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Faculty Forum addressing commercialization and knowledge transfer
December 6, 2017

00:08

thanks for coming

00:10

to the farm this afternoon on

00:11

commercialization and knowledge

00:14

and I give you an overview of what we

00:18

want to accomplish today I mean the main

00:21

goal of today's forum is really to kind

00:25

of bring the campus up to speed on what

00:27

we've been doing but also to signal in a

00:30

very real way you know that we're

00:33

elevating the the attention paid to in

00:37

the prioritization of commercialization

00:39

activities at the University of Maine so

00:42

what I want to do is start with a little

00:43

bit about why look at the question why

00:45

are we increasing the focus on it right

00:48

now well I'll make a few comments about

00:51

that and then what I want to do is walk

00:55

you through or summarize for you about a

00:58

year's worth of work that we've done on

01:01

looking at commercialization at the

01:03

University of Maine starting a last

01:06

summer of 16 June 2016 roughly through

01:10

July 2017 a group of us put some

01:13

concentrated effort into into that

01:16

brought some resources in to try to

01:17

understand how we can do this at an

01:20

accelerated pace and at a different

01:25

level and again I'll say that's not that

01:28

we're doing it bad we're doing actually

01:29

quite well but like many research

01:32

universities we're trying to elevate our

01:35

game in this in this sphere so I'll tell

01:38

you what we did and then I'll summarize

01:41

the key the key findings from our work

01:45

and then the concrete steps that we've

01:48

taken moving forward everything I want

01:50

to talk about is in this report which

01:53

you can link to and on the Provost's

01:57

website around the faculty forum but

01:59

I'll go over it so the key key aspects

02:01

of what we found and what are the

02:04

directions that we think or though we

02:06

know we're moving the kind of steps were

02:08

taking right now to do that obviously we

02:12

want to hear your questions and you know

02:15

your thoughts about about this direction

02:17

so let me start by just like I said I

02:20

would give the context you know why now

02:23

why should the University of me be

02:25

focusing increased attention

02:26

on commercialization of intellectual

02:29

property and knowledge transfer well

02:32

some of it has to do with what's going

02:33

on nationally and there's a lot going on

02:37

nationally so first say the different

02:41

colors of these states means nothing it

02:44

just happens to be a graphic or so but

02:47

that is the United States of America if

02:48

you didn't recognize it and give you the

02:52

national picture so what's going on well

02:55

you know the key thing that's going on

02:57

is that we're looking at Federals that

03:00

the federal government's investment in

03:02

research and for the decade you know

03:06
there was steady growth in the
03:08
government's investment starting and
03:14
2011 that trend started moving in the
03:17
opposite direction we're funding his
03:19
flat or going down each year from the
03:22
federal government now this this graph
03:24
our data from going through 2015 if you
03:28
extend this out it's pretty much flat
03:30
for the next few fiscal years if you
03:37
sure you do read the paper watch the
03:38
news the the the the signs coming from
03:44
our current administration and the and
03:48
the current Congress are not
03:50
particularly encouraging about
03:51
investment in Rd at the federal level
03:54
and you know there are you know like
03:58
everything that happens in Congress
03:59
there's a lot a lot of transaction we
04:01
have some real champions in our
04:03
legislative you know in our federal
04:05
legislation senator Collins and Senator
04:07
King in particular are strong advocates

04:10
for R&D investment but they're part of a
04:15
bigger body so the picture is
04:18
challenging in terms of the the
04:21
traditional areas to look for for
04:22
research this graph bears a little
04:25
explanation but it what do one thing it
04:28
does is it narrows the the scope here so
04:30
now we're looking at was my pointer oh
04:33
here's looking at this period from 2010
04:36
to 2015 when you can think about this
04:40
graf is about how have research
04:43
institutions universities and other
04:45
research institutions responded to this
04:48
change in federal funding so the orange
04:50
line is you know that's really the same
04:54
picture you saw before getting up to a
04:57
peek into 2011 and then working its way
05:00
down so this is all relative to 2010
05:03
dollars so in 2015 it was essentially
05:06
flat a hundred one percent of the 2010
05:09
dollars from the federal government and
05:11
then it's been flat all along state

05:14
investments this and again these are
05:16
national data stated state investments
05:18
went down sort of this is again still
05:21
the impact of the recession coming back
05:24
up to be basically flat there's not an
05:26
expectation that these areas are going
05:30
to going to change now the area we want
05:36
to focus on today's conversation is what
05:39
I'm gonna call the the fuchsia or pink
05:42
line and that's commercial or corporate
05:45
investment in R&D now again this is as a
05:48
percent change from 2010 there has been
05:51
an increase and also then in the other
05:54
category which is primarily private
05:55
foundations investment in R&D
05:59
the other big change which of course I
06:01
can't ignore is that's institutional
06:03
investment so that's like here at the
06:05
University of Maine our example that
06:08
would become the University of Maine
06:10
systems research reinvestment fund so
06:13
reallocating funds from other areas into

06:16
research so we've done that these data
06:20
suggest that we're not alone
06:21
other research institutions around the
06:24
United States are reinvesting so again I
06:27
do want to just so there's not a
06:29
misconception about this slide this
06:32
these numbers are percent change from
06:34
2010 they're not absolute numbers so you
06:36
shouldn't think what institutions are
06:38
putting on 100 40 percent of what the
06:40
federal government is that's obviously
06:41
not right these are the exact mile or
06:43
the amounts in 2015 so the federal
06:46
government putting about 38 billion
06:47
dollars into it versus institutions all
06:50
across the United States come together
06:53
close to 17 billion but it's the change
06:56
that I want to draw your attention to
06:58
these data were put together by the
07:00
Consulting Group EAB Education Advisory
07:04
Board and provided you know this
07:07
snapshot date about what's going on

