

WORKING WITH INDUSTRY BOOT CAMP

‘HOW-TO’ GUIDE

A K-STATE WORKSHOP SERIES

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HOW TO GET STARTED

TOP-DOWN SUPPORT

For a Working with Industry Boot Camp to be effective, it requires support from university administration in the form of money and time.

MONEY

To effectuate the Working with Industry Boot Camp concept on the Kansas State University (K-State) campus, the Vice President for Research committed \$60,000 in state appropriations — funds allocated to the university to support sustainable economic growth and prosperity in industries foundational to the Kansas economy. The funding mechanism was deemed appropriate since the state economy could reap the benefits of university faculty and staff being better able to engage with industry and build stronger, more meaningful university-industry relationships.

Because each of the workshops were two or more hours long, much of the budget was spent on food. A full luncheon was provided to participants during the series kickoff, and premium snack platters and refreshments were made available during all of the workshop breaks and at receptions. Don't forget the coffee! That was an [early mistake](#) with the first session of the Boot Camp, and it was never forgotten again!

Aside from food, key expenses in the Boot Camp budget included: travel and lodging for external speakers and industry representatives who led the workshops, space reservation and rental costs, and communications and marketing materials for the event — such as design, print, recordings of the sessions and promotional videos.

See **Figure 1 - Budget**.

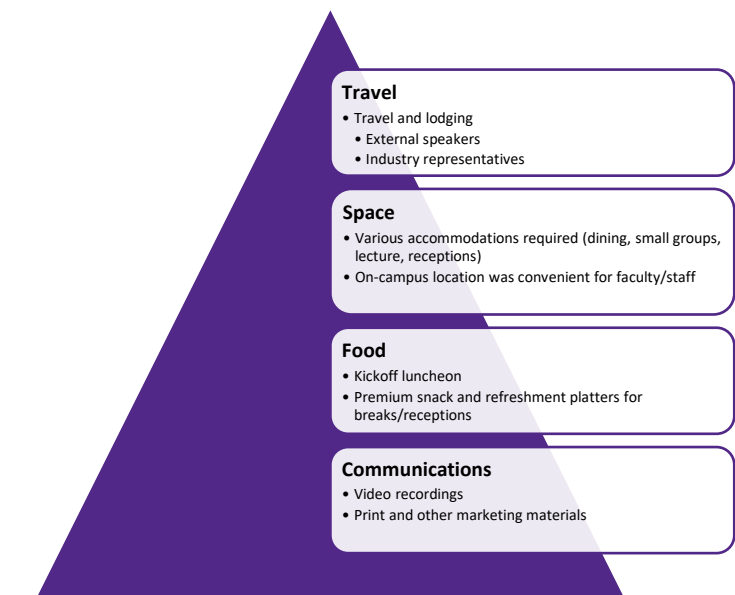


Figure 1 - Budget

TIME

Planning a seven-session workshop series — with each session spanning two or more hours (**Figure 2 - Workshop Series**) — takes some forethought. Much consideration was given to which days of the week would work best for faculty and administration, suitable times of day, as well as working around other events happening across campus.

Workshop Series

- **7 Total Events during the Spring Semester**
 - 1 Orientation
 - 1 Kickoff Lunch & Learn
 - 5 Workshops Sessions
- **2 Hour Workshop Sessions**
 - Thursdays at 2:30 p.m.
 - 2 Weeks between Workshops

Figure 2 - Workshop Series

For K-State, the sessions were all on a Tuesday, Wednesday or Thursday — Thursday being the most ideal. Except for lunch and late afternoon receptions, the sessions were at 1:30 p.m., 2 p.m. or 2:30 p.m. — 2:30 being optimal. Given the typical busyness of the fall semester, workshops were held during the spring semester usually 2-3 weeks apart. Because the Boot Camp [Planning Committee](#) was made up of a diverse group of people from across campus, members on the committee were able to account for various events and obligations in the hope of making the sessions work for as many K-State faculty, staff, administrators, and outside speakers and presenters as possible.

When planning the workshops, all of the following should be considered: faculty teaching schedules, the university calendar, university and federal government fiscal year-end, corporate fiscal year-end and other sponsored research deadlines. Additionally, the Boot Camp introductory orientation was planned around the schedules of key university administrators who laid the foundation for the opening session. Through their content and time commitment, the administrators demonstrated that the Boot Camp was the “place to be” for those aligned with the university’s strategic corporate engagement initiatives. At the K-State workshop, these key administrators included the university’s President, Vice President for Research, Director of Corporate Engagement, and the President of the K-State Foundation — the university’s strategic partner for philanthropy (**Figure 3 - Key University Leaders**).



