



Cornell Industrial Relationships



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Dean's Charge



1. Create a clear policy with rules and boundaries
2. Create templates for mutually beneficial interactions

Three Tasks



1. Document current policies and processes.
Summarize work of earlier studies.
2. Look at peers for best practices.
3. Research experiences working with Cornell to document what is working and what might be improved.

2011 Policy Statement



“An essential objective of Cornell University is to enhance the impact of its research and to provide major benefit to society by expeditiously bringing important scientific discoveries, technological innovations, and medical advances to the marketplace, and thereby also foster economic development within New York State and across the nation. In return the University receives important benefits that strengthen its position as a leading research university in pursuit of its overall missions of advancing discovery, learning and the promotion of societal good.”

Acquiring a license



- Contact a licensing professional at CCTEC
- Sign NDA to discuss technology
- Negotiate license terms
- Agree on evaluation license terms
- Negotiate full license agreement

Sample agreement provided; financial terms are unspecified in terms of the royalty %, payments, etc and are negotiated on a case-by-case basis.

Prior Recommendations



- Similar to the “best practices” (next)
- Ensure top-level commitment and leadership
- Facilitate commercialization pipeline
- Create policy for access to University resources

Best Practices - Start-ups



1. Create partnerships, not just licensing agreements
 - Share equity between venture investors, founders, university and key faculty
2. Dedicate resources to value creation through commercialization
 - Minimize early stage negotiations
 - Minimize early stage payments
3. Maintain connections between university team and start-up
4. Remain flexible and be patient

Best Practices - Corporations



1. Strive to be a strategic partner with corporations
 - Focus on building relationships that extend beyond current interactions
 - Understand their problems and objectives
 - Look for mutually beneficial collaborations
2. Start small, quickly and easily.
 - Get an early win.
 - Provide models for growing the relationship.
3. Be reasonable with licensing.
 - Don't require too much when the risk is high
4. View the benefits to the university broadly
 - Recognize a variety of models for interactions

Working with Cornell



Dick Albrecht

Discussion

