Newsletter

Project for Improving Higher Education Institutions through University - industry community Link (Hi-link) in Universitas Gadjah Mada

UGM Hi-Link Project

Edition September 2007

JICA 九州大学 KYUSHU UNIVERSITY IC Net Limited

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HI-LINK PROJECT OFFICE NEW FORMATION

UGM Hi-Link Project Office (HLPO) has introduced its new formation on September 2007. Now the HLPO has four units working closely each other among themselves and also LPPM. They are; 1) General Planning, 2) Research Assistance, 3) University - Industry Collaboration, and 4) University - Community Collaboration.

UGM's New Policy

UGM's rector election finalized in May 2007 and the following new management organization confirmed the strong will and its strategy for UGM to be a world class research university of quality with a strong financial sustain ability. It was confirmed through the Hi-Link Project Team's meetings with Prof. Sudjarwadi, the new Rector. Furthermore, Prof. Retno, Senior Vice-Rector responsible for Academic, Research and Community Services, together with LPPM, the counter part of Hi-Link Project, plans its new structure to accelerate implement the new framework strategy particularly on University - Industry Collaboration.

Develop "AWKS"

JICA Expert Team, since December 2006, had been implanting a few University-Industry-Community (U-I-C) collaboration development activities such as seminars and workshops with faculty researchers, hands-on advice to specific research seeds cases a) to raise awareness the importance of U-I-C promotion, b) to encourage willingness among UGM researchers and staff for U-I-C promotion, c) to build capacity on technical knowledge on U-I-C development, and d) to gain skills on U-I-C collaboration implementation, that are summarized as "AWKS" in addition to create enabling environment and dissemination activities under the current TOR given from JICA.

JICA's Recommendation

JICA's Mid-term Evaluation conducted in August 2007 endorsed those capacity-building assistance efforts initiated by the Project and further strongly encouraged both UGM management and the Project Team to continue those activities. HLPO appreciates JICA Evaluation Team's insightful and straight comments and suggestions that triggered the following actions at HLPO.

HLPO Staff Recruitment

Based on those developments, a new HLPO organization was developed and its key staff members were recruited. The new HLPO staff, most of them are UGM young graduates or student interns, were recruited on the basis of professional expertise and their strong willingness and commitment. Thanks to the advice and recommendations from faculties and also keen interest shown among young generation in UGM, the recruitment went very smoothly.

TANAKA, Yoko Local Coordinator JICA Expert Team	IZUMI, Yasuo Deputy Team Leader JICA Expert Team	**ITOI,Ryuichi Team Leader JICA Expert Team**	Ali Agus Advisor U-I-C Collaboration	KU Members JICA Expert Team

Unit	General Planning / General Affairs	Research Assistance / Financial Management	University - Industry Collaboration	University - Community Collaboration
Supervisors	ITOI / IZUMI	ITOI / TANAKA	IZUMI / Ali Agus	IZUMI / Ali Agus
Officers (Staff)	Wieda / Hesty (Putra) / (Arum)	Wulan / Arum	Umar / Putra	Andi
Project Staff (Interns)	YAGI		Ari / Anggi / Linda / Sonya	Ady/ Titis / Unggul / Widya
TOR	Project Process Management U-I-C Strategy HLP Marketing with IT JCC/UGM/LPPM Relation KU/IMAQ Relation	Process Management Researchers Coordination Procurement Receipt Management and Processing Account Closing	U-I Collaboration related •Basic Research •Business Plan Drafting •Marketing Strategy •Marketing Support	U-C Collaboration related •Basic Research •Business Plan Drafting •Marketing Strategy •Marketing Support
Key Events	JCC / Research Week Mini Expo / U-I-C Meetings News Letter / HLP Website	Research Week Project Presentation	Needs Survey U-I Workshops U-I Best Practices	U-C Workshops U-C Best Practices

New Four Units

1) General Planning unit responsible for project process management and overall relation coordination, needs careful but professional coordination and planning capacity with JCC, UGM, Kyushu University people, 2) Research Assistance staff, directly assisting researchers, requires a good knowledge on financial management and detailed coordination capacity, 3) U-I Collaboration team, transforming research vocabulary into business terminology, should have substantial knowledge on business planning including operations, marketing and finance, and 4) U-C Collaboration members, promoting community development through local governments, are expected to have direct experiences with the communities and local governments, for example, through KKN (Student Community Service).

