

**INNOVATION AND ECONOMIC PROSPERITY UNIVERSITY DESIGNATION
PROGRAM**

Sponsored by

ASSOCIATION OF PUBLIC LAND-GRANT UNIVERSITIES

UNIVERSITY OF KANSAS

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1. PROJECT NARRATIVE

1.1. INTRODUCTION

*The University of Kansas will engage local, state, national, and global communities as partners in scholarly activities that have direct public impact using strategies that promote a culture that openly values and encourages engaged scholarship, active entrepreneurship, and vibrant external partnerships. – **Bold Aspirations, Strategic Plan of the University of Kansas, Goal 4***

The University of Kansas (KU) is a major public research and teaching institution of 28,000 students and 2,600 faculty on five campuses (Lawrence, Kansas City, Overland Park, Wichita, and Salina). Its diverse elements are united by their mission to educate leaders, build healthy communities, and make discoveries that change the world. KU is a longstanding member of the prestigious Association of American Universities and one of only 34 public institutional members in the association. KU consistently earns high rankings for its academic programs; 46 graduate programs are nationally ranked. KU has 13 schools, including the only schools of pharmacy and medicine in the state, and offers more than 370 degree programs. The student population is split almost equally between women and men, represents all 50 states and 105 countries, and is about 15% multicultural. The University Honors Program is nationally recognized, and KU has produced 26 Rhodes Scholars, more than all other Kansas schools combined.

Bold Aspirations, published in fall 2011 as the KU strategic plan for 2012-17, provides a template for the transformation of the university. One of the six goals outlined in the plan was directed at community engagement through scholarship, partnership and entrepreneurship. Based on this framework, KU assembled a team in September 2014 to submit an application for consideration as an APLU Innovation and Economic Prosperity (IEP) University designated campus. This designation would recognize and support KU's renewed focus on community engagement and entrepreneurship.

As an institution we define economic engagement as an adaptation of the Carnegie definition: the “collaboration between institutions of higher education and their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” This is the underpinning of the focus on engagement and innovation in the strategic plan. We define innovation as significant new knowledge or solutions that when translated have a meaningful impact on society and the economy. Economic prosperity is the result of capital

accumulations from the multiple facets of the community, including talent, financial, and social resources.

1.2. PROCESS EXPERIENCE

Our approach in preparing the application for the University of Kansas was to utilize our strategic plan to guide our self-study efforts and demonstrate where we have made accomplishments to date, as well as identify the areas that still require interventions to enable our university to reach our goals. In Goal 4 of Bold Aspirations, the university seeks to 1) promote a culture that openly values engaged scholarship; 2) encourage, support, and coordinate scholarship with a public impact; and 3) create an environment where an entrepreneurial culture and vibrant external partnerships can thrive. Thus, we utilized this framework in the design of our self-study to better understand our performance in the following five areas:

- Creating a culture of entrepreneurship and engaged scholarship
- Developing relationships with industry
- Engaging community stakeholders in economic development
- Coordinating university engagement with external partners
- Streamlining industry-university interactions

A ten-person steering committee was formed from the Office of the Vice Chancellor for Research, Office of the Vice Chancellor at KU Edwards Campus, KU Innovation & Collaboration (KUIC), Bioscience & Technology Business Center (BTBC), and the Office of Public Affairs (Appendix 3). Starting in October 2014, this committee met 2-3 times monthly to provide overall guidance and evaluation of KU's self-study in economic engagement activities

The survey instrument was designed as a modified version of sample CICEP instruments (Appendix 1). The resulting instrument looked at 20 separate items in terms of importance and performance on a 6-point scale. The electronic survey was launched via email invitation in January 2015, and preliminary analysis was presented at a public forum in mid-February. Over 50 stakeholders attended the February forum held at the BTBC in Lawrence, and qualitative data was captured from these participants in smaller focus groups led by steering committee members and facilitators.

The survey was sent to identified internal and external stakeholder groups. Internally, this included all faculty and staff, as well as a sampling of KU graduate and undergraduate students (approximately 10% of the student body). External stakeholders included membership of both the Lawrence Chamber of Commerce and the Greater Kansas City Chamber of Commerce, alumni within a 200-mile radius of the Kansas City metropolitan area, economic development

partners across the region, licensees, and industry partners. A total of 1,083 responses were received: 584 internal (54%) and 499 external (46%).

1.3. THE ECONOMIC ENGAGEMENT ENTERPRISE

Part of KU's mission includes growing economic prosperity including building healthy communities. Not only does KU educate leaders that businesses and communities need, but we also help create the jobs they will fill and the companies at which they will find employment. KU is committed to turning discoveries into jobs and companies and by serving as a draw for businesses. This is key to KU's mission and an important element of *Bold Aspirations*.

The KU Center for Technology Commercialization (KUCTC) was established in 2008 as the separate 501(c)3 charged with the management and commercialization of the university's intellectual property — but this activity was its *only* function. As a glaring example of why such a structure was far from ideal, research agreements with industry sponsors were done by 16 different groups across KU's largest two campuses.

KU senior leadership recognized the need to create an organization to lead innovation and entrepreneurial engagement activities on campus. With the launch of *Bold Aspirations*, KU broadened the scope of our commercialization enterprise and began consolidating corporate assets under a single umbrella. We created a new position of Associate Vice Chancellor of Innovation and Entrepreneurship to head KUCTC, which strongly signaled our new emphasis on this topic. Later that year, the Office of Corporate Partnerships was created and along with resources to promote technology transfer and faculty-driven startups was brought under KUCTC, directly reporting to the AVC of Innovation and Entrepreneurship. The idea behind this consolidation was straightforward: By bringing together these previously disparate functions — technology transfer, faculty startup formation, and corporate partnerships — we could position ourselves to be more efficient and more flexible in pursuing relationships with industry partners. This resulted in a rebranding of KUCTC to KU Innovation & Collaboration (KUIC).

The School of Business and the BTBC are part of the economic engagement ecosystem helping KU fulfill its mission within the region. The School of Business houses the KU Center for Entrepreneurship, which was created to develop an entrepreneurial mindset among KU students and faculty. Specifically, the center works to develop the knowledge and capabilities necessary to create and grow products and services that add social and economic value to society. To accomplish this objective, the Center for Entrepreneurship focuses on education, research, and outreach programs to provide experiential learning opportunities. Through education courses, concentrations and certificates are offered for both business students and non-business students. Activities also provide unique experiential learning opportunities for student teams who provide regional organizations with venture plans and consulting solutions to address their challenges.

These programs are funded from a grant provided by the Economic Development Administration of the U.S. Department of Commerce establishing a University Center at KU with matching funds being provided by KU alumni. ***KU is one of only 40 universities in the country to receive this type of grant.*** This grant also provides financial support to other programs in the School of Business, including Jayhawk Consulting, RedTire, the Morris New Venture Business Plan Competition, the Certificate of Entrepreneurship for undergraduate and graduate non-business students, and the KU Entrepreneurship Club.

