricultural Research Service

College of Agriculture and Life Sciences

NC State University

NC State University

Three Pillars of CALS Strategic Plan

- CALS will be a world leader in addressing grand challenges in food, agriculture, energy and the environment.
- CALS will promote college-wide culture of partnership-driven, integrated and interdisciplinary teams that are recognized for solving local, state, and global grand challenges.
- CALS will create public-private partnerships that enhance college programs, capacity and infrastructure which will enable the university community and stakeholders to prosper.

Partnerships

- Dean Linton brought a spirit of collaboration and partnership.
- Directors (Research, Extension and Academic Programs) in CALS are very collaborative and are partners in supporting the mission of the College. Everyone in CALS administration has a part.
- Strong partnership with the College of Agriculture and Life Sciences, NCDA&CS and NC Farm Bureau.
- Strong passionate diverse commodity state (over 90 Commodity Associations in NC).
- North Carolina is a rich fertile area (companies, associations, universities, etc) for partnerships.

NCARS Team



Steven Lommel
Associate Dean for
Research, CALS
and Director of NCARS



David Monks
Associate Director



Becky Boston
Assistant Director



Loren Fisher
Assistant Director
and Compliance and
IP Manager



Deborah Thompson
Director of Research
Partnerships



Natalie Hummel
Assistant Director
and Director of NC State
Research Stations and University
Field Labs



Stephen Briggs
Launch Director
NC Plant Sciences Initiative



Geoffrey Bock
Project Manager
NC Plant Sciences Initiative



Christy Sandy
Grant Proposal Developer



Erin Meyer
Director, Agriculture
Related Foundation



Cindy Conyers
Executive Assistant



Laina Stensvold
Administrative Support Specialist

Two Types of Partnerships (others exist)

- Commodity Associations
- Private industry

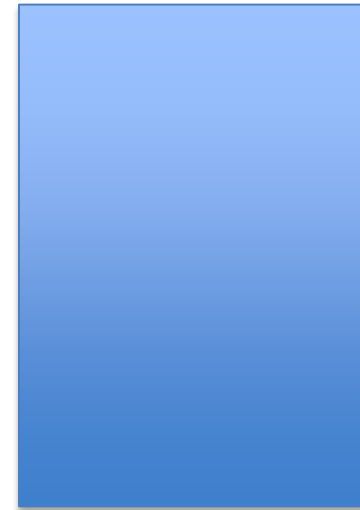
Commodity Partners



David Monks
NCARS
(director, sp)



Loren Fisher
NCARS
(tt, tob)



Associate Director
of Extension

Commodity Liaisons

Commodity Liaisons

- Liaisons are their primary daily contact.
- Maintain a relationship with each commodity association.
 - Includes developing relationships with new board members and executive directors..
 - Each liaison is responsible for research, extension and academic program related topics.
- Manage issues related to the University and our College and anticipate those issues.
- Partner with them on addressing or solving their issues.
- Work with them on developing funded research projects, gifts, endowments.
- Manage their grant program (RFP, reports, etc).
- Match faculty projects leaders with their research needs.
- Work with them on their annual meetings and field days.
- Work with them on their student scholarship programs.

Private Industry Partnerships

- NCARS hired a Director of Research Partnerships.
- Focus every day on new and existing research partnerships in industry.

Qualities of a Good Industry Partnership Developer



Deborah Thompson
NC State CALS
Director of Research Partnerships

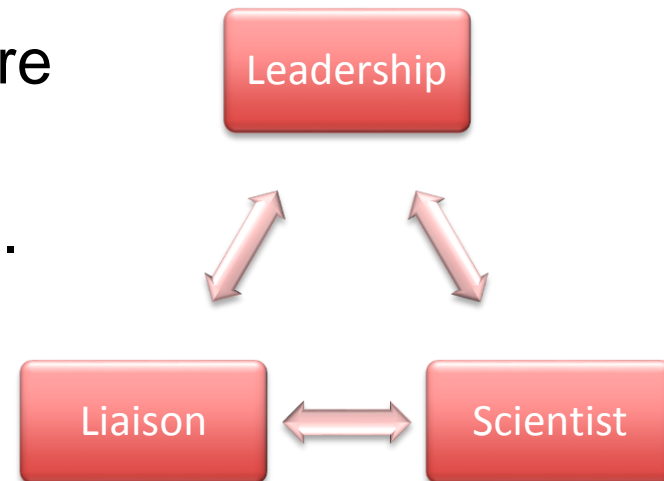
- Scientific background-builds credibility with faculty.
- Sensitive to when to get involved and when to keep their hands off.
- Follow the faculty. Not every industry partnership is the right fit for NC State.
- Avoid Faculty Fatigue, which happens when you ask faculty to meet with industry and can't show any benefit after repeat meetings.
- Build trust with industry partners.
- Don't lose sight of the university role in economic development.