Figure 3 - Key University Leaders

UNIVERSITY STRATEGY

K-State was able to garner [money](#) and [time](#) from university administration in large part due to the K-State 2025 action and implementation plans, which launched in 2011 (**Figure 4 - K-State 2025 Strategic Plan for Corporate Engagement**). Corporate engagement is a common thread woven throughout the plan and applies to the university and all its colleges, units and departments. K-State leadership acknowledged that the landscape of corporate giving had shifted for many companies. Many were moving toward a model of university engagement that focused on Return on Investment (ROI), as opposed to viewing university relationships through a more traditional, one-off and primarily philanthropic lens.

Also during this time period, universities as a whole were recognizing decreased government support of academic research, which warranted investing in alternative sponsors and other efforts on campus. K-State’s office of PreAward Services is tasked with assisting the university in the obtainment of external funding for creative and scholarly activities, including the submission of proposals and the award of grants and contracts. K-State was an early member

of the University-Industry Demonstration Partnership (UIDP) since its formation in 2006. UIDP resources help to identify ways in which university-industry partnerships can be enriched through a broad spectrum focused on ROI and strategy, as opposed to only one-off transactional interactions. Because of the office’s heavy engagement with UIDP, leaders under the Vice President for Research were familiar with UIDP projects and publications addressing these exact concerns. One particularly useful publication that supported K-State’s Boot Camp efforts was the 2012 release of the UIDP Partnership Continuum.

While K-State clearly recognized and gave merit to corporate engagement by way of its K-State 2025 Strategic Plan, it became clear that the whole of the university was not on the same page regarding university-industry engagement. Faculty members, staff and university leaders all had their own ideas, understandings, experiences and impressions of what it meant for a university to engage with industry; and under what context that type of interaction was appropriate. If K-State was truly going to make corporate engagement a priority, it needed to get its “house in order” and ensure there were multiple ways for industry to engage with the university. This meant getting all university touch points into one room. Hence, the idea of a Working with Industry Boot Camp was born, and the participants in these meetings became the project’s [Planning Committee](#).



Figure 4 - K-State 2025 Strategic Plan for Corporate Engagement
Source of content within graphic: k-state.edu/2025/plan

PLANNING COMMITTEE

The K-State Planning Committee (**Figure 5 - Planning Committee**) was formed organically, much like the idea for the Boot Camp itself. It all started when a few leaders from different offices on campus met to see how they could work together more seamlessly. There had been a few interactions involving university faculty and staff trying to engage with industry, which was good! Some took place outside of university policy though, which was not so good. It became clear during these initial exchanges that while a select few individuals may have been intentionally skirting university policy, most of the issues with university-industry interactions were largely due to lack of awareness. Many faculty did not know or understand university policies and best practices applicable to their industry engagements. Faculty were not the only culprits. While staff and administrators knew their own jobs well, they did not always have a solid understanding of who to refer faculty to when something was outside of their area of expertise — much less how to help facilitate that activity. There were times when employees with good intentions tried to help faculty and ended up

forcing the activity through their own unit, though it was meant to go elsewhere on campus. Down the line, this would often cause inconsistencies and confusion for both university employees and their industry counterparts.



Figure 5 - Planning Committee

The initial Planning Committee meetings resembled a process similar to what UIDP went through when it first succeeded in bringing university and industry representatives to the table. All attendees were given the opportunity to air their grievances before coming together and addressing what to do about some of the roadblocks that were impeding university-industry engagement at K-State. The Planning Committee knew that navigating university bureaucracy was not a unique problem. Before structuring the Boot Camp, the Planning Committee first had to prepare our institution to work together internally to be a better collaborator for industry and make it easier for our external partners. Every university is organized in its own unique way with various job titles and office names for entities that do similar work. Thus, even seasoned university administrators can have difficulty finding the right connection on campus — through the university website or otherwise. While the chief purpose of these initial Planning Committee meetings was to address specific interactions and what faculty needed to do differently, an unintended byproduct was that key members of these units got to know each other and learn everyone’s roles and responsibilities. As a result, their units were able to “do things differently”. The committee members were already breaking down barriers and working together more seamlessly throughout the planning process. A siloed approach does not work well when engaging faculty with industry. If the K-State campus was confusing to those working within its organizational structure, there was no way that the university could have expected industry partners to figure out each office and where to go with various ideas, problems and questions.

Before structuring the Boot Camp, the Planning Committee first had to prepare our institution to work together internally to be a better collaborator for industry and make it easier for our external partners.

It would be remiss not to note the many positive and impactful university-industry interactions occurring at K-State during this time. There were several strategic engagements that were providing success in multiple areas, including: talent acquisition, research, technology transfer, commercialization, philanthropy and otherwise. Nonetheless, it became evident that K-State as a whole could benefit from a revised and more streamlined approach where appropriate. To get there, the committee members first had to engage, cooperate and learn from each other so that knowledge could then be spread to K-State faculty, staff and the campus community at large.

