

CONFINDUSTRIA

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***How to enhance cooperation  
between enterprises and  
universities at National and  
European level***

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***Padova, 6-7 marzo 2008***



# Industry-University Alliances

## Five conditions for success

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### 1. Emphasize personal relationships

- ✓ Promote interpersonal relations
- ✓ Strengthen bonds between corporate and academic leaders

### 2. Mutual trust

- ✓ Reciprocal respect, equal power, responsibility and status
- ✓ Industry values University for competitiveness
- ✓ University values Industry for culture
- ✓ Industry brings to University innovation and research



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### 3. Be patient

- ✓ Time is a key factor for developing essential mutual trust and respect
- ✓ Long term alliances for creating strong agreements

### 4. Be flexible

- ✓ New way of thinking in promoting improved interactions between business and academic executives
- ✓ No room for rigid structures

### 5. Think big

- ✓ Cooperation between University and Industry is performative
- ✓ Change enriches performance
- ✓ Pool efforts and expertise for the greater good of all



# Industry-University Alliances

## How to cooperate

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- **Best model for Industry-University collaboration**
  - ✓ Focused collaboration in defined problem areas involving academic researchers
  - ✓ Concrete projects, executed by joint company-academic project oriented teams
- **Characteristics of successful model**
  - ✓ Mutual interest in making a difference through breakthrough results
  - ✓ Full time dedicated persons from both sides to accomplish mutually shared goals
  - ✓ University researchers with strong dedication to understand challenges and problems faced by the company



# Industry-University Alliances

## How to cooperate

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- **The most critical factors that influence the selection of University partners**
  - ✓ Demonstrated world-class knowledge with critical mass in strategically important subject to the company
  - ✓ Strong past experience in successful collaboration with companies and ability to speak the same languages
  - ✓ Ability of the academics to compromise in the creation of joint solutions - pragmatism and flexibility as opposed to perfection
  - ✓ Geographic proximity



# Industry-University Alliances

## How to cooperate

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- **The most important factors that increase the impact of Industry-University collaboration**
  - ✓ Selection of the “right” problem, business-relevant and stimulating for the academic partners
  - ✓ Defining joint targets, making those targets explicit and monitoring how they are reached
  - ✓ Strong organizational and project management skills
  - ✓ Ability to network and build trust with company partners



# Industry-University Alliances

## How to cooperate

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- **Short Term**

- ✓ Assessing the impact and viability of a concept or a technology
- ✓ Know-how transfer through regular meetings or co-location

- **Long Term**

- ✓ Strengthening of the scientific reputation and brand
- ✓ Build-up of knowledge in a defined area in which the company has no possibility to do this based on internal resources alone



# Industry-University Alliances

## How to cooperate

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- **Approaches, strategies and tools that favor Industry-University collaboration**
  - ✓ Meeting regularly to have continuous interaction at different levels
  - ✓ Top Management of the company can be involved in the advisory bodies of academic institutions
  - ✓ Specifying clear and measurable targets at the beginning, with systematic and transparent reporting and follow up on milestone-based progress
  - ✓ Treating students and researchers as employees who are fully integrated in the team

# INDUSTRY-UNIVERSITY ALLIANCES IN ITALY

## The General Confederation of Italian Industries

### University: Action Plan

#### ▪ Autonomy and Governance

- ✓ Bring to completion the process to realize the **University's autonomy** through:
  - ✓ the redefinition of the responsibilities of those who are involved in the **university governance**;
  - ✓ the attribution of the decision power to the universities (eg. new teachers' hiring, wage and duty fixing of teachers).

#### ▪ Students

- ✓ Put the **students at the centre of university** in order to make easier their choice between universities through measures like:
  - ✓ the increasing, from the current 0,14% of the GDP to the OECD's average (0,25%), of subsidies for **grants** and **student loans** available in all the universities.



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### University: Action Plan



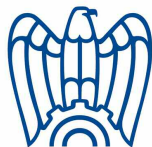
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- **Competitive funding**

- ✓ Increase the **funding to university**: the **percentage of public funding to university** must be **raised to 20%** and **assigned in a competitive way** according to qualitative criteria (CNSVU and CIVR).

- **Tax incentives for companies**

- ✓ Adopt tax incentives in aid of companies that invest in the University: a **tax credit equal to 50%** of investment sustained by company for financing **PH.D.** performed in industrial research laboratories.



# INDUSTRY-UNIVERSITY ALLIANCES IN ITALY

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### University: Action Plan



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- **Internationalization**

- ✓ Erase the constraint of 10% of **foreign teachers and researchers**; simplify the procedures for obtaining the **visas**; leave to the University the **choice of the courses language**.

- **Quality assurance**

- ✓ Substitute the educational qualifications' **legal value** with an European and international flexible system of **accreditation and quality assurance**.

