



**Sundheds- og Omsorgsudvalgets studietur  
til Silicon Valley, Californien**



**Program og baggrundsinformation**

**9. - 14. april 2012**

## Indholdsfortegnelse

Praktiske informationer.....	3
Detaljeret program.....	5
Bilag 1 - Møde med Dr. POMPEI & Dr. BAKER fra Stanford Universitet.....	12
Bilag 2 - Rosner House Adult Day Services.....	14
Bilag 3 - VI Senior Care Center.....	15
Bilag 4 - Magnolia Prime.....	16
Bilag 5 – SoonR.....	17
Bilag 6 - Dr. PREBEN BRANDENHOFF.....	18
Bilag 7 - IDEO .....	19
Bilag 8 - Stanford BioX.....	21
Bilag 9 – Citris.....	23

Baggrundsnotat om Californien

Baggrundsnotat om San Francisco

Baggrundsnotat om Silicon Valley/Palo Alto

Gode råd til flyveturen

Ordliste

Flybillet

ESTA -godkendelse

## Praktiske oplysninger

### *SOU-medlemmer*

Ninna Thomsen  
Trine Schaltz  
Bjarne P. Nielsen  
Anette Holst Christensen  
Ikram Sarwar  
Lise Thorsen  
Katrina Feilberg  
Susanne Møller  
Heidi Wang

### *Direktion*

Lene Sillasen  
Hanne Baastrup  
Anne Mette Fugleholm

### *Sekretariat*

Jesper Olsen  
Pernille Holst

## Rejseplan

### **Afrejse**

Mandag (2. Påskedag) den 9. april 2012 kl. 9:40 med Swiss til San Francisco. Mødetid er kl. 8:00 i Københavns Lufthavn. Vi mødes til check-in i terminal 3 ved Informationen.

### **Hjemrejse**

Fredag den 13. april 2012 kl. 19:35 med Swiss til København. Vi ankommer i Københavns Lufthavn, lørdag den 14. april kl. 19:15.

Udvalgssekretariatet medbringer fælles flybillet og alle ESTA godkendelser. En kopi af fælles flybillet og din ESTA godkendelse er vedlagt i mappen.

## Hoteller

I Silicon Valley, Palo Alto bor vi på:

**Cardinal Hotel**  
235 Hamilton Avenue  
Palo Alto  
California 94301  
[www.cardinalhotel.com](http://www.cardinalhotel.com)

I San Francisco bor vi på: **Hotel Wyndham Parc 55**  
55 Cyril Magnin Street  
San Francisco 94102  
[www.parc55hotel.com](http://www.parc55hotel.com)

På Hotel Cardinal er der fri internet adgang på alle værelser.

På Hotel Wyndham Parc 55 er fri internet på 4. Sal i Business centret og på de opstillede arbejdsstationer på 2. Sal.

## Valuta

Alle måltider vil blive betalt af sekretariatet, men enkelte måltider skal I selv lægge ud for. Refusion af rimelige udgifter til måltider sker ved aflevering af kvittering med underskrift på bagsiden til sekretariatet.

Medbring derfor selv valuta eller kreditkort til dette og til øvrige køb. Visa/Dankort, MasterCard, American Express kan bruges overalt i USA. Diners Club og Eurocard kan anvendes mange steder, men det anbefales ikke ”kun” at satse på et af disse to kort. Der er et væld af hæveautomater i USA, men der er ingen garanti for at dit kort kan accepteres. Sørg for hjemmefra at undersøge hvilke samarbejdspartnere din bank har i USA. Der er gebyr hver gang du foretager en kontanthævning – typisk 30 til 50 kr.

## Diæter

Der bliver ikke udbetalt diæter på SOUs studieture.

## Forsikring

Alle deltagere er under hele deres rejse dækket af EUROPÆISKE Rejseforsikring A/S

## Kontakter

Jesper Olsen - mobil +45 2014 8943  
Pernille Holst - mobil +45 4048 5738  
Innovation Center Danmark, Silicon Valley - +1 650 543 3180

## Detaljeret program

Der kan forekomme mindre ændringer i programmet, og i så fald udleveres et opdateret program i lufthaven.