Hands on training

Each team member will receive a direct and hand-on technical guidance and trainings on the job (OJT) from JICA Experts in the Project primarily from Mr. Yasuo IZUMI and Ms. Yoko TANAKA. They are expected to be the front runners in UGM for its future sustainable development with their technical knowledge and skills through Hi-Link Project activities to contribute to UGM to be a high level of self-sustainability through U-I-C Collaboration through their integration with the planned new LPPM as professional technical experts.

University - Industry Collaboration
A Bridge Between University And Industry

University-Industry (U-I) Collaboration team consists of six people from marketing, finance and engineering. U-I team's main responsibility is to develop the marketing strategy in order to UGM research becomes commercialized.

These following are our activities:

For the object of UGM research commercialization, making developed business plan, it is necessary to conduct basic research. Business plan proposes new technological development or innovation to industry that required in industrial competition. The team collects information from both sides the researcher and the industry. U-I team compiles the good examples of University - Industry collaboration. For that, the team arranges to meet some researcher who has prosperous collaborative activities. The team will offer the assistance based on the data of example (best practice) and analysis. Survey to identifying industrial behavior and market is needed.

U-I team introduces potentiality activity to another researcher, faculty and office in UGM, while promotion HLP activity to Industry by making a mini exposition.

To see the response from the industry, U-I team conducts a pilot project. The team chose the research "Hydrocracking of Asphaltene From Butonian Asphalt" from Dra. Wega Trisunaryanti, M.S., Ph.D.Eng, Chemical department of Math and Physic faculty of UGM. At the next step, the team will make a business plan that focuses these contents 1) recently trend of product, 2) competency of product in the industry field, 3) target of products in a market. Additionally, the team offers translation service. Because some researcher is not familiar with a business language so this team supports to translate the particular and technical research term into suitable one for business plan.

Research in university has capable value to establish new business, so U-I team encourage it to link with industry. But emphatically it is essential that more involvement from administrative and researcher of UGM.

U-I Collaboration Team
U-I Collaboration Team, headed by Mr. Umardhana Arifuddin, assists UGM researchers for their research projects for their research proposal drafting, business plan drafting, market and target counterpart analysis, marketing strategy, and marketing assistance including legal aspects in one hand, conducts a survey on the needs from industries and communities, and assist UGM's marketing efforts with Japanese / international companies in Indonesia, on the other hand. They will also conduct a series of trainings / workshops to UGM researchers as well as students. Mr. IZUMI guides the Team for technical aspects and coordinates with Kyushu University's IMAQ.

U-C Collaboration Team
U-C Collaboration Team, headed by Mr. Andityo Nurwanto, analyzes the profile, policy and strategy, UGM's relationships of Yogyakarta Special Province / Central Java kabupatens (districts), and recommend and propose possible developments in close collaboration with LPPM and UGM researchers. Most important activities are to assist promotion of practical and concrete cases for UGM with people via kabupatens based on MOU signed between them. Dr. Ali Agus, Advisor, U-I-C Collaboration, also takes lead and guide the Team as well in specific projects cases.

HLPO's Renewed Commitment
The new Hi-Link Project Office, through each strongly committed staff, fully supports and assists UGM's strategy for its Research University of Quality, and the JICA Experts will continue their efforts to assit UGM's self-sustainable growth and development through the Project.

University - Community Collaboration
Connecting needs and seeds

University-Community (U-C) team consists of five multi discipline members, such as science, communication science, geography, finance, and engineering.
This project provides an opportunity to cultivate the local potential, moreover U-C team confidences that are gateway of sustainable development here in Yogyakarta. In this context, community is defined as small businesses and local communities around Yogyakarta, but especially local government has high potentiality of new small and medium industrial field/ .

The contents of U-C team's action plan are following activities:
For coordination between community and university, U-C team conducts a survey and makes a "community profile". A survey is based on the data from the statistics bureau and fieldwork at communities around DIY province . These data show existing relationship among region and UGM, possibility for community development, available industry for investment and worthwhile field for researcher. According the data, U-C team seeks a potential research activity within UGM. At the next step, U-C team observes the implementation of collaboration, gives advice and solution if it is necessary. U-C team evaluates and compiles the outputs to realize synergies collaboration hereafter.

