

Exhibit 13: List of Key Units

CENTRAL ADMINISTRATION

External

1. **Columbia Science and Technology Ventures (was Columbia Innovative Enterprise)** is the organization within Columbia University that interacts with industry. STV started in 1982 as the Office of Science and Technology Development and was one of the first university technology transfer offices set up after passage of the Bayh-Dole law. The early activities of the office were primarily licensing and setting up collaborative research arrangements with industry. In mid-1994 the name was changed to Columbia Innovation Enterprise, and in 2001, the name was changed again to Science and Technology Ventures.

Funding: 20 Percent Fund of patents and royalties, outside institution fees

2. **International Innovation Initiative (I³)** is an initiative to enhance expertise, share know-how, create a collaborative network, and build information and resource infrastructure. The strategy is to aggregate knowledge for effective application and leverage so that complementary inventions in two separate institutions can be marketed and patented as a single discovery.

Funding: 20 Percent Fund of patents and royalties

3. **Fathom.com** is an aggregator of online content and courses that provides resources across a variety of disciplines. The Fathom site provides general topical information prepared by faculty and staff of participating institutions and advertises related online courses and books.

Funding: A privately held C corporation in which the University is a majority shareholder and provides most of the funding through patent and royalty income, other funding from outside institutions, and sales revenues.

Exhibit 13: List of Key Units (continued)

Internal

4. Columbia Digital Knowledge Ventures (DKV) seeks “to extend the intellectual resources of the University to the world and bring the collaborative energy of a worldwide audience to Columbia, through the creation and support of digital exchanges of knowledge, information, and ideas.” Columbia DKV pursues that mission by working with faculty to create online resources; licensing intellectual property in joint-content development projects; and incubating new media companies.

Funding: Patents and royalties, sales revenues

5. Electronic Publishing Initiative at Columbia (EPIC) is an initiative in digital publishing that creates scholarly and educational publications, or Knowledge Centers, tailored to discipline-specific needs. For example, EPIC issued Columbia International Affairs Online (CIAO), an online resource for publications in international affairs. Currently, some projects like EarthScape have considerable appeal to high schools as well as university libraries.

Funding: Self-funding. Monies generated through grants and subscription fees collected from libraries, as well as patent and royalties.

6. Columbia Interactive is an organized collection of all Columbia has to offer online for the easy reference of our students, faculty, and staff, and a worldwide audience. According to Vice Provost Crow, its mission is to serve as the digital media “storefront” to Columbia University.

Funding: Patents and Royalties

7. Columbia Center for New Media Teaching and Learning (CCNMTL) is a service of Columbia University for faculty and instructors to enhance teaching and learning through the use of new media. CCNMTL's work focuses on the development of course websites and the development of adaptive tools like the CU Analyzer.

Funding: Patents and royalties, private donations, endowment, grants.

Exhibit 13: List of Key Units (continued)

Academic Units

- Columbia's Business School (along with UNext) has developed a series of for-credit courses with Cardean University. Offering executive continuing education as well as an MBA program, Cardean is known for its interactive, engaging learning environments designed around real-world business problems.

Funding: Commercial venture with UNext.

- Columbia Video Network (CVN) provides distance learning courses and degrees developed by the School of Engineering to enable off-campus engineers to continue professional education and development. The program is targeted mostly to mid-career professionals and foreign students. Courses are identical to those offered on Columbia campus. Streaming technology allows students to see the same course on-campus students observe in the classroom.

Funding: Self funding.

- Columbia Interactive Arts and Sciences (Cognitive Arts) offers three online certificate programs through the Arts and Sciences Division of Continuing Education: American Language Program, Information Technology Program, and Business Writing and Communication.

Funding: Commercial venture with Cognitive Arts.

- Teachers College offers two certificate programs (Teaching and Learning with Technology and Designing Interactive Multimedia Instruction). The Intensive Masters Program (IMP) in educational technology is offered by the Program in Computing, Communications and Technology Education and is designed by the Center for Technology and School Change (CTSC) at Teachers College, Columbia University.

Funding: Teachers College