Dedicated Research Partnership Developer

- Build new industry relationships; maintain and expand existing relationships.
- Represent faculty interests; reach out to partners on behalf of faculty.
- Represent the industry partner to our faculty.
- Free up faculty time to do the Research, Teaching and Extension that we hired them to do.

Best Practices

- Allow time to build and maintain a relationship. Trust is not built in a day.
- Partnership works best when three things are in place:
 1. A charge from leadership to collaborate.
 2. Scientist to scientist enthusiasm.
 3. Dedicated partnership developers (university and industry).
- A site visit is not enough. Follow up, Follow up, and Follow up again.
- Know your appropriate university liaisons and the appropriate contact with industry.



Focus on the Relevant Faculty

“I don’t want industry support for my program.”

“I have all the industry partners that I need and the relationship is going well.”

“I am interested in industry partnership but don’t have time or don’t know how to get it.”

“Dating” Model of Partnership Development



- Start with meeting potential partners on all three points of the triangle: workforce development, philanthropy, research interests. Possibilities- student scholarship, assistantships, internships; materials transfer agreement, testing agreement, etc.
- Build trust. Build a relationship.

As you build trust

- Expand the partnership.
 - Master agreements
 - Infrastructure
 - Large collaborative research projects

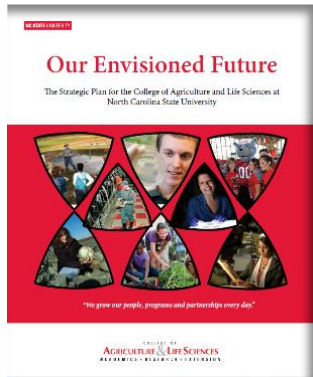
Challenges

- Faculty often promise or negotiate favorable terms with companies that administration cannot accept or offer research results in return for a gift.
- University is seen as being slow and creating bureaucratic road blocks.
- Decision makers with many corporations often change.
- Consolidation in Big Ag, leading to lack of clarity on budgets and research strategy.
- Many budget holders for the large multinational agbio companies are overseas.
- Industry typically does not want to pay overhead on sponsored research projects.
- Industry does not want to be seen as merely a “pocketbook” for the University.
- Industry says they want to get involved in early stage projects but when presented with early phase research they often find it “too basic.”
- Companies often desire ownership of IP.

NC State Plant Sciences Building



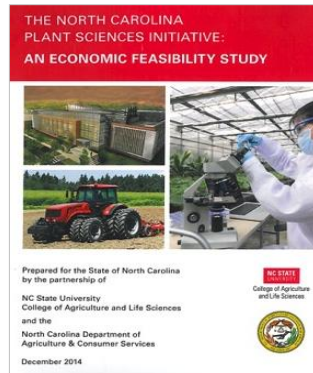
NC Plant Sciences Initiative Journey



2013
Strategic Plan¹



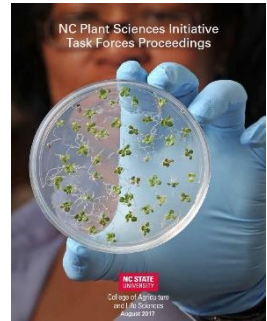
NC STATE UNIVERSITY
Support
\$5M University



2014
PSI Economic Study²



2015-2016
\$9M 44 NC Commodities Assoc.
\$85M Connect NC Bond³
\$45M Golden LEAF Grant⁴



2017
Launch Director Hired:
Stephen Briggs
PSI Task Forces Report