

WIPO Enabling Intellectual Property Environment (EIE) Project

National Workshop 1 - IP Management & Technology Commercialization for Technology Managers of Hub & Spoke Institutions

organized by World Intellectual Property Organization (**WIPO**)
in cooperation with
Thailand's
National Science & Technology Development Agency (**NSTDA**),
Department of Intellectual Property (**DIP**)
and with assistance of the Japan Patent Office (**JPO**)

Bangkok, Thailand
12-16 June 2017

EIE National Workshop I - Thailand

Topic 3

Governance & Organization of a Technology Transfer Office (TTO)

Technology Transfer system

License
Contract
Management

Industrial
Partnering
Policy

License Practice

IP Policy

TTO governance,
organization,
operations

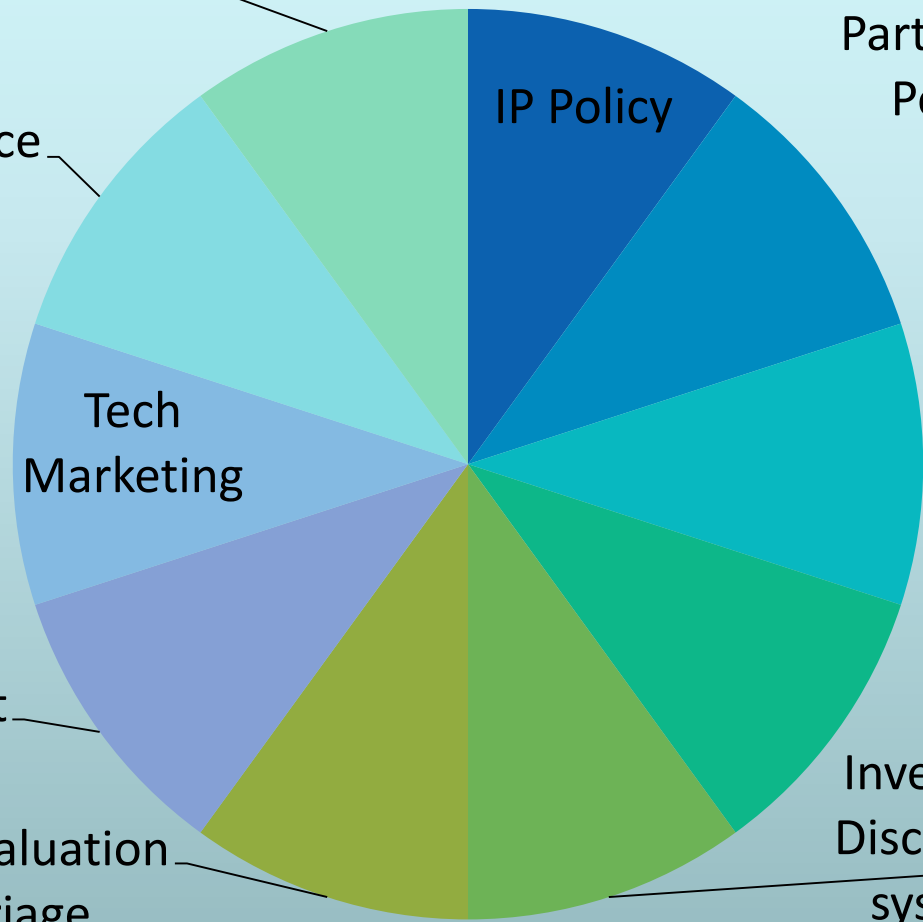
Tech
Marketing

IP Management

Tech Evaluation
& Triage

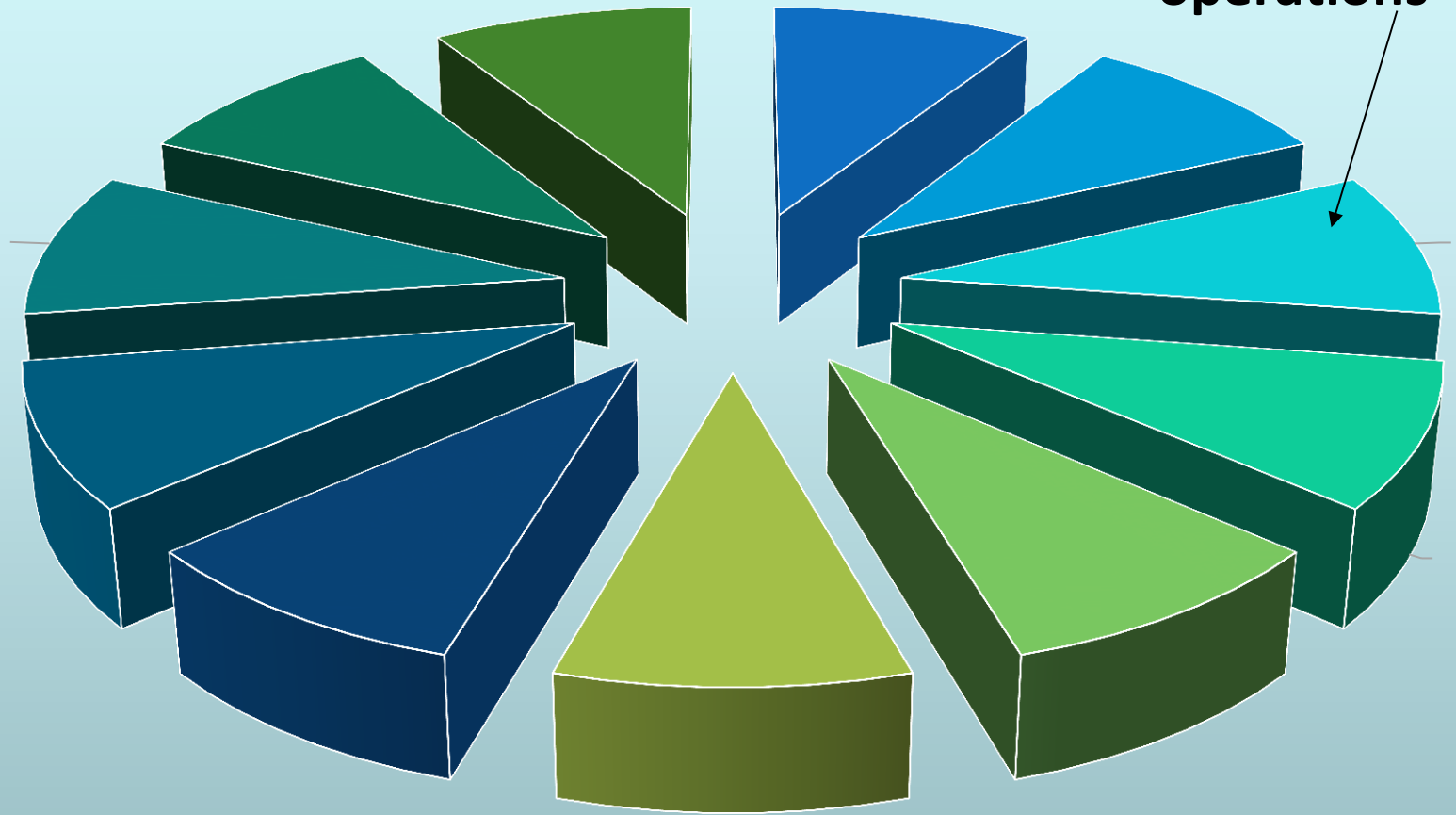
Invention
Disclosure
system

Outreach,
Inreach, PR,
TTO mkt



Technology Transfer

TTO governance,
organization,
operations



TTO Governance

Where does the TTO fall administratively?

