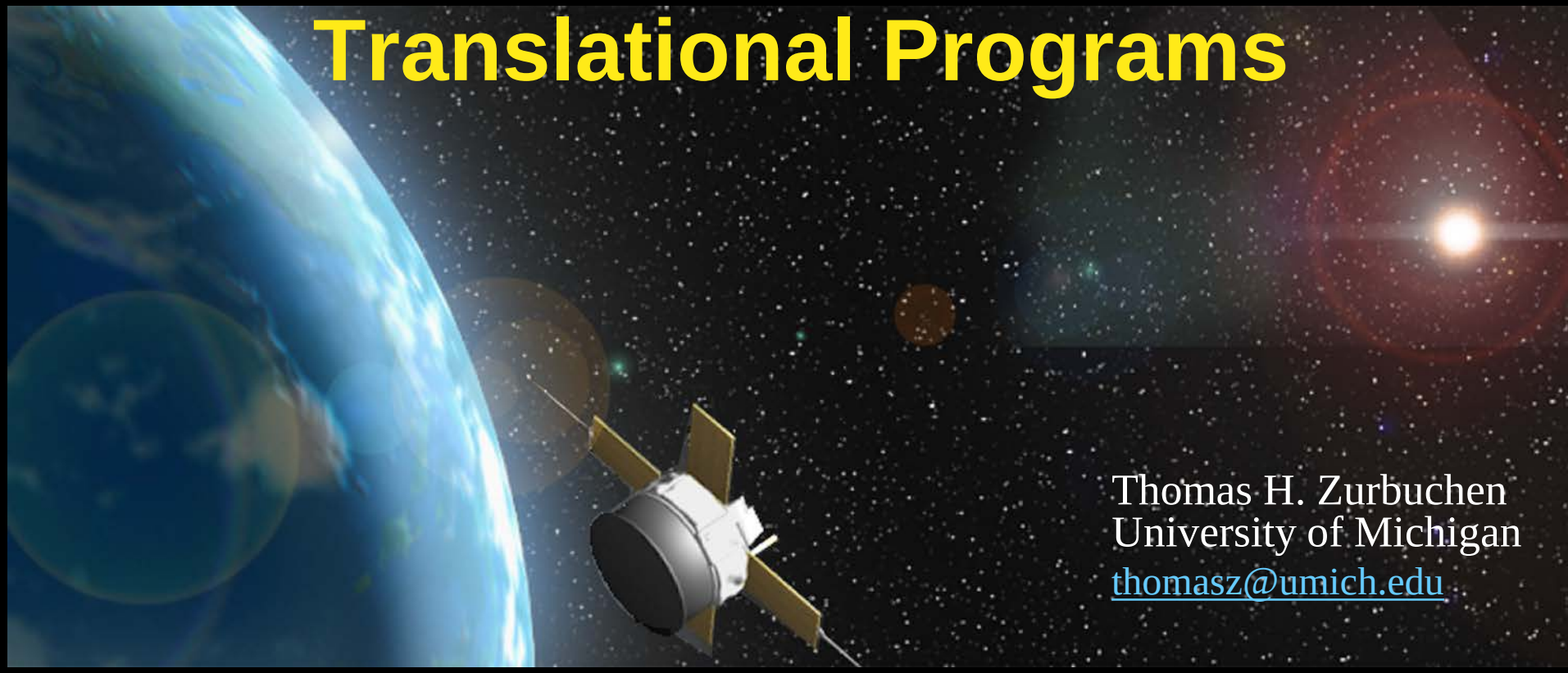
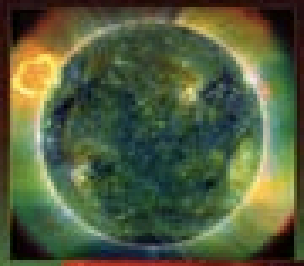
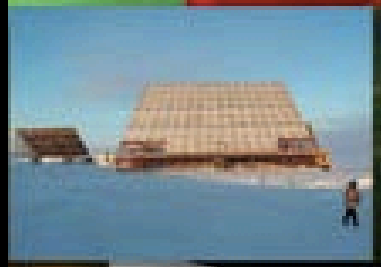
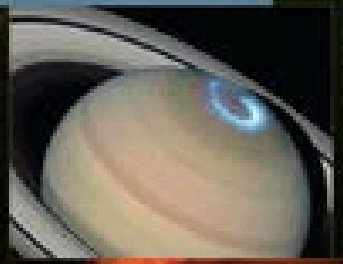
O2R/R2O: Lessons from Entrepreneurial Translational Programs