For the first month, U-C team approaches both local government as a community and faculty as a University for survey. U-C team plays an important role as coordinator matching community needs with university researches. So far U-C has got in contact with four communities; there are Gunung kidul, Bantul, Klaten and Wonosobo. Especially Klaten and Wonosobo are progressing favorable, signed MOU with UGM and will be follow with real action plan in the future to maintain the existing relation.

Due to the U-C team survey, it was raised to the surface that in Yogyakarta communities have not only problem but also capability for collaboration with university.

UNIVERSITY - INDUSTRY COLLABORATION PROMOTION AT IMAQ

The Intellectual Property Management Center of Kyushu University (IMAQ) was established in 2003 to meet various needs from both inside and outside the university on University - Industry collaborations (U-I collaboration). IMAQ is a so-called "One-Stop Shop" for all intellectual property management and University-Industry collaboration at Kyushu University.

Introduction to IMAQ

The center is headed by Dr. Wataru Koterayama as Director-General, Trustee and Vice President of Kyushu University since it was established. He himself is one of the Hi-Link Project JICA Expert Team with institutional support from IMAQ and is responsible for U-I promotion.

IMAQ supports activities ranging from joint research projects, national projects, technological transfer, design business, start-up venture projects, to promoting international collaboration. IMAQ's multi-faceted system ensures that the unique needs for university-business collaboration progress smoothly. By connecting industries and universities, U-I collaborative activities enhance business capacity of companies as well as vitalize academic research and education in universities.

Dr. Wataru Koterayama
Director-General, Trustee and Vice President of Kyushu University

IMAQ Organization

It has seven departments offering specialized expertise to promote U-I collaboration; (1) Planning Department planning and supervising general strategy for U-I collaboration, (2) Liaison Department collaborating universities and industries, (3) Technology Transfer Department working on intellectual technology diffusion and utilization, (4) Start-up Support Department assisting university originated venture businesses, (5) Project Support Department supporting to manage projects, (6) Design Department promoting design rights acquisition, and (7) General Affairs Department supporting administrative operations.

IMAQ U-I-C Achievements

With their professional efforts, IMAQ has successfully achieved, in 2006, 233 patent applications (24 in 2002), 567 joint research projects (179), JPY6.4 billion of funded research (JPY1.6 billion), and other U-I collaboration activities. These remarkable achievements were endorsed by the fact that IMAQ is ranked as the third best university in Japan on the Business Choice for Easy-to-Cooperate with University survey according to Japan's Ministry of Economy, Trade and Industry Survey.

IMAQ's coordinators are engaged in all processes from the beginning, to support discussions on specific research contract matters including 1) purpose, 2) themes and areas, 3) schedule, 4) methodology and system, 5) funding, 6) management method, 7) result evaluation method, 8) management/utilization of intellectual properties, 9) injection of government funds, and 10) how to handle achievements, etc.

IMAQ Hands-on Assistance

One of the activities successfully developed by IMAQ is the organization level cooperation. This is a system aiming not only to satisfy individual R&D needs of companies but also to encourage both industry and university to jointly develop internationally competitive and highly advanced application of technologies through integration of various research elements. Such system will be developed through Hi-Link Project in line with the UGM's goal to be a world class "Research University".

Other activity to be integrated into UGM through Hi-Link Project is how to organize research groups where IMAQ successfully organizes a university-wide research groups matched with the most appropriate people for the purpose of research.

IMAQ & UGM Hi-Link Project

IMAQ has been participating in UGM Hi-Link Project since its inception by offering its accumulated knowledge and abundant experience in the field of U-I collaboration.

