

# THE U. T. SYSTEM Office of Research and Technology Transfer

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## *IGNITE TEXAS!*



March 17, 2008

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### **I. Overview**

The report *Rising above the Gathering Storm*, published in the context of September 11, 2001, galvanized our nation to understand that promoting commercialization of research discoveries is the best strategy to maintain global competitiveness. Global competitiveness is rapidly changing and expanding the role of universities within the domain of “economic development,” requiring a proactive approach to the protection and translation of intellectual property (IP) from discovery to commercialization through research, development of new technologies, startup of new companies, and related activities.

The Governor and the Texas legislature are demonstrating national leadership to support commercialization of university intellectual property with the Texas Emerging Technology Fund (TETF) and other recent endeavors. The U. T. System institutions have also committed significant resources and sustained efforts over more than two decades to create and support commercialization capacity and culture. Our goal is to improve our productivity with existing and new initiatives that build on this solid base. These initiatives are founded on the following strengths:

- The U. T. System is a “**Commercialization Engine**” with substantial infrastructure in place, accomplishments to report, and opportunities to improve translation of world-class research and intellectual property into marketable products.
- U. T. System institution **leaderships’ commitment** to accelerating commercialization is well documented in strategic plans, mission statements, and Regents’ *Rules and Regulations*.
- **Financial incentives** for faculty and staff to share in commercialization successes include favorable royalty sharing; tenure, promotion, and salary adjustment practices; and funding programs for recruitment and retention of key faculty.
- U. T. System institutions convert leaderships’ words to actions, deploying substantial resources System-wide to support an **infrastructure and culture** for commercialization of research activities. The infrastructure and combined expertise housed within the System institutions and the System Administration Offices of General Counsel (OGC) and Research and Technology Transfer (RTT) firmly positions the U. T. System to be a global leader in university commercialization.
- The U. T. System is launching the *Ignite Texas!* initiative, comprised of **ten major new programs** that build upon a well-established culture, reward system, infrastructure, and expertise. The multi-faceted *Ignite Texas!* initiative is designed to accelerate commercialization of inventions as a significant enterprise aligned with national, state, and regional economic development objectives.

### **II. The U. T. System as a Commercialization Engine**

The University of Texas System is a research powerhouse, well-positioned to play a central role in global competitiveness and economic development, with a strong history of supporting — and driving — economic development. Research capacity and national benchmarks, technology transfer and commercialization performance, and state funding awards manifest this positioning.

#### **Research Capacity and National Benchmarks:**

- Seven (7) Nobel Laureates, 34 members of the Institute of Medicine, 33 members of the National Academy of Sciences, and 49 members of the National Academy of Engineering are among those working at U. T. System institutions to translate **nearly \$2 billion in total annual research expenditures** (FY 2007) into commercial applications that benefit humankind.

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- Milken Institute reported that the U. T. System is **number one (1<sup>st</sup>) in the world in the number of biotech patents held** and **five (5) U. T. System institutions ranked in the top 100** on the Milken Institute Technology Transfer and Commercialization Index in 2006 (UT Austin, UTSWMC, UTMB, UTHSCH, UTHSCSA).
- The Scientist ranked the U. T. System **second (2<sup>nd</sup>) in the nation as a “patent powerhouse,”** reflecting the quality and quantity of U.S. patents held (2005).
- Collectively our institutions would rank **14<sup>th</sup> in terms of intellectual property revenue**, leaving room to improve translation of world-class research and intellectual property into marketable products.

**Technology Transfer and Commercialization Performance:** Table 1 below summarizes commercialization activities for each U. T. System institution and for other Texas universities over the past five fiscal years, as reported to the Texas Higher Education Coordinating Board.

