



## 3<sup>rd</sup> ASEM UNIVERSITY – BUSINESS FORUM 2012

### DRIVING INNOVATION

*5 - 6 November 2012*

*Putra World Trade Center (PWTC), Kuala Lumpur*

# "Institutionalizing Knowledge Generation and Exchange through Industry and Community Engagement in a Research University: the Challenges and Opportunities"



UNIVERSITI  
KEBANGSAAN  
MALAYSIA

*The National University of Malaysia*

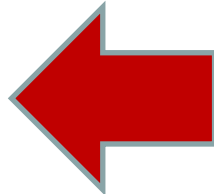
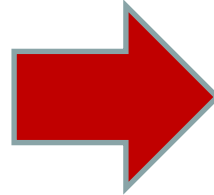
***Prof. Dato' Dr. Saran Kaur Gill***  
***Deputy Vice Chancellor (Industry & Community  
Partnerships)***  
***Universiti Kebangsaan Malaysia***

# Working Collaboratively to Enhance Lives: Quadruple Helix Partnerships\*



\*Maldonado, V. 2010. *Achieving the MDGs through quadruple helix partnerships: university-government-industry-third sector collaboration*. Global University Network for Innovation at <http://www.guninetwork.org>

# Knowledge Exchange



“We focus a lot on the term knowledge transfer, it is essential in this partnership era to start using **knowledge exchange**. It breaks the universities away from the idea that they are the sole custodians and developers of knowledge, and exemplifies that they have just as much to learn from industry, communities and the larger society.”

*(Gill, Saran Kaur,  
Knowledge Societies: Universities and Their Social Responsibilities,  
2<sup>nd</sup> Asia-Europe Education Workshop 2011)*

# KNOWLEDGE SOCIETIES

## Universities and their Social Responsibilities Asia-Europe Education Workshop

“USR is not an entirely new phenomenon, .... The use of term and its practices differ throughout ASEM countries. This is above all, due to varying contexts. .... The University of Today is not the University of Tomorrow, both in Europe and in Asia. A new general paradigm should thus be developed, devoid of the chains of the past and present contexts, including geographic ones. .... The topic of USR should be promoted and supported through the continuous dialogue of stakeholders – universities, communities, industries and governments alike in ASEM countries. Universities should be supported in communicating and exchanging good and innovative ideas with the general public.”

*(Chripa Scheneller and Erich Thoni (eds.), 2012: 37)*

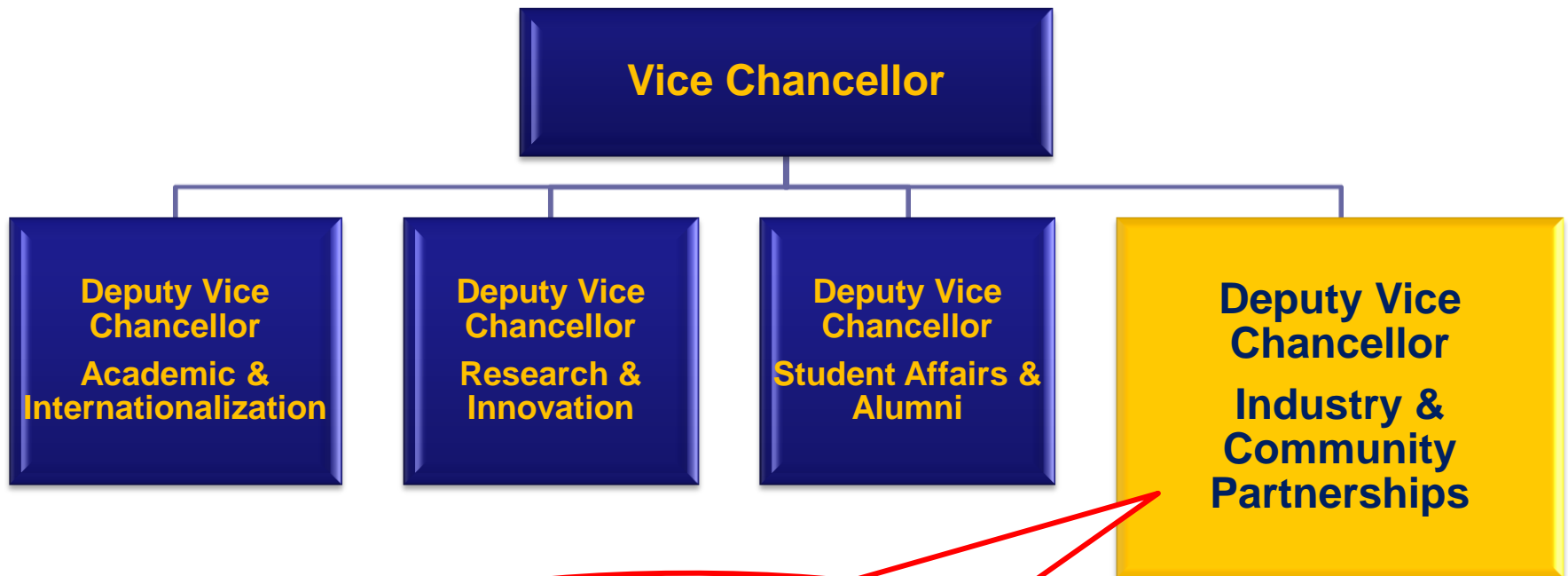
# Challenges in Moving Forward the Field of Industry and Community Engagement

