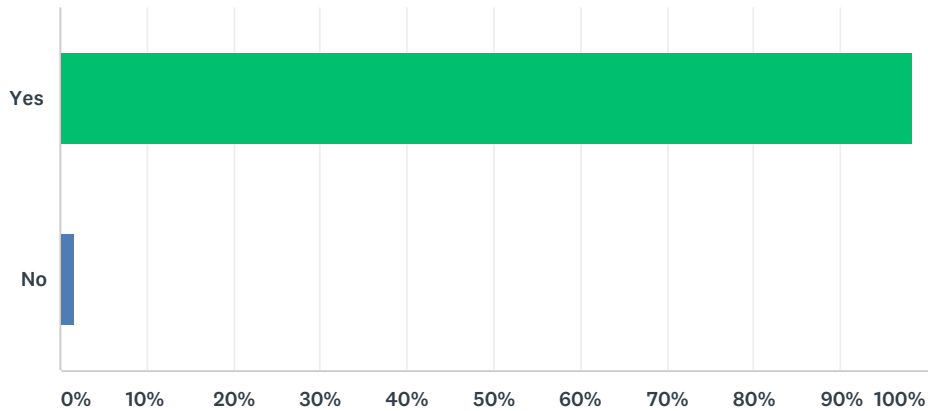


# Q1 Does your institution continue to support your revenue-negative TTO?

Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	98.36%	60
No	1.64%	1
TOTAL		61

#	WHY OR WHY NOT?	DATE
1	Presumably, in recognition of our historical financial contributions to the institution, and for our non-financial contributions. (Our mission statement talks about positive impact to society, and doesn't even mention financial returns. Also, I think it is recognized that we do important administrative functions, such as MTAs and Bayh-Dole compliance, that would still need to happen even if we weren't patenting and licensing.) Also, I think there is at least some recognition in senior administration of the inherent variability and unpredictability of TTO financials, particularly on the revenue side of the ledger. Note, not being cash-flow positive is a relatively recent development; until a year or two ago, our office was cash flow positive, and cumulatively from the inception of the office, we still are.	11/30/2018 12:26 PM
2	We have calculated the grant income linked to patents that we hold and there is a 5x multiplier on costs. In addition the major granting schemes require systems for IP management.	11/29/2018 12:49 AM
3	We receive some support since current leadership sees us as a service unit and recognizes we've been under-resourced for a significant amount of time.	11/28/2018 4:32 PM
4	Tech transfer is viewed as an important service the university provides to our faculty.	11/28/2018 3:08 PM
5	They understand the value of the services we provide to faculty, staff and students. Our operation is generally viewed as a service. Positive outcomes for students are highly valued.	11/28/2018 9:24 AM
6	TTO is new effort, institution and its leadership have long term vision.	11/28/2018 9:11 AM
7	They emphasize the impact of research commercialisation and not the revenue from it.	11/28/2018 2:44 AM
8	Only salaries of a few people though	11/28/2018 12:12 AM
9	The TTO helps the University meet its mission to be a force for good in the world.	11/27/2018 8:57 PM
10	Deep down, the leaders here do understand "it's not just about the money" - that innovation support system and an entrepreneurial ecosystem are important, as are the students that we train in the process.	11/27/2018 7:53 PM
11	upper admin optimism about prospects for future returns; support economic development and diversification	11/27/2018 5:20 PM

## AUTM TTO Revenue Survey

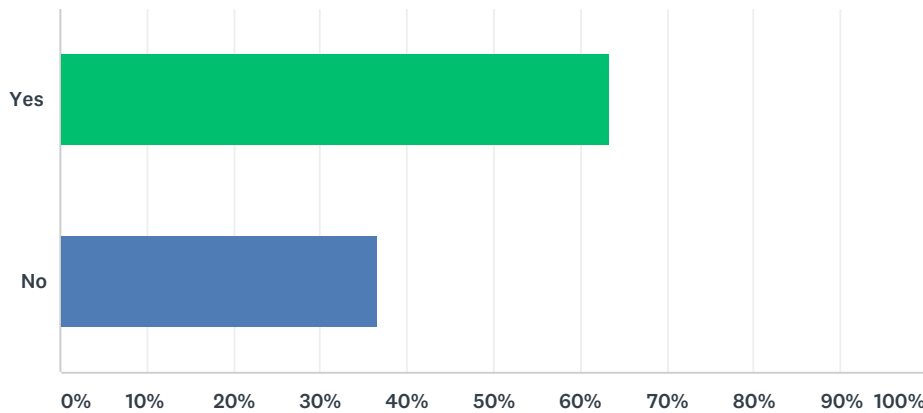
12	The TTO was formerly under a revenue maximization model with a 'plan' to be financially independent from the University, which naturally didn't work. I was hired and restructured to a faculty service model, and changed our agreements to reflect fair terms and our modus operandi became 'easy to do business with'. We have multiplied invention disclosures by a factor of 3 and licensing revenue by a factor of 4 in the last four years. We are still not totally revenue positive but will likely be in the next 24 months.	11/27/2018 4:27 PM
13	TTO is seen with many benefits in addition to direct revenues, including revenues from additional research, impact, translation of research, brand value etc	11/27/2018 4:11 PM
14	To abide by Bayh-Dole. More importantly to encourage and create a culture of entrepreneurship.	11/27/2018 3:17 PM
15	To help foster industry relationships and help incubate a startup culture that might access other investments such as SBIR/STTR and private moneys	11/27/2018 2:34 PM
16	They realize it is a long term investment, and there is a benefit to having students involved in the IP process (50% of our inventions are faculty/students, 30% faculty only and 20% student only).	11/27/2018 1:29 PM
17	We are a service not a revenue center.	11/27/2018 1:17 PM
18	Support is at the level of 35%. So we continue to be revenue-negative.	11/27/2018 12:43 PM
19	But I want to qualify this statement - there are some years that we are "revenue-positive" (sometimes very significantly), but others in which our 15% management fee from license revenue does not cover our operating costs.	11/27/2018 12:40 PM
20	Impact not income.	11/27/2018 12:36 PM
21	It is considered an essential service to faculty and their research. Everyone knows "big ones" are unpredictable. It helps attract corporate research sponsors. It supports economic development through startup creation.	11/27/2018 12:34 PM
22	Yes, we managed to be revenue neutral for several years then lost a few significant income streams in the same year. The institution is still supportive, but it is always a fight for funds.	11/27/2018 12:21 PM
23	It believes technology transfer is a part of the mission, and it hopes that someday it will be revenue positive.	11/27/2018 11:40 AM
24	The administration understands that TTO activity is necessary if federal funding is received and that TTO activity is critical for technology-savvy researchers and for partnerships with industry.	11/27/2018 11:31 AM
25	We have been growing in annual revenue and have had several one-time equity exits that have taken away some of the sting from being revenue-negative. We have been successful and valuable to the campus in other ways as well, helping to win grant awards for new programs (POC, EIR, Seed) and developing new initiatives, all of which contributes to the developing entrepreneurial ecosystem in our region. After many years of educating and the right campus leadership, there is a bigger priority on service to faculty, economic impact and culture transformation than license revenue.	11/27/2018 11:29 AM
26	As a state institution, technology transfer exists primarily to get our research to the market for public benefit. Upper administration begrudgingly realizes that large spikes in licensing revenue is mostly a happy accident and a function of research expenditures. Additionally, my office is a catch all for all issues/agreements that don't have a natural home elsewhere in the institution.	11/27/2018 11:29 AM
27	Because we're awesome.	11/27/2018 11:25 AM
28	They keep hoping we are going to have a big hit :P.	11/27/2018 11:16 AM
29	We are not that far into the red and we provide very valuable services to our faculty and administration.	11/27/2018 11:13 AM
30	I run a one man office reporting to the VP for Research. I have strong working relationship with the VP for Research and have gained the trust and respect of each faculty I've worked with. The XXXX TTO has only been truly operational since 2013. I'm only the second committed Director. In essence, the XXXX TTO is its own start-up.	11/27/2018 11:10 AM
31	institution sees benefits in research support received through TTO activities, not just licensing fees.	11/27/2018 11:08 AM
32	The TTO function has been embedded with other innovation functions within the university	11/27/2018 10:46 AM
33	We are providing a necessary service to the economy that is not dependent upon being cash flow positive	11/27/2018 10:45 AM