**Table 1**

<b>The University of Texas System Institutions IP and Commercialization Activity -- FY02 - FY06</b>										
	Total No. Employees	Invention Disclosures	U.S. Patent Apps Filed	U.S. Patents Issued	Total Licenses & Options Executed	U.S. Copyrights	Startup Companies Formed	Gross Revenue (\$Millions)	Expenses (\$Millions)	Net Revenue (\$Millions)
	2006	Total 02-06	Total 02-06	Total 02-06	Total 02-06	Total 02-06	Total 02-06	Total 02-06	Total 02-06	Total 02-06
UT Arlington	2.0	109	58	10	14	4	7	1.46	1.11	0.35
UT Austin	37.0	462	431	148	132	11	29	31.45	8.36	23.09
UT Brownsville	0.0	0	0	0	0	0	0	0.01	0.00	0.01
UT Dallas	1.0	117	45	28	7	3	0	0.33	0.78	(0.45)
UT El Paso	2.0	57	25	2	1	4	0	0.15	0.91	(0.76)
UT Pan American	1.0	20	7	0	2	0	0	0.01	0.14	(0.13)
UT Permian Basin	0.0	3	2	1	0	0	0	0.00	0.01	(0.01)
UT San Antonio	1.0	33	14	4	0	0	0	0.05	0.39	(0.34)
UT Tyler	0.0	0	0	0	0	0	0	0.00	0.00	0.00
<b>Academic Total</b>	<b>44.0</b>	<b>801</b>	<b>582</b>	<b>193</b>	<b>156</b>	<b>22</b>	<b>36</b>	<b>33.45</b>	<b>11.70</b>	<b>21.76</b>
UTMDACC	10.0	615	344	104	109	7	13	28.06	20.06	8.00
UTMB	9.0	314	227	41	83	5	3	5.80	6.30	(0.49)
UTHSC-H	8.0	260	128	41	121	25	4	12.93	3.37	9.56
UTHSC-SA	5.5	211	136	42	82	0	4	11.45	5.70	5.75
UTSWMC	22.0	562	234	131	172	0	6	59.46	13.27	46.19
UTHCT	0.0	7	5	1	1	0	0	0.10	0.13	(0.03)
<b>Health Total</b>	<b>54.5</b>	<b>1969</b>	<b>1074</b>	<b>360</b>	<b>568</b>	<b>37</b>	<b>30</b>	<b>117.81</b>	<b>48.82</b>	<b>68.98</b>
<b>UTS Total</b>	<b>103.5</b>	<b>2770</b>	<b>1656</b>	<b>553</b>	<b>724</b>	<b>59</b>	<b>66</b>	<b>151.26</b>	<b>60.52</b>	<b>90.74</b>
<i>Texas A&amp;M System</i>	NA	625	532	165	274	13	15	37.65	12.32	25.33
<i>Texas Tech System</i>	NA	224	81	34	35	0	9	0.71	1.94	(1.22)
<i>U of North Texas System</i>	NA	107	113	14	17	1	7	0.33	2.02	(1.69)
<i>U of Houston System</i>	NA	196	0	0	0	0	0	2.47	2.64	(0.01)
<i>Texas State System</i>	NA	18	10	0	3	0	0	0.00	0.12	(0.12)

1. Data are from institutional reports to the Texas Higher Education Coordinating Board (THECB) on the Technology Development and Transfer Biannual Survey. Staffing and budgets committed to U. T. System Administration centralized support are not captured in data reported to government and industry sources.

2. Expenses do not include royalty distribution payments to the inventors and the institutions. Thus, “net revenue” did not fully revert to the technology transfer offices.

3. Total revenues for all years include reimbursed patent expenses so calculations for 2005 and 2006 are consistent with data presented for prior years, but may not correspond identically with THECB reports. Prior to 2005, THECB calculated “revenue received from intellectual properties” by including reimbursed patent expenses. Additional “net income” calculations (i.e., revenue minus expenditures) also reflect the inclusion of reimbursed patent expenses. Beginning in 2005, THECB excluded reimbursed patent expenses from “revenue received from intellectual properties” and from “net income.”