*Mandag den 9. april 2012*

Tidspunkt	Programpunkt	Bemærkninger
Kl. 08.00	Mødetid i Københavns Lufthavn (CPH)	Vi mødes ved Informationen i terminal 3.  Efter check-in og sikkerhedstjek er der mulighed for en kop kaffe. Udgifter på ca. 75 kr. bliver refunderet ved levering af kvittering med underskrift på bagsiden til sekretariatet.  Vi mødes ved gaten i god tid inden afgang. Hold øje med informationstavlerne.
Kl. 09.40	Afgang fra København	Vi flyver med Swiss LX 1267
Kl. 11.35	Ankomst til Zürich	Mellemlanding i 1 time og 40 minutter.
Kl. 13:15	Afgang fra Zürich	Vi flyver med Swiss LX 38
Kl. 16.20	Ankomst til San Francisco	Vi afhentes af bus i lufthavnen.
Kl. 18.00	Bustransport til Palo Alto, Silicon Valley	
Kl. 19.00	Ankomst til Hotel Cardinal  Adresse: Cardinal Hotel 235 Hamilton Avenue Palo Alto California 94301	Check-in på hotel.
Kl. 20:00	Vi mødes i receptionen.	Afgang til restaurant i nærheden.

*Tirsdag den 10. april 2012*

<b>Tidspunkt</b>	<b>Programpunkt</b>	<b>Bemærkninger</b>
	Morgenmad	Sker på egen hånd i hotellets morgenmadsrestaurant to huse ved siden af hotellet. Morgenmaden er inkluderet i opholdet.
Kl. 8:00	Vi mødes i receptionen.	Vi afhentes af bus.
Kl. 8:20	Ankomst til Innovation Center Denmark  200 Page Mill Road Suite 100 Palo Alto, CA 94306	
Kl. 8.30	Møde med Innovation Center Denmark	Direktør for Innovation Center Denmark CAMILLA RYGAARD HJALSTED, introducerer til øko-systemet Silicon Valley.
Kl. 9:30	Møde med Dr. PETER POMPEI & Dr. LAURENCE BAKER fra Stanford Universitet.	Seminar diskussion, hvor vi drøfter forskellige aspekter af det amerikanske sundhedssystem. (Se bilag 1)
Kl. 12:00	Frokost på Innovation Center Denmark	Der er mulighed for yderligere diskussion og spørgsmål til de to professorer fra Stanford Universitet under frokosten.
Kl. 13:00	Afgang til Menlo Park	Vi afhentes af bus på Innovation Center Denmark
Kl. 13:30	Feltbesøg:  Besøg på Rosner House Adult Day Services  500 Arbor Road Menlo Park, CA 94304	Præsentation og rundvisning på dagcenter for voksne v. BARBARA KALT, direktør. (Se bilag 2)
Kl. 15:00	Afgang til VI	
Kl. 15.30	Feltbesøg:  VI Senior Care Center 620 Sand Hill Road Palo Alto, CA 94304	Præsentation og rundvisning v. JOACHIM "Yo" ANDERSEN, leder af plejecentret. (se bilag 3)

Kl. 17:00	Afgang til hotel	
Kl. 17:15	Ankomst til hotel	
Kl. 18:00	Vi mødes i receptionen	Vi afhentes af bus foran hotellet.
Kl. 18:30	Middag  Cooper-Garrod Estate Vineyards 22645 Garrod Road Saratoga, CA 95070 408.867.8440 <a href="http://www.cgv.com">www.cgv.com</a>	Der er indledningsvis en rundtur og mulighed for smagsprøver. v. Bill Cooper, vinbonde.
Kl. 19:30	Picnic på vingården	Medbring varmt tøj – vi spiser udendørs.

*Onsdag den 11.april 2012*

<b>Tidspunkt</b>	<b>Programpunkt</b>	<b>Bemærkninger</b>
	Morgenmad på hotellet	Sker på egen hånd i hotellets morgenmadsrestaurant to huse ved siden af hotellet. Morgenmaden er inkluderet i opholdet.
Kl. 8:30	Vi mødes i receptionen.	Vi afhentes af bus.
Kl. 9:00	Møde med KAREN ROUTH, grundlægger og præsident for Magnolia Prime.	Oplæg om Magnolia Prime. En amerikansk virksomhed med telebaserede services. (se bilag 4)
Kl. 10:00	Møde med MARTIN FRID-NIELSEN, grundlægger af SoonR	Oplæg om SoonR. En dansk IT virksomhed. (se bilag 5)
Kl. 11:00	Møde med Dr. PREBEN BRANDENHOFF, hjerte og lunge specialist.	Oplæg om sundhedsvæsnen i USA contra Danmark. (bilag 6)
Kl. 12:00	Frokost på Innovation Center Denmark	
Kl. 13:00	Afgang til IDEO	
Kl. 13:30	Feltbesøg:  IDEO 100 Forest Avenue Palo Alto, CA 94301	Innovation Workshop (se bilag 7)
Kl. 16:30	Afgang fra IDEO	
Kl. 17:00	Ankomst til Hotel	
Kl. 19:00	Vi mødes i receptionen – og går til en nærliggende restaurant.	