INDUSTRY TOUCH POINTS AT UNIVERSITIES

To form your own Boot Camp Planning Committee, think about and identify all the touch points for industry on your campus. The name of the office and title of key people depend on how your university is structured. **Figure 6 - Industry Touch Points at Universities** is provided in order to highlight key words often contained within the office names and responsibilities for various industry touch points at universities. In addition, a bulleted list of industry touch points is provided here:

INDUSTRY TOUCH POINTS AT UNIVERSITIES

- Accounting
- Award
- Business
- Career Center
- Commercialization
- Communications
- Contract Negotiation
- Contracts
- Corporate Engagement
- Economic Development
- Employment
- Engagement
- Extension
- Foundation
- Gifts
- Grants
- Grants and Contracts
- Industry Engagement
- Industry Relations
- Innovation
- Licensing
- Marketing
- Partners
- Philanthropy
- Post Award
- Pre-Award
- Proposals
- Research
- Research Foundation
- Sponsored Programs
- Sponsored Projects
- Sponsored Research
- Student Employment
- Talent
- Technology Transfer



Figure 6 - Industry Touch Points at Universities

EXTERNAL PRESENTERS

Including outside, or external, presenters in the Boot Camp is important to help validate the content in the eyes of your university community. Remember the old adage that “an expert is someone from out of town with a briefcase”. Having experts external to your university will communicate the message to attendees that this is not just stuff that your university’s administration and staff made up, but that it is well-researched and confirmed information.

In its Boot Camp, K-State included two of the university’s strategic industry partners — both of which are UIDP members and have longstanding relationships with multiple offices, faculty and staff at the university. It is highly recommended to include at least one or more company representatives who have a lot of interactions with multiple faculty and are members of UIDP. In addition, including UIDP’s Executive Director to keynote the kickoff luncheon was crucial to getting the series off on the right foot and setting the tone for future workshops. It also demonstrated an independent and unbiased opinion on the university-industry interface and ensured attendees that this was not something the university administration was pushing for some unknown agenda. The Boot Camp’s goal really was to provide resources and tools to help the entire campus community better work with our industry partners. See **Figure 7 - External Presenter Checklist**.

An unanticipated outcome of the Boot Camp was that university staff in PreAward Services were able to meet a long-standing industry contact in-person for the first time. Beforehand, they were email colleagues that supported multiple sponsored research engagements over a period of several years. One of the faculty panelists had invited this industry contact to campus on the same day as the panel session. During the session, the panelist was able to bring the industry contact along for conversation and meaningful dialogue regarding their fruitful university partnership. It was powerful for participants to witness this organic experience firsthand.

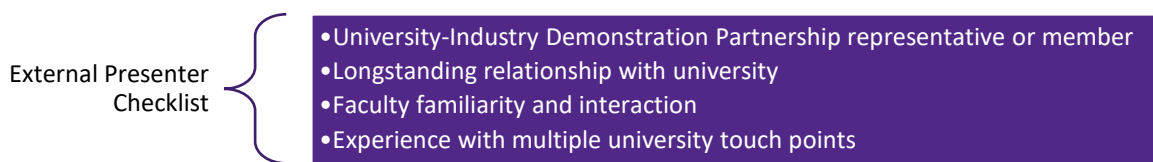


Figure 7 - External Presenter Checklist

ADDITIONAL STAKEHOLDERS AND SPONSORS

INTERNAL STAKEHOLDERS

In addition to the key units represented on the Planning Committee, other internal offices had leading roles in creating the workshop content, including: Office of the President, Division of Communications and Marketing, and Career Center. K-State has eight academic colleges, and four of the eight had representation in the workshop content by serving on faculty panels and in other aspects. It is important to include representation from as many distinct colleges as possible, and also to include faculty members who operate outside of the programs traditionally thought of as the hard sciences. K-State did this by including our psychology department head and professor on a faculty panel.

It is worth specifically noting that because students are the primary reason industry engage with universities, including your student employment office is paramount. While intellectual property, research or gifts may be the entry point for companies; talent and workforce development are key to providing return on any investment they make in the university.

SPONSORS

In Boot Camp materials, there were three university units named as the “sponsoring entities”. These are three of the parent units that housed the Planning Committee members: Office of the Vice President for Research, Kansas State University Foundation, and Kansas State University Institute for Commercialization. **Figure 8 - Sponsoring Entities** shows this organizational structure.