## AUTM TTO Revenue Survey

34	The university sees the possibility for upside and values the service we provide.	11/27/2018 10:41 AM
35	We are not revenue- negative	11/27/2018 10:38 AM
36	We are viewed as a "required function".	11/27/2018 10:37 AM
37	It is a necessary function for the university.	11/27/2018 10:35 AM
38	1) We other necessary activities 2) Long term view/value 3) Faculty require/demand TTO activities (recruit/retain) 4) Help support grants and research contracts	11/2/2018 11:50 AM
39	All of past years we have been top-line revenue positive. But after distributions we have been revenue-negative in 3-4 of past 10 years. So we are highly regarded at our university for our work, but still get budget pressure/grief regularly. And some of the "institution support" is actually using up windfall money from previous TTO revenue.	11/1/2018 3:23 PM
40	Technology transfer/commercialization is a university priority. The university also understands the dynamics and financials of a TTO (particularly of a land grant) and the 'return' it brings beyond dollars.	10/31/2018 3:39 PM
41	Partially- we are subsidized 37% and expected to make up the rest. We are in debt most definitely on the patent side. Even if we have a sizeable license upfront, they use it to offset historical patent debt as opposed to operations. As a result we don't grow at all.	10/31/2018 3:23 PM
42	Recognize that tech commercialization is a necessary component of a research university, that it benefits recruitment and reputation and is aligned with the University's mission.	10/31/2018 2:41 PM
43	Faculty Service	10/31/2018 1:45 PM
44	an important function for the university mission	10/31/2018 1:37 PM
45	The focus is not on revenue. It is on creating an impact with university innovations.	10/31/2018 1:29 PM
46	Part of research mission Important to have functioning TTO for faculty recruitment and retention. Part of regional economic engagement mission ROI in the form of sponsored research in advancing technologies through the commercialization process	10/31/2018 1:10 PM
47	In the hopes that it becomes revenue positive	10/31/2018 12:56 PM
48	We provide a major service for the institution as a whole.	10/31/2018 12:40 PM
49	It is seen as a necessary service organization, with purposes well beyond profit	10/31/2018 12:13 PM
50	The impact of commercialization on faculty attraction and retention, as well as the clear desire to create a strong innovation ecosystem.	10/31/2018 12:05 PM
51	Good Question - they see the long term value of building relationship with industrial partners, technology licensing is only a part of that partnership	10/31/2018 11:58 AM
52	Because the institution believes in technology transfer and to comply to Bayh-Dole	10/31/2018 11:56 AM
53	I believe that they feel we are an investment that pays off in not just financial ways.	10/31/2018 11:54 AM
54	Because they know it is important to help bring innovations to our patients and to attract top faculty.	10/31/2018 11:48 AM
55	But extreme pressure to be revenue positive. Fired one director who didn't show revenue positive office.	10/31/2018 11:47 AM

## Q2 In spite of this support, has your administration asked you to make changes or efforts aimed at cost savings?

Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	63.33%	38
No	36.67%	22
TOTAL		60

#	IF SO, BRIEFLY DESCRIBE	DATE
1	As part of a campus-wide budget gap-closing effort, we have been asked to come up with initiatives to reduce our budget any way we can, including legal expenses (the majority of our costs), salaries, and misc. operational costs.	11/30/2018 12:26 PM
2	Admin staff is constantly under pressure and our travel and marketing budget and staff training budget is always questioned and squeezed. Being in XXXX travel and marketing costs are high and essential.	11/29/2018 12:49 AM
3	Even though we have a lean patent budget and are more frugal than all of our peer institutions, we are still asked to reduce patent expenses.	11/28/2018 4:32 PM
4	Reduction of staff and IP protection budget.	11/28/2018 3:08 PM
5	Patent cuts IP Development fund cuts One fewer staff member after one resigned (not approved to be replaced) No consultancy funds now. Fewer legal resources.	11/28/2018 12:12 AM
6	I answered "yes", but actually no - what the administration did do, though, was to make a significant investment in the expanded role of the TTO (the ND IDEA Center) and then set high expectations that the new management team and the additional resources would ultimately allow the University to capture a much larger share of the potential value in commercializable technologies.	11/27/2018 8:57 PM
7	Mainly to "watch out for" rising patent costs - hard to justify in the long run if we are so underwater with existing portfolio.	11/27/2018 7:53 PM
8	Yes. Under earlier leadership, IP costs were kept low simply by trying to pick winners and favorites, and ignoring the rest of the invention disclosures. Now we have a transparent process of review and decision making. IP expenses went up, but now 30 months later, so are licensing numbers and revenue.	11/27/2018 4:27 PM
9	I closely monitor our patent attorneys to keep costs under control.	11/27/2018 3:17 PM
10	I have volunteered to scrub the operational and IP budgets as much as prudently possible.	11/27/2018 3:00 PM
11	Make sure we hit the net budget of patent expense - patent recovery.	11/27/2018 1:29 PM