*Torsdag den 12 .april 2012*

Tidspunkt	Programpunkt	Bemærkninger
	Morgenmad på hotellet	Sker på egen hånd i hotellets morgenmadsrestaurant to huse ved siden af hotellet. Morgenmaden er inkluderet i opholdet.
	Vi checker individuelt ud af hotellet.	Forbrug i minibar mv. betales af egen lomme.
Kl. 9:00	Vi mødes i receptionen.	Vi afhentes af bus.  Bagagen medbringes i bussen.
Kl. 9:30	Feltbesøg:  Stanford BioX James H. Clark Center 318 Campus Drive Stanford.	Introduktion til BioX og deres interdisciplinære forskning på sundhedsområdet og industrielle involvering for at fremme innovativ forskning v. HEIDEH FATTAEY, direktør for programmer på BioX. (se bilag 8)
Kl. 11.00	Frokost og refleksion	På Stanford Universitet i eget lokale.
Kl. 12:30	Afgang til Berkeley Universitet.	
Kl. 14:00	Feltbesøg:  U.C. Berkeley Citris/TeleMedicin  330 Sutardja Dai Hall MC 1764 Berkeley, CA 94720	STEVEN De MELLO introducerer til CITRIS og deres arbejde inden for sundhedsområdet – herunder TeleMedicin og Californiens Telenet på Sundhedsområdet. (se bilag 9)
Kl. 16:00	Afgang fra Berkeley	
Kl. 17:30	Ankomst til Hotel Wyndham Parc 55  Adresse: 55 Cyril Magnin Street San Francisco 94102 <a href="http://www.parc55hotel.com">http://www.parc55hotel.com</a>	Check-in på hotel.
Kl. 19:00	Vi mødes i receptionen.	Uformel middag.

*Fredag den 13 .april 2012*

<b>Tidspunkt</b>	<b>Programpunkt</b>	<b>Bemærkninger</b>
	Morgenmad på hotellet	Sker på egen hånd i hotellets morgenmadsrestaurant. Morgenmaden er inkluderet i opholdet.
	Vi checker individuelt ud af hotellet.	Forbrug i minibar mv. betales af egen lomme.  For de der vil gå på egen hånd er check ud - inden kl. 11.00.  Øvrige checker ud inden fælles tur.  Bagagen opbevares på hotellet til busafgang kl. 15.30.
Kl. 9:00	Vi mødes i receptionen.	
Kl. 10:00	Tid til disposition	For de interesserede er der arrangeret tur:  Tur 1: Vi lejer cykler ved Fishermans Wharf, pier 41 og cykler langs kysten, hen over Golden Gate Bridge og videre på den anden side til byen Sausalito. Herfra sejler man tilbage til Fishermans Wharf.  Tur 2: Sejltur fra pier 33 til Alcatraz.  Egen betaling på begge ture.
Kl. 13.00	Frokost	På egen hånd.  Udgifter på ca. 150 kr. bliver refunderet ved levering af kvittering med underskrift på bagsiden til sekretariatet.
Kl. 15:00	Mødes på hotellet	Bagagen afhentes.

Kl. 15:30	Bussen afgang til lufthavnen.	
Kl. 17:30	Check-in i lufthaven i San Francisco.	Efter check-in og sikkerhedstjek er der mulighed for en forfriskning. Udgifter på ca. 100 kr. bliver refunderet ved levering af kvittering med underskrift på bagsiden til sekretariatet.  Vi mødes ved gaten i god tid inden afgang. Hold øje med informationstavlerne.
Kl. 19.35	Afgang fra San Francisco	Vi flyver med Swiss LX 39

*Lørdag den 14 .april 2012*

<b>Tidspunkt</b>	<b>Programpunkt</b>	<b>Bemærkninger</b>
Kl. 15.40	Ankomst til Zürich	Mellemlanding i 1 time og 45 minutter.
Kl. 17:25	Afgang fra Zürich	Vi flyver med Swiss LX 1272
Kl. 19.15	Ankomst til København	

## **Bilag 1 - Møde med Dr. PETER POMPEI & Dr. LAURENCE BAKER fra Stanford Universitet**

Formålet med første programpunkt er at introducere delegationen til den seneste forskning inden for geriatri og sundhed. Delegationen møder to anerkendte professorer fra Stanford Universitet. Seminaret er planlagt efter en løbende dialog undervejs.



