

Recruiting and Retaining

June 12, 2013

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NSF Meeting, CO

The Challenge



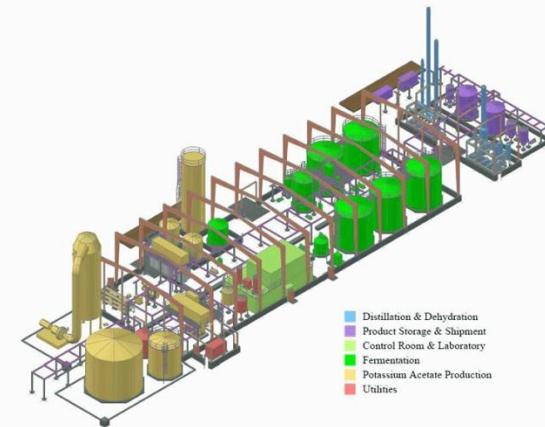
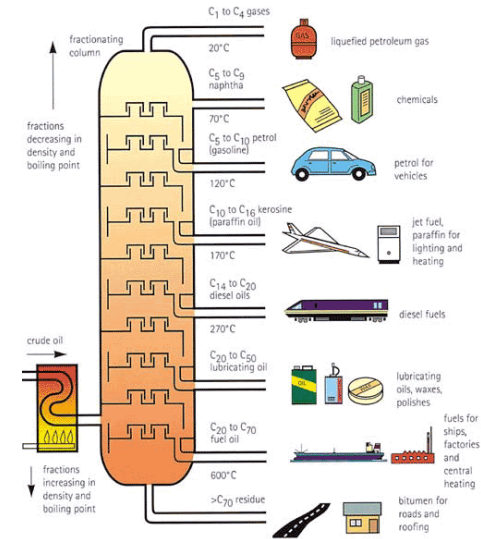
**Alkanes
Aromatics
Cycloalkanes**