“the lack of support across national and institutional systems, a gap between strategic plans and operational systems, lack of funding streams and promotional recognition and lack of capacity building to develop qualities essential for engagement.”

Goddard & Puukka, 2008 and  
Goddard & Vallance, 2010

**Governance System and Structures, Policy  
and Implementation which Direct and  
Support University-Industry/Community  
Partnerships at UKM**

# Establishment of the Industry and Community Partnerships Portfolio



Established by the Ministry of Higher Education Malaysia on the 1<sup>st</sup> of Sept 2007

# Service and Engagement

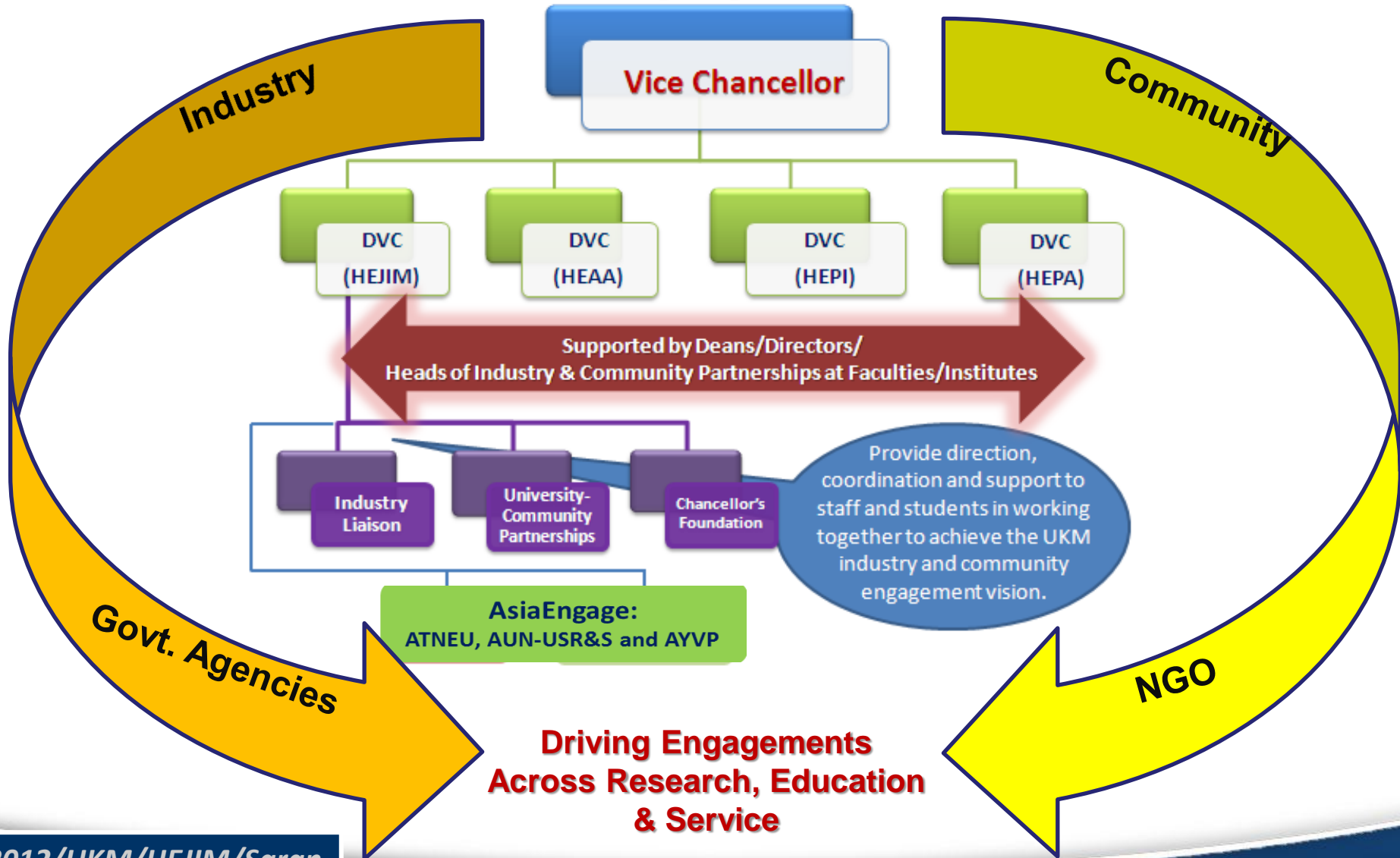
**“Service” as the third mission of the university focuses on an act of helpful activity; help; aid: to do someone a service, what is involved in volunteerism and this is extremely valuable for ensuring that we give with our hearts, hands and minds back to society.**



