

Annual Report
University of California
Technology Transfer Program

Fiscal Year 2000

Office of the President
Senior Vice President -- Business and Finance
Office of Technology Transfer
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This Annual Report is divided into two parts. Part 1 presents an overview of technology transfer as it is carried out throughout the University of California. It discusses the organization of the systemwide technology transfer program and highlights recent developments. Results related to the patenting and licensing of inventions for the fiscal year ending June 30, 2000 are presented for the nine-campus system. This portfolio of inventions was managed by the Office of Technology Transfer (OTT) within the Office of the President and six campus-based licensing offices. These include the Office of Technology Licensing at UC Berkeley, the Technology Transfer Center at UC Davis, the Office of Technology Alliances at UC Irvine, the Office of Intellectual Property Administration at UC Los Angeles, Technology Transfer and Intellectual Property Services at UC San Diego, and the Office of Technology Management at UC San Francisco.

Part 2 of this report provides activity and financial information related to technology transfer at the three Department of Energy (DOE) Laboratories managed by the University. Information on the Laboratories is reported separately because certain aspects of technology transfer are different at the Laboratories as compared with the rest of the University. Among these differences is the reporting period, which covers the fiscal year ending September 30, 2000.

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Part 1: Technology Transfer at UC

Overview

The Year in Brief

The University of California (UC) technology transfer program encompasses a range of activities carried on throughout the system to facilitate the commercialization of promising early stage technologies that arise during the course of research. Increasingly, these activities extend beyond the traditional patenting and licensing of University inventions to the development of a variety of relationships with business, industry and government that enhance the research and education missions of the University and contribute to the economic prosperity of the State of California.

FY00 was a record-breaking year for the University of California (UC) systemwide technology transfer program. Both the level of programmatic activity and the level of financial performance exceeded that of prior years. Invention disclosure, patenting, and licensing activity all showed increases: Disclosures of 865 new inventions during the year resulted in UC maintaining an overall invention portfolio of close to 4500 inventions at year-end. Over 300 new US patents were added to the University's patent portfolio and over 170 new licenses issued. Systemwide revenues for the program topped \$277 million. Total revenues included royalties and fees associated with over 750 inventions and \$200 million in settlement fees from a long standing infringement suit involving the University's Human Growth Hormone patent.

Organizationally, Dr. Alan B. Bennett became Executive Director, Research Administration and Technology Transfer in March 2000. Dr. Bennett directs a staff of 78 employees in the Office of the President and is responsible for systemwide administration of technology licensing activities carried out at UCOP and six campus-based licensing offices. The newest among these offices is the Technology Transfer Center on the Davis campus, which initiated its licensing operations in FY00. The establishment of the Davis licensing office continued the trend toward strengthening technology transfer operations at the campus level. At the close of the fiscal year, campus-based offices were managing approximately half of the overall University invention portfolio. Along with OTT, these offices also were heavily involved in supporting a variety of aspects of research relationships between industry and the University. Such relationships have continued to expand in number, scope and complexity in recent years.

Technology Transfer Organization

General oversight of the overall technology transfer program continued to fall under the purview of the Technology Transfer Advisory Committee (TTAC). This standing committee is chaired by the Senior Vice President – Business and Finance and meets periodically to advise the President on technology transfer policy and to guide the direction of the systemwide program.

TECHNOLOGY TRANSFER ADVISORY COMMITTEE

Richard E. Attiyeh	Vice Chancellor – Research, UCSD
Alan B. Bennett	Executive Director, Research Administration and Technology Transfer, UCOP
Carol Berman	Contracts and Grants Coordinator, DANR, UCOP
Beth Burnside	Vice Chancellor – Research, UCB
Lawrence B. Coleman	Interim Vice Provost, Office of Research, UCOP
J. Lawrence Fox	Director, Technology Transfer Center, UCD
Cheryl A. Fragiadakis	Department Head, Technology Transfer, LBNL
Warren M. Gold	Professor, Medicine, UCSF
Arthur C. Gossard	Professor, Materials, UCSB
Susanne Huttner	Director, Industry-University Cooperative Research Program, UCOP
Alan P. Jackman	Professor, Chemical Engineering and Material Science, UCD
C. Judson King	Provost and Senior Vice President – Academic Affairs, UCOP
Richard A. Luben	Interim Vice Chancellor – Research, UCR
John F. Lundberg	Deputy General Counsel, UCOP
Karena McKinley	Director, Industrial Partnership and Commercialization, LLNL
Joseph P. Mullinix	Senior Vice President – Business and Finance, UCOP
Roberto D. Peccei	Vice Chancellor – Research, UCLA
David G. Schetter	Assistant Vice Chancellor, Research and Technology Alliances, UCI
Christopher T. Scott	Assistant Vice Chancellor, Industry and Research Development, UCSF
Todd W. Wipke	Professor, Chemistry, UCSC

The UC Technology Transfer program operates in accordance with a model of distributed responsibilities and authorities that balances activities carried out centrally with those taking place at the individual campuses and Laboratories. Under this approach, campuses and Laboratories are granted the authority to develop and shape their own technology licensing programs to fit their unique needs in accordance with terms agreed to in memorandums of understanding negotiated with the Office of the President. Responsibility for certain functions, such as policy development and guidance, legal oversight, legislative review, information management, and a variety of other coordinating services in support of the overall program remains at the Office of the President under OTT administration. OTT also provides comprehensive management of a substantial invention portfolio on behalf of all of the campuses and offers a wide range of advisory and infrastructure services both to emerging and well-established campus and Laboratory licensing offices. Offering such supporting services to campus-based technology transfer offices as they initiate and expand their operations is an increasingly significant OTT function.

At the campus level, six campuses have been delegated licensing authority and have established technology transfer programs that carry out the licensing function in close proximity to the faculty and other academic researchers (Exhibit 1).

Exhibit 1

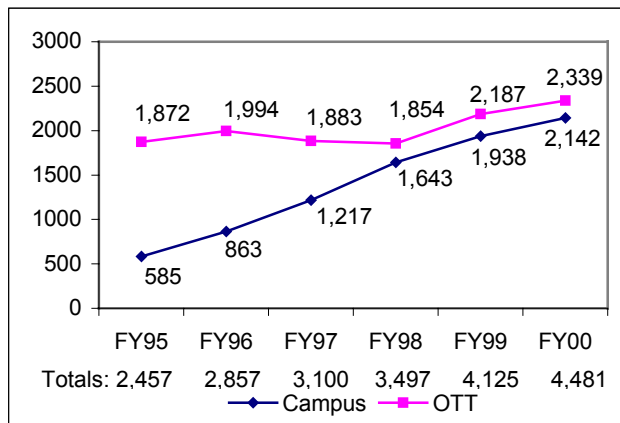
CAMPUS-BASED LICENSING OFFICES

Authorized	UC Campus	Office Name
1990	Berkeley	Office of Technology Licensing
1990	Los Angeles	Office of Intellectual Property Administration
1994	Irvine	Office of Technology Alliances
1994	San Diego	Technology Transfer and Intellectual Property Services
1997	San Francisco	Office of Technology Management
1999	Davis	Technology Transfer Center

Each of the campus-based licensing offices has a distinctive focus and organization. The scope of responsibilities assigned to the offices often extends beyond patent licensing to include such activities as copyright administration, material transfer agreement negotiation, support of economic development initiatives, and the provision of guidance to faculty and University administration on conflict of interest, industry sponsored research, and industry relationships. Three campuses, Riverside, Santa Barbara, and Santa Cruz, continue to rely solely on the licensing services of OTT, and each has been assigned an OTT licensing staff member to serve as a special technology transfer liaison. As demonstrated in Exhibit 2, at the close of FY00, responsibility for management of the University invention portfolio was divided approximately equally between OTT and the campus offices.

Exhibit 2

INVENTIONS MANAGED BY OTT AND CAMPUS OFFICES



The DOE Laboratories continue to manage their own technology transfer activities as they have since 1988. Offices at Lawrence Berkeley National Laboratory (LBNL), Lawrence Livermore National Laboratory (LLNL), and Los Alamos National Laboratory (LANL) are responsible for licensing intellectual property and for negotiating Cooperative Research and Development Agreements (CRADAs) with industry. The portfolio of inventions managed by the Labs had grown to over 3,500 inventions by the end of FY00. Because a number of aspects of technology transfer, including the fiscal year, are different at the Laboratories as compared with the rest of

the University, activity and financial information related to the Laboratories is discussed separately in this report.

Notable Program Developments

Equity Activity – In February 1996, President Atkinson issued the University Policy on Accepting Equity under which the University may accept equity in a company as partial consideration for licensing-related transactions. At the end of FY00, the University held equity in 32 companies as a result of technology licensing activities. Stock in nine of these companies was traded on public markets and the UC portfolio was valued at \$5.0 million. In addition, during the fiscal year, UC received \$2,149,696 from the sale of equity previously acquired under three licensing agreements. This included \$1.9 million from the sale of shares in Inktomi, which were acquired as consideration for a copyright license to UC Berkeley technology. This is the largest licensing-related sale to date of UC equity holdings in a single company.

