Why should my organization form a relationship with mediaX at Stanford University?

mediaX programs focus on how the relationship between people and technology can be enhanced, augmented and improved. As the industry-partners program of the HSTAR Institute, mediaX is built on our belief in the power of collaboration — between academic researchers on campus and around the world. The mediaX membership programs provide regular opportunities for people from member organizations to get acquainted with Stanford University research programs and their results. It provides opportunities for scholars to come to Stanford for scholarly study.

mediaX takes its strength from Stanford’s academic programs — the faculty members, the courses, the research programs that receive support from federal agencies and private foundations, and importantly, the talented young students and researchers who come to Stanford for study. At Stanford, we are able to go deeper and wider than is practical for most companies. mediaX also draws on the intellectual courage and visions of our collaborating organizations. In trusted relationships, aligned on questions that are important for the future, mediaX collaborations challenge what we know now and stretch intellectual resources to gain new insights relevant to both academic and business collaborators.

What type of organizations get great value from the mediaX Strategic Partnerships?

Membership in mediaX at Stanford University is an excellent match for organizations that want to expand their thinking about the future. Organizations that thrive in Strategic Partnerships with mediaX are those in which top executives appreciate the sustainable advantage of open innovation and new ways of thinking. To benefit from a mediaX Strategic Partnerships, your organization should be willing to dedicate time of your researchers to interact with Stanford researchers in order to build a bridge of human relationships – a network. Successful Strategic Partners are willing to participate in an intellectual exchange, and they respect the uncertainty of truly novel research. If your organization understands that getting the question right is essential for world class research, we would like you to become our Strategic Partner. Organizations that sustain their strategic partnership over multiple years reap an increasing benefit. As the network of relationships between your organization and Stanford grow through mediaX, additional opportunities for intellectual exchange are created.

How does my organization form a relationship with mediaX at Stanford University?

mediaX is a member-supported organization – an agile, dynamic network of researchers who share an intense curiosity about how people and information technologies interact. High impact is our goal. There are three levels of membership. The Affiliate Membership is for non-profit organizations and start-ups. The Associate Membership is for corporations and established organizations. The Strategic Partnership is for organizations that want to develop collaborative discovery relationships with Stanford thought leaders.

How does my organization become Strategic Partner of mediaX at Stanford University?

Getting started is very easy. Your organization first becomes a Member of mediaX at the Associate or Affiliate level. Then your organization becomes a Strategic Partner. Becoming a Strategic Partner requires a minimum fee of $300K. A larger contribution permits a larger Research Theme. For American organizations, this can be identified as a gift to an educational institution, with the associated tax benefits. International organizations sometimes make this gift through their affiliated American unit. Other international organizations record this contribution as a membership fee.

A very important step is to identify a mediaX liaison at your organization. mediaX will work with the liaison from your organization to structure the Strategic Partnership for mutual benefit, providing support to the liaison for transferring value to your organization.

What is the role of the mediaX liaison?

This person will be the initial interface to your Stanford network. A successful liaison to the mediaX program is a senior person in your organization with significant research experience, a solid understanding of the organization’s priorities and uncertainties, and a high credibility with both top management and technical/research leaders. The mediaX liaison conveys your organization’s interests to mediaX and, in turn, communicates Stanford activities to your organization, engaging in a two-way, reciprocal exchange of interests, issues and insights. The liaison will communicate with mediaX regarding dates and
What are the characteristics of a successful mediaX liaison?

The mindset of a successful Stanford liaison is confident about the upside of taking risks and experienced enough to strategically exercise both patience and urgency. Your organization will probably not get the best value from an individual whose performance incentives are based on short term identification of hot ideas or investment opportunities. Highly creative and agile-thinking individuals who can inspire others to “connect the dots” among seemingly disparate signals and have responsibility for long term technical or research activities have been very successful as liaisons. An appreciation for inquiry and the mental agility to consider multiple perspectives are both key qualities. A successful liaison respects the uniqueness of university research and inspires collaboration with intellectual exchange.

