Public Session Agenda

(1) Featured Startups: Silcs Bio and Early Charm’s Startup Studio Model, Featuring Other USM-Affiliated Startups – Ken Malone, Founder and Chief Executive of Early Charm (Information Item)

(2) USM Early Capital Pilot: Fund Balance Allocation and Investment – Lindsay Ryan, Interim Executive Director of Economic Development, USM (Action Item)

(3) USG 2.0: Economic Development and Job Performance – Anne Khademian, Executive Director, Universities at Shady Grove (Information Item)
TOPIC: Featured Startups: Silcs Bio and Early Charm’s Startup Studio Model, Featuring Other USM-Affiliated Startups

COMMITTEE: Economic Development and Technology Commercialization

DATE OF COMMITTEE MEETING: June 9, 2022

SUMMARY: Ken Malone of Early Charm will present information on Silcs Bio, which is a startup based on intellectual property from the University of Maryland, Baltimore. He will also describe how Early Charm operates under the model of a “startup studio”, which facilitates the development of many startup companies in parallel. He will also provide information about several other USM-affiliated startups in the Early Charm portfolio.

FISCAL IMPACT: This item is for information purposes.

CHANCELLOR’S RECOMMENDATION: n/a

COMMITTEE RECOMMENDATION: DATE:

BOARD ACTION: DATE:

SUBMITTED BY: Lindsay Ryan (410) 409-2236
USM Board of Regents

June 2022
Early Charm

Portfolio Companies Built on USM Licenses

Portfolio Companies Funding Research at USM Institutions
Most institutional inventions sit on a shelf because of a false belief in a Valley of Death that must be crossed using venture capital.

We have forged a radical new path for commercializing science that avoids the Valley of Death and the need for venture capital.
The big challenge, often called the Valley of Death, is advancing university inventions into products in a capital efficient manner.
Our model is far more capital efficient than traditional startups.

1 Hypothesizing on possible business concept
2 First possible business concept described
3 Draft of business model in canvas
4 First projections to show economic viability and market potential
5 First version of revenue model including pricing hypotheses
6 Full business model including pricing verified on customers
7 Product/Market fit and customers payment willingness shown
8 Sales and metrics show business model holds and can scale
9 Business model is final and is scaling with growing recurring revenues that results in a profitable and sustainable business

Venture Studio

Early Charm
CREATE + OWN + OPERATE
ventures that convert science into profits
We are the management team, the operators and the entrepreneurs.
We don’t write checks and just pop in for board meetings.

Grants and Financing
Revenue
Sale of Asset or Company

Target:
Majority equity ownership
Governance control
Less that $30k expenses before first third party money in
Recover costs in less than two years
After cost recovery, focus on maximizing portfolio equity value
We show up to our labs, our production facilities and our offices every day to do all the heavy lifting in our portfolio companies.
Ideally, we co-founded ventures with the world’s leading researchers who want to see their life’s work transformed into products that impact people’s lives.

Especially those researchers who want to continue their world class research, not run a company. All we ask of those researchers is to mentor our scientists in the specifics.
Our scientists and engineers work across our entire portfolio, never just one venture. This brings extraordinary expertise to the earliest stages of product development. The lack of silos fosters creativity and attracts the most collaborative people.
Our sales & marketing team works across our portfolio enabling us to have the voice of customers heard early and often as we consider product development. Add in our experts in law, intellectual property, accounting, finance, licensing, purchasing and more to get the complete team to build a business.
Synergy with our existing portfolio companies is important to us.

Frequently our companies share common customers and common production tools and, most importantly, common human talent.

So, we look for opportunities that fit with our current capabilities in Drug Design, Blue Economy, Custom Materials and Engineered Products.
The larger our team the faster we can grow.

Because synergy between our companies is so strong, the individual companies are seldom as valuable alone as they are a part of the whole.

Thus, we aren’t focused on exit strategies and quick flips. We are focused on building sustainable businesses through profitable revenue and expanding opportunities by retaining our team.

