



Knowledge Mobilization in Action Presentation to SSHRC

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Overview

- Harris Centre Mandate, Vision & Values
- Knowledge Mobilization: Harris Centre Perspective
- Knowledge Mobilization: Programs & Initiatives
- The Harris Centre as Broker
- Conclusion: Key Lessons
- Knowledge in Motion 2008!
- Future Partnership Opportunities?



Harris Centre Mandate

- Coordinate and Facilitate the University's Activities Relating to Regional Policy and Development
- Advise on Building the University's Capacity
- Identify Priority Themes and Projects relating to:
 - Teaching
 - Research
 - Outreach



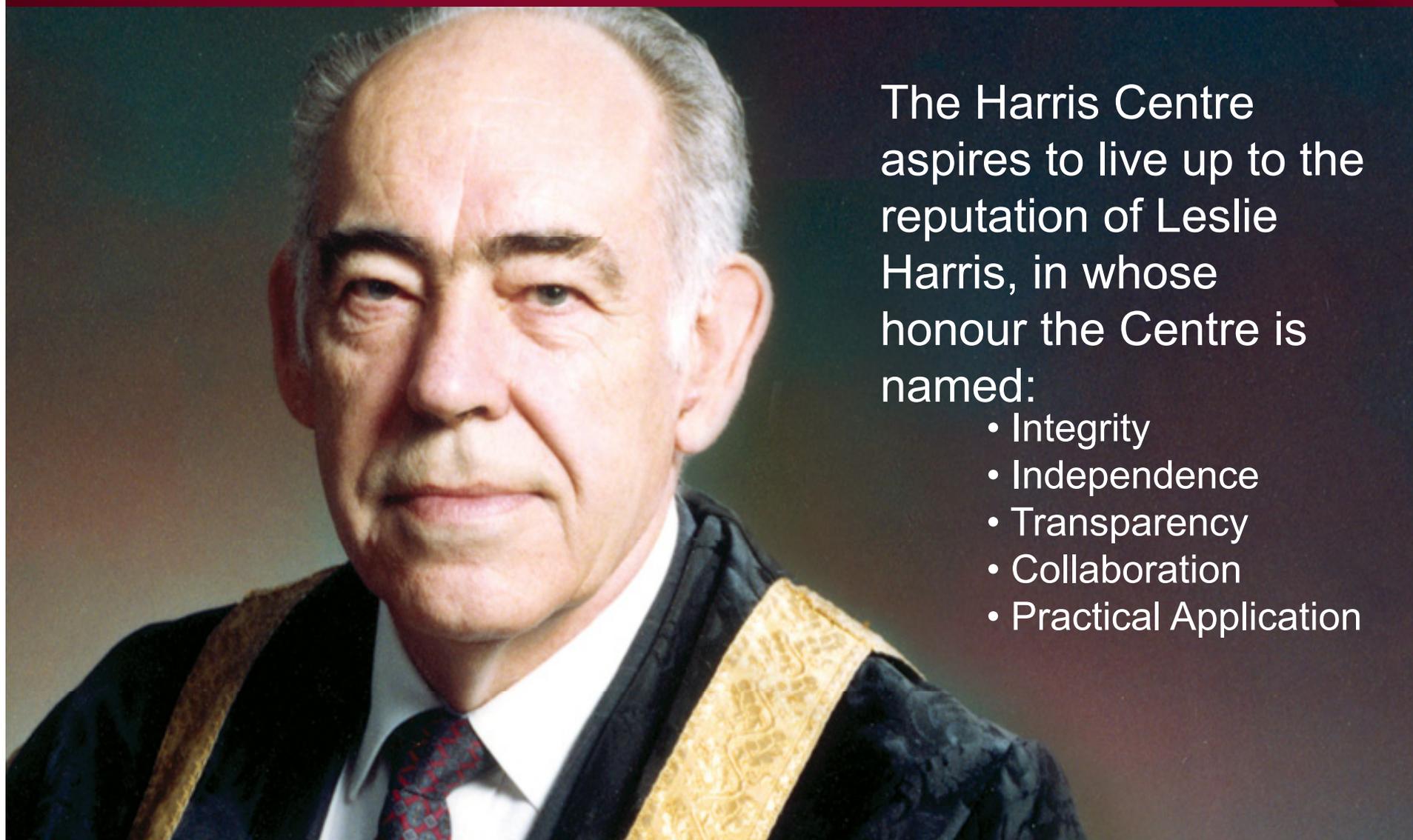
Vision



The Harris Centre's vision for Newfoundland and Labrador is of a vibrant democracy with informed citizens actively engaged in realizing a prosperous and sustainable society which values individual and collective responsibility for decision-making and development true to our unique culture and identity.



