

THE  
LESLIE  
HARRIS  
CENTRE  
OF REGIONAL  
POLICY AND  
DEVELOPMENT

# The Harris Centre: Knowledge Mobilization in Action

## Presentation to Springboard

Moncton, N.B.  
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Director

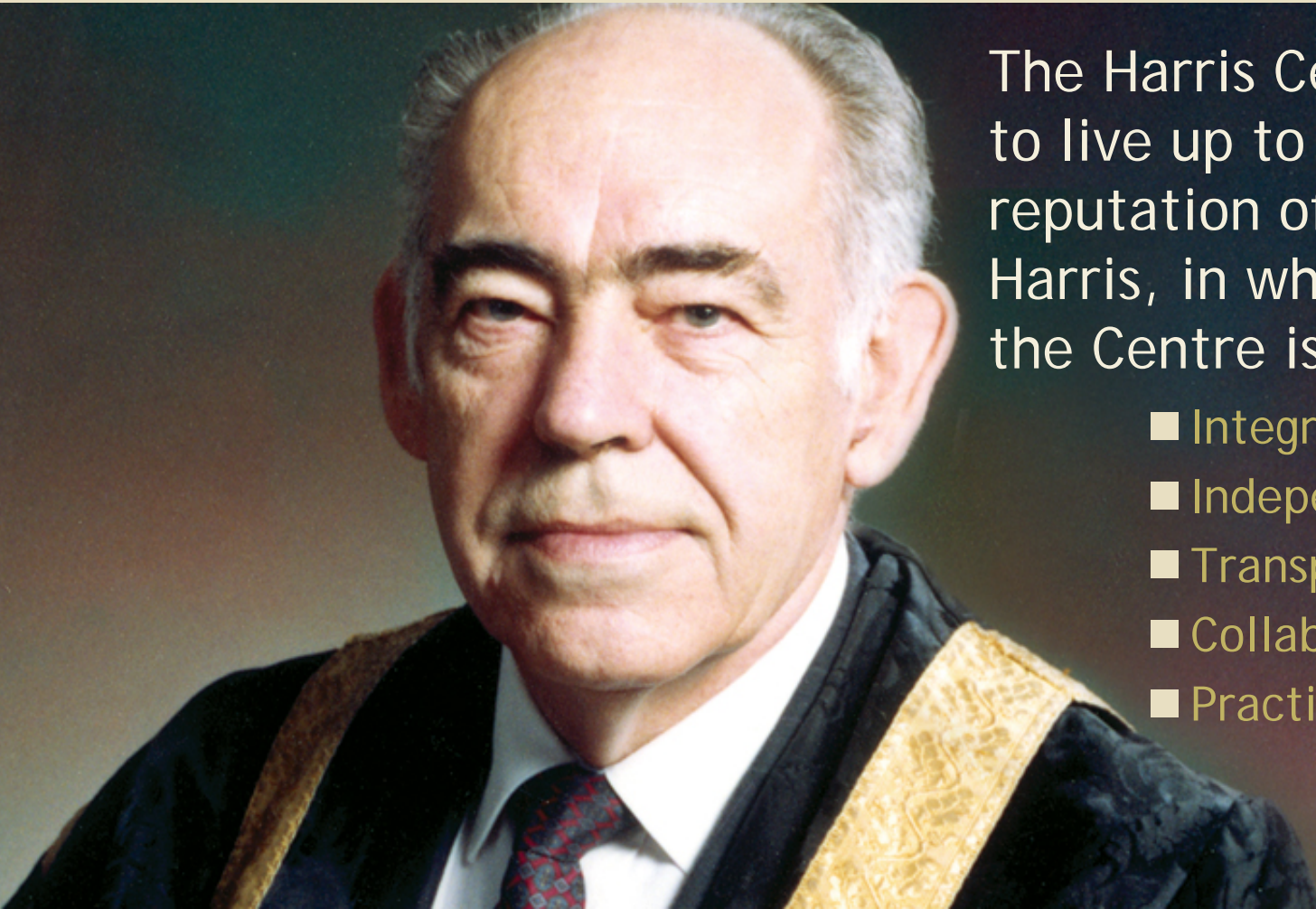
# Overview

- Harris Centre Mandate & Values
- Knowledge Mobilization: Harris Centre Perspective
- Knowledge Mobilization: Programs & Initiatives
- The Harris Centre as Broker
- Conclusion: Lessons for Springboard