Thomas H. Zurbuchen
University of Michigan
thomasz@umich.edu



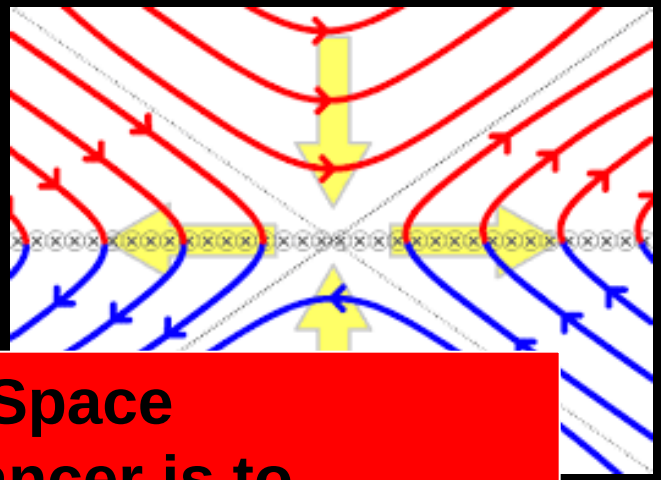




SOLAR AND SPACE PHYSICS

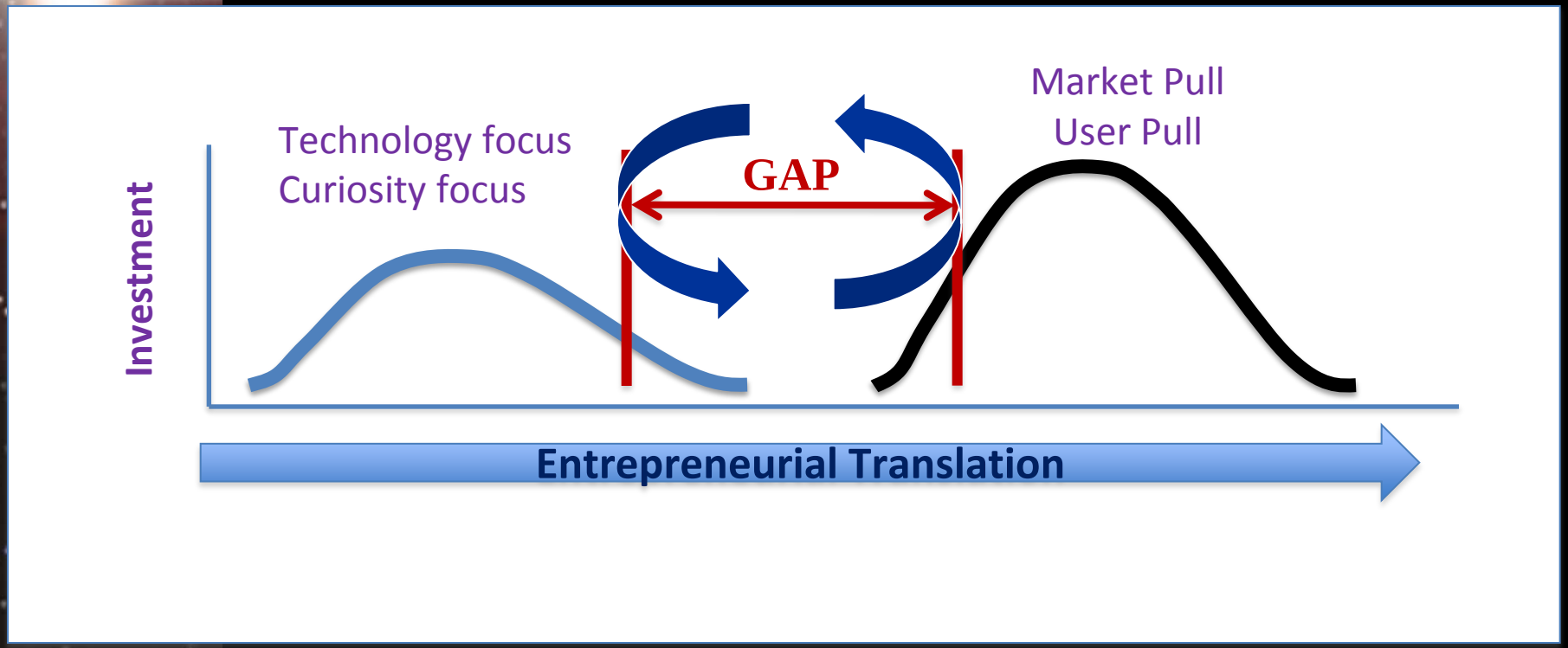
A Science for a Technological Society