The BTBC is a unique partnership among the University of Kansas, City of Lawrence, Douglas County, Kansas Department of Commerce, and the Lawrence Chamber of Commerce, to support the bioscience and technology industries in northeast Kansas. By establishing a modern infrastructure of talent, facilities, and business support services, BTBC provides tenant companies — including KU startup companies — with the tools to form and grow successful companies. BTBC is supported by the SBA Growth Accelerator Fund that provides capital to KU spinout companies and other startups needing capital to scale.

ECONOMIC ENGAGEMENT PLANNING

The IEP process has provided a timely opportunity to generate a detailed assessment of the economic engagement enterprise at KU. The timing of this process was ideal, as leadership at both KUIC and the Office of the Vice Chancellor for Research has changed in the past year. With this leadership change has come a new vision for building an economic engagement ecosystem. As part of this vision, three critical entities have come together to collaborate on new programs: KUIC, School of Business, and BTBC. This change was in recognition of the understanding that the historically disjointed approach did not maximize expertise nor allow for growth of the overall economic engagement enterprise. In 2013, KUIC partnered with the School of Business to co-fund an industry partnership position that has enabled collaboration on existing programs and partnership in building new programs. In July 2014, KUIC moved into the BTBC facility, and the close proximity of the groups has created a closer and more integrated enterprise. BTBC and KUIC now jointly fund programs and events and are partners in economic development. These partnerships and the resulting activities have all been generated within the last year. This economic engagement partnership has been instrumental in advancing KU in this important area.

KU senior leadership recognizes the importance of building a culture of entrepreneurship among faculty and students as noted in *Bold Aspirations*. Prior to 2012, economic engagement was not necessarily a priority of KU. But since the implementation of *Bold Aspirations*, the institution has undergone a culture change. As programs are developed, we carefully build in events to educate faculty and students and expose them to how others in their fields are partnering with companies, starting companies, and creating intellectual property. As an example, KUIC is

initiating the development of a faculty panel to assist in patent conversion decisions utilizing a transparent process based on uniform data packages. This process will further educate faculty on how intellectual property is matriculated and how the market need drives investment of university resources in patent protection.

The IEP process has elevated awareness of the importance of engaging external partners. This continues to be crucial to building an economic engagement ecosystem. KU has partnered with the Kansas City-based Pipeline Entrepreneurship program to enable KU to leverage a national network of business advisers at the forefront of their respective specialties who engage with Pipeline. The KU Alumni Association has also become a key partner to further extend our mentor network. KUIC has built a mentor database to capture those wanting to give back to KU by mentoring faculty/student entrepreneurs. BTBC's unique funding structure, which directly involves the community through local government and the chambers of commerce, has allowed KU to more directly partner on events creating synergy by integrating KU more into the community.

1.4. PROMOTION AND COMMUNICATION

The IEP process provided an opportunity for KU to demonstrate to stakeholders that economic engagement is a university priority. KU identified major regional stakeholders as those involved with the BTBC, Lawrence Chamber of Commerce, Greater Kansas City Chamber of Commerce, and Overland Park Chamber of Commerce, as well as local economic development officials, regional alumni, and corporate partners. The community forum held as part of the IEP self-study was one of the first interactive discussions where KU has engaged this broader community around the topic of economic engagement. Through this forum, it was clear that the community wanted to be engaged and thought the university had a significant role to play in regional economic development.

KU has a number of communication vehicles to educate the community about university activities in economic engagement. Current communications include: news releases on startup company creation and new partnerships, an annual report from KUIC, economic engagement feature stories produced by writers in our KU News unit, *KU Discovery & Innovation* monthly newsletter from the Office of Research, KUIC external and internal newsletters, and speaking engagements by the Chancellor and Provost to various groups in region.

The IEP process has demonstrated that this communication plan should be more strategic and integrated. This will foster additional partnerships and sustain a plan for economic growth and innovation fueled by KU. As part of *Bold Aspirations*, the School of Business, BTBC and KUIC have come together to globally define the entrepreneurship landscape of programs at KU and to

envision a holistic website to house all of the identified opportunities and resources that support faculty and student entrepreneurs.

The Lawrence Chamber of Commerce and the KU Alumni Association are both key partners in communicating the work the university is doing in economic engagement. We will work with both entities to develop appropriate external communications to their respective constituencies, each of which are important stakeholders.

The self-study process and the open forum were well received by the community. This spurred conversation on continuing networking events to highlight technologies and programs at KU open to both internal and external partners. The idea of Technology Tuesdays was developed as a result; these events provide monthly evening sessions during the academic year to expose stakeholders to technologies available for license and to programs at KU. Technology Tuesdays launched in March 2015.

1.5. ADVANCEMENT OF UNIVERSITY ECONOMIC ENGAGEMENT

The University of Kansas strives to be a leader in economic engagement nationally. As described above, this is key to the university's strategic plan. To this end, KU leaders are active in numerous national organizations that work in the field of economic engagement. KU is active in the University Economic Development Association (UEDA) as KU is an EDA-supported University Center site and as such holds a board seat at UEDA. KU is also active in CICEP, holding a committee leadership position and actively participating in the implementation team. Through the CICEP network, KU has had the opportunity to both learn from, and share with, numerous peer institutions best practices. A customer relationship management (CRM) system implementation to support industry partnerships and marketing of intellectual property was guided by colleagues at other universities that already had a system in place. In turn, the Office of Corporate Partnerships at KU routinely takes calls to help other institutions through the process. In particular, KUIC is active in the Association of University Technology Managers (AUTM), University Industry Demonstration Project (UIDP) and the internally focused University Industry Innovation Network (UIIN). All of these affiliations provide speaking opportunities to disseminate information, networking to build relationships across universities, and learning opportunities to better understand other models and creative solutions.

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2. SUMMARY OF ACCOMPLISHMENTS

Accomplishment 1: Education and Workforce Development

Workforce development and education accomplishments at KU include multiple strategic initiative areas. The KU Edwards campus has leveraged the Johnson County Education Research Triangle (JCERT) program to add 10 new degree programs for early career professionals. JCERT is a unique partnership of Johnson County (suburban Kansas City), KU and Kansas State University whose goal is to create economic stimulus and a higher quality of life through new facilities for research and additional degree opportunities. In 2008, Johnson County voters approved a 1/8-cent sales tax to fund JCERT initiatives. The economic impact of the Triangle in Johnson County over the next two decades is expected to be well over \$1.4 billion and to attract millions of dollars in private and public donations and research grants. The JCERT-funded academic programs, serve both the workforce and the community development needs of the region, primarily in industries projected to help grow the region. The Workforce Development Advisory Board at KU Edwards critiques and informs campus administration on academic programs and services the campus offers, or should offer, to the employers of the region. This board is an important element in helping to build a qualified workforce in Greater Kansas City.



