Managing the University Research Enterprise

Juan M. Sanchez
Vice President for Research
Managing the University Research Enterprise

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Vice President for Research
August 19, 2014

Topics

- Overview of Research at UT Austin

- Selected Policies Overview:
  - Objectivity in Research Policy (Conflict of Interest)
  - Research Misconduct
  - Intellectual Property
Trends in R&D Expenditures
(Source: NSF Academic R&D Expenditures)
Federal Funding by Agency

UT Austin

- NASA 4%
- DOD 12%
- HHS 26%
- NSF 34%
- Others 8%

FY 2011 Total = $355 million

UC Berkeley

- NASA 4%
- DOD 12%
- HHS 46%
- NSF 24%
- Others 9%

FY 2011 Total = $336 million

R&D Expenditures by Field

- Engineering, 33.4%
- Physical Sciences, 18.0%
- Environmental Sciences, 15.3%
- Computer Science/Math, 11.6%
- Biological and Other Life Sciences, 10.6%
- Social Sciences, 7.7%
- Medical Sciences, 3.4%
- Education, 2.9%
- Others, 6.5%
- Psychology, 1.6%
### National Rankings by Non-Medical R&D Expenditures

Expenditures at top 20 institutions, ranked by all non-medical school R&D expenditures: FY 2011

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>All non-medical school R&amp;D expenditures</th>
<th>All medical school R&amp;D expenditures</th>
<th>All R&amp;D expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>1,498,845</td>
<td>646,463</td>
<td>2,145,308</td>
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<tr>
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<td>U. WI, Madison</td>
<td>766,796</td>
<td>344,846</td>
<td>1,111,642</td>
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<tr>
<td>3</td>
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<td>734,264</td>
<td>544,829</td>
<td>1,279,123</td>
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<tr>
<td>4</td>
<td>MA Institute of Technology</td>
<td>723,610</td>
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<td>723,610</td>
</tr>
<tr>
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<td>U. CA, Berkeley</td>
<td>707,945</td>
<td>0</td>
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</tr>
<tr>
<td>6</td>
<td>TX A&amp;M U., College Station</td>
<td>705,720</td>
<td>0</td>
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<tr>
<td>7</td>
<td>PA State U.</td>
<td>688,021</td>
<td>96,815</td>
<td>794,846</td>
</tr>
<tr>
<td>8</td>
<td>M. D. Anderson Cancer Ctr.</td>
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<tr>
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<td>655,375</td>
</tr>
<tr>
<td>10</td>
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<td>632,171</td>
<td>0</td>
<td>632,171</td>
</tr>
<tr>
<td>11</td>
<td>U. MN, Twin Cities</td>
<td>588,191</td>
<td>261,228</td>
<td>847,419</td>
</tr>
<tr>
<td>12</td>
<td>Purdue U., West Lafayette</td>
<td>578,231</td>
<td>0</td>
<td>578,231</td>
</tr>
<tr>
<td>13</td>
<td>U. CA, Davis</td>
<td>549,679</td>
<td>161,018</td>
<td>710,697</td>
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<tr>
<td>14</td>
<td>U. IL, Urbana-Champaign</td>
<td>545,669</td>
<td>0</td>
<td>545,669</td>
</tr>
<tr>
<td>15</td>
<td>U. CA, Los Angeles</td>
<td>542,640</td>
<td>439,717</td>
<td>982,357</td>
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<tr>
<td>16</td>
<td>U. CA, San Diego</td>
<td>542,407</td>
<td>466,971</td>
<td>1,009,378</td>
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<tr>
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<td>Cornell U.</td>
<td>511,194</td>
<td>270,457</td>
<td>781,651</td>
</tr>
<tr>
<td>18</td>
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<td>501,194</td>
<td>270,457</td>
<td>781,651</td>
</tr>
<tr>
<td>19</td>
<td>U. IL, Urbana-Champaign</td>
<td>495,382</td>
<td>0</td>
<td>495,382</td>
</tr>
<tr>
<td>20</td>
<td>OH State U.</td>
<td>492,914</td>
<td>339,212</td>
<td>832,126</td>
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</table>

