

Theme 7: Drive Economic Development

YE FY13

Leadership: James Hughes, Teresa LaMaster, Dr. Peter Swaan, Mr. Mickey Dowdy

Goal 1: Foster a culture of entrepreneurship leading to rapid identification and support of innovative discoveries with translational potential.

Tactic 1:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.1	Catalyze and strengthen the legal and administrative infrastructure to support entrepreneurship.	1	Neutral		Underway		Peter Swaan	
		2013	IR / NS					
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.1.1	Implement single project management software and integrated protocols for Center for Clinical Trials, IRB, and UMMC.	Target		NO				Yellow
		Actual	None	None				
1.1.2	Expand Center for Clinical Trials services to include regulatory assistance and budget assistance in developing clinical trials.	Target		None				Yellow
		Actual	None	Minimal				
1.1.3	Amount of time to complete negotiations of 80% of all Clinical Trial Agreements.	Target		150 Days	135	120 Days	120 Days	Green
		Actual	NA	150 Days				
1.1.4	Amount of time to complete negotiations of 80% of all Material Transfer Agreements.	Target		30 Days	25 Days	20 Days	20 Days	Green
		Actual	NA	30 Days				
1.1.5	Customer satisfaction survey results (4 pt scale - Poor, Fair, Good, Excellent).	Target		3	3.5	3.5	3.5	Red
		Actual	NA	Not implemented				

Tactic 2:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.2	Expand social entrepreneurship ventures.	3	Neutral		Underway		Teresa LaMaster	
		2013						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.2.1	Create an annual Founders Week award for Social Entrepreneurship.	Target						Green
		Actual		Expanded "Entrepreneur of the Year" criteria				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

1.2.2	Number of new UMB Social Entrepreneurship ventures	Target		1	create definition & collection criteria			Red
		Actual	NA	not valid measure				
1.2.3	Total number of UMB Social Entrepreneurship ventures	Target			baseline data point established			Red
		Actual	NA					
1.2.4	Total number of people served at UMB Social Entrepreneurship ventures.	Target			baseline data point established			Red
		Actual	NA					

Tactic 3:		Priority / Start	Fiscal Impact		Status		Responsible Person	
1.3	Recruit and retain entrepreneurial faculty through appropriate compensation and support of their entrepreneurial activity.	1	Large (>\$1M)		Underway		Swann, Hughes	
		2014	IR / NS					
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.3.1	Create endowed professorships to support entrepreneurial activities	Target	0	0	2	4	6	Red
		Actual	0	0				
1.3.2	Total number of faculty involved in entrepreneurial activities (invention disclosures or Principal Investigator on industry-sponsored research).	Target	300	330	363	399	439	Green
		Actual						
1.3.3	Number of faculty given leave or part-time status for entrepreneurial activities.	Target	1	2	4	8	12	Yellow
		Actual	1					
1.3.4	Number of new invention disclosures.	Target	131	138	144	152	159	Green
		Actual	131	129				
1.3.5	Number of new license agreements	Target	21	23	25	28	31	Green
		Actual	21	23				
1.3.6	Gross revenues from technology licensing agreements and UMB start-ups.	Target	1,296,398	1,426,038	1,568,642	1,725,506	1,898,056	Green
		Actual	1,296,398	1,415,873				
1.3.7	Number of UMB inventions on the market.	Target		6	7	7	8	Green
		Actual	5	5				
1.3.8	Number of new UMB start-ups plus new companies located in the BioPark.	Target		9	10	11	12	Green
		Actual	8	10				
1.3.9	Total number of UMB start-ups plus companies located in the BioPark.	Target		34	39	45	51	Green
		Actual	26	36				
1.3.10	Total employment at UMB start-ups and in the BioPark	Target		650	683	717	752	Green
		Actual	600	675				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

Tactic 4:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.4	Incorporate entrepreneurial accomplishments in the tenure and promotion process.	1	Neutral		Underway		Peter Swaan	
		2013	N/A					
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.4.1	Adopt policy at USM level	Target		Completed				Green
		Actual	X	Completed				
1.4.2	Implement at UMB and School level	Target		Started	Completed			Yellow
		Actual		Started				
1.4.3	% of newly appointed full Professors who are engaged in entrepreneurial activities (tech transfer or industry-sponsored research).	Target						Red
		Actual		NA				