What are the benefits of a Strategic Partnership with mediaX at Stanford University?

A mediaX Strategic Partnership provides the opportunity to establish discovery relationships with Stanford faculty and students. mediaX Strategic Partners are eligible to engage the Stanford thought leaders and their labs in a Research Theme. In response to a Strategic Partner’s research question, usually on a 3-5 year horizon, the labs across campus propose new ways to explore new questions that address that theme. A number of projects are selected for implementation, based on the size of the Strategic Partner’s contribution.

The mediaX Strategic Partnership includes:

- Attendance at Media X conferences, symposia, and formal presentations by faculty and students on new and ongoing research and with opportunities for an informal exchange of ideas among industry representatives and Media X researchers;
- Notice of Activities. Media X provides notice of workshops, seminars, and colloquia at Stanford University that might be of interest to its members.
- A custom Theme Day program, planned expressly for your organization.
- Eligibility to send a Visiting Scholar to Stanford for an in-depth experience with one or more of the labs.
- The opportunity to participate in collaborative discovery through a Research Theme.

What is a mediaX Research Theme?

The mediaX Research Theme is a uniquely mediaX proposition. The mediaX Research Theme program is distinct from internal corporate R&D initiatives. It taps the intellect of Stanford research leaders, most of whom are already well funded, on questions that have not been articulated before. The combination of Silicon Valley’s entrepreneurial culture, actively engaged industry partners, Stanford thought leadership, and the energetic creativity of bright motivated graduate students and post-doctoral students infuses the MediaX Research Theme program with unique possibilities that draw upon the full technological, cultural and intellectual resources at Stanford University. People from your organization participate in this discovery collaboration.

A mediaX Research Theme enables researchers from member companies to collaborate with Stanford researchers on leading-edge questions that have a time horizon of three to seven years and often revolve around complex issues that are not yet well defined. MediaX research themes tap Stanford researchers to virtually construct networks of thought leaders who are smart and have been thinking about a problem longer than most organizations could hope to have groups doing the same things. Strategic Partners can pose a research theme to Stanford thought leaders.

How does my organization participate in a Research Theme?

Strategic partners work with the mediaX leadership team to articulate a research challenge, which is then distributed broadly throughout Stanford’s research community. The mediaX RFPs seek concept-proving projects that focus on a well-defined critical question for a big idea. The Strategic Partner’s team reviews all the proposals and provides input to a faculty review committee that makes the final selection. Generally, the proposals include several proposals that have been anticipated plus some that are come from novel combinations of interdisciplinary interests at Stanford, interests that could only have surfaced with the RFP. Often, these novel concepts prove extremely innovative.

A launch meeting is held with the awarded researchers, and after an appropriate timeframe Stanford researchers report their results at a meeting with the Strategic Partner, with Summary provided. For Research Themes lasting more than 2 academic quarters, an interim status update is also provided. Status meetings with the researchers are held at the conclusion of the funding period.
Researchers from mediaX member companies often come to Stanford as visiting scholars to collaborate on the research projects, providing all the benefits of first-hand information.

**How can my organization benefit from a mediaX Research Theme?**

Through a mediaX Research Theme, your organization creates opportunities for discovery collaborations on novel research. This research is conducted at Stanford by Stanford researchers. It leverages the latest research methods and results with new questions that lead to insights that address edge questions – 3 to 5 years in the future. A mediaX Research Theme enables researchers from your organization to participate in the discovery process to learn the best questions and how to pursue them. It gives your organization insights on research pathways – how best to pursue critical issues. These insights – brought back to your organization – lower your risk of exploration; with rapid iteration on the theme at Stanford, you can externalize the risk and know sooner what might work. Through the mediaX Strategic Partnership and Research Theme your organization has the opportunity to leverage the Stanford network to enhance existing expertise and identify new expertise that is needed at your organization. A mediaX Research Theme helps your organization build insights sooner, sometimes with a 3-year advantage ahead of reading the most recent publications.

