



RESEARCH  
PARTNERSHIP  
PRINCIPLES

# Public/Private Partnerships: A Framework for Moving Ahead

*June 16, 2015  
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SR Strategy*



# Disclosures

- ◆ Adjunct Professor – Tufts Friedman School of Nutrition Science and Policy and the University of Massachusetts Amherst
- ◆ Chair, Institute of Medicine (IOM) Food Forum and Member of IOM Roundtable on Obesity Solutions
- ◆ SR Strategy (President) - Serves on several non-profit and industry boards/advisory committees. Consults with a number of food, beverage, and agriculture companies
- ◆ International Food Information Council (IFIC) and the IFIC Foundation (former President & CEO) – organizations primarily supported by the broad-based food, beverage, and agriculture industries

# **TRUST and Transparency**



# 2 Escalating Realities Today

**Conflict  
of Interest  
(COI)**

**Public/Private  
Partnerships  
(PPPs)**





INSTITUTE OF MEDICINE  
OF THE NATIONAL ACADEMIES

Food Forum Meeting on

***Building Multisectoral Partnerships in Food and Nutrition: A Workshop***

November 1-2, 2011



# Enhancing Translation of Nutrition Science from Bench to Food Supply



National Cancer Institute  
at the National Institutes of Health



NIH/USDA Public-Private Partnerships Workshop  
Washington, DC  
2011  
5 Working Groups

Behavior  
Microbiome  
Biomarkers  
Branded Data Base

**Public Private Partnerships**



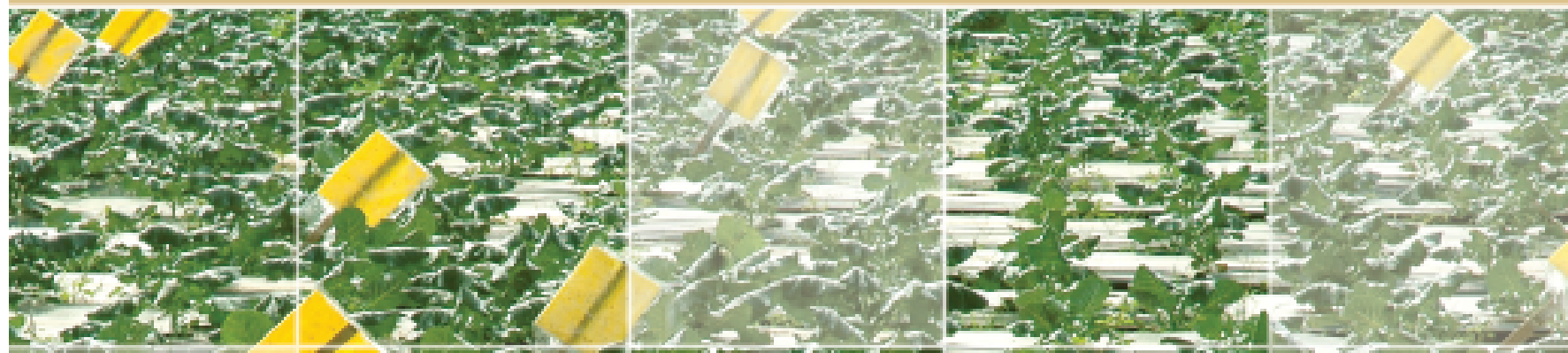
Interagency Committee on Human Nutrition Research  
Sub-committee on the Collaborative Process



# The Complementary Roles of the Public and Private Sectors in U.S. Agricultural Research and Development

John King, Andrew Toole, and Keith Fuglie

ECONOMIC BRIEF NUMBER 19 • September 2012







# PUBLIC RESEARCH, PRIVATE GAIN

CORPORATE INFLUENCE OVER UNIVERSITY AGRICULTURAL RESEARCH



“The Goal of establishing PPPs is to create a collaborative environment to maximize cross-disciplinary expertise among government, academia and industry researchers.”

