Attachment 1

# A Snapshot:

# THE REGENTS WORKING GROUP ON INNOVATION TRANSFER & ENTREPRENEURSHIP

## MISSION OBJECTIVES

The Regents Working Group on Innovation Transfer and Entrepreneurship ("Innovation Group") will develop recommendations and take direct actions aimed at achieving the following:

- *Promoting the translation of UC's discoveries into useful products, services, and innovations aimed at uplifting the human condition.*

- *Inspiring the passion of our faculty and student inventors to dream big, as well as provide the problem-solving and collaborative support necessary to boldly translate those ideas into real-world solutions having societal benefit.*

- *Pursuing fair value for our intellectual property so that UC can continue to grow its excellence in scholarship, research, and global impact.*

## THE MEMBERSHIP (mouse-click name to access bio via hyperlink)

REGENTS

- Richard Leib (Chair)
- Lark Park (Vice Chair)
- Cecilia Estolano
- Jamaal Muwwakkil
- William Um (Regent Emeritus)

CHANCELLORS

- Gene Block
- Pradeep Khosla

PRIVATE INDUSTRY REPRESENTATIVES

- Josh Green (Senior VP, Carbon Inc. / former chairman of the National Venture Capital Association)
- Michael Kahn (Senior Counsel, Crowell & Moring)
- Sue Siegel (former Chief Innovation Officer, General Electric)
- Joseph Walker (former Vice Chairman of Investment Banking, JP Morgan)

SENIOR ADVISOR: Collin Wong-Martinusen

## ADVISORY PANELS

The Innovation Group is supported by 52 subject matter experts who will serve as ad hoc advisors throughout the "fact-finding," "design & build," and "implementation" stages of our endeavor. They represent not just the ten campuses and key internal/external stakeholders (e.g., private industry, student entrepreneurs, faculty,

alumni, etc) but also those who actually pull the levers of UC's tech commercialization machinery on a day-to-day and know the enterprise's pragmatic complexities.

They have been assigned to one of the following seven panels:

- *INVESTORS, LICENSEES, AND CORPORATE PARTNERS*
- *FACULTY* (in particular, current or former UC faculty members or researchers who have commercialized an invention within UC's tech transfer ecosystem)
- *MID- AND SMALL-SIZED CAMPUSES* (in particular, those having challenges with attracting sustainable VC interest or corporate partnerships)
- *LEADERS OF CAMPUS TECH TRANSFER AND COMMERCIALIZATION OFFICES*
- *ALUMNI / UNIVERSITY ADVANCEMENT*
- *HEALTH* (which will address the unique needs, challenges, and opportunities associated with entrepreneurship and commercialization in the life sciences arena and our 5 medical facilities)
- *STUDENTS*

## TIMELINE AND KEY OBJECTIVES FOR EACH PHASE

ORGANIZATIONAL PHASE (January 2020 to February 2020) **COMPLETED**

⇒ Appointment of Innovation Group members
⇒ Appointment of subject matter experts and formation of advisory panels
⇒ Define mission objectives and establish metrics / milestones
⇒ Selection and initial outreach to our nation's top performing tech transfer universities with the aim of learning best practices, reverse-engineering successes, and determining what can be adapted to UC's unique tech transfer ecosystem.
⇒ Build meeting schedule (i.e. the Innovation Group will meet monthly from January 2020 until April 2021). Each meeting will last from 4 to 8 hours.

FACT-FINDING PHASE (March 2020 to December 2020) **COMPLETED**

⇒ Drill into core policies, guidelines, and practices which govern UC's tech transfer ecosystem (e.g., patent, licensing, equity, conflict of interest, conflict of commitment, and others). Because the rules of the game can dictate the outcomes of the game, are our core governing rules facilitating success or failure?
⇒ Explore how UC can do a better job of determining what has commercial viability. Of equal importance, once we have identified a discovery that is worth commercializing, what role, if any, should UC play in industry engagement and marketing? How are those efforts going on the campus level? What can UC and the campuses do to be a more appealing partner to licensees, investors, and private industry?
⇒ In relationship to the campuses, determine the proper role and duties of the Office of the President in UC's tech transfer enterprise. What is the best balance between centralized governance and local control?
⇒ Investigate how we can better fund tech commercialization and entrepreneurial activity, especially during early-stage development.
⇒ Determine the adequacy of UC's tech transfer support infrastructure (e.g., Information technology, accounting, legal, accounting, etc).
⇒ Identify strategies to turbocharge UC's entrepreneurial culture and burnish its brand as being one of the world's leading centers of ingenuity. How do we create an environment that attracts, retains, and sustains inventors? Students?
⇒ Create a process map of the life cycle of a UC commercialized invention. Is it easy to understand and navigate by our internal stakeholders (e.g., faculty, start-ups, students)? How about for external parties

(e.g., potential investors, licensees and corporate partners)? The process should facilitate – not be an impediment – to results.

- ⇒ Determine if business process redesign is necessary to modernize and optimize productivity and eliminate inefficiencies.
- ⇒ Visit and engage with all ten campuses to ensure their respective viewpoints, needs, and input are meaningfully incorporated into our decision making.
- ⇒ Establish performance metrics reflecting UC's goals and values for its tech transfer enterprise.
- ⇒ Engage with the nation's top performing tech transfer universities (e.g., Columbia, Carnegie-Mellon, Stanford, University of Texas, MIT are confirmed. Others may be added as needed.)

DESIGN AND BUILD PHASE (January 2021 to April 2021) **IN PROCESS**

DELIVERY OF FINAL PRODUCT TO THE BOARD OF REGENTS FOR ADOPTION (May 2021)

IMPLEMENTATION PHASE (JUNE 2021 - TBD)