# Service vs. Engagement

The term '**Service**' is not broad enough to sufficiently encompass and capture the diverse range of activities and initiatives which involve **engagement** with industry and communities which encompasses the richness of knowledge exchange, carried out with various multi-sectoral partners in mutually beneficial ways.

# UKM's Governance Eco-System for Engagement



# Style of Leadership

**“work with us and we would be able to add value and strength to what we will be able to do for you and society”**



# **The Value Of Stewardship in Driving University- industry and Community Engagement**

The main thrust of this portfolio is to lead in the development and application of multi-stakeholder collaboration and “to exercise stewardship to coordinate and handle actors and interactions not under their full control but critical to the performance of the sector.” (The World Bank: 2012)

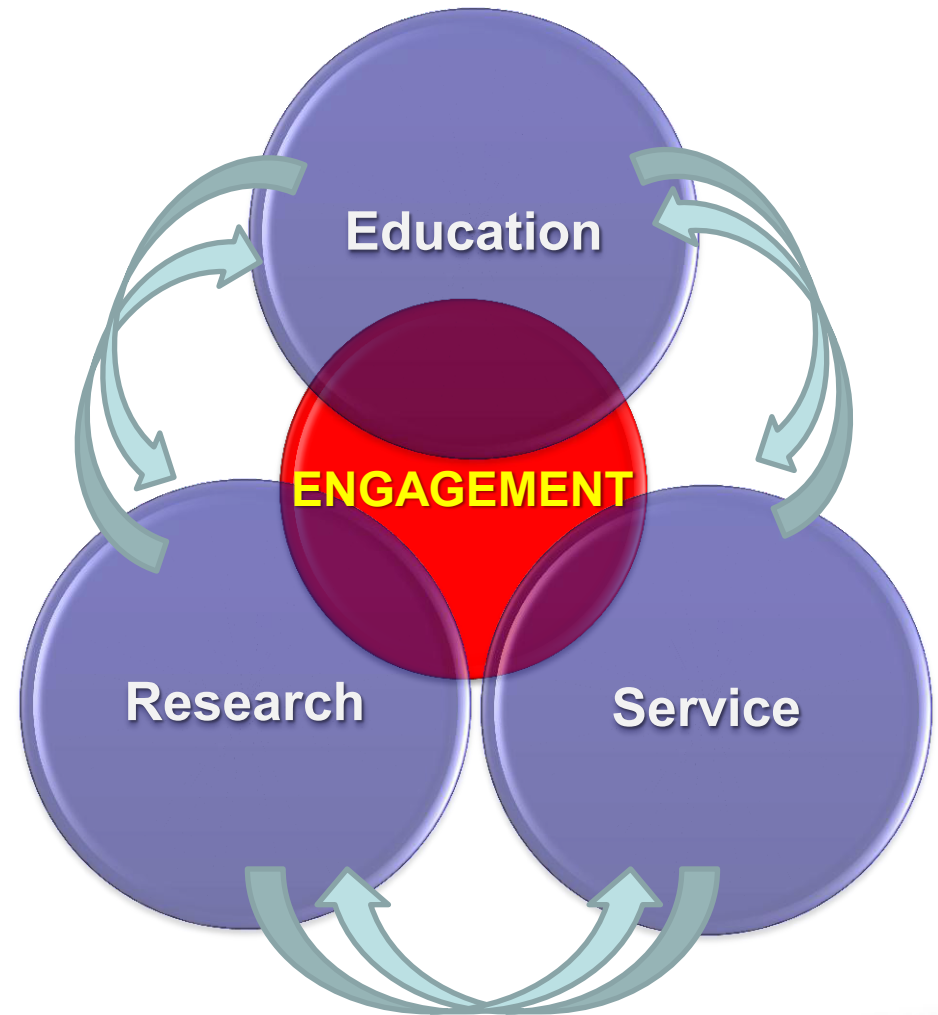
In this case, the multi-sectoral actors, constitute universities, industry, NGOs, govt agencies and communities, and we need to work with them to create opportunities and forge engagement to enrich the core mission of the university - research, education and service.

*“The definition of engagement implies purposive, considerate and productive interaction with both internal (academics, students and administrative staff) and external stakeholders (industry, government agencies, NGOs and communities) for the establishment of mutually beneficial partnerships. This will involve working together with shared understanding to develop shared solutions, through shared governance and shared assets, with the ultimate aim of gaining shared advantages for all stakeholders.*

*All of these engagement initiatives aim to enhance the central roles of the university - **research, education and service**, whilst driving forward industry & community partnerships.”*