Harris Centre Values



The Harris Centre aspires to live up to the reputation of Leslie Harris, in whose honour the Centre is named:

- Integrity
- Independence
- Transparency
- Collaboration
- Practical Application



2008-2009 Strategic Goals

Goal 1: Research

Stimulate more research in regional policy and development

Goal 2: Education

Stimulate education in regional policy and development at Memorial University

Goal 3: Outreach

Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Goal 4: Capacity

Establish Memorial University as a recognized centre of excellence in regional policy and development

Goal 5: Operations

Establish Harris Centre operations for long-term success

Projects, Presentations and Regional Workshops

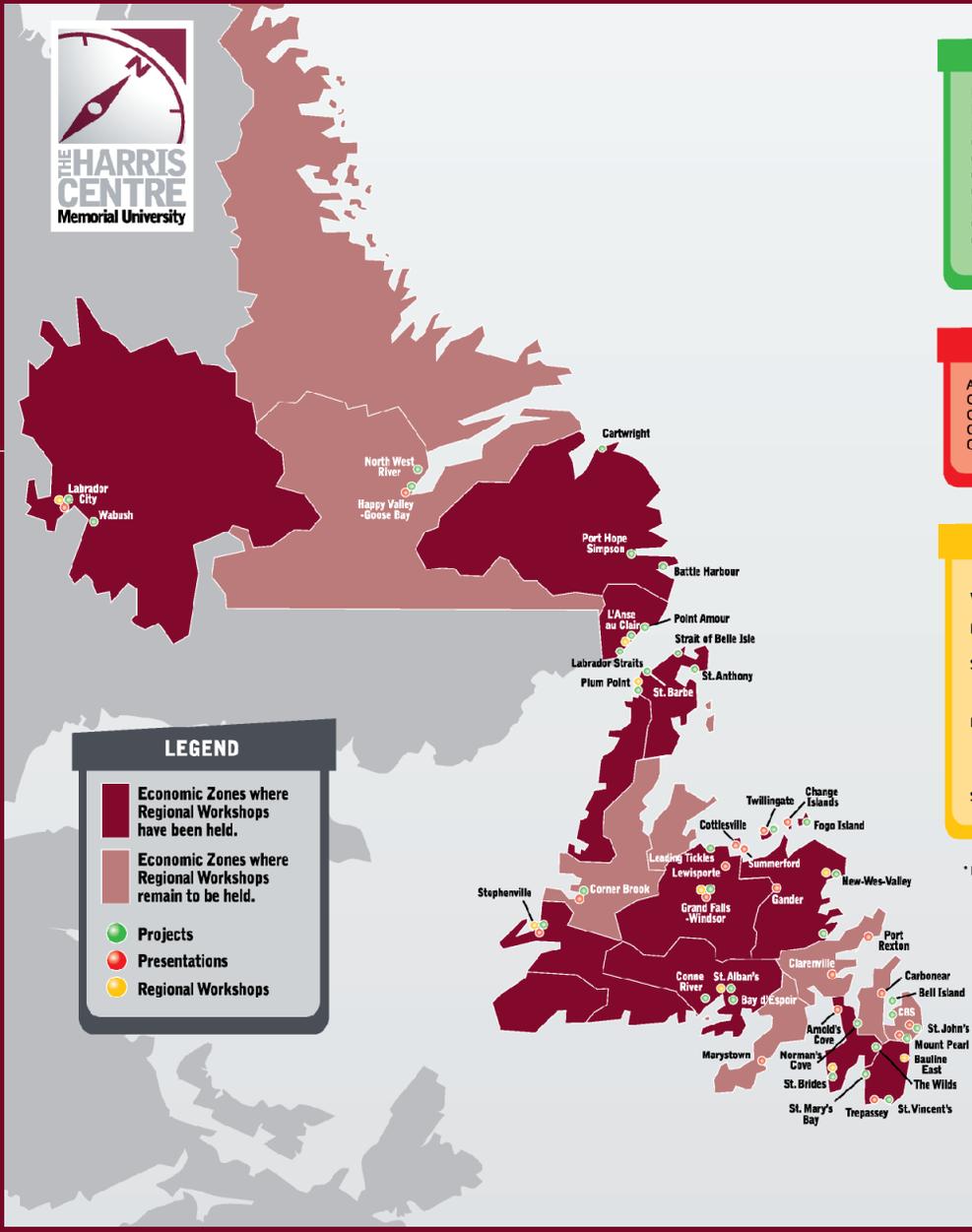


PROJECT LOCATIONS TO DATE*			
Battle Harbour	Happy Valley, Goose Bay	Plum Point	Stephenville
Bay d'Espoir	L'Anse au Clair	Point Amour	Strait of Belle Isle
Bell Island	Labrador City	Port Hope Simpson	Terra Nova National Park
Cartwright	Labrador Straits	St. Alban's	Twillingate
Conception Bay South	Leading Tickle	St. Anthony	Wabush
Conne River	Mount Pearl	St. Barbe	Wilds, Salmonier
Corner Brook	New-Wes-Valley	St. Bride's	Limestone Barrens on the Northern Peninsula
Fogo Island	Norman's Cove	St. John's	
Gilbert Bay	North West River	St. Mary's Bay	
Grand Falls-Windsor	Ocean Sciences Centre	St. Vincent's	

PRESENTATION LOCATIONS TO DATE*			
Arnold's Cove	Cottlesville	Labrador City	St. John's
Carbonear	Fogo Island	Lewisporte	Stephenville
Change Islands	Gander	Marystown	Summerford
Clarenville	Grand Falls-Windsor	Mount Pearl	Trepassey
Corner Brook	Happy Valley - Goose Bay	Port Rexton	Twillingate

