



inorms 2010 Conference Summary

Official Opening & Keynote Address

“Business has to rely on governments to educate scientists and technologists
- innovation depends on an educated workforce - and to maintain the
basic infrastructure of research at universities and research institutes....”

*Hon Minister Naledi Pandor
Minister of Science & Technology*

“Science must overcome development challenges ”
(referring to 3rd generation universities)

*Prof Martin Kropff
Rector, Wageningen University & Research Centre*



DAY 1

Tuesday, 13 April 2010



Research Strategy & Management for Impact

- Structured strategic institutional research development α quality research performance
- Strategic choices, finding the balance
- Defining institutional niche knowledge platforms
- Collaborative optimisation of resources



TS1: Impact in the Research Institution

- Mitigating risk: the business of doing science
- Research Management: A practice in search of theory?
- University research outputs & innovation – a vehicle for strategic positioning
- $$\frac{\text{Research}}{\text{Evidence}} = \text{Value Creation}$$



TS2: Impact on the Research and Innovation Process

- Research Management : confronting complex challenges
- The art of research management for impact demands
 - Flexibility, wisdom, transparency
 - Complex, non-linear and multi-dimensional systems
 - Collaborative, multi-skilled institutional partnerships
 - Shared cultural capital
- Mechanisms of research management
 - IT, committees, platforms, articulated code of conduct
- Recognise and strategically plan to avoid pitfalls
 - Define roles, recognise overlap of expertise
 - System change and transformation : a slow process



TS3: Building a 21st Century Profession

- The research manager : a new profession
- Defining the role – we need to
 - Define our aims
 - Define required skills and qualifications
 - Define roles and needs
 - Define relationships and boundaries
 - Cultivate a research culture
 - Adjust and apply ourselves to different environments
 - Actively and knowledgeably promote and demonstrate the value of the profession



TS4: Developing the Next Generation of Researchers

- Well prepared, rounded ‘next generation’ lifeblood of future research
- Knowledge based economies driving increased corps
- Traditional approaches no longer sufficient
- Complex challenges, particularly in developing countries
- ‘It takes a global village’
- New skills required for efficient knowledge dissemination and application:
 - professional & multi-cultural competencies, intellectual risk-taking
 - Inter-disciplinary competence and collaboration



DAY 2

Tuesday, 14 April 2010



Innovation, Policy & Science

- Changing landscape
- Increase in end-use driven innovation, designed for economic and social impact
- Identify gaps, optimise and support efficient policy implementation
- Increased access to science and new technologies
- Include, but look beyond private sector partnerships
- Science vs. business : fundamental vs. applied : finding the balance



TS5: Impact on Innovation

- HEIs continue to evolve
- Beyond teaching & learning: economic engagement
- HEIs and private companies: environmental changes provide new opportunities for collaboration
- Establishing the role of the Technology Transfer Office
- Cultivate a culture of innovation : engagement and knowledge transfer of both academics and businesses
- Need to ensure access to transfer technologies, challenging in developing countries.
- Money is not the objective, but a possible indication of success



TS6: Monitoring & Evaluation (M&E) for Research and Innovation Excellence

- Necessary to define key indicators/performance dashboards
- Identify, understand and select appropriate M&E tools available
- Explore drivers for change – e.g. recent increase in number of South African research outputs
- Employ but also challenge benchmarking for excellence



TS7: Impact on Social & Economic Development

- MDGs provided ambitious vision for development
- Powerful framework for action
- HEIs have crucial role to play
 - development of requisite human capital at the highest level
 - execution of research agendas that address development issues.
- Need to forge close relationships between government, industry and higher education



TS8: Diversifying the Funding Base

- Global funding opportunities continue to diminish
- Highly competitive R&D funding environment
- Seek new and innovative strategic funding partnerships
- Employ funding management tools, detailed analysis should inform both institutional and national strategic planning
- Economic & social development driven by significant investment in knowledge generation and management



Conference Statistics

- Number of delegates: 419
- Countries represented: 40
- Regional breakdown
 - Africa 69%
 - USA 5%
 - Europe 14%
 - Australasia 12%



Conclusions

- Global knowledge production requires new strategies, structures and frameworks
- Build on diverse missions and phases of development for R&I
- Innovation networks
- Innovative and expanded funding sources to support R&I
- Focus on capacity development
- Research training and career development
- Strengthen research leadership capacity to drive research excellence and impact