### Top 10 Institutions without a Medical School (FY 2011)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>MIT</td>
<td>723,610</td>
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<td>MD Anderson</td>
<td>98,151</td>
<td>TAMU</td>
<td>318,469</td>
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<td>Berkeley</td>
<td>707,945</td>
<td>GA Tech</td>
<td>427,067</td>
<td>Berkeley</td>
<td>88,769</td>
<td>Berkeley</td>
<td>84,463</td>
<td>MD Anderson</td>
<td>269,146</td>
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<td>TAMU</td>
<td>705,720</td>
<td>UT Austin</td>
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<td>UT Austin</td>
<td>88,475</td>
<td>MIT</td>
<td>73,453</td>
<td>Purdue</td>
<td>249,999</td>
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<td>MD Anderson</td>
<td>663,279</td>
<td>U of MD</td>
<td>338,788</td>
<td>MD Anderson</td>
<td>98,062</td>
<td>Purdue</td>
<td>37,717</td>
<td>VA Poly</td>
<td>216,481</td>
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<td>GA Tech</td>
<td>655,375</td>
<td>Berkeley</td>
<td>338,191</td>
<td>TAMU</td>
<td>84,800</td>
<td>TAMU</td>
<td>35,839</td>
<td>Berkeley</td>
<td>181,691</td>
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<td>632,171</td>
<td>Illinois</td>
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<td>GA Tech</td>
<td>42,190</td>
<td>UT Austin</td>
<td>31,031</td>
<td>TAMU</td>
<td>170,202</td>
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<tr>
<td>7</td>
<td>Purdue</td>
<td>578,231</td>
<td>TAMU</td>
<td>291,812</td>
<td>Illinois</td>
<td>34,639</td>
<td>VA Poly</td>
<td>18,019</td>
<td>GA Tech</td>
<td>168,894</td>
</tr>
<tr>
<td>8</td>
<td>Illinois</td>
<td>545,669</td>
<td>Purdue</td>
<td>259,048</td>
<td>Georgia Tech</td>
<td>28,850</td>
<td>VA Poly</td>
<td>18,019</td>
<td>Georgia Tech</td>
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<tr>
<td>9</td>
<td>U of MD</td>
<td>495,382</td>
<td>MD Anderson</td>
<td>236,403</td>
<td>VA Poly</td>
<td>22,777</td>
<td>Illinois</td>
<td>8,094</td>
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<td>140,576</td>
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<td>VA Poly</td>
<td>492,914</td>
<td>U of MD</td>
<td>189,198</td>
<td>VA Poly</td>
<td>6,133</td>
<td>U of MD</td>
<td>2,567</td>
<td>MIT</td>
<td>17,550</td>
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</table>
Total R&D Expenditures in the Physical Sciences
(FY 2011)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Expenditures in Engineering</th>
<th>Expenditures in Electrical Engineering</th>
<th>Expenditures in Mechanical Engineering</th>
<th>Expenditures in Chemical Engineering</th>
<th>Expenditures in Physics</th>
<th>Expenditures in Astronomy</th>
<th>Expenditures in Biology and Medicine</th>
<th>Expenditures in Geosciences</th>
<th>Expenditures in Aerospace Engineering</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>U. CA, Berkeley</td>
<td>32,216</td>
<td>19,368</td>
<td>22,824</td>
<td>48,406</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>2</td>
<td>U. TX, Austin</td>
<td>32,216</td>
<td>19,368</td>
<td>22,824</td>
<td>48,406</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>3</td>
<td>U. CA, San Diego</td>
<td>31,012</td>
<td>21,715</td>
<td>26,578</td>
<td>51,134</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>4</td>
<td>U. CA, Santa Barbara</td>
<td>19,767</td>
<td>18,226</td>
<td>26,578</td>
<td>51,134</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>5</td>
<td>U. CA, Los Angeles</td>
<td>19,767</td>
<td>18,226</td>
<td>26,578</td>
<td>51,134</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>6</td>
<td>U. MN</td>
<td>16,837</td>
<td>18,226</td>
<td>26,578</td>
<td>51,134</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
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<td>U. CA, Berkeley</td>
<td>15,334</td>
<td>19,368</td>
<td>22,824</td>
<td>48,406</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>8</td>
<td>U. TX, Austin</td>
<td>15,334</td>
<td>19,368</td>
<td>22,824</td>
<td>48,406</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
<td>9</td>
<td>U. CA, Santa Barbara</td>
<td>13,191</td>
<td>18,226</td>
<td>26,578</td>
<td>51,134</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
</tr>
<tr>
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<td>U. CA, Los Angeles</td>
<td>13,191</td>
<td>18,226</td>
<td>26,578</td>
<td>51,134</td>
<td>39,700</td>
<td>157,757</td>
<td>36,655</td>
<td>74,256</td>
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</tbody>
</table>

