Knowledge Mobilization in Action
Presentation to SSHRC
Rob Greenwood & Mike Clair
Ottawa - February 14, 2008
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
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.
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**
- Bottle Harbour
- Bay of Exploits
- Bell Island
- Conception Bay South
- Conne River
- Corner Brook
- Fogo Island
- Grand Falls-Windsor
- Happy Valley-Goose Bay
- l’Ame au Clair
- Labrador City
- Labrador Straits
- Moil
- New-Water
- North West River
- Port au Port
- Placentia
- Placentia Bay
- Placentia
- Red Bay
- St. John’s
- St. Mary’s Bay
- St. Vincents
- Stephenville
- Twillingate
- Tors Cove
- Torbay
- Woody Point

**PRESENTATION LOCATIONS TO DATE**
- Annual Core
- Change Islands
- Clarenville
- Corner Brook
- Conne River
- Conception Bay South
- Fogo Island
- Grand Falls-Windsor
- Happy Valley-Goose Bay
- Labrador City
- Port au Port
- Placentia
- Placentia Bay
- Placentia
- Red Bay
- St. John’s
- Stephenville
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- Tors Cove
- Torbay
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**REGIONAL WORKSHOP LOCATIONS TO DATE**
- Workshop: New-Water-Vale
  - Partners: Kittiwake Economic Development Corporation
- Workshop: Stephenville
  - Partners: Long Range Regional Economic Development Board
- Workshop: l’Ame au Clair
  - Partners: Mariner and Mountain Zone Corporation
- Workshop: St. Alban’s
  - Partners: Coast of Bays Corporation
- Workshop: St. Bride’s
  - Partners: Avalon Gateway Regional Economic Development Board

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

- 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

Impact

High

Low

Ease of Implementation

Hard

Easy
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”
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
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
One Pager Process

Follow-up Process for New Opportunities

1. Identify Potential Opportunities between Community and Memorial
   - Individual submissions
   - Regional workshops
   - Regional councils
   - Community requests

2. Define the Opportunity
   - Clarify opportunity
   - Opportunity name
   - Brief description
   - Memorial’s role
   - Community/Organization contact

3. Determine Memorial Champion
   - Harris Centre circulates ‘one-pager’ opportunity within Memorial to identify champions - faculty, students and/or staff interested in pursuing projects

4. Champion Identified
   - Interested faculty, staff, students respond by email, telephone or in person
   - If no response

5. Follow-up with Community Partners
   - Memorial Champion follows up directly with community partner (without Harris Centre) or
   - Harris Centre coordinates follow-up discussion
One Pager Process

Project Stages

1. **Project Go**
   - Success recorded
   - Project completion

2. **Project advancing - but some challenges**
   - Harris Centre monitors project

3. **Project does not advance**
   - Project No Go: enter into MURI database for future opportunity brokering

4. **Channeled into Communications strategy**
   - Challenges addressed
   - Challenges too great
   - Monitoring and evaluation
   - Communications and knowledge mobilization

   Future Memorial faculty, staff, and/or students identify follow-up opportunity
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?