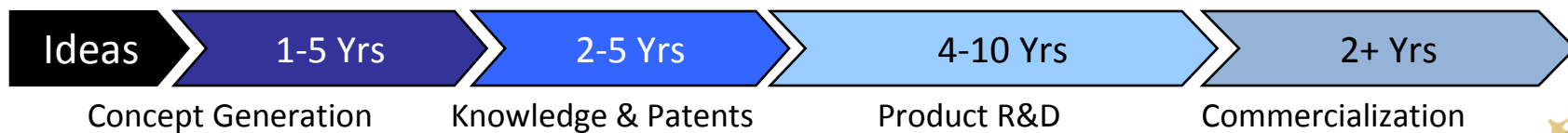
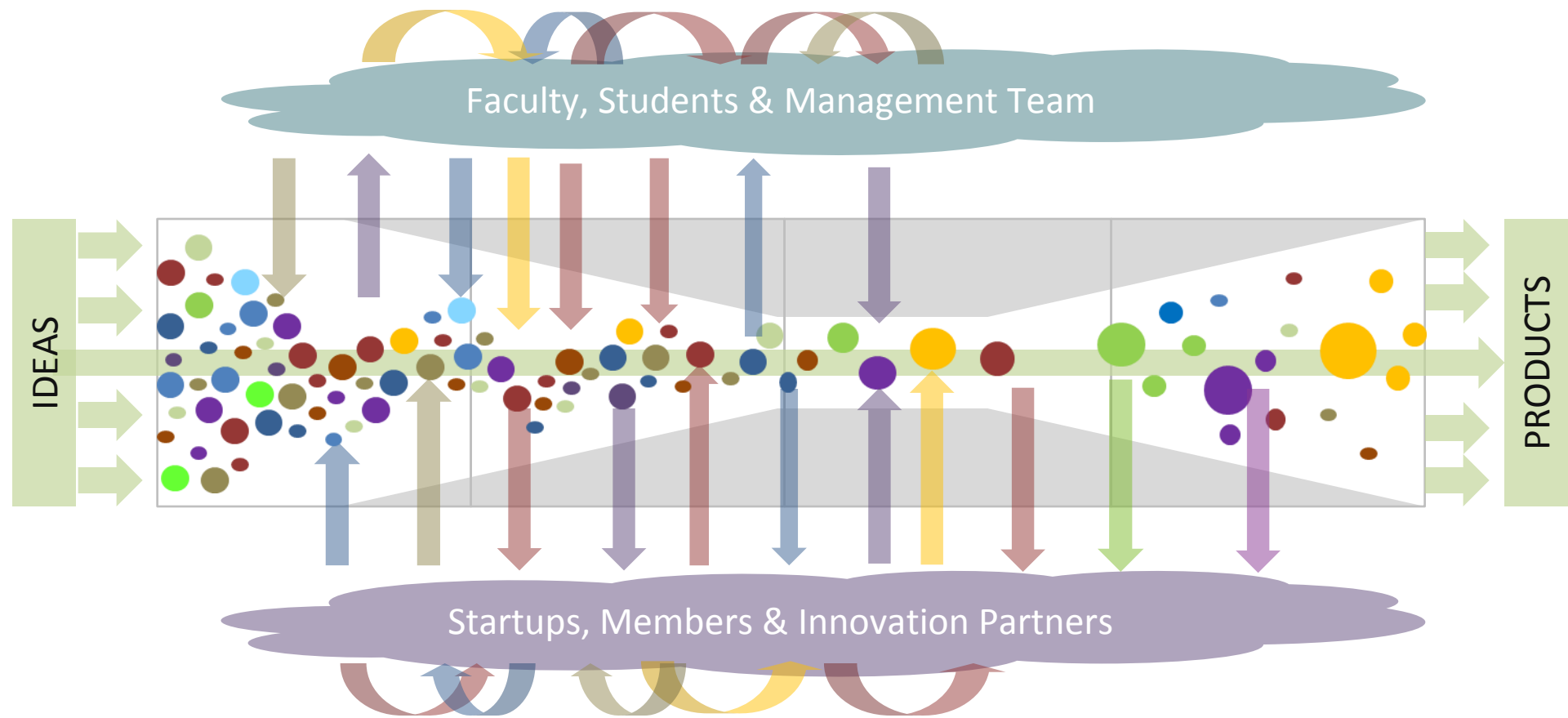
**20M Gallons a Day
vs
0.2M Gallons a Day**



**Glucans
Xylans
Lignin**



Innovation Ecosystem



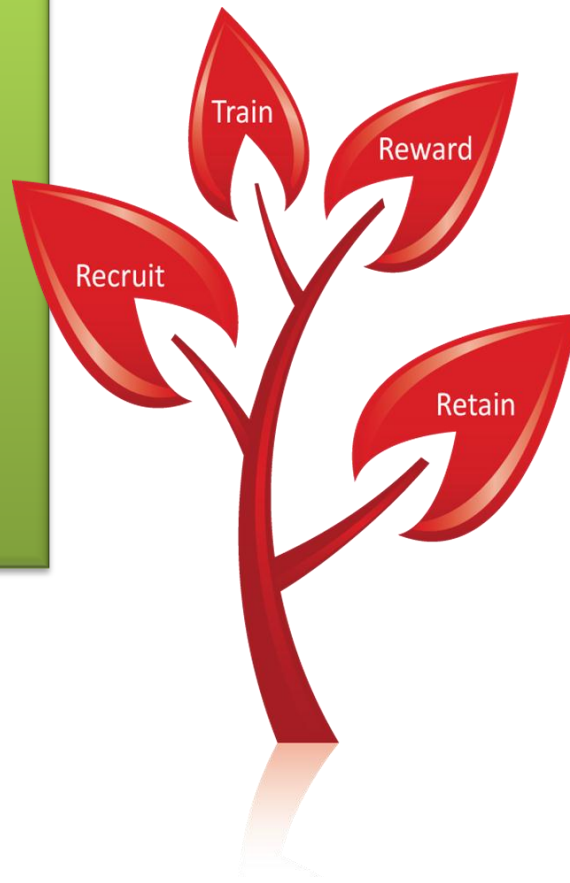
Recruit, Reward, Retain

ERC's need an active IAB with sufficient diversity to add value to the center.