*UKM’s Strategic Plan for Industry and Community Engagement (2012 - 2015)*

## Definition of Engagement at UKM





Engagement  
for Education



Engagement  
for Research



Engagement  
for Service



**Industry and Community Engagement**

# University-Industry Engagement for Sustainable Research : Endowed Chairs for Knowledge Generation and Exchange

- **Sustainable Funding + Expertise to Leapfrog Development of Knowledge for an area + Strong International Collaboration**
- An endowed chair represents an opportunity for a university or a research institute to attract an internationally acclaimed professor from Malaysia or across the region, who is a widely respected scholar, will contribute to leapfrogging the development and expansion of dedicated areas of research.
- An endowed chair provides the dynamic synergy to catalyse knowledge generation and exchange between between university experts, industry experts and community practitioners.
- An endowed chair stimulates opportunities for strong international collaboration with other like-minded research partners.



## UKM-YSD Chair for Climate Change

### Research

Develop knowledge to address mitigation adaptation challenges

### Education

Enrich education through current knowledge in climate change

### Service

Create Climate Change Ambassadors (students) to create awareness

Cooperate with govt agencies / NGOs for capacity building initiatives



# UKM-YSD Chair for Sustainable Development: *Zero Waste Technology for the Palm Oil Industry*



## The first chair holder

Prof Dr Ir Pierterral Claassen from Wageningen University,  
Netherlands



Expertise in Bioprocess for hydrogen production from biomass  
Project leader for Hydrogen project under European Union.