4. Rice University does not report to THECB, so comparable data are not publicly available.

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In contrast with peer public university systems, including California and Texas A&M, U. T. System institutions report to industry data sources individually rather than collectively as a “System.” Results in aggregate for the U. T. System from FY02 - FY06 are summarized briefly as follows:

- **2,770 invention disclosures (655 last year, 36% increase over five fiscal years)**
- **1,656 U.S. patent applications (553 patents issued, 14% increase over five fiscal years)**
- **724 IP licenses and options (186 last year, 92% increase over five fiscal years)**
- **66 new company formations (14 last year)**
- **\$151 million total gross revenue (34% increase over five fiscal years)**
- **103 full-time employees U. T. System-wide for technology transfer.**

**Staffing** in technology transfer/commercialization offices at System institutions, as reported to the Coordinating Board, increased 45% from August 31, 2001 to August 31, 2006. In FY06 alone, dedicated staff System-wide increased 12% from 67 to 75 FTE’s reported. With the inclusion of student staff, the total number of staff is 103.5 FTEs. These numbers include licensing associates but do not include System Administration staff and others outside of campus technology transfer offices, such as faculty “talent scouts” and mentors, incubator staff, business school staff, advisory committee members, and essential student support.

**Table 2  
Texas Emerging Technology Fund Awards**

**State Funding from the Texas Emerging Technology Fund (TETF):** The TETF was authorized by the Texas Legislature for the 2006-07 biennium and re-authorized for the 2008-09 biennium for a combined total of \$295 million in funding.

<b>Program</b>	<b>Total Awards Funded to Date</b>	<b>Awards Received by U. T. System Institutions</b>	<b>% Funds Awarded to U. T. System</b>
Research Superiority	\$35.0M	\$19.8M	56%
Commercialization	\$39.6M	\$32.9M	83%
Research Matching	\$34.4M	\$11.8M	34%
<b>Total</b>	<b>\$109.0M</b>	<b>\$64.5M</b>	<b>59%</b>

Table 2 documents the U. T. System’s success attracting these competitively awarded state funds, as of March 11, 2008. Eleven of the 39 awards were to consortia with multiple institutions, two of which were outside the U. T. System.

Source: Texas Governor’s Office, 03/11/08; only includes awards with signed contracts.

All three award programs targeted by the TETF require university-industry partnerships in Texas:

1. **Research Superiority Awards** are for recruiting the best research talent in the world to increase the state’s research capacity in key research areas such as math, science and engineering. Nearly \$20 million of TETF awards are for recruiting the best research talent in the world in nanohealth, indoor air quality, information security, and nanoelectronics industries. These funds are leveraging an additional \$34.3 million in industry, government (NASA), and institutional funds benefiting five U. T. academic institutions and three U. T. medical institutions.
2. **Commercialization Awards** fund companies formed with new university-based technologies. Eleven System institutions have received 83% of the total TETF commercialization awards, with nearly \$33 million in funding for 31 companies in seven industries (16 life sciences, five information technology (IT), four energy, three semi-conductor, one defense/aerospace, one software, and one robotics).
3. **Research Matching Awards:** Three System institutions` have been awarded funds to match external funding for advanced research leading to commercialization with four industry partners in nanotechnology, information security, semiconductor, and IT/defense.

### **III. The U. T. System Commitment to Commercialization**

Leadership throughout the U. T. System and its institutions recognizes that effective commercialization is crucially important and actively promotes a culture to support it. Policy and resource commitments are well-documented in strategic plans, mission statements, Regents' *Rules and Regulations*, and incentives for faculty and staff. In addition, System institutions have aggressively revised standard operating policies and procedures to promote collaborations and facilitate commercialization of results of their research.