Core Needs



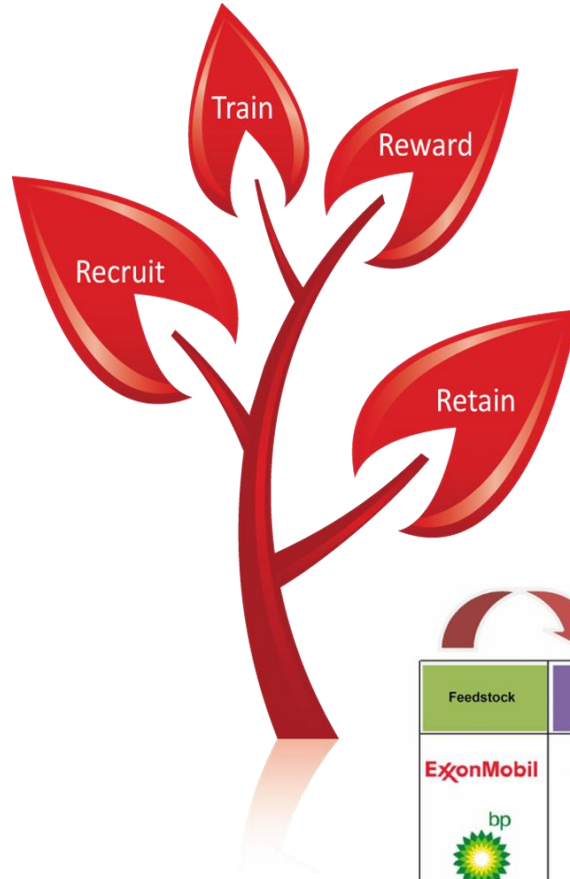
- Clear Understanding of Industry Membership Benefits & Costs, and your Membership Agreements
- A Good Knowledge of your ERC's Science & Technology
- Classy Brochure with your ERC Story
- Convincing PowerPoint Presentation with Great Slides

- Consistent Credibility with your ERC Management Team and University Admin
- Build Links to the Broad Industry of your ERC
- Dialogue & Good Relations with your Industry Member Folk
- Patience, Perseverance, Persuasion, Passion & Vision



Membership Database

Build a database of company names, connections, contact info and notes.



Feedstock	Raw Material	Distributor / Intermediate	OEM	Retailer	Consumer
<p>ExxonMobil</p> <p>bp</p> 	<p>Dow</p> <p>BAYER</p> <p>EASTMAN</p>	<p>ASHLAND</p> <p>BRENTAG</p>	<p>BISSELL</p> <p>PPG</p> <p>OLYMPIC</p>	<p>Walmart</p> <p>THE HOME DEPOT</p> <p>LOWE'S</p>	

Recruit



Your LinkedIn Network

1,822 Connections link you to 12,033,416+ professionals

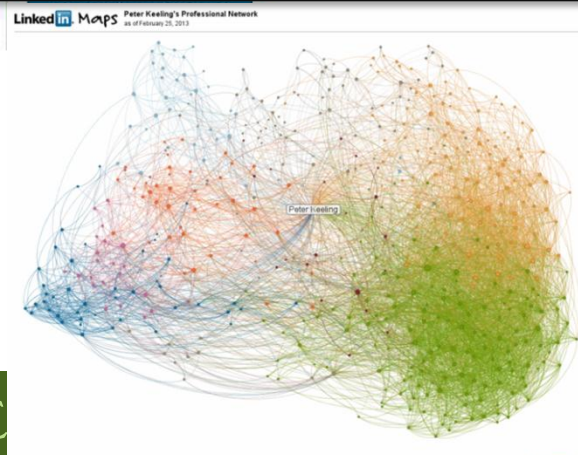
17,225 New people in your Network since April 26



- Emails, connections, business meetings lectures, brochures.
- Imperative to reach the “right person” as senior as you can get. Then build several connections.
- Follow-up with conference call and campus visit.
- Invite select guests to Annual Meeting (Fee & CDA).