Copyright Licensing—The advent of the digital age and advances in electronics and engineering has resulted in an increase in copyright licensing including the licensing of UC software and multi-media programs. Whereas the UC Patent Policy is administered centrally in a consistent manner across all campuses, the University Policy on Copyright Ownership delegates authority for copyright licensing to individual campuses and Laboratories. Each campus and Laboratory therefore has a unique approach to the management of copyright licensing. In addition, such licensing often is carried out through more than one office at an individual site depending on the nature of the material being licensed. At present, all of the campus-based technology transfer offices manage a copyright portfolio. Although these portfolios typically are smaller in size than the patent portfolio, they have the potential to generate substantial royalty streams. In FY00, royalties generated by the campus and Laboratory technology transfer operations for copyright activities exceeded \$2.9 million.

UC Start-ups—In June 1998, OTT initiated the development of information and data resources to assess the impact of UC research and technology transfer activities. Assessments of economic impact often focus on the creation of new companies and therefore the identification of companies that have been founded on University technology has been an important activity. To date, over 100 firms have been confirmed as start-ups founded on UC-licensed technology. A number of additional firms have been identified and are yet to be confirmed as belonging to this group. Data pertaining to these UC start-ups that can be used in impact assessments will be maintained in a new OTT database created for this purpose.

EECS IP Pilot Program—Over the past several years, discussion at the President's Engineering Advisory Council (PEAC) has focused on how the engineering industry accesses University intellectual property resulting from extramural sponsored research. It was observed that the rapid rate of technological change in the engineering fields of electronics, communications technology, computer hardware and software results in new products with a typical lifetime of a few years or less. Rapid product development and early market entry with innovative products are the keys to successful products in these fields where competitive success tends not to be based upon the statutory protection of intellectual property. In response to these considerations, PEAC, at its June 2000 meeting, endorsed a task force recommendation that the University implement a three-

year pilot project that would offer campuses greater flexibility in negotiating sponsors' rights to University intellectual property developed in the performance of electrical engineering/computer science (EECS)-based sponsored research. A goal of this program is to accelerate the commercialization of significant technologies that are likely to derive from University research. An assessment will be conducted after several years of experience with the pilot program.

Infringement Settlement—In November 1999, UC approved a \$200 million settlement agreement with Genentech, Inc. that brought an end to a nine-year infringement suit involving the University's Human Growth Hormone invention. The settlement followed a six-week trial ending in May 1999 with a vote of 8-1 in favor of the University of California. As part of the settlement, it was agreed that \$50 million of the \$200 million received by the University would be allocated as a naming fee for a new building at UCSF's new Mission Bay campus.

California Institutes for Science and Innovation—During FY00, UC technology transfer staff were involved in program development activities related to the California Institutes for Science and Innovation (CISI). CISI are comprehensive basic research centers concentrating on complex scientific challenges that demand multidisciplinary strategies. Each of the institutes, which are to be established on UC campuses, will form partnerships with an array of companies. These partnerships are intended to help move early-stage research developments into the commercial R&D pipeline for more rapid delivery of public benefits to the marketplace. Many of the partnerships are expected to involve intellectual property agreements that, following standard UC policy, enable contributing companies to commercialize specific research discoveries that are patented by the UC Regents. As this program has developed, technology transfer staff have been actively involved in clarifying how UC interacts with industry and in providing recommendations on how to manage the technology transfer components of the CISI program. OTT staff also have provided guidance on intellectual property-related issues, upon request, to campuses developing proposals for CISI institutes.

UC/Industry Administrative Infrastructure Task Force—Dramatic growth in the size and scope of UC's research relationships with industry has raised a number of fundamental issues for the UC community, including challenges for the University's administrative infrastructure to support these relationships. University employees charged with developing and managing relationships with industry must possess special experience and capabilities if the University is to be successful in this arena. These individuals must have a strong technical and subject-area background, experience in negotiating with industry, and knowledge of intellectual property issues and the interests, principles, and organization of the University. In addition, local organizational structures and staff responsibilities should ensure that sponsored research, technology transfer, licensing, conflict-of-interest, and related functions are appropriately integrated. In February 2000, a task force, led by Provost King and former Senior Vice President Kennedy and comprised of senior administrators and representatives of the faculty Senate from various UC campuses, was convened to study and develop recommendations to support the development of adequate administrative staff resources in this area. Executive Director Bennett serves on this task force and OTT staff have provided substantial support of its activities. The report of the Task Force is expected to be issued in April 2001.

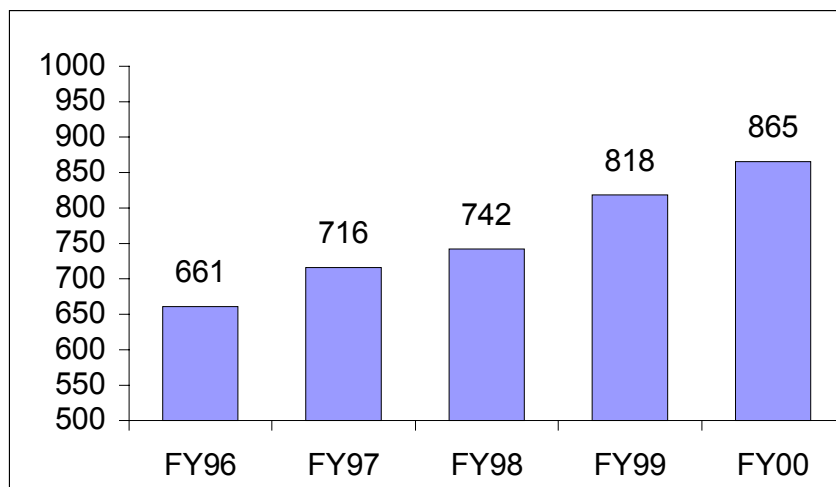
TECHNOLOGY TRANSFER ACTIVITY

Invention Reporting

During the twelve-month period ending June 30, 2000, a total of 865 inventions were disclosed by faculty and researchers at the nine UC campuses. This represents a 5.7% increase when compared with the 818 new inventions reported in FY99 (Exhibit 3).

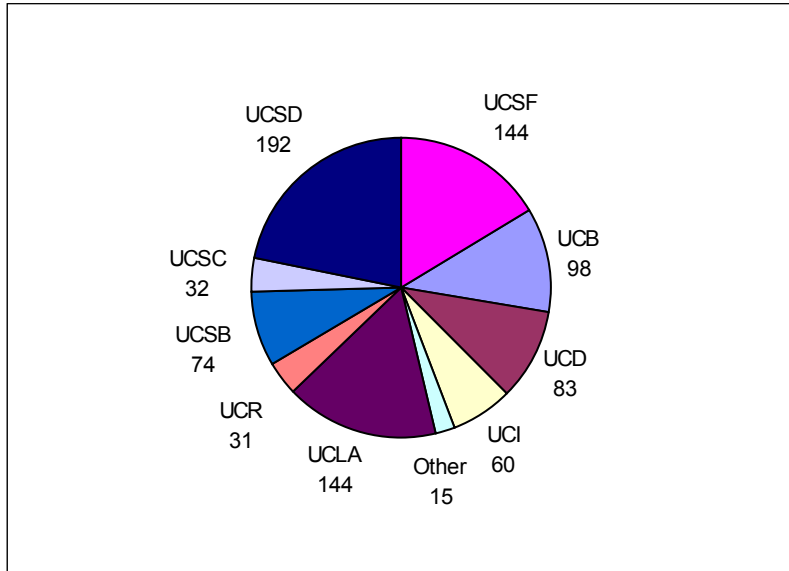
Exhibit 3

INVENTIONS REPORTED



Inventions in life science disciplines including medicine and biotechnology accounted for over 70% of the new inventions, while those from the physical sciences and engineering accounted for most of the balance. Over time, the pattern of invention disclosure has approximated the distribution of extramurally-sponsored research at the University. The distribution of newly reported inventions by campus is shown in Exhibit 4.

Exhibit 4
INVENTION DISCLOSURES BY CAMPUS*
Year Ended June 30, 2000



** Inventions having inventors from more than one campus are counted multiple times, once for each campus with an inventor; thus the total number of inventions in this chart exceeds the 865 total inventions reported in the text. The category "Other" includes inventions with a DOE Laboratory inventor reported to OTT.*

As of June 30, 2000, the systemwide invention portfolio was comprised of over 4,400 active inventions. The size of the total invention portfolio of each campus is indicated in the exhibit below.

Exhibit 5
CAMPUS INVENTION PORTFOLIOS*
Year Ended June 30, 2000

UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	UCSD	UCSF
610	564	294	624	163	243	67	896	1,031

**Inventions associated with inventors from more than one campus are reported multiple times in this exhibit.*

Patent Activity

A patent is a form of intellectual property protection granted by the US or a foreign government that affords the patent holder the right to exclude others from making, using, or selling the patented invention for a defined period of time, generally for twenty years from the date the patent application is first filed. Both US and foreign patent rights often must be pursued for an invention in order to maximize the likelihood of successful commercialization.