Biomedical Engineering: # 31; Total Expenditures ~ $10 million
R&D Expenditures in Math and Computer Sciences (FY 2011)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Ranking by Total Expenditures in Mathematics</th>
<th>Total expenditures</th>
<th>Federally financed expenditures</th>
<th>Ranking by Total Expenditures in Computer Sciences</th>
<th>Total expenditures</th>
<th>Federally financed expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Johns Hopkins</td>
<td>32,764</td>
<td>30,318</td>
<td>U. Southern CA</td>
<td>100,668</td>
<td>94,837</td>
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<td>2</td>
<td>U. WA, Seattle</td>
<td>29,706</td>
<td>27,972</td>
<td>Carnegie Mellon U.</td>
<td>95,836</td>
<td>84,913</td>
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<tr>
<td>3</td>
<td>M. D. Anderson</td>
<td>20,185</td>
<td>5,999</td>
<td>Johns Hopkins</td>
<td>90,389</td>
<td>87,812</td>
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<tr>
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<td>U. TX, Austin</td>
<td>19,814</td>
<td>12,038</td>
<td>GA Tech</td>
<td>77,968</td>
<td>57,370</td>
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<td>5</td>
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<td>18,202</td>
<td>10,584</td>
<td>U. IL</td>
<td>69,426</td>
<td>46,060</td>
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<tr>
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<td>Rutgers</td>
<td>16,123</td>
<td>5,420</td>
<td>U. TX, Austin</td>
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<td>32,666</td>
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<td>7,484</td>
<td>U. Chicago</td>
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<td>13,059</td>
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<td>35,120</td>
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<td>8,156</td>
<td>PA State</td>
<td>41,648</td>
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<td>11,719</td>
<td>5,586</td>
<td>U. MD, College Park</td>
<td>39,215</td>
<td>25,572</td>
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<tr>
<td>11</td>
<td>U. MN</td>
<td>11,130</td>
<td>6,338</td>
<td>U. CA, San Diego</td>
<td>30,918</td>
<td>16,797</td>
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<tr>
<td>12</td>
<td>IA State U.</td>
<td>11,083</td>
<td>4,255</td>
<td>OR Health and Science U.</td>
<td>33,963</td>
<td>26,478</td>
</tr>
<tr>
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<td>NY U.</td>
<td>11,077</td>
<td>10,643</td>
<td>OH State U.</td>
<td>33,426</td>
<td>9,445</td>
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<td>7,890</td>
<td>U. TN, Knoxville</td>
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<td>22,894</td>
</tr>
<tr>
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<td>7,087</td>
<td>U. UT</td>
<td>24,172</td>
<td>15,577</td>
</tr>
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</table>