KU Continuing Education (KUCE), also at the Edwards campus, has longstanding programs focused on workforce development to nearly 30,000 professionals annually from around the world. As an example, the Aerospace Short Courses is an internationally recognized program that has trained over 3,000 engineers in the aerospace industry. KUCE also houses the Osher Lifelong Learning Institute established and maintained through a \$2M endowment, and another \$100K in general operating funds, from the Bernard Osher Foundation; the institute offers courses on site across several locations in Northeast Kansas and South Central Kansas, as well as in Manhattan, Kansas.

The School of Engineering *Building on Excellence Initiative* is a multi-faceted approach that drives growth in facilities, faculty, leadership, research and students thereby helping industry partners find the new talent, designs and techniques they need to fuel economic growth. Starting in 2011, KU Engineering has exceeded goals of growing the number of students graduating with BS degrees in engineering by 60% through adding faculty to maintain a student/faculty ratio of

23:1. New KU Engineering facilities, that address high-tech research and innovative classroom space, will nearly double the amount of space available and directly influence the goals of *Bold Aspirations*. This Initiative is supported by the State of Kansas through the Engineering Growth Act, employers, research funding and additional revenue from growing enrollment.

Certificate programs and internship opportunities are growing at KU providing unique opportunities for students. Certificate classes also dovetail into degree programs. As an example, the Entrepreneurship Certificate attracts students from across disciplines interested in starting companies. This semester over 500 students are enrolled in one or more entrepreneurship courses leading towards a certificate.

KU has a long history in rural workforce development in the healthcare space. The “Scholars in Rural Health” program is designed to identify and encourage undergraduate students from rural Kansas who are interested in building successful careers as physicians in rural areas. Students apply for the program in the second semester of their sophomore year in college. The program provides assured admission to the KU School of Medicine for selected students upon successful completion of program requirements and graduation from their undergraduate institution. The KU School of Medicine is recognized as a leader in the training of rural physicians, ranking 12th nationally in a recent U.S. News & World Report survey. In an effort to provide more doctors for rural Kansas, the School of Medicine opened a new campus in Salina and expanded its medical education program in Wichita to a full four years.

| Area of Accomplishment | Related Activities, Programs, Initiatives | Talent (T), Innovation (I), Place (P) or Connections | Timeline | Resources | Indicator/ Measure of Success |
|---|---|--|----------|--|--|
| 1. Education & Workforce Development | | | | | |
| <i>All Initiatives</i> | Osher Lifelong Learning Institute | (T) Education; Workforce Development | | KU Continuing Education | 180 courses; 6,643 participants across 60 countries and 48 states, including all 105 counties in Kansas |
| | Entrepreneurship Certificate | (T, I) Talent, Innovation, Entrepreneurship | | School of Business | Over 500 students enrolled per academic year; over 100 receive certificate each year; 4 Schools/Colleges represented |
| | Johnson County Education Research | (T,P) Education, Workforce Development | 2008 | Partnership with Johnson County, Kansas State University | 10 new degree programs - 4 UG degree completion |

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| | Triangle (JCERT) | | | | programs; 6 graduate-level programs. |
| <i>Sustaining the Planet, Powering the World</i> | Engineering Capstone Program | (T, I, P) Talent, Innovation, Place | 2013 | Mechanical Engineering; Corporate partners | 29 two-semester projects funded by 15 companies |
| | Petroleum Accounting Certificate | (T) Education; Workforce Development | 2016 | School of Business; School of Engineering | Program launch in January 2016 |
| | KU Engineering Building on Excellence Initiative | (T, I, P) | 2011 | State of Kansas Engineering Expansion Act, Corporate partners, philanthropy | 30 new engineering faculty; 60% increase in BS Engineering degrees granted, new 185,000 sq ft engineering complex including 3 buildings |
| | Aerospace Short Courses KU Continuing Education | (T,P) Education; Workforce Development | 1977 | KU Continuing Education; Registration Fees paid by Corporations | 3,045 participants; 48 countries including 1,868 participants in 46 states |
| <i>Promoting Well-Being, Finding Cures</i> | Completion of Hemenway, Multidisciplinary Research Building, Shenkel Structural Biology Building | (T,P) Education; Workforce Development | 2010 | Private donors; State of Kansas | Multi-disciplinary facilities for clinical, pharmaceutical, and basic research |
| | Kansas Scholars in Rural Health program | (T,P) Education; Workforce Development | 1997 | KU School of Medicine | 104 prospective physicians enrolled to date, 50% in medical school or residency, 11 of 18 graduated residents practice in rural areas |
| | Expansion of the KU Medical School to Wichita and Salina into 4 year programs | (T,P) Education; Workforce Development | 2011 | KU School of Medicine | Salina – 8 students admitted per year – First graduating class in 2015 Wichita - increase graduating class from 55 to 75. |
| | MD MBA Program | (T) Education; Workforce Development | 2014 | School of Business, Medical School partnership | First cohort of students in Fall 2015 |
| <i>Harnessing Information, Multiplying Knowledge</i> | Sprint Course | (T) Education; Workforce Development | 2015-2016 academic year | School of Business KU Edwards | 15 students/semester working on business problems with sponsoring companies |
| | Garmin Internship Program at BTBC | (T, P) Talent, Place | 2010 | Garmin funded internships; Garmin leased space at BTBC on west campus | 65 internships at BTBC training lab; 31 hired |

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|--|--|--------------------------------------|---------|--------------------------------|--|
| | KU Continuing Education - Professional Education | (T) Education; Workforce Development | Ongoing | KU Edwards; Corporate Partners | FY14: Conferences and professional education: 234 events, 31,512 participants. |
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Accomplishment 2: Innovation and Technology Commercialization

Bold Aspirations defines how KU values a culture of entrepreneurship among its faculty and students. Over the past four years, KU has expanded the commercialization of its technologies, built infrastructure to support corporate partnerships, enhanced the culture of entrepreneurship on campus, and built partnerships with businesses; all of which have advanced university priorities by creating an integrated infrastructure that has mitigated barriers and provided a faculty-friendly environment. This infrastructure includes the creation of a Proof of Concept (POC) Fund, tools to educate faculty about startup creation and licensing, a strong partnership with the BTBC providing support for faculty and student startup company creation at KU, and multiple events and venues to network and market faculty intellectual property (IP).

In 2013, KU began rolling out this new infrastructure. The POC Fund was launched to competitively award projects in the intellectual property portfolio to move them closer to commercialization. The fund has granted twelve awards totaling \$600,000, enabled by re-investing royalties from previously licensed IP. Educational programming was launched, including faculty workshops such as the Research to Patients Summit involving the schools of Engineering and Medicine partnering with medical device companies. The Jim Baxendale Commercialization Award was created as an annual recognition of a faculty member who has demonstrated success in commercialization of his or her research. The award is a competitive process through peer recommendation. The Technology Tuesday program was launched in 2015 to provide networking and exposure to KU’s technology portfolio with over 100 people in attendance at the inaugural event.

