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?
- Lessons from Springboard?
- Discussion
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

Impact

High

Low

Ease of Implementation

Hard

Easy
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?
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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
- 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
<table>
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<tr>
<th>Workshop</th>
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<th>Memorial Activities</th>
<th>New Opportunities</th>
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<tr>
<td>*Newtown, New-Wes-Valley</td>
<td>Nov. 30-Dec.1, 2005</td>
<td>32</td>
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<td>*Stephenville</td>
<td>March 28-29, 2006</td>
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<td>*Southern Labrador</td>
<td>May 17-18, 2006</td>
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<td>Bay d’Espoir</td>
<td>Oct. 2-3, 2006</td>
<td>25</td>
<td>19</td>
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<tr>
<td>St. Brides</td>
<td>Nov. 7-8, 2006</td>
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*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
   - Opportunity Generation (Market Need)
   - Strategic Selection
   - Level 1 High Priority Opportunity Assessment
   - Level 1 Value Assurance Selection

B. HIGH PRIORITY IDEA ANALYSIS
   - Modeling and Process Innovation Analysis
   - Level 2 High Priority Opportunity Assessment (Requirements and specs)
   - Level 2 Value Assurance Validation

FAST TRACK ASSESSMENT

Phase 2: Business Solution Management

A. ARCHITECT END-TO-END SOLUTION
   - Define Solution Components
     (content, architectures, business arrangements, resourcing, marketing and transition management)
   - Detailed Program Plan and Cost Estimate
   - Level 3 Value Assurance Validation
   - Deliver Solution Components

B. BUSINESS SOLUTION DELIVERY
   - Integrate, Test and Train
   - Implement Solution
   - Internet Delivery and Ongoing Operations
   - Benefits Realization
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
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Department of Fisheries and Oceans (DFO) presents MPA needs

Faculty / graduate student work on proposals
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Three proposals presented to DFO

DFO funds faculty / graduate student research (capelin, lobster, herring)
Responding to the Community: Example

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Harris Centre brokers long-term relationship

DFO - Memorial collaborative research agreement on MPA’s

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The results

Funding for graduate student research
Research on MPA’s for improved fishery/coastal sustainability
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The results
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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

DEMAND

Regional Workshops
Regional Councils
Individual Submissions
Other Sources

SUPPLY

Inventory of Sponsored Projects
Book of Experts
Research Directory
Other Sources

Memorial University of Newfoundland

Harris Centre
The Leslie Harris Centre of Regional Policy and Development
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
Comments?
Questions?
Suggestions?