Appointment for a period of 3 year

Term of appointment:

- To spend 5 times per year (6 days per visit) in Malaysia
- To leapfrog, stimulate and catalyze the overall research thrust areas
- To seek external funding and collaborations with international parties

# The MPOB-UKM Endowed Chair in Oil Palm Industry Development for a Sustainable Economy



# Key elements for building strategic university-Community partnerships

## Governance

- Establishing institutional strategies, policies and processes that support and facilitate strategic engagement with all stakeholders

## Knowledge Exchange

- Identifying and converting expert knowledge at the university into innovative ideas that can excite and benefit industry & community

## Value

- Demonstrating the value and impact of collaboration e.g. achieving social responsibility missions, enhancing visibility, facilitating applied research in areas of mutual interest

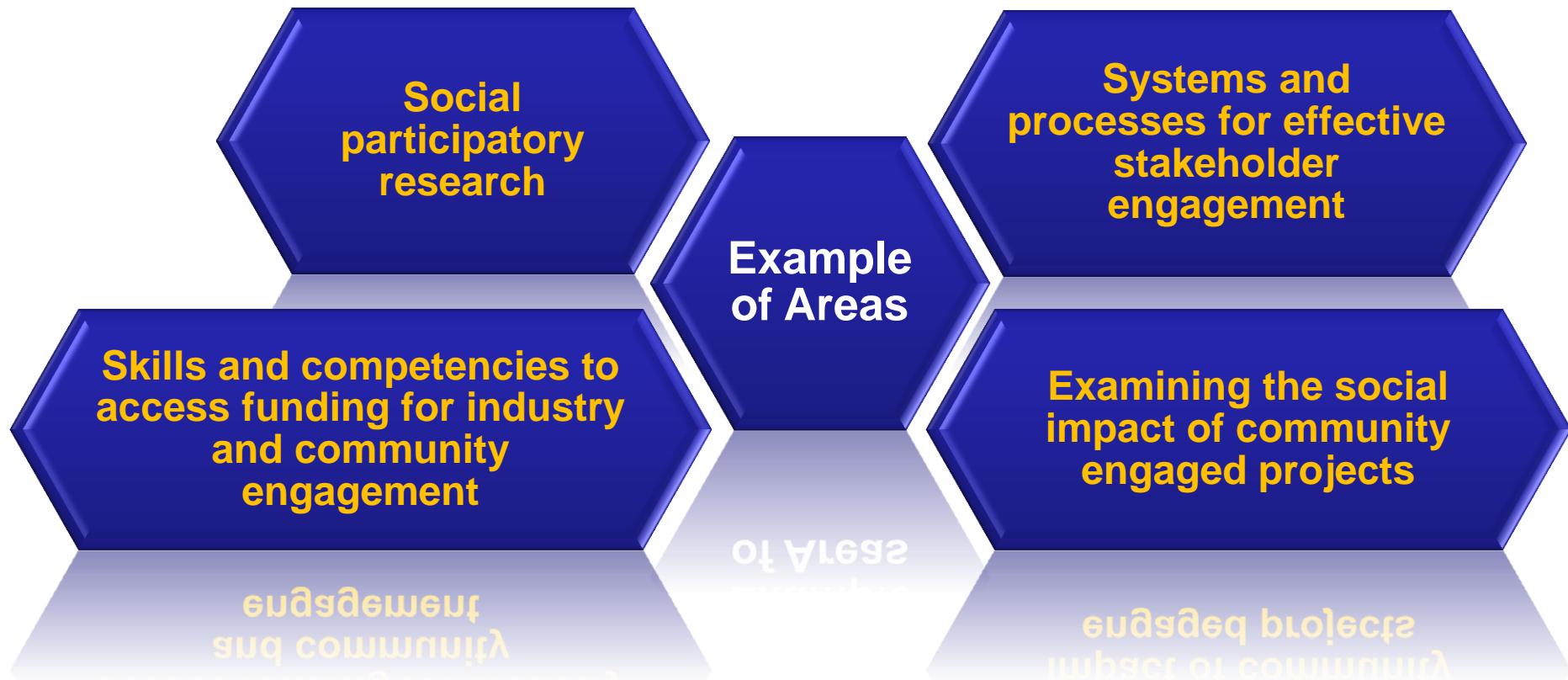
## Trust

- Convincing industry that academics have the integrity, capability and stamina to work at their pace and demands for mutually beneficial collaborations