Since the launch of *Bold Aspirations* in 2012, KU has shown growth in all areas of technology commercialization. The number of issued patents increased by 58% from 2011 to 2014. The number of executed license agreements has more than tripled over the same time period. Licensing revenue has followed suit, increasing from \$751,815 in 2011 to \$10.68 million in 2014. New disclosures of IP have also increased. A new in-bound marketing strategy is going live in 2015 that will integrate existing tools including a CRM (Salesforce) and a marketing platform (Hubspot) allowing a more data-driven, targeted marketing method for approaching potential licensees. This activity and other infrastructure now in place has driven entrepreneurial activity too. There are now 28 active startup companies based on KU research or capability.

The KU Catalyst, a joint venture of the KU School of Business and the BTBC, provides space, mentoring, education, prototyping and access to capital for student-led startup companies. The Catalyst has accepted five companies into the program over the past two years.

The BTBC is the largest incubator system and economic development engine in the region and the economic development partner of KU. The BTBC tenant mix is diverse and includes KU startups, recruited small to medium-sized companies, and established companies seeking proximity to KU. With three facilities, the BTBC system consists of over 85,000 sq ft of office and highly flexible and customizable laboratory space assisting tenants by access to business services. BTBC recently completed a 31,400 sq ft addition to its main Lawrence facility and is working toward development of a proposed innovation park that will bring private industry, academia, local researchers, and entrepreneurs together on KU’s West Campus in Lawrence.

| Area of Accomplishment | Related Activities, Programs, Initiatives | Talent (T), Innovation (I), Place (P) or Connections | Timeline | Resources | Indicator/ Measure of Success |
|---|--|--|-------------|--|--|
| 2. Innovation & Technology Commercialization | | | | | |
| <i>Technology Commercialization</i> | Faculty engagement in Innovation & Commercialization | Innovation (I) | FY11- FY14 | KUCR/KUMC-RI | Patents Issued up from 16 to 38 |
| | Commercialization of Technology | Innovation (I) | FY11- FY14 | KUCR/KUMC-RI | Gross Revenue increase of 14.2x Tripled license agreements executed |
| | Proof of Concept Fund | Innovation (I) | 2013 | \$600,000 | 66 Applications; 12 funded projects (4 per year) |
| | Faculty Recognition for Participation in Commercialization | Innovation (I) | 2013 | Provost level award | 2 Awards given; 1 per year |
| | Institute for Advancing Medical Innovation | (I, T) Innovation, Talent | 2011 | \$16M- Kauffman Foundation; KU Endowment | 40 Projects funded; 60 disclosures; 2 licenses; 1 startup company |
| <i>Build External Partnerships</i> | Centralization of all activities for Industry Agreements | Innovation (I) | 2014 | KUIC | Over 600 total agreements executed per year |
| | Development of corporate partners | (I, T, P) Innovation, Talent, Place | FY12 – FY14 | KUIC | Company visits increased over 500% |
| | Tech Trek – Student Internship | (I, T) Innovation, Talent | 2015 | Philanthropy | 22 Students, visited 9 |

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|------------------------------------|---|-------------------------------------|-----------|--|--|
| | Program to Silicon Valley | | | | companies in Silicon Valley |
| | Comprehensive Industry Engagement Group | (I, T) Innovation, Talent | Nov 2014 | KUIC, KU Endowment, KU Career Services, KU Continuing Education, BTBC, Office of Diversity, School of Business, KU Center for Research | Strategic partnering plan developed for 10 regional companies |
| | KU Contract Continuum - standardized options for IP for research agreements | Innovation (I) | 2015 | KUCR KUMC – RI | Decrease in time to execute contracts – Increase in Industry sponsored research |
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| <i>Culture of Entrepreneurship</i> | SBIR/STTR Assistance Program | (I, P) Innovation, Place | 2015 | Kansas Department of Commerce, BTBC | 33 Attended 1st Training 4 KU startups awarded intense assistance |
| | KU Catalyst | (I, T, P) Innovation, Talent, Place | 2013 | School of Business, BTBC, US-EDA Grant | 5 Student led companies incubated |
| | KU Entrepreneurship Club | (I, T) Innovation, Talent | ongoing | University Student Group housed in the School of Business | 146 Members from multiple majors |
| | KU Innovation Fair | (I, T) Innovation, Talent | 2013-2014 | KUIC | 40 Undergraduate and Graduate Posters presented 1 st -3 rd prizes awarded in 2 divisions annually |
| | Jayhawk Consulting | (I, T) Innovation, Talent | 1998 | School of Business, US-EDA Grant | Student led business services for 70 Kansas organizations |
| | Research to Patients Summit | (I, T) Innovation, Talent | 2014 | KUIC, School of Medicine, School of Engineering, Corporate Partners | 200 Attendees per annual event; 15 applications for pitch competition; prize money awarded to top 3 |
| | Bioscience and Technology Business Center (BTBC) | (I, T, P) Innovation, Talent, Place | 2010 | City of Lawrence, Douglas County, KU | 34 Tenant Companies; 149 jobs; \$8.3M payroll; 4 companies graduated |

Accomplishment 3: Community Engagement

The Midwest Cancer Alliance (MCA) and the KU Center for Telemedicine & Telehealth (KUCTT) are examples of engagement in the *Promoting Well-Being, Finding Cures* strategic initiative. MCA is a membership-based organization that brings cancer research and the care and support professionals together to advance the quality and reach of cancer prevention, early detection, treatment, and survivorship in the Heartland. The MCA links the KU Cancer Center with hospitals, physicians, nurses and patients throughout Kansas and Western Missouri. The Alliance advances access to cutting-edge clinical trials as well as professional education, networking, and outreach opportunities to help attract and retain top oncology-trained talent eager to provide advanced treatment in rural areas. A core principle of the MCA is to facilitate advanced treatment for cancer patients as close to home as possible. In many cases, oncologists affiliated with MCA Clinical Research Partners will have access to cutting-edge clinical trials and treatment protocols at their location.

KUCTT is a recognized world leader in telehealth services and research and one of the oldest and most successful telehealth programs in the world. Since inception in 1991, the Kansas telehealth network has established more than 100 sites throughout the state, conducted more than 24,000 clinical consultations for Kansans and hosted hundreds of educational events for health professionals, teachers, students and the public across the network. KUCTT has been an integral piece of several national and international collaborations that have demonstrated the potential of telehealth to eliminate distance as a barrier to healthcare.

The Juniper Gardens Children's Project (JGCP) was launched in 1964 as a partnership between the community of Kansas City and KU Departments of Special Education, Health Science and Human Development and Family Life and the Schiefelbusch Institute for Life Span Studies in order to address child development concerns within a low-income community. Together, the community and KU have designed programs to intervene and improve the caregiving and special education received by children in this community. These programs are funded by long-term federal grants based in the community and conducted with the active participation of the community residents. JGCP's local partnerships are fostered through its Community Advisory Board, which consists of Kansas City community leaders, educators, parents, and JGCP staff. The board gives voices to the community, identifies needs and priorities, and helps build support for collaborative efforts. JGCP has provided a place for KU faculty and students to learn from the wisdom and experiences of the urban community.