### **Dr. Peter Pompei, Clinical Professor, Medicine - General Medical Disciplines**

Dr. Pompei is a Professor of Medicine at Stanford University and active as a teacher in the Medical School, the Internal Medicine Residency and the Geriatric Medicine Fellowship. He also is the Medical Director of Lytton Gardens, a skilled nursing facility and a senior care center. He has been honored with many teaching awards and the American Geriatrics Society Geriatrics Recognition Award. He is an active member of the American College of Physicians, the Society for General Internal Medicine, the American Geriatrics Society and the American Medical Directors Association. Dr. Pompei completed his undergraduate degree at Johns Hopkins, his medical degree at the University of Chicago, his residency in internal medicine at the University of North Carolina and his fellowship at Cornell University. He is board certified in Internal Medicine and Geriatric Medicine and is a Certified Medical Director. His clinical interests are in delirium, dementia, peri-operative care and quality of life among older persons.

[http://med.stanford.edu/profiles/Peter\\_Pompei/](http://med.stanford.edu/profiles/Peter_Pompei/)

<http://www.youtube.com/watch?v=roKk2-mhA-4>



### **Dr. Laurence Baker, Professor of Health Research and Policy and CHP/PCOR Fellow**

Dr. Baker is chief of Health Services Research at Stanford University, a professor of health research and policy, and a CHP/PCOR fellow. He is an economist interested in the organization and economic performance of the U.S. healthcare system. His research focuses on the effects of managed care on the healthcare system; the effects of regulation on healthcare markets; the determinants and effects of

technological change in medicine; the culture of patient safety in U.S. hospitals; physicians' incomes and career choices; and how the Internet and e-mail influence healthcare delivery and outcomes. He received his BA from Calvin College, and his MA and PhD in economics from Princeton University. [http://med.stanford.edu/profiles/Laurence\\_Baker/](http://med.stanford.edu/profiles/Laurence_Baker/)

Dr. Pompei and Baker will cover the following subjects in their seminar discussion:

- Health economics
- Health care financing
- Demographics of healthcare
- Geriatric care
- Homecare
- Volunteer programs
- Palliative Care
- Electronic Medical Records/Access to medical records
- The cooperation.

## Bilag 2 - Rosner House Adult Day Services

Det primære formål med at besøge dagscentret i Rosner House er at få indsigt i hvordan frivillige organiseres, rekrutteres og i stort omfang bidrager til de daglige aktiviteter i relation til de ældre. Rundvisningen vil desuden give indsigt i de mange services dagscentret tilbyder.

Nedenstående er en beskrivelse af organisationen, Peninsula Volunteers, der står

Peninsula Volunteers, Inc. (PVI), is a visionary service organization that raises funds to provide seniors with over \$5 million annually in services designed to enhance and enrich their lives. It has been developing programs, properties and services to support the welfare of the seniors for the past 64 years.

PVI prepares and delivers over 1,300 hot meals every week to the homebound through Meals on Wheels, and impacts over 4,500 households through programs at Little House, the Roslyn G. Morris Activity Center, Rosener House Adult Day Services, and Crane Place and Partridge-Kennedy Apartments low cost housing.

As a pioneer and leader in senior services development, Peninsula Volunteers' accomplishments include:

- The first volunteer organization to develop and build low-income senior housing in the U.S. - Partridge Kennedy Apartments.
- Opened and funded Menlo Park's Little House, the Roslyn G. Morris Activity Center, and the first suburban senior center in the U.S.
- Built and funded the \$3 million Rosener House, a leading provider of adult day services.
- Built and owns Crane Place, 93 units for limited income residents in Menlo Park, California.
- Provides almost 82% of the low income housing in Menlo Park, California.

Among its many services the Rosner House offers The Alzheimer's Café. This is a place that brings together people living with dementia, their families, and their caregivers. It is a warm and inviting atmosphere that nurtures friendship and mutual support.