Exhibit 6

PATENT ACTIVITY

Year Ended June 30, 2000

US Applications Filed	
First Filings	432
Secondary Filings	<u>324</u>
Total	756
First Foreign Filings*	185
US Patents Issued	324
Foreign Patents Issued	187

**An invention is counted only one time in the first foreign filings category regardless of the number of countries in which foreign patent protection is sought.*

Systemwide patent activity for FY00 is presented in Exhibit 6. Exhibit 7 shows trends in patent filings over the past five years. As these figures suggest, there may be multiple filings associated with any one invention. Secondary filings often result from the need to have several distinct patent filings in order to assure adequate patent coverage for all aspects of a new technology. Such secondary filings frequently lead to the issuance of multiple patents related to a single initial invention. The increases in patent filings are a result of the growth in the number of inventions reported, and have given rise to a steady increase in patents issued to UC over the past several years (Exhibit 8).

Exhibit 7

TRENDS IN UC PATENT FILINGS

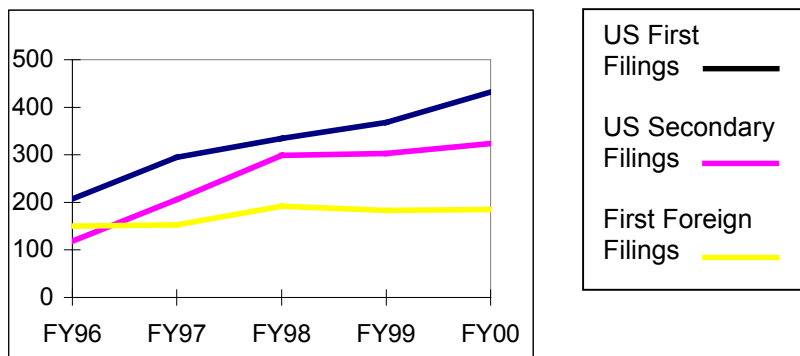
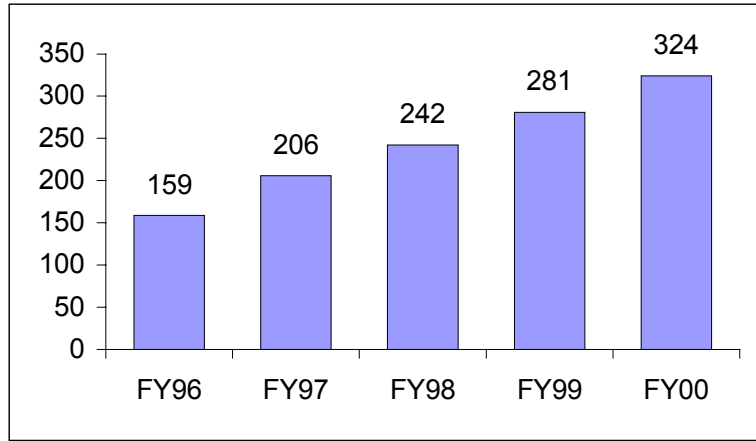


Exhibit 8
US PATENTS ISSUED TO UC



At the end of FY00, there were 1,976 US and 1,634 foreign patents in the systemwide portfolio (Exhibit 9). The number of US patents in each campus portfolio is presented in Exhibit 10.

Exhibit 9
TOTAL UC PATENT PORTFOLIO

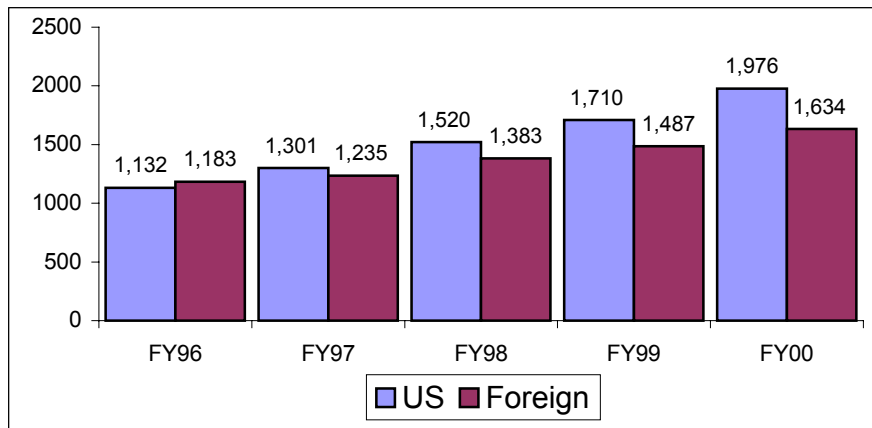


Exhibit 10
CAMPUS US PATENT PORTFOLIOS*
Year Ended June 30, 2000

UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	UCSD	UCSF
324	255	106	284	55	124	13	302	497

* Patents associated with inventors from more than one campus are reported multiple times in this exhibit.

Licensing and Related Activity

A license agreement grants a licensee access to a University invention in exchange for the licensee's commitment to provide the resources required to further develop and commercialize the invention. Utility licenses generally cover useful processes, machines, manufactured items, or compositions of matter protected by utility patents. Most utility patents are licensed exclusively to a single company for a defined use, although non-exclusive licensing of utility patents sometimes occurs. In contrast, plant licenses cover sexually and asexually reproduced plant varieties and are licensed non-exclusively to multiple growers and distributors worldwide.

The provisions of the license define the rights and responsibilities of the two parties. In the typical license agreement, the licensee is granted access to an early stage invention that is protected by a University patent. In exchange, the licensee makes a commitment to commercialize the invention and pay the University agreed-upon fees, reimbursement of expenses and royalty payments when products reach the marketplace. The specific terms of the agreement are determined through a complex negotiation process. Prior to the execution of a license, certain shorter-term agreements are sometimes executed. A secrecy agreement is used in conjunction with marketing and affords a potential licensee access to confidential information that assists the company in determining if it has an interest in pursuing a license for a given technology. A letter agreement generally is used to confirm a company's intent to negotiate a license and often commits a company to pay certain fees or patent costs while negotiations are underway. Option agreements are similar in scope to license agreements and protect a licensee's interest in an invention while more in-depth technical or marketing research is performed.

In FY00, UC entered into 430 licenses and related revenue-generating agreements. As indicated in Exhibit 11, these included 171 utility license agreements, 99 plant license agreements, 43 option agreements, and 117 letter agreements. In addition, 959 secrecy agreements were executed that enabled companies to receive confidential information necessary to evaluate campus inventions for commercial potential.

Exhibit 11

LICENSING ACTIVITY

Year Ended June 30, 2000

Agreements Executed	
Secrecy (Marketing)	959
Letters	117
Options	43
Utility Licenses	171
Plant Licenses	99
Total Active Licenses	
Utility Licenses	686
Plant Licenses	475

At the close of the fiscal year, the systemwide portfolio totaled 1,161 licenses. In managing these agreements, the University must collect monies when due and monitor progress to ensure that the licensees exercise due diligence in developing inventions toward commercial application.

Exhibit 12
TOTAL UTILITY LICENSES

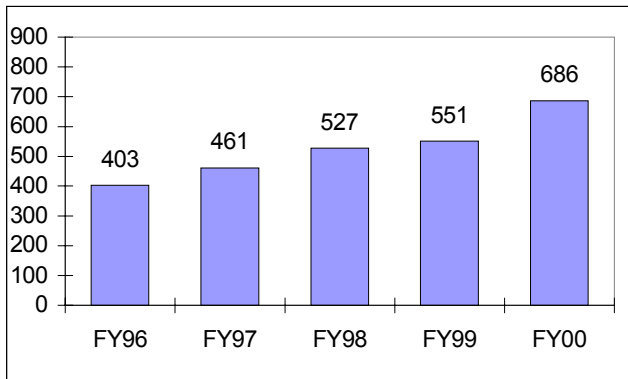
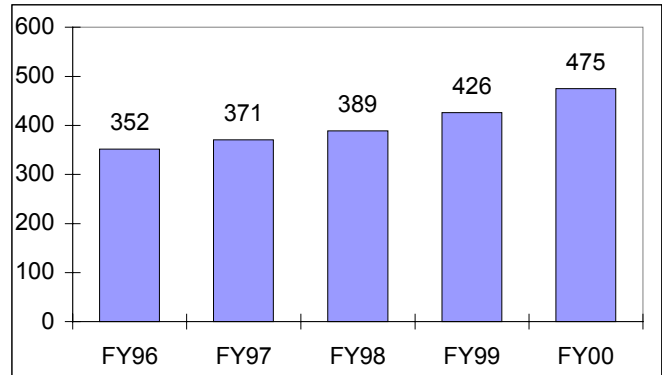


Exhibit 13
TOTAL PLANT LICENSES



Exhibits 12 and 13 show the five year trend in the size of the portfolio of UC utility and plant licenses. Each year some agreements expire or are terminated. In general, the total number of active utility agreements has continued to rise due to increasing licensing activity throughout the system. In the plant area, the recent introduction of two new prune varieties and a "peach x almond" rootstock cultivar contributed to an increase in plant licensing activity. Strawberry licensing continued as a strong component of the program. In addition, significant changes were made in licensing practices overseas in order to promote the more controlled distribution of a range of UC cultivars.