## AUTM TTO Revenue Survey

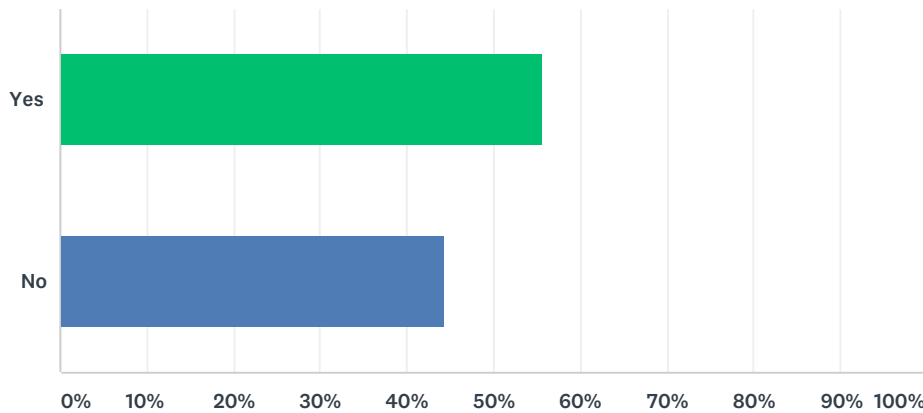
12	They would like to see patent costs cut. They are asking for patent risk sharing with departments	11/27/2018 12:43 PM
13	No, we haven't been asked to scale back or cut costs, but getting new resource commitments so that we can deliver more value to the institution has been very challenging.	11/27/2018 12:40 PM
14	Like most state universities, budgets are always tight. Some additional funds have been provided to cover increasing unreimbursed patent costs from startups, but we have also begun doing deep dives into prior art before filing provisionals, which has helped us contain costs.	11/27/2018 12:34 PM
15	We are now directly tied to the various colleges desire to fund patent applications - we need to work with the colleges directly to see if they want to fund IP protection once a very modest central patent budget is allocated.	11/27/2018 12:21 PM
16	At one point, we were asked to dramatically reduce our IP budget, resulting in a significant reduction of IP in our pipeline and specifically in the number of issued patents, which is a very visible TTO metric and is used in various rankings. In addition, the number of issued patents is a metric used by our state in determining university's Preeminence designation. So, we are now in the process of re-building our IP pipeline.	11/27/2018 11:31 AM
17	There is always an emphasis on cost savings but I think we've have proven over the years that we are good stewards of our budget. We have what I think is a high percentage of patent costs related to licensed, optioned and technologies with current prospects, compared to patent costs on technologies with no license, option or prospects.	11/27/2018 11:29 AM
18	Administration is always interested in units being as cost-effective as possible. I am not receiving undue pressure to minimize costs, but am always cognizant of budget issues and constraints.	11/27/2018 11:29 AM
19	IP budgets are tricky and we're an engineering-dominated school where the commercialization path (time to license) is longer than life sciences.	11/27/2018 11:25 AM
20	We have had to reduce our operating costs and find alternative ways to fund a growing number of programs that we are expected to run.	11/27/2018 11:16 AM
21	Yes, as the university's budget has been cut, so has our hours. We are forced to be more with less money patenting and staff. We are also being asked to increase revenues.	11/27/2018 11:13 AM
22	budget has been level at best for past 5 years. no resources for new programs.	11/27/2018 11:08 AM
23	Budgets have been frozen due to larger fiscal concerns for the university	11/27/2018 10:46 AM
24	Reduce patenting expenses, positions eliminated in the last 6 months.	11/27/2018 10:41 AM
25	Always at budget time! This past year, I had to eliminate a position.	11/27/2018 10:37 AM
26	More internal vetting of disclosures before sending to counsel; filing provisionals to save money.	11/27/2018 10:35 AM
27	Along with the rest of the University, we trimmed our budget by 1%	11/2/2018 11:50 AM
28	pressure on patent expenditures pressure on staffing (e.g. all of the typical TTO metrics have been steadily increasing - deals, disclosures, dollars, startups) without increasing staff. pressure on salaries -- we've been hiring strong people with above-average salaries	11/1/2018 3:23 PM
29	We are always cognizant of costs and budget constraints and work closely with the university.	10/31/2018 3:39 PM
30	Yes. The COO/CFO wants the department and deans to share in the patent risk. We intend to present something to those groups to determine their buy-in. It's more of a mandate at this time. The PRESIDENT wants us fully funded...the COO is trying to make that happen, but oft times looks to 'tax' as opposed to cut building structures, right off bad debt etc.	10/31/2018 3:23 PM
31	The University has made a significant investment in building enhanced commercialization capacity over the past 2 years, so the expected 'cost savings' are in the form of improved processes and decision making, improved monitoring of licensees, and increased capacity to serve faculty, students, the community, and alumni - all serves to lower unit economics with the hope of increased returns.	10/31/2018 2:41 PM
32	Disciplined Patent Budget Management Careful annual accounting, forecasting and budgeting Managing expectations on budget performance (good or bad) through frequent/consistent communications	10/31/2018 1:45 PM
33	No but I did so preemptively when I took over from the prior Director.	10/31/2018 1:29 PM

## AUTM TTO Revenue Survey

34	Patent budget is solely funded out of royalties which has made us focus very carefully on financial ROI. We must have enough funding in the institutionally captured share to pay for future patents or recruit licensees to pay for conversion costs of provisional to formal filings.	10/31/2018 1:10 PM
35	We are already required to run as a 'lean' organization. The only fat to cut would be the patent expenses...which shift based on value-based IP being disclosed.	10/31/2018 12:40 PM
36	this is more a University wide approach not targeted at the TTO	10/31/2018 12:13 PM
37	Reduction of personnel and complete lack of patent budget. We do not file non-provisional patent applications unless we have a company that has signed an option or licensing agreements with terms that include patent reimbursement.	10/31/2018 12:13 PM
38	Yes typically focused on support staff reductions and reducing patenting and legal expenses	10/31/2018 11:58 AM
39	Reduce patent expenses	10/31/2018 11:56 AM
40	They simply don't give me/us the budget we need to do the job	10/31/2018 11:54 AM
41	They would always like us to lower patent costs, but have not pushed it too hard. We have increasing disclosure rates and patent cost reimbursement rates. So gross costs are the same, but net is smaller.	10/31/2018 11:48 AM
42	cut staff. reduce efforts in patenting. Not participate in grant activity that required a minimal match.	10/31/2018 11:47 AM
43	Maintain budget - increase metrics	10/31/2018 11:45 AM

### Q3 In spite of this support, has your administration asked you to make efforts or changes aimed at increasing revenue?

Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	55.74%	34
No	44.26%	27
TOTAL		61

#	IF SO, BRIEFLY DESCRIBE.	DATE
1	Not as such, other than the constant requests for revenue forecasts and "what's the next big hit going to be"?	11/30/2018 12:26 PM
2	Kind of. There is recent pressure to justify patent support and forecast revenue from licensing.	11/29/2018 12:49 AM
3	See above.	11/27/2018 8:57 PM
4	Not specifically to reach profitability, but as a general indicator that "we're doing well"...	11/27/2018 7:53 PM
5	This is a general focus across the university, not specific to us. We play a part in revenue generation but are not seen as the only factor	11/27/2018 4:11 PM
6	They expect that we will work to build long term assets, which should some day generate revenue.	11/27/2018 3:00 PM
7	We focus on increasing the number of licenses and hope that a certain number will start producing revenue at some point.	11/27/2018 1:29 PM
8	Want to increase licensing activity	11/27/2018 1:17 PM
9	Not specifically. I think they understand that it's more a long term play and as a state institution there is little affect we can have on the market. Yes, they would like us to do a lot of licenses, but again, that is driven by ideas from a high research expenditure institution of which we are not.	11/27/2018 12:43 PM
10	Yes, they say they want more "recurring year-to-year" revenue, which will come from more industry sponsored research (which our office administers) vs. licensing (which fluctuates). In order to get more industry sponsored research, however, we need to do more proactive business development - which requires more resources that we don't currently have, but am pushing to get.	11/27/2018 12:40 PM
11	Revenues would be appreciated, but are not expected. In part this is because this campus has no medical school.	11/27/2018 12:34 PM
12	always - dreams of sugar plums dance in their heads without being supportive of the plum tree	11/27/2018 12:21 PM
13	We pursue licenses with the best partners we can identify, and are not preferentially selecting startups as our partners.	11/27/2018 11:31 AM

