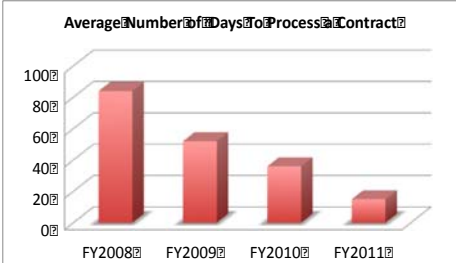
 Cornell University

Strategic Initiative #5: Enhancements to the Infrastructure in Support of Research

Improve Research Administration Services and Performance

- Reorganized Office of Sponsored Programs into “centers of expertise”
 - Federal agencies
 - State and local government, foundations
 - Industry
- Hired senior contract advisor to focus on industry negotiations
 - Speed negotiation and award execution

Average Number of Days to Process Contract



Fiscal Year	Average Number of Days to Process Contract
FY2008	95
FY2009	60
FY2010	45
FY2011	25

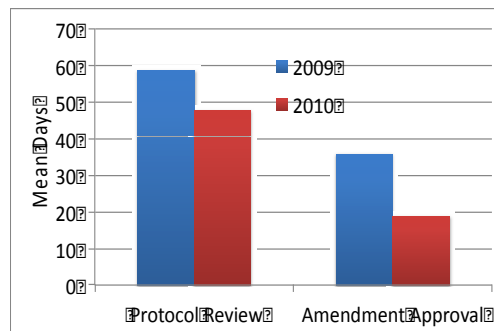
The bar chart shows a significant decrease in the average number of days to process a contract from FY2008 to FY2011. The y-axis ranges from 0 to 100 days, and the x-axis lists the fiscal years. The bars are red and show a clear downward trend.



Cornell University

Reduce Administrative Burden on Researchers

- Office of Research Integrity and Assurance
 - Outreach and training for PIs and research groups
 - Assigned regulatory tracking requirements to department administrators rather than investigators
- Early results: faster service and improved compliance
- *Integrated* research administration system implementation starts 2011



Cornell University

- Group 1 (Rowe Room)
Common Undergraduate Educational Experience
- Group 2 (*Harvard Room)
International Programs and Presence
- Group 3 (Yale Room)
University Rankings
- Group 4 (Princeton Room)
Tech Transfer and Infrastructure for Research Excellence

*Note new location.

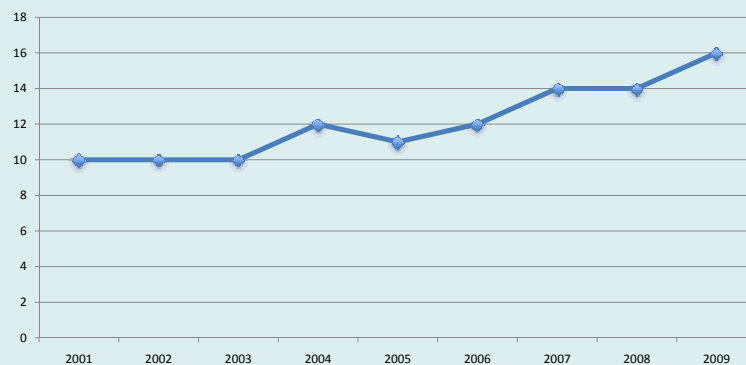
Actions Taken

- 4 certified licensing professionals
- Disclosures, licenses, startups and licensing revenues at record levels
- Focus on written guidelines and standard procedures
- TTAC Mediation Subcommittee to adjudicate differences of opinion

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Industry Funding Trends

Cornell: ranking among top 20 Engineering Colleges (latest US News) in terms of % research supported by industrial funding



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Questions

- Should Cornell be willing to give up its rights to IP in return for research funding from industry?
- Should Cornell follow its peers, or should we be more or less willing to make concessions to close a deal?
- Should establishing a “proof of concept” center be the next priority for moving Cornell forward in tech transfer?

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Summary of Discussion

- Should Cornell retain IP?
 - Yes, in alignment with Bayh-Dole Act
 - There are many “acceptable” models of TT: private industry, entrepreneurial activity, royalty or royalty free license
- CU should emulate best practices, recognizing unique characteristics here
- ROI of TT can be measured many ways
 - Expanded research sponsorship and new research collaborations
 - Student, faculty and alumni entrepreneurial activity
 - Local, state and national economic development (jobs, etc)
 - Expanded “trailing spouse” opportunities
 - Retention of faculty

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Summary of Discussion

- Create an environment for TT
 - Identify a Senior administrator to support TT throughout CU
 - Support faculty whose interests include TT – with the proper balance, include TT activity in a positive evaluation for tenure and other assessments
 - Recognize that younger faculty recruited as part of CU Faculty renewal initiatives may have greater interests in TT than older faculty – a cultural evolution among faculty
 - CELEBRATE TT success at the student, faculty and institutional level. Other peer organizations do this to highlight the positive benefits

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Summary of Discussion

- Proof of concept
 - Works with success at other institutions (MIT Deshpande Center was discussed) to bridge basic research and broader investment commitment
 - Seen as an enabler mechanism
 - Can embrace innovation center and provide valuable venture feedback
 - Where to obtain funding remains a concern; the initial funding of \$1-3M was discussed
- Ethics compliance mandatory
- Current metrics used by VP and CCTEC useful
- Pending IP guidelines for faculty seen as positive
- Risk remains in research monitoring

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