REGIONAL WORKSHOP LOCATIONS TO DATE*			
Workshops held during 2006-07 are shown in bold.			
Workshop	Partners	Workshop	Partners
New-Wes-Valley	Kittiwake Economic Development Corporation	St. Bride's	Avalon Gateway Regional Economic Development Board
Stephenville	Long Range Regional Economic Development Board	Plum Point	RED Ochre Regional Board
	Marine and Mountain Zone Corporation		Nordic Economic Development Corporation
L'Anse au Clair	Labrador Straits Development Corporation	Labrador City	Hyron Regional Economic Development Corporation
	Southeastern Aurora Development Corporation	Bauline East	Irish Loop Regional Economic Development Board
St. Alban's	Coast of Bays Corporation	Grand Falls-Windsor	Exploits Valley Economic Development Corporation

* Note: Details on activities will be available on the Memorial University Regional Inventory (MURI) at www.mun.ca/harriscentre being launched in spring 2008.

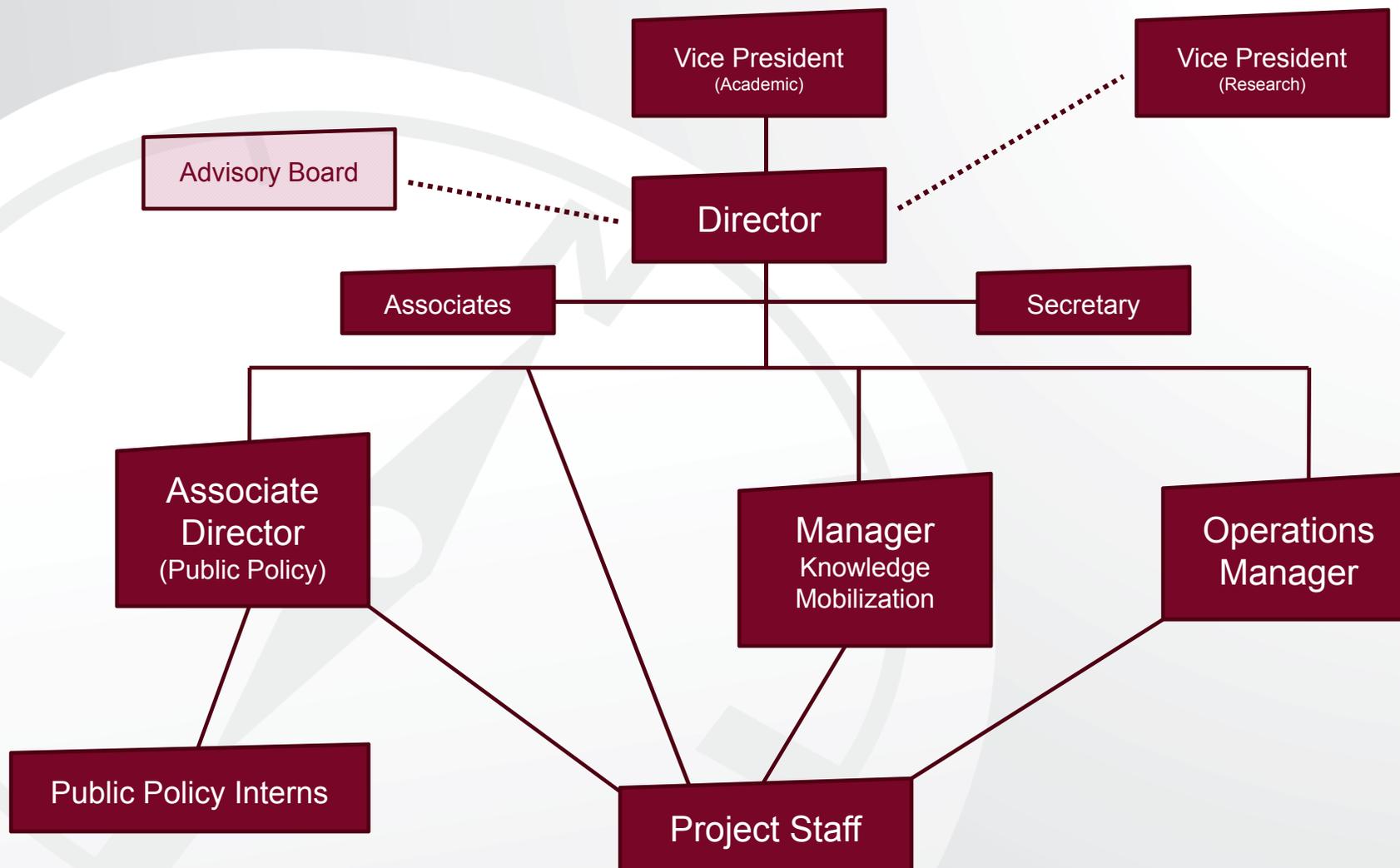


LEGEND

- Economic Zones where Regional Workshops have been held.
- Economic Zones where Regional Workshops remain to be held.
- Projects
- Presentations
- Regional Workshops



Harris Centre Structure





Knowledge Mobilization:

Harris Centre Perspective



- What is Knowledge Mobilization?
 - Engage stakeholders to define issues / needs / opportunities;
 - Involve partners in knowledge generation;
 - Ground-truth findings to inform conclusions;
 - Dissemination / application have many champions...



