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**Background:**

**Initial Implementation Tasks:**

1. Form the System Research Committee and determine the operating practices and area of system focus; align with UT's strategic research goals and initiatives
2. Develop an Industry Advisory Council; determine operating practices and areas of focus; define integration activities with UT's research goals and initiatives
3. Use the UT System Research Committee to define and develop outcome and impact measures and ensure compliance

**Research Implementation Champions:**

David Millhorn (UT System), Taylor Eighmy (UTK), Larry Pfeffer (UTHSC), Steve Thompson (IPS), Greg Heath (UTC), Joan West (UTM), Bill Brown (UTIA), Stacey Patterson (UT System/UTRF)

**Research implementation plan progress to date:**

**Goal 2 – 1.1 System Research Committee**

The System Research Committee serves as a formal framework for the University's research thought leaders to interact and share opportunities, discuss and address common challenges, and develop strategies that ultimately lead to greater overall competitiveness across the University of Tennessee research enterprise.

The goals of the committee are:

- a) to foster collaboration among the different campuses and institutes;
- b) to encourage positive change through the promotion of a grand vision and set aspirational, yet attainable, goals;
- c) to identify novel ways to broaden new and existing venues for funding;
- d) to support innovative ideas to leverage existing resources;
- e) to recommend research policy that facilitates growth;
- f) to develop a culture that embraces and rewards positive change.

Specifically, during years one and two, the committee will:

- a) develop a system-wide research plan that leverages the combined resources of all the campuses and institutes while taking advantage of the individual strengths and uniqueness of each;
- b) serve as a portal for information sharing, with the members of the committee being responsible for working with other campus leaders to communicate research priorities, goals, and opportunities to the broader stakeholder base;
- c) work to develop policies to promote inter-campus collaboration;

- d) develop uniform conflict of interest procedures, facilities use agreements, or other agreements as appropriate.

**Goal 2 – 1.2 Membership – Ensuring all campuses and institutes are incorporated into the system research plan.**

Initial membership of the System Research Committee includes the Chief Research Officer on each campus or institute. The current CROs system-wide include:

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Dr. Millhorn will serve as Chair of the Committee and has appointed Dr. Stacey S. Patterson, Assistant Vice President for Research & Director of Research Partnerships as Secretary (non-voting) to help facilitate documentation and communication to members. Meetings will be held quarterly.

A formal invitation and announcement of this committee was sent in March of 2013 along with an invitation to participate in a kick-off meeting that was held in Nashville on May 24, 2013. Prior to the meeting, each member was asked to provide strengths, weaknesses, barriers, and opportunities specific to their campus or unit. The information was compiled and presented to the group by each member. A composite analysis was developed where overlap opportunities allowed. The end result of the workshop was a greater, yet developing, awareness and the further defining of some fundamental constants that each unit can use to help focus the growth of the overall UT research enterprise. This information is being used to help develop the system-wide research plan.

Common themes within the analysis (as presented by the CROs):

**Shared strengths:** strong faculty/expertise, strong partnerships, shared resources with major partners (i.e. ORNL), state-wide network, autonomous, yet linked system of campuses/institutes, and facilities.

**Shared weaknesses:** policies and/or culture that doesn't support research success, lack of resources in comparison to peers, lack of campus alignment, lack of accountability, limited core facilities/research infrastructure, recruiting and retaining quality STEM faculty and graduate students, fear of picking winners.

**Shared barriers/threats:** silos, lack of incentives versus peers, federal budget reductions for research, political barriers including the various regions of the state having varied and sometimes polarizing priorities, distance between research assets.

**Best opportunities:** cross campus collaboration, better working relationships with private industry, technology transfer, focused growth/investment, smart hires/recruitment, data-driven decisions.

Additionally, the group shared thoughts that there must be awareness, a willingness to collaborate, and cooperation in order for the University of Tennessee to seize the opportunities of using our collective strengths to solve some of the world's biggest problems.

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The focus of the plan will be to “build a culture of success.” In order to do this we must define our standards and principles. These include the way we will conduct our business all the time, every day and with every partner. Some challenges include how we make sure everyone is included, doing their part, and benefiting from the efforts/success.

This information has been compiled and a follow up meeting will be held in May 2014 to further develop strategies using our strengths to maximize our collective opportunities, while minimizing our weaknesses and removing barriers and threats. We will also use this group and other opportunities to better identify our best areas of focus for success.

**Goal 2 – 1.3** The Government relations and advocacy group organized a campus/institute research meeting tour aimed at collecting information on on-going research, areas of capacity for potential growth, and areas of aspirational growth. We are partnering with the UT Office of Research (Stacey Patterson) in this initiative. These state-wide meetings took place October 24-26<sup>th</sup>. The team consolidated the information gained from these research meetings. This information is being included in the system research plan. Further this information is helping to advance federal partnerships, research funding opportunities, and raising the overall profile of the University’s research enterprise in identified federal program areas.