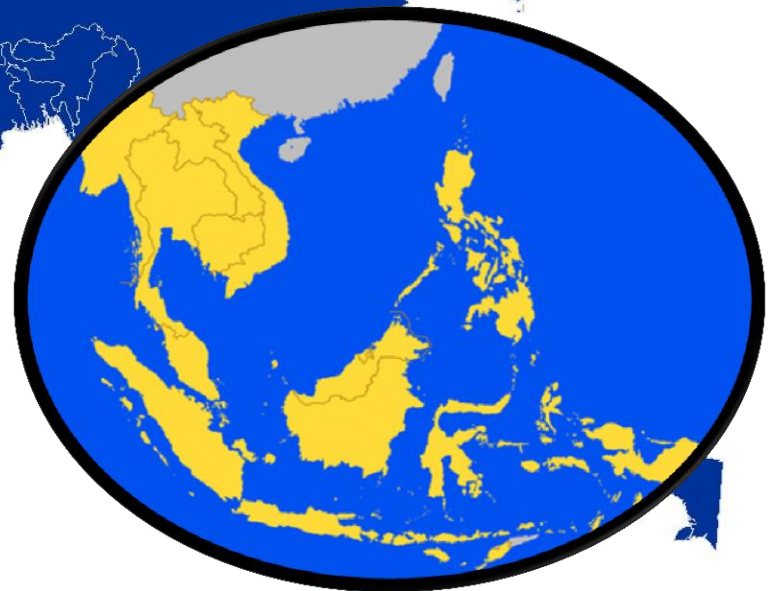
## Relationship

- Develop sustainable relationships : a huge investment in time, effort and resources that requires planning, patience, persistence and professionalism from all stakeholders

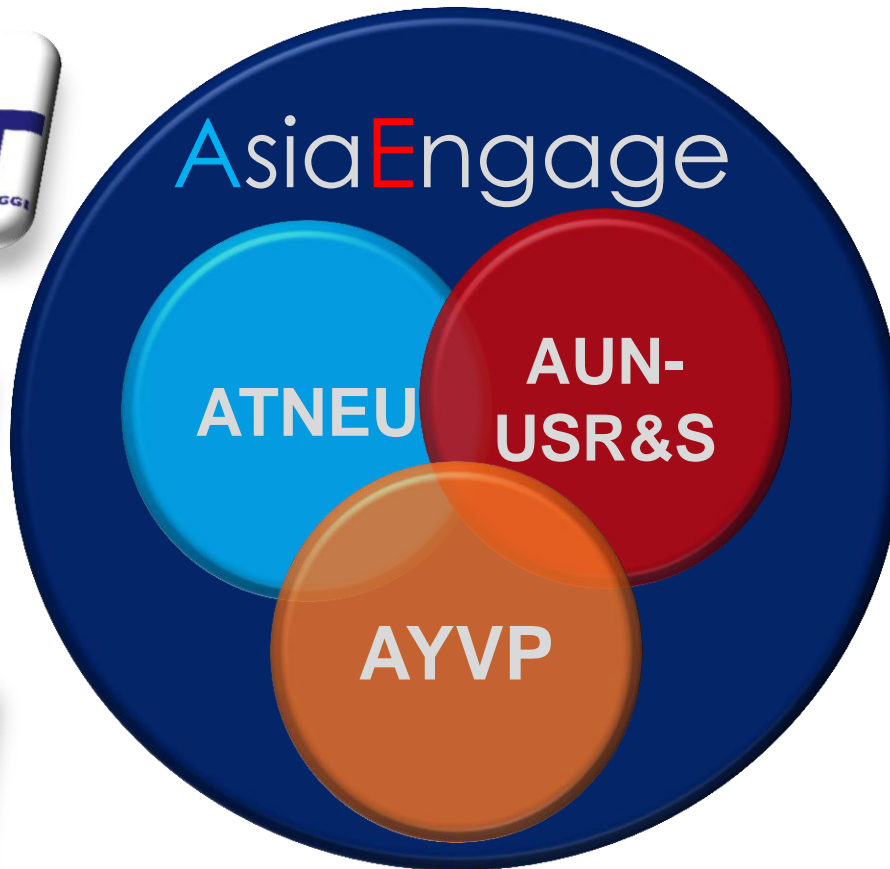
# Capacity Building for Effective Industry and Community Engagement through Meaningful, Organised and Impactful Training



