

Table of Contents

1. **Why Texas Needs a Third Flagship University** by William H. Cunningham and Samuel Barshop

Texas' competitiveness in the global knowledge-based economy means that the State needs at least one more flagship graduate research university.

2. **The National Association of Seed and Venture Funds** by Susan P. Strommer, George Lipper, with contributions from Daniel Sandler, Excerpted *with permission.*

This report is a 50-state survey of seed and venture capital and the support structures that ensure that entrepreneurs have access to the capital they need to launch and grow companies.

3. **High Growth Entrepreneurship in Texas: Entering a Vicious Cycle** by Stephen Straus

Texas is facing a decrease in the availability of early-stage venture capital. Aggressive efforts are needed to grow state-level resources to reverse this downward spiral.

4. **The Importance of Venture Capital to the Texas Economy** by Bob Boldt and Trey Thompson

Capital has not flowed to Texas as freely as possible because the state's major institutional investors, including UTIMCO, have not adequately supported Texas' venture community by committing large amounts of capital to the state's venture capital funds.

5. **SBIR/STTR Opportunities in Texas** by Jill Dickman

The SBIR/STTR federal programs provide a substantial opportunity to Texas small technology companies through low-risk capital and substantial assistance to small companies.

6. **Tapping Department of Defense Commercialization Opportunities in Texas: The Next Frontier** by Wes Jurey

Scientific Research fuels economic growth through discovery. Discovery drives Innovation; Innovation drives the Market; and the Market drives the Economy. To Texas, therefore, science = jobs.

7. **The Texas Industry Cluster Initiative: "The Engines of Our Economy"** by Randy Buchanan, Barbara Cambron, Kaki Leyens, Doug Ridge

"The Industry Cluster Initiative is the most important economic development tool in the state today." —Texas Governor Rick Perry

8. **This is not a Cluster Study: A New Approach to Regional Competitiveness, Innovation, and Strategy** by Eliza R. Evans and Michael C. Sekora

Technology strategic planning provides a framework for assessing technological strengths of a given region or industry and for developing a technology strategy that creates a competitive advantage in the global marketplace.

9. Commercializing University Research: Gift and Opportunity by Meg Wilson
Universities can be hard to work with, operating under a different culture from the market economy they are being asked to be more a part of. There are approaches that take this cultural difference into account, which have the potential to help accelerate the success of university commercialization processes.

10. Torch Program – Birthed in Texas, Grown Up in China, Returning to Texas/Mexico: An Entrepreneurship Creation Program for the Success of Chinese High Tech Industry by Dinghuan Shi and Ted Y. Li

A key secret: China's economic miracle from the Torch Initiative was birthed in Texas through a pilot program developed from the incubator model created by Dr. George Kozmetsky at IC2 of UT Austin and Omega International Group, Inc.

11. Beyond Schools: A New Foundation for Education in the 21st Century by Gary Thompson

Texas can be a true innovator as we go beyond schools to create a new foundation for education in the 21st Century. As the world flattens, so too must education. Linking this flattened system will allow Texas to build a true talent pipeline that leverages our education assets in new ways and strengthens our future workforce and economic development.

12. Confessions of a Big Game Hunter by Bill Sproull

The time has come for economic developers to learn how to hunt gazelles; disruptive emerging growth companies. For too long the profession has only known how to hunt big game, but the herd is thinning!