Exhibit 14 shows the number of utility license agreements associated with each campus. In addition, the Berkeley campus has 5 plant licenses in its portfolio, Davis has 358, and Riverside has 111.

Exhibit 14
TOTAL UTILITY LICENSES BY CAMPUS*
Year Ended June 30, 2000

UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	UCSD	UCSF
136	55	34	91	11	17	1	152	195

**Licenses associated with inventions that have inventors from more than one campus are reported multiple times in this exhibit.*

TECHNOLOGY TRANSFER REVENUES

Total Licensing Revenue

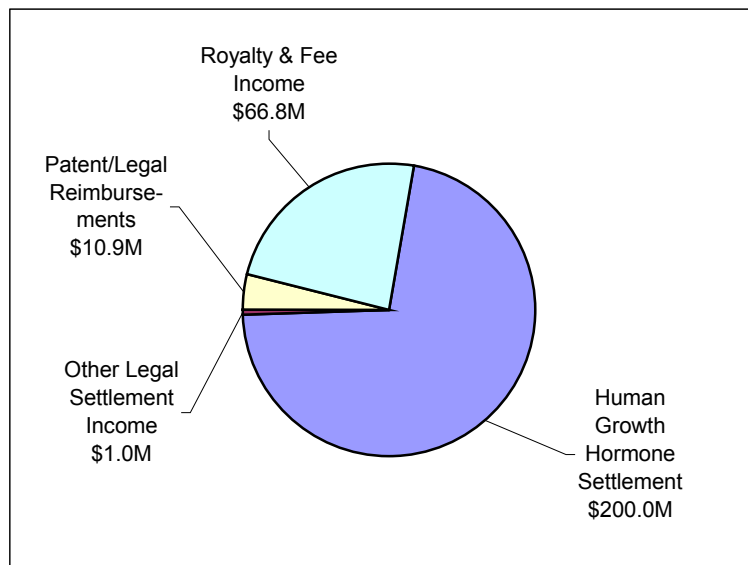
In FY00, total licensing revenue rose 213% to \$278.7 million. Total licensing revenue includes income from royalties, agreement issue, and other fees, as well as reimbursements of patent expenses paid by licensees and monies received as a result of legal actions related to individual cases in the University invention portfolio. In a typical year, income from earned royalties is the largest component of total licensing revenue and variations in the amounts of such royalties drive overall revenue trends. In contrast, in FY00, the dramatic increase in revenues was attributable to a \$200 million payment received as settlement for a long-standing infringement suit involving the University's Human Growth Hormone patent (Exhibit 15). Because of the unique nature and magnitude of this settlement, monies attributable to the settlement are excluded from the year-by-year trend analyses in the remainder of this report.

Exhibit 15

TOTAL LICENSING REVENUES

Year Ended June 30, 2000

(Millions)



FY00 Total Licensing Revenues = \$278.7 Million

Exhibit 16 shows the amount each campus contributed to FY00 total licensing revenue.

Exhibit 16

TOTAL LICENSING REVENUES BY CAMPUS*

Year Ended June 30, 2000

(Thousands)

UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	UCSD	UCSF	Other*
\$6,407	\$6,698	\$2,873	\$8,747	\$1,005	\$807	\$14	\$8,288	\$242,278	\$1,559

** Revenues primarily from a portfolio of 79 OTT-managed DOE Laboratory inventions, most disclosed prior to the establishment of the Laboratory-based licensing offices.*

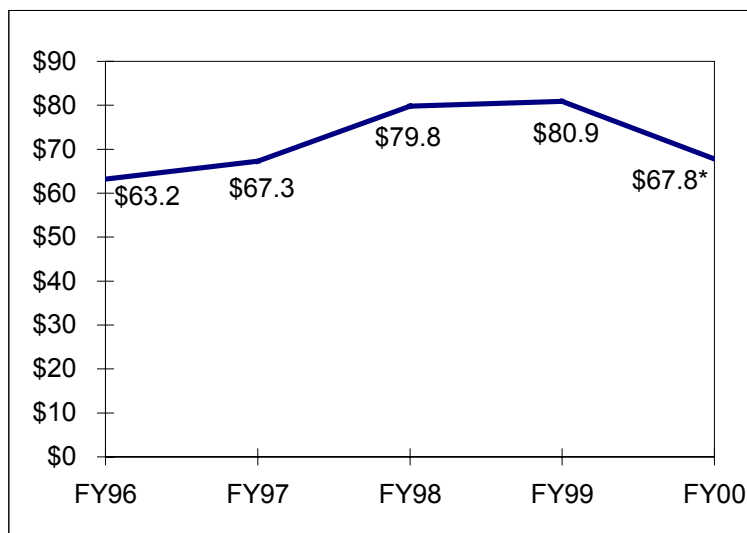
Royalty and Fee Income

The portion of total licensing revenue from royalty and fee income rose 231% in FY00 to \$267.8 million. These royalties were based on income from 767 inventions. Excluding the \$200 million Human Growth Hormone Settlement, FY00 royalty and fee income totaled \$67.8 million, a 16% decline as compared with the prior year (Exhibit 17). This decline resulted primarily from a decrease in revenues from two top inventions, Human Growth Hormone and Process for Gene Splicing, whose patents expired within the prior two years.

Exhibit 17

ROYALTY AND FEE INCOME

(Millions)



** FY00 royalty and fee income was \$267.8 million. In order to facilitate trend analysis, this figure excludes extraordinary royalties of \$200 million from a legal settlement for Human Growth Hormone received by UC in FY00.*

Despite these patent expirations, income from the top five royalty-generating inventions contributed \$40.1 million in FY00, accounting for 59% of royalty and fee income. The top twenty-five royalty-generating technologies collectively accounted for \$55.6 million or 82% of this total. Two utility inventions, Fluorescent Conjugate Probes and Chromosome Painting appeared on the list of top commercialized inventions for the first time in FY00. UC is distinguished among universities in having a portfolio with a large number of inventions from a range of disciplines that generate substantial royalty income.

Exhibit 17

UC TOP EARNING COMMERCIALIZED INVENTIONS*

Year Ended June 30, 2000

(Thousands)

Hepatitis-B Vaccine (SF, 1979 and 1981)	\$ 26,462
Treatment-Intercranial Aneurysms (LA, 1989)	\$ 5,671
Human Growth Hormone (SF, 1977)	\$ 2,890*
Process for Gene Splicing (SF, 1974)	\$ 2,785
Camarosa Strawberry (DA, 1992)	\$ 2,266
Subtotal (Top Five Inventions)	\$ 40,074
Interstitial Cystitis Therapy (SD, 1980)	\$ 1,793
Liposome Sizing Method (SF, 1977)	\$ 1,744
Yeast Expression Vector (SF, 1982)	\$ 1,403
Fluorescent Conjugate Probes (BK, 1981)	\$ 1,248
Detection of Mycoplasma (IR, 1984)	\$ 1,045
Aids for Learning Disabled (SF, 1994)	\$ 805
Radiographic Media (SD, 1979)	\$ 794
Feline Leukemia Virus Diagnostic (DA, 1980)	\$ 789
Chromosome Painting (LLL, 1985)	\$ 783
Fluorescence Scanner (BK, 1992)	\$ 661
Liposome Storage Method (DA, 1984)	\$ 643
Nicotine Patch (LA, 1984)	\$ 600
Cochlear Implants (SF, 1979)	\$ 519
Magnetic Resonance Imaging (SF, 1976)	\$ 478
Fluorescence Gel Scanner (BK, 1990)	\$ 461
Feline AIDS Virus Diagnostic (DA, 1986)	\$ 454
X-Ray Transmission Scanning (SF, 1979)	\$ 452
Energy Transfer Primers (BK, 1994)	\$ 276
Phosphorus Plant Fertilizer (RV, 1990)	\$ 290
Selva Strawberry (DA, 1982)	\$ 252
Total Income (Top 25 Inventions)	\$ 55,564
Total Income (All Inventions)	\$ 67,765
% of Total from Top 5 Inventions	59%
% of Total from Top 25 Inventions	82%

**In order to facilitate trend analysis, this exhibit does not include an extraordinary \$200 million legal settlement for Human Growth hormone received by UC in FY00.*

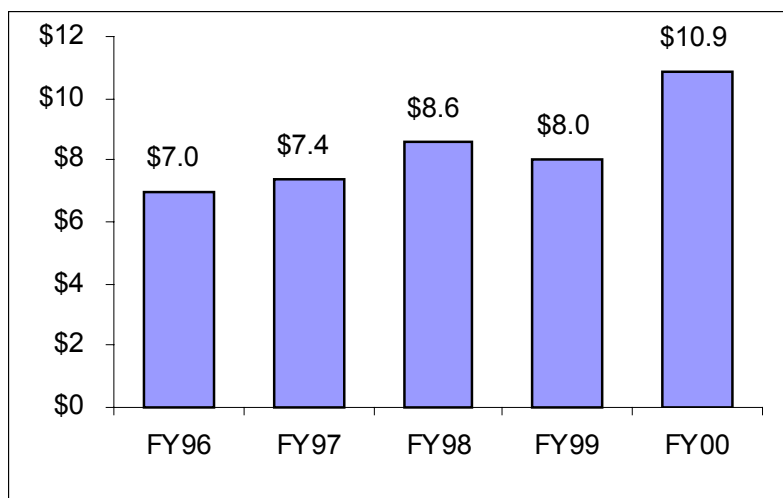
Income from Patent/Legal Expense Reimbursements

Expense reimbursements from licensees typically cover legal costs associated both with patenting and protecting the patent rights associated with an invention. Obtaining rights to receive reimbursements for legal costs is a high priority objective during license negotiations and reimbursements are considered, therefore, to be part of total licensing revenues. For financial reporting purposes, however, they are treated as an offset to legal and other direct expenses (see section on Legal and Other Direct Expenses). In FY00, the University received \$10.9 million in expense reimbursements from its licensees (Exhibit 18).