Principles for Building Public–Private Partnerships to Benefit  
Food Safety, Nutrition and Health Research Nutrition Reviews – Sep 2013  
Rowe, et al.



# Benefits of Public-Private Partnerships

- To leverage, broaden and enhance diverse knowledge and expertise to address public health needs and questions concerned with nutrition, health, food science and food and ingredient safety
- To maximize financial resources



# Focus is on Research



Principles for Building Public-Private Partnerships to Benefit  
Food Safety, Nutrition and Health Research Nutrition Reviews – Sep 2013  
Rowe, et al.

# Philanthropic



# Transactional



# Transformative

“Balancing the benefits and risks of public private partnerships to address the global double burden of malnutrition.”  
Public Health Journal – 2012 Kraak, et al



# The Path Forward



# **Stakeholder Working Group Meeting**

**(Cooperative agreement between  
USDA and the American Society for Nutrition)**

**December 2014**

**Government agencies  
Professional societies  
Research organizations  
Industry  
Academia**



# **“Achieving a transparent, actionable framework for public- private partnerships for food and nutrition research”**

Nick Alexander, Sylvia Rowe, Robert Brackett, Britt Burton-Freeman,  
Eric Hentges, Alison Kretser, David Klurfeld, Linda Meyers, Ratna Mukherjea  
and Sarah Ohlhorst

Am J Clin Nutr 2015;101:1359-63.

Printed in USA @ 2015 American Society for Nutrition





# Prerequisite principle

1. Have a clearly defined and achievable **goal** to benefit the public.

**Justification**

**Feasibility**



# Governance principles

2. Articulate a governance structure including a clear statement of work, rules, and partner roles, responsibilities, and accountability, to build in trust, transparency, and mutual respect as core operating principles – acknowledge there may be “deal breakers” precluding the formation of an effective partnership in the first place.
3. Ensure that objectives will meet stakeholder partners’ public and private needs, with a clearly defined baseline to monitor progress and measure success.

**Transparency**

**Communications**

**Trust**

**Internal and External Goals**

# Operational principles

4. Considering the importance of balance, ensure that all members possess appropriate levels of bargaining power.
5. Minimize conflict of interest by recruiting a sufficient number of partners to mitigate influence by any single member and to broaden private-sector perspectives and expertise.
6. Engage partners who agree on specific and fundable (or supportable through obtainable resources) research questions to be addressed by the partnership.

## **Collaboration**

## **Conflict of interest –**

**Many forms of bias**

**Full disclosure**

**Collective and individual partner goals  
for research**

# Operational principles

7. Enlist partners who are committed to the long term as well as to the sharing of funding and research data.
8. Along with government and the private sector, include academics and other members of civil society (e.g., foundations, NGOs, consumers) as partners.
9. Select objective measurements capable of providing common ground for both public and private-sector research goals.

**Sustained commitments – long term**

**Diverse players**

**Identification of quantitative measures  
for evaluation**

**Consideration of subjective measures**

# Operational principles

10. Adopt research questions and methodologies established by partners with transparency on all competitive interests, ideally in the precompetitive space.
11. Be flexible in implementing the PPP process.
12. Ensure ongoing transparent communications both among partners and between the PPP and the public.

**Disclosure minimizes conflict**

**Mid-course correctives**

**Internal and external communications -  
critical**

**“Principles can only make a difference if they don’t sit on a shelf. I urge you to read them, share them, research them and use them.”**

Guidelines  
Journal of the American Cancer Institute 1998



# **Importance of Principles to Supporting Organizations**

**Patrick Stover, President  
American Society for Nutrition**

**Mary Ellen Camire, President  
Institute of Food Technologists**

**Sonja Connor, Past President  
Academy of Nutrition and Dietetics**

**Don Zink, President  
International Association for Food Protection**

**Eric Hentges, Executive Director  
International Life Sciences Institute North America**