Knowledge Mobilization:

Harris Centre Perspective

- Engagement more than Dissemination
- Increase Memorial's accessibility
- Intermediary: linking policy makers & practitioners with faculty, students and staff
- Evidence-informed decision making
- Creating/fostering networks (collaborative)
- Processes to facilitate KM;
- Action oriented
- Communications / Recognition



Harris Centre

Knowledge Mobilization Programs and Initiatives



- Public Presentations
- Invitation-only Sessions
- Targeted Research Funding
- Knowledge Exchange
- Packaging Research to Meet Needs
- Regional Workshops
- New Opportunity Identification: “one-pagers”
- On-line Inventory



Public Presentations (1)

- Galbraith Lecture
 - Annual, Public Policy, External Prominent Speaker
 - Public Presentation / Q&A / associated lectures, class visits
 - Media attention / buzz
 - Web cast (e-mail questions) / video on website / transcript produced (some as report)
- Memorial Presents
 - MUN presenter, 3 panelists (MUN & community), Q&A
 - Web cast / Cable TV (some) / e-mail questions
 - 3 annually St. John's; 1 at Grenfell College (Corner Brook); 4 with Regional Workshops

Public Presentations (2)

Key lessons

- Communicating to public is not easy: dry run (except Galbraith)
- Need champions from university, but must be able to present well, and address issues of public interest
- Media relations takes work, know how and dedicated resources
- Use evaluations; put results on web site
- Protect integrity / independence



Invitation Only Sessions

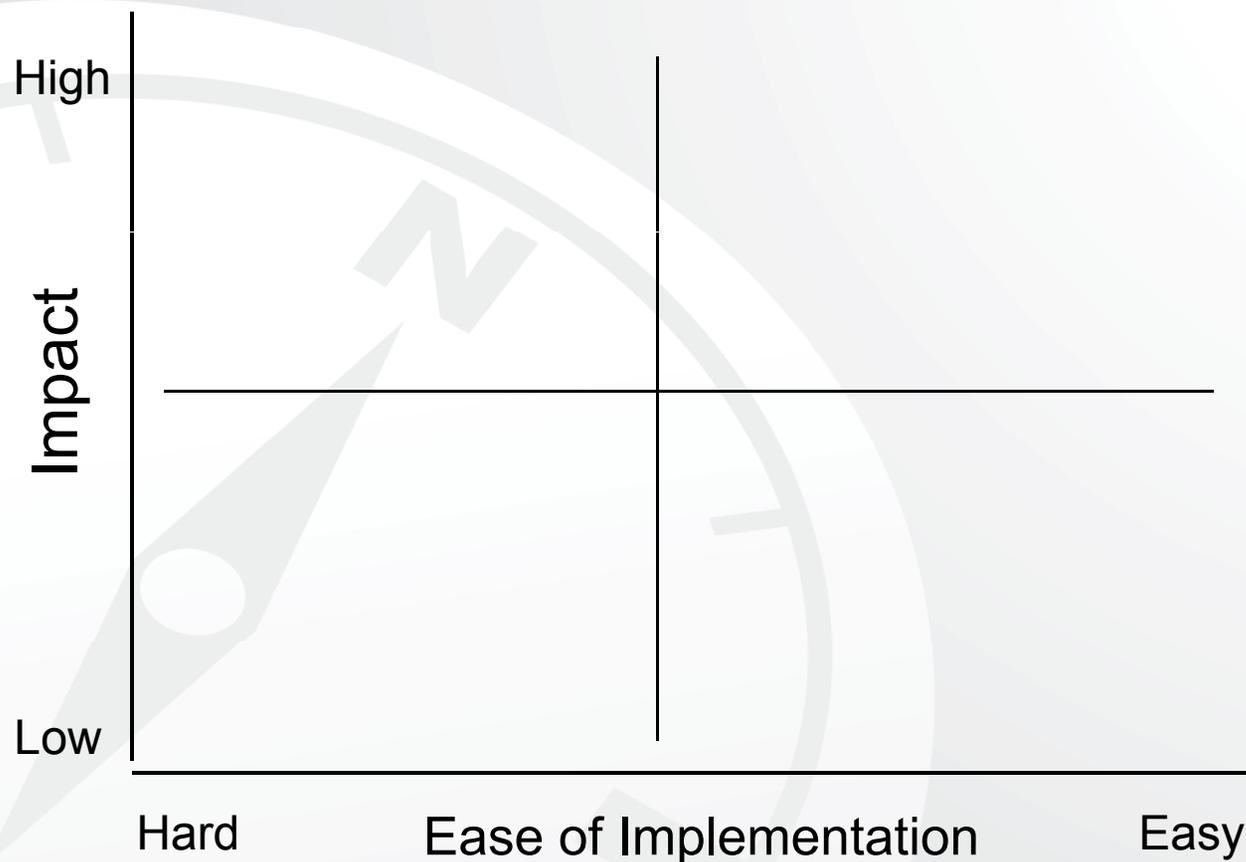
- Ministerial Consultations
- “Synergy Sessions”
 - MUN speaker with external partner
 - Lunchtime session; 20 minute presentation; round table discussion
 - Monthly (2 at Grenfell)
 - Speaker invitation list, supplemented with Harris Centre list: 15-40 attend
 - Public servants, industry, community, college, university
 - Not for attribution