Exhibit 18

INCOME FROM REIMBURSEMENTS OF PATENT EXPENSES

(Millions)



TECHNOLOGY TRANSFER EXPENSES

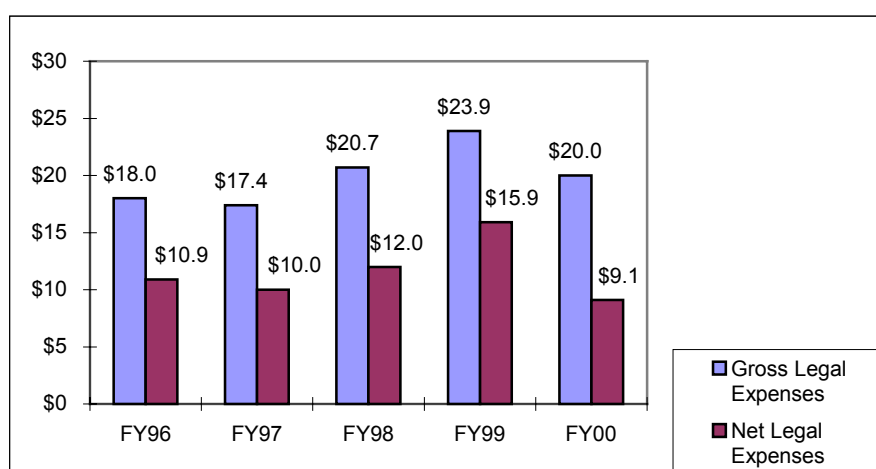
Legal and Other Direct Expenses

Legal and other direct expenses totaled \$20.0 million in FY00 (Exhibit 19). Approximately 75% of this amount, \$14.9 million, was associated with patent prosecution, which includes payments to outside counsel for drafting patent applications and other routine costs associated with securing and maintaining patent protection for University inventions. The remaining \$5.1 million was expended for non-routine disputes and legal actions.

Exhibit 19

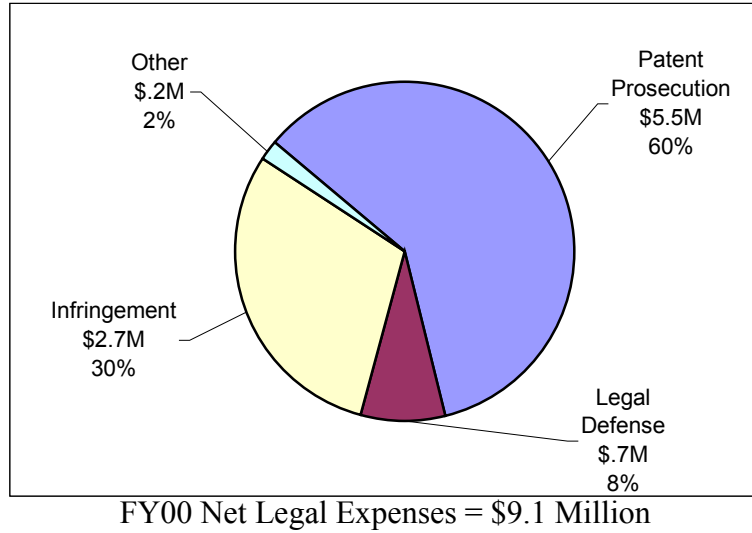
LEGAL EXPENSES

(Millions)



The negotiated terms of license agreements may entitle the University to receive reimbursement of certain legal expenses. These reimbursements totaled \$10.9 million in FY00 (see p. 21), which gave rise to net legal and other direct expenses of \$9.1 million (Exhibit 19). Approximately 60% of this net amount was for patent prosecution costs, whereas the remainder was for other types of legal actions (Exhibit 20). Patent infringement expenses accounted for approximately one-third of net legal expenses in FY00. These derived largely from the infringement case involving the University's Human Growth Hormone patent. The remainder of net legal expenses were incurred in connection with a number of smaller legal actions and disputes.

Exhibit 20
NET LEGAL EXPENSES
Year Ended June 30, 2000
(Millions)



Although University licensing personnel continue to experience a high degree of success in securing reimbursement of patent costs, it is expected that there will continue to be significant legal expenses associated with litigation as the technology transfer program matures, patent activities continue to accelerate, and relationships with inventors, sponsors and licensees become increasingly complex.

Operating Expenses

Operating expenses include funds spent for the administration of the technology transfer program at OTT and the six campus-based licensing offices. The scope of responsibilities and operations of these offices are not comparable and there is substantial variation in what is included as technology transfer operating expenses from location to location. In general, operating expenses consist primarily of employee salaries, benefits, and expenses for equipment and supplies. Operating expenses rose 14% to \$9.7 million in FY00 (Exhibit 21). This increase is due to expenses associated with the expansion of campus-based technology transfer activities and the support of a more broadly distributed approach to technology transfer administration. As indicated in Exhibit 22, operating expenses as a percentage of total licensing revenue was 12%, up two percent from the previous year.

Exhibit 21

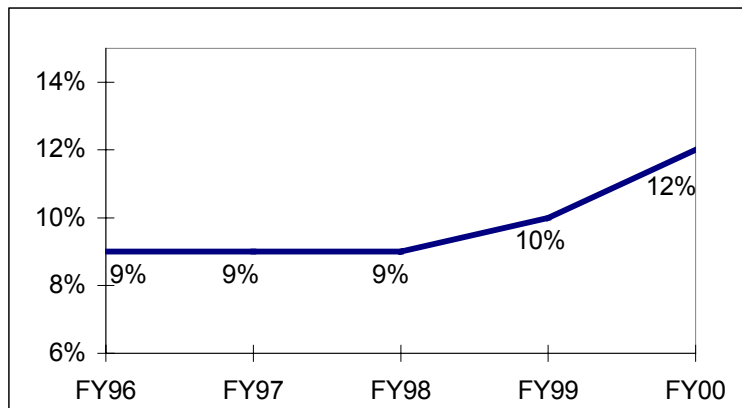
OPERATING EXPENSES

(Millions)



Exhibit 22

OPERATING EXPENSES AS A PERCENTAGE OF TOTAL LICENSING REVENUES



INCOME DISTRIBUTIONS

Payments to Joint Holders

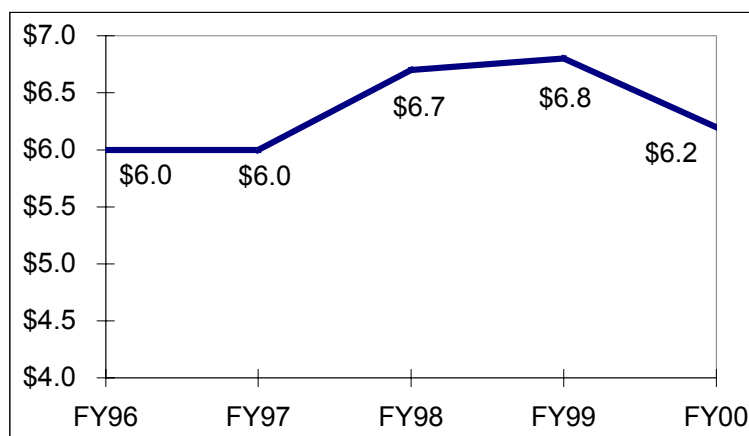
When an invention results from a collaboration between UC and non-UC researchers, multiple entities may become joint holders of the invention-related patents. In these instances, interinstitutional agreements are negotiated to establish which entity will be responsible for the management of patent prosecution and licensing of the invention, including the collection and distribution of invention income; such collaborations are relatively common. In FY00, 146 of 865 new disclosures (17%) included non-UC inventors and 54 new interinstitutional agreements were signed.

In FY00, \$6.2 million in income was redistributed to other entities for over 67 inventions covered by interinstitutional agreements. These payments were deducted from royalties and fees to arrive at adjusted gross income. The largest payment to a joint holder was \$5.7 million to the University of Washington for the Hepatitis-B Vaccine. Over the past five years this invention has accounted for most of the UC payments to joint holders reflected in Exhibit 23.