07:09

nationally and then this is their kind

07:11

of take on the outlook looking forward

07:13

okay in the state there really is

07:15

unlikely to anticipate growth and the

07:19

federal government likely to

07:22

deterioration or slow recovery the

07:24

greatest impact in growth is in the

07:26

corporate sector in terms of R&D

07:28

investment this is similar in terms the

07:31

other category which again primarily is

07:33

private foundations institutions have

07:35

responded the fastest but their their

07:37

statement and I would agree with it

07:39

certainly as it relates to the

07:40

University of Maine is that it's not

07:42

sustainable to be able to replace

07:45

federal funds by institutions

07:47

reallocating funds into R&D so again I

07:52

wanted to take a second to talk about

07:53

this because it's the the larger

07:55

national picture the bringing it down

08:00

there to the good old state of Maine you

08:03
know another way to answer the question
08:06
is you know why shall we be focusing
08:08
more now more attention now on
08:10
commercialization and knowledge transfer
08:12
has to do with our more local pictures
08:15
so our Board of Trustees identified five
08:18
I'm sorry for priority key priorities
08:20
for the next five years about a year ago
08:22
and you know the leave these three are
08:25
fine and we're focusing and working on
08:27
all these but the fourth one as a key
08:30
priority from our system board of
08:32
trustees and that's to support Maine
08:34
through research and economic
08:35
development and if we look at the
08:38
University of Maine system you know the
08:41
lion's share of that responsibility is
08:43
at the University of Maine
08:44
we are the research university in the
08:46
state of Maine we're the only the
08:47
research university in the system USM
08:50
does some R&D work and there are

08:53

certainly contributors to it the smaller

08:55

campuses do it very at a very small

08:57

level but the lines share this is going

08:59

to be it at our institution and so it's

09:01

a challenge if you will from the Board

09:03

of Trustees to say okay you know

09:06

we need to do more on Rd will return to

09:11

the conversation with the Board of

09:12

Trustees at the end of this presentation

09:14

because it has to do with future

09:15

directions but they have said this is a

09:17

priority so then you can then say well

09:21

and then narrower still if the national

09:24

picture is you know federal funds are

09:25

challenging the state pictures we you

09:27

know that our governing body is saying

09:29

this is good should be a top priority

09:32

why I was out at our University what are

09:36

the factors that suggest it's worthwhile

09:38

paying a lot of attention to this here

09:40

and I just put a couple of things one is

09:43

your broad categories that we're

09:46
succeeding and that's the Royal wheel I
09:48
could say that you know this is our
09:50
research faculty our research centers we
09:54
are moving up and at levels we haven't
09:58
before in terms of relationships with
10:01
corporations moving intellectual
10:03
property out to market licensing fees
10:07
returning to the University so I just
10:09
took a couple of these are just examples
10:10
of the evidence for that makes me think
10:16
I missed I I have an older version of
10:18
this slide up there there's another
10:20
point I'll make which is missing here
10:22
but um this so this just this year over
10:26
just about half a million Darby yeah
10:29
half a million dollars in licensing
10:31
revenues come back to the university
10:33
there's a slide point goes right here
10:35
that talks about the number of
10:40
cooperative agreements we have with
10:42
companies and how much it is increased
10:44
in the past five years I don't have the

10:45
number memorized but it's it's wicked
10:49
big it's quite a jump in the last 180 to
10:59
389 over the last five years in terms of
11:02
number of partnerships we have with
11:04
companies we have done again I just put
11:06
some examples out of last the
11:08
environment by Renetta X Technology
11:10
Corporation a spin-off company with a
11:12
couple of our faculty at the lead in the
11:15
process Development Center they just
11:16
been licensing the production of
11:18
cellulose nano fibrils this is actually
11:20
exciting in terms of building using wood
11:23
products for materials for everything
11:28
from cups to packing material packaging
11:30
material that is environmentally
11:34
friendly its biodegradable comes out of
11:37
here really some very exciting things
11:39
happening there we see on the horizon
11:41
actually the potential for companies
11:43
weren't coming wanting to come to move
11:45
to Maine to connect with our process

11:47
Development Center and of course there's
11:49
a lot coming out of advanced structures
11:51
and composites Center including the
11:54
advanced infrastructure technologies now
11:59
I'm going to stop for a second to say
12:00
instead of going out of this and finding
12:04
the latest version of this I'm gonna
12:06
apologize for some typos that are here
12:08
that Rob and I corrected this morning
12:10
that will still be here so now that I
12:13
realize I pulled up the penultimate
12:14
version of this slide show the other
12:18
thing that that's going on is that
12:19
there's interest and I'm pretty
12:22
unprecedented level from a private
12:23
foundation that's the Harold alpha and
12:25
foundation in what's going on here at
12:27
the University of Maine in terms of our
12:29
relationships with companies and what
12:33
we're doing in the commercialization
12:35
space the so one example of that is that
12:40
the the Alpha and Foundation provides a