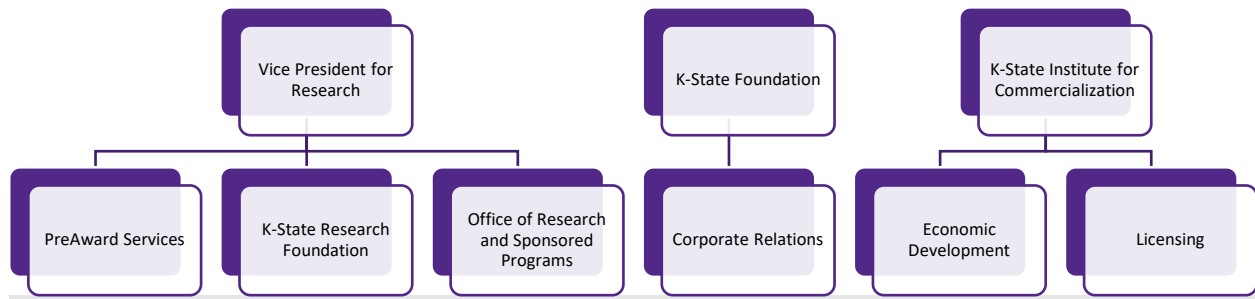


Figure 8 - Sponsoring Entities

Other Support Acknowledgement can also be highlighted in the workshop materials provided to attendees. Faculty and staff who devote time, resources and expertise to the series can be thanked in a generic way, and the Planning Committee can be identified. K-State chose to extend appreciation to UIDP for keynoting the kickoff luncheon and permitting use of UIDP resource materials to enhance the content. The K-State Foundation sponsored the wine and cheese reception finale — the only reception held with alcoholic refreshments — and therefore the Foundation was also specifically thanked. Two companies that permitted their university liaisons to lead two of the sessions were also recognized. UIDP, the K-State Foundation and these two companies had their logos included on our Support Acknowledgement page.

CHECKLIST FOR PLANNING COMMITTEE

The following Planning Committee checklist will help ensure the success of any large-scale Working with Industry Boot Camp event.

- ✓ **Audience.** While the main target audience for a workshop series like this one is faculty, do not limit who can come if possible. Consider how empowering staff and students in working with industry best practices could help facilitate these engagements and make them a reality.
- ✓ **External Presenters and Faculty Panels.** Including external and faculty presenters and faculty panelists is crucial to validate the workshop content. Most faculty are more receptive to training received directly from industry or their peers as opposed to administration and staff.
- ✓ **Feedback.** Be sure to collect contact information for registrants and attendees. Ongoing feedback surveys are important to learn which areas of the Boot Camp content require a deeper dive and where there is interest for other follow-on activities. Understanding which sessions were the most beneficial and enlightening are important to gauge interest in repeating events and [follow-on activities](#) with updated information in the future. Throughout the workshop series, we constantly communicated to attendees that content can and would be adjusted based on their feedback. They were asked to submit questions in advance and to advise on what they needed to learn for upcoming sessions.
- ✓ **Marketing.** Utilize your university’s calendar, internal news outlets, social media platforms, research administrator groups, deans’ councils and planning committee members to advertise the event. Consider creating your own Boot Camp social media handle and social media event through LinkedIn and otherwise so that attendees help spread the word on their own platforms. Some of the best marketing is good, old-fashioned word-of-mouth. This is where the diverse planning committee comes in, as they can bring their co-workers and constituents. Faculty presenters often will bring along their own colleagues, graduate students and possibly even campus visitors.

- ✓ **Networking.** Time is such a limited resource. In order to preserve as much time as possible, consider forgoing lengthy breaks and instead allow for receptions following the workshops to facilitate organic networking across the institution.
- ✓ **Professional Development.** Professional development is important for many university employees. As an added perk to encourage attendance, see if it is possible to document industry training credit into your human resource system for attendees.
- ✓ **Q&A.** In addition to networking, following each session with question-and-answer opportunities — or incorporating Q&A into the session itself — is important.
- ✓ **Refreshments.** As noted in the [budget section](#), given the length of the sessions funding must be allocated for adequate snacks and refreshments. Don't forget the coffee! If possible, providing lunch for a kickoff event really demonstrates the university's commitment to the effort.
- ✓ **Streaming and Recording Sessions.** Most universities have remote research branches and multiple campuses. Ensure that sessions are streamed live and recorded to preserve the content. Doing so enables those who cannot attend in-person to still be able to learn from the sessions. Providing a virtual option is more important every day as remote work becomes more mainstream.
- ✓ **Timing.** When identifying dates and times for the workshops, consider faculty teaching schedules; administrator schedules; the university calendar; university, corporate and federal government fiscal year-end; and sponsored research deadlines. Thursday afternoon at 2:30 tends to be a favorite day of the week and time.

CONTENT

THE “WHY”

Outlining the content for your university's Boot Camp will require clearly identifying the “why” for your institution. K-State's “why” for the Boot Camp came from its direct alignment with the [K-State 2025 Strategic Plan](#) and the university's deep roots in university-industry engagement as an early member of UIDP. This was our motivation to really “get into the weeds” on how we engage with industry, align our internal strategies and goals, and demonstrate our commitment to current and future industry engagement.