Total R&D Expenditures in Environmental Sciences (FY 2011)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Ranked by total expenditures in all environmental sciences</th>
<th>All environmental sciences</th>
<th>Atmospheric sciences</th>
<th>Earth sciences</th>
<th>Oceanography</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>U. WA</td>
<td>179,384</td>
<td>25,270</td>
<td>6,971</td>
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<tr>
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<td>149,491</td>
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<td>0</td>
<td>149,491</td>
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<tr>
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<td>U. CA, San Diego</td>
<td>139,142</td>
<td>15,431</td>
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<td>91,755</td>
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<tr>
<td>4</td>
<td>TX A&amp;M</td>
<td>131,467</td>
<td>5,531</td>
<td>5,510</td>
<td>105,296</td>
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<tr>
<td>5</td>
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<td>126,631</td>
<td>37,895</td>
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<td>32,619</td>
<td>51,268</td>
<td>244</td>
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<td>86,166</td>
<td>1,380</td>
<td>17,056</td>
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<td>Columbia</td>
<td>80,567</td>
<td>18,428</td>
<td>62,139</td>
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<td>73,509</td>
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<td>68,712</td>
<td>40,664</td>
<td>10,590</td>
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</table>

Other Science Fields ranked by NSF:
- Social Sciences: #30, Total Expenditures approx. $ 17 million
- Psychology: #42, Total expenditures approx. $ 9 million
### Total R&D Expenditures in Non Science & Engineering (FY 2011)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>All non-S&amp;E fields</th>
<th>Business</th>
<th>Communication, journalism, and library science</th>
<th>Education</th>
<th>Humanities</th>
<th>Law</th>
<th>Social work</th>
<th>Visual and performing arts</th>
<th>Other</th>
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<td>Brown U.</td>
<td>120,835</td>
<td>2,885</td>
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<td>7,837</td>
<td>15,866</td>
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<td>0</td>
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<tr>
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<td>100,688</td>
<td>140</td>
<td>.24</td>
<td>3,190</td>
<td>93</td>
<td>1</td>
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<tr>
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<td>88,919</td>
<td>30,127</td>
<td>.91</td>
<td>38,402</td>
<td>12,665</td>
<td>2,124</td>
<td>489</td>
<td>1,034</td>
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<td>73,794</td>
<td>8,986</td>
<td>3,811</td>
<td>31,064</td>
<td>1,637</td>
<td>95</td>
<td>4,408</td>
<td>409</td>
<td>21,544</td>
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<td>66,133</td>
<td>10,129</td>
<td>1,572</td>
<td>17,918</td>
<td>15,516</td>
<td>3,722</td>
<td>5,997</td>
<td>1,440</td>
<td>10,239</td>
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<td>Purdue</td>
<td>58,250</td>
<td>11,940</td>
<td>.326</td>
<td>5,689</td>
<td>3,623</td>
<td>0</td>
<td>0</td>
<td>446</td>
<td>34,366</td>
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<td>U. Fl.</td>
<td>53,883</td>
<td>3,107</td>
<td>3,536</td>
<td>8,032</td>
<td>1,139</td>
<td>126</td>
<td>50</td>
<td>265</td>
<td>37,658</td>
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<tr>
<td>8</td>
<td>U. South Fl., Tampa</td>
<td>51,997</td>
<td>5,749</td>
<td>5,404</td>
<td>23,197</td>
<td>884</td>
<td>0</td>
<td>2,791</td>
<td>1,307</td>
<td>12,295</td>
</tr>
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### Trends in Commercialization

**Disclosures Filed**

- **2004**: 128
- **2005**: 90
- **2006**: 90
- **2007**: 111
- **2008**: 134
- **2009**: 198
- **2010**: 127
- **2011**: 161
- **2012**: 161
- **2013**: 161

**Patents Issued (US+ Foreign)**

- **2004**: 32
- **2005**: 54
- **2006**: 83
- **2007**: 83
- **2008**: 72
- **2009**: 81
- **2010**: 60
- **2011**: 87
- **2012**: 105

**Licenses**

- **2004**: 5,4
- **2005**: 8,5
- **2006**: 8,4
- **2007**: 8,5
- **2008**: 10,9
- **2009**: 18,5
- **2010**: 21,6
- **2011**: 28,9
- **2012**: 28,9