While some organizations are focused on CapEx, we are focused on PeopleEx.
Products Overview

- Materials
  - 3D printing materials
    - Net zero non-oxide ceramics
    - Oxide ceramics
    - Biologics
  - Nanomaterials
    - Nanofibers
    - Nanowires
  - Custom inks
    - Flame retardant
    - Conductive
    - Biologic
    - Cosmetics
  - Control release
    - Insecticide
    - Drug
    - Enzyme
  - Custom Mfg Services

- Drug Design
  - Computational chemistry
    - Protein modeling
    - Small molecule design
    - Protein-protein interaction
    - Protein degradation
  - DNA libraries
    - Synthetic biology
    - Antibodies
  - Oncology drugs
    - Preclinical leads

- Engineered Products
  - Machine vision
    - Turbulence free imaging
    - Coating defect detection
    - Organ transplant viability
  - Nursing assistance
    - Limb support
    - Fall protection
    - Wire guides

- Blue Economy
  - Sonar
    - Shrimp biomass
    - Oyster beds
    - Finfish
  - Oral vaccines
    - Shrimp
    - Branzino
  - Aquaculture Diagnostics
    - Shrimp
    - Trout
  - Oyster seeding
  - Aquaculture services
Our model also allows us to take on the overwhelming number of university inventions that are unlikely to be worth billions BUT do not have big risks.
We are accelerating our growth

Number of Ventures

- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021

From 0 to over 30 in 2021
Our start in the Charm City!
VISUALIZE DRUG DESIGN IN A WHOLE NEW WAY

SilcsBio provides computer-aided drug design solutions that dramatically accelerate and improve small molecule and biologic drug discovery pipelines.
Quick Facts

- UMB License 2012
- Sales to every large pharma company around the world
- TEDCO MII and NIH SBIR funded
- $182k Royalties and License Fees to UMB Paid by SilcsBio
  - additional $310k of patent expenses paid to or on behalf of
- $861k Funded Research at UMB Paid by SilcsBio
Revenue at which a stand-alone company would likely break even
From One...

Partner connection

Spin-out

Faculty connection

SILCSBIO

GEMINUS

rasio

COMPUTCHEM
SilcsBio Exemplifies the Venture Studio

- Survived multiple cash flow problems
  - Retained key people on other companies
- Long customer acquisition times
  - Synergy with other portfolio companies eases the pain
- Market too small for equity investors
  - Cash efficient operations
- Operating cash flow positive
  - Focus on revenue not fund raising
- 3 other UMB related company formations
  - People and network
TOPIC: USM Early Capital Pilot: Fund Balance Allocation and Investment

COMMITTEE: Economic Development and Technology Commercialization

DATE OF COMMITTEE MEETING: June 9, 2022

SUMMARY: The USM seeks to invest up to $600,000 over 3 years in the USM Early Capital Pilot. A USM Early Capital Pilot would enable relatively small amounts of capital (under $75,000) to be deployed to USM-affiliated entrepreneurs and ventures in order to demonstrate the generation of economic development activity.

By way of background, last fall the Economic Development and Technology Commercialization Committee (EDTC) encouraged the leadership and staff to explore how to: 1) support entrepreneurial success, earlier than the Momentum Fund; and 2) equitably support a diversity of entrepreneurs and ventures broadly across USM.

The USM Office of Economic Development facilitated discussion and outreach to more than 100 internal and external stakeholders. At its April meeting, the EDTC Committee reviewed the findings, which included overarching recommendations to: 1) work collaboratively with non-USM partners; and 2) leverage existing resources, when possible, instead of creating new ones. A specific recommendation was to enable flexible, non-prescriptive early capital to be deployed alongside resources and accountability, and a potential pilot design was presented.