IDENTIFICATION OF STRENGTHS AND WEAKNESSES

Prior to outlining the Boot Camp content, the Planning Committee analyzed K-State's university-industry engagement strengths and weaknesses. What are we doing well? What success stories and positive examples do we have? Where are our failures? What are common misconceptions inhibiting university-industry relationships? What lessons have we learned over the years — in particular from our engagement with UIDP? Through this process we could outline failures, lessons learned and success stories to weave throughout the content; see **Figure 9 - Content to Include**.

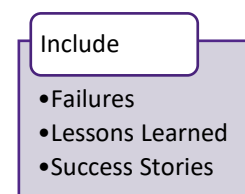


Figure 9 - Content to Include

As noted in the [Planning Committee](#) section, our goal was to ensure K-State was a good partner for industry, and that those of us on the Planning Committee who helped to lead various industry touch points were doing our part to make sure we had the structures, systems and knowledge to enable endearing relationships with industry partners. From there, we worked on showcasing positive relationships and success stories, and teaching how to avoid pitfalls and overcome the misconceptions of working with industry.

WORKSHOP SERIES

The workshop series included seven different events, six days, and five workshop sessions following the orientation and kickoff luncheon. For the K-State Boot Camp, two-inch binders with branded covers were provided. The binders included dividers, pre-printed agendas with speaker bios and Planning Committee contact information, notes pages, university materials — including K-State’s IP policy —, and hard copies of several UIDP resource materials. To have a complete set at the end of the Boot Camp, attendees could also access specific presentation PowerPoints and other materials prior to each session to print and add to their binders. An abbreviated version of the agenda is outlined below, along with a description of each session.

AGENDA INTRODUCTION

Increased collaboration between companies and universities is of paramount importance in today’s global knowledge economy. This emerging paradigm is well-aligned with strategic trends in higher education that place a significant emphasis on increasing corporate collaborative efforts through a more holistic approach. With industry counsel and guidance, a focused series of training sessions has been developed to provide university faculty and staff with tools to establish mutually beneficial industrial collaborations and develop strong strategic partnerships.

Participants in the Working with Industry Boot Camp series will learn how corporate partnerships play a significant role in our university strategic plans. This workshop series also provides a professional development opportunity for university administration and other staff working in the university-industry space. Presenters include university faculty with proven success records in corporate engagement, outside experts from industry and other institutions, and relevant university administration and staff. Reception and networking opportunities follow each workshop. Planned sessions are as follows:

ORIENTATION – DAY 1, 2 HOURS, RECEPTION FOLLOWING

Why University-Industry Partnerships Are Important in Higher Education

Description: As U.S. federal and state government support of higher education declines, research universities across the country are devoting more time to industry partnerships as a means of replacing public support. While industry has always seen higher education as a valuable source of talent, a growing number of corporations are turning to academia to enhance their research and innovation efforts...

KICKOFF LUNCHEON – DAY 2 (LUNCH & LEARN), 2 HOURS, FOLLOWED BY A 30-MINUTE BREAK

Working with Industry Boot Camp Kick-Off: Making Sense of the University’s Alphabet Soup

Description: This lunch & learn session is open to all, and especially designed for those who are evaluated on external relations with corporations and the people — including alumni — who work in industry. Trends in university-industry relations will be presented and university staff will share overviews of their units to help take the mystery out of their respective acronyms...

SESSION I: MAKING THE CONNECTION PART I – DAY 2 (AFTERNOON), 1 HOUR 45 MINUTES, RECEPTION FOLLOWING

Making the Connection: I’m Invited to the Dance, But I Don’t Have a Dance Partner (Part I)

Description: The landscape of corporate giving across the country is shifting. Industry is moving away from traditional corporate philanthropy and sharpening its focus on return on investment. Institutions that wish to sustain strong industry partnerships must invite and listen more closely to the needs of their corporate partners...

SESSION II: MAKING THE CONNECTION PART II – DAY 3, 2 HOURS, RECEPTION FOLLOWING

Making the Connection: I’m Invited to the Dance, But I Don’t Have a Dance Partner (Part II)

Description: This Making the Connection Part II session is a “nuts and bolts” continuation of the previous session, with concentration on promoting yourself and your research. You will also learn about the resources available on campus and who to contact for help...

SESSION III: HOW TO FORMALIZE THE RELATIONSHIP – DAY 4, 2 HOURS, RECEPTION FOLLOWING

How to Formalize the Relationship

Description: Negotiating a contract is rarely a simple process, but there is no need to start from scratch. The university has extensive experience negotiating industry contracts. Industry-friendly contract templates can be used to help expedite the process, and university staff can help determine which template best fits any given situation or if a customized agreement is necessary...

SESSION IV: MANAGING EXPECTATIONS – DAY 5, 2 HOURS, RECEPTION FOLLOWING

Managing Expectations and the Relationship

Description: A successful sponsored research project often leads to more – and larger – sponsored projects. The key is to agree on expectations upfront and manage the expectations throughout the project...