Tactic 5:		Priority / Start	Fiscal Impact		Status		Responsible Person	
1.5	Integrate the University's commercialization and entrepreneurial activities with its inter-professional education mission. Develop the students' marketable entrepreneurial credentials through a formal curriculum and competitions, workshops, and training programs.	1	Moderate \$250k		Not Started		LaMaster, Hughes	
		2014						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.5.1	Percent of students who are involved in entrepreneurial activities (including tech transfer, industry-sponsored research, IP Law Clinic, Business Plan Competitions, internships).	Target		0%	5%	10%	20%	
		Actual	TBD					
1.5.2	Percent of students who are taking courses with entrepreneurial content.	Target		0%	5%	10%	20%	
		Actual	TBD					

Tactic 6:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.6	Secure increased funding from all sources to support technology commercialization.	2	Neutral		Underway		James Hughes	
		2013						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.6.1	Amount of State Funding (MIPS, DBED, TEDCO) awarded to	Target		\$2,000,000	\$2,200,000	\$2,420,000	\$2,662,000	Green

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

1.6.1	UMB or its start-ups.	Actual	NA	\$2,973,898				Green
1.6.2	Amount of SBIR and STTR Funding awarded to UMB start-ups.	Target		\$500,000	\$550,000	\$605,000	\$665,500	Green
		Actual	NA	\$670,084				
1.6.3	Amount of Foundation Funding for UMB Entrepreneurial Activities.	Target		\$25,000	\$27,500	\$30,250	\$33,275	Green
		Actual	25,000	\$25,000				

Tactic 7:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.7	Collaborate with other USM universities and leverage resources at the Universities at Shady Grove to support joint, interprofessional and entrepreneurial projects.	1	Neutral		Underway		Peter Swaan	
		2013						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.7.1	Cummulative number of invention disclosures with inventors from multiple USM institutions.	Target		52	57	63	69	Green
		Actual	47	47				
1.7.2	Cummulative number of active license agreements with inventors from multiple USM institutions.	Target		8	10	12	14	Green
		Actual	7	9				
1.7.3	Gross revenues from technology licensing agreements with inventors at multiple USM institutions (annual)	Target		\$ 218,562	\$ 240,419	\$ 264,460	\$ 290,906	Green
		Actual	\$198,693	\$234,254				
1.7.4	Number of technologies on the market with inventors from multiple USM institutions.	Target		8	9	10	11	Green
		Actual	7	8				
1.7.5	Total employment at start-ups based on technologies with inventors at multiple USM institutions.	Target		9	10	11	12	Green
		Actual	8	9				

Goal 2: Continue to expand the research enterprise.

Tactic 1		Priority / Start	FY 2014 Resources		Status		Responsible Person	
2.1	Create Industry Liaison Office to train faculty on working with industry, market UMB to industry, and assist faculty in successfully completing projects.	3			Underway		James Hughes	
		2013	\$111,000 Recurring					
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.1.1	Number of faculty trained.	Target		25	50	100	150	Green
		Actual	20	30				
2.1.2	Create flexible space with limited legal retrictions for short-term industry projects.	Target		0	5000 SF	7500 SF	10000 SF	Red
		Actual	0	0				

2.1.3	Expedite hiring of entrepreneurial related personnel by reducing time to post new positions to begin recruitment.	Target		30 Days				Red
		Actual	TBD	Not Started				
2.1.4	Create Quality Assurance capability to certify that research is completed according to scope, on-time, and using GLP when necessary. Number of projects certified and successfully completed.	Target		0	4			Red
		Actual	None	Not Started				
2.1.5	Number of strategic relationships with companies resulting in over \$500,000 in funding.	Target		1	2	3	4	Green
		Actual	0	1				

Tactic 2:		Priority / Start	Fiscal Impact		Status		Responsible Person	
2.2	Recruit and retain highly productive scientific and clinical research faculty.	1	Large (>\$1M)		Not Started		Swann, Hughes	
		2014						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.2.1	Growth in number of new faculty recruits and successful faculty retentions.	Target	TBD					Yellow
		Actual	TBD					
2.1.2	Amount of Industry-sponsored research and clinical trials.	Target	\$32,000,000	\$35,200,000	\$38,720,000	\$42,592,000	\$46,851,200	Yellow
		Actual		\$26,430,372				