This recommendation is to provide an allocation of up to $200,000 per year, over 3 years, from the USM fund balance for a pilot. The capital would be deployed to USM-affiliated entrepreneurs and ventures to equitably support a diversity of entrepreneurs and ventures broadly across USM toward the ultimate goal of economic development. A minimum of $100,000 in matching funding must be secured in order for USM’s first year of fund balance contribution to be accessed. The overall goal is at least a 1:1 match of external to USM fund balance allocation.

In April, the Board of Regents voted to authorize the investment of up to an additional $6 million (over 3 years) in the USM Momentum Fund from USM Office unrestricted fund balances. Any funding dedicated toward the USM Early Capital Pilot would be offset by a reduction to the Momentum Fund allocation, such that the overall total allotment does not exceed $2 million per year.

This item will also be presented to the Finance Committee on June 9 for its consideration and action.

ALTERNATIVE(S): The Economic Development and Technology Commercialization Committee could elect to not recommend an allocation for this initiative or request a smaller allocation.

FISCAL IMPACT: The USM would invest up to $600,000 over 3 years in the USM Early Capital Pilot. The fund source is USM Office unrestricted fund balances.
**CHANCELLOR'S RECOMMENDATION:** That the Economic Development and Technology Commercialization recommend that the Board of Regents approve this proposal to allocate up to $600,000 over 3 years in the USM Early Capital Pilot, as described above.

**COMMITTEE RECOMMENDATION:**

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**BOARD ACTION:**

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**SUBMITTED BY:** Lindsay Ryan (410) 409-2236
USM Early-Stage Entrepreneurship Capital Pilot

Briefing for the Regents Committee on Economic Development and Technology Commercialization

June 9, 2022
Early-Stage Resource Study and Recommendations

- **September 2021** – EDTC charges USM to study how to better support entrepreneurial success, earlier than the Momentum Fund; and equitably support a *diversity* of entrepreneurs and ventures broadly across USM.

- **September 2021 - March 2021** – More than 100 internal and external stakeholders engaged.

- **April 13, 2022** – EDTC reviewed findings to work collaboratively with non-USM partners and leverage existing resources, with additional specific recommendations:

  1. **Connect** – More effectively coordinate and communicate entrepreneurial resources

  2. **Enhance** – Angel investment; Professional services; Facilities/equipment; MIPS

  3. **Capitalize** – In the context of above, enable flexible, non-prescriptive early capital to be deployed alongside resources and accountability
Why an Early Capital Pilot? Why USM?

**Thesis:** Small amounts of capital responsibly deployed to entrepreneurs can provide demonstrable economic development impacts.

**USM is Uniquely Positioned:**
- Diversity and critical mass of ventures, entrepreneurs
- Expertise and familiarity for improved due diligence
- Accompanying non-capital support
- Administrative efficiencies

**Vision:** A platform to responsibly invest in very early-stage entrepreneurs toward the goal of benefitting Maryland’s economy.
## Proposed 3-Year Capital Pilot

<table>
<thead>
<tr>
<th>Track</th>
<th>Goal/Use</th>
<th>Amount and Process</th>
<th>Demand and Sources</th>
<th>USM Contribution Over 3 Years*</th>
<th>External Raise Goal Over 3 Years*</th>
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<tr>
<td><strong>Groundwork and Gas Money</strong>&lt;br&gt; <em>Students, Faculty, Employees ONLY</em></td>
<td>Exposure-to-idea opportunities&lt;br&gt; Addressing access issues</td>
<td>Grants up to $1k, determined by each institution</td>
<td>Demand will far outstrip supply, but a small amount can go a long way. E.g. UMCP's Dingman E-Fund; UMBC's Entrepreneurship Undergraduate Research Awards</td>
<td>$150k ($50k annually)</td>
<td>$150k</td>
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<td><strong>Liftoff</strong>&lt;br&gt; <em>Students, Faculty, Employees, Alum, Community</em></td>
<td>Get started in the right direction&lt;br&gt; Proof of concept funding</td>
<td>Grants up to $25k, determined collectively across USM institutions</td>
<td>USM invests $500k, with demand outstripping supply.&lt;br&gt;3 institutions not currently accessing significant capital.</td>
<td>$150k ($50k annually)</td>
<td>$150k</td>
</tr>
<tr>
<td><strong>Boost</strong>&lt;br&gt; <em>Students, Faculty, Employees, Alum, Community</em></td>
<td>Continue in the right direction</td>
<td>Up to $75k in grants, convertible notes, or other financial vehicles, determined collectively across USM institutions</td>
<td>Not much of this type of capital.&lt;br&gt;Bill proposed $500k annually through TEDCO's RBII; $140k through supplemental instead.</td>
<td>$300k ($100k annually)</td>
<td>$300k</td>
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**GOAL: Leverage $.6M USM seed funding to establish a multi-stakeholder $1.2M pilot to demonstrate value in providing capital support for early-stage entrepreneurs**