<http://www.penvol.org/about/mission.cfm>

<http://www.penvol.org/rosenerhouse/>

## Bilag 3 - VI Senior Care Center

"VI" er et privat bosted for ældre – både plejekrævende og ikke plejekrævende ældre. Stedet tilbyder rengøring, madlavning, transport, aktiviteter, sygepleje og rehabilitering. Rundvisningen vil lægge vægt på at vise stedet teknologiske løsninger samt give en forståelse af deres koncept "Whole person Wellness".

"VI" is an assisted living, senior residence, Alzheimer's and memory support care and skilled nursing care facility. They provide wellness, fitness, rehabilitation, and skilled medical and nursing services.

Living Options are:

- Independent Living
- Assisted Living
- Memory Support
- Skilled Nursing

<http://www.viliving.com/>

## Bilag 4 - Magnolia Prime

Formålet med at besøge Magnolia Prime er at belyse opstartsvirksomheders udfordringer. Hvilke faktorer har været afgørende for at virksomheden kunne udvikle sig fra en innovativ idé til en større virksomhed, der står over for at skulle markedsføre sig internationalt. Virksomheden har opfundet et telefonisk trygheds- og støttesystem til hjemmeboende ældre.

A successful US company in the Elderly and Patient Care Area:

Karen E. Routt, Founder and CEO



Karen has over two decades of expertise in the field of aging. Her talents are strongest at the intersection of elderly/aging, technology and business development. Karen's experience includes management and consulting roles in senior housing development and providing services to the elderly and their caregivers. Karen served as Chief of Staff to the Mayor of Cambridge (MA) and was later appointed as Trustee for the Cambridge Health Alliance health care system. Karen is currently a Trustee for the National Caucus and Center for Black Aged and volunteers with Stanford University where she received her MBA.

In her current role as the CEO of Magnolia prime she addresses challenges in the areas of patient and elderly care. Magnolia Prime technology is a telephone reassurance and support system. Their telephone system can deliver scheduled custom recorded message to patients.

Their technology puts patients and clients in communication with each other using existing phone services. A staff member or clinician can set up a call schedule that delivers a standard message to remind about medications, an appointment or any other event. Magnolia Prime customers are home health agencies, senior organizations (e.g., senior housing and services) and small physician practices looking to offer a value-adding service for their patients, clients and residents.

<http://www.magnoliaprime.com/index.html>



## Bilag 5 – SoonR

SoonR er en dansk virksomhed i vækst. Direktør Martin Frid-Nielsen har siden 2005 arbejdet på at etablere virksomheden og han kan belyse udviklingen frem til i dag, hvor virksomhedens produkt (IT software) anvendes af hen ved 100.000 virksomheder. Vi får mulighed for at høre om de betingelser, der skal være til stede for at skabe vækst og innovation for en lille opstartsvirksomhed

Martin Frid-Nielsen, Founder & CEO



Martin Frid-Nielsen is a software development executive with focus on building world-class software products and organizations. He has experience with both consumer and enterprise spaces. His past experience includes being an early employee at Borland (IPO 1986) where he co-invented the original patent for syncing appointments between a device and a PC. Later he became the VP of engineering at NetObjects (IPO in 1999) where he invented several patents in the areas of web authoring and web content management. NetObjects was sold to Merant in 2001. Martin lead Collage, Merant's enterprise content management offering. In 2004, Merant was acquired by Serena for \$350M. Currently, Martin is the Co-Founder/CEO of SoonR, a mobile player, cloud service company focused on providing access, search and sharing of pc-data from any mobile device. SoonR' has a patented technology allowing to view over 40 different file types across all smart devices without having to download documents.

<http://www.soonr.com>

## Bilag 6 - Dr. Preben Brandenhoff

Den danske læge og professor, Preben Brandenhoff er bosat i San Francisco. Han vil fortælle om sine erfaringer fra henholdsvis det danske og det amerikanske sundhedsvæsen. Samtidig vil han kunne "oversætte" amerikanske forhold til en dansk kontekst.



Dr. Brandenhoff specializes in surgical treatment of patients with acquired heart disease as well as heart and lung transplantation, mechanical circulatory support and thoracic organ recovery. A native of Denmark, he received his bachelor's and medical degrees from University of Copenhagen, completed his training in general surgery and cardiothoracic surgery in Copenhagen, Denmark and later served 10 years as a staff surgeon and assistant professor at the University Hospital, Rigshospitalet's Department of Cardiothoracic Surgery. During his tenure there he was a member of the heart and lung transplant team.