Stanford benefits because the mediaX research teams gain a relevance advantage in working on questions relevant to the business community. Sometimes the projects validate a new question or method, leading to significant funding from public or private resources.

The expertise of Stanford thought leaders across all colleges and departments bridges deep knowledge in both human sciences and information technologies. This expertise defines new intellectual frontiers. The research explorations take place in an academic context; the rhythm of the exploration is aligned with academic activities; learning and empowerment of students are intertwined with the research objectives. Applied to problems inspired by mediaX Strategic Partners, this expertise generates insights for the transformation of business, entertainment and education.

**What are examples of a Research Theme?**

*The Future of Content: Creation, Consumption and Curation*

The goal of this research theme focused on the creation, consumption and curation of media content in K-12 contexts, across the wide range of organizations, people and technologies involved. This research theme spanned formal and informal learning environments, as well as in-school and out-of-school contexts that include teachers, administrators, students and families. Examples of question areas included:

- characteristics of the new roles and opportunities in educational content-formal and informal hubs of influence;
- content creators and/or curators, unbundlers or rebundlers of media content ranging in length;
- the new requirements for fluid administrative and pedagogical content ecosystems (multi-mode, cross-media, multi-screen and multiowner) articulated for new tools, platforms and operating systems;
- how new technologies -sensors, scanners, visualization tools, and time-based user experiences transform the creation of blended, layered, augmented media;
- how users navigate content and how consumption experiences will impact learning;
- how the multi-dimensional flow of media objects can be enabled, tracked with usage analytics and monetized, to recognize and encourage creation, appropriate consumption and curation.

*Detection of Human Comprehension, Emotion, Gesture and Touch*

The objective of this research theme was basic understanding about sensing in human/computer interaction. Examples of research areas included:

- automated- dialog systems;
- interactive social interfaces;
- machine and human learning;
- visual and auditory recognition;
- engineering and physical sciences related to environmental sensing.

Examples of application areas included designs and technologies such as:

- an automated sales system (possibly a robot that could determine customer psychology, mood, product choices, information needs and communication style preferences) to guide a shopper through a sales process;
- an interactive publication (newspaper, textbook, or magazine) that seeks to determine reader interests and background knowledge, to present information in topic, level, and style appropriate for that reader;
- a system that captures, measures and records body movements and/or touch sensations of an expert (operating a machine, sculpting clay, swinging a golf club) to reproduce the captured motion or feeling in another person, and indicates the gap between the expert and the learner.

*Mobile Devices and Alternative Form Factors*

This research theme sought new understanding of mobile communication devices and services that are focused on the
device itself:
- understanding the applications for that device;
- the interface employed to render that device and the service useful;
- the connectivity opportunities and needs required to make that device part of the 'connected' computing ecosystem.

Examples of question areas included:
- the single-purpose or converged device;
- where sensitive data are created, accessed and distributed;
- appropriate security models;
- possible use of multiple-modalities;
- the design challenges and implications of interfaces and interactions with the devices and their information;
- the management of devices connected to next-generation networks.

How long is required to plan a Research Theme?

It takes three to four months to launch a mediaX Research Theme. First, we align on the Research Theme and create an RFP. After your Strategic Partnership gift is received, mediaX works with your organization to understand the relevance of a research topic for your organization. Through discussions with you, we refine that topic into a research theme that can be presented to Stanford researchers. We then stretch the topic slightly in a Request for Proposals that is designed to attract truly novel interests and expertise at Stanford to respond with a proposal. This part of the process takes between 4 and 8 weeks, longer the first time as your organization learns the process, shorter for subsequent Research Themes.

The RFP is circulated to all Stanford researchers and proposals received. Four to eight weeks are allowed for the Stanford researchers to ideate with their teams and with other teams and then submit proposals. The proposal review process usually takes two weeks – one week at your organization, one week at Stanford. The awarded projects are then announced.

