Guidebook of
IP/Technology Transfer

Track 4
Technology Transfer
Directors & Managers

Topic 4.3

Building Institutional Support;
Working with Senior Management

Building Institutional Support for TTO and Tech Transfer process

- Establishing solid support from senior institutional leadership

- Building support across the institutional community

Establishing solid support within senior institutional leadership

- Establish regular meetings and communication channels with TTO Director's direct report (TTO's "boss")
- Ascertain the boss's understanding of IP and the tech transfer process
- Provide information and educational materials to the boss
- Suggest third party sources for information

    (e.g., AUTM, boss's counterparts at other institutions, etc)

- Offer to provide training for others in the administration
    (e.g., seminars, workshops)
- Establish a good 3-way communication system between TTO Dir/TTO's boss/in-house legal

senior institutional leadership

Emphasize the role IP/tech transfer can play in:

- fostering the institutional mission

  (tech development & dissemination

- enhancing the reputation of the institution

- serving the interests of the faculty

- Catalyzing a more entrepreneurial attitude on campus

- Providing opportunities for institution to play an active role in local/regional economic development

- Creating local job opportunities through start-ups and relocating companies interested in IP/tech transfer

- Enhancing the reputation of the TTO Director's boss

senior institutional leadership

Emphasize the role IP/tech transfer can play in:

- Having the institution's name associated with successful new products, services, companies

- Triggering active engagement by alumni

- Fostering active collaboration with industry

  (and increased research project funding)

- Create research and employment opportunities for graduate students and post-docs

- Increased excitement by alumni leading to various forms of active involvement in tech transfer

  (e.g., seed fund development, advisory council, etc.)

senior institutional leadership

- Deemphasize the role IP/tech transfer plays in revenue generation
- It is very important that senior leadership
  DOES NOT expect or focus on revenue generation as the key objective of
  tech transfer
- Senior leadership that focusses on revenue will have deleterious effects on the long term success of PSRI tech transfer
- IP-based Tech Transfer is much too important to the institution to focus on revenue generation is the primary motivator and goal

senior institutional leadership

Determine what senior leadership requires from the TTO/Director; for example:

- Success stories (written, presentations, events)
- Data that demonstrates impacts
- Other?

Once you know what they need, provide it in a timely manner and in a high quality, professional presentation

- Offer to make public presentations on behalf of TTO's boss, institution, TTO

TTO Director to play an active role in IP Policy creation, implementation, adaptation

- Offer to play a leadership role in finding good IP Policy templates from reputable outside sources
- Offer to take responsibility to manage drafting of Policy and working closely with senior management to shepherd policy through decision-making/approval process
- Take leadership in implementation of Policy
- Report to senior leadership on implementation and requirements for modifications

Conflict of Interest (COI) Policy

- The TTO should NOT be the monitor or enforcer of the COI – this would potentially poison the relationship with faculty and staff inventors and others

- The TTO Director should play an active advisory role to administrative leaders responsible for designing, drafting, and implementing the COI policy

- TTO Director should be resource for administration of COI with regard to IP/tech transfer related issues

- TTO Director should take an active role in helping clear the way for start-ups and entrepreneurial faculty/staff to participate without conflicting the COI

TTO Director to play "interested bystander" role with all aspects of Conflict of Commitment (COC) Policy

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- The TTO Director should play an active advisory role to administrative leaders responsible for designing, drafting, and implementing the COI policy

Establishing solid support within senior institutional leadership

- In consultation with the TTO Director's boss, develop a strategy and implementation plan for promotion of tech transfer function and the TTO

- Reach out to others in senior leadership; offer:

    Similar tech transfer debriefing as TTO's boss

    similar services they might utilize (e.g., success stories, impact data, etc.)

community

- Reach out to head of faculties (i.e., Deans, Center Directors):

    offer similar debriefing on tech transfer, especially as it relates director to their faculty/center

    offer similar services they might utilize (e.g., success stories, impact data, etc.)

- In consultation with heads of administrative units, develop a communication strategy to deliver message of tech transfer, promotion of TTO

community

Develop a Strategy and Plan for Outreach, Inreach, PR & Marketing of TTO

Don't underestimate the importance of promoting tech transfer and the TTO to long term success of the operation

Invest the time and money necessary to design and implement a promotion program

& Marketing of Tech Trans/TTO

Examples of TTO promotion/marketing

- Good, informative TTO website
- Hosting of tech transfer events
- Orchestrating workshops/seminars on IP/tech transfer topics
- Hosting entrepreneurial events
- "Lunch & Learn" events hosted by TTO
- Providing tech transfer/TTO articles for various institutional unit newsletters
- Offering to make public presentations at conferences, workshops, other events

TTO Responsibilities: Outreach, in-reach, promotion

Communicate value of TTO to faculty, staff, and administrators

Reaching out to faculty, staff, and students to increase awareness of IP/tech transfer

Increasing awareness of TT by potential industrial partners, govt partners, local government, alumni

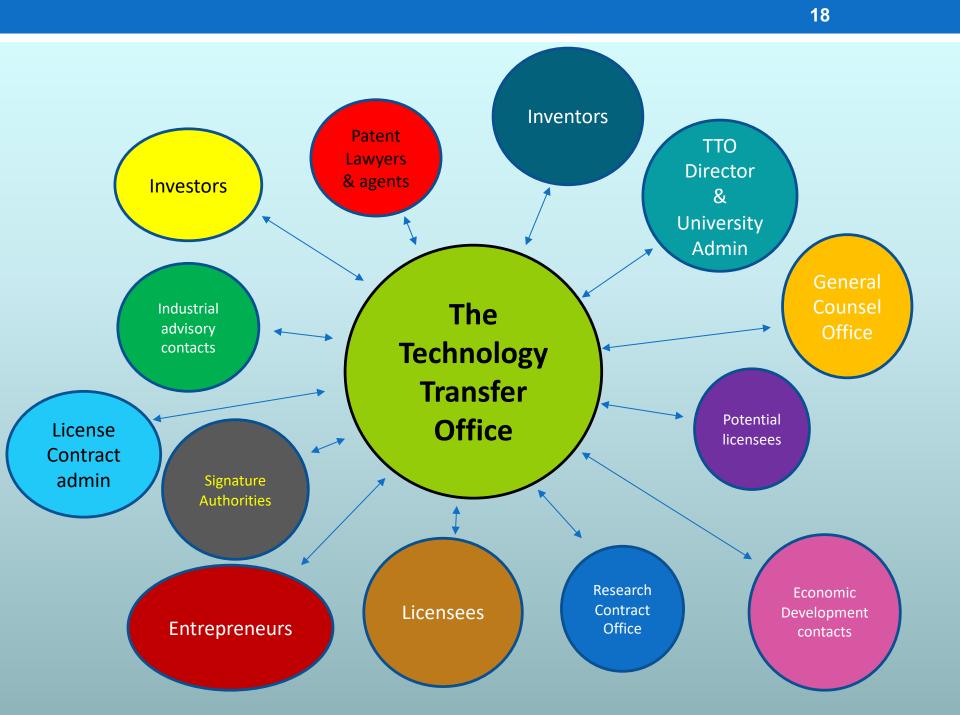Look for and promote good PR for TTO and university for tech transfer activities and successes

relationship management

Creation, building, and maintenance of good working relationships with many different constituents…..

is the single most important activity of the TTO Director and staff

To achieve the long term goal of wide-spread, sustained, top-to-bottom institutional support for tech transfer and the Technology Transfer Office

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