Following a two-year fellowship in complex cardiac surgery at the prestigious Cleveland Clinic in order to obtain US licensing, Dr. Brandenhoff served as chief of cardiac surgery in Copenhagen before being recruited as Associate Clinical Professor of Surgery at UCSF Medical Center.

Dr. Brandenhoff joined the Heart Failure/Heart Transplant Program at CPMC in May 2007 and was appointed Associate Surgical Director of Heart & Lung Transplant at the Barry S. Levin M.D. Department of Transplantation, CPMC, in June 2008.

From April 2009 to October 2010 Dr. Brandenhoff served as the Associate Medical Director for the California Transplant Donor Network.

As of October 2010 Dr. Brandenhoff is a full time consultant in heart and lung transplantation, circulatory support and thoracic organ recovery/donor management.

Since Nov 2004 Dr. Brandenhoff has done more than 350 thoracic organ recoveries for 10 different TX centers in the US and Canada.

Dr. Brandenhoff is licensed as a physician and surgeon in the states of California, Ohio and Denmark, and is board certified in thoracic and general surgery.

## Bilag 7 – IDEO

Formålet med besøge IDEO, som er en af de mest innovative design virksomheder i verden, er at få en dybere indsigt i strategier, processer og værktøjer til innovation. Det sker via en interaktiv workshop på IDEO, hvor vi får mulighed for at arbejde med deres værktøjer – og sætte fokus på at udvikle teknologier og ydelser i sundheds- og omsorgssektoren.

Founded in 1991, IDEO is an innovation and design firm that uses a human-centered, design-based approach to help organizations in the business, government, education, healthcare, and social sectors innovate and grow in three ways:

- Identify new ways to serve and support people by uncovering their latent needs, behaviors, and desires.
- Visualize new directions for companies and brands and design the offerings - products, services, spaces, media, and software - that bring innovation strategy to life.
- Enable organizations to change their cultures and build the capabilities required to sustain innovation.

### HIGHLIGHTS & ACCOLADES

- Ranked as one of the most innovative companies in the world by Boston Consulting Group (2005 - 2007, Business Week)
- Ranked #5 on Fast Company's list of the Top 25 Most Innovative Companies (2008)
- Awarded the Smithsonian Cooper-Hewitt National Design Museum's National Design Award for Product Design (2001)
- Winner of more IDEA awards than any other design firm 19 Red Dot awards; 15+ iF Hanover awards.
- Featured in a 1999 episode of ABC's Nightline, which followed an IDEO team as they redesigned the shopping cart in four days.

### LEADERSHIP

David Kelley, cofounder and chairman. Chaired professor at Stanford University and founder of Stanford's Institute of Design (the "d. School"); recipient of the National Design Award; member of the National Academy of Engineers.

Tim Brown, CEO and president. Formerly director of IDEO Europe; contributor to the Harvard Business Review, The McKinsey Quarterly, and the World Economic Forum.

Bill Moggridge, cofounder. Pioneer in the application of human factors in the design discipline; author of *Designing Interactions* (MIT Press, 2006).

Rob Lister

With deep experience in product development and the healthcare industry, Rob is primarily interested in working with companies to realize their goal to create impactful innovative products and services.

Rob has developed device strategies and platforms for Fortune 500 pharmaceutical companies and overseen, managed and implemented dozens of development programs for a wide range of products in the healthcare and biotech industry.

After nearly 10 years of experience at IDEO, Rob is an advocate of human centered design as a method for uncovering value and directing the development process, and design thinking as a holistic approach to solving technical and business challenges. Rob has led diverse teams of engineers, designers, human factors specialists, manufacturing engineers and is practiced at bringing together the talents of multi-disciplinary teams to deliver excellent design to market.

Beyond creating implementation solutions, good strategic development recognizes needs and opportunities beyond short-term goals: how is this product or service to evolve, how must it be manufactured, supported, marketed and what are the real needs of all the stakeholders, especially the end-users?

[www.ideo.com](http://www.ideo.com)

## Bilag 8 – Stanford BioX

Stanford Universitet er langt fremme med at integrere forskellige studieretninger i et tværfagligt forsknings samarbejde inden for biologi og medicin. Samarbejdet anvender forskellige tilgange og metoder fra kemi, fysisk, ingeniør og datalogi – og har skabt et bemærkelsesværdigt samarbejde mellem studerende og industrien til fremme for innovativ forskning.

The Stanford University Bio-X program supports, organizes, and facilitates interdisciplinary research connected to biology and medicine.

