Finding Success in Times of Uncertain Opportunity

Annual Report on Research and Scholarship FY2009

Stephen R. Forrest
Vice President for Research
University of Michigan

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UNIVERSITY OF MICHIGAN
Office of the Vice President for Research

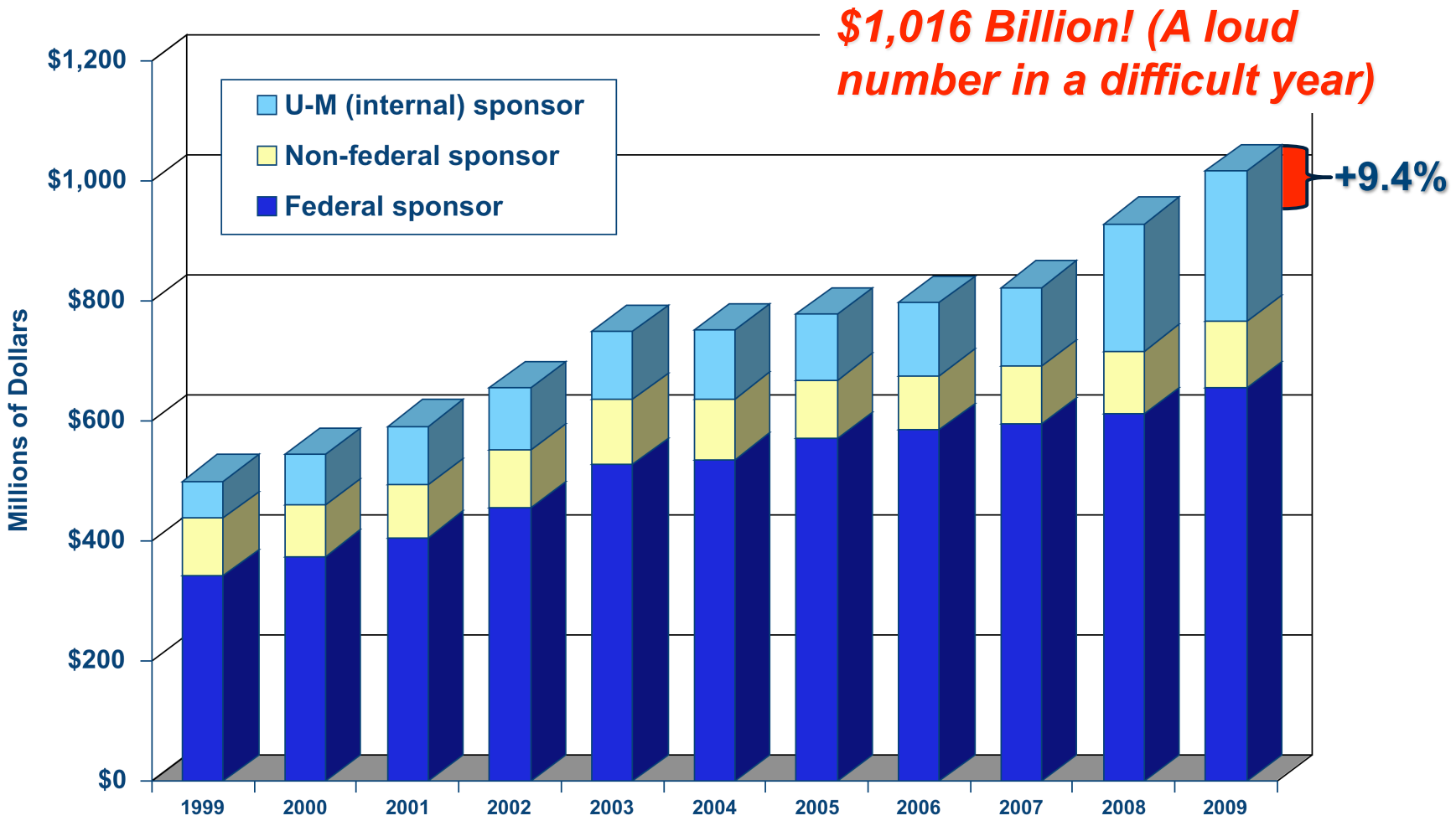
2009: A year of accomplishment and transformation

- Total research expenditures topped $1 B
  - No earmarks!
- U-M stimulus grants surpass $218 Million
- Investment establishes North Campus Research Complex
- Culture of innovation and entrepreneurship embraced