Exhibit 23

PAYMENTS TO JOINT HOLDERS

(Millions)



Inventor Shares

The University Patent Policy grants inventors the right to receive a portion of net income accruing to individual inventions. Under current policy, inventors receive 35% of net invention income. The calculation of inventor shares in any given fiscal year is based on invention income and expense activity through the close of the prior fiscal year. In FY00, 910 inventors received a total of \$101.7 million in inventor share distributions based on invention financial activity through June 1999. This total included \$73.8 million distributed to inventors of Human Growth Hormone upon settlement of a patent infringement suit related to that technology. Trends related to the number of inventors paid shares and the amount of inventor share payments are reflected in Exhibits 24 and 25.

Exhibit 24

INVENTORS RECEIVING DISTRIBUTIONS

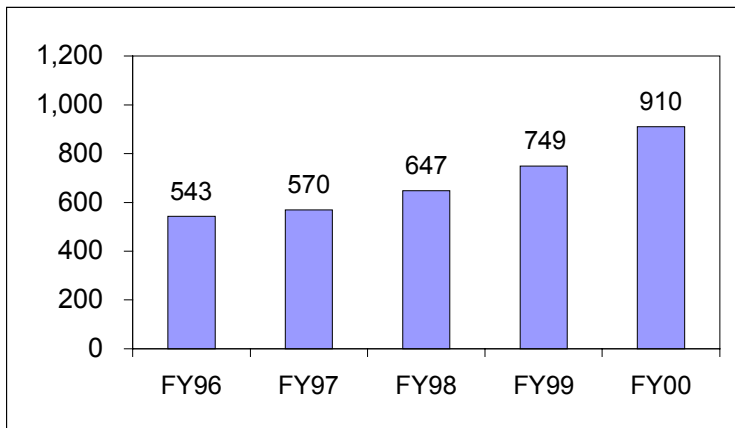
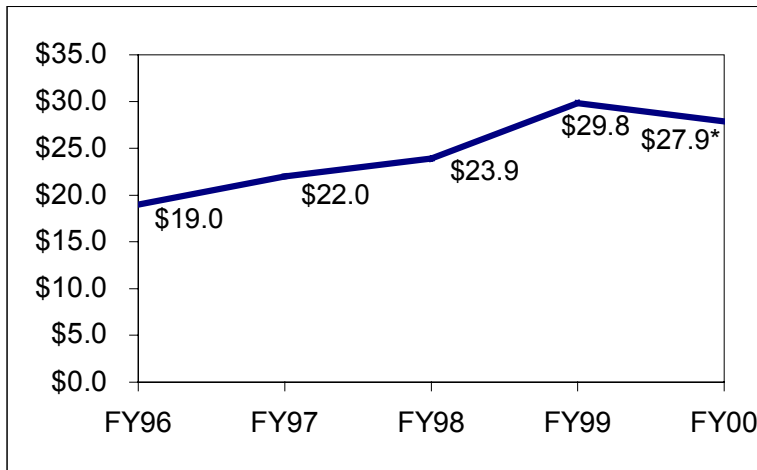


Exhibit 25

INVENTOR SHARES

(Millions)



**FY00 inventor share payments were \$101.7 million. In order to facilitate trend analysis, this figure excludes an extraordinary \$73.8 million inventor share payment distributed in FY00 to inventors of Human Growth Hormone as a result of a \$200 million legal settlement.*

Research Allocation

The current Patent Policy requires that 15% of net royalty and fee income from each invention be designated for research-related purposes on the inventor's campus or Laboratory. These monies are used in accordance with plans developed at each campus and Laboratory. The allocation applies to all inventions disclosed on or after October 1, 1997 and totaled \$106,834 in FY00.

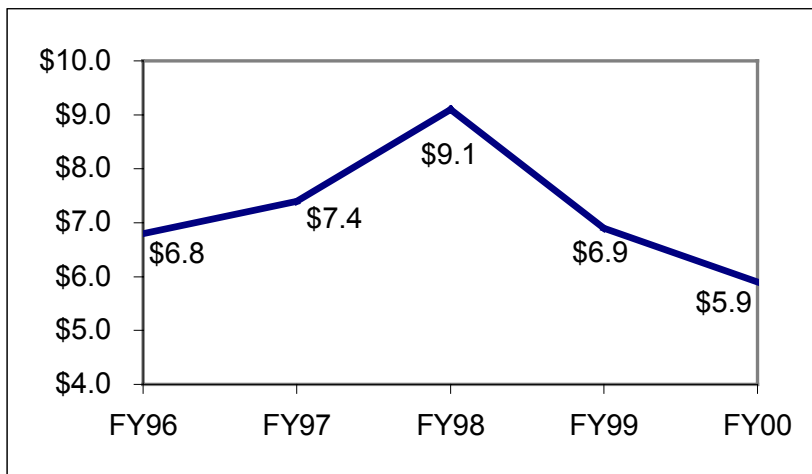
General Fund Share

The portion of University technology transfer income allocated to the UC General Fund as part of the State-approved budget totaled \$5.9 million in FY00 (Exhibit 26). The General Fund share (previously called the "State share") is equal to 25% of the amount remaining after deducting direct expenses, inventor share payments, and payments to joint holders from total licensing revenue. Revenues from the Human Growth Hormone settlement were exempted from the calculation. The decline in the General Fund share in FY00 is a reflection of the decline in revenues for the remainder of the portfolio.

Exhibit 26

GENERAL FUND SHARE

(Millions)



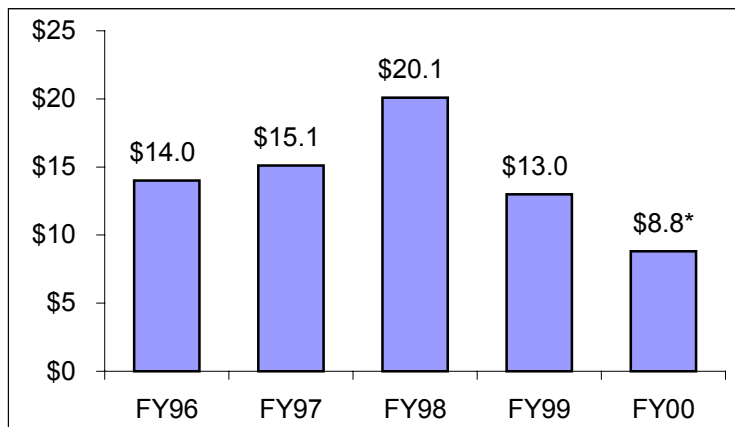
Net Income

The portion of technology transfer program income that is available to be redistributed to campuses to support ongoing research and education programs is net income. It is computed as income from royalty and fees less the sum of net legal expenses, program operating expenses, and income distributions. Net income totaled \$135.1 million in FY00. When monies related to the Human Growth Hormone settlement are removed from the analysis, net income totaled \$8.8 million. Exhibit 27 presents the fluctuation in net income over the past five years. The FY00 decline in net income is attributable to the decrease in royalty and fee income that resulted from the expiration of patents associated with two top-earning inventions.

Exhibit 27

NET INCOME

(Millions)



** FY00 net income was \$135.1 million. In order to facilitate trend analysis, this exhibit does not reflect royalties and inventor share payments related to an extraordinary \$200 million legal settlement for Human Growth Hormone.*

In addition to these monies, starting in FY97, a portion of Short-Term Investment Pool (STIP) interest earnings on patent income has been distributed to the campuses and DOE Laboratories whose portfolios of OTT-managed cases yielded a net income for the fiscal year. In FY00, STIP interest distributions totaled \$846,317.

SYSTEMWIDE TECHNOLOGY TRANSFER ACTIVITY FY96 – FY00¹

Fiscal Year Comparisons	FY96	FY97	FY98	FY99	FY00	% CHANGE (FY99-FY00)
Invention Disclosure						
Inventions Reported	661	716	742	818	865	5.7%
Total Invention Portfolio	2,857	3,100	3,497	4,125	4,481	8.6%
Patent Prosecution						
US Applications Filed						
First Filings	207	294	334	368	432	17.4%
Secondary Filings	<u>118</u>	<u>206</u>	<u>299</u>	<u>302</u>	<u>324</u>	7.3%
Total	325	500	633	670	756	12.8%
US Patents Issued	159	206	242	281	324	15.3%
Total Active US Patents	1,132	1,301	1,520	1,710	1,976	15.6%
First Foreign Filings	150	153	192	183	185	1.1%
Total Active Foreign Patents	1,183	1,235	1,352	1,487	1,634	9.9%
Licensing						
Agreements Issued						
Options	38	36	39	41	43	4.9%
Utility Licenses	98	95	99	76	171	125.0%
Plant Licenses	10	35	39	102	99	-2.9%
Total Active Agreements						
Options	70	75	93	101	92	-8.9%
Utility Licenses	403	461	527	551	686	24.5%
Plant Licenses	352	371	389	426	475	11.5%

¹ Activity related to the invention portfolio managed by OTT and six campus-based licensing offices for the nine UC campuses. Activity related to a small number of DOE inventions managed at OTT also is reflected in these figures. See page 36 for activity pertaining to the operation of the DOE Laboratory-based technology transfer offices.