SESSION V: DEVELOPING AND MANAGING OUTPUTS – DAY 6, 2 HOURS 45 MINUTES, RECEPTION FOLLOWING

Developing and Managing the Outputs of Your Project

Description: A contract for sponsored research is not only a legally binding agreement that governs the deliverables of your work with a sponsor, it can also be the beginning of a much broader relationship with a corporate partner...

PARTICIPANT MATERIALS

As noted previously, two-inch binders with branded covers and tabbed divider pages for each session were provided to K-State Boot Camp participants. Even if you are not providing hard copy materials, the following list is a good reference for materials that you can provide digitally to participants:

BOOT CAMP PARTICIPANT RESOURCE MATERIALS:

1. Agendas
2. Support Acknowledgement page
3. Speaker Bios
4. Planning Committee contact information
5. Notes pages
6. University handouts, including:
 - a. University intellectual property policy and handbook
 - b. One-pager: Corporate Funding Work Flow: Corporate Philanthropy, Fee-for-Service, or Sponsored Project?
 - c. White paper: Sponsored Project? Fee-for-Service? Gift? Which One Is It? Where Do the Funds Belong?
 - d. Sponsored Project Agreement Templates
 - i. List of templates
 - ii. Copies of commonly used templates
 - e. White paper: A Guide to Facilities and Administrative Costs

- f. Example of Fully Burdened Line-Item Budget
- g. White paper: Public Policy Mandates: A Discussion of Intellectual Property and Works-for-Hire Contract Language
- 7. UIDP resource materials, including:
 - a. Researcher Collaborative Visits – Key Elements to Consider
 - b. Maximizing U-I Engagement with DOE National Labs – Quick Guide
 - c. Researcher Quick Guide
 - d. University-Industry Perspectives
 - i. Why Work Together
 - ii. The Costs & Value of Sponsored Research
 - iii. The Role of IP in University-Industry Relationships
 - e. Researcher Guidebook
 - f. Partnership Continuum
 - g. Intellectual Property Quick Guide
 - h. 15 Effective Practices for Strong U-I Partnerships
 - i. Collaboration Metrics (2021)
 - j. Comparing Internal Structures

Please note that K-State does not provide access to materials developed by UIDP nor any other party in the K-State Working with Industry Boot Camp materials. Select UIDP materials are available to the public such as the [Researcher Guidebook](#) and the [Researcher Quick Guide](#). To learn more about becoming a UIDP member, go to uidp.org/membership.

KEY SUCCESS FACTORS

THINGS WE GOT RIGHT

NETWORKING

Instead of having long breaks, we did 2-hour sessions with a reception and networking following the event to help spearhead organic conversations and effect positive change.

CHANGING THE CULTURE

Targeting faculty with the timing and content did not prohibit university staff and students from also attending and learning from this initiative. As UIDP has demonstrated, university-industry partnerships are all about the relationship. Because of the breadth of the workshop content, staff who often assist faculty with industry relationships were empowered to know not just the office that should handle specific aspects of an engagement, but they could actually connect with a person, and pass that connection on to industry. This personal touch helps these relationships to stick and develop on a deeper level. It was not necessarily about how many faculty were in the room for each session, it was about changing the culture on campus to be more industry-friendly. After the Boot Camp, more people on campus understood how to “get things done” within university guidelines — in a way that works well for our industry partners.

ACCESSING AVAILABLE RESOURCES

Many universities, UIDP and other organizations that support and encourage university-industry collaboration have developed numerous free resources that can be utilized to enhance Boot Camp content. Our Planning Committee leaned heavily on our UIDP membership to provide hard copies of excellent UIDP materials in the Boot Camp binders for attendees. In addition to lightening the load for your Planning Committee, accessing available

resources will provide independent, unbiased content that reinforces the learnings from the sessions. The [Participant Materials](#) section has a list of excellent UIDP resources that can be utilized. UIDP members can download these materials from their website, or, order hard copy prints of select publications. UIDP does not charge members for publications, however, members are required to cover the shipping charges. Select UIDP materials are available to the public such as the [Researcher Guidebook](#) and the [Researcher Quick Guide](#). To learn more about becoming a UIDP member, go to uidp.org/membership.

THINGS TO AVOID

SKIMPING ON REFRESHMENTS

Don't forget coffee during the sessions! This was one of our early mistakes and we never forgot to include coffee again.

STRESSING OVER ATTENDANCE

There was a significant decline in attendance after the opening session; which was not that surprising when considering the specific focus of the workshop sessions, the detail-heavy content, and the time commitment required. Because it was expected, it was not necessarily a failure but worth noting. After the opening sessions, subsequent sessions had fewer attendees but a higher level of individual engagement — which was valuable in itself.