12:43
significant gift to create the Alpha W
12:48
to ocean engineering laboratory within
12:50
advanced structures and composites
12:52
Center again there that money for that
12:54
came from a variety of sources but they
12:57
gave us quite a significant gift and
12:59
then it's named because of that the size
13:02
of the gift coincident with that they
13:06
expressed interest and primarily working
13:08
with as president a quarry
13:10
what is he what is the university doing
13:13
and how can they help us and that was
13:15
their question how can they help us to
13:17
advance our our impact on R&D in the
13:21
state through accelerating the way we
13:25
move things from research into the
13:28
marketplace so some of the work that we
13:30
did was provided in the last year was
13:33
with some sea
13:34
funding from the alpha and foundation so
13:36
they one of the things they do is they
13:38
provided some funding to assess our

13:39
current portfolio of intellectual
13:42
property to look at what's ready to go
13:44
to market what isn't
13:48
so that's that's the context until this
13:51
was over a year ago now back in the
13:54
spring of 16 a lot of meetings and
13:57
discussions about this moving into the
13:58
summer so president hunter charged me
14:02
with moving this forward saying look
14:05
what we know we're moving in
14:07
unprecedented areas now we've had
14:10
success we're having success at levels
14:12
that we haven't before
14:13
in fact I'll describe it the way Cody
14:17
VAR ami and our vice president for
14:19
research and Dean of Graduate Studies
14:21
said and he was a member of this team he
14:23
couldn't be here today but in looking at
14:26
and coming in this summer and assessing
14:27
what we do and how we've done he said
14:29
you know over the last 20 years
14:31
University of Maine you know you would

14:33

we were doing this stuff we're kind of

14:34

uh I'm his words not mine a mom-and-pop

14:37

shop figuring this stuff out well we've

14:39

gotten to a level that we're no longer

14:40

dealing with things that a scope and

14:42

scale that can be handled at that level

14:45

we need to be thinking differently to

14:48

manage really our success at this again

14:51

those of you who've been around the

14:53

university long time like I have you've

14:55

seen with the investment that came with

14:57

the MEI F money starting in the mid mid

14:59

nineties this year this institution is

15:01

transformed as a research institution

15:03

and one one of the significant ways is

15:05

in building relationships and with

15:09

corporations in the in Maine and

15:11

throughout the United States to have a

15:13

more significant impact on our economic

15:17

development that we have ever had

15:18

historically so anyway director this

15:21

story the president said look Jeff I

15:23
want you to do pope together folks and
15:26
get to work on this and she charges and
15:29
something to keep coming the key aspect
15:31
she said we said look at look at how
15:32
we're set up here what's the
15:35
government's structure is this the ideal
15:37
way that we should be set up to to make
15:40
sure that this is a priority at our
15:41
institution and that we're positioned to
15:45
continue to grow
15:48
Illi will say could she said it to me
15:51
and we talked time the office of
15:55
innovation and economic development led
15:58
by Jake ward they performing like a
16:03
20-person operation and there are two
16:05
person of two to three people operation
16:07
depending on how you account they
16:08
they've done a tremendous amount here
16:11
and been really move the university well
16:13
let's look at the governance structure
16:15
now how do we create a structure that's
16:17
inclusive of the campus but it and

16:20
provides you know high-level guidance
16:23
for for growth and progress she said
16:26
look I want you to look at our policies
16:27
and our practices and how are they
16:30
contemporary are they matching we're you
16:32
know a research use university should be
16:35
in the 21st century and we want to look
16:37
at different ways we might structure
16:39
both internally and also potentially
16:43
forming an external organization to help
16:46
us to do this more efficiently and be
16:48
more responsive so I said sure no
16:51
problem
16:51
so first thing you did was get a team
16:55
together and we ordained ourselves the
16:57
commercialisation working group these
17:00
are the people who who participated in
17:02
that we started meeting last summer
17:05
summer of 2016 and I will again bore you
17:10
with all the details but there was a
17:11
there was a bit of taking this charge
17:14
and defining what exactly are we gonna

17:16

do

17:16

how do how are we gonna achieve this

17:18

there was a bit of people like me being

17:22

brought up to speed for people who live

17:24

and work this every day like Chris

17:25

burden and Jake some education going

17:29

along so as we we work we said okay

17:34

here's how we're gonna go about this

17:35

we're going to look at the work it's

17:37

having four four components to it

17:41

one component is going to be to look at

17:43

our current portfolio of intellectual

17:47

property there's a lot there patents

17:49

have been created here at the university

17:51

they're in this space and ask I won't

17:55

ask them now but sometime you should ask

17:57

Jake Ward to give you a nice description

17:59

of the value of death

18:00

and that's the that's the the the path

18:04

from an idea to market and it kind of

18:06

goes like this and it's getting things

18:07

through that value of that so we're

18:10
looking at intellectual property that we
18:12
have and one question is you know what
18:17
what is viable in terms of moving to
18:18
market and the other question is how and
18:20
what resources do we need to accelerate
18:22
that process second conservation was
18:27
this was around structure said look you
18:29
know we're aware that many university
18:32
we're at many universities many research
18:35
universities have created research
18:37
foundations that are separate 501 C 3 s
18:41
that carry out some of these functions
18:45
and they are designed to be a connection
18:49
between the university a public
18:51
institution and the private sector so
18:55
analogously we have here the university
18:56
of maine foundation right which is an
18:58
independent organization it's got a
19:00
president it's got its own Board of a
19:02
Board of Directors but it exists to
19:05
serve the University of Maine right so
19:07
it handles our our endowed funds that's