Targeted Research Funding (1)

- Harris Centre Applied Research Fund
 - \$ 100,000 per year (fed-prov); \$15,000 per project (max.)
 - RFP; MUN applicants only; 6 page application; decision within 2 weeks; 1/3 up front, 1/3 mid-way (milestone), 1/3 upon completion (staging negotiable)
 - Regional policy / development applied research; seed new / leverage existing
 - Harris Centre committee; not peer review but potential / benefits for application: impact vs. ease of implementation

Ranking Applied Projects





Targeted Research Funding (2)

- Partnership Research Funding Agreements
 - Strategic Partnership Initiative (SPI)
 - Provincial Gov't.-Business-Labour
 - Leverage faculty through students; build capacity
 - Student research on provincial competitiveness: undergrad.=\$2,500; grad.=\$5,000
 - Selection committee: Harris Centre with SPI partners
 - DFO Marine Protected Area (MPA) Collaborative Research Agreement
 - Federal Dept. of Fisheries and Oceans
 - Faculty & Student research
 - Selection committee: DFO



Targeted Research Funding (3)

Common approaches/lessons:

- Response to RFP: not directed research
 - Retains independence while harnessing funding within broad definition of focus
- Researcher must provide report for distribution, do one presentation (if requested), and do lay summary
- Researcher retains IP under normal institutional policy; not Harris Centre or funder (shared IP under DFO Collaborative Research Agreement)
- Knowledge Mobilization approaches
 - Website / Printed report / News Release / News Conference
 - Memorial Presents / Synergy Session
 - Targeted workshop / “Journalist process”