REINVENTING THE WHEEL

The opposite of accessing available resources is reinventing the wheel. Outside resources can be part of every one of the workshops and engagement activities related to your Boot Camp efforts. This gives legitimacy to your content, ensures the messages are up-to-date and relevant, and also takes some of the content creation burden off of the Planning Committee and Boot Camp presenters.

RECAP OF DO'S AND DON'TS

Reviewing the [Planning Committee checklist](#) will help ensure that you have a successful Boot Camp. For ease of reference, key “do’s” and “don’ts” are highlighted in **Figure 10 - Do's and Don'ts**.

Do's	Don'ts
<ul style="list-style-type: none">•Use existing resources•Supply coffee!•Diversify your planning committee	<ul style="list-style-type: none">•Reinvent the wheel•Forget refreshments•Operate in campus silos

Figure 10 - Do's and Don'ts

WHAT'S NEXT?

What's next for your university after the Working with Industry Boot Camp? A successful camp will solicit this question from those who were engaged in the sessions. Sustainability and follow-on activities are important so as not to lose the momentum gained during the Boot Camp. Through feedback surveys, the K-State Boot Camp

Planning Committee learned what topics attendees wanted to learn more about and in what format they wanted to receive that information.

WORKING WITH INDUSTRY WORKSHOPS: “FOOD TRUCK” MENU

Following the Boot Camp, there was a desire to continue the conversations and learnings surrounding these topics with the same attendees and also with a broader audience who did not attend the Boot Camp — including those who simply were not able to or unaware of it, and those who were new to the university. To meet this need, the Planning Committee developed a series of workshops to help faculty develop and enhance research relationships with corporate partners. Sessions are ongoing to this day and can be tailored to audience needs lasting anywhere from forty-five minutes to two hours or more. Common venues for these workshop requests are department-level meetings. Oftentimes an engaged faculty member and/or administrator will request specific topics that meet their departmental needs. This food-truck-type menu has been a big hit and well received by university faculty, staff and administrators who appreciate that each workshop is customized with information about their specific audience’s interactions with industry. It is not uncommon for the entire seven-part Boot Camp to be requested to be presented in a one-hour time slot! An impossible task, but still a good way to get high-level information — including the “who does what” at our university communicated to a larger audience. This has been done for several colleges and other campus units and is presented as an “Executive Summary” of the Boot Camp. As presenters go through the slides, they stop often and it becomes more of a conversation than a presentation. This is extremely valuable for the attendees. The key with the workshops is to remain flexible and customize the content based on the needs of the constituents requesting the information.

WORKSHOP MENU SESSION HEADINGS:

1. Introduction to Working with Industry
2. Marketing and Promoting Your Research Enterprise
3. Managing Corporate Relationships and Outcomes
4. Budgeting and Contracting for Industry Collaboration
5. Timelines and Statements of Work
6. Intellectual Property and Technology Transfer
7. Best Practices for Managing Outputs
8. Smorgasbord

WORKING WITH INDUSTRY WORKSHOP: DEEP DIVE INTO INTELLECTUAL PROPERTY

Intellectual property is one of the most complicated subjects along the university-industry partnership continuum, even for the most seasoned professionals in the field. To help faculty, staff and administrators learn more about intellectual property, special “Deep Dive into Intellectual Property” hands-on workshops with case studies were created and held as events offered to the broader campus community.

The IP workshops build on the intellectual property concepts presented during the Working with Industry Boot Camp sessions to provide faculty and staff with a deeper understanding of the university’s intellectual property policy and how the technology transfer process works. Presenters discuss in detail the specific intellectual property terms commonly found in industry contracts. Case studies are used to provide sample intellectual property terms that vary depending on the type of project engagement. The session also includes an overview of the processes necessary to disclose and protect university-developed intellectual property, a discussion of what is required of inventors during the commercialization process, and examples of how that interaction can benefit faculty both personally and professionally.

WORKING WITH INDUSTRY WORKSHOP: BUILD YOUR BRAND

Through feedback surveys, we learned that there was a lack of clarity among many faculty members regarding how to best communicate what they do at the university to potential industry collaborators. After learning the processes for facilitating industry engagement on campus, many faculty were ready to connect with industry. However, they were not sure how to create a strong brand and intentionally communicate their research to the world.

This workshop was presented by established faculty who had successfully built their brands, along with external marketing experts who could help participants develop a basic outreach plan for building their own brand and communicating with industry.

RESEARCH SHOWCASE AND CONNECTIONS EVENTS

K-State capitalized on the momentum surrounding the Boot Camp and held follow-on campus-wide showcases that encouraged faculty, centers and other exhibitors to communicate their capabilities, facilities and resources. The events also identified synergies and complementary talent around campus. Research Showcase events are open to external constituents, and Research Connections events are internal to the university. After an initial two years of Research Showcase and Connections events following the Boot Camp, the organic working group — which stemmed from the Boot Camp Planning Committee — has continued an ongoing series of these types of events to support K-State corporate engagement and research collaboration efforts. Both event types are designed to demonstrate research expertise and resources, tell success stories, highlight processes the university has in place to facilitate collaboration, and assist attendees and exhibitors in meeting many potential collaborators in a short period of time. Research Showcase events have the additional goal of demonstrating to external constituents how the university's research strengths are aligned with industry needs, and how researchers can help industry solve R&D problems and develop long-term strategies.