$.6M + $.6M

**Values:** Diversity, Equity, and Inclusion | Valuable to All Applicants | Value to Institutions | Transparency
Additional Considerations

Demand Estimates – Likely underestimate

Institutional Balance – An active, not a passive goal

Outcomes Monitoring – Conventional metrics, secondary benefits, perhaps more innovative metrics

Fundraising Strategy
• Will not compete with institutional fundraising efforts!
• Philanthropic, corporate to start.
• Working with USM Foundation on potential sources, fundraising assistance.
• Leverage early results to pursue federal.
Key Factors

Eligibility

- Eligibility may follow the **Momentum Fund eligibility**, based in Maryland AND founder, intellectual property, or location-based affiliation (*see Appendix*).
- Can add **Baltimore Fund eligibility** of “entities that have a significant and vital collaborative relationship” with USM institutions.
- Non-USM fund balance funding may widen eligibility; to be discussed/determined.

Relationship to USM Momentum Fund

- BOR recently authorized an additional $6 million over 3 years for USM Momentum Fund.
- Fund balance for the USM Early Capital Pilot would be offset by a reduction to the Momentum Fund such that overall total allotment does not exceed $2 million per year.
Capital Pilot Funding Recommendation

An allocation of up to $200,000 per year over 3 years is recommended from the USM fund balance for a pilot to deploy capital to USM-affiliated entrepreneurs and ventures to equitably support a diversity of entrepreneurs and ventures broadly across USM toward the ultimate goal of economic development.

A minimum of $100,000 in matching funding must be secured in order for USM's first year of fund balance contribution to be accessed. The overall goal is at least a 1:1 match of external to USM fund balance allocation.
USM Momentum Fund Eligibility

• An entity must have a substantial portion of its manufacturing, service, research and development, or office space located in Maryland. And in some other way provide positive economic impact to Maryland **AND**

• Have a founder/inventor (a substantial equity holder on par with the other founders) who is a USM employee, graduate, or current student (as defined by affiliated university) from one of the twelve USM institutions; **OR**

• Based on USM intellectual property (IP) from one of the 12 USM institutions; **OR**

• Based in a USM research park, incubator or RISE zone.
Design Recommendations/Guidelines

Key Facets

1. Grants and other forms of early capital
2. Maximize impact: quick to obtain, smartly deployed
3. Address access barriers (e.g., students, smaller institutions) head-on, not reactively
4. Sustainable business model

Other Details to Optimize Impact and Accessibility

- Potential multiple submission formats (e.g., written, pitch) and/or submission help
- Uses stage-gating and standardized terms for upfront/milestone payment
- The process itself adds value for rejected applicants
- Leverages diligence via other programs
- Ideally, a mix of funding vehicles – grants, convertible notes, and others
Rationale  *Track: Gas Money and Groundwork*

**Necessary Activities:** Engaging in entrepreneurial activities that incur costs such as travel to a competition, registering a business, etc. OR seeking exposure to entrepreneurial activities.

**Current (Insufficient) Sources:** For students: 2 UMD-only mini-grant programs; For faculty: professional development budgets may be tapped but also may compete with other priorities more closely linked to tenure, etc.