# 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

# 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

# Knowledge Mobilization: HC 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: HC Perspective

- Engagement more than Dissemination
- Increase Memorial's accessibility
- Intermediary: linking policy makers & practitioners with faculty, students and staff
- Evidence-based 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; 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

# Public Presentations (3)

- Lessons for Springboard?
- Lessons from Springboard?
- Discussion

# Invitation Only Sessions

- “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

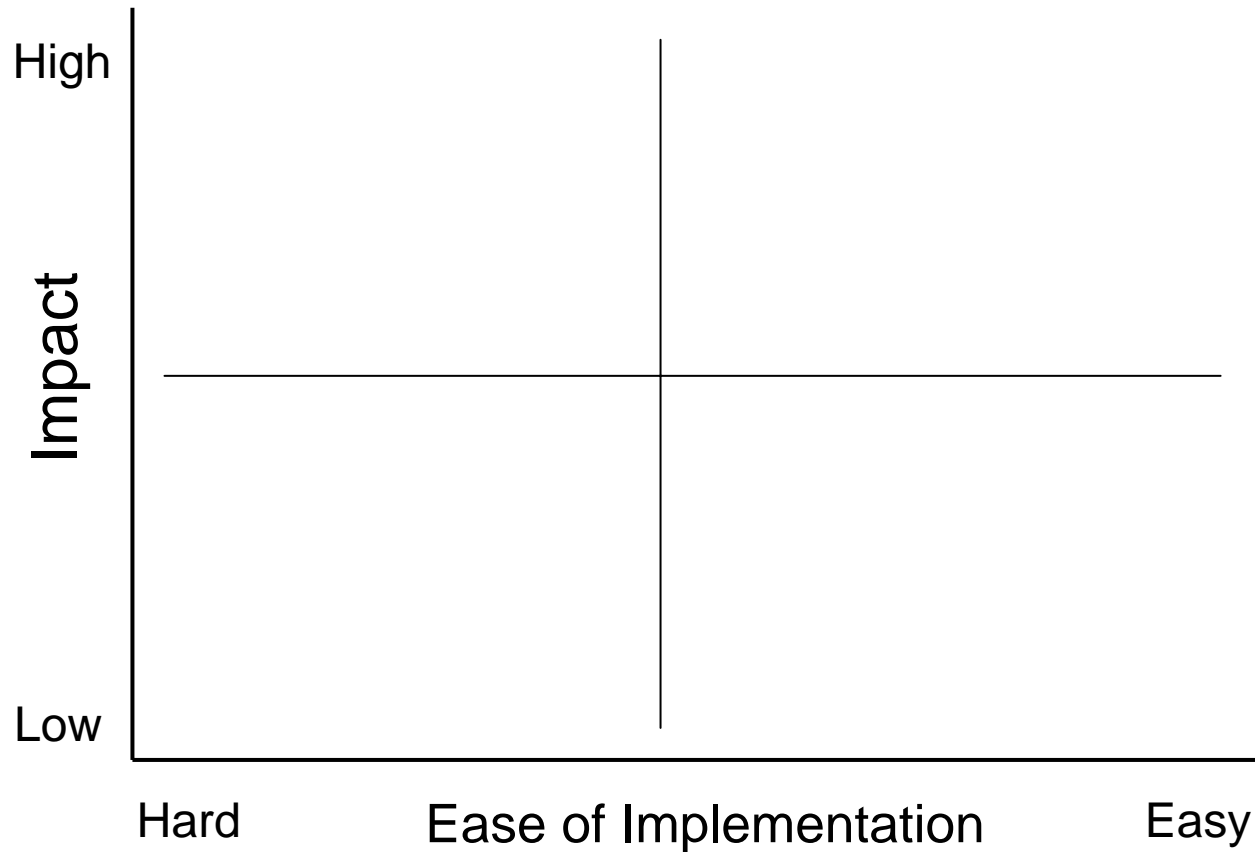
## Invitation Only Sessions (2)

