

OFFICE OF ENTREPRENEURIAL AFFAIRS AND TECHNOLOGY COMMERCIALIZATION

Vision:

The Office of Entrepreneurial Affairs and Technology Commercialization will be a fully integrated unit that serves as a one-stop resource for transitioning scientific breakthroughs into market opportunities, which includes creation of an entrepreneurial agenda for the University, regional entrepreneurial educational programs, intellectual property protection and management, licensing agreements, commercialization strategies, networking opportunities and university-industry collaborations.

Mission:

The Office of Entrepreneurial Affairs will be a service-based office that employs seamless operations leading to intellectual property protection and commercialization outcomes. It is a resource for generating economic impact for the university as well as the community through facilitation of university-industry-community relationships, generation of start-up companies, provision of grant writing support related to commercialization, and participation in regional and state economic initiatives.

Focus of Office Function:

The Office will be organized around two main areas of focus:

Entrepreneurial Activities:

- Establishing strategic direction for entrepreneurial functions of the unit
- Identifying and developing an integrated set of resources needed to advance commercialization of UC technologies appropriate for a start-up company pathway
- Counseling and assisting faculty in start-up company activity
- Developing entrepreneurial educational programs that provide new entrepreneurs with core competencies necessary to successfully commercialize technologies of the university and the region
- Stimulating new industry/university and university/university collaborations that support our research programs and open up opportunities for grants with commercialization components
- Creating venues for networking with key entrepreneurial resource groups in the region
- Serving as a resource to faculty in the development of grants involving commercialization plans
- Representing the Office of Research and the University, as requested, on community economic development initiatives, ODOD, APLU/CICEP, etc.
- Attracting investment capital and managing the Southern Ohio Creates Companies Pre-seed Fund
- Interfacing with key start-up company resource groups, such as BioStart, Hamilton County Business Center, EMTEC, Chamber, and CincyTech

Technology Transfer Activities

- Protecting UC technology through appropriate Intellectual Property protection strategies
- Advising UC community on IP issues through lectures and seminars; reviewing contracts; and providing assistance for developing IP plans for grants

- Negotiating agreements to allow for appropriate return on the commercialization of UC technologies
- Overseeing commercialization partners diligence efforts to put UC technologies in the market place
- Marketing UC technologies
- Assisting researchers in obtaining items (i.e., mice and cell lines) and information essential to their research
- Achieving IPO metrics related to invention disclosures, revenue, license/option agreements, MTA/CDA, legal activities, patent filings, and patent issues for start-up companies
- Developing strategies to address accounts receivables
- Interfacing with state, local and national public, trade and professional associations related to technology transfer and intellectual property

Joint Activities

- Establishing and implementing overall strategic directions for the combined office
- Assessing commercialization pathways for promising university technologies
- Providing outreach and business development with external business partners to maximize technology transfer and commercialization outcomes
- Identifying and implementing best practices for commercializing university technology
- Identifying and resolving overall problems related to conducting an effective operation
- Managing relationships and expectations with faculty and staff
- Establishing effective work practices and streamlining operations to provide coordinated, timely and high quality services
- Stimulating industry/university collaborations
- Marketing of UC research resources and capabilities
- Increasing the visibility of the University's technology strengths and effectively promoting the University as a regional resource for entrepreneurial activities and economic development
- Generating revenue and identifying new revenue sources/opportunities

ORGANIZATIONAL STRUCTURE:

The Office of Entrepreneurial Affairs and Technology Commercialization will reside in the Office of Research and report to the Vice President for Research.

The Associate Vice President for Entrepreneurial Affairs and Technology Commercialization will report to the Vice President of Research and will be responsible for the overall administration of the new, integrated office. The Associate Vice President will also maintain previously existing responsibility for executing the activities that relate to entrepreneurship and community economic outreach.

The Director of Technology Transfer will report to the Associate Vice President and will be responsible for the day-to-day operations of technology transfer activities of the Office. The Director will be supported by technology transfer managers and staff.

Both the Director and Technology Transfer Managers will also participate in entrepreneurial activities, as appropriate, in order to create seamless processes and new opportunities.

An External Advisory Committee, comprised of representatives from industry, incubators, and investors, is planned to assist in technology evaluation, expand opportunity and increase network reach.

