

Office of the President

TO MEMBERS OF THE BOARD OF REGENTS:

DISCUSSION ITEM

For Meeting of September 21, 2023

UPDATE ON THE SPECIAL COMMITTEE ON INNOVATION TRANSFER AND ENTREPRENEURSHIP

EXECUTIVE SUMMARY

In May 2021, the Regents recommended broad-based reforms, increased investment, and/or systemic modernization of UC innovation and entrepreneurship activities in its report, *From Discovery to Societal Impact: A Roadmap to Unleashing UC Innovation and Entrepreneurship*. This report was presented at the May 2021 Board of Regents meeting, and a new Regents Policy 5105: Policy on Innovation Transfer and Entrepreneurship was adopted. The vision was to achieve a modern innovation and entrepreneurship (I&E) ecosystem at the University of California to unleash UC discoveries and creativity for public value. To that end, the Regents issued 14 recommendations addressing governance, technology, funding, policies, and compliance. Since the report was issued, more than 10 offices of the UC Office of the President have been working with the ten UC campuses and the division of Agriculture and Natural Resources (ANR) to address the recommendations.

This item includes a high-level status report on these 14 recommendations as well as an update on the work and focus of the President's Entrepreneurship Network Council. In accordance with Regents Policy 5105, this item serves as the second annual report on the implementation status.

PROJECT UPDATE

Over the years, many different systemwide and UCOP working groups have been convened in attempts to streamline different aspects of policies, practices, and technology in support of the UC innovation ecosystem. However, none of these groups broached a holistic, comprehensive review and analysis of the entire innovation ecosystem until the formation of the Regents Working Group on Innovation Transfer and Entrepreneurship. Formed in January 2020, the Working Group embarked on an 18-month study that included considerable benchmarking with peer institutions, public and private, across the U.S., as well as in-depth interviews with various UC stakeholders (faculty, students, campus administrators, alumni, industry, and others).

The Working Group issued its final report, including 14 strategic recommendations, in May 2021. These 14 recommendations are highly interconnected; in many cases, if changes or

adjustments were made to address one recommendation, other recommendations were affected.

As of September 2023, 8 of 14 recommendations, which span a broad range of innovation and entrepreneurship (I&E) focus areas, have been completed. Work toward completing five additional recommendations is well underway. This remarkable progress over the past two years was made possible by the diligence and commitment of the Regents Working Group, the Special Committee, and UCOP and campus leaders and staff.

The current status of the recommendations is as follows; more details can be found in Attachment 1.

Recommendation #1: Refresh UCOP's roles, responsibilities, and business processes

Status: In process. The roles and responsibilities of each campus and UCOP depend on the new intellectual property management solution (IPMS) that will be procured by UCOP. Required staffing and costs will determine the degree of hybrid services by UCOP for each campus.

Recommendation #2: Realign equity management from UC investments to the campuses

Status: Completed. A Presidential delegation of authority and accompanying guidance was issued in August 2022. The campuses, Lawrence Berkeley National Laboratory (LBNL), and UC ANR will accept the delegation on a rolling basis when local capacity allows. UC Berkeley and UC San Diego have accepted the delegation and are now managing innovation equity locally.

Recommendation #3: Realign legal and policy compliance from the Office of General Counsel to the campuses

Status: Completed. Structure and templates, including a compendium of Office of General Counsel guidance documents, are in place. (See Attachment 4).

Recommendation #4: Replace the Patent Tracking System (PTS)

Status: In process. An intellectual property management solution vendor has been selected. Contract and statement of work negotiations are ongoing, and the implementation plan aligning with this vendor is being developed.

Recommendation #5: Create a proof-of-concept fund

Status: In process. Conversations are ongoing to determine local solutions. In addition, the President's Entrepreneurship Network Council is undertaking additional conversations regarding proof-of-concept funding.

Recommendation #6: Provide budget augmentations to help campuses develop innovation transfer programs

Status: In process. Conversations have focused on how budgeting for resource needs (staffing, etc.) may be administered locally and built into the annual budget process.