- Lessons for Springboard?
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# 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)
    - 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
    - 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, and do one presentation (if requested)
- 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”



# Targeted Research Funding (4)

- Lessons for Springboard?
- Lessons from Springboard?
- Discussion

# Graduate Student - Industry Knowledge Exchange (1)

- Identify grad. student research and match make 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)

## Key Lessons

- Industry / Govt 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

# Graduate Student - Industry Knowledge Exchange (3)

- Lessons for Springboard?
- Lessons from Springboard?
- Discussion

# Packaging Research to Meet Needs

- SSHRC Knowledge Impact In Society (KIS) Program
  - “Mobilizing Knowledge for Sustainable Regions in NL”
- Partnership between the 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
- 75 Grad Students in 3 years
- “Lay summaries”
- Follow up workshops, presentations, info briefs

# Packaging Research to Meet Needs

- Lessons for Springboard?
- Lessons from Springboard?
- Discussion

# Regional Workshops (1)

- 4 per year: Labrador, western, central, eastern Nfld
- Partner with Regional Economic Development Boards as local coordinator
  - Community picks date and location
- 1<sup>st</sup> 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

# Memorial University Regional Workshops

| Workshop                 | Date                 | Memorial Activities | New Opportunities |
|--------------------------|----------------------|---------------------|-------------------|
| *Newtown, New-Wes-Valley | Nov. 30-Dec. 1, 2005 | 32                  | 11                |
| *Stephenville            | March 28-29, 2006    | 37                  | 12                |
| *Southern Labrador       | May 17-18, 2006      | 48                  | 21                |
| Bay d'Espoir             | Oct. 2-3, 2006       | 25                  | 19                |
| St. Brides               | Nov. 7-8, 2006       | 33                  | 33                |

\*Workshops with follow-up meetings complete



# Regional Workshops (2)

## Key lessons:

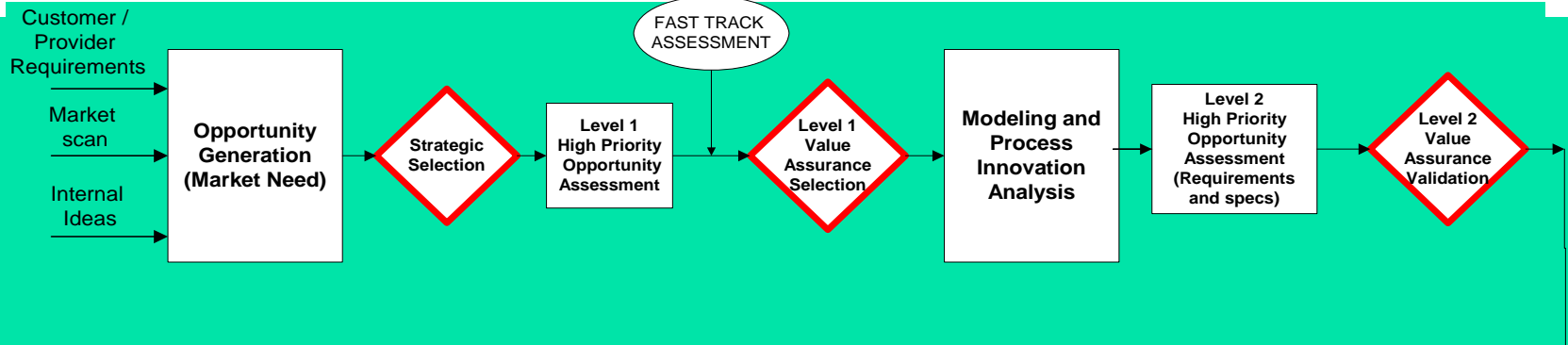
- Faculty, Staff & Students love them (those that come; word spreads)
- Senior Administration buy-in
- Logistics, logistics, logistics
- Community is incredibly grateful for effort, but...
- Expects follow up:
  - Report on workshop to all participants & on web site
  - Follow up working meeting to identify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