19:11
its primary purpose it moves scholarship
19:13
dollars over every year and and in
19:15
dollars for professorships etc what
19:20
would that kind of organization serve
19:21
the university you know have we reached
19:23
a point of maturity we're creating an
19:25
activating a research foundation would
19:27
be would help us and if so you know what
19:30
should it look like
19:31
so that was one of the questions we want
19:34
to look at the third question we wanted
19:36
to say was okay where we've been at this
19:37
for a while we've engaged with lots of
19:40
companies we've had a lot of our faculty
19:43
and staff doing this work we should ask
19:46
them what's working well what are we not
19:49
doing so well what are the challenges
19:50
and for the companies what are the
19:52
challenges in working with the
19:53
university to the faculty and staff what
19:55
are the challenges to you engaging this
19:57
and this kind of work so we kind of

19:59
label that what's the experience of
20:00
partners to date so we can learn from
20:02
that and the fourth was really all right
20:06
there's a variety of ways you can find
20:08
out about best practices you can read
20:09
literature you can contact national
20:11
organizations etc etc we should do that
20:14
as well so that that's the four ways we
20:16
went about it so what I want to do is I
20:18
want to kind of walk through each of
20:20
these you think of this it's kind of a
20:22
research paper this is the methods
20:25
section I will just walk you through and
20:27
say this is what we did and then I'll
20:29
get to the key findings okay as opposed
20:31
to doing it because because key finding
20:33
from one area interacts with another
20:34
area it's artificial to break it apart
20:37
but I do want to you understand a bit
20:38
about how we went about this so let's
20:40
talk about how do we go about reviewing
20:42
the intellectual property portfolio as I

20:45
mentioned earlier we've been in
20:47
conversation with the Herald alpha and
20:49
Foundation they provided a generous
20:51
grant of \$100,000 to assist with this so
20:54
we're able to go out and bring in some
20:56
external consultants to help us look at
20:59
this so um through the site I was going
21:04
to delete but I mean he caught me so
21:07
Chris looked at the portfolio and she
21:10
say okay you know let's look at in
21:12
segments somewhat refer to as our core
21:15
resource portfolio things that we have
21:16
been at for a while have a quite a track
21:18
record one our what we call active
21:21
one-offs and we struggled to come up
21:23
with a more flattering name for that and
21:24
I couldn't come up with that's why I was
21:25
gonna delete this slide but now you
21:27
caught me so these are things that not
21:29
necessarily part of a progression but
21:31
they're active they're they're exciting
21:33
to have potential it's not clear whether

21:35
they're part of a thing that will move
21:37
forward but they're active at this point
21:39
newly disclosed technologies these are
21:42
the young younger in the pipeline things
21:44
that faculty have been you know you've
21:46
disclosed to the office of innovation
21:49
economic development when you're
21:51
developing this what's happening there
21:53
and then some of the ones we refer to as
21:55
Twilight's
21:56
technologies and that was our ones for
21:58
these ones have been around for a while
22:00
and have not moved on and is this a way
22:04
we first to look at it so we we and in
22:09
the row with Krista this most of this
22:11
work segment and then when we put out an
22:14
RFP for a consulting organization and we
22:17
we actually we hired Tremonti consulting
22:21
group to help with this but we also did
22:23
some other things to look at the
22:25
portfolio because because
22:27
of the different kinds of information

22:30
are different kinds of properties that
22:32
were in there but the chunk of the work
22:35
was done by Tremonti and we chose 30 30
22:40
assets 30 intellectual property assets
22:42
we asked them to review them think about
22:47
developing how you would market each of
22:49
these two to advance them to do an
22:51
independent evaluation we also took
22:54
advantage of this company called Vortech
22:58
vortex group and this was the beyoncé's
23:01
was opportunistic this was a company
23:02
that the office of innovation and
23:04
economic development had worked with
23:05
some years ago they came back and said
23:07
look our product is you know we've
23:09
improved our product we just you want to
23:10
why don't you try it again so we got a
23:13
free trial and so we ran the I think was
23:18
just one thing as a very Chris through
23:20
the in the invitation evaluator an
23:24
online way of looking at evaluating
23:26
these properties for their potential for

23:28
marketing and then one of our one of our
23:31
it is our largest endeavor in this
23:36
spheres the offshore wind work being
23:38
done at the de Vence structures and
23:41
composites Center and there's been a lot
23:43
of work done on patenting there there's
23:46
a hope they they have their own
23:47
portfolio of patents associated with the
23:49
offshore when were given so and there
23:54
was a you know I was just grabbed a plan
23:58
or assessment of that what we wanted to
24:00
do is have an independent group come in
24:01
and look at that to take a second look
24:03
really a fresh look to say okay here we
24:05
are at this point in time let's look at
24:07
the way these patents are structured the
24:09
the relationships with the University
24:11
and give us an opinion about that we the
24:14
law firm of Errol Dana down in Portland
24:16
does this kind of work and they were
24:17
hired to do that part of it okay that's
24:22
method there what do we do in terms of

24:24
considering the research foundations or
24:25
other structures that was actually part
24:27
of the RFP we put out to the Consulting
24:30
Group so we did end up back with the
24:33
Tremonti group again but what we did was
24:35
we articulated some questions okay you
24:37
know what are the reasons to create such
24:39
an ad why do you like why have
24:41
research universities some created
24:43
research foundations right what what
24:45
purposes they serve one of the risks in
24:49
doing that what are the challenges you
24:51
have in legal challenges public
24:53
perception challenges operationally
24:56
thought through their connection between
24:57
this independent organization in the
24:59
university one thing we discovered on
25:03
our own was that while there are many
25:05
research foundations associated with
25:07
research universities around the United
25:09
States no two look alike we are own
25:12
looking this so we said okay then what's