**Creating multiplier effect and synergies in Community and Industry Engagement across ASEAN and Asia through regional platforms**



# A Powerful Collaboration to Engage ASEAN & Asia



AsiaEngage presents  
 The Regional Conference on  
 Higher Education-Community-Industry Engagement  
*Forging Meaningful Partnerships across ASEAN & Asia*





# HIGHER EDUCATION & COMMUNITY ENGAGEMENT

Innovative Practices and Challenges  
Across ASEAN and Asia



edited by  
Saran Kaur Gill • Nantana Gajasen

# HIGHER EDUCATION & COMMUNITY ENGAGEMENT

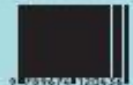
Innovative Practices and Challenges Across ASEAN and Asia

Higher Education and Community Engagement: Innovative Practices and Challenges across Asean and Asia, is expanded from selected presentations and discussions during the 2<sup>nd</sup> UKM-AUN Regional Forum on University Social Responsibility and Sustainability (USR&S), 9<sup>th</sup> - 11<sup>th</sup> May 2011. This publication serves as a resource of innovative ideas, knowledge-driven expertise and creative solutions to support institutions of higher education and other collaborative stakeholders in promoting and embedding community engagement into the core missions of their respective organisations. The chapter explicate the experiences of leaders from academia, industry and non-governmental organisations in areas such as social responsibility, curricular development, volunteerism and knowledge-sharing when undertaking collaborative community-based initiatives across research, education and service. It concludes with a summary of the key issues arising from the 2<sup>nd</sup> UKM-AUN Regional Forum and makes recommendations for driving forward the higher education-community engagement agenda to respond to needs of the ASEAN and Asia communities for mutually productive outcomes.

SARAN KAUR GILL, Ph.D., Professor from the Faculty of Social Science and Humanities is also the Deputy Vice Chancellor, Industry and Community Partnerships, Universiti Kebangsaan Malaysia. NANTANA GAJASENI, Executive Director of the ASEAN University Network.



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<http://www.asiaengage.org/wp-content/uploads/2012/09/Higher-Education-in-Community-Engagement.pdf>

# Emulate Good Practices Of The European Commission – The Directorate-general For Education And Culture

AsiaEngage looks forward to working with the European Commission Directorate-General for Education and Culture to reflect strong cooperation and collaboration to capture, document publications for “The State of Asian and ASEAN University-Business Cooperation” and 30 Good Practice Case Studies in University-Business Cooperation across Asia and ASEAN.’

AsiaEngage



EUROPEAN  
COMMISSION



## **One of Key Recommendations of the 3<sup>rd</sup> ASEM Rectors' Conference (ARC3), University of Groningen**

“To commission a structural analysis of policies, funding distribution and reward and recognition systems that impede and on those that drive community and industry engagement across research, education and service in higher education.”

(The ARC is an official dialogue partner of the ASEM Ministerial Meetings and they have commissioned the ASEM University Business Forum.)

BEIJING FORUM : November 2nd-4th , 2012

Keynote Address by Former President of India

**DR APJ ABDUL KALAM**

“The Evolution of a Peaceful and Prosperous Planet Earth”

**A key message** – we need to work on global platforms made up of a network of universities, private sector and communities – researching and synergizing core competencies to find knowledge-driven solutions in a multi-national manner.