# Opportunity Development Framework

## Phase 1: New Idea Management

### A. NEW IDEA IDENTIFICATION

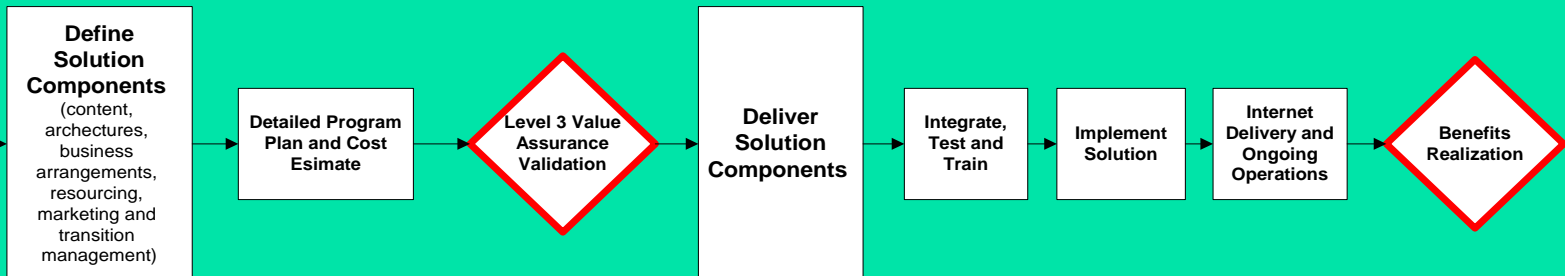
### B. HIGH PRIORITY IDEA ANALYSIS



## Phase 2: Business Solution Management

### A. ARCHITECT END-TO-END SOLUTION

### B. BUSINESS SOLUTION DELIVERY



# One-pager tracking

- One-pager template filled out 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
  - Automates process

# Responding to the Community: Example

Leading Tickles Marine Protected Area (MPA)

**Exploits Valley Regional  
Economic Development  
Board**

Requests Graduate Student  
research related to Leading  
Tickles MPA

# Responding to the Community: Example

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Harris Centre circulates  
“one pager” on  
opportunity

Biology faculty member  
responds

# Responding to the Community: Example

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Harris Centre circulates

Department of Fisheries  
and Oceans (DFO) presents  
MPA needs

Faculty / graduate student  
work on proposals

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Harris Centre circulates

## Three proposals presented to DFO

DFO funds faculty / graduate  
student research (capelin,  
lobster, herring)

Department of Fisheries  
and Aquaculture Sciences (DFO) presents  
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graduate student work  
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# Responding to the Community: Example

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Harris Centre circulates

### Harris Centre brokers long-term relationship

Department of Fisheries  
and Aquaculture Sciences (DFO) presents  
graduate student work

graduate student work

DFO - Memorial collaborative  
research agreement on MPA's

Three proposals presented  
to DFO

DFO funds faculty / graduate  
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### The results