**Goal 2 - 2.1** called for the revitalization of UT Research Foundation (UTRF) and **2.2** stated to provide UTRF with the necessary resources for incubating and maturing Intellectual Property and commercializing UT research. Significant progress has been made in both of these action areas. UTRF has completed a comprehensive budget analysis and significant commitments have been secured through the FY14 budgeting process with additional financial commitments to the UTRF base budget through 2018. The FY14 budget was presented and approved by both the UTRF Board as well as the UT Board of Trustees in June 2013. This has allowed UTRF to add additional professional staff and support personnel that should allow them to provide the required customer service to UT’s faculty inventors. Based on the approval of the FY14 budget, **Goal 2 - 2.2** has been completed and UTRF is now being resourced at a level adequate to support the commercialization needs of the University of Tennessee. UTRF has completed a five year strategic plan that outlines specific goals and objectives for the organization. This plan has been reviewed and approved by the UTRF Board and will be used to help evaluate progress over time. Early indicators are extremely promising. Invention disclosures are up nearly 50%, licensing agreements, start-up companies and overall deal-flow are also up significantly. These and other metrics will be monitored regularly to ensure that momentum is maintained and that the appropriate metrics are being met.

UTRF is also supporting events and training, like the Tennessee Venture Challenge event to promote the entrepreneurial culture among all the campuses/institutes. This event included an eight week entrepreneurship boot-camp followed by a pitch

competition. The winning team earned a \$25K prize to help them start and promote their invention into a viable Tennessee company. Other partnerships with LaunchTN, Tech2020, KEC, and the Anderson Center for E&I are maturing. These relationships will ultimately help transform the innovation/entrepreneurship culture at UT.

## **Goal 2 – 2.3 Industry Advisory Council**

The UT Industry Advisory Council (UTIAC) provides executive level counsel and thought leadership on opportunities for the University of Tennessee to better serve the State of Tennessee and expand our relationship with private sector industry. The UTIAC will play an instrumental role in identifying market trends as well as industry needs that will help position the University of Tennessee to better meet the future challenges of our private sector partners.

UTIAC goals specifically include:

- a) providing advice and counsel on broad industry trends and their implications to research and education, specifically in terms of unique opportunities for the University of Tennessee;
- b) providing advice and counsel on how to strengthen UT's current relationships and opportunities to develop new relationships with corporate partners;
- c) providing advice and counsel on the identification of upcoming research and development opportunities;
- d) providing advice and counsel on the commercialization of intellectual property developed at the University of Tennessee;
- e) providing advocacy for research and development and strong industry relationships for the University of Tennessee.

Membership:

1. Request nominations for potential individuals/companies to serve on the council.
  - a. Individuals should be executive level – “rain-maker” type individuals.
  - b. The ultimate committee should be comprised of individuals who will be there to learn from each other and not just for us...
  - c. We should keep the membership open to as many of the “right” people as we can land.

Questions/Request:

1. The implementation champions requested nominations for this committee from University leadership. We have only received two potential names to date. This System Research Committee will evaluate all nominations and make recommendations to Dr. DiPietro on membership once the specific objectives of the council are determined.

2. The interaction/overlap of this council with other college/campus level industry advisory committees needs to be determined. This topic has been discussed with several research administrators across the system. The current thinking is that a greater focus should be for the UT System Administration to help facilitate industry relations best through the development of policies and agreement templates to facilitate these relationships deliberate manner. The initial master research agreement template and intellectual property options for industry engagement have been developed. These agreements have been piloted with a select group of industry partners and the feedback has been promising. These documents will be shared at the next Research Committee meeting in May for feedback and to determine system-wide roll out.

**Goal 2 - 2.4** action item included the further development of UT's research park activities. To this end, a Master Ground Lease and five year Development agreement have been approved and executed to the UT Research Foundation to be carried out by their wholly-owned subsidiary, Cherokee Farm Development Corporation (CFDC). A Board has been named to help direct the actions of CFDC and two board meetings have been held. Additionally, a President/CEO has been recruited to CFDC and active marketing and negotiations are underway. Benchmarking activities are also being conducted and three members of this implementation champions team visited the NC State Centennial Campus to evaluate best practices being used there and how this may translate into success for UT. Infrastructure on the CF campus is complete and the JIAM facility is topped out, scheduled for completion in 2015.

Significant progress has been made in the marketing of the Cherokee Farm Innovation Campus and partnering opportunities with private sector partners are actively being negotiated. Announcements will be forthcoming.

**Goal 2 -3 Track, measure and communicate the outcomes for economic development and improved quality of life for Tennesseans through a Strategic Plan dashboard.**

Significant progress has been made to develop standard research administration definitions and processes. Representatives from all of the campus research offices are meeting at least monthly to review definitions and processes and have developed more standardized approaches to research and sponsored project proposal tracking pre and post-award. This effort led to the development of an RFI and further a formal RFP to procure a single electronic research administration solution. The bid process is now complete and an intent to award has been issued. Contract negotiation is currently underway. The goals for this new system include; system to system submission of federal proposals, reduced data entry for both faculty and administrators, a user-friendly solution, and a single instance that allows

for data to be rolled up to the UT system and drilled down to the department level. This will allow for more standardized and reliable reporting of research proposals, awards, and expenditures and provide an increased ability to monitor success and make more informed investment decisions at all levels.