The Redefining Retirement program (RedTire) and the Kansas Impact Program (KIP) are areas of engagement in the *Building Communities, Expanding Opportunities* strategic initiative. RedTire addresses the closing of rural Kansas businesses due to the lack of a successor or exit strategy by matching qualified graduates with business owners looking to retire. RedTire staff screen prospective replacement managers and candidate businesses, then identify good matches for purchase opportunities. From there, the program negotiates the purchase and transition of ownership terms, helps establish a business purchase loan, and then monitors and helps the new owners operate and grow their new business. KIP pairs Kansas businesses and nonprofit organizations with teams of first-year MBA students to provide students with team-based consulting experience while benefiting Kansas organizations. The program brings business expertise to issues occurring in nonprofits positively affecting the organization and the student teams.

KU has far reaching engagement programs covering the gamut of strategic initiatives across our campuses. KU School of Engineering expansion is significantly expanding research and teaching space funded through federal grants, the University Engineering Initiative Act of the Kansas Legislature and philanthropy. Collaborative programs in 14 counties counter teenage alcohol use. Scientists at the state geological and biological surveys, based at KU, fan out over Kansas to study regional ecological diversity, surface and ground water usage, and oil and gas deposits. Research programs address alternative fuels and CO₂ sequestration for important energy industries in Kansas. Video hookups permit community doctors to confer directly with specialists at the Medical Center, which also sponsors an alliance of regional hospitals and research units for cancer diagnoses and care. These programs and many others represent KU’s mission of community engagement.

| Area of Accomplishment | Related Activities, Programs, Initiatives | Talent (T), Innovation (I), Place (P) or Connections | Timeline | Resources | Indicator/ Measure of Success |
|--|---|--|----------|---|--|
| 3. Community Engagement | | | | | |
| <i>Promoting Well-Being, Finding Cures</i> | Midwest Cancer Alliance | (I, T, P) Innovation, Talent, Place | 2008 | KU Cancer Center, Membership fees, grants, philanthropy | 21 Members Community Partners, Clinical Research Partners and Partner Advisory Board Members |
| | KU Medical Center JayDoc Free Clinic – student ran clinic | (P, T) Place, Talent, Workforce Development | 2003 | Philanthropy, Health Care Foundation, The REACH | 2000 Patients seen per year |

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| | servicing uninsured/underinsured in Greater KC | | | Foundation, Wyandotte Health Foundation, and the Association of American Medical College | 16,000 student volunteer hours in Wyandotte County |
| | Kansas Recruitment and Retention Center at KUMC | (P, T) Place, Talent, Workforce Development | 2004 | KU Rural Health Education & Services | Over 182 healthcare professionals placed across rural Kansas |
| | KUMC Outreach Aircraft Program | (P, T) Place, Talent, Workforce Development | 2009 | KUMC | 643 trips, worth \$1.6 million, for medical outreach and education |
| | Statewide Pediatric diagnostic clinics | (P) Place | | Center for Child Health & Development at KUMC | Grant from Kansas Department of Health & Environment; private donations |
| | Juniper Garden's Children's Project | (I, T, P) Innovation, Talent, Place | 1964 | Departments of Special Education, Health Science, Human Development and Family Life, and the Schiefelbusch Institute for Life Span Studies Kansas City, KS | Supported by more than 60 large and small project grants from Federal and State agencies, and private foundations. |
| | KU Center for Telemedicine & Telehealth (KUCTT) | (P) Place | 1991 | KUMC | 100 Sites; clinical 42 Kansas counties; 24,000 clinical consultations |
| | | | | | |
| <i>Building Communities, Expanding Opportunities</i> | Kansas Fire & Rescue Training Institute at KU – Grain Engulfment Training | (P, T) Place, Talent, Workforce Development | 2014 | \$90,000 donation from Kansas Grain and Feed Association, Kansas Cooperative Council, Kansas Farmers service association. | 9,308 Firefighters training at 500 events annually, 13 states, 104 Kansas counties |
| | Redefining Retirement (RedTire) Program | (P, T) Place, Talent | 2013 | KU Business School; EDA grant (U.S. Department of Commerce) | 5 Companies matched with new owners; working with 29 additional businesses |
| | Mount Oread Leadership Series for U.S. Army officers | (P, T) Place, Talent | 2014 | Office of Graduate Military Programs and School of Business | 2 Cohorts; 30 career officers each |

| | | | | | |
|--|---|-------------------------------------|------|--|--|
| | KU Center for Community Outreach – student outreach | (P, T) Place, Talent | 1990 | KU Student Involvement and Leadership Center | 13 unique student-run programs coordinating service opportunities |
| | KU Advocacy Core | (P) Place | 2010 | KU Center for Civic and Social Responsibility | 50 organizations and advocates |
| | Kansas Impact Program (KIP) | (P, T) Place, Talent | | KU School of Business, Nonprofit organizations | 15 projects; 15 community partners |
| | Kansas Certified Public Manager Program | (P, T) Place, Talent | 1993 | Cities of Independence and Pittsburg; Pittsburg State Univ | 1500 Managers certified |
| | | | | | |
| <i>Sustaining the Planet, Powering the World</i> | South-central Kansas CO ₂ Project (Kansas Geological Survey at KU) | (P, I) Place, Innovation | 2012 | \$21.5 million in cooperative agreement funding from DOE's National Energy Technology Laboratory | 18 Kansas Oil & Gas partner companies |
| | KU Biodiesel Initiative | (I, T, P) Innovation, Talent, Place | 2006 | Kansas Soybean Commission, KU Dining Service, KU Engineering, KU Environmental Health and Safety, KU Student Senate | Operation of campus busses, recycling of cooking oil, ASTM testing of biodiesel |
| | | | | | |
| <i>Harnessing Information, Multiplying Knowledge</i> | M2SEC Building | (I, T) Innovation, Talent | 2012 | \$12.3M grant from NIST; over \$12M in philanthropy | 47,000 sq ft of engineering research space |
| | Learned Engineering Expansion (LEEP) Phase II/High Bay Structure Testing Facility | (I, T) Innovation, Talent | 2015 | \$35M Kansas Department of Commerce, \$45M philanthropy; KU Center for Research | 135,000 sq ft of engineering space |
| | Kansas City Research Data Center (KC-RDC) | (I, P) Innovation, Place | 2015 | IPSR partnership with University of Missouri, University of Missouri-Kansas City, Federal Reserve Bank of Kansas City, and Kauffman Foundation | Funded by NSF, one of 24 centers nationally in the US Census bureau's Center for Economic Studies research data center program |

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3. GROWTH AND IMPROVEMENT PLAN

Internal and external stakeholder surveys were constructed to measure characteristics of economic engagement relative to importance of the characteristic and relative to KU's performance in that area. The resulting gap analysis showed small gaps between the importance of the characteristic to the respondent and KU's performance in that area (Appendix 2).

For both stakeholders groups, the largest gaps between importance and performance were identified for the following characteristics:

- Providing relevant educational opportunities and programs
- Creating a supportive culture.

The stakeholder groups diverged in terms of their weighting of importance and performance for the following characteristics:

- Engages and asserts institutional leadership
- Promoting openness, accessibility, and responsiveness.