New research projects at Stanford can start anytime, especially if the graduate student or post doc is already working with the professor. However, most projects start at the beginning of an academic quarter – or over the summer. Graduate students, often part of mediaX research projects, are appointed on a quarterly, ideally a yearly basis. Stanford graduate students and post docs are among the brightest in the world, and there is competition for their attention. Since professors’ commitments to support graduate students are often made months in advance, early planning of the Research Theme and notification of research awards are strongly desirable.

A rule of thumb is to begin planning a Research Theme four to five months before the academic quarter in which the research would begin. Stanford operates on three academic quarters that start, roughly: the last week of September, the first week of January, and the last week of March. Stanford is a research university, and summer is an active time for research.

How long do the projects of a Research Theme last?

The length of mediaX projects depends on the Theme and on the level of contribution from the Strategic Partner. All projects give Strategic Partners opportunities to get acquainted with Stanford researchers. Longer projects allow that discovery relationship to become broader and deeper. Projects require a minimum of three months – one academic quarter. A three-quarters (nine months) or one-year (12 months) duration is optimal. mediaX can provide continued support to awarded projects if funds are available to do so.

How are results of a mediaX Research Theme made available to my organization?

Results of mediaX research projects are ultimately intended to contribute to academic journal science. Along the pathway that leads to academic publication, early results in written Updates are shared with Strategic Partners at briefings, meetings and through Visiting Scholars. The best way to reap full benefit from a Research Theme is to send a Visiting Scholar from your organization to interact with the labs while the research is underway.

After the projects in a Research Theme are awarded, your organization’s team will be invited to attend a Theme Launch, in which you will have an opportunity to meet and talk with the Stanford research teams with awarded projects; mediaX prepares a written Summary of Theme Projects. Stanford researchers are eager to hear your organization’s perspectives on the theme and on their research objectives. At the end of the project funding period, your organization will be invited to a Theme Briefing to hear the Stanford teams present their results, and mediaX will prepare a written Theme Report of the projects’ activities. If the Research Theme extends more than two academic quarters, mediaX will arrange for your organization to have an Interim Briefing, near the midpoint of the Theme; mediaX will prepare written Updates for this briefing.

What provisions are made for intellectual property produced by Stanford researchers working on mediaX Research Themes?

Research conducted through mediaX takes place in an open environment. The creation of new knowledge is the goal of our research. Sometimes intellectual property is also created. When this occurs, innovations are disclosed to Stanford University’s
What are the mediaX events?

Regular activities held by mediaX at Stanford University include conferences, symposia, and formal presentations by faculty and students on new and ongoing research. These activities provide opportunities for an informal exchange of ideas among industry representatives and Media X researchers. Members of mediaX receive Notices of workshops, seminars, and colloquia at Stanford University that might be of interest to its members.

What is the mediaX Visiting Scholar Program?

The mediaX Visiting Scholar program enables people from our member organizations to spend time at Stanford, hosted by a Media X affiliated laboratory, and have access broadly to Stanford. This relationship is generally established for a year, although in many cases the scholar comes and goes for various periods during that time. The mediaX Visiting Scholar program is intended to build relationships for collaboration through mutually beneficial give and take. Host labs at Stanford anticipate learning from the Visiting Scholar as well as sharing knowledge from the lab. All Visiting Scholars are required to follow Stanford policies, which include the SU18a. [http://otlportal.stanford.edu/su18a](http://otlportal.stanford.edu/su18a)

How does someone from my organization come to Stanford as a mediaX Visiting Scholar?