Recommendation #7: Update policies to reflect current business needs and establish a process for ongoing periodic review and, if warranted, revision

Status: In process. Presidential policies on the disclosure of financial interests have been updated. A new Presidential policy on the management of conflicts of interest in relationships with private industry is being drafted. Per Recommendation #2, the equity policy and associated guidance has been updated to complement existing federal guidance on Accepting and Managing Equity as well as Access to University Facilities and/or Services guidance; some of these policies will sunset as locations accept the delegation of authority to manage their own equity. The University Patent Policy is being revised to allow campuses more authority on exceptions and expanded scope of intellectual property. The policy is expected to be finalized by January 2024.

Recommendation #8: Revise promotion and tenure guidelines to include consideration of innovation and entrepreneurship

Status: Completed. A letter was issued on April 4, 2022, to the Chancellors, Lawrence Berkeley National Laboratory (LBNL) director, and ANR Vice President by the systemwide Provost (See Attachment 2). Campuses will continue to explore ways to recognize I&E contributions by faculty and researchers.

Recommendation #9: Revise academic personnel policy regarding leaves of absence to include pursuit of innovation and entrepreneurship activities

Status: Completed. A letter was issued on May 20, 2022, to the Chancellors, LBNL director, and ANR Vice President by the systemwide Provost (See Attachment 3). The Academic Personnel Manual (APM)-759, pertaining to leaves of absence, was also revised in July 2022.

Recommendation #10: Create program to recognize innovation and entrepreneurship

Status: To be completed in item B4. A proposal was presented to establish a UC Regents Innovation Award program to recognize exceptional UC innovation and entrepreneurship. The winners of the Regents innovation awards could be showcased in the annual UC Technology Commercialization report, as well as through other platforms.

Recommendation #11: Create a re-branding campaign to showcase UC innovation

Status: Not started. This recommendation will be taken up by the President's Entrepreneurship Network Council in year two of its work, in close partnership with UC leadership and other standing committees of the Regents.

Recommendation #12: Probe the strengths and weaknesses of UC's existing efforts to protect its intellectual property rights

Status: Completed. Campuses will implement recommendations set forth in a consultant's report.

Recommendation #13: Propose new ways to measure public impact

Status: To be completed in item B4. Proposal was developed and presented at the August 28

Special Committee meeting. (See Attachment 5).

Recommendation #14: Establish a Regents special committee on innovation transfer and entrepreneurship to provide implementation oversight

Status: Completed. In addition, a successor entity – the President’s Entrepreneurship Network Council, a body of internal and external I&E experts and business leaders – has been formed and began meeting in August 2023.

In addition to the next steps outlined above, as the Special Committee concludes its work, standing Regents Committees will assume responsibility for implementation and oversight of all complete and in process items.

PRESIDENT’S ENTREPRENEURSHIP NETWORK COUNCIL

In spring 2023, at the request of President Drake, Provost Newman and UC Berkeley Associate Vice Chancellor for Innovation and Entrepreneurship Richard Lyons initiated conversations about ways to further the ambitions that animate the Special Committee. This led to the development of a document with five principles for guiding the work of a future President’s Entrepreneurship Network Council, including that the Council will have action at its core and that the goal is value delivered at the campus level.

As of August 2023, 15 Council members – a mix of UC I&E experts and external advisors and business leaders – have been appointed by President Drake.

The Council had its first meeting on August 30, 2023. During the meeting, Chair Lyons provided members with background on the formation of the Council, as well as the work of the Regents Special Committee on Innovation Transfer and Entrepreneurship from 2021-23. Chair Lyons highlighted for members the high level of Regents’ support for activities related to increasing the impact of the University’s I&E ecosystem.

The group met again in early September to discuss the Council’s objectives and plans and to form small work teams to explore future deliverables, which may include projects related to proof-of-concept funding support, faculty mentoring, translational research methods, or other areas.

In the coming years, the Council will work in alignment with the goals and recommendations of both the Regents Working Group and Regents Special Committee on Innovation Transfer and Entrepreneurship.

[ATTACHMENT 1: September 2023 Status Report on the Recommendations of the UC Regents Working Group on Innovation Transfer and Entrepreneurship](#)

[ATTACHMENT 2: April 2022 Letter from Provost Michael Brown regarding Recommendation #8](#)

[ATTACHMENT 3: May 2022 Letter from Provost Michael Brown regarding Recommendation #9](#)

[ATTACHMENT 4: August 2022 Letter from Provost Michael Brown regarding Recommendation #3](#)

[ATTACHMENT 5: Campus Innovation and Entrepreneurship Profiles](#)