SYSTEMWIDE FINANCIAL ACTIVITY FY96-FY00¹

(Thousands)

Fiscal Year Comparisons	FY96	FY97	FY98	FY99	FY00 ²	% CHANGE ² (FY99-FY00)
Income from Royalties and Fees	\$63,205	\$67,279	\$79,838	\$80,888	\$267,765	231%
Less: Payments to Joint Holders	(6,029)	(5,999)	(6,737)	(6,755)	(6,243)	-8%
Adjusted Gross Income (A)	57,176	61,280	73,101	74,133	261,522	253%
Legal and Other Direct Expenses	17,968	17,351	20,684	23,941	20,018	-16%
Less: Reimbursements	(7,090)	(7,393)	(8,646)	(8,025)	(10,911)	36%
Net Legal Expenses (B)	10,878	9,958	12,038	15,916	9,107	-43%
Mandatory Distributions						
Inventor Shares	18,991	21,953	23,948	29,782	101,661	241%
Research Allocation	N/A	N/A	N/A	35	107	206%
General Fund Share	6,775	7,425	9,131	6,891	5,898	-14%
Total Distributions (C)	25,766	29,378	33,079	36,708	107,666	193%
Operating Expenses (D) ³	6,524	6,851	7,913	8,476	9,677	14%
Net Income/Loss (A - B - C - D) ⁴	\$14,008	\$15,093	\$20,071	\$13,032	\$135,072	936%

¹ Financial activity related to the invention portfolio managed by OTT and six campus-based licensing offices for the nine UC campuses. Financial activity related to a small number of DOE Laboratory inventions managed by OTT also is reflected in these figures. See Page 36 for financial data pertaining to the operation of the DOE Laboratory-based technology transfer offices.

² Dramatic increases in FY00 are attributable to a \$200 million legal settlement related to Human Growth Hormone. Inventor shares distributed as a result of the settlement totaled \$73.8 million.

³ Includes operating costs for OTT and six campus licensing offices as well as a UCOP budgetary assessment equal to 1% of Adjusted Gross Income for cases under OTT financial administration.

⁴ Net Income/Loss does not reflect the portion of Short-Term Investment Pool (STIP) interest earnings on patent income which, since FY97, has been distributed to the campuses and DOE Laboratories whose portfolios yield a net income for the fiscal year. The STIP interest earnings for FY00 were \$846,317.

FY00 CAMPUS TECHNOLOGY TRANSFER ACTIVITY
Year Ended June 30, 2000

	UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	UCSD	UCSF
Invention Disclosure									
Inventions Reported	98	83	60	144	31	74	32	192	144
Total Invention Portfolio	610	564	294	624	163	243	67	896	1031
Patent Prosecution									
US Applications Filed									
First Filings	43	37	29	78	25	53	9	92	64
Secondary Filings	68	20	27	54	7	24	3	52	71
Total	111	57	56	132	32	77	12	144	135
US Patents Issued	48	38	19	51	9	17	2	61	85
Total Active US Patents	324	255	106	284	55	124	13	302	497
First Foreign Filings	36	20	12	22	2	14	3	38	39
Foreign Patents Issued	21	32	7	34	0	1	0	33	63
Total Active Foreign Patents	256	261	62	181	20	70	0	292	505
Licensing									
Agreements Issued									
Options	15	0	3	3	1	4	0	10	10
Utility Licenses	52	9	7	15	1	6	0	42	41
Plant Licenses	0	84	0	0	15	0	0	0	0
Total Active Agreements									
Options	38	8	3	6	2	9	1	12	20
Utility Licenses	136	55	34	91	11	17	1	152	195
Plant Licenses	5	358	0	0	111	0	0	0	0

Note: A number of inventions involve inventors from multiple UC campuses. Activity statistics for these inventions are reported multiple times, once for each campus involved. Thus, for any given measure of activity, the sum of individual campus numbers may be greater than the systemwide totals reported elsewhere in this report.

FY00 CAMPUS FINANCIAL ACTIVITY
Year Ended June 30, 2000
(Thousands)

	UCB	UCD	UCI	UCLA	UCR	UCSB	UCSC	UCSD	UCSF
Income from Royalties and Fees	\$5,079	\$6,219	\$1,920	\$7,468	\$898	\$605	-	\$5,477	\$239,826
Less: Payments to Joint Holders	0	0	0	(33)	0	0	0	(60)	(6,143)
Adjusted Gross Income (A)	5,079	6,219	1,920	7,435	898	605	0	5,417	233,683
Legal and Other Direct Expenses	1,671	1,633	1,372	2,234	384	515	81	3,623	8,089
Less: Reimbursements	(1,328)	(479)	(953)	(1,279)	(107)	(202)	(13)	(2,812)	(2,453)
Net Legal Expenses (B)	343	1,154	419	955	277	313	68	812	5,636
Mandatory Distributions									
Inventor Shares	619	2,801	687	3,095	346	163	1	1,583	92,131
Research Allocation	925	5	16	3	0	1	0	55	24
General Fund Share ¹	1,029	566	204	846	69	32	(17)	755	2,414
Total Mandatory Distributions (C)	1,649	3,372	907	3,945	415	196	(16)	2,394	94,569
Operating Expenses (D) ²	116	1,094	138	610	273	388	58	438	2,875
Net Income/Loss (A-B-C-D) ³	\$2,971	\$599	\$456	\$1,925	\$(67)	\$(292)	\$(110)	\$1,773	\$130,603

¹ When direct expenses and inventor shares exceed adjusted gross income, the General Fund share is represented as a credit (negative amount).

² Reflects recharges to individual campuses of OTT operating expenses and a UCOP assessment equal to 1% of adjusted gross income for cases under OTT financial management. Does not include operating expenses associated with the implementation of the technology transfer program at the individual campuses. Campus-based licensing offices reported FY00 operating expenses as follows: UCB -- \$911,036; UCD -- \$802,203; UCI -- \$327,600; UCLA -- \$481,388; UCSD -- \$598,578; UCSF -- \$487,870.

³ In addition to this net income, campuses that had positive net income for OTT-managed cases also received Short Term Investment Pool (STIP) income distributions in the following amounts: UCB -- \$63,589; UCD -- \$47,440; UCI -- \$36,128; UCLA -- \$152,434; UCSD -- \$138,784; UCSF -- \$324,957.

Part 2: DOE Laboratory Portfolios

Since 1988, technology transfer for the DOE Laboratories has been under the purview of Laboratory-based offices at Los Alamos National Laboratory (LANL), Lawrence Berkeley National Laboratory (LBNL), and Lawrence Livermore National Laboratory (LLNL). The licensing function is managed within the context of larger departments responsible for fostering a variety of partnerships with industry: LANL's Industrial Business Development Program Office, LBNL's Technology Transfer Office, and LLNL's Industrial Partnerships and Commercialization Department. In addition to patent licensing, these offices direct substantial resources toward the licensing of software and the negotiation of Cooperative Research and Development Agreements (CRADAs), technical assistance and other agreements with industry. Although these DOE Laboratory offices manage most Laboratory inventions, OTT oversees a small portfolio of inventions disclosed prior to 1988 and some more recent cases such as those having co-inventors from the UC campuses.

Certain aspects of technology transfer processes differ at the DOE offices as compared with OTT and the campuses. For example, after an invention is disclosed and a determination is made to pursue licensing, there are some cases where the laboratory may be able to elect title to an invention on behalf of the University under the federal Bayh-Dole legislation, just as a campus does. In other cases, however, there must be a special request to DOE to enable The Regents to retain or be assigned title to the invention. Requests to assert copyright in software also must be made to DOE. In addition, whereas OTT and campus offices contract with attorneys at outside law firms for all of their patent prosecution activity, the Laboratories manage most US patent filings internally through their own legal departments and contract out only for selected matters, particularly foreign prosecution. In addition, the fiscal year at the Laboratory offices ends September 30 in contrast to the June 30 end date for the fiscal year at OTT and the campus offices.

Information in the DOE Laboratory-Managed Portfolios section (pp. 35-37) pertains to the activities of the technology transfer offices of the Laboratories, whereas the information in the OTT-Managed DOE Portfolios section (pp. 38-39) applies to the Laboratory cases managed at OTT.

DOE LABORATORY-MANAGED DOE PORTFOLIOS

Invention Disclosures

In FY00, DOE Laboratory researchers disclosed 398 inventions, a 2% decrease over FY99. Below are descriptions of three inventions currently managed by the Labs which highlight the breadth of research and technology transfer activity underway at the Labs:

Biosensors (LANL) – LANL is developing an expanding portfolio of chemical and "bio" sensor technologies. These technologies have emerged largely from the DOE-supported programs in chem/bio threat reduction, and have significant applications in biomedical diagnostics as well. Currently, this portfolio comprises fifteen patents, patent applications and invention disclosures. One example of these technologies is the "Integrated Optical Biosensor," which makes use of a biomimetic membrane attached to an optical waveguide that delivers the "signal" to a detection mechanism. An application of this generic technology is an "Influenza Biosensor," an ultra-sensitive device for early, pre-symptomatic diagnosis of influenza. In FY00, LANL executed one commercial license related to these technologies with a biotechnology firm developing biomedical diagnostics and sensors for biological threat reduction and made substantial progress toward execution of a license with a firm developing food safety and monitoring products.