**Eleven System institutions** explicitly address technology transfer and/or commercialization in their current strategic plans. As one example, The University of Texas at Dallas strategic plan states that the university is in active pursuit of “*leveraging the power of ideas, technology and people, internally and externally, to create new ventures and add economic, social and cultural value to our community.*”

The ten-year U. T. [System-wide Strategic Plan](#) endorsed by the Regents in 2006 states:

*The overarching goal is to advance the position of The University of Texas System as a system of the first class, especially renowned for its cutting-edge interdisciplinary research, leveraging faculty strengths in and across academic and health institutions. Over the next decade, the U. T. System will specifically address: increasing the U. T. System's and Texas's competitive edge; enhancing research; increasing technology transfer; developing top tier universities and distinctive strengths on each campus; and increasing the U. T. System's impact on workforce development...Through its Office of Research and Technology Transfer, the U. T. System is developing a differentiated range of centralized services and support for local development of technology transfer capacity as appropriate to each institution's size, expertise, and scale of activity.*

The Strategic Plan defines commercialization goals for the six health institutions as follows:

- Patents resulting from research performed at the six health institutions will increase 10% a year over the next eight years.
- Licenses from patented university IP will increase 8% annually over the next ten years.

**Nine System institutions** refer to economic development in their mission statements, and the System [Mission Statement](#) further declares:

*The mission of The University of Texas System is to lead and serve our academic and health institutions to create and sustain excellence in educational opportunities, research, and health care.*

Research capacity and capability are crucial inputs to maintain a robust pipeline of discoveries and inventions worthy of commercial applications, and collaborations among System institutions provide a major stimulus for commercialization activities. U. T. System's mission and goals specific to research and commercialization are:

- Increase research capacity within U. T. institutions and enhance the research presence of all U. T. institutions.
- Foster and increase the number of strategic collaborations among U. T. institutions.

[Rules and Regulations of the Board of Regents \[Series 90101\]](#) were recently revised to enhance interactions with industry to commercialize IP. Specifically the Regents adopted policies designed to:

- Provide certainty in research pursuits and technology-based relationships with third parties.
- Create an optimal environment for research, development, and commercialization opportunities with private industry.
- Encourage timely and efficient protection and management of intellectual property.

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### **IV. Financial Incentives**

Financial incentives for faculty and staff represent a crucial element of U. T. System support for commercialization.

- Regents' *Rules and Regulations* ([Series 90102](#)) regarding distribution of **license payments from intellectual property (IP)** continue to be among the most favorable for faculty in the nation, providing 50% of intellectual property royalties and other license payments to creators. For example, the UC System provides 35%, U Wisconsin 20%, MIT 33%, and SUNY System 40% to their inventors.
- **Tenure, promotion and salary decisions** are informed and practiced in a culture supportive of commercialization.
  - a. **Tenure and promotion** recommendations begin with faculty committees in individual departments of each System institution, in compliance with policies and procedures of each institution's *Handbook of Operating Procedures* and Regents' *Rules and Regulations*.
  - b. **Traditional considerations** of faculty productivity have included evidence such as refereed publications, number and amount of grants received, books and book chapters published, committee and board service performed (internal and external to the university).
  - c. Where appropriate and in addition to traditional considerations, it has become **standard practice** in System institutions to also include measures of IP and commercialization activities resulting from a faculty member's efforts (e.g. invention disclosures, patents, licenses, copyrights, trademarks, commercial ventures) as evidence to be considered in tenure and promotion evaluations and decisions.
  - d. **Salary adjustments** are determined on the basis of annual Faculty Activity Reports that also include technology transfer and commercialization activities in addition to traditional measures as evidence of productivity.
- The **Science and Technology Acquisition and Retention (STARs) and STARs Plus** Programs provide financial incentives to recruit and retain faculty at System institutions by funding laboratory renovations, equipment purchases, salaries and research-related expenses. These efforts increase research capacity and ensure a robust pipeline for commercialization activities at System institutions.
  - During the first year of the program (FY 2005), \$32 million of System funds and \$8 million of institutional matching funds helped support 158 faculty members at nine academic institutions.
  - Over three years, since the STARs program began, the U. T. System has allocated \$105 million to the program and received a net return on investment of \$143 million.
- **Other programs** funded by U. T. System to recruit and retain key faculty members include the [Regents' Scholars](#); Library, Equipment, Repair and Rehabilitation ([LERR](#)) funds; and [Nano-electronics Research grant matching](#).