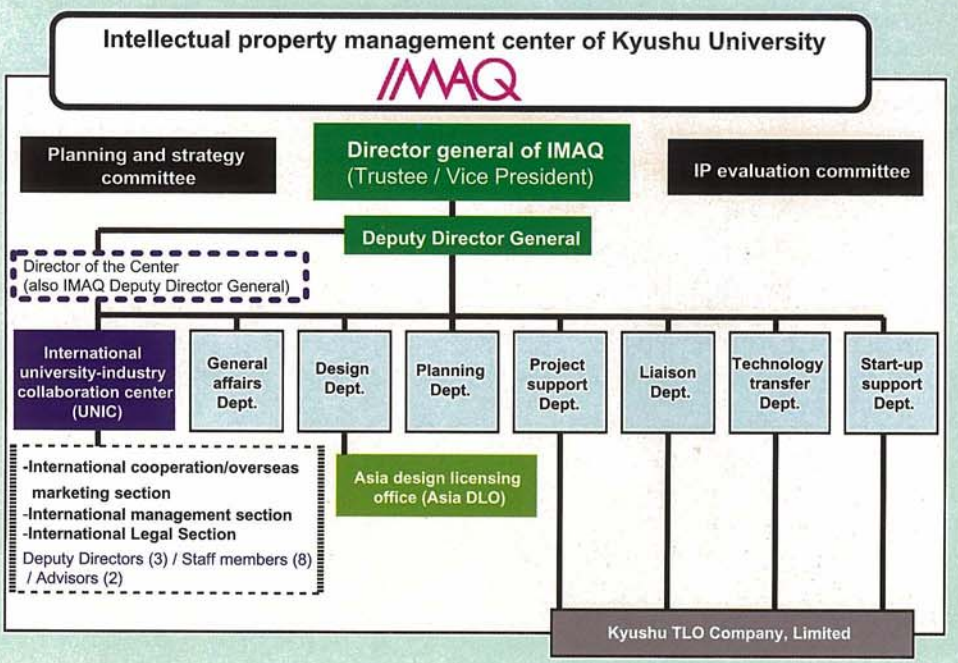
As a part of IMAQ assistance, it has accepted two people from UGM as U-I-C collaboration trainee for two months in 2006. They visited to local Japanese companies to explore possibilities of joint research, and to gather local information.

In 2007, IMAQ established the International University-Industry Collaboration Center (UNIC). UNIC aims to make practical achievements in international university-industry-government collaborative activities in three areas: international management, cooperation, and legal issues.

Furthermore, IMAQ Team headed by Dr. Koterayama visited several Japanese companies operating in Indonesia during their visits to Indonesia. They successfully developed a few joint research seeds and training / internship opportunities for UGM. These activities have been followed up by close coordination with UGM researchers and HLPO.

Reported by Teruko Saruwatari, IMAQ

IMAQ
Intellectual Property Management Center of Kyushu University



PROFESSIONAL MARKETING PRACTICES AND BUSINESS DEVELOPMENT for UNIVERSITY RESEARCHERS (U-I-C Note No.1)

This U-I-C Collaboration Development Note (U-I-C Note) is a series of information on University - Industry - Community Collaboration development. UGM Hi-Link Project has been supporting UGM top management, liaison centers, faculty management and researchers for their better collaboration among them as well as their interactions with their stakeholders. Some part of the notes will also be helpful for external stakeholders to understand better the ways how they may develop relationships with university researchers.

U-I-C Note No. 1
This particular note No.1 is designed to give some practical and business oriented advice to university researchers for their research seeds marketing activities and also business development in seeking opportunities to respond industry needs.

Environment surrounding UGM

Business Entity Main Factors
Human resources - intellectual assets, facilities and equipment, and financial resources are considered as the three main factors of a business entity. Universities can be categorized as an intellectual service business entity and its services are differentiated by human resources portfolio, i.e. lecturers, graduates and students' quality by markets.

Tough Competition
Under BHMN, a more and more competition is being introduced among Indonesian universities and research institutes, as well as those around the world. UGM, for example, has been under a tough market competition with the major Indonesian universities, in a geographically disadvantageous location with less advanced communication and transportation infrastructure, and no large industries that quite often help development with universities and communities in the region via intellectual and labor markets.

Research University of Quality
UGM's recent policy under the new rector to reinforce its capacity as a leading "Research University" of Quality is quite endorsable. Some of them are:

a) proactive and professional top-down marketing strategy,
b) better harmonization and coordination between faculties and liaison window,
c) self-sustainability at both top management level and also researchers level,
d) research-oriented business incubation unit aiming global markets,
e) establishing a marketing development unit in Jakarta based on research,
f) development of concrete business opportunities with local governments based on MOU signed with them,
g) enhancement of technical level of U-I-C promotion unit in management and staff

Professional marketing and business development

Quality Research

Quality research has been confirmed as one of the ways to bring financial sustainability in other universities in US, Europe and Japan. Technology License Center approach had been popular in 1990s but the recent focus has been more on to human capital development to create and train researchers and business professionals to supply intellectual assets as research seeds from universities, and to respond to needs from industries and communities seeking knowledge and technology in universities.