## AUTM TTO Revenue Survey

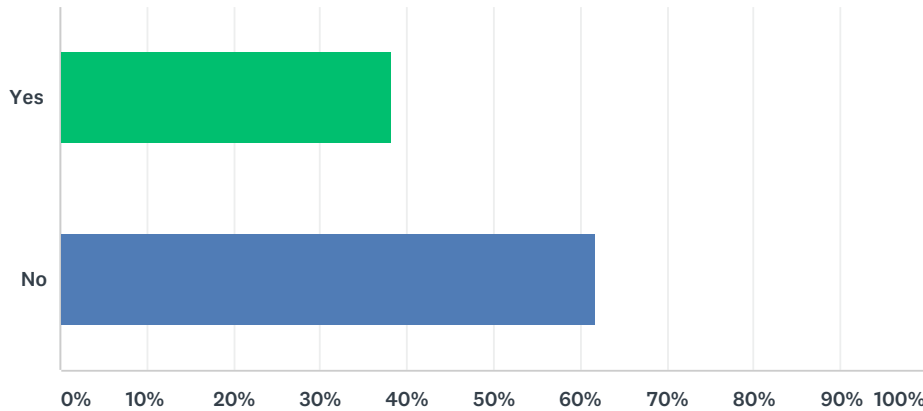
14	There is a push to commercialize more technologies, with the expectation that more commercialization means more revenue. But that effort is mostly focused on startup formation to meet economic development expectations for our public university in an economically lagging city. There seems to be a general understanding that startups will take longer to generate license revenue. But one of biggest IPO successes employs more than a 100 people locally now, and our campus gets credit for that.	11/27/2018 11:29 AM
15	This is really 'yes and no.' My function has recently grown to include industry partnering. This was more my suggestion in an effort to increase research dollars flowing into the university. More research, more inventions, more licenses, more chances at revenue. They appreciate that the ROI may be many years down the road.	11/27/2018 11:29 AM
16	It's what we measure so they expect it to increase every year.	11/27/2018 11:25 AM
17	Expectation is that revenues will continue to grow.	11/27/2018 11:16 AM
18	Yes, we have been asked to come up with additional revenue sources as well as increased our collections activities from licensees. Where possible, some office salary lines are partially supported through grants.	11/27/2018 11:13 AM
19	But I have taken it upon myself to attract additional funding the State of XXXX Third Frontier Fund to assist with the technology validation of XXXX faculty inventions.	11/27/2018 11:10 AM
20	institution interested in finding ways to be more proactive with startups to increase equity holdings values, even though there is a natural tension between supporting start ups and increasing revenues	11/27/2018 11:08 AM
21	Search for any form of revenue streams (e.g. licensing income, grants, etc.)	11/27/2018 10:46 AM
22	Increasing revenue is always a big push.	11/27/2018 10:41 AM
23	More outreach to PIs to get more quality disclosures to then in turn license. We have issues getting the disclosures in the door.	11/27/2018 10:35 AM
24	We are already heavily focused on revenue increasing efforts (but not at all costs -- e.g. we don't ask for unreasonable deal terms). The administration occasionally has unrealistic expectations -- e.g. we had huge multi-year, multi-million recurring revenue on pharmaceutical that went away. We had a couple of large one-time licenses that were one year blips in revenue. There are unrealistic expectations on ROI on startups. Etc.	11/1/2018 3:23 PM
25	Not overtly, but the university is supportive of new ideas and initiatives that may increase revenue (typically long-term).	10/31/2018 3:39 PM
26	They always want more revenue. Truth is that most administrations are life long academics as opposed to having worked in a for profit world. They don't get it. Time of patent to time of revenue = 1 to 2 years instead of reality which is 7-10. Plus, they refuse to support operations.	10/31/2018 3:23 PM
27	The growth described above is primarily focused on enhancing startup formation and licensing, with an expected higher rate of return in time.	10/31/2018 2:41 PM
28	Ultimate Goal/Mission is IMPACT Regular metrics center around customer service (turn-around-time, etc)	10/31/2018 1:45 PM
29	No but I have indicated that we have the potential to create more revenue than historic. Having said that I've worked to manage expectations to reasonable levels.	10/31/2018 1:29 PM
30	We pursue grant and other external funding opportunities as appropriate and feasible to support the operational costs of the TTO (payroll, travel, gap funding programs, etc)	10/31/2018 1:10 PM
31	Our license agreements are scrutinized to determine if we've captured a 'fair' value for our IP.	10/31/2018 12:40 PM
32	again more a University wide requirement	10/31/2018 12:13 PM
33	More licensing revenue is expected every year vs the previous year	10/31/2018 12:13 PM
34	Not really, however there is definitely a perception that, if done correctly and professionally, revenues will go up over time...just not "focus" on revenues.	10/31/2018 12:05 PM
35	"do more deals"	10/31/2018 11:58 AM
36	They would like us to license more IP, and bring in more sponsored research.	10/31/2018 11:48 AM
37	Demanded more revenues. Demanded higher royalties and up front fees in licenses.	10/31/2018 11:47 AM





## Q4 Has your administration hinted at the possibility of reducing or restructuring your TTO operations?

Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	38.33%	23
No	61.67%	37
TOTAL		60

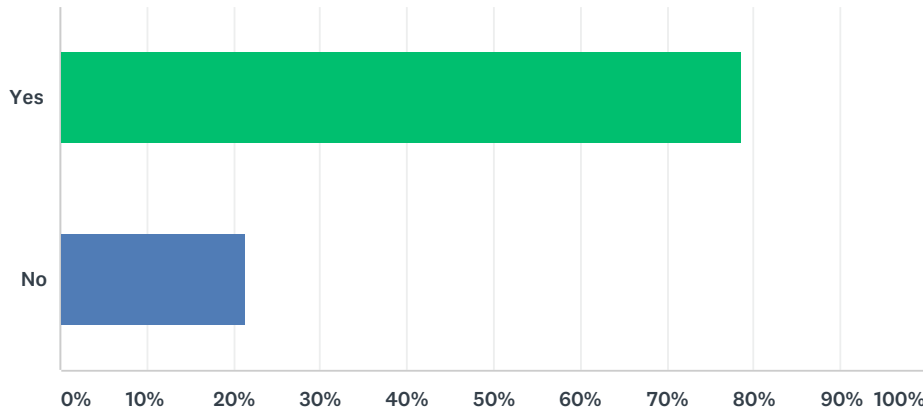
#	IF SO, BRIEFLY DESCRIBE.	DATE
1	Only in the sense of asking if there are any cost-savings opportunities in the salary portion of our budget. We have responded that, if anything, we are understaffed for the volume of work we do.	11/30/2018 12:26 PM
2	There is expectations that we will "merge" with the equivalent of Industry Liaison / Sponsored Research Offices	11/29/2018 12:49 AM
3	Reduction has already taken place.	11/28/2018 3:08 PM
4	In face we have been allowed to increase our staff complement significantly as we were understaffed in comparison to other universities.	11/28/2018 2:44 AM
5	task force to assess and recommend changes to tech transfer processes	11/27/2018 5:20 PM
6	Yes. However, this was made a stipulation of my employment. I insisted on restructuring.	11/27/2018 4:27 PM
7	This has explicitly been decided against. Expansion is more likely than contraction	11/27/2018 4:11 PM
8	Every 5 or so years.	11/27/2018 1:33 PM
9	Actually looking to increase the TTO operations.	11/27/2018 1:29 PM
10	only ever increased!	11/27/2018 1:17 PM
11	Restructuring yes, but not reducing. I've been for more integration of our commercialization activities for a number of years, and it is happening. This is a good thing.	11/27/2018 12:40 PM
12	yes - so we would be 100% funded by the colleges	11/27/2018 12:21 PM
13	We have gone through a restructuring, but not a reduction. In fact, we now report directly to the VP for Research and have been given more resources and support than we have had in the previous decade.	11/27/2018 11:31 AM
14	Have said that we have a lot of licensing associates given the number of disclosures that we receive. Do not understand the time that our other activities consume.	11/27/2018 11:16 AM