**Examples of How Entrepreneurs Have Leveraged Similar Capital**
- CSU technical student team travelled to DC for AAAS event and to Pittsburgh for DOE-sponsored competition, where won a prize.
- TU startup Let’s Tap In recently won $10k in a national competition in MN

**Potential Future Examples of How Entrepreneurs Could Leverage This Capital**
- UMB student incorporates their business in order to be eligible for other funding opportunities
- UMBC faculty member attends the TEDCO expo and brings 3 students
Rationale **Track: Liftoff**

**Necessary Activities:** Setting up e-commerce, legal assistance, early prototyping

**Current (Insufficient) Sources:** On-campus business plan competitions (BSU, SU, TU, UB, UMB, UMBC, UMCP), Shore Hatchery (SU-hosted and open to all); fellowships (UMCES); technical proof of concept funding (several projects per year at UMBC, UMB, UMCP before the TEDCO MII stage)

**Examples of How Entrepreneurs Have Leveraged Similar Capital**
- UMCES’ Minnowtech used seed funding from the Ratcliffe Environmental Entrepreneur Fellow Program to obtain their first data, which they rolled into SBIR, MIPS, MMF, and product launch
- TU helped Jojo’s Outstanding JoJoba Oil secure a $5k grant; they will be launching this fall

**Potential Future Examples of How Entrepreneurs Could Leverage This Capital**
- BSU faculty research proof-of-concept funding helps secure later translational funding
- CSU students emerging from Entrepreneurship and Innovation Certificate obtain launch funding
- UMES students/faculty purchase special prototyping supplies to use at UMES makerspace
Rationale  **Track: Boost**

**Necessary Activities:** Marketing, developing minimum viable product, intellectual property protection, placing first production order, testing and certification, etc.

**Current (Insufficient) Sources:** On-campus accelerators (UMCP, BSU), Towson StarTUp Accelerator, external accelerators, TEDCO’s RBII, MII Company Investment, Baltimore Fund, Discovery Fund

**Examples of How Entrepreneurs Have Leveraged Similar Capital**

- UB’s Robin Holmes of *Deddle’s Donuts* used $3k Attman prize to purchase an indoor fryer, quickly achieved positive cash-flow, purchased second food truck, moved into the new Lexington Market.

- SU Shore Hatchery winner *Mobtown Fermentation* (UMCP &UMBC grad founders) used $45k to go from early sales of kombucha to a brewery to a >$1M business. Also leveraged Baltimore Fund.

**Potential Future Examples of How Entrepreneurs Could Leverage This Capital**

- New FSU research park startup with a long sales cycle leverages student/faculty who help them quickly iterate on a minimum viable product before a critical big sales event opportunity.

- UMCP faculty spinout company federal SBIR grant recipient covers legal costs that cannot be covered by its R&D-focused grant.
Early Capital Pilot Timeline

Summer 2022
- Finalize institutional and community representatives
- Fundraising outreach
- Set up application and tracking system, produce marketing materials

Fall 2022
- Secure minimum of $100k in external funding
- Market the resource and begin deploying capital

Spring 2023
- Progress report to EDTC, make adjustments to tracks, marketing strategy, etc., as needed
- Continue fundraising; enable option for institutions to raise additional set-aside funds
- Enable handoffs to follow-on sources of capital for portfolio
- Deploy alternative forms of capital as needed, such as revenue share, reimbursable grants

FY2024 – Continue fundraising, add co-investors and follow-on partners; explore other partnerships
FY2025 – Leverage outcomes data to reach different, additional sources of funding
Innovating With Capital

Start simple. Meet demand/opportunity and provide time for economic development returns to emerge. Use conventional structures (grants, convertible notes).