### **V. U. T. System Institutions Infrastructure**

The 15 System institutions are highly differentiated in every way, including their research strengths and internal resources available for commercialization. The following snapshot barely scratches the surface to describe the sophisticated technology transfer and commercialization infrastructure and resources in place at System institutions.

Twelve System institutions devote at least one full-time professional to technology transfer and commercialization. The remaining three have assigned technology transfer and commercialization responsibilities to faculty administrators who coordinate access to external resources and centralized technical support. One regional technology transfer office serves four System institutions, two with sophisticated research capacities and commercialization track records and two that are developing these capabilities. Several System institutions are in the process of aggressive staff increases.

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- **Accelerator Seed Funds:** Four System institutions have internal accelerator funds with a total of more than \$5 million available for seed funding similar to the \$2 million Texas Ignition Fund recently approved by the Regents. For example:
  - **U. T. MDACC's** “accelerator fund” has a five-year track record. It was supported initially by a grant and is now self-sustaining.
  - **UTMB's** seed fund was created from proceeds of a sale of stock in a company that was founded with university IP.
- **Incubators:** Incubation activities at twelve System institutions support more than 250 start-up companies, at least 200 of which are founded on university IP.
  - Four institutions have separate dedicated incubator facilities.
  - Four others support incubation activities with campus facilities available to companies that have faculty relationships.
  - Four others plan to develop new incubator facilities in the future, some of which are already committed and approved.
- **Faculty “Scouts”** at several System institutions identify commercialization opportunities from faculty research. Three institutions have formally assigned faculty members to fill this role with part-time responsibility.
- **Entrepreneurship Training, Multi-disciplinary Support:** All System institutions collaborate creatively to integrate academic disciplines required to successfully create and operate a commercial enterprise. Many have some form of entrepreneurship training programs, internships, and business and law school relationships that increase knowledge and promote awareness of commercialization opportunities. Two examples are:
  - **U. T. Austin:** McCombs Business School’s “Moot Corp” and the engineering college’s “Idea to Product (I2P)” global business plan competitions; IC2’s MS in Science and Technology Commercialization degree program (first in the nation), and McCombs’ Kelleher entrepreneurship education program.
  - **U. T. Arlington:** In addition to the College of Business, University Library, and School of Nursing, Art Department skills are enlisted to help prepare marketing materials.
- **Economic Development Centers:** All System institutions serve their communities as integral contributors to the economic base. Six institutions in particular house regional economic development centers in campus facilities to nurture active, mutually supportive relationships. Examples are:
  - **UTSA:** The UTSA Institute for Economic Development, Center for Innovation and Technology Entrepreneurship (CITE), and San Antonio Technology Accelerator Initiative (SATAI) are housed on the UTSA campus. SATAI, a targeted economic development initiative committed to growing the regional technology economy and developing opportunities for San Antonians, also serves as the South Texas Regional Center for Innovation and Commercialization (RCIC) to screen and support applicants for ETF Funding.
  - **UTB** renovated the International Technology, Education and Commerce Campus (ITECC) with a \$1M grant from the U.S. Economic Development Administration to create 16,000 square feet of incubator space for technology and international businesses. The facility also houses the Texas Border Center for Economic and Entrepreneurial Development (CEED), the Cross-Border Institute for Regional Development (CBIRD) and all Workforce Training and Continuing Education (WTEC) programs.
  - **UTPB:** The Center for Energy and Economic Diversification (CEED) on campus also houses the Economic Diversification Program, Small Business Development Center, and Petroleum Industry Alliance.