Ideas and methods embodied in engineering, computer science, physics, chemistry, and other fields are being brought to bear upon important challenges in bioscience. In turn, bioscience creates new opportunities in other fields. Significant discoveries and creative inventions are accelerated through formation of new collaborative teams.

Students and faculty are broadening and enriching their training in science and technology to more fully integrate fields, departments, and schools at Stanford. Educational events for Bio-X participants and for the public are planned to motivate thoughtful discussions of social and ethical issues connected with scientific advances.

We aim to make Stanford the most exciting place in the world for combining a broad range of scientific and engineering disciplines in biosciences research and for training the next generation of leaders.

Heideh Fattaey, Director of Operations and Programs Bio-X at Stanford University

### **Stanford**

Stanford's founding grant was written on November 11, 1885, and accepted by the first Board of Trustees on November 14. The cornerstone was laid on May 14, 1887, and the University officially opened on October 1, 1891, to 559 students and 15 faculty members, seven of whom hailed from Cornell University. At the opening of the school, there was no tuition for students, a program which lasted into the 1930's. Among the first class of students was a young future president Herbert Hoover, who would claim to be first student ever at Stanford, by virtue of having been the first person in the first class to sleep in the dormitory.

Stanford University is governed by a board of trustees, in conjunction with the university president, provosts, faculty senate, and the deans of the various schools. Besides the university, the Stanford trustees oversee Stanford Research Park, the Stanford Shopping Center, the Cantor Center for Visual Arts, Stanford University Medical Center and many associated medical facilities (including the Lucile Packard Children's Hospital), as well as many acres of undeveloped foothills.

Other Stanford-affiliated institutions include the Stanford Linear Accelerator Center (SLAC) and the Stanford Research Institute, a now-independent institution which originated at the University, in addition to the Stanford Humanities Center.

Stanford places a strong focus on residential education. Approximately 98 percent of undergraduate students live in on-campus university housing, with another five percent living in Stanford housing at the overseas campuses. According to the Stanford Housing Assignments Office, undergraduates live in 77 different houses, including dormitories, co-ops, row houses, fraternities and sororities. Residences are located generally just outside the campus core, within ten minutes (on foot or bike) of most classrooms and libraries. Some residences are for freshmen only; others give priority to sophomores, others to both freshmen and sophomores; some are available for upper-class students only, and some are open to all four classes. All residences are coed except for seven all-male fraternities, three all-female sororities, and one all-female house. In most residences men and women live on the same floor, but a few dorms are configured for men and women to live on separate floors.

### **Stanford facts**

Stanford University's undergraduate program is ranked fourth among national universities by U.S. News and World Report (USNWR).

Stanford University is ranked second among world universities and second among universities in the Americas by Shanghai Jiao Tong University, nineteenth among world universities in the THES-QS World University Rankings, seventh among national universities by The Washington Monthly, second among "global universities" by Newsweek,[41] and in the first-tier among national universities by The Center for Measuring University Performance. Stanford University also participates in the National Association of Independent Colleges and Universities (NAICU)'s University and College Accountability Network (U-CAN).

Stanford received \$911 million in private donations for the year ended August 31, 2006, the most of all U.S. universities and seventh highest of all charities.

Stanford announced recently that it would use some of its endowment to cover the \$36,000-a-year tuition for students whose families make under \$100,000 a year. For students with family income under \$60,000, living costs will also be paid.

## Bilag 9 – Citris

Formålet med besøget er, at hente inspiration til nye samarbejdsformer mellem det offentlige, det private og universiteter. På Berkeley Universitet har centret, Citris fokus på at udvikle innovative teknologier, der har en samfundsmæssig virkning og kan øge menneskers livskvalitet, ved at samle førende forskningslaboratorier, opstartsvirksomheder, store firmaer og hele industrier i tværgående teams. Samtidig vil de berette om teknologiske trends – herunder konkrete telemedicinske løsninger.

### A multi-disciplinary attempt to re-engineer engineering

By the late 1990s, engineers UC system realized that the tunities for impact in not just in developing new innovative technologies, but these technologies to areas of society where they were most likely to improve people's quality of life.



within the real oppor- research lay and in applying

This recognition coincided with a call for proposals from CA Governor for new California Institutes of Science and Innovation (Cal-ISIs). Berkeley Engineering professor Richard Newton (with the support of more than 150 faculty members from the four campuses – today more than 300 researchers) proposed a multi-disciplinary research institute that would, literally, use information technology research in the interest of society.