…strategic planning and an excellent faculty made this possible

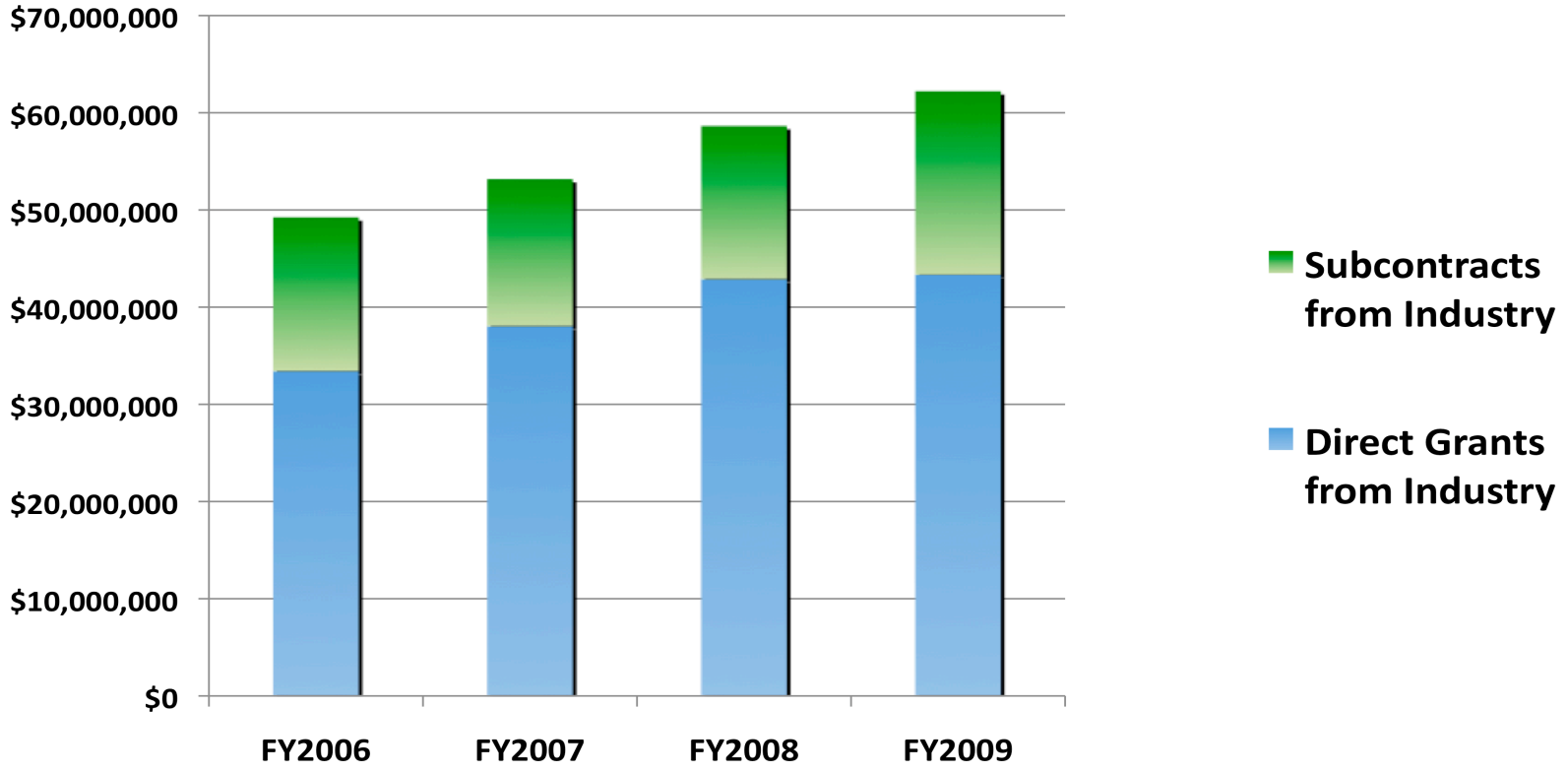
UM Research Expenditures

(by Major Sponsor Group, FY 1999-2009)



Not yet on the books → Stimulus expenditures: 390 projects, $218M

U-M Industry Research
Growth in the Great Recession



- **Number of invention reports: 350 (all-time high)**
- **Number of start ups: 8**
- **Venture investment in UM startups: >$82M (1 yr)**

The Research Enterprise at U-M

- **3rd largest segment at U-M, and growing rapidly**
  - **Health System: ~ $2.2 B**
  - **Education: ~ $1.2 B**
  - **Research: ~$1.0 B**

- **Growing relative to ten largest research universities**
  - **Current rank: 3**
  - **Increasing market share: +8.3% FY07 to 08 (compared to 3.3% average)**

Research paradigms evolve

Research yesterday

- long developing time
- narrow corridors for solutions

Problem scope



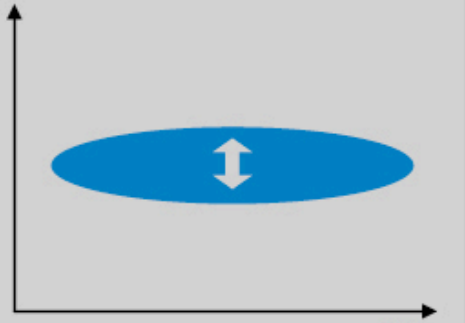
Knowing, where it is written



Research today

- long developing time
- narrow corridors for solutions

Problem scope



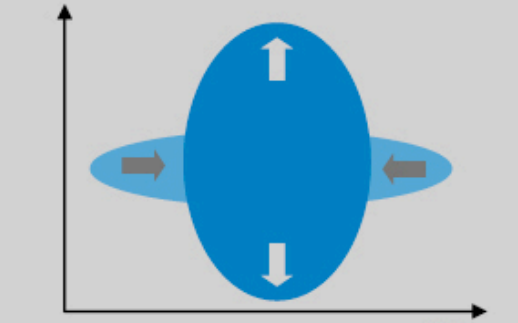
Knowing, who knows what



Research tomorrow

- shortened developing times
- wide room for solutions

Problem scope



Knowing, where knowledge is created

North Campus
Research Complex

NCRC – A transformational opportunity

- ✓ A place to address largest, interdisciplinary problems today: e.g. human health & sustainability/ energy
- ✓ A place for teams to solve problems, working in dynamic collaborations
- ✓ A place for partnership: *the new research paradigm*
  - Academia, industry, government
  - Business Engagement, Tech Transfer, Faculty start-up acceleration
  - International

With our partners, we can reinvent how research solves the largest problems facing humankind

We cannot afford to miss this chance!

- **Ride the wave of robust research growth**
  - **Recognize and drive opportunities**
  - **Leverage and *integrate* NCRC**
  - **Grow and improve research administration**

- **Focus on the culture of entrepreneurship**
  - **Solidify campus-wide culture of innovation and entrepreneurship**
  - **Improve faculty incentives**

U-M's 'Field of Dreams'