Role of Space Weather for Researchers

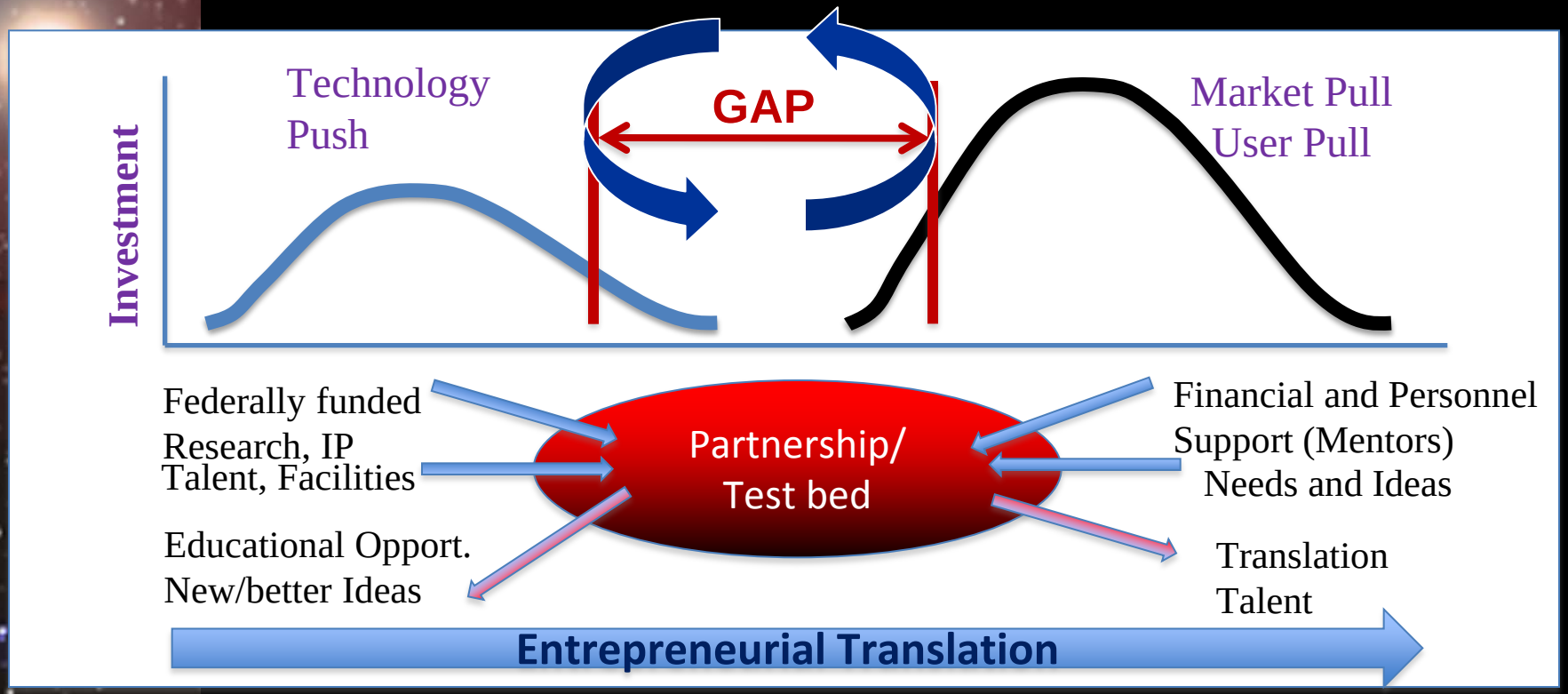


Space Weather is to Space Researchers what Cancer is to Biological Scientists: A way to demonstrate the value and impact of research!