25:14
the possible range of activities if we
25:16
were going to activate and create a
25:18
research foundation here what what ought
25:21
it to do that's right we're saying what
25:24
what do we want it to do and then we
25:28
said look look let's compare that to the
25:30
stages quality we'll compare to the way
25:32
our current operations which ones would
25:36
what we should be considered
25:38
transferring to the foundation is there
25:41
an urgency to the transfer and then how
25:43
do we assess mean by what criteria
25:44
whether this model is working is this
25:46
whole good way a good way to go as I
25:50
said we we once again brought in this as
25:53
part of the same contract this Tremonti
25:55
Consulting Group helped us with this we
25:59
asked him to look at our current
26:00
processes and activities related to
26:02
commercialization he said okay how does
26:05
that compare to benchmark institutions
26:07
we asked them to make a recommendation

26:09
regarding a research foundation or
26:11
similar entities and then to recommend
26:14
how that should be organized not to make
26:17
the decision for us but to layout if we
26:19
were to do this why what would be and
26:20
what would you recommend in terms of how
26:22
its structured this is some of their
26:27
method they came to campus I met with a
26:30
lot of stakeholders and also folks from
26:32
outside of the university they would
26:36
come in they gave presentations to
26:37
groups got feedback and discussion based
26:39
on you know part of this was based on
26:42
people's experience in working with the
26:43
university and people at the University
26:45
of the experience in this area and they
26:47
riposte produced a report force which my
26:50
correct is on
26:51
on our website Robin yeah
26:55
so the this report is on the website in
26:58
the Tremonti is full reporters link to
27:00
the website in the same on the same

27:01

place then we all stay also went and

27:05

talked with senior leadership at peer

27:09

institutions that have these types of

27:12

organizations and and you know had a

27:14

conversation with what's working what's

27:15

not working what are the challenges in

27:17

setting this up to try to inform us

27:20

alright third third line of this was

27:24

again evaluating the experience of

27:26

people who've been engaged in this so

27:27

far again using some of the funds we had

27:30

from the Alpha and Foundation we were

27:31

able to bring in Shanna Cox who runs a

27:33

company called project tipping point and

27:35

her we we asked her to help us doing

27:38

this assessment and she came up with a

27:41

you know two parallel or a complimentary

27:45

I guess remember complementary

27:46

strategies and two parallel groups so

27:51

she her two strategies were running

27:53

survey and and focus group and then the

27:56

two are two sets of peoples who went to

27:59
work with where the faculty and staff at
28:01
the University and also industry
28:03
partners so we've sent a survey a sheet
28:05
on our behalf send a survey to faculty
28:09
of the university faculty and staff and
28:12
all faculty and staff we'd identified is
28:16
working in the you know these areas it's
28:19
got a hope we had 188 responses 88% were
28:21
for that should say identified as
28:24
tenure-track faculty that's an editing
28:27
yeah but 80% were tenure-track faculty
28:31
we then gave her quite a list of
28:33
industry partners these were primarily
28:34
people who had had some kind of contact
28:36
with us in working on R&D development
28:39
but but we also add to that companies
28:42
that we're aware of that we thought you
28:44
know that's the kind of company where we
28:45
think they should have contact once we
28:48
have something to offer them so we could
28:50
gather information and that the the
28:52
range was from companies that had pretty

28:54
minimal contact with us to those who
28:56
work in with labret with researchers for
28:58
years so what she did was she surveyed
29:03
all these folks electronically
29:05
and then she brought together subgroups
29:08
for focused discussions and so we had
29:12
these focus group interviews 34 you main
29:14
faculty and staff participated in 23
29:17
industry partners some of the interviews
29:19
had to be done one-on-one just for
29:20
practical reasons but she did that for
29:23
the data gathering finally in the fourth
29:26
strategy we did was trying to was to
29:28
identify best practices there our
29:30
methods there we asked the Education
29:33
Advisory Board could they develop a
29:35
research brief for us that's probably
29:37
what this company does is they review
29:39
literature and produce produce white
29:41
papers basically they went in their
29:44
archives and pulled out some for us and
29:46
then they customized a research brief

29:48
for so we were able to look at the
29:50
literature that way we looked at peer
29:53
institutions there's well I can't help
29:55
but point it out there's a typo
29:57
apologies wrong place for apostrophe but
30:00
look at our peer institutions and
30:02
actually Robin from I was did a lot of
30:05
this work going online looking at their
30:07
websites how are they organized what are
30:08
their policies so that we had a
30:11
comparison point for the University of
30:13
Maine and then Larry the well and who
30:16
was at that time our vice-president for
30:17
HR and Chris Burton primarily worked on
30:20
this together looking at some of the HR
30:22
issues around compliance with federal
30:26
and state policies how we might look at
30:30
this and one of the practices around
30:32
promotion and tenure and what are the
30:35
kind of ways to look at incentivizing
30:37
engagement in this kind of work and how
30:39
do we look at compensation issues who's

30:42
there particularly you're getting and
30:44
looking at R&D work and you're working
30:46
for the private sector that's you know
30:48
that's important work for us to do our
30:50
salaries tend to be low compared to the
30:52
private sector and we're not a we're not
30:56
an employment agency for the private
30:58
sectors where they have to try people
30:59
out and scoop them away from us loose we
31:01
try not to be so how do we look at
31:03
creating competitive compensation for
31:07
our research scientists and then Chris
31:11
primarily attended some national
31:13
meetings from an organization's you know
31:16
that that are engaged in
31:18
kind of work did networking around
31:20
around the country so the result of this
31:24
was this report that I showed you all
31:27
right quickly showed you and again is
31:30
available for you on the on the website
31:33
we presented this the president hunter
31:36
back in August and so what I wanted to