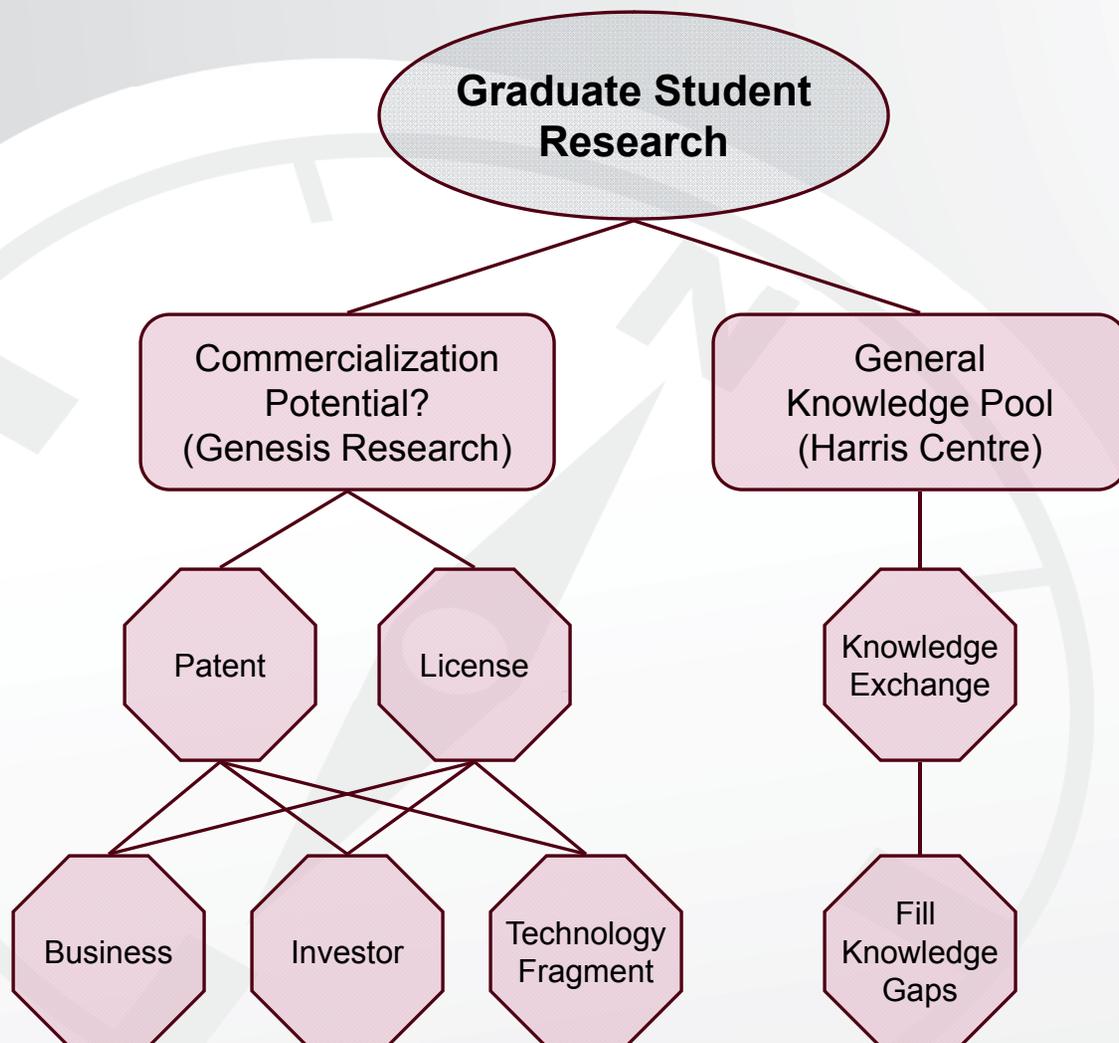
Graduate Student - Industry

Knowledge Exchange (1)

- Identify grad. student research and matchmake with firms, industry associations, government, etc.: funding, data, jobs!
- Year 1: Science & Tech with application potential in NL
 - RFP to present at half-day session
 - Selection committee with industry & gov't
 - Dry run of presentations
 - 10 minute presentations, Q&A, networking
- Year 2: partner with Oceans Advance, ocean technology cluster
 - 2 grad students hired, to collect / write research “lay summaries”
 - Industry leaders present to grad students
 - Committee reviews lay summaries, identifies potential firms, brokers meetings

Graduate Student - Industry

Knowledge Exchange (2)



Year 3:
KIS Proposal
“The Graduate Student Research Commercialization Project”



Graduate Student - Industry

Knowledge Exchange (3)

Key Lessons

- Industry / Government partners own the process, with grad students
- Dean of Grad Studies a champion
 - Funding support for grad students
 - Realizing systemic barriers: faculty communications / protectiveness; focus on research & publication, not application and networking
- Grad Student networks / buzz / champions
- Establish evaluation to measure results



Packaging Research

to Meet Needs (1)



Knowledge Impact In Society (KIS) Program: “Mobilizing Knowledge for Sustainable Regions in NL”

- Harris Centre, College of the North Atlantic, and the Rural Secretariat and its nine Regional Councils
- Matches planning needs with existing research at Memorial & CNA
- 50 Grad Students in 3 years
- Over 500 “Lay Summaries” collected
- Follow up workshops, presentations, info briefs by social science researchers



Regional Workshops (1)

- 4 per year: Labrador; Western, Central, Eastern Newfoundland
- Partner with Regional Economic Development Boards as local coordinator
 - Community picks date and location
- 1st night:
 - “Memorial Presents” on topic selected by region
- Next day:
 - a.m. - What is Memorial doing here now?
 - Teaching, research, outreach
 - p.m. - What else could Memorial be doing?
 - New opportunity brain storming
- Explore ways of creating sustainable social and economic regions and identify new opportunities for collaboration



Regional Workshops (2)

- Key lessons:
 - Faculty, Staff & Students love them
 - (those that come; word spreads)
 - Senior Administration buy-in
 - Logistics, logistics, logistics
 - Community is incredibly grateful for effort, but...
- Expects follow up:
 - Report on workshop to all participants & on web site
 - Follow up working meeting to identify priorities for new opportunities
 - One-pager process / tracking
 - (green, yellow, red light)



One-pager tracking

- One-pager template completed by client; must have local contact for follow up
- Harris Centre edits
- Circulate electronically: VPs, Deans, Directors, faculty; “please forward...”
- Harris Centre as broker/navigator; facilitate if needed; project manage if must
- One pagers not only from workshops: calls, e-mails requesting support
 - Facilitates process; follow up is still a “contact sport”



