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THE QUESTIONNAIRE

1. The full-time equivalent enrollment of the university served by your office is (if you serve only the medical school, for example, then put in medical school enrollment, but if you serve an entire college put in all enrollment including undergraduates):
2. What area of technology accounts for the highest percentage of your institutional revenues or, if no recent revenue, patent applications?
 - a. Energy
 - b. Biology and Healthcare
 - c. Engineering
 - d. Materials/Mining Agriculture
 - e. Other
3. Your office serves:
 - a. A specialized unit or college such as a medical schools or engineering schools
 - b. A major research university
 - c. A college or university with technology that can be licensed or sold but that is not a major research university
4. How many individuals (FTE) are employed directly in the technology transfer or similar office in the following years (Do not include employees who are on loan from another division of the college if that division pays their salaries. Note that for all question 2011 is the 2011-2012 academic or fiscal year or nearest equivalent; 2012 is the 2012-2013 academic or fiscal year or equivalent, etc.):
 - a. In 2011?
 - b. In 2012?
 - c. Projected for 2013?
5. How many individuals (FTE) has the university assigned from other departments (FTE) to work for the technology transfer office in the following years:
 - a. In 2011?
 - b. In 2012?
 - c. Projected for 2013?
6. What was the office's total spending on direct office salaries for the following years (excluding salaries paid by other departments):
 - a. In 2011?
 - b. In 2012?
 - c. Projected for 2013?

7. What was the estimated university total spending on allocated salaries for personnel from other university departments that served in your department in the following years:
 - a. In 2011?
 - b. In 2012?
 - c. Forecast for 2013?
8. What is the number of years served at the university in his/her current position for the chief administrative officer in the technology transfer office?
9. How many direct employees does the technology transfer office have:
 - a. Over 5 years of service?
 - b. Over 10 years of service?
10. On a scale of 1 to 5, how useful is your academic library in obtaining access to the following resources? (1=very useful, 2=useful, 3=occasionally useful, 4=not very useful, 5=more or less useless)
 - a. Patent information
 - b. Technical papers
 - c. Technical conference proceedings
 - d. Business contact and marketing information
11. On a scale of 1 to 5, how useful are the following academic libraries at your institution for your work?
 - a. Business school library
 - b. Medical school library
 - c. General library
12. What might you need, if anything, from your academic library to better perform the mission of your office?
13. How many lawyers will/has the office employed directly in the following years (including only lawyers whose salaries are paid out of the technology transfer or equivalent office budget):
 - a. In 2011?
 - b. In 2012?
 - c. Plan to in 2013?
14. How many hours of legal assistance do you use from other university departments in the following years (1 full-time lawyer assigned to the department from the general counsel staff would be approximately 2,000 hours):
 - a. In 2011?
 - b. In 2012?
 - c. Plan to in 2013?

15. How many different outside law firms did the office use in the following years:
 - a. In 2011?
 - b. In 2012?
 - c. Plan to in 2013?

16. What percentage of legal expenditure was accounted for by work on invention reports and filing patents? (note that the legal expenditure categories in the following 6 question are not necessarily mutually exclusive)

17. What percentage of legal expenditures was accounted for by work on patent maintenance?

18. What percentage of patent maintenance legal work was recovered from licensees?

19. What percentage of legal expenditures was accounted for by work on contracts, government reporting, licensing contracts, and related contract work?

20. What percentage of legal expenditure was accounted for by work on patent enforcement and/or litigation?

21. What percentage of litigation or enforcement costs were recovered from licensees?

22. How many non-US patents has the office filed in the past two years?

23. Describe your efforts to monitor legal costs. Have costs gone up or down in recent years? What do you expect in the near future? Have you implemented plans to control or lower legal costs? What do you recommend to your peers?

24. How much did the technology transfer office pay for outside law firms in the following years:
 - a. In 2011?
 - b. In 2012?
 - c. Plan to in 2013?

25. What was the mean hourly rate for outside legal help in the following years:
 - a. In 2011?
 - b. In 2013?
 - c. Projected for 2013?