## AUTM TTO Revenue Survey

15	We have already had staff reductions. We are currently restructuring to take advantage of more grant support.	11/27/2018 11:13 AM
16	Yes, occasionally. But with the current budget, I don't see any changes forth coming. Besides, you really can't reduce to less than one. If my position was eliminated, a student intern or outside firm would have to be brought in to comply with Bayh-Dole.	11/27/2018 11:10 AM
17	Merged activities with other functions	11/27/2018 10:46 AM
18	New management has new priorities but the reorganization is not driven by cost considerations	11/27/2018 10:45 AM
19	Our office is both technology transfer and business development/industry partnerships. There are also separate business development/industry partnerships within various departments around the university, with no tie-in to the central tech transfer office. The administration is currently taking a look at restructuring all of the central and currently department-located operations.	11/27/2018 10:41 AM
20	We restructured two years ago, so I don't envision further restructuring	11/27/2018 10:37 AM
21	We looked at centralizing OTT functions across the state (yikes) but hopefully our State Board of Education will continue to allow each IHE to manage their own OTT.	11/27/2018 10:35 AM
22	Interest in containing/reducing patent/legal budget. And interest in containing average salary (hire less experienced) and not growing staff to at least partially cover increased throughput.	11/1/2018 3:23 PM
23	Not yet. We have huge buy in from the internal stakeholders and have a very good relationship with our local and beyond stakeholders.	10/31/2018 3:23 PM
24	This questions is in the present tense - so NO, not at this time. But, we have been through several re-organizations in the past, most recently starting in 2015	10/31/2018 1:45 PM
25	Actively reconsidering structure, metrics, goals, and financing strategies.	10/31/2018 1:10 PM
26	Restructuring is it seems always on the horizon. No one can decide which is the best model	10/31/2018 12:13 PM
27	TTO at my institution was in fact dissolved a few years ago, with only 1 administrative person kept to continue the operation. I was then hired from industry to rebuild it with a more profit-minded structure.	10/31/2018 12:13 PM
28	Yes we are one of four campus offices - the idea of centralizing functions is always on the table as a way to reduce costs	10/31/2018 11:58 AM
29	No, we have increased hiring and created new positions.	10/31/2018 11:48 AM
30	and has already done so once.	10/31/2018 11:47 AM

## Q5 Is your administration aware of the other duties and responsibilities shouldered by TTOs that contribute to institutional enhancement?

Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	78.69%	48
No	21.31%	13
TOTAL		61

#	PLEASE BRIEFLY DESCRIBE.	DATE
1	We hope so... As opportunities present themselves, we do make a point of highlighting all the "other stuff" (what AUTM has called "dark matter") we do.	11/30/2018 12:26 PM
2	They are told about the sponsored research support and training for staff that we provide (and the value of our activities to impact assessment) however they seem to constantly forget as we have struggled to define adequate metrics.	11/29/2018 12:49 AM
3	Sort of, and it depends on the administrator.	11/28/2018 4:32 PM
4	I'm not exactly sure what the administration understands the role of tech transfer outside of IP protection and licensing.	11/28/2018 3:08 PM
5	We provide support for faculty to develop their ideas and support many student innovation and entrepreneurship competitions	11/28/2018 9:24 AM
6	Researcher education on industry engagements; appropriate access and costing for research facilities usage; inter-institutional collaborations from MTAs to co-owned IP; support for our accelerator programs that attract external startups.	11/28/2018 9:11 AM
7	Planned research.... good research agreements that do not sell the farm before anything is created (known)	11/28/2018 12:12 AM
8	The administration has always seen the value, academically, institutionally, reputationally in having an active tech commercialization program.	11/27/2018 8:57 PM
9	limited to no recognition of all the other duties on contributions of a TTO	11/27/2018 5:20 PM
10	This is probably best summarized as 'some do, some don't'.	11/27/2018 4:27 PM
11	Definitely. Generation of research revenue, translation of research to achieve impact etc. As well as many transactional activities	11/27/2018 4:11 PM
12	especially service and education to faculty, staff, and students.	11/27/2018 3:00 PM
13	We also assist with clinical trial agreements, MTAs, CDAs and we are very active with economic development.	11/27/2018 2:34 PM