Internal stakeholders ranked the gap in Institutional Leadership as the smallest of the characteristics (high in both importance and performance) while external stakeholders disagreed. Conversely, external stakeholders valued Accessibility more than internal stakeholders, which showed the largest gap score. In general, there was convergence of the other characteristics.

Within these larger categories, Appendix 2 describes the items that demonstrated the greatest opportunity for growth. Both internal and external stakeholders identified similar weaknesses in performance in KU providing 1) a culture of entrepreneurship (Educational Opportunities) and 2) an infrastructure to easily matriculate contracts with industrial partners (Culture). The third area of weakness pertains to how KU articulates strengths and capabilities internally and externally: KU maintains user-friendly and searchable web sites detailing faculty and staff expertise and R&D facilities (Accessibility); KU initiates contact between university faculty and the region's major economic development players (Accessibility).

While significant advancements have been made the self-study has identified three areas of growth that speak to these identified weaknesses:

- Growth Area 1: Promoting a Culture of Entrepreneurship: Exposure, Education, Infrastructure
- Growth Area 2: Ensure Culture of Accessibility to the University
- Growth Area 3: Develop Strategies for Leadership to Engage in Economic Engagement

3.1. Promoting a Culture of Entrepreneurship

As noted, KU has made improvements in this area since the launch of KUIC in 2011. Faculty entrepreneurial “boot camps” were well received, with over 200 individuals attending. Interest among the faculty in entrepreneurship appeared to be growing, but the number of startup companies with faculty founders was not increasing. Faculty feedback through our quantitative and qualitative analysis has assisted envisioning a more comprehensive program to achieve an entrepreneurial mindset among faculty as identified in *Bold Aspirations*. Identified barriers led to the development of a program that touches on three areas: exposure of faculty and students to entrepreneurial successes; educational programming to understand what it means to start a business; and infrastructure to assist in licensing and funding startups.

The KU Alumni Association is a strong partner in economic engagement at KU. This partnership will drive collaboration in the development of a seminar series bringing entrepreneurial Jayhawks back to campus to tell their stories. Startup Weekend at KU will provide a venue for these alumni to serve as mentors and coaches for student-led ideas that can then feed into the KU Catalyst incubator. KU plans to leverage this exposure programming to apply for an I-Corps designation to institutionalize a conceived entrepreneurial training program into an accelerator program. This will provide an educational entrepreneurial program using a model adopted by the federal granting agencies. Faculty feedback also spoke to the need to reduce barriers in the license negotiations. Development of a quick license for faculty wanting to start a company with transparent terms that are not laden with fees will lessen the burden of negotiation and provide faculty with an easy route to start companies. This will all be packaged into a communications plan that encompasses the entire ecosystem of entrepreneurial programming at KU identified through the IEP process into an umbrella website that articulates all the resources for faculty.

3.2 Ensure Culture of Accessibility to the University

Survey results indicated that KU could improve its culture of accessibility to external partners to drive economic engagement. Universities are often opaque in terms of engagement – i.e., how to identify a partner and who to contact. Moreover, contracting barriers often slow the partnership further after these first two hurdles are overcome. Thus, KU has taken steps to become more transparent.

The creation of the Office of Corporate Partnerships centralized development of research partnerships with KU. Industry contract negotiations was consolidated across the campuses into the Industry Agreements Group. Both, the Office of Corporate Partnerships and its Industry Agreements Group, are a part of the KUIC umbrella to foster cooperation and industry accessibility. However, there are still barriers that need mitigation to provide greater

accessibility. Both the survey and other qualitative feedback demonstrates that KU needs more streamlined processes for negotiation of industry-sponsored research agreements. Through organizations like CICEP and UIDP, KU has looked at other university models that provide easy contracting terms. There is a significant need to develop a similar structure at KU that aligns with the university's strengths and intellectual property commercialization goals. This will communicate to corporate partners that KU is responding to their needs and wants to partner in research relationships.

Research relationships are an important engagement type, but these are different than broad community-based partnerships. A point person for this activity that is embedded at KU Edwards will drive these types of relationship for KU to increase new community partnerships and drive community-engaged scholarship.

All these new partnerships required a robust tool to search and catalog the research expertise at KU. A search expertise portal will be developed that will search KU research and creative activity portfolio by keyword, returning a list of faculty engaged in research in that area and their scholarly output. This window into the research enterprise at KU will allow external stakeholders to easily match need with an expert at KU providing a valuable tool to reach identified goals of providing a culture of accessibility to KU.

3.3 Develop Strategies for KU Leadership to Engage in Economic Engagement

KU's strategic plan emphasizes engagement and community-engaged scholarship. Significant progress toward these goals has been limited to strategies focused on entrepreneurship and corporate partnerships. KU is now poised, with support of senior leadership, to develop broader strategies for economic engagement in the region. Strategies are required to bridge internal interest and community engagement. Bringing potential and solidified community partners to the table to assist in crafting a plan to engage the community is essential. The IEP committee will be expanded to create an Engagement Leadership board. This board will be linked to KUIC and will carry out the growth and improvement plan described herein; this plan will be renamed and expanded to become known as the KU Engagement Plan.

The Board will collaborate with KU's Institute for Policy & Social Research (IPSR), whose role is to support local economic development organizations through sophisticated research, analytical business development tools, and strategic planning. IPSR was designated the Business & Industry Data Center for the State of Kansas in 2009. Through this role, IPSR acts to identify, recruit, and manage an affiliate network of nonprofit stakeholders in Kansas who have a role in economic development efforts or otherwise use diverse economic and demographic data in their work. These capabilities position IPSR, and its federally-funded University Center as well, to collaborate in evaluating KU's economic impact in the region. Also affiliated with IPSR is a NSF-funded Kansas City-based Census Research Data Center (RDC) located at the Federal Reserve Bank of Kansas City headquarters. The National Science Foundation awarded center is a partnership composed of KU, the University of Missouri, the Federal Reserve Bank of Kansas

City, and the Kauffman Foundation. The RDC allows access to confidential Census data for a wide variety of research projects on issues including poverty, crime, employment, education, entrepreneurship, and health and mortality. As a result, researchers at KU and across our region will now have greatly expanded access to federal data that can only be used at the Census Bureau or a Research Data Center. The KC-RDC will extend the research capacity and infrastructure at the University toward understanding economic engagement both regionally and nationally.