31:40
now is I'm gonna summarize what we think
31:42
was some of the key findings either
31:43
report are out of our work and then talk
31:47
about some of the directions that were
31:51
we're headed so with respect to key
31:54
findings expect of our IP portfolio the
32:00
Tremonti review and as well as looking
32:02
with the other other methods about a
32:05
quarter of our of the thirty that they
32:06
we had them look at they felt really had
32:09
real potential to move to
32:11
commercialization now or with with the
32:15
right kind of investment in support
32:17
could could move to that so that was
32:19
helpful for us to know but actually I
32:21
think in terms of the long-term process
32:23
that the more important thing we got out
32:25
of that was that we we could we had an
32:26
experience with the value of bringing in
32:29
an independent third party to work on
32:32
this they you know when they reviewed
32:34
something they've prepared a report

32:36
they've sent that back to the faculty
32:38
member our team of people involved in it
32:41
and then we heard from those folks most
32:43
of them nearly all the feedback we got
32:46
from faculty was this was really helpful
32:47
it was really constructive to see how
32:50
someone looked at this really
32:52
constructive their ideas about how to
32:54
move this forward so that was that was
32:59
very helpful it was helpful we felt our
33:03
team that it was it's a different
33:06
perspective dependent bringing an
33:07
independent person to look at this
33:09
because the faculty of course you know
33:11
all of us we think our ideas are
33:13
brilliant and everyone should recognize
33:15
that and all ready to go if people would
33:17
just wake up and then you have someone
33:20
like Jake or Chris they've often been
33:23
working closely with the faculty member
33:25
and they're not they don't have quite
33:27
the distance that you might want to

33:28

you're bringing that someone

33:30

independently to say

33:31

I don't know about this or why would you

33:33

do that or who do you think the market

33:34

is for this or how would you move this

33:35

it's it's a helpful process so that you

33:40

know learning from that it's a piece of

33:43

what we're thinking about in terms of

33:44

moving forward we don't want to do it in

33:45

this bulk the way we did it here but to

33:48

be able to say okay when when work moves

33:50

to a certain point what at what point do

33:52

we bring an independent person to look

33:54

at it to help us figure out what the

33:55

next steps are

33:58

we also learned and you know just

34:01

confirmed our suspicions that there are

34:03

you know there are real advantages to

34:05

creating a research foundation that has

34:09

this independence from the University

34:12

but its sole purpose for existence is to

34:15

support the research university you know

34:19
we found is the reason that universities
34:21
are crazies they their provide some
34:23
flexibility in retention and
34:25
compensation for employees for some of
34:31
them they are very helpful with respect
34:35
to marketing of resources and we feel
34:37
that that's something we you know get to
34:39
that what the partners told us but
34:40
marketing what the university has to
34:42
offer to potential partners that it's a
34:47
potential way to provide support
34:48
services for faculty and staff who are
34:50
involved in this and because it's
34:54
independent of the University which is a
34:59
great thing but also quite a big
35:00
bureaucracy there's greater flexibility
35:04
and be able to respond and work with
35:05
companies then slowly so those so they
35:08
were pretty convincing evidence we felt
35:10
from moving forward with developing of a
35:14
research foundation when we talked to
35:18
most of the feedback that industry

35:20

partners who had worked with the

35:21

University of Maine Gabe was quite

35:23

positive they would typically talk about

35:26

individuals or sets of individuals who

35:28

they you know enjoyed work whether it

35:29

was helpful it was productive and

35:33

nonetheless we did learn that the

35:36

universities got quite a ways to go and

35:37

creating this kind of explicit culture

35:39

around commercialization is a

35:41

significant piece of what of what we do

35:45

the business partners highlighted the

35:47

need for improved communication and

35:49

marketing of services one of the

35:50

interesting things that happened at

35:52

these focus groups is that one person

35:55

from one business would be the focus

35:56

group and they would have worked with

35:57

one one organization with the University

36:01

someone else would have worked with

36:03

someone else and so as they talk about

36:04

examples they were looking saying I

36:05
didn't know the university did that I
36:07
thought they just did this right so we
36:09
haven't done a good job of marketing the
36:12
array of ways that people could connect
36:15
with us as a university there there's
36:17
some suggestions they have about
36:20
improving the way we deliver services
36:21
and and the array of services that
36:26
relates mostly to my first point about
36:28
marketing but they're looking for a
36:29
little wider array of services from the
36:34
humane faculty express the need for
36:37
clearer clearer or clearer policies
36:39
about round commercialization they
36:41
wouldn't be able to be clearly
36:43
understood and easy to find not
36:47
surprisingly looking for additional
36:48
resources to help them get out of the
36:51
valley of death and into the market
36:53
place how do we pull how do we do that
36:56
and again you know asking a faculty
36:58
member who's an expert in this area that