** Licensing Revenues ($MM)**

- **2004**: 5
- **2005**: 12
- **2006**: 11
- **2007**: 12
- **2008**: 13
- **2009**: 15
- **2010**: 19
- **2011**: 14
- **2012**: 14
- **2013**: 14
Strategic Goals for Commercialization

- Sustain current focus on due diligence and deal quality
  - Focus on Industry friendly practices (e.g. use of “Technology Validation Agreements”)
- Sustain current investment in IP protection
- Develop deep relationships with top-tier counsel
  - Leverages counsel’s relations with potential licensees
  - Allows counsel to develop familiarity with UT rules & practices
- Leverage Licensing opportunities to generate research funding
  - Helps sustain faculty’s research program
  - Strengthens licensee’s commitment to the technology
  - Focuses on licensees with the resources for successful commercialization
- Facilitate startup formation
  - Nurture relationships with VC and Angel Investors

Selected Policies Overview

- **Objectivity in Research/Conflict of Interest:**
  “Promoting Objectivity in Research by Managing, Reducing or Eliminating Financial Conflicts of Interest”

- **Research Misconduct**
  “Misconduct in Science and Other Scholarly Activities”

- **Intellectual Property**
  “Regent’s Rules and Regulations: Series 90000”
Objectivity in Research or UTS-175
(Conflict of Interest)

Policy at http://www.policies.utexas.edu/policies
Search for “Objectivity in Research”

Elements of the Policy:

- Policy applies broadly to ALL research, whether externally funded or not.
- Requires training every 4 years
- Individual must identify ALL research in which the individual is engaged
  - Sponsored project: Easy (preloaded on electronic system from OSP).
  - Research Gifts
  - Institutionally Funded

Objectivity in Research or UTS-175
(continued)

- Financial Interest Disclosure (FI)
  - Includes spouse, dependent children, and adults who reside in the same household … and “financially interdependent…”

- Determination of Financial Conflict of Interest (FCOI) by “COI Official”
  - If FCOI, must develop “management plan”
    - Meet Chair/Director as appropriate to discuss FCOI
    - In some cases disclose to students
    - Disclose FCOI in publications

- All kept in electronic database
- Policy calls for periodic audits
Objectivity in Research or UTS-175 (continued)

What to Disclose:

• PUBLICLY TRADED ENTITY:
  – Payments and/or equity interest of more than $5,000 (aggregated over 12 months)

• NON-PUBLICLY TRADED ENTITY:
  – Payments of more than $5,000 (salary, consulting fees, paid authorship)
  – Any equity interest

• INTELLECTUAL PROPERTY AND ROYALTIES (not paid by the University)

• TRAVEL (with some exceptions)

• GIFTS (that aggregate to more than $250 from a single organization)

• FIDUCIARY POSITIONS (in a for-profit or nonprofit entity in the preceding twelve months; such as a member of the board of directors, an officer, or other executive or management position, for which the individual received any form of remuneration or reimbursement for expenses)

Objectivity in Research or UTS-175 (continued)

Exclusions:

• Salary, royalties, or other remuneration paid by the University

• Income from seminars, lectures, or teaching engagements sponsored by a federal, state, or local government or a U.S. institution of higher education

• Income from service on an advisory committee or review panel for a federal, state, or local government or a US institution of higher education

• Income from investment vehicles, such as mutual funds or retirement accounts

• Travel reimbursed or sponsored by a federal, state, or local government agency, or a US institution of higher education
Scientific Misconduct or Misconduct in Other Scholarly Research

First academic in the U.S. to be jailed (in 2006) for falsifying data in a grant application:

Prof. Eric T. Poehlman, University of Vermont

On sentencing, Judge William Sessions III said "I generally think deterrence is significant, perhaps more so in this case. The scientific community may be watching." Sessions reprimanded Poehlman for his misconduct, saying he had "violated the public trust."

The New York Times
Crack Down on Scientific Fraudsters
By ADAM MARCUS and IVAN ORANSKY, JULY 10, 2014

• Dr. Dong-Pyou Han: NIH grant for AIDS vaccine development (spiked rabbit blood with human antibodies to fake response).
• Predictably, Dr. Dong-Pyou Han gets caught.
• Dr. Han resigns, Iowa State returns $500k of Dr. Han’s salary to NIH, NIH rescinds rest of the grant ($1.4M) and imposes three-year ban on funding.
• BUT, Iowa Senator Chuck Grassley finds out ("seems like a light penalty...")..
• So, Dr. Dong-Pyou Han gets arrested and charged with four felony counts...

Scientific Misconduct or Misconduct in Other Scholarly Research

Policy:
http://www.policies.utexas.edu/policies/misconduct-science-and-other-scholarly-activities

- YES — Fabrication, falsification, or plagiarism (plus other serious deviations from ethical standards for proposing, conducting, or reporting research)
- NO — Ordinary errors, good faith differences in interpretations or judgments of data, scholarly or political disagreements, good faith personal or professional opinions, or private moral or ethical behavior or views
Scientific Misconduct or Misconduct in Other Scholarly Research

- Report ALL allegations (oral or written) to VPR or to the Research Integrity Officer (RIO).
- RIO conducts “inquiry” to determine if an “investigation” is needed. If research is Federally funded, then the Agency is notified (Office of Research Integrity for NIH, etc.)
- Investigation Report submitted to the Provost for final decision/adjudication.
- If Federally funded research, decision, report, etc. sent to Feds
- Critical Issue: Confidentiality.

As a Department Chair, What Should YOU Do?

- Take time to read the policy.
- Notify your faculty of policy and reporting requirements.
- Notify the Office of VPR (RIO) immediately of any allegation.
- Respect strict confidentiality.
Intellectual Property

Full Policy:  http://www.utsystem.edu/bor/rules/#A10

Plain English:  
http://www.utsystem.edu/ogc/IntellectualProperty/IPpolicy_english.htm

- Encourages “development of inventions…” for “the best interest of the public, the creator, and the sponsor, if any…”
- Applies to all employees: faculty, postdocs, and students (graduates and undergraduates).
- Board of Regents owns IP in some cases.
- Provides exemptions for “scholarly works.”
- Establishes royalty sharing with inventor.

Intellectual Property

Board Owns IP if:  
(typically inventions, discoveries, trade secrets, trade & service marks, software)

- Created by an employee within the course and scope of employment.
- Created using University facilities or state financial support.
- Commissioned by University (work for hire).
- Results from research supported by Federal funds or third party sponsorship.
Intellectual Property

Author/Researcher Owns IP if:

- IP is unrelated to the employee's job responsibilities and the employee made no more than incidental use of University resources.

- The invention has been released to the inventor.

- If the intellectual property is embodied in a scholarly, educational, artistic, musical, literary or architectural work in the author's field of expertise, even though such a work may be within the scope of employment and even if System resources were used.

Possible Changes

UT System Task Force

Recommendations (draft):
1. Re-write IP policy to “.enhance brevity, simplicity of language, and clarity of intent.”
2. Policy “should affirm student ownership of student created IP.”
3. “.commercialization and discovery efforts should be consider in institutional processes related to promotion and tenure.”
4. Flexibility in royalty sharing between institution and faculty (30% to 50%).
5. UT System should be charged to assess commercialization on the campuses.
6. UTS should “appraise” strategies for a more aggressive use of facilities in university-industry partnerships.
7. UT System Institute for Transformational Learning should be charged to assess educational technologies and how IP and commercialization are managed at UT institutions.
Contacts for High Level Assistance

Robert Peterson, Office of the Vice President for Research
- Scientific Misconduct

Wayne Patterson, Office of Research Support
- Human Subjects, Bio-Safety, Research with Animals
- Conflict of Interest

Dan Sharp, Office of Technology Commercialization
- IP, Technology licensing and commercialization issues

Bill Catlett, Office of Industry Engagement
- Research Contracts with Industry

Susan Sedwick, Office of Sponsored Projects
- Proposals, Contracts & Grants, Material Transfer Agreements, Restricted Data Use Agreements, Export Controls

Or Me on all of the above…

Questions?

Thank you.