Commissioning such a report, together with the results of the IEP process, will provide a platform for senior administration to engage with external stakeholders around economic engagement and the university. This will also provide a venue for information exchange broader than the Engagement Leadership board to further refine the engagement plan. Realigning the web presence of KU in engagement will also provide continuity and another communication vehicle to this end.

| Growth & Improvement Plan Goal | Related Objectives | Activities | Timeline | Resources | Indicator/ Measure of Success |
|--|--------------------------|---|--|----------------------------------|---|
| 1. Develop a University-wide initiative to promote entrepreneurship through exposure, education, and infrastructure | | | | | |
| | 1.1 Exposure Programming | 1. Engage Alumni Association and KU Endowment 2. Seminar Series to bring alumni entrepreneurs back to campus 3. Partner with local community and Chamber 1Million Cups to create 1MC KU | Q3 2015 – partner meetings Q4 2015 – develop schedule Q1 2016 - launch | Alumni, KUIC | 1. Attendance 2. Alumni engaged as mentors 3. Disclosure rate increase |
| | 1.2 I-Corps | 1. I-Corps Site Proposal 2. Future I-Corps Node participation 3. Leverage to develop accelerator program at KU | June 2015 2017 2016 | KUIC, Deans, KUCR, KUMC-RI, BTBC | 1. I-Corps Center Site 2. Mentor network in place 3. Accelerator program launched |
| | 1.3 Startup Weekend | 1. Formalize partnership with UpGlobal to host SWE KU 2. Formalize partnership with Lawrence Chamber | Q3 2015 Q3 2015 | KUIC, School of Business, BTBC | 1. Students engaged 2. Student teams entering KU Catalyst 3. New student companies formed 3. Mentors engaged in other activities |

| | | | | | |
|---|--|---|--|--|--|
| | | 3. Identify student advocates and mentors 4. Hold event/make plans for annual event | Q3 2015 Q4 2015 | | |
| | 1.4 Quick license model | 1. Gather data from other universities implementing the model 2. Develop a KU Quick License plan for startups 3. Gather feedback from faculty entrepreneurs and senior administration 4. Implement changes, gain final approval, launch | Q2 2015 Q3 2015 Q4 2015 Q1 2016 | KUIC Provost Office KUMC | 1. Increase in number of startups with faculty founder |
| | 1.5 Marketing and Communication plan execution for Entrepreneurship at KU | 1. Engage expertise at KU for committed time 2. Identify internal vehicles and external 3. Develop branding and strategy 4. Roll out internally and externally | Q3 2015 Q3 2015 Q1 2016 Q2 2016 | KUIC, KUCR, KUMC-RI, | 1. Mentor numbers 2. Faculty/students engaged in entrepreneurship programming 3. Startup companies formed |
| 2. Ensure Culture of Accessibility to the University | | | | | |
| | 1.1 Needs assessment to identify barriers and implementation of novel contracting models | 1. Interview universities with innovative models 2. Interview corporate partners, VCs and startup companies 3. Identify barriers 4. Develop new model to address identified issues 5. Cross reference with university policy to identify necessary change 6. Gain endorsement by faculty senate and deploy new model | Q4 2015 Q1 2016 Q1 2016 Q2 2016 Q2 2016 Q2 2016 | KUIC, KUCR, KUMC – RI, Provost Office, External stakeholders | 1. Number of interviews 2. Barriers identified by stakeholder group 3. Plan developed for mitigation 4. Policy developed 5. Increase in industry sponsored research 6. Increase in number of companies partnering 7. Decrease in time to execution of agreements |
| | 1.2 Hire a point of contact for community partners | This objective is already underway. A position has been approved by the Provost to work as part of KUIC and working from the KU Edwards campus to drive community | Resources have been allocated for salary support. Office | KU Provost KUIC KU Edwards | 1. Increase in new community partners 2. Increase in community engaged project expenditures 3. Increase in number of faculty involved in |

| | | | | | |
|---|--|---|--|--|--|
| | | engagement in the Kansas City region | space identified. | | community engaged scholarship |
| | 1.3 Develop Expertise Portal for KU | <ol style="list-style-type: none"> 1. Work with Central IT to seat an executive committee to solicit input from the larger KU committee and external community 2. Develop requirements documentation for portal 3. Evaluate data sources 4. Test and finalize system 5. Launch | <p>Q2 2015</p> <p>Q2 2015</p> <p>Q3 2015</p> <p>Q1 2016</p> <p>Q2 2016</p> | <p>KU – Central IT</p> <p>KUIC</p> <p>Deans</p> <p>KUMC</p> <p>Kansas Department of Commerce</p> | <ol style="list-style-type: none"> 1. Successful testing with internal/external stakeholders 2. Launch of functional system 3. Increase in users over time by stakeholder group |
| | | | | | |
| 3. Develop Strategies for KU Leadership to Engage in Economic Engagement | | | | | |
| | 1.1 Create an Engagement Leadership Board | <ol style="list-style-type: none"> 1. Continue the work of the IEP committee to expand to an Engagement Executive Committee 2. Identify external stakeholder members to extend invitations 3. Develop goals and deliverables for committee 4. Launch board | <p>Q3 2015</p> <p>Q4 2015</p> <p>Q1 2016</p> <p>Q2 2016</p> | <p>IEP Committee</p> <p>KUIC</p> <p>KU Edwards</p> <p>Provost Office</p> <p>KUMC</p> | <ol style="list-style-type: none"> 1. Inventory of community engaged scholarship activity 2. Participation of senior leadership at KU and external stakeholders 3. Increased awareness of engagement at KU through quarterly meetings 4. Strategic engagement plan |
| | 1.2 Engage IPSR to perform an economic impact study and develop Engagement tour for senior leadership to communicate message | <ol style="list-style-type: none"> 1. Meet with IPSR staff to develop timeline for study 2. Provide necessary data for study 3. Commission study 4. Develop marketing and communications strategy around study 5. Schedule speaking engagements for VCR and Provost to communicate economic impact of KU | <p>Q1 2016</p> <p>Q1 2016</p> <p>Q2 2016</p> <p>Q4 2016</p> <p>Q1 2017</p> | <p>KUCR</p> <p>KUIC</p> <p>KU MarComm</p> <p>Provost Office</p> <p>IPSR</p> <p>KU Edwards</p> | <ol style="list-style-type: none"> 1. Number of speaking engagements for senior leadership 2. Involvement of KU in economic development activities regionally 3. Number of new companies partnering with KU |
| | 1.3 Include the broad engagement mission of KU on | <ol style="list-style-type: none"> 1. Engage KU Public Relations Marketing & Communications team | <p>Q2 2015 (complete d)</p> <p>Q3 2015</p> | <p>KUIC</p> <p>KU MarComm</p> <p>Provost Office</p> <p>KU Edwards</p> | <ol style="list-style-type: none"> 1. Launch of new web presence 2. Increase in hits per month |

| | | | | | |
|--|-----------------------------------|--|------------------------|--|--|
| | the main page to reflect activity | 2. Use IEP proposal and Bold Aspirations as basis for content 3. Develop content and review by Engagement Leadership Board 4. Launch | Q4 2015 Q1 2016 | | 3. Increase in multiple clicks within site |
|--|-----------------------------------|--|------------------------|--|--|

Conclusion

The growth and development plan described leverages significant progress KU has already made in economic engagement. The base provides a launching point to further refine and develop new programming identified through the self-study. The IEP process has been an invaluable tool to refining this needed infrastructure and engaging stakeholders in a new way.

APPENDIX 1 –STAKEHOLDER INSTRUMENTS

Scale: 1 = poorly; 3 = neutral; 5 = very well; NA = no basis for judgment

1. KU engages and asserts institutional leadership in economic development by:

| | |
|---|--------------|
| a) emphasizing contributions to economic growth as one of its priorities. | 1 2 3 4 5 NA |
| b) working alongside business/government/community leaders to identify actionable economic growth priorities. | 1 2 3 4 5 NA |
| c) actively engaging senior campus leadership in regional economic growth initiatives. | 1 2 3 4 5 NA |

2. KU creates a supportive culture for economic development by:

| | |
|--|--------------|
| a) recognizing economic development activities through promotion, tenure and/or other reward systems. | 1 2 3 4 5 NA |
| b) encouraging faculty research collaborations with industry and community partners. | 1 2 3 4 5 NA |
| c) making available cooperative research centers and/or laboratory facilities to external organizations, i.e., industry. | 1 2 3 4 5 NA |
| d) implementing efficient procedures for securing contracts, licenses, and other agreements with industry. | 1 2 3 4 5 NA |

3. KU directly contributes to economic development and innovation economy by:

| | |
|--|--------------|
| a) seeking partnerships with government at federal, state, and local levels to create and attract new businesses and industry clusters. | 1 2 3 4 5 NA |
| b) maintaining technology transfer capacity for licensing/patenting university discoveries. | 1 2 3 4 5 NA |
| c) contributing to support for innovation and entrepreneurship (i.e., commercialization, startup incubation and entrepreneurship education). | 1 2 3 4 5 NA |
| d) working with community members to define public and private investments that catalyze economic and innovative growth. | |

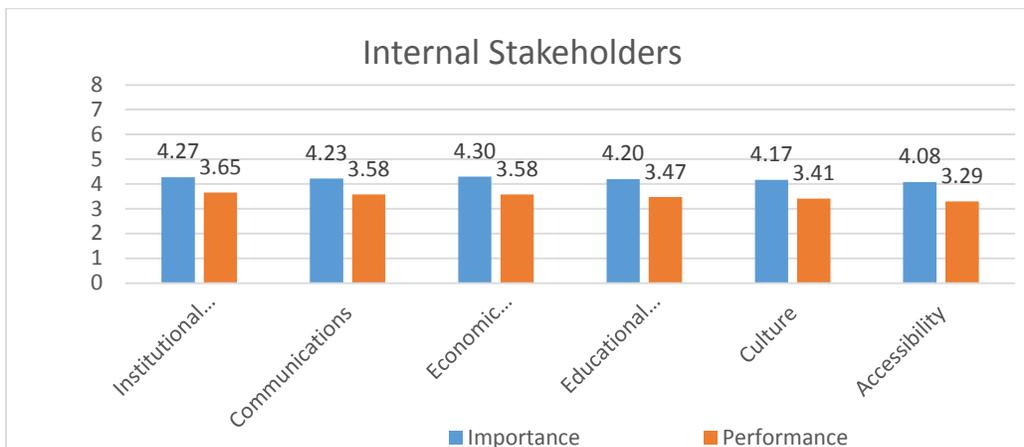
4. KU provides relevant educational opportunities and programs by:

| | |
|---|--------------|
| a) creating a culture of entrepreneurship across KU, including training and mentoring opportunities for students and faculty. | 1 2 3 4 5 NA |
| b) supporting alignment of undergraduate, graduate and continuing education curricula with needs of industry. | 1 2 3 4 5 NA |
| c) providing structured experiential learning opportunities to students through innovative internships and co-op experiences. | 1 2 3 4 5 NA |
| d) ensuring that career/recruiting services highlight professional opportunities in the region. | 1 2 3 4 5 NA |
| 5. KU promotes openness, accessibility, and responsiveness by: | |
| a) maintaining user-friendly web sites to search for faculty and staff expertise and R&D facilities. | 1 2 3 4 5 NA |
| b) designating key contacts for industry and economic development agencies. | 1 2 3 4 5 NA |
| c) facilitating interactions among university faculty and the region's major economic development players. | 1 2 3 4 5 NA |
| 6. KU communicates contributions, successes, and achievements that benefit the region by: | |
| a) disseminating information about university-community and university-industry collaborations. | 1 2 3 4 5 NA |
| b) reporting impact of contributions to regional innovation and economic growth to local and regional stakeholders. | 1 2 3 4 5 NA |

APPENDIX 2 - SELF STUDY RESULTS

Data on gap analysis: how important a respondent rated a characteristic relative to how the respondent rated KU's performance in that characteristic. These gaps were averaged and then ranked. The top positive and negative characteristics and top four areas for improvement identified by respondents are also included.

| Internal Characteristic | Rank | External Characteristic | Rank |
|---|------|---|------|
| Institutional Leadership | 1 | Institutional Leadership | 4 |
| Communications | 2 | Communications | 1 |
| Economic Development & Innovation Economy | 3 | Economic Development & Innovation Economy | 3 |
| Educational Opportunities | 4 | Educational Opportunities | 6 |
| Culture | 5 | Culture | 5 |
| Accessibility | 6 | Accessibility | 2 |
| | | | |



| POSITIVE PERFORMANCE CHARACTERISTICS - INTERNAL | |
|--|---|
| Survey Question | Characteristic |
| 9 | KU supports technology transfer activities for licensing/patenting university discoveries. |
| 1 | KU emphasizes regional economic growth as one of its priorities. |
| 14 | KU provides experiential learning opportunities to students through internships and co-op experiences. |
| 2 | KU works alongside business/government/community leaders to identify actionable priorities for economic growth. |
| POSITIVE PERFORMANCE CHARACTERISTICS - EXTERNAL | |
| Survey Question | Characteristic |
| 6 | KU encourages cooperative research centers and/or laboratory facilities to work with external organizations, i.e., industry. |
| 5 | KU encourages faculty research collaborations with industry and community partners. |
| 10 | KU supports innovation and entrepreneurship (i.e. commercialization, startup incubation and entrepreneurship education). |
| 14 | KU provides experiential learning opportunities to students through internships and co-op experiences. |
| GROWTH OPPORTUNITY CHARACTERISTICS - INTERNAL | |
| Survey Question | Characteristic |
| 7 | KU has efficient procedures for securing contracts, licenses, and other agreements with industry partners. |
| 12 | KU has a culture of entrepreneurship across disciplines, including training and mentoring opportunities for students and faculty. |
| 16 | KU maintains user-friendly and searchable web sites detailing faculty and staff expertise and R&D facilities. |
| 17 | KU designates key contacts for industry and economic development agencies. |
| GROWTH OPPORTUNITY CHARACTERISTICS - EXTERNAL | |
| Survey Question | Characteristic |
| 7 | KU has efficient procedures for securing contracts, licenses, and other agreements with industry partners. |
| 18 | KU initiates contact between university faculty and the region's major economic development players. |
| 12 | KU has a culture of entrepreneurship across disciplines, including training and mentoring opportunities for students and faculty. |
| 13 | KU aligns undergraduate, graduate and continuing education curricula with needs of industry. |

Appendix 3: APLU IEP Steering Committee Members

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