Your organization nominates a person to come to Stanford as a mediaX Visiting Researcher, in Stanford’s H-STAR institute, the parent research institute of the Media X Industry Affiliate Program. Your organization is free to select the research visitor in whatever manner it chooses, subject only to the visitor meeting the eligibility criteria for visitors to Stanford. It is intended that a single Visiting Scholar will come for one academic year. If a visiting scholar is not able to continue through the year, your organization may select an alternate visiting research scholar, subject to the same considerations, to complete the year. Each visitor must have a Stanford faculty member who will act as official host and mentor at Stanford.

What are the Visiting Scholar’s benefits and obligations?

Visiting Scholars is a recognized position at Stanford, and each Visiting Scholar will receive a Visiting Scholar identity card. This gives the visitor many of the benefits and privileges of regular Stanford faculty, including full library access, access to SUNET (the Stanford University data network), eligibility for faculty discounts at the Stanford Bookstore, access to University athletic facilities, staff-rate tickets to athletic events, eligibility to purchase a campus parking permit, and access to off-campus housing information. Visiting Scholars will be provided with a desk, either in a shared office or in one of the open working areas occupied by H-STAR. The desk will have access to a telephone and either Ethernet or wireless access (or both) to SUNET. Visitors are expected to bring their own laptop or desktop computer. Since wireless access is campus wide, we recommend bringing a laptop equipped with a wireless card. Visiting Scholars are free to audit any Stanford course or participate in any Stanford seminar, free of charge, subject only to permission of the instructor.

Visitors who will be resident at Stanford for a period of more than one academic quarter are subject to Stanford’s Intellectual Property Policies, which are available online at [http://rph.stanford.edu/ia_context.html](http://rph.stanford.edu/ia_context.html). All Visiting Scholars are required to sign the intellectual property agreement form SU-18A and abide by its conditions. [http://otlportal.stanford.edu/su18a](http://otlportal.stanford.edu/su18a)

How can I find out what the Stanford labs are doing?

The research programs at Stanford are very decentralized. In part, this is one reason that Stanford research is nimble and highly responsive to new opportunities. There is no consolidated listing. The websites of the mediaX-affiliated labs contain information, but the websites tend to describe the activities that have already been completed. The only way to truly access the labs’ current and ongoing interests is to engage with them. Strategic Partners have the full range of engagement opportunities available to them: Events, Theme Day, Visiting Scholars, and Research Themes.

What Stanford expertise is available through mediaX at Stanford University?

Stanford University is unique in having all seven of the professional schools on one campus (business, earth sciences, education, engineering, humanities & sciences, law, and medicine) and all ranked top in the world. Stanford is a big name; it has a big campus. But in terms of numbers of faculty and students, it is small, with roughly 1800 faculty members and 18,000 students, most of whom are graduate students. Stanford receives over $1B in research funding from national agencies and foundations; approximately 10% comes from the business community. mediaX membership contributions represent less than 5% of this. With a relatively small contribution to mediaX, your organization is able to leverage the labs and expertise of one of the most successful universities in the world.

The combination of Silicon Valley’s entrepreneurial culture, actively engaged industry partners, Stanford thought leadership, and the energetic creativity of bright, motivated graduate students infuses mediaX research with unique opportunities to capitalize on the full intellectual, technological and cultural resources at Stanford University. mediaX has access to Stanford thought leaders across the entire campus, in all colleges and departments in which researchers are exploring the intersection...
of people and advanced information and communication technologies. In addition, mediaX Distinguished Visiting Scholars and other members of the mediaX community are available through mediaX programs.

What is a mediaX Theme Day?

A mediaX Theme Day is a day-long custom program developed expressly for your organization. Thought leaders from Stanford, with expertise directly related to your theme, present their latest research to you and your attendees. A mediaX Theme Day usually runs from 9am to 5pm. Generally, the agenda includes an introduction, meetings with three to five Stanford thought leaders (depending on the depth of the conversations), and a wrap up discussion. Sometimes the meetings with Stanford thought leaders take place in their labs; this is at the professor’s discretion. Your organization receives a Theme Day Summary Report of the ideas presented. Thought leaders share written materials and, often, their presentation files.