- Cold calls do not work.
- CDA is sometimes a problem.
- Very little from IAB and Faculty.

Industry folk move jobs. Can track with LinkedIn.



Train



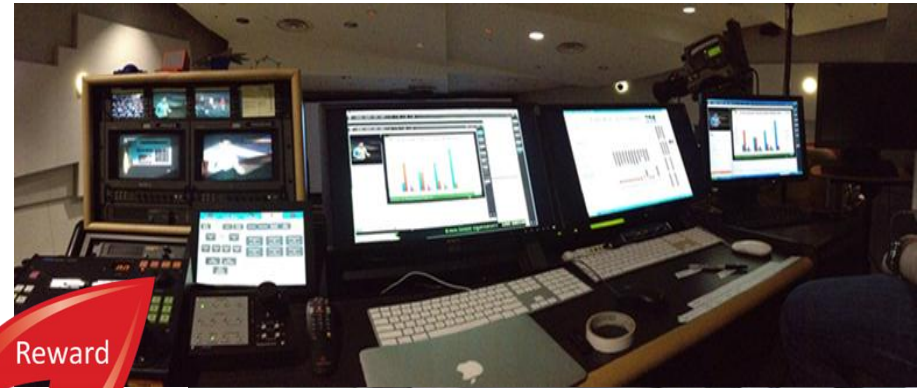
- Explain, describe and summarize.
- Often get new people to member meetings.
- Legal side and patents and internet access and strategy and SWOT.
- Build a good rapport with your IAB.



Reward

- Annual meetings are very important.
- Newsletters and webinars are very effective.
- Impossible to provide all information on an ERC to the membership.

- Not responding quickly to emails or phone calls is a bad reward.





Retain

- Improve your program over time so that there is always a next level.
- Build multiple relationships with members.
- IAB Seed projects from membership fees.
- Sponsoring research, internships, mentoring all build a deeper root in the ERC.
- Find creative ways to not lose a member.

• Members that leave do not come back.



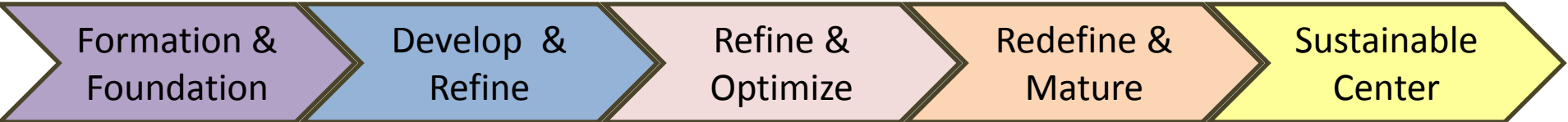


Thank you!!





Different Stages



Stage 1. ERC Years -2 thru 0 Formation and Foundation	Stage 2. ERC Years 1 thru 3 Define and Develop	Stage 3. ERC Years 4 thru 6 Refine and Optimize	Stage 4. ERC Years 7 thru 10 Redefine and Mature	Stage 5. ERC Years 10+ Graduate to Sustainable Center
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ERC Stages