Funding for graduate student  
research

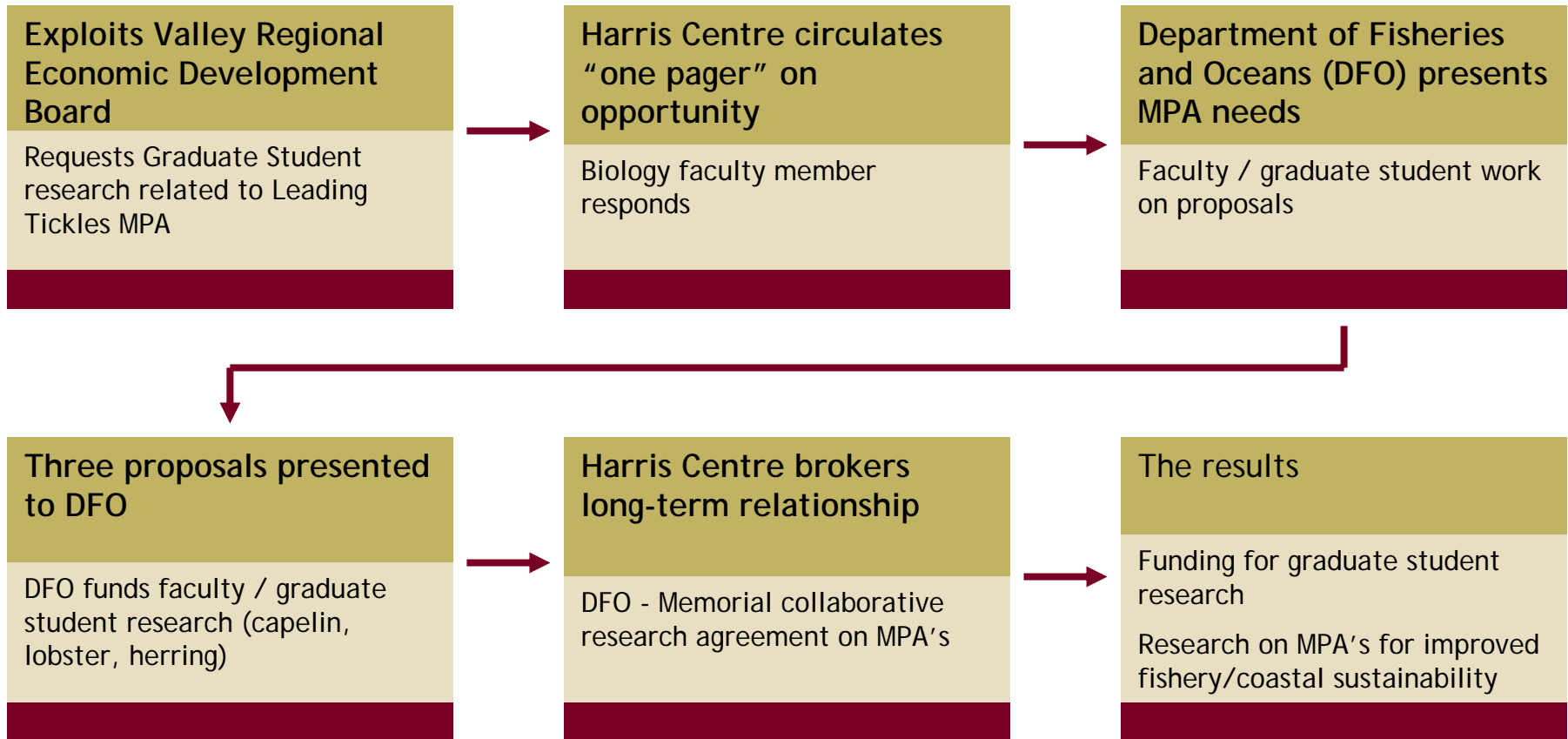
Research on MPA's for improved  
fishery/coastal sustainability

Three proposals p  
to DFO

DFO funds faculty / g  
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# Responding to the Community: Example