Tactic 3:		Priority / Start	Fiscal Impact		Status		Responsible Person	
2.3	Expand and provide incentives and rewards for increased industry research partnerships, while continuing pursuit of traditional funding sources.	1	Minimal (<\$250K)		Not Started		LaMaster, Swann, Hughes	
		2014						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.3.1	Give equal weight to industry-sponsored research in tracking, reporting, and rewarding Schools, Departments, and individual faculty.	Target	0					Red
		Actual	No					
2.3.2	Create endowed professorships to support entrepreneurial activities.	Target	0	1	2	4	6	Red
		Actual	0					

Tactic 4:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
2.4	Pursue needed research space increases and enhancements.	1	Neutral		Underway		James Hughes	
		2013						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.4.1	Annual reporting on building gross square feet and investments in infrastructure enhancements.	Target						Red
		Actual	TBD	Not started				

Tactic 5:	Priority / Start	FY 2014 Resources		Status		Responsible Person	
2.5 Enhance the President's Research Think-Tank to report on research trends, priorities, and major investments in research.	1	Neutral		Not Started		Peter Swaan	
	2013						
Metrics / Milestones:		Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.5.1 Identification of research foci and subsequent investments.	Target		NO				Yellow
	Actual		Started				

Tactic 6:	Priority / Start	FY 2014 Resources		Status		Responsible Person	
2.6 Enhance collaborations with other USM institutions, the local community, and the state to better leverage resources and opportunities.	1	Neutral		Underway		James Hughes	
	2013						
Metrics / Milestones:		Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.6.1 Number of multi-institutional research proposals, publications.	Target			9	9	9	Yellow
	Actual		8				

Goal 3: Build the capacity of the University to attract major philanthropic investments.

Tactic 1:	Priority / Start	Fiscal Impact		Status		Responsible Person	
3.1 Identify seven to 10 interschool and Universitywide "Big Ideas" and three to five specific top-level priorities for each school to showcase innovative and exemplary work being done throughout the University and form its core philanthropic priorities.	1	Neutral		Not Started		Dowdy	
	2014	N/A					
Metrics / Milestones:		Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.1.1 Report of priorities agreed to by Deans and executive leadership.	Target			report completed			
	Actual						

Tactic 2:	Priority / Start	Fiscal Impact		Status		Responsible Person	
Develop a compelling, Universitywide "Case for Support" based on both University-level and school-specific needs	2	Neutral					

3.2	based on both University level and school specific needs and priorities.	2014		Not Started			Dowdy	
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.2.1		Case created, then reviewed and updated annually.	Target			Case Completed		
			Actual					

Tactic 3:		Priority / Start	Fiscal Impact		Status		Responsible Person	
3.3		1	Neutral		Not Started		Dowdy	
Develop and implement annual fundraising goals using evidence-based research and analysis of prospects, benchmarks with peers, and track metrics and outcomes using consistent and transparent measures.		2014						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.3.1		Annual planning memo concerning goals and metrics; transparent reports to President, Deans and development staff, with clearly identified metrics for fundraisers and schools.	Target			Research completed		
			Actual					

Tactic 4:		Priority / Start	Fiscal Impact		Status		Responsible Person	
3.4		1	Neutral		Underway		Dowdy	
Energize and strengthen the University's central development infrastructure to support the president's role as chief fundraiser and provide development support services to the schools.		2012						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.4.1		Restructure fundraising campus fundraising operation to provide senior executive leadership to the function.	Target					Green
			Actual					
3.4.2		Staffing plan developed to support achievement of identified goals.	Target					Yellow
			Actual					

Tactic 5:		Priority / Start	Fiscal Impact		Status		Responsible Person	
3.5		2	Neutral		Started		Dowdy	
Expand and cultivate a robust pool of philanthropic prospects at all levels of giving, through enhanced research, data-mining, and outreach.		2014						
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R

3.5.1 Annual growth in number of newly identified prospects, with special attention to number of non-alumni prospects.	Target						Yellow
	Actual						

Tactic 6:	Priority / Start	Fiscal Impact		Status			Responsible Person
3.6 Develop a Universitywide regional program of philanthropic outreach for alumni development and events.	1	Neutral		Not Started			Dowdy
	2014						
Metrics / Milestones:		Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R/B
3.6.1 Number of events held; outcome or consequence of those events.	Target						
	Actual						