What is the value of a Theme Day?

A mediaX Theme Day is an opportunity to define a topic of special interest to your organization and select a group of people to come to Stanford to hear Stanford thought leaders talk about their latest research on that topic. Some members have used a Theme Day to explore new approaches to a problem that has stumped their researchers. Other members have used a Theme Day to create a shared backgrounding for key employees from separate departments – or among key vendors or customers. Theme Days have been developed to scan the horizons and to probe depths of topics. People from your company take home the validation of an edge idea, the confirmation of a new direction, an understanding of critical issues, a new way of thinking. These insights provide fresh perspective that is difficult to gain within the boundaries of an organization.

How long is required to plan a Theme Day?

To optimally allow time for scheduling and travel of attendees from the member organization and to work around the teaching commitments of faculty members, 8 to 10 weeks is advised as planning time. Shorter lead times can be accommodated, if necessary.

Can Stanford thought leaders come to my organization as speakers or consultants?

Many Stanford thought leaders travel to give talks and consult. Their time as speakers or consultants is scheduled at their discretion. Most are in high demand. Getting the attention of Stanford thought leaders is often a huge task. mediaX can facilitate a request for a speaking or consulting engagement for member organizations; in some cases the actual engagement will be handled by a separate speaker’s bureau or consulting group.

What others are saying about working with mediaX at Stanford University.

“It is critical for our company to look to partners and alliances outside our organization to gather new insights that we can use to leverage our internal R&D capabilities. Having the opportunity to collaborate with Stanford University through mediaX opens new avenues of innovation and accelerates our time to market.”

“Through our participation in mediaX at Stanford University, we know that the best and the brightest at Stanford University will be engaged in developing insights that we can use to solve our most pressing issues.”

“We rely on cross-functional teams to move ideas quickly from concept to prototype to product. We were drawn to mediaX at Stanford University as a strategic research partner because they have a compatible culture for collaboration across disciplines, allowing us to integrate research insights from Stanford into key topics of interest to our company. The interdisciplinary environment created by mediaX lets our research teams interact with the Stanford’s top intellectuals in a meaningful and effective way.”

Where is mediaX located?

There is no single lab called “mediaX at Stanford University.” Our offices are located in Cordura Hall. Many of our meetings are held in Wallenberg Hall. We carry out research across the campus in various locations. These locations are called labs, laboratories, center, groups, and programs. People with shared research interests are continually finding each other, establishing an identity for their questions and doing productive research. Some “labs” are formally established; others are informally subscribed. Affiliated labs include but are not limited to:

- AAA Lab
- Augmented Reality Lab
- Calming Technology Laboratory
- Center for Computer Research in Music and Acoustics
- Center for Design Research
- Center for Integrated Facilities Engineering
• Center for Legal Informatics
• Center for the Study of Language and Information
• Communication Between Humans and Interactive Media Lab - CHIMe
• Computer Graphic Laboratory
• Computer Vision, Machine Learning, and Discrete Optimization Lab
• Das Lab
• Database Group/InfoLab
• Geometric Computation Group
• Learning Design and Technology Program
• Logic Group
• Lytics Lab
• MobiSocial Lab
• Natural Language Processing Lab
• Network and Smart Grid Group
• Neuroimaging Lab
• Open Knowledge Project
• Operations Research Lab
• Peace Innovation Lab
• Persuasive Technology Lab
• Project Based Learning Laboratory
• REVS
• Social Media Analytics Lab
• Stanford AI Lab
• Stanford Center for Innovations in Learning
• Stanford Center for Neurobiological Imaging
• Stanford Gait Laboratory
• Stanford HCI Group
• Stanford Memory Laboratory
• Stanford Natural Language Processing Group
• Stanford Personal Robotics Program
• Symbolic Systems
• Virtual Human Interaction Lab
• Wireless Sensor Networks Lab
• Wireless Systems Lab