### CITRIS research areas

CITRIS is currently focused on 1) the creation of centers in healthcare delivery, 2) intelligent infrastructures (including energy, the environment, and transportation), and 3) services 'economic activity that encompasses the breadth of jobs from beauticians and custodians to management consultants, accountants, physicians, and entertainers.

CITRIS has built a foundation that can support and deliver long-term sustainable growth. In the coming years, the focus will be on seeding new research, expanding industry partnerships, developing and strengthening its physical and cyber infrastructures, and increasing its collaboration efforts.

### Industry partners

CITRIS was created to “shorten the pipeline” between world-class laboratory research and the creation of start-ups, larger companies, and whole industries.

CITRIS could not exist without its industrial partners. UC faculty and students, along with industrial researchers, work together from brain-storming ideas to developing technology that may be transferred easily to the commercial sector. In this relationship, ideas become reality more quickly than if either partner worked alone. Faculty members get the opportunity to see first-hand where the market for technology is headed so they can steer their research and students into this direction. Students benefit by being on the cutting-edge of research that can be commercially applied. Industry reaps the rewards by gaining access to research projects and collaborators as well as the ability to recruit outstanding students. Faculty benefit, students benefit, industry benefits, indeed, the economy of the state benefits.

### UC Berkeley



UC Berkeley is a public research university located in Berkeley, California, United States. The oldest of the ten major campuses affiliated with the University of California, Berkeley offers some 300 undergraduate and graduate degree programs in a wide range of disciplines. The university occupies 6,651 acres (2,692 ha) with the central campus resting on approximately 200 acres (80.9 ha).

The University was founded in 1868 in a merger of the private College of California and the public Agricultural, Mining, and Mechanical Arts College. Berkeley was a founding member of the Association of American Universities. Sixty-two Nobel Laureates have been affiliated with the university as faculty, researchers, or alumni.

Berkeley physicist J. Robert Oppenheimer was the scientific director of the Manhattan Project which he personally headquartered at Los Alamos, New Mexico, during World War II. Since that time, the university has managed or co-managed the Los Alamos National Laboratory, as well as its later rival, the Lawrence Livermore National Laboratory, and the Lawrence Berkeley National Laboratory for the U.S. Department of Energy.

Berkeley is a large, primarily residential research university. The full-time, four year undergraduate program offers 108 degrees in the arts and sciences and has high graduate coexistence. The graduate program is a comprehensive doctoral program with 64 masters programs, 96 doctoral programs, and 32 professional programs. Berkeley is accredited by the Western Association of Schools and Colleges.

### **Rankings**

According to the National Research Council, 35 of 36 Berkeley graduate programs rank in the top 10 in their respective fields. Berkeley is the only university in the nation to achieve top 5 rankings for all of its PhD programs in those disciplines covered by the US News and World Report graduate school survey.

Berkeley's undergraduate program is ranked 21st among National Universities by U.S. News & World Report and 3rd by The Washington Monthly. U.S. News ranked the undergraduate program in engineering second and the undergraduate program in business third. Berkeley ranks 9th among universities that have produced the largest number of living billionaires.

The THES - QS World University Rankings ranked Berkeley 36th in the world in 2008 and the Shanghai Jiao Tong University's Academic Ranking of World Universities ranked Berkeley third in 2008. In the 2006 international edition of Newsweek, Berkeley was the fifth-ranked global university, and the Center for Measuring University Performance placed Berkeley seventh among national research universities. The Princeton Review ranks Berkeley as a college with a conscience and the 5th best value in public colleges.[68]

Berkeley's current faculty includes 227 American Academy of Arts and Sciences Fellows, 2 Fields Medal winners, 83 Fulbright Scholars, 139 Guggenheim Fellows, 87 members of the National Academy of Engineering, 132 members of the National Academy of Sciences, 8 Nobel Prize winners, 3 Pulitzer Prize winners, 84 Sloan Fellows, and 7 Wolf Prize winners.[80] 62 Nobel Laureates have been associated with the university as faculty, alumni or researchers, the sixth most of any university in the world; twenty have served on its faculty.

### **Sports at UC Berkeley**

Cal student-athletes compete intercollegiately as the California Golden Bears. A member of both the Pacific-10 Conference and the Mountain Pacific Sports Federation in the NCAA, Cal students have won national titles in many sports, including football, men's basketball, baseball, softball, water polo, rugby, and crew. In addition, they have won over 100 Olympic medals. The official colors of the university and its athletic teams are Yale blue and California gold.