37:00
they are working in to also then
37:03
understand how to move things to market
37:04
setters is not reasonable we need to
37:06
bring other resources to that and then
37:09
we heard some things about aligning in
37:11
the incentive structures so that you
37:14
know people are rewarded for engaging in
37:18
this kind of kind of activity in our
37:23
view of the literature and looking at
37:24
other institutions we find in fact that
37:25
there are whole variety of ways to get
37:28
incentives structures for faculty and
37:30
staff to move in to and be engaged in
37:33
commercialization there's kind of a list
37:36
of things we found in the report from
37:38
other other institutions you know we
37:43
also learned that best practices with
37:45
respect to some of these things are
37:46
going to require some changes to some of
37:50
the University of Maine system policies
37:51
not wholesale dramatic changes but there
37:53
are some language changes that have to

37:55

do with changing law and policy

37:58

hi so one of the things that so I'm

38:07

sorry I'm now I'm getting to the

38:07

recommendations to come out of this one

38:09

of the things that we recommend it was

38:11

that we would create an innovation and

38:13

economic development council now I'm out

38:16

you know in putting this slideshow

38:19

together I thought well geez you know I

38:21

talked about a year's worth of work and

38:23

presenting and then say okay so what

38:25

came out of this so we're forming a new

38:26

committee so that's not very exciting so

38:28

I want to make the point about why we

38:30

think this is important and and also a

38:33

little bit about how it'll function so

38:36

part of what we realize is that if we

38:38

want commercialization and they're using

38:40

that term very broadly this knowledge

38:43

transfer connections with the private

38:45

private sector to be a you know elevated

38:49

and it's in the strategic thinking at

38:52

the university we have to elevate it

38:54

organizationally and so our vision for

38:56

the innovation and economic - sorry

38:59

innovation and economic development

39:00

council is that it reports directly to

39:03

the president the president points

39:06

people starting with people in her

39:08

cabinet but then also key other folks

39:11

involved that this group is advisory

39:15

directly to the president and our

39:17

viewpoint our our our our model for this

39:22

is that the Advisory Board the Economic

39:26

Council you know takes on a task and in

39:29

our report we put a series of tasks that

39:31

we thought should be the first year

39:32

probably two years worth of agenda items

39:35

but we're not asking the council to

39:37

implement we're asking compliments is to

39:39

deal with that give the president a set

39:40

of recommendations who then says okay

39:42

you know - Cody varam Ian I need you to

39:45

take charge and do this to me you need

39:47

to take charge and do that so that

39:48

others are put in chart and responsible

39:51

for doing this and then of course we

39:53

need enough breadth of involvement on

39:58

the Edit on the contemporary edited

40:00

version this slide I've got these things

40:01

summarized for you right here but if

40:04

those are the key points that we want to

40:06

make so we formed this council here it

40:08

is now it's quite a lengthy group

40:12

we thought through very carefully who

40:14

should be on here not in terms of names

40:16

but in terms of positions so in the

40:20

report you'll see we felt that these are

40:22

the kinds of positions and this slide

40:25

doesn't capture quite well but somewhat

40:27

with respect to the to some of the

40:30

positions it's not

40:31

I'll choose it's not I'll choose these

40:36

two deeds it's not well we should have

40:38

Ivan and Dana it was okay we need

40:40

representation from the Dean's Council

40:41
and it shouldn't be a single Dean we
40:44
should have two and we should look at
40:45
across different areas of the university
40:47
so we'll start our initial would be with
40:50
the Dean of the business school and the
40:52
Dean of the College of Engineering
40:53
we didn't say Habib has got to be on
40:56
there when we said was we need a descent
40:59
or a research center director we did
41:01
some work around this one of these
41:04
faculty members as a chosen by the
41:07
Faculty Senate I can't remember which
41:09
one but we knew we needed a partner with
41:11
the Faculty Senate so there was my point
41:13
is we thought through carefully the
41:17
kinds of people and then and then
41:19
populated it eventually if when once we
41:22
create and activate our research
41:23
foundation they'll be represented from
41:25
the foundation and because we did this
41:27
work before the partnership was really
41:30
sorry the the before the change was made

41:32
from University made in Machias to
41:35
become a regional campus for the humane
41:38
we don't yet have a representative from
41:40
there but eventually we will this group
41:43
as we only the president sent out
41:45
invitations I guess I did on her behalf
41:49
this fall we we've just formed it and
41:54
the first meeting will be soon as Cody
41:57
and tickler are empty and jason is
41:59
working on setting this up okay second
42:04
big recommendation is that we yeah we
42:06
need to go ahead and move on creating
42:07
the research foundation now many of you
42:10
know I've been talking about creating
42:12
the foundation that the University of
42:13
Maine actually has a Research Foundation
42:18
it was created about four years ago
42:23
2013 in 2013 so five years ago it so at
42:29
that time the Board of Directors were
42:33
the president Paul Ferguson at that time
42:36
Jenna Waldron as the vice president in
42:38
association finance in Jake Ward a vice

42:41
president of innovation that kind of
42:42
development with the changeover in
42:44
positions the board's changed now of
42:47
course president hunter Jake is
42:48
continued in Ryan low is the third board
42:52
member but the Research Foundation has
42:55
not been active so in other words the
42:58
board there's a board on paper it
42:59
doesn't meet there's no money in the
43:01
research foundation our recommendation
43:03
is to activate it so so steps are being
43:07
taken to do that it's not currently
43:08
active there there will be a board
43:10
meeting very soon of this small board
43:12
Jake and working and working from the
43:15
Tremonti report and out of our
43:17
discussions out of the commercialisation
43:19
working group we have a series of steps
43:23
to take to reorganize the foundation in
43:28
the ways that we've envisioned but but
43:31
we can't just do those the board has to
43:33
agree to those so the first step is for