## **VI. U. T. System Administration Infrastructure**

***Staffing and budgets committed to U. T. System Administration centralized support are not captured in data reported to government and industry sources.***

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**U. T. System Administration's [Office of General Counsel \(OGC\)](#)** : The Intellectual Property Practice Group under the Business Law Section of the System OGC in Austin provides exceptional legal and technical support System-wide. Two legal experts and one administrative professional are dedicated full-time to intellectual property management, and one attorney is assigned for "special IP projects." These experts advise and assist System institutions with patent, copyright, trademark, and trade secret matters, including research contracts; patentability searches, patent prosecution, maintenance and licensing; copyright applications, licensing management, and intellectual property litigation. [OGC's website](#) offers substantial resource materials in each of these areas, including [standard, universal and master agreements, contracts, checklists, forms](#), and educational resources that are widely used by U. T. institutions and are publicly available.

**U. T. System Administration [Office of Research and Technology Transfer \(RTT\)](#)**: During FY2005 the U. T. System took decisive action, dedicating substantial additional resources to create a central System [Office of Research and Technology Transfer](#) as a major step to support campus commercialization initiatives. In 2007 an additional senior executive was appointed to champion Commercial Development and serve as liaison for the TETF.

RTT's four executives and two experienced administrative professionals have diverse skills and solid experience that encompass scientific research, law, licensing, business, finance/venture capital, data analysis, and management. Active recruitment efforts are underway for a fifth senior executive to be a crucial central resource on research administration and compliance. This position will expand U. T. System expertise to address barriers to growth of research capacity and capability.

System Administration staff members add value to institutions' technology transfer activities by providing technical support; identifying and advocating for resources, ideas, economies of scale in shared resources; and matching institutions to facilitate collaboration for the best possible results. RTT and OGC staff members are dedicated to promoting a collaborative culture with open dialog and appropriate incentives to maximize potential benefits resulting from U. T. System's research engine. The goal is to reduce barriers to individual and collaborative research, thus enhancing discovery and production of intellectual property. Successful completed and ongoing initiatives include:

1. In February 2007 RTT staff in Austin organized and hosted the [Technology Showcase and Chancellor's Entrepreneurship and Innovation Awards](#). The event marked the first gathering of all U. T. institutions to showcase technology transfer and commercialization successes. The Chancellor's \$25,000 awards program recognized the commercialization of discoveries developed at both single and multiple institutions.
2. RTT staff worked with the **Research Collaboration Task Force** by organizing regional meetings with appointed representatives from each institution and gathering faculty input from a system-wide faculty survey to identify the strengths and impediments of current research collaboration processes within the U. T. System.

A proactive System response to the findings of the task force confirms the importance of the System's investments in people, tools, ideas, and infrastructure to reduce barriers and enhance research collaborations, including administrative support to manage relationships with multiple parties.

3. RTT staff worked with UTHSCSA, UTSA, UTB, and UTPA to establish and fund a **regional technology transfer office** based in San Antonio and serving all four institutions. This office is providing services to emerging institutions and sharing resources to provide economies of scale in database and IP management.
4. To promote networking, collaboration, information exchange, standardization, and "best practices," System staff have for several years **hosted regular meetings and teleconferences** for technology and commercialization management professionals (U. T. Technology Management Council -- UTTMC).
5. Over this past year System staff supported the formation of "**Special Interest Groups**" (SIGs), including a "New Ventures" SIG. SIG's convene monthly to address technical and policy issues and

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share solutions System-wide. Many SIGs are planning content-specific workshops, including one on terms and procedures for developing start-up companies.

6. RTT staff members distribute a [newsletter](#) and maintain a [web site](#) with vast resources and links, including policy and procedure updates.

## **VII. Ignite Texas!**

Recognizing the strength of the U. T. System as a robust research and commercialization engine, the U. T. System is implementing the ***Ignite Texas!*** initiative that spans various domains of the commercialization pipeline — from support of discovery to the birth and maintenance of start-up companies. ***Ignite Texas!*** is expected to further enhance programs in place and magnify existing resources to firmly establish the U.T. System as a first class global leader in innovation.