ERC STAGES & YEARS CONCEPT	Stage 1. ERC Years -2 thru 0 Formation and Foundation	Stage 2. ERC Years 1 thru 3 Define and Develop	Stage 3. ERC Years 4 thru 6 Refine and Optimize	Stage 4. ERC Years 7 thru 10 Redefine and Mature	Stage 5. ERC Years 10+ Graduate to Sustainable Center
Ideation and Formation	Work closely with ERC Founders and University advisors to develop ideas within context of NSF ERC Guidelines. Help define ERC opportunity.	Define and develop ERC concept working closely with ERC Management Team.	Refine ERC concept working closely with ERC Management Team.	Redefine Center concept based around a vision of future sustainability.	Review and define new sustainability strategy
Member Recruitment	Secure letters of Intent from future industry members. Identify key individuals to work with.	Develop active outreach process through business connections, technical summits, outreach presentations, fliers and brochures. Tiered membership structure based on company size, varying benefits. What is a realistic IAB size.	Refine recruitment efforts with a greater emphasis on maximizing ability to retain key members.	Redefine recruitment and retention around a future sustainability strategy.	Develop connections to forge the best path into Sustainability.
Member Retention	Begin to define strategy to retain members through engagement in center activities including newsletters, websites and other informational tools.	Develop company interaction and benefits. Develop ideas around joint projects, testbeds, and other ERC opportunities.	Maximize ERC / company interaction and benefits. Cultivate interest in joint projects, involvement in testbeds, and other ERC opportunities. Value and mechanisms of establishing multiple points of contact in firms.	Redefine recruitment and retention around a future sustainability strategy.	Develop retained connections to forge the best path into Sustainability.
Commercialization of IP	Begin to define testbeds and cross project integration alongside a strategy for commercialization.	Develop Industry R&D needs alongside ERC needs in testbeds, Integrate industrial input from project inception, using project management tools (timelines, go/no-go points, cross project integration, etc.). Strategies for increasing sponsored research projects with industry.	Meet Industry R&D needs alongside ERC needs in testbeds, Integrate industrial input from project inception, using project management tools (timelines, go/no-go points, cross project integration, etc.). Strategies for increasing sponsored research projects with industry.	Redefine commercialization strategy around a future sustainability strategy.	Redefine commercialization strategy in light of sustainability path.
Intellectual Property	Begin to define strategy for IP management and technology transfer.	Develop processes for management and strategy, Technology Transfer and the Invention Disclosure. Start to identify key technology transfer staff for ERC IP management (invention disclosures, patent processing, IP marketing, etc.), the licensing process and what is really valuable to the membership.	Refine management and strategy, Technology Transfer and the Invention Disclosure process. Realistic chances of "big-hit" from IP generated revenue. Cultivate connections to key technology transfer staff for ERC IP management (invention disclosures, patent processing, IP marketing, etc.), the licensing process and what is really valuable to the membership.	Redefine intellectual property strategy around a future sustainability strategy.	Redefine IP strategy in light of sustainability path.
Innovation Strategy	Begin to identify key local innovation partners and infrastructure	Develop paths to entrepreneurship activities in the ERC and University, connecting to local, state, and regional economic development and incentive programs and role of investment groups such as Angels, VCs.	Cultivate entrepreneurship activities in the ERC and University, connecting to local, state, and regional economic development and incentive programs and role of investment groups such as Angels, VCs.	Redefine innovation strategy around a future sustainability strategy.	Redefine innovation strategy in light of sustainability path.
Education Programs	Begin to identify strategy to develop valuable education programs	Start student mentoring programs, short courses and workshops for industry, Certificate programs and distance learning models, Faculty and student exchange, Active promotion of industrial recruitment of graduates.	Refine student mentoring programs, short courses and workshops for industry, Certificate programs and distance learning models, Faculty and student exchange, Active promotion of industrial recruitment of graduates.	Redefine education strategy around a future sustainability strategy.	Redefine education strategy in light of sustainability path.



Strategy: Define and Refine

Goals	Define, Develop, Refine and Optimize
Strategy and Ideation	Define, Develop, Refine and Optimize CBIIRC, Work Closely with Leadership Team
Innovation	Cultivate Innovative Culture, Entrepreneurship Course, Translational Research, Startup Companies, Innovation Partners, Angels and VCs
Education	Student Spotlights, Industry Internships, Distance Learning, Exchange, Student Mentoring, Recruitment
Member Recruitment	Industry Outreach, Summits, Conferences, LinkedIn, Connections, Site Visits
Member Retention	Newsletters, Networking, Poster Competition, Student Seminars, Technology Fair, Technology Transfer, Two-Way Confidentiality, Sponsored Research, Internships
Commercialization of IP	Integrate Industry Input, Invention Disclosures, NSF Translation Research Grants, Startup Companies
Intellectual Property	Invention Disclosure Process, Align with Offices of IPTT,