Research Seeds Promotion

To promote research seeds, a) "research proposal", "business plan" or "university spin-out venture plan" need to be drafted, b) continuous efforts on international conference participation and/or international journal publication that are still key important steps for acquiring global recognition. Some research seeds can be housed at c) a research incubation unit to accelerate its development, and finally d) a carefully prepared competition analysis and marketing strategy are critical. All of those efforts cannot be realized only by researchers. A group of business professionals supporting researchers in detail to transform researchers' vocabulary to business terminology is indispensable.

Industry / Community Needs

Identifying and developing ways to respond to industry needs tools such as a) "researchers' profile", b) "research track record" together with supporting documents showing institutional strengths such as c) UGM research profile demonstrating its quality research strengths and d) UGM's U-I-C track record describing existing relationships with industry-community-university level as well as e) UGM's incentive programs beneficial for both researchers and industries / communities.

Large Industry

When establishing marketing strategy and preparing research / business proposals, it is essential to be aware that large industry needs are very acute, specific and refined. University researchers need to respond industry needs in a flexible manner and respect industry business speed. Researchers are encouraged to have demand-driven supply of their intellectual assets to those who are interested to use their academic knowledge and technology.

Expectation for Universities

	industry	community
Produce fresh graduates with sufficient skills to enter the job market	100%	100%
Develop curricula relevant to industry needs	100%	100%
Provide technical and managerial consultancies	72%	77%
Provide information on available technologies in timely manner	53%	69%
Improve ways of doing business, be more proactive	50%	54%

Data from "THE TECHNICAL NEEDS SURVEY FROM INDUSTRY AND COMMUNITY TOWARD THE UNIVERSITY OF GADJAH MADA" October 2006

CSR Tax Reserve

According to the latest Indonesian legislation, a new law imposing tax reserves for Corporate Social Responsibility to companies is introduced. This CSR law, however, allows to bringing closer ties between industries and universities. Capacity building activities of a company such as research and training can be done by universities, and those expenses can be tax deductible from the CSR tax reserve.

Local Governments

Kabupatens, districts, are the most important stakeholders for community collaboration of universities in Indonesia. In line with decentralization policy of the Republic of Indonesia, district governments have more liberty in formulating their own policy. Signing a Memorandum of Understanding, universities are expected to bring more concrete implementation programs to local communities out of their research seeds and also the outcomes of KKN (Student Community Services).

Face-to-Face Marketing

Physical contacts are conventional but dynamic ways to promote marketing, such as

a) Face-to-face meetings,
b) Seminars / presentations,
c) Mini-Expos tying up local business associations,
d) Alumni meetings, and
e) International conferences offer opportunities for researchers to conduct their marketing activities.

Key documentations on research seeds and industry needs promotion will strongly support. Taking this approach, it is evident who the counterparts are but takes long time with persistent follow-up actions.

Internet Search

Global companies always seek new theories, technologies, and materials from their R&D divisions or central laboratories from its headquarters. The most efficient way for those research planners is to launch search on Internet. Researchers are strongly encouraged to present their research profile and track record via Internet in a professional way of presentation. These virtual marketing actions for global markets through websites and blog postings show increasing importance. This approach is considered fast to reach to possible counterparts, but not quite sure whether counterparts are interested. It will, however, open to those unknown visitors who are keen to find out new theories, inventions and technologies.

Marketing Spirits

Whatever analysis and plans are made, researchers in line with professional business professionals need to have a very strong proactive and outgoing spirit, entrepreneurship with managerial knowledge, and basic legal mind to secure one's intellectual property.