RESEARCH CONNECTIONS

The internal Research Connections events — originally called K-State Facilities and Resources Showcases — are designed to give K-State researchers a venue in which they can learn what their colleagues are doing, promote their own work, and explore possible collaborations. Exhibitors and attendees also have an opportunity to learn about K-State resources that are available to support research, scholarly, and creative activity and discovery at K-State; such as our research support offices that help with grants, contracts, compliance, etc. Exhibitors have a table and display space for posters, banners, signs, handouts and some limited equipment or other items.

The inaugural Research Connections event took place in early May directly following the spring semester Boot Camp. It was an internal event with more than 150 participants and 60 exhibitors. Understanding the wider breadth of campus capabilities helped to build multi-disciplinary collaborations and ensure that K-Staters were aware of the possibilities to enhance their work by leveraging existing campus resources. This event prepared faculty and served as a trial run for communicating capabilities to industry using this format.

RESEARCH SHOWCASE

To help facilitate university-industry interactions and share ideas for collaboration to external constituents, the second event was an external Research Showcase held around the one-year anniversary of the Boot Camp orientation/kickoff. To create the 300+ invitation list, contact information was gathered from every active industry

agreement held with K-State at that time. Commodity groups, chambers of commerce, associations and state-funded research organizations were also invited to attend. These organizations — that often work within the university-industry interface — were also presented with sponsorship opportunities. By avoiding industry sponsorship, the university was able to remain open and unbiased to all our industry partners. The only cost to industry partners was the time and transportation of bringing their folks to attend: which they did. We had one particular company bring more than 30 of their employees! Hard-copy postcard invitations were sent, Constant Contact was used for outreach, and personalized email invitations were sent out for specific relationships. The two-hour showcase with booths and exhibits was followed by a two-hour reception that entailed scientific Ted-Talk-style presentations, innovation awards, and the industry sponsors of the respective projects. The goal of the event was to showcase university faculty members' research skills and interests that align well with industry, and for industry to discover these capabilities to establish or strengthen the right relationships.

Since the first year of showcases, they have been held on both the main K-State campus and our Olathe, Kansas, campus. The Olathe campus is closer to the Kansas City metropolitan area, which makes it easier for industry representatives to attend. Convincing our main-campus faculty to make the commitment for this event — which was held two-hours away — took some forethought. Transportation was provided, and those who came early to set up were fed lunch. Just like with the workshops, we found that it was essential not to skimp on the refreshments and to provide hors d'oeuvres at the reception. A key marketing message that encouraged faculty participation was that this event would help faculty meet as many collaborators as possible in a relatively short period of time.

SAMPLE VIDEO MARKETING MATERIALS

Several videos were created to help market and promote Research Showcase events, which are listed as follows:

- **K-State Research Showcase | [Video Link](#)**
Hear representatives from industry and K-State researchers explain the value of our Research Showcase event series in this overview.
- **K-State Research Showcase | Value for Industry | [Video Link](#)**
Hear K-State faculty from architecture, engineering, psychological sciences, and veterinary medicine explain how they work with industry and what they have to offer prospective partners at the K-State Research Showcase.
- **K-State Research Showcase | Working with K-State | [Video Link](#)**
Jessica Schenck, of Hologic, extolls the national-level expertise her company has found at K-State; as well as the institution's friendly, collaborative environment.
- **K-State Research Showcase | Finding Flexibility | [Video Link](#)**
Brad Fabbri, of TechAccel, says K-State is a top land-grant university well-versed in business acumen and flexible with industry. Hear why he attends the Research Showcase and how his company collaborates with K-State.
- **K-State Research Showcase | Making Time | [Video Link](#)**
Jeff Henson, of Black & Veatch, discusses why he came to the Research Showcase and how the gathering helped him answer a specific "big data" question from a client.

SUMMARY

Our hope at Kansas State University is that this guide is helpful to others working to enhance and promote university-industry collaborations. In 2019, Kansas State University Institute for Commercialization and the Kansas State University Research Foundation merged to form K-State Innovation Partners. K-State Innovation Partners facilitates collaboration between the university, industry and communities through corporate engagement, technology commercialization and economic development.

Contact [K-State Innovation Partners](#), innovationpartners@k-state.edu, to engage with members of our original Working with Industry Boot Camp Planning Committee, and/or for additional conversations and resource sharing. For additional information and digital resources, visit the Working with Industry Boot Camp page on our website: k-state.edu/research/faculty/other-resources/working-with-industry/boot-camp/.