Memorial University

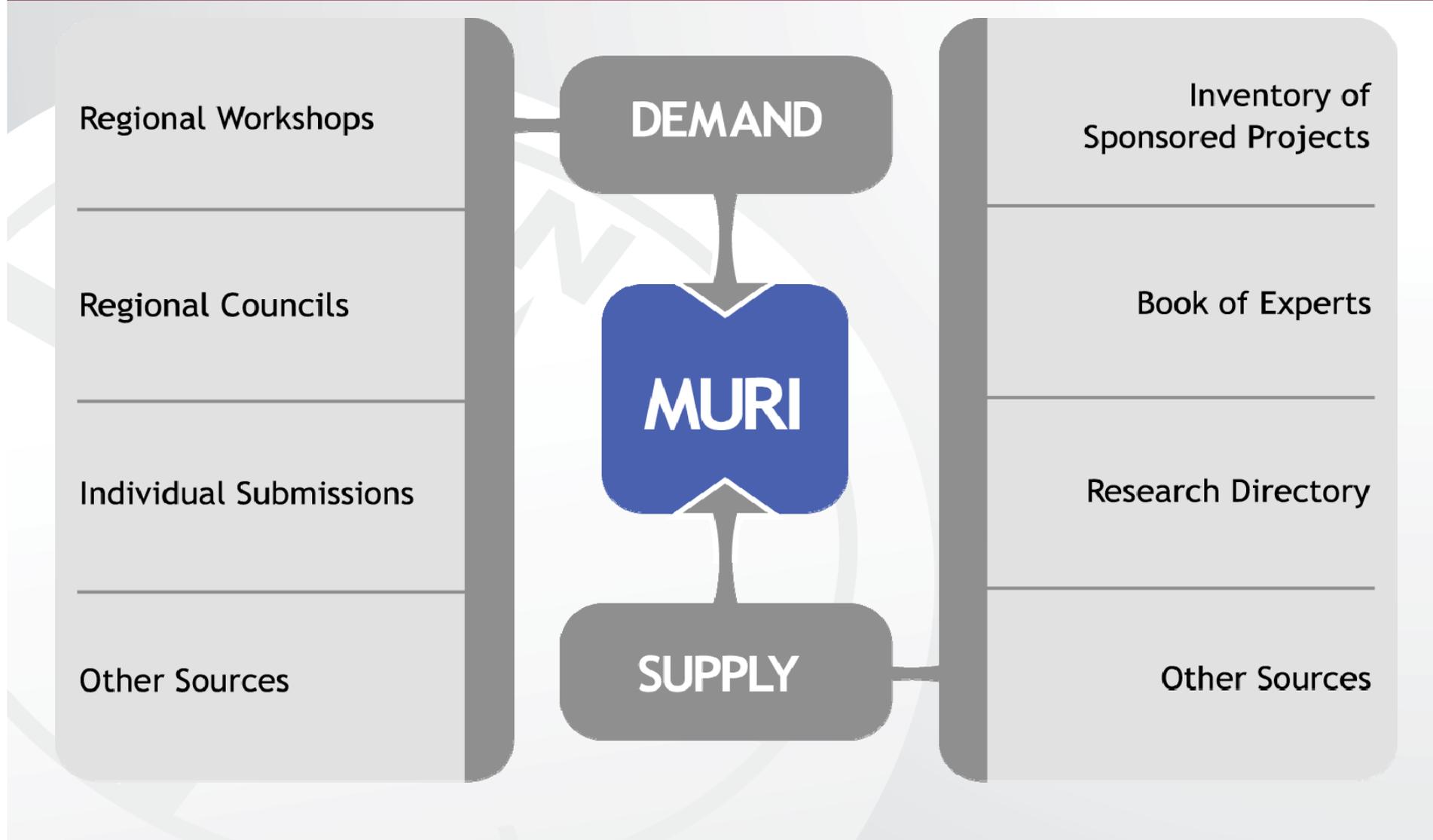
Regional Inventory (MURI)



- Archive & Marketplace: matching regional development needs with Memorial teaching, research and outreach.
- A tool to develop linkages
 - Internet-based query tool
 - Multiple search capabilities
 - Geographic applications
- Builds Capacity
 - Creates opportunities for connecting inside out & outside in



