



Cornell University

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**Entrepreneurship, Commercialization, and Business Partnerships**

August 27, 2014

Organizational Key Elements

*1. Center for Technology Licensing (CTL)*

Reporting To: Vice President for Technology Transfer, Intellectual Property and Research Policy (VPTT). The VPTT reports to the President of Cornell University.

Oversight from the IP Governance Board: Consisting of the VPTT, the Provost of Cornell University, the Provost for Medical Affairs/Dean of Weill Cornell Medical College (WCMC), and the Vice Provost/Dean of the Cornell NYC Tech campus or their designees.

Mission: The CTL is responsible for obtaining legal protection of the University's intellectual property (IP), and for marketing and licensing that IP to commercial entities for the purpose of developing Cornell technology, plant varieties, biomedical technologies and other intellectual property into products and services, thus supporting the University mission to transfer Cornell's technology for public good, and to fuel economic development, regionally and beyond. The director of the CTL will be selected by the four members of the IP Governance Board with final approval and appointment by the President.

Main Duties:

- Manage the University's intellectual property to maximize its transfer into commercial products using best business practices given institutