

# How Universities Can Take on Increasing Societal Demands – and Remain Powerhouses of Intellectual Freedom

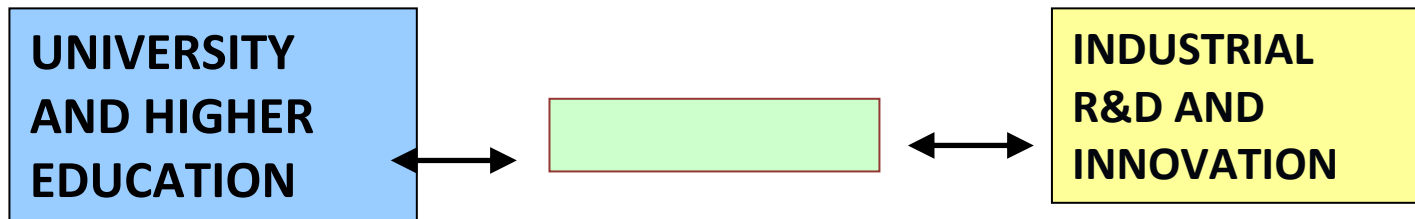
Sverker Sörlin

Knowledge Triangle

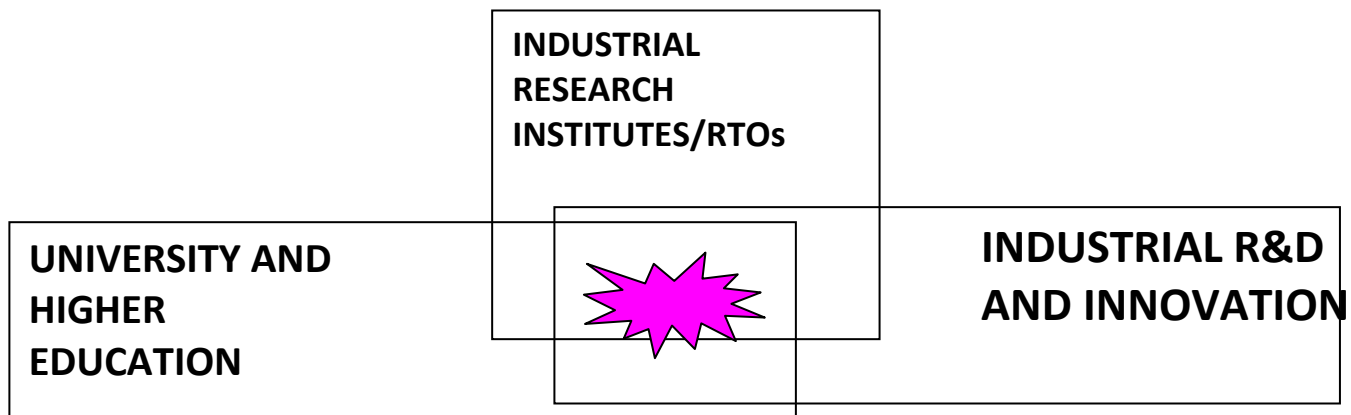
Gothenburg 2009-09-02

# Common ground – from linear order towards hybrid forms

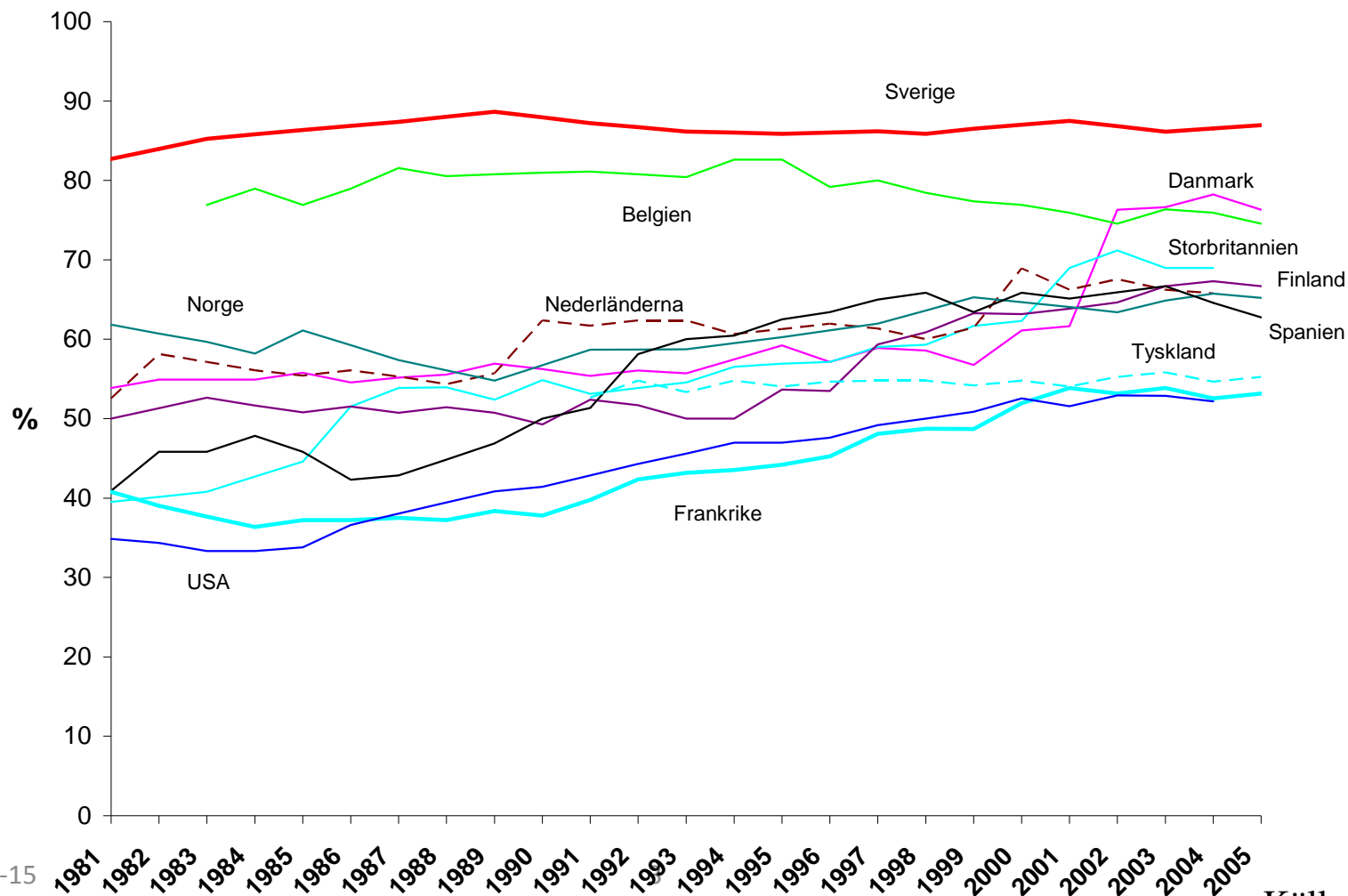
Mediating roles of industrial research institutes – “three hump model”



Core competence of hybrid-consortium, innovation ecosystem



# Income in universities from public R&D, 1981-2005



# Challenges

- Decreasing share of core grants
- Multifaceted funding: foundations, agencies, firms, charities
- A new world of science and technology will take shape during the coming 20 years
- Geography of science will change, as will patterns of collaboration
- Europe lagging – undifferentiated, suboptimized

# What is the strategy of the best?

- Centres, platforms: translational research
- Local "ecosystem" of interaction with business & society
- **Be competitive upstream to be attractive downstream**
- Globalization of activities: students, funding sources, clients, partners