## AUTM TTO Revenue Survey

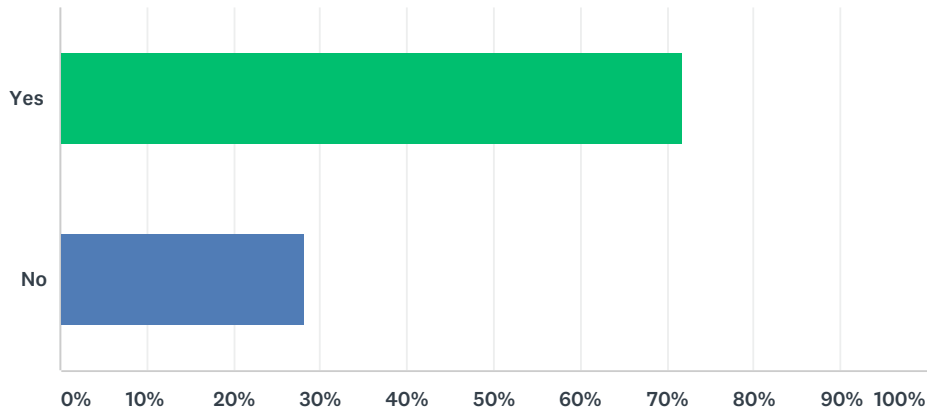
14	We also run an I-Corps site, an Accelerator fund, NAI site and help with an alumni advisory group.	11/27/2018 1:29 PM
15	Not until this year. They had zero awareness of CDA and MTA burdens. They do not fully appreciate the amount of review that we shoulder from OSP agreements despite the fact that OSP is line item in the budget. They didn't understand the affect of non-revenue dollars to labs we have garnered.	11/27/2018 12:43 PM
16	Because I constantly put this in front of them. I am big on the concept of "aggregate value" and count anything and everything that we do that supports the institutional research enterprise. Some can be measured by metrics, but other factors are more qualitative.	11/27/2018 12:40 PM
17	The stories they can tell have far more influence on the income they receive across the board, than the income from TT	11/27/2018 12:36 PM
18	The TTO is a primary driver of entrepreneurship, and helps bring in corporate research funding.	11/27/2018 12:34 PM
19	aware but not appreciated	11/27/2018 12:21 PM
20	MTAs, industry-funded research contracts, education, service to faculty, economic development	11/27/2018 11:40 AM
21	Our administration is aware of our involvement in bringing in sponsored research, in assisting with research contract negotiation, in negotiation of MTAs, and in formation of startups.	11/27/2018 11:31 AM
22	I think so. My team and I are brought into a lot of non-tech transfer activities because of our expertise. One difference from most TTOs is that we also negotiate all industry contracts (SRA, MTA, CDA, other) except clinical trials for the campus. That puts us in the middle of a lot of university-industry engagements.	11/27/2018 11:29 AM
23	I constantly educate administration on the many roles my office plays in the institution.	11/27/2018 11:29 AM
24	They get it. But they want to see everything.	11/27/2018 11:25 AM
25	This is provided through outreach and reporting channels	11/27/2018 11:13 AM
26	I believe my VPR is aware. And a few other admins with whom I engage infrequently. But I'm not certain if other administration appreciates the broad work load involved as TTO at XXXX. I'm also responsible for reviewing all sponsored research agreements. In addition, I lead special projects with significant budgets.	11/27/2018 11:10 AM
27	aware, yes. is it focused or discussed or valued, not really.	11/27/2018 11:08 AM
28	Its only known by a few	11/27/2018 10:45 AM
29	They are very likely not aware of the other duties.	11/27/2018 10:41 AM
30	They may know to some extent but it is doubtful that they really appreciate the extent of our service outside of standard tto duties	11/27/2018 10:38 AM
31	We receive positive feedback from senior leadership often, mostly related to the training programs we offer.	11/27/2018 10:37 AM
32	Yes; I constantly remind my VPR of the "other" activities OTT does outside the normal scope.	11/27/2018 10:35 AM
33	Partially yes, partially no. We do lots of "free business development consulting" and "free legal consulting" for faculty and departments. As a TTO, we are very involved in selling sponsored research opportunities, which is related but not directly attributable to TTO. We often host University visits by outsiders who will not contribute to TTO metrics but might be good for University enhancement.	11/1/2018 3:23 PM
34	Recent APLU documents and other similar communications have helped to further educate administration	10/31/2018 3:39 PM
35	Really they don't. Once explained to them , they acknowledge and say "track it" but it never figures to our bottom line.	10/31/2018 3:23 PM
36	As above, the administration recognizes that a robust tech commercialization program is necessary to recruit competitively, it offers the possibility of enhanced reputation, and it provides expertise and service to the research office on IP matters.	10/31/2018 2:41 PM
37	Industry SRA support, educating the community, policy matters, etc. etc.	10/31/2018 1:45 PM

## AUTM TTO Revenue Survey

38	One of our stated goals of our TTo is to enhance the reputation of the university and its researchers.	10/31/2018 1:29 PM
39	Reflected in the answer to number 1. In addition, we are becoming involved in student focused innovation programs and other areas of institutional interest.	10/31/2018 1:10 PM
40	we contribute to support for student enterprise initiatives and our remit encompasses support for research and industry partnerships and we contribute to some professional development courses.	10/31/2018 12:13 PM
41	The administration is somewhat aware and if our performance of these additional duties lapses, they are quick to complain. But it is not clear they really appreciate all the time and effort that is required.	10/31/2018 12:13 PM
42	Everything we do is visible to the highest levels, and a desire to build a strong innovation ecosystem is part of our charter.	10/31/2018 12:05 PM
43	we make that point on a regular basis - the bigger challenge we have faced is senior leadership turnover, in 10 years 4 system presidents and three chancellors.	10/31/2018 11:58 AM
44	Thought leadership, startups we license help with prestige as well as bringing employment to the local community.	10/31/2018 11:54 AM
45	Yes, including research contracts, BD (for sponsored reserach) and general support.	10/31/2018 11:48 AM
46	aware but does not appreciate those other duties	10/31/2018 11:47 AM
47	initiating ISR and economic impact	10/31/2018 11:45 AM

## Q6 Are these contributions valued?

Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	71.67%	43
No	28.33%	17
TOTAL		60

#	WHICH ARE MOST VALUED?	DATE
1	Our President explicitly recognizes the importance of a strong TTO in attracting and retaining research faculty. (Not that every prof cares, but some big names definitely do.) And there is an on-again, off-again interest on the part of administration and/or the Board of Trustees in doing "more" to support entrepreneurship on and around campus, which is part of our mandate.	11/30/2018 12:26 PM
2	Somewhat	11/29/2018 12:49 AM
3	Sometimes, in that we support faculty entrepreneurship.	11/28/2018 4:32 PM
4	Grant programs and student competitions.	11/28/2018 9:24 AM
5	Researcher support; expertise with industry agreements; accelerator support.	11/28/2018 9:11 AM
6	N/A.	11/28/2018 2:44 AM
7	Engagement with the XXXX community - faculty, students, alums, friends of the University - and contributions to the larger community - local economic development, putting useful technologies to work for the benefit of society.	11/27/2018 8:57 PM
8	Hard to quantify: business plan competitions, hackathons, speaker series, community outreach, counseling budding entrepreneurs, ...	11/27/2018 7:53 PM
9	mostly no	11/27/2018 5:20 PM
10	When the non-monetary contributions are adequately articulated, yes.	11/27/2018 4:27 PM
11	Translation of research to achieve impact at the university level. Generation or research revenue at the faculty/department level	11/27/2018 4:11 PM
12	Structuring license deals to start-ups dedicated to commercializing our technologies.	11/27/2018 3:17 PM
13	asset creation	11/27/2018 3:00 PM
14	Interactions with faculty in encouraging faculty startups.	11/27/2018 2:34 PM
15	Yes but value is perhaps not appreciated.	11/27/2018 1:33 PM
16	I-Corps site.	11/27/2018 1:29 PM