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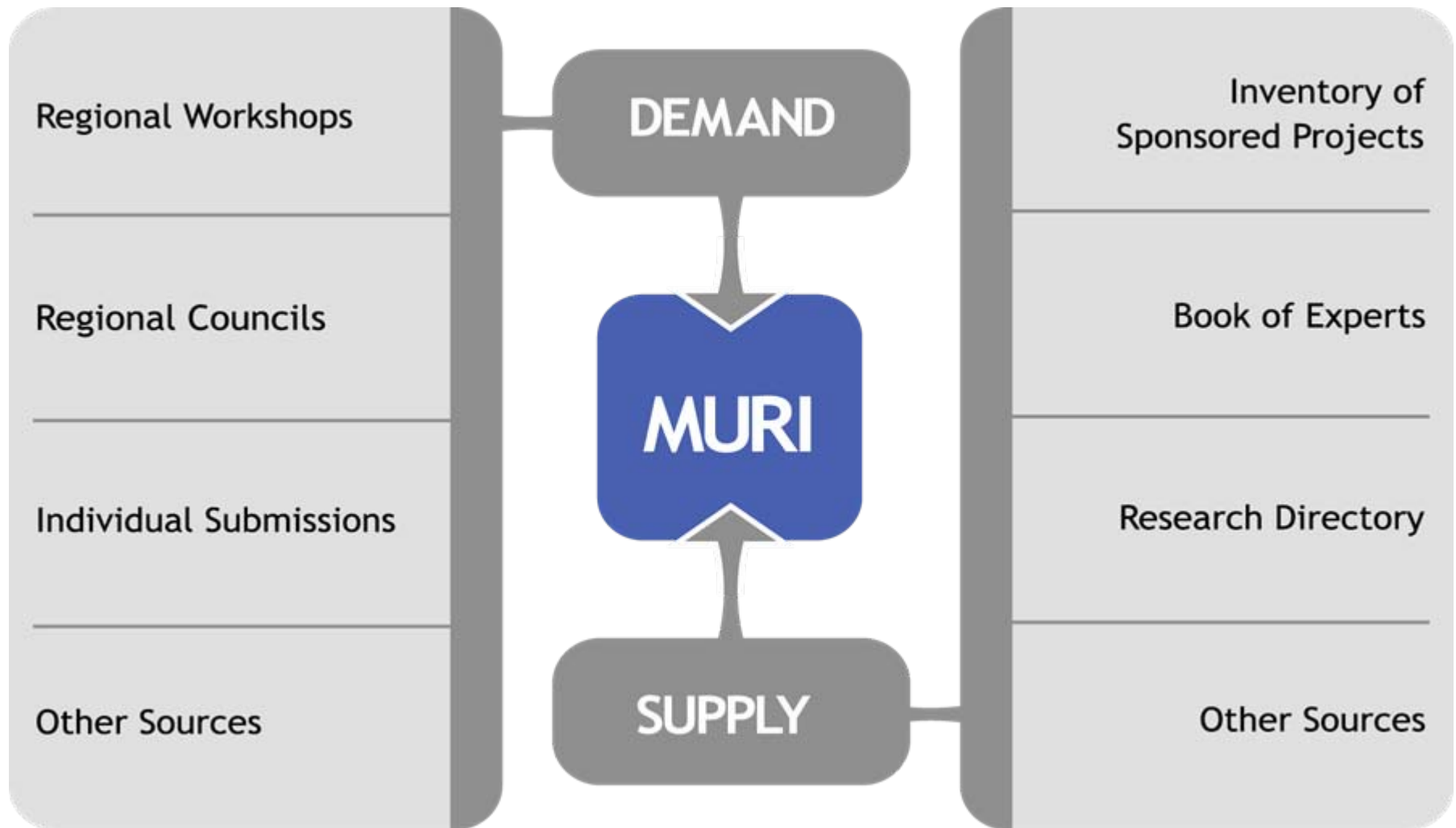
# Regional Workshops / New Opportunity Identification

- Lessons for Springboard?
- Lessons from Springboard?
- Discussion

# 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



## On-line Inventory (3)

- Lessons for Springboard?
- Lessons from Springboard?
- Discussion

# The Harris Centre as Broker

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

# Harris Centre Knowledge Mobilization: Final Thoughts / Lessons for Springboard (1)

- Core support from University is essential
  - Staff focus on job, not funding themselves
  - Credibility with funding partners / leveraging
- Core staff are **not** academics
  - Credentials help with internal credibility
  - Marketing, Communications, Project Management, Facilitation more important
- Patience: need to fill the pipeline & allow initiatives to percolate, where necessary (and run where can)



# Harris Centre Knowledge Mobilization: Final Thoughts / Lessons for Springboard (2)

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

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Comments?

Questions?

Suggestions?