Collaborative Efforts

On top of researchers' own, collaborative efforts need to be sought including

a) among UGM,
b) via Hi-Link Project Office / LPPM,
c) future partners,
d) international network with universities,
e) alumni network

Concluding Remarks / Technical Skills

As stated above, several marketing documents and presentation skills are crucial to promote marketing. UGM Hi-Link Project has been providing training opportunities for UGM management, faculty, researchers and staff on those matters. The U-I-C Note will also deal with them in the following issues .

Yasuo IZUMI
Deputy Team Leader
UGM Hi-Link Project

STAFF OF THE ISSUE

Mariko YAGI
Editor, Hi-Link Project News Letter
Project Staff, General Planning

I came to Yogyakarta in early September after I had learnt a possibility to join the Hi-Link Project Office (HLPO) as an intern when I was in Jakarta. I wished to have some direct experience on development while I was taking an annual leave to enhance my knowledge and capacity from University of Tsukuba where I major education and development at Faculty of International Relations.

Now, I have been working with this Project for about two months, and I am an editor of Hi-Link Project News Letter. The overall goal of Hi-Link Project is to make linkages between researchers as the university's representatives with community and industry, or so-called University, Industry, and Community Collaboration (U-I-C Collaboration). This editing task has given me a great pleasure and professional experience to introduce activities, key issues for my colleagues and readers of the newsletter.

I would like to emphasize that the Project Office is sustained by young Indonesians filled with passion and challenging spirit. In my view, HLPO attracts young people because it provides opportunities for new challenges and will help develop skills through the Project. All of HLPO staff are encouraged, trained and treated as professional. I strongly believe that "development" mode of operations motivates us, young people, to work and challenge for the future.

In fact it was an unexpected task for me, but editing news letters fits me very well. I had opportunities to interview and meet with researchers, and also negotiated with a printing agency. All of those were done in Indonesian and English and it also helped me improve my language ability. Furthermore I recognized the current level of my capacity and necessary skills for my future.

The "future" has different meanings between my colleagues and me. To them, it must be U-I-C collaboration when Hi-Link will be over, and to me, my carrier in Japan. I have, however, no doubt that we established a memorable "link" encouraging us to develop each other in the future.

I am leaving soon Yogyakarta. My time here was limited, but I am so grateful that I could learn many things. I really appreciate all HLPO and UGM people for those. I sincerely look forward to seeing them soon again.

Thank you, Arigato gozaimasu, Terima kasih!

MONTHLY PROGRESS

July 2007

Workshop
On July 10th Hi-Link Project held a Workshop on the promoting and marketing research products in Faculty of Engineering, UGM.

August 2007

JCC Meeting
Joint Coordination Committee (JCC) meeting held at Jakarta on August 3rd 2007. The meeting was represented by HLP management, JICA and DGHE delegates to discuss project output for the Fiscal Year 2006.

JICA Midterm Evaluation
JICA Midterm Evaluation held on August 19th until 21st 2007. The purpose is to evaluate and consolidate the mid-term project progress and to discuss the issues identified by the team members and suggest further improvements for the project activities.

September 2007

Hi-Link Project Office New Formation
Hi-Link Project Office launches its new formation with seven new staff and eight interns. The team is divised into four divisions. They are U-I collaboration team, U-C collaboration team, General Planning, and Research Assistance.

COVER PHOTO STORY

Gamelan, Music of Java
Gamelan music now can be enjoyed in many parts of the world. The picture shown is a group of Javanese gamelan musicians. Gamelan in Java has slower and softer tones than those in Sunda or in Bali. The Javanese view of life expressed in its gamelan music is harmony of physical and spiritual lives, more precisely, harmony in talking as well as behaving in order not to create explosive expression and to realize people's tolerance.

EDITOR'S WORD

On the road to be a world class research university, UGM through Hi-Link Project has been promoting their U-I-C collaboration activities with external stakeholders as well as to industries. For this, Hi-Link Project develops two teams U-I and U-C collaborations in order to assist LPPM in the future by giving technical assistance on how to build good U-I-C collaboration activities to their key staff.

Furthermore in this newsletter, the first note of a series of information related to professional marketing practices and business development for university researchers was launched.

Through this newsletter, we hope that readers could get a better understanding of the importance and role of UGM Hi-Link Project for a further development to research university at UGM. Thank you.

Yogyakarta, September 2007

Mariko YAGI and Wieda Herdiana
General Planning
UGM Hi-Link Project

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