## AUTM TTO Revenue Survey

17	I think the non-revenue research dollars are valued.	11/27/2018 12:43 PM
18	Collaborative research agreements with industry partners (and with other academic institutions) that serve to open doors for work to happen that enhances our research programs. As a example, we have drug screening capabilities, and we've been tasking with working with other academic institutions to submit targets to our program for screening. This doesn't have an immediate bottom line impact, but it does help us fulfill mandates from the non-profit sources of funding that helped us develop the screening capabilities. Value gets delivered, but it isn't something that is immediately quantifiable.	11/27/2018 12:40 PM
19	Being able to show taxpayers, and therefore Government, how they have benefited from funding research.	11/27/2018 12:36 PM
20	Both	11/27/2018 12:34 PM
21	Negotiating and executing MTAs and industry-funded research contracts	11/27/2018 11:40 AM
22	For the most part, these contributions are not valued. We are sometimes viewed as hurdles when it comes to research contract negotiation, because we push for reasonable IP terms and do not want to give away IP without additional compensation. Also, our emphasis on startups in prior years came with a cost--much time and effort spent assisting young companies, reduced licensing revenue, significant patent expenses, and, at times, significant default on payments to the university.	11/27/2018 11:31 AM
23	Helping faculty and administrators get to 'yes' with industry partners by bridging the university and industry culture and needs gap. Helping to develop the entrepreneurial ecosystem.	11/27/2018 11:29 AM
24	Faculty satisfaction first and foremost. My office is known as being ultra-responsive and for never saying "that's not my job." This reflects positively on my boss (the VC for Research) and administration's support of the function.	11/27/2018 11:29 AM
25	Communication and education are highly valued.	11/27/2018 11:25 AM
26	Research support agreements and commercialization stories	11/27/2018 11:13 AM
27	Any recognition and exposure of the university through my efforts is valued by administration. I continue these efforts at the sacrifice of true TTO work, but I still manage to assist faculty as much as possible. I have even provided faculty funding to advance the commercialization of their inventions.	11/27/2018 11:10 AM
28	MTA management, research agreement support, education are somewhat valued, but no resources are dedicated to supporting or improving them.	11/27/2018 11:08 AM
29	Corporate engagement	11/27/2018 10:46 AM
30	At times, yes.	11/27/2018 10:45 AM
31	not sure	11/27/2018 10:41 AM
32	We supply legal review of consulting agreements and research contracts.	11/27/2018 10:38 AM
33	Training programs	11/27/2018 10:37 AM
34	Proposal development (working with OSP to ensure faculty understand IP implications, especially with private sponsors) and guest lecturing to faculty who take federal research dollars to explain the patent rights clause and what/when they must report.	11/27/2018 10:35 AM
35	Support almost all contracts on campus. Support faculty that want/expect IP protection and partnering	11/2/2018 11:50 AM
36	Yes, but hard to quantify cost (to TTO) and benefit (to university)	11/1/2018 3:23 PM
37	See above. Example: We brought in a SRA valued at \$3M to the PI. Nothing to us. No credit for it.	10/31/2018 3:23 PM
38	Reputation, service to mission, contribution to economic growth	10/31/2018 2:41 PM
39	Especially support for Industry SRA, Alliance Management, finding solutions/ways forward in apparent confounding situations. Our staff has a unique mix of technical, legal, and business acumen that is unique at the university and very helpful at times	10/31/2018 1:45 PM
40	We focus on industry engagement and de-risking inventions at pre-license stage - much appreciated by both faculty and administration	10/31/2018 1:37 PM
41	Positive PR stories of successful industry interactions and impact.	10/31/2018 1:29 PM

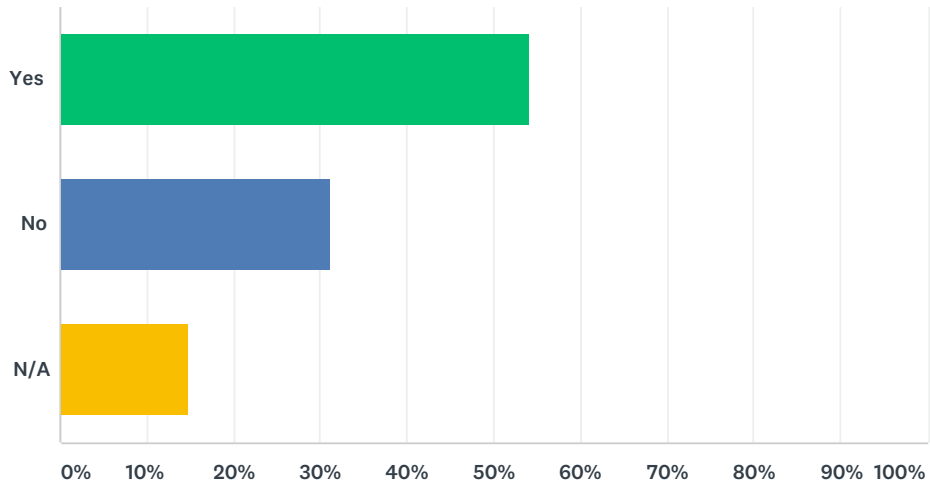


## AUTM TTO Revenue Survey

42	This is somewhat uncertain but sponsored research and impact on student learning opportunities are recognized as direct benefits. Impact on the regional economy is recognized as an indirect benefit and a legitimate element of the institution's mission.	10/31/2018 1:10 PM
43	Industrial Sponsored Research is greatly valued. MTAs, not so much.	10/31/2018 12:40 PM
44	support for research and industry partnerships , Professional Development courses	10/31/2018 12:13 PM
45	Assisting the rest of the institution with IP issues--helping negotiate IP clauses in sponsored research agreements, for instance.	10/31/2018 12:13 PM
46	Not as much as any revenue-producing activities	10/31/2018 11:56 AM
47	They provide higher administration with some good talking points it is believed.	10/31/2018 11:54 AM
48	Very much so.	10/31/2018 11:48 AM

### Q7 Do these recognized contributions take pressure off you given that your TTO operates "in the red"?

Answered: 61 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	54.10%	33
No	31.15%	19
N/A	14.75%	9
<b>TOTAL</b>		<b>61</b>

## Q8 Any other comments you'd like to share?

Answered: 32 Skipped: 29

#	RESPONSES	DATE
1	<p>Generally speaking, the pressures we face from administration seem to be somewhat independent of whether or not we're "in the red." Rather than looking at our TTO as a P&amp;L and scrutinizing the bottom line, it seems that administration decouples our revenues from our expenses, though this has varied over the years under different Presidents, Provosts, and CFOs. On the expense side, the major concern has seemed to be whether we are over or under budget, even though the budget number itself is somewhat arbitrary, a historical artifact. (Generally speaking, other than annual salary increases, our budget is kept flat from year to year, with no adjustments to account for increasing invention disclosure volume or law firm costs. We have a few times managed to get administration to bump up the number when it's been clear we can't reasonably stay within the old number.) On the revenue side, in many years the finance group putting together the institution's overall budget has seemed to simply assume that the TTO would bring in \$XX million in revenue, basically starting with a projection or forecast from our office and then bumping it up because they thought we were always low-balling our projections. (We weren't, but we weren't being overly optimistic about how many hard-to-predict one-offs we'd get in any given year -- equity liquidations, milestones, unexpectedly high upfronts, etc.) It has felt like they've been trying to balance the budget on our backs, licensing revenues being one of the few sources of discretionary income available to the institution. (We don't have a large student body, so tuition is a relatively small amount, and our endowment is relatively small compared to our research budget as well.) This decoupling of revenues from costs is perhaps most absurd when it comes to the treatment of patent cost reimbursement. Rather than allowing us to use reimbursements to offset the patent budget and use the budgeted amount to manage our at-risk portfolio, we are incentivized to have our law firms invoice our licensees directly for patent work, taking those costs off our books, even though this nets out exactly the same for the institution -- any amounts paid by the licensee directly to our law firms are amounts we do not receive as reimbursement "revenue."</p>	11/30/2018 12:26 PM
2	We are a multi-institution office for smaller campuses so there may be some differences from the traditional tto for an R1 institution. I will say that the focus on students gains faculty support and interest and is valued by the faculty and administrators.	11/28/2018 9:24 AM
3	Leadership understanding, including the board, provides for a positive and supportive working environment. Without that, I wouldn't continue in my position.	11/28/2018 9:11 AM
4	We are in the UK and the emphasis is very much on impact, particularly at our institution with our current senior management. This is a nationwide drive and there is support from government for activities for impact, this being one of them.	11/28/2018 2:44 AM
5	It is a hard job. Swimming against the current. But I am losing deals.... just could be more! Impact!!!!	11/28/2018 12:12 AM
6	We need a way to promote our overall contributions to the students & community, beyond just licensing income.	11/27/2018 7:53 PM
7	We are seen and operated as a cost centre that provides services and value to the university, not as a profit centre. This enables us to focus on doing the right thing rather than focus on \$\$	11/27/2018 4:11 PM
8	We do a lot to minimize costs without the pressure of the administration . . . they appreciate the value we give because we hold bi-monthly meetings to discuss our operations.	11/27/2018 2:34 PM
9	We operate on the principle of covering costs and generating revenues wherever possible. Those revenues need not be for the benefit of the TTO but as long as it assists the university that is fine. Having said that our organisation is solely responsible for commercialisation - other parts of the university deal with non income related TT activity - education, training, promoting research etc etc.	11/27/2018 1:33 PM
10	I would love to see the results of this survey when possible	11/27/2018 12:43 PM