Leverage others innovating in early-stage finance. Co-invest and/or model capital innovators. A few examples below:

- Ignite Capital uses creative debt structures and could be co-investment partners in Baltimore.
- TEDCO’s one-time $5M RUBRIC program deployed reimbursable grants of up to $100k to “45 companies within 12 Maryland counties, 36% of which were rural-based, while 80% of the entrepreneurs identified as socially or economically disadvantaged.” TEDCO MII also has reimbursable grants.
- Michigan State University’s pre-seed investment fund Michigan Rise launched in mid-August 2020. $3.7 million in investments in 26 companies that went on to raise $101.2 million collectively in follow-on investments. The state just authorized an additional $6.5M, $3M will experiment with loans.

Enable additional capital innovation. Unique source in Maryland for info about the capital needs of early-stage entrepreneurs, which may enable additional capital innovation.
TOPIC: USG 2.0: Economic Development and Job Performance

COMMITTEE: Economic Development and Technology Commercialization

DATE OF COMMITTEE MEETING: June 9, 2022

SUMMARY: In March of 2021, Anne Khademian, Executive Director, Universities at Shady Grove (USG) presented on the key objectives for USG in the area of education and career pathway development, as well as research and workforce development, with a strategic focus on the Life Sciences.

Dr. Khademian returns to update the Committee on “USG 2.0” broadly, including four strategic imperatives: 1) holding itself accountable for ensuring that students are able to secure meaningful employment and career opportunities; 2) planning for and building career pathways; 3) sharpening the focus on career competencies and readiness; 4) building a new model for fiscal sustainability.

FISCAL IMPACT: This item is for information purposes.

CHANCELLOR’S RECOMMENDATION: n/a

COMMITTEE RECOMMENDATION: DATE:

BOARD ACTION: DATE:

SUBMITTED BY: Lindsay Ryan (410) 409-2236
USG: 9 UNIVERSITIES, 1 CAMPUS, USM RHEC ASSET
REGION & STATE’S WORKFORCE NEEDS ARE CHANGING RAPIDLY

- 65% of jobs nationwide require college degrees *
- 75% in Montgomery County
- Skyrocketing growth in health and life sciences, IT and Cybersecurity
- High demand for teachers, behavioral health professionals in Montgomery County
- Career-ready AND research-ready employees

* Source: Recovery: Job Growth and Education Requirements through 2020
MEET THE NEEDS OF THE FUTURE/NON-TRADITIONAL STUDENT

REALIZING TRUE EQUITY IN EDUCATION
RISING TO THE CHALLENGE: USG 2.0 - FOUR STRATEGIC IMPERATIVES

1. THE PROMISE

History, we have been driven by enrollments and degree completion, although this is and appropriately should be the purview of our university partners. Under USG 2.0, we will hold ourselves accountable for ensuring students are able to secure meaningful employment and career opportunities upon completion of their studies.

2. PATHWAYS TO CAREERS

Historically, we have worked with our university partners to develop individual degree programs. Under USG 2.0, together with our university partners and educational partners in the county, we will plan for and build career pathways that ensure students succeed.

3. CAREER-READY STUDENTS

Historically, we have provided traditional student services. Under USG 2.0, we will sharpen our focus on career competencies and career readiness.

4. FISCAL SUSTAINABILITY

Historically, our educational and fiscal model has been built around our hosting of various degree programs and the use of our “real estate.” Under USG 2.0, we will work to build a model that supports growth, innovation and collaboration, with a focus on return on investment (ROI) for students and other stakeholders.
USG 2.0: BUILDING PATHWAYS TO THE EQUITY PROMISE

- STEM
- Healthcare and Life Sciences
- Business
- Public Service, Education and Social Sciences
USG 2.0 Core Functions: Foundation for Meeting the Promise

Data Analytics
and research builds on collaborative experience among the partners

Career Readiness
as the common core thread across the ecosystem (develop common vocabulary around these terms)

Strong Pathways
that can meet any student where they are regardless of student readiness or substantive area (ACES, Dual Enrollment programs)

USG Action Plan
- Restructure
- Proof-of-Concept
- Assess and Reintegrate

Point of Need
learning tailored to meet the needs of the workforce

Business Engagement
coordinated and forward facing