We are continuing our work with colleagues nationally, statewide, and throughout the U. T. System to identify and fill resource gaps, document and promote best practices, share ideas, and expand the use of standard template IP agreements. In addition, ***Ignite Texas!*** involves the following new programs:

1. Launching and administering the **Texas Ignition Fund** that was approved by the Board of Regents in December 2007. U. T. System Administration has provided \$2 million and will solicit private matching funds to create a vehicle to help close a significant gap, referred to as the “valley of death,” between a researcher’s disclosure of an invention and actual product development.
2. Establishing **system-wide IP technology solutions** to inventory, manage, and market IP developed by U. T. institutions.
  - a. The “Collaborative Partnership” is an online searchable data system that electronically connects (“web links”) the secure databases of multiple institutions to permit searches for faculty expertise, labs, and research equipment.
  - b. Three U. T. institutions (UTD, UTA, UTSWMC) are part of a pilot project to develop a shared IP database, which will be expanded System-wide. Broad access to IP inventory will help manage the system-wide IP portfolio by facilitating compliance activities, encouraging collaborative work among related research and product ideas, and enhancing marketing efforts.
  - c. A task force has also begun work to recommend standardized shared software offering opportunities to achieve economies of scale in purchasing, and adding synergistic value in marketing IP by “clustering” related products and possibly “auctioning” shelved IP.
3. Creating and promoting an **Entrepreneurship Training Series**, in collaboration with U. T. M. D. Anderson Cancer Center. The series, consisting of eight two-hour sessions with optional classroom participation and/or web access and subsequent download to i-Pod, will be affordable and widely available for faculty, staff and students. An optional ninth session will be devoted to special issues related to life sciences research and intellectual property commercialization and alternative energy business models.
4. Finalizing an **inter-institutional memorandum of understanding (MOU)** standard agreement and policies for shared intellectual property.
5. Taking aggressive steps by several System institutions to **streamline operating policies and procedures**, consistent with Regents’ IP policies. For example, major revisions of policies at U. T. Austin address stated goals:
  - a. Foster a more robust entrepreneurial culture among faculty and students.
  - b. Promote faculty interactions with industry.
  - c. Transfer technologies to the commercial sector more effectively.
6. Actively considering the collaborative creation, staffing and funding of additional **regional technology transfer offices**.

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7. Co-chairing and serving on the **Texas Alliance for Nanotechnology (TxAN) committee** to guide the Governor's Office in decisions about a state-wide research laboratory focused on converting ideas into marketable products.
8. Implementing the **Memorandum of Understanding (MOU) with Sandia National Laboratory** to:
  - a. Oversee peer review of research laboratories.
  - b. Establish educational opportunities of mutual benefit.
  - c. Launch research collaborations in four core areas.
9. Reviving the **RTT Council**, composed of institutional chief research and technology transfer officers, to address research and technology transfer issues across the System at the executive policy level.
10. Creating a **U. T. System Committee on the Research Enterprise (UTSCORE)** to address research and technology transfer issues across the System at the operational level and for policy creation. The goal is to enhance the discovery to commercialization pipeline.

## **VIII. Conclusion**

U. T. System's nine academic and six health institutions are spinning off new companies to bring their revolutionary discoveries to market, with a highly sophisticated infrastructure and culture that has produced a long track record of commercial successes.

System institutions have identified and captured commercial opportunities with accelerating efficiency, supported by System Administration shared resources, services and collaborations. In addition to significant staffing and other resource commitments, the System's cultural support is evident in strategic goals, mission statements, IP policies, and tenure and promotion practices.

***Ignite Texas!*** is designed to position the U. T. System and institutions as a global leader in commercialization of university IP by productively exploiting commercial opportunities, taking advantage of strengths, identifying and filling gaps, and providing leadership to develop best practices.