43:35
the board to expand they'll have a
43:37
meeting they will vote to expand I hope
43:38
and we'll bring the experience
43:41
membership then there's a series of
43:43
steps about how we want to put the the
43:45
foundation into action there the third
43:52
thing we've recommended is okay you know
43:55
if we're gonna do some of this work
43:57
particularly creating this this research
44:00
foundation we need resources for that
44:03
type of work and we need to find
44:05
resources for investment so our first
44:11
place is local the rrf is the research
44:14
reinvestment fund that's the University
44:16
of Maine system created this fund three
44:19
and a half years ago there was it's 2.1
44:22
million dollars and it is the purpose of
44:26
it is to invest in research but research
44:29
that serves the Maine economy that's the
44:31
central charge from it we've been
44:34
operating these funds
44:35
for three years now there's grant

44:37

programs that go out at cetera to do

44:40

this they're not just the University of

44:42

Maine they're to the University of Maine

44:43

system but again it's a research

44:45

university we've we've received the

44:48

lion's share of those funds the Board of

44:54

Trustees committed to these funds for

44:57

five years so there's the rest of this

44:58

year in one more year our concerns is

45:04

that that investment continue and

45:07

perhaps grow and our strategy is to

45:10

start doing the groundwork for that so

45:12

an opportunity trained itself in some

45:14

conversations between the Chancellor

45:16

Paige and myself and chancel patient and

45:20

and Jake Ward and we agreed to organize

45:24

on the Chancellor's behalf a

45:25

commercialization summit which is gonna

45:27

be on january 9th faculty who

45:31

participated in the focus groups will be

45:33

invited business partners will be

45:35

invited key system people will be

45:38
invited but importantly we're inviting
45:40
Board of Trustee members to this to this
45:44
meeting some what it is going to be a
45:47
working meeting but some of it is to
45:49
educate the board about what we've done
45:52
so far
45:53
demonstrate to the board that we're
45:55
poised to continue to move forward and
45:58
to demonstrate to the board the need for
46:00
the research reinvestment funds if
46:01
they're serious about their key priority
46:03
which I showed you at the top is an
46:05
investment in research and economic
46:06
development for for the state of Maine
46:10
so what we're doing essentially is
46:13
working on assuring that those funds
46:15
continue the second strategy we have for
46:19
bringing resources is to continue our
46:22
dialogue with the Herald Alpha and
46:23
Foundation at the outset this hundred
46:28
\$100,000 like a seed grant they gave us
46:32
was their response to a much larger

46:34
proposal that Jake had worked for them
46:37
this lays the groundwork for us to
46:40
return to them to pursue additional
46:43
funds the they have been provided with a
46:46
report about our work they're pleased
46:49
with what we've been doing we do need to
46:52
coordinate with this with other
46:54
initiatives that the alphonse are
46:56
funding for the system and that's a
46:59
frankly that tricky ground but where
47:01
we're working that ground to make sure
47:05
that our - - yeah sure that these funds
47:11
can come into the Research Foundation in
47:13
the way that we want and we can use them
47:14
in the way that we've the way that we've
47:16
outlined the last thing that we've done
47:20
is to look at some of our processes
47:22
around industry partnerships and improve
47:25
some of our our pieces and this slide go
47:30
through kind of quickly because it's
47:32
really this is you're seeing a draft
47:34
form but we're looking at the guidelines

47:36

primarily around around student IP

47:40

there's some changes that we need to

47:41

make we brought those up to speed we

47:44

brought the deans council involved there

47:46

now with the University's attorney we're

47:49

looking at the IP policy language and

47:53

and we need to make some changes that

47:55

make them comply with current current

47:57

law we're looking at the way that we set

48:03

up in this industry engagement so that

48:07

we're more successful make it easier for

48:08

the business to connect with us and

48:10

we're looking at faculty professional

48:12

development opportunities just started

48:13

this fall with a training around

48:15

commercialization we did in fall 2017

48:18

this spring we're going to be doing the

48:20

first commercialization accelerator work

48:23

that's where we're taking and working

48:26

with faculty who were involved in the

48:28

intellectual property that was Seton

48:30

determined to be ready or primed for

48:33
market and bringing some resources to
48:35
help them to move that through out the
48:37
other side of the pipeline and again I'm
48:40
gonna go through them quickly because we
48:42
were very careful about how we headed
48:43
through the language to make it read
48:45
better than that and
48:47
so those are the steps that we've taken
48:51
again I know I've gone through a lot of
48:52
a lot of material and we're you know
48:56
we're happy as it seemed to answer any
48:58
questions but you can tell we're trying
49:01
to approach this from a variety of
49:03
angles and we're looking for you know
49:07
you think it's an ongoing process
49:09
the invasion time so yeah the innovation
49:11
in economic development council is a way
49:13
to continue to have focus on this at the
49:16
university as a priority we talked about
49:18
this idea the idea was to say well we
49:20
have we have the University Research
49:22
Council which brings folks around and

49:24

serves primarily as a consulting to the

49:25

vice president for research at the

49:28

University Teaching Council brings

49:30

people around from the university

49:31

looking at that part of our mission

49:32

primarily reporting to me and we want to

49:36

have the commercialization group I'm

49:39

sorry the innovation economic

49:40

development council will be reporting

49:42

connecting to the president so this is

49:44

elevated in our organizational structure

49:47

to signal that this is a high priority

49:50

and that we have mechanisms to continue

49:53

to work on this

English (auto-generated)