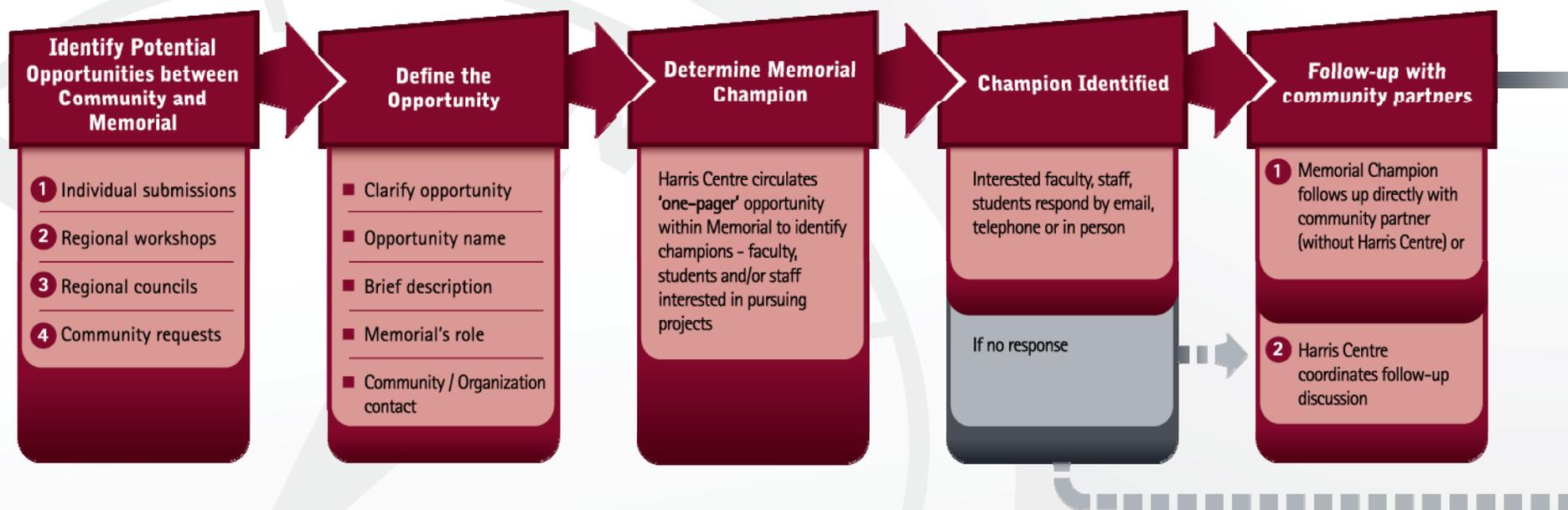
The Vision for MURI





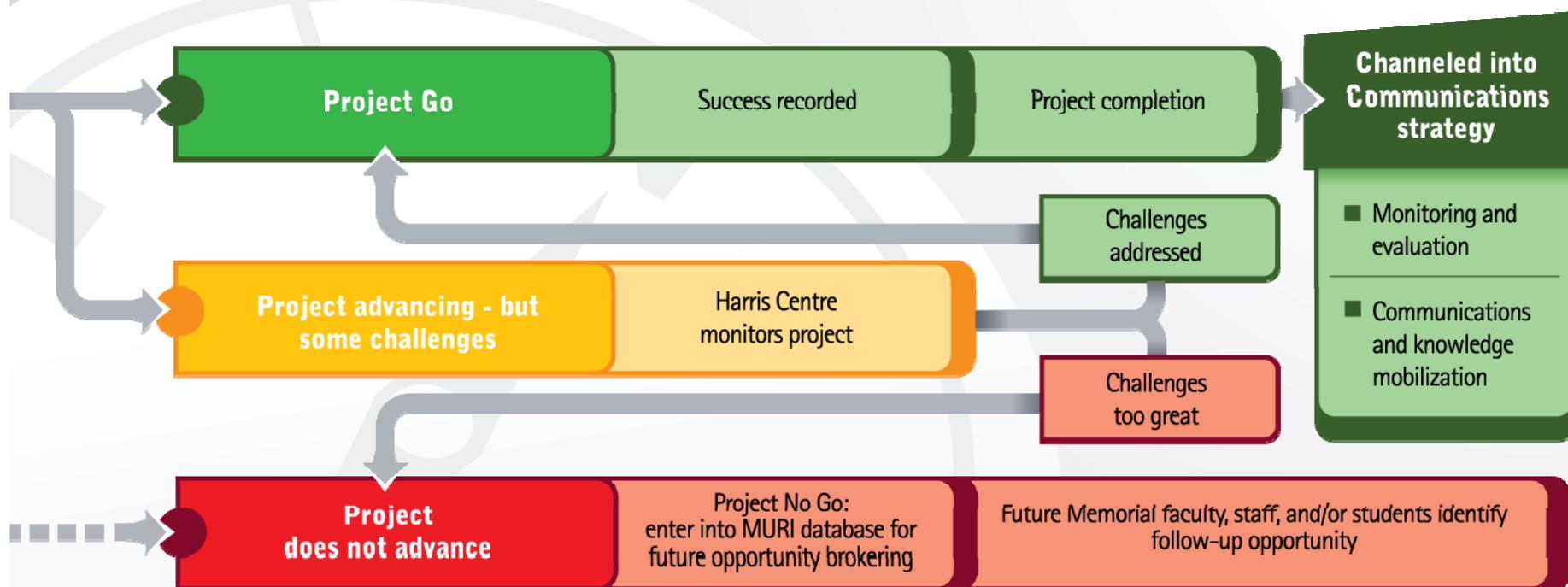
One Pager Process (1)

Follow-up Process for New Opportunities



One Pager Process (2)

Project Stages





The Harris Centre as Broker

- Knowledge Brokering Mirrors Marketing Function
- Need to Identify 3 Components:
 - Demand: research, teaching, outreach “pull”
 - Supply: Memorial capacity to deliver; “push”
 - Champions: make it happen
- Clarify roles: Lead / Partner / Support
- Clarify commitments and implementation
 - Contract Management / Project Management
 - Monitoring and Evaluation
- Communicate!



Knowledge Mobilization:



Final Thoughts / Lessons

- Never overestimate capacity of community partners (and don't be surprised by lack of capacity of others, e.g. government, private sector, etc.)
- Communicate in terms appropriate to audience; create informal / accessible “spaces”; “architecture of the invisible”
- Run with Champions, internal and external
 - Many in university will never buy in, nor should they
 - Nothing succeeds like success: communicate successes



Mark your calendars

Knowledge in *MOTION*/08

October 16-18, 2008 / St. John's, Newfoundland, Canada

**Exploring the Role of Higher Education
Institutions in Regional Development. & Knowledge Mobilization - Learning
What Works Best, From Each Other.**

The Leslie Harris Centre of Regional Policy and Development, Memorial University of Newfoundland is hosting an International Conference of interest to all those committed to:

- Fostering regional development by applying knowledge and innovation generated by higher education institutions.
- Sharing techniques, processes and best practices for linking research, teaching and outreach with communities, businesses, governments and non-governmental organizations.

If you are interested in partnering, contributing papers, or attending, contact David Yetman, Manager of Knowledge Mobilization, at dyetman@mun.ca.





Comments? Questions?
Opportunities for new
partnerships?