Structural Proteomics (LBNL) – Recent advances in nanocrystallization robotics from LBNL are being applied in the field of structural proteomics in conjunction with drug discovery programs in the pharmaceutical industry. Work in this area involves the analysis of 3-D molecular structures to determine drug design. LBNL's nanocrystallization robotics enables high-throughput protein crystallization, even for many proteins that previously were not readily susceptible to X-ray crystallography. This supports the rapid generation of protein structures from genetic information, which can be used to identify drug candidates. LBNL has licensed this technology to a rapidly growing California start-up company.

Transistor Fabrication (LLNL) – LLNL has developed and executed multiple licenses for a method of making silicon transistors on flexible plastic substrate for use in flat panel electronic displays. The technology uses brief intense laser pulses to melt and restructure amorphous silicon into polysilicon on flexible plastic substrates. This enables the fabrication of transistors on plastic, allowing for a new mode of fabrication for electronic devices. The transistor layer is an essential element of such displays and, prior to the development of this method, could only be created on glass. Because plastic is more rugged, compact, lightweight, less expensive and flexible, the application of the LLNL technology supports the use of electronic display in more products than is currently the case.

Patenting and Licensing

In FY00, the Laboratories filed a total of 232 patent applications and 181 US patents issued on DOE inventions.

The Laboratories completed 35 new options and licenses for patentable inventions and tangible research products (TRPs) in FY00. Licensing of other types of intellectual property (e.g., copyrighted software) represent a significant additional element of current licensing activity.

Financial Results

The DOE Laboratory-managed portfolios generated a total of \$4.4 million in income during FY00, an increase of 39% over the prior year. Patent income for the Labs increased 41% as compared with FY99, and copyright income increased 24%.

Information on DOE Laboratory patenting and licensing expenses is not provided in this report. Patent expenses are allowable costs under the University's current contract with DOE and are not readily separable from other expenses of the legal departments. Similarly, operating expenses of the licensing function are not readily separable from other expenses of the technology transfer departments. Finally, income generated by the DOE Laboratories is not subject to the General Fund share assessment.

Inventor share payments of \$1.4 million included \$214,609 paid to authors of software. These payments were based on financial activity through September 30, 2000 for LBNL, and September 30, 1999 for LANL and LLNL.

FINANCIAL ACTIVITY: DOE LABORATORY OFFICES

Year Ended September 30, 2000

(Thousands)

	LANL	LBNL	LLNL	Total
Income from Royalties and Fees				
Patents and TRPs	\$928	\$854	\$1,981	\$3,763
Copyrights/Software	<u>333</u>	<u>79</u>	<u>236</u>	<u>648</u>
Total	\$1,261	\$933	\$2,217	\$4,411
Inventor/Author Shares Paid	\$494	\$277	\$646	\$1,417

Fiscal Year Comparisons

	FY99	FY00	% Change
Patents and TRPs	\$2,660	\$3,763	41%
Copyrights/Software	<u>521</u>	<u>648</u>	24%
Total	3,181	4,411	39%
Inventor/Author Shares Paid	\$1,265	\$1,417	12%

**PATENTING AND LICENSING ACTIVITY:
DOE LABORATORY OFFICES**

Year Ended September 30, 2000

	LANL	LBNL	LLNL	Total
Disclosure and Prosecution*				
Inventions Reported	141	82	175	398
US Applications Filed				
First Filings	25	33	76	134
Secondary Filings	<u>32</u>	<u>30</u>	<u>36</u>	<u>98</u>
Total	57	63	112	232
US Patents Issued	51	35	95	181
First Foreign Filings	17	5	33	55
Marketing and Licensing				
New Agreements Issued				
Secrecy	323	136	315	774
Option	3	6	1	10
License	9	9	7	25
Total Active Agreements				
Option	10	12	3	25
License	70	40	88	198

Fiscal Year Comparisons
(Thousands)

	FY99	FY00	% Change
Disclosure and Prosecution*			
Inventions Reported	405	398	-2%
US Applications Filed			
First Filings	194	134	-31%
Secondary Filings	37	98	165%
Total	231	232	0%
US Patents Issued	157	181	15%
First Foreign Filings	68	55	-19%
Marketing and Licensing			
New Agreements Issued			
Secrecy	813	774	-5%
Option	8	10	25%
License	32	25	-22%
Total Active Agreements			
Option	18	25	39%
License	189	198	5%

* Data reflect patent prosecution initiated on behalf of either DOE or the University.

OTT-MANAGED DOE PORTFOLIOS

Activity and Financial Summary

OTT continues to manage a portfolio of 79 inventions for the DOE Laboratories, most disclosed prior to the establishment of the DOE independent licensing offices. In addition, OTT occasionally receives a new Laboratory disclosure when a UC campus-based researcher is also included among the inventors, when the technology is closely related to one already administered by OTT, or when a DOE Laboratory requests that OTT manage a particular case.

Royalty and fee income increased 35% to \$1,385,000 in FY00. Inventor shares, based on income generated through June 1999, increased substantially while net legal expenses remained constant as compared with the prior fiscal year.

Operating expenses decreased somewhat in FY00, reflecting a reduction in time required to support the Labs' portfolios. DOE liaison costs included within in operating expenses are allocated among the three Labs based on the same algorithm applied to allocate other fees and cost reimbursements owed the University for Lab oversight.

These factors, taken together, resulted in a 63% increase in portfolio net income in FY00 to \$820,000.

INVENTION ACTIVITY (OTT/DOE)

Year ended June 30, 2000

	LANL	LBNL	LLNL	Total
INVENTION				
Inventions Reported	9	1	3	13
Total Active Cases	16	20	43	79
PATENT ACTIVITY				
US Patent Applications Filed				
First Filings	4	1	0	5
Secondary Filings	<u>2</u>	<u>0</u>	<u>1</u>	<u>3</u>
Total	6	1	1	8
US Patents Issued	2	1	0	3
Total Active US Patents at FYE	7	16	35	58
LICENSING				
Secrecy Agreements Issued	3	0	3	6
Letter/Option Agreements Issued	0	0	0	0
License Agreements Issued	0	1	0	1
Total Active Licenses at FYE	1	7	8	16

**FINANCIAL ACTIVITY
(OTT/DOE)**

*Year ended June 30, 2000
(Thousands)*

	LANL	LBNL	LLNL	Total
Royalty and Fee Income	\$0	\$37	\$1,348 ¹	\$1,385
Less: Payments to Joint Holders	0	8	0	8
Adjusted Gross Income	\$0	\$29	\$1,348	\$1,377
Less: Expenses/Distributions				
Net Legal Expenses	41	6	204	251
Inventor Shares	0	181	45	226
Operating Expenses	<u>12</u>	<u>15</u>	<u>53</u>	<u>80</u>
Net Income ²	<u>(\$53)</u>	<u>(\$173)</u>	<u>\$1,046</u>	<u>\$820</u>
Inventions Earning Income	0	3	15	18
# of Inventors Paid Shares	0	15	17	32

¹Includes the total settlement of \$1.1 million received as compensation for expenditures involving LLNL's Chromosome Painting technologies. This is consistent with LLNL reporting. OTT accounts for these funds as a credit against legal expenses.

²In addition to this net income, campus and Laboratories that had positive net income for OTT-managed cases also received Short Term Investment Pool (STIP) income distributions in the following amounts: LLNL -- \$82,847.

FISCAL YEAR COMPARISONS

*Year ended June 30, 2000
(Thousands)*

	FY99	FY00	% Change
Royalty and Fee Income	\$1,027	\$1,385	35%
Less: Payments to Joint Holders	0	8	n/a
Adjusted Gross Income	\$1,027	\$1,377	34%
Less: Expenses/Distributions			
Net Legal Expenses	252	251	0%
Inventor Shares	81	226	179%
Operating Expenses	<u>192</u>	<u>80</u>	-58%
Net Income	<u>\$502</u>	<u>\$820</u>	63%
Inventions Earning Income	16	18	13%
# of Inventors Paid Shares	24	32	33%

UC TECHNOLOGY TRANSFER ON THE INTERNET

	<i>(Prefix with http://)</i>
UC Office of Technology Transfer	www.ucop.edu/ott/
UC Berkeley	otl.berkeley.edu
UC Davis	ovcr.ucdavis.edu/TTC/
UC Irvine	www.ota.uci.edu/
UC Los Angeles	www.research.ucla.edu/tech/
UC Riverside	www.ora.ucr.edu/
UC Santa Barbara	research.ucsb.edu/
UC Santa Cruz	www.ucsc.edu/osp/
UC San Diego	invent.ucsd.edu/
UC San Francisco	itsa.ucsf.edu/~otm/
Los Alamos National Laboratory	www.lanl.gov/partnerships/
Lawrence Berkeley National Laboratory	www.lbl.gov/Tech-Transfer/
Lawrence Livermore National Laboratory	www.llnl.gov/IPandC/
Industry-University Cooperative Research Program	uc-industry.berkeley.edu/
President's Retreat: The University of California's Relationships With Industry in Research and Technology Transfer	www.ucop.edu/ott/retreat/