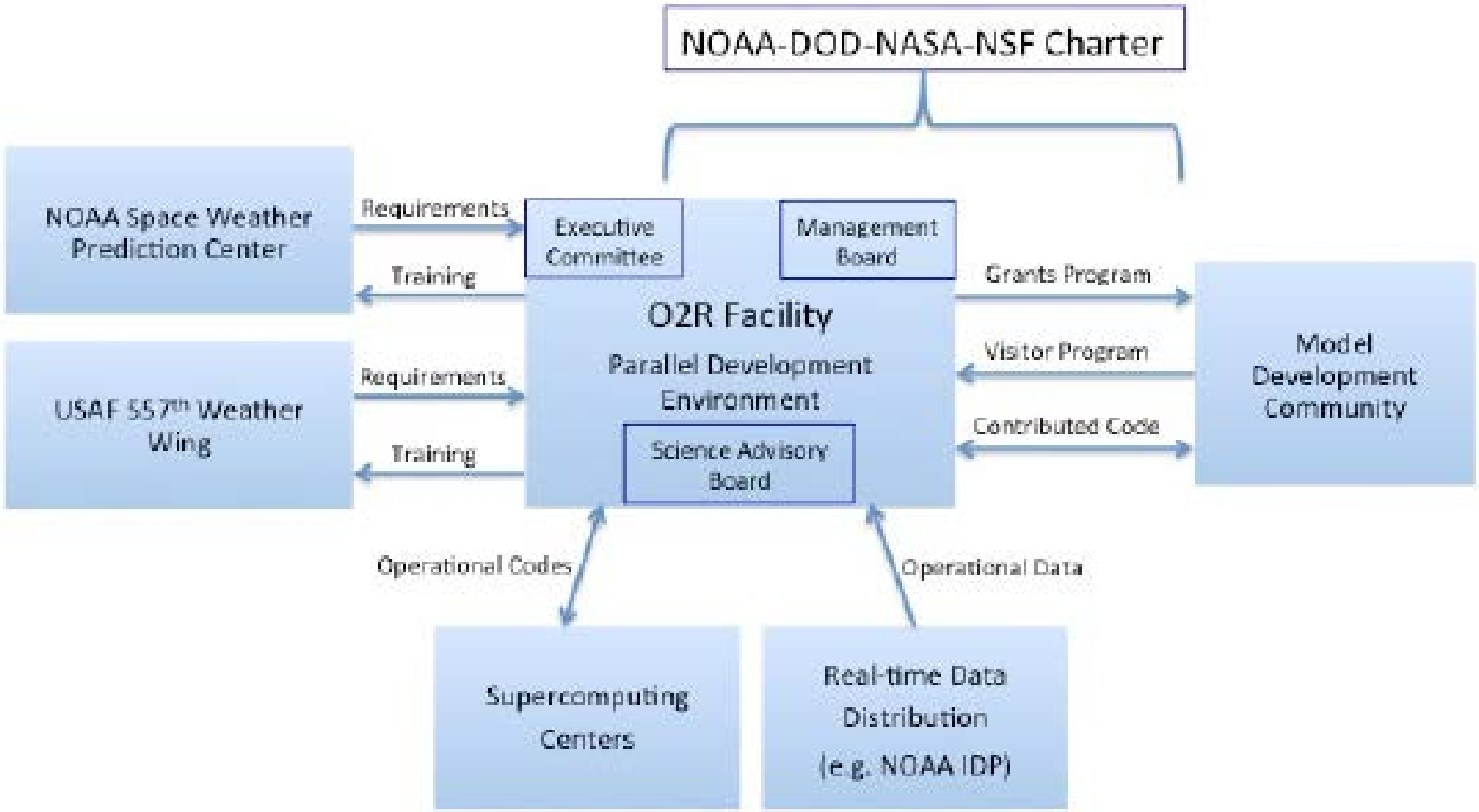
Entrepreneurial Translation



Innovation Partnership



O2R/R2O Center



5 Lessons to consider

1. Culture mismatch: There is a significant culture mismatch between researchers and translation focused scientist/engineers

Do we value innovation or do we value process?

Value of openness?

Culture is both set by the leaders of the organization, and demonstrated in actions

5 Lessons to consider

1. Culture mismatch: There is a significant culture mismatch between researchers and translation focused scientist
2. Value mismatch: Translation is often not aligned with values on both push and pull side

Not clear whether one can get tenure for translation

Many agencies do not value translation in salary/promotion/etc. (it is easier to run a bad model than to translate a better one)

Value of speed!

5 Lessons to consider

1. Culture mismatch: There is a significant culture mismatch between researchers and translation focused scientist
2. Value mismatch: Translation is often not aligned with values on both push and pull side
3. Hand-offs: the same people rarely are great at research and at translation

5 Lessons to consider

1. Culture mismatch: There is a significant culture mismatch between researchers and translation focused scientist
2. Value mismatch: Translation is often not aligned with values on both push and pull side
3. Hand-offs: the same people rarely are great at research and at translation
4. “Bilingual” and responsive mentors or points of contact: Without such mentors who deeply engage, there is very little hope for translation

Feedback has to be timely and trusted

5 Lessons to consider

1. Culture mismatch: There is a significant culture mismatch between researchers and translation focused scientist
2. Value mismatch: Translation is often not aligned with values on both push and pull side
3. Hand-offs: the same people rarely are great at research and at translation
4. “Bilingual” and responsive mentors or points of contact: Without such mentors who deeply engage, there is very little hope for translation
5. Money helps assert and set priority: But, decisions have to made by users, not just peers

Summary

- I propose a “lean test bed” model as an enabler for translational translation
  - Do not over-manage - Empower and measure!
  - Be ready to adjust in 2 years to take advantage of learning