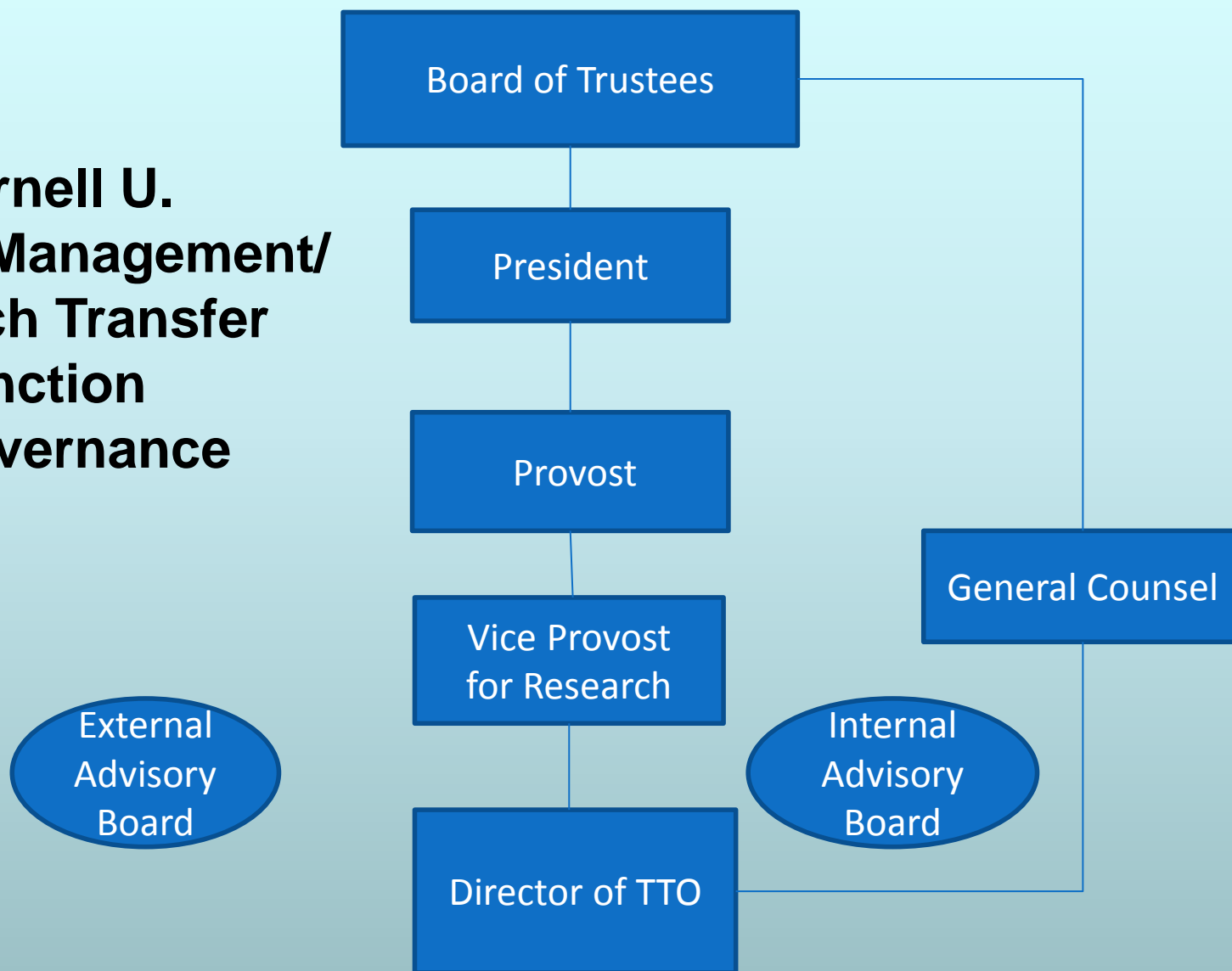
What is the “chain of command”?

Who does TTO report to? (President? VP? of Research?)

Is there a governing board? Who comprises the board?

Are there advisory boards? Internal, external, both?

Cornell U. IP Management/ Tech Transfer Function Governance



TTO Governance

Policy Creation vs. Implementation

Operational Management and the Chain of Command

TT business decision-making and signature authority

TTO Organization

Is there a Director? Full-time?

Is there sufficient administrative staff support?
(linked to IP/TT activity)

What is the number and skill-level of staff?
(#TT Mgrs linked to # disclosures)

In-house legal?

What is focus of Tech Mgrs time? (analysis,
marketing, CRM, entrepreneurship, etc)

Sufficient business infrastructure (records,
accounting, contract management, etc.)

What is the funding mechanism for TTO?