## AUTM TTO Revenue Survey

11	For many years, my office's operations have been supported by a 15% "management fee" taken off the top of gross license revenue. I have always hated this, because the 15% never works in my favor as a Director. During "fat" years in which the 15% fee more than covers our operating budget, the college sweeps this excess revenue and uses it for other purposes and my team/operation does not benefit. During "lean" years when the 15% does not cover our operating costs, I hear about it. I have pushed (and made headway) toward unshackling my operation from the 15% management fee, which has never worked for me, and only works against me. I would feel differently if I had a voice in how the 15% gets deployed, but that is not the case.	11/27/2018 12:40 PM
12	The case is relatively easy to make if you are delivering the benefits but if not the cost issues become more relevant	11/27/2018 12:36 PM
13	Although it seems that I am saying that our administration is not recognizing our contribution, we are actually receiving more support and resources than we have previously. As I mentioned, we have gone through a restructuring and report to directly to the VP for Research. This VP is actually relatively new to our university. Also, we have a new university president who started on July 1. The new structure give us the opportunity to show to the new administration the value that we bring to the university.	11/27/2018 11:31 AM
14	I came to Tech Transfer from industry almost 20 years ago and have been TTO director here since 2005. There have been some rough spots along the way, mostly when campus leadership was not committed to the value Tech Transfer provides, whether or not it is making money. Our immediate past and current administrations do understand how Tech Transfer supports the overall university mission, which is good, but puts its own kind of pressure on the TTO to be successful.	11/27/2018 11:29 AM
15	We are the majority, but our situation is less 'sexy' than those institutions with multiple licenses pulling in millions of dollars. In my 15+ years in the profession, I do sense a shift in messaging- it's less about revenue and more about licenses and products on the market. Ultimately, we've got to move the goal posts to one of public benefit rather than the dollars we may be bringing in with licensing revenue. Homeruns are few and far between. Celebrating peaks sets you up for failure when you land in the valley. Things like the Better World Report help in this regard, but the Annual Licensing Survey is constantly used to measure us all against one another. Perhaps the BWP and the ALS could be combined into a single, larger document- one that shows real public benefit with metrics as an appendix. It might help shift the narrative.	11/27/2018 11:29 AM
16	Until someone comes up with an apples-to-apples comparison metric OTHER than money, we will all continue to get the behavior we measure.	11/27/2018 11:25 AM
17	I think we all face expectations that we can do more with the same level of staffing. Run innovation summits, put on educational series, participate in a growing number of pitch contests and recruit our startups to participate.	11/27/2018 11:16 AM
18	Running a one man, relatively new TTO certainly has its challenges. But with very little to show as commercialization success in the past, I've taken it as a challenge to re-engage faculty and get the university plugged into the northeast XXXXX innovation ecosystem.	11/27/2018 11:10 AM
19	unique new model to assist in "taking pressure off" the TTO - licensing dollars are added to TTO-secured research dollars, indicating together the Total Value of the operation to the institution.	11/27/2018 11:08 AM
20	I see very dark days ahead and the demise of TTOs as we currently know them. The profession has not done enough to effectively market and distinguish itself from other activities. The only institutions that will still have TTOs (as we know them) will be very large research base universities and those with medical schools and pharma programs. Quite frankly, for TTOs, its going to be adapt...or die.	11/27/2018 10:46 AM
21	If I were to count on my fingers and toes the number of times that our new president has said " we don't need to make money at this" then I would be all out of fingers and toes.	11/27/2018 10:45 AM
22	We are always on the border of being revenue negative but our administrations has been supportive when we slip below the line.	11/27/2018 10:38 AM
23	Over past 10yrs, we've always covered our costs on the topline and have even covered on the bottom line in probably 6 or 7 of past 10 years.	11/1/2018 3:23 PM
24	I'd love to speak with you to determine how you intend to solve it. Ive been speaking with others. Basically 85% of us have failed business models, because we function in the non-profit space	10/31/2018 3:23 PM

## AUTM TTO Revenue Survey

25	I answered Yes to no. 7 above, but such good will only goes so far. There is considerable pressure to show forward progress on licensing, startup creation, meaningful engagement with alumni and the community, local/regional impact, and, ultimately, a greater financial return than we've seen in the past.	10/31/2018 2:41 PM
26	The key is (a) alignment between President, VP for Research and TTO director on mission and appropriate use of university resources; (b) frequent, consistent communication between the VPR and TTO director on agreed upon metrics that relate to those goals (e.g., the appropriate balance between faculty service vs. patent budget) and (c) lots of patience and understanding.	10/31/2018 1:45 PM
27	TTOs around the world vary in their remits and the government influence so it might be hard to compare like with like . This is a XXXXXX based TTO . The University receives a contribution from the Government to support specific TTO activities that are linked to economic development	10/31/2018 12:13 PM
28	It is difficult to explain to academics that TTO cannot be operated like a business because it lives in an environment completely unlike a business, with layers of constraint imposed by the institution. If I were to run TTO like a business, I would discard most of the technologies and only focus on the few with high potential, and I would charge for all the auxiliary services we provide to the campus (which consume the majority of our time). None of these would be remotely acceptable politically. Yet the expectation for running an administrative and service organization for profit remains.	10/31/2018 12:13 PM
29	building strong support with the research intensive faculty has been critical in holding off challenges, nothing speaks louder in our world that a research with major grant funding telling the chancellor we would not have received the award without the support of the TTO	10/31/2018 11:58 AM
30	Equity in start-ups doesn't get counted and this clearly makes sure the "red" is there. Also, the Administration supports giving IP away for an option fee. The cost of our outside counsel is too high but the IP office has no say in picking said counsel. Also, the IP office lacks the capacity to effectively market the IP we have; this then is part of the full circle. Start-ups don't pay off very quickly so patience is needed for these types of deals. Our admin. has such patience and hopes for the "home run" for a modest "red ink" for a time. That may change. Also, it is well known that as part of doing USGovt. research, the IP office must exist just to take care of reporting, iEdison/Bayh Dole compliance. Such funding is not available out of the Research budget; the university must, by definition suck it up and pay out of their own pocket.	10/31/2018 11:54 AM
31	I consider myself very lucky. This institution has had home runs, and no that they are hard, but important to try and achieve again. They also know that they can't be effective if they decrease staff.	10/31/2018 11:48 AM
32	Help university leadership understand that pressures of having many duties and that not all technologies are large revenue producers.	10/31/2018 11:47 AM