Operating Framework:

- **Facilitate** technology and commercialization by
 - Increasing and improving faculty outreach through education and communication
 - Streamlining contract review and approval process in conjunction with Office of Sponsored Programs and Office of General Counsel
 - Identifying process bottlenecks and creating solutions for them
 - Streamlining and automating functions related to faculty invention disclosures and patent protection
 - Creating resource guide for faculty to guide them in protecting and commercializing intellectual property
- **Collaborate with**
 - Faculty, staff and students
 - Offices of Sponsored Programs and General Counsel
 - University Centers and Institutes
 - Business community, incubators and potential funders
 - Corporate and community partners
 - Other Universities
- **Advance** commercialization outcomes by
 - Developing educational programs
 - Expanding networks
 - Creating strategic relationships with key resource groups
 - Leveraging industrial research activities
 - Assisting faculty in advancing the commercial potential of their technology and connecting them to internal and external resources
 - Mining for new technologies being developed by university research programs
- **Advocate** for faculty, staff, students and the University by
 - Marketing and promoting UC's technologies
 - Participating in "showcase" events at the national, state and regional level
 - Leveraging UC intellectual assets in new and unique ways
- **Respond** to opportunity by
 - Providing timely responses to external inquiries
 - Provide timely assistance and responses to faculty, staff and students

Goals/Metrics:

- Establish base-line levels of activity against which success can be measured
- Establish meaningful and realistic criteria for measuring success
 - Invention disclosures
 - Patent filings
 - New licenses
 - New start-up companies

- Royalty income
- Performance evaluations

Strategies for Achieving Success

- Review policies relating to waive-back of invention disclosures to inventors, dispute resolution process, etc. to determine what is relevant and what is not
- Develop a resource guide for faculty that succinctly summarizes relevant policies, commercialization strategies, inventor and OEATC responsibilities and available resources
- Implement a computer support system that automates relevant processes, provides work flow tracking capability, provides reminder system, allows direct faculty interface and generates data reports
- Investigate grant opportunities that might lead to increased resources for the Office
- Hire additional staff to fill the gaps that have been identified
- Develop an outreach program that includes educational seminars and meetings with colleges and departments
- Launch a communication plan that will serve to create the image that we want to establish
- Review how technologies are currently being marketed and create proactive and innovative approaches
- Identify best practices from around the country and implement the best of the best strategies
- Develop a simple, integrated and clearly understandable commercialization framework to guide operations of the OEATC

KEY POSITION JOB DESCRIPTIONS:

Associate Vice President for Entrepreneurial Affairs and Commercialization

- Oversees overall operations of the Office
- Provides leadership for setting goals, establishing priorities, monitoring effectiveness and achieving yearly goals of the Office
- Provides support to Director of Technology Transfer and staff in resolving difficult situations
- Provides opportunity for staff to expand their skills and professional opportunities
- Insures that the combined functions of the office operate in a seamless manner
- Reviews recommendations for changes in policy and procedure
- Serves as the liaison between the Office and UC leadership, including senior VP's, Deans, Department Chairs, as well as with economic development and entrepreneurial organizations
- Serves as loaned executive to CincyTech
- Executes responsibilities related to entrepreneurial training, counseling faculty on start-up company activity, developing commercialization strategies for grants, creating and expanding resource networks; serving on boards, managing SOCC fund, etc.
- Serves as Office of Research point-person for ODOD Third Frontier
- Fosters timely and effective communication practices between Entrepreneurial and Technology Transfer functions
- Utilizes relationships to identify and connect staff with regional resources needed to develop a strong intellectual property position
- Conducts performance review of Director of Technology Transfer
- Maintains a working knowledge of national best practices in order to keep the office relevant and increase outcomes

- Interfacing with faculty to identify opportunities for leveraging and commercializing University of Cincinnati intellectual property

Director of Technology Transfer Responsibilities:

- Oversees day to day operations of technology transfer functions
- Develops and oversees technology transfer budget
- Maintains efficient and timely processes of technology transfer functions, including monitoring of work flow and delegating responsibilities among staff
- Works with staff to develop goals and outcome metrics and implementation
- Recommends policy and procedure for technology transfer operations
- Serves as the liaison with state and national organizations related to technology transfer, i.e. AUTM, LES, etc.
- Serves as liaison with outside legal firms and other organizations related to management of the University's intellectual property portfolio
- Participates in entrepreneurial educational programs sponsored by the Office or as requested by other groups
- Maintains a working knowledge of national best practices in order to keep the office relevant and increase outcomes
- Conducts performance review of Technology Transfer Staff
- Communicates problems, issues and accomplishments to Associate Vice President
- Interfacing with faculty to identify opportunities for leveraging and commercializing University of Cincinnati intellectual property
- Performs day to day activities involved in assigned technology portfolio

Technology Transfer Associate Responsibilities:

- Performs day to day activities involved in assigned technology portfolio
- Maintains timely communication with faculty on status of their intellectual property
- Communicates issues and problems that arise
- Identifies strategies and practices that could improve overall operations
- Participates in entrepreneurial educational programs sponsored by the Office or as requested by other groups
- Negotiates agreements related to CDAs, MTAs, licenses, etc.
- Communicates accomplishments to Director and Associate Vice President
- Interfacing with faculty to identify opportunities for leveraging and commercializing University of Cincinnati intellectual property