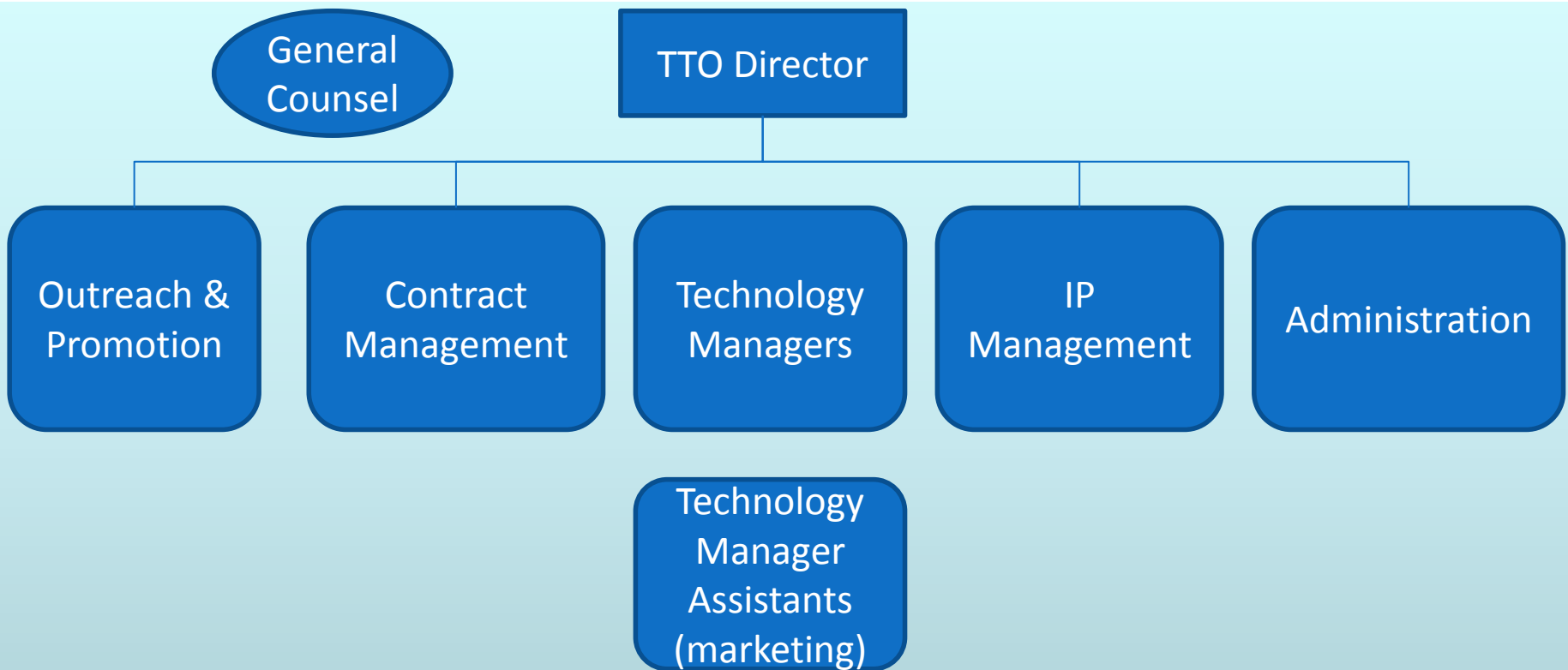
TTO Organization

In-house legal?

What is focus of Tech Mgrs time? (analysis, marketing, CRM, entrepreneurship, etc)

Sufficient business infrastructure (records, accounting, contract management, etc.)

What is the funding mechanism for TTO?



Cornell University
Technology Transfer Office, Functions/Departments

TTO Organization

There's never enough staff

Cornell example:

In 1990 (90 disclosures/yr)

- 1 FT Director

- 2 Technology Managers

- 1 Admin Mgr

- 1 Contract and Account Mgr

- 2 Secretaries

Rule of thumb: max 24 new disclosures/year per
Tech Manager

TTO Organization

There's never enough staff

Cornell example:

In 2009 (375 disclosures/yr)

- 1 FT Director

- 9 Technology Managers/4 TM Assistants

- 1 Admin Mgr, 2 Outreach Coordinators

- 5 Contract and Account Mgr

- 2 Secretaries

Rule of thumb: max 24 new disclosures/year per Tech Manager

TTO Organization

There's never enough staff

The Cornell example:

TTO requests for more staff resulted in ROI projections (\$ expectations)

This proved to be a major mistake

TTO Governance, Organization, Operations

There are several critical relations between TTO Governance, Organization, & Operations

- TTO funding mechanism
(independence, sustainable?)
- IP Policy appeal process
- Conflict of Interest Policy
- License Negotiations and Signature Authority
- License income sharing

TTO Governance, Organization, Operations

IP Policy appeal process: a critical connection

IP Policy should have explicit appeal process

The process above TTO

(at Cornell, VP for Research decision final)

TTO Governance, Organization, Operations

Conflict of Interest Policy

TTO does not write or enforce
(but is very supportive)

TTO Governance, Organization, Operations

License Negotiations: a critical nexus

The TTO should be independent in its negotiation and signing of license and related agreements

NO interference by
upper Chain-of-Command

TTO Governance, Organization, Operations

License Revenue Sharing a critical nexus

Which stakeholders should share?

inventors, TTO, College, University,
others?

What is inventor's "fair share"?

Should TTO share? How much?

Share to research program?

University share?