26. How much has this hourly rate changed in the past year per hour (in US dollars)?

27. How much legal staff time from university-employed lawyers did the office use in the past year? (if the university has two lawyers dedicated to working on issues for the technology transfer office, and another who works half time for the office, then the answer would be 2.5 FTE)

28. How many invention disclosure reports did the office receive from faculty in the following years:
- In 2011?
 - In 2012?
 - Expected in 2013?
29. What percentage of the invention disclosure reports was the office initially contacted by the faculty member in the following years (as opposed to solicited by the office itself):
- In 2011?
 - In 2012?
 - Expected in 2013?
30. What percentage resulted from strong encouragement internal marketing efforts by the technology transfer office in the following years:
- In 2011?
 - In 2012?
 - Expected in 2013?
31. Are any employees only responsible for internal marketing to faculty? If so, how many in the following years:
- In 2011?
 - In 2012?
 - Planned in 2013?
32. Are any employees responsible for only external marketing to industry? How many in the following years:
- In 2011?
 - In 2012?
 - Planned in 2013?
33. How many professional are dedicated to spin out companies only in the following years:
- In 2011?
 - In 2012?
 - Planned in 2013?
34. Does the office use an outside public relations firm or does it use the university public relations department?
35. How often do you send out press releases? To whom do you send them? What results have you achieved and what do you recommend?
36. Do you use a PR firm? University PR? Both? Why? What do you recommend to peers?

37. Do you send electronic releases, paper release, or both?
38. Have you used e-marketing extensively? Google ads, blog marketing, Facebook marketing, opt-in email, search engine optimization, or e-zine advertising? If you have used any of these means, what have been the results?
39. How much did the office spend on the following in 2010?
 - a. Mass mailing
 - b. Web advertising (Google ads/Facebook/other online marketing)
 - c. Printing of promotional materials
 - d. Trade shows/fairs/invention fairs – Travel and lodging costs
 - e. Trade shows/fairs/invention fairs – Booth and attendance fees
 - f. Space ads in publications
 - g. Website development
 - h. Video and media productions
40. What was the overall budget for the office in 2012?
41. What had been the overall budget in 2011?
42. What do you expect will be the office budget for 2013?
43. Does the office partner with any foreign universities?
44. Which countries does the office partner with?
45. Does the office partner with any industry or company groups? How many? What industries generally? Describe your efforts.
46. Does the office support special research institutes or organizations of technology interest? If so, how? With funding? Advisory services? Explain.
47. Does the office invest in university start-up spin-out companies with funding or management assistance? Does the office help arrange financing for private sector vendors in technology?
48. Continued from the previous question, is there a special investment fund with office management and employees? How many?
49. How easy is it for your office to collaborate with other university outreach departments such as the business school, grants and contracts, university outreach, international programs? Are there budget constraints to collaboration?
50. Has your institution merged your office with others or otherwise reorganized the institutional relationships between your Office and the Office of the General Counsel, the medical or business schools, grants and contracts, or other offices?

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University of Rochester, Office of Technology Transfer
University of Southern California Stevens Center for Innovation
University of West Florida
Worcester Polytechnic Institute, Technology Transfer
WORLDiscoveries
Yale University, Office of Cooperative Research

CHARACTERISTICS OF THE SAMPLE

Overall sample size: 34

By Area of Technology

- Biology and Healthcare: 17
- Engineering: 5
- Energy: 4
- Materials/Mining/Agriculture: 3
- Other¹: 5

By Enrollment²

- 5,000 or less: 10
- 5,001 to 15,000: 8
- 15,001 to 25,000: 8
- More than 25,000: 8

By Type of Institution

- A specialized unit, or specialized college, such as a medical or engineering school: 3
- A major research university: 22
- A college or university with technology that can be licensed or sold but that is not a major research university: 9

By Country

- United States: 28
- Other than United States: 6

¹ Includes two institutions specializing in software/information, and one each in education, copyrighted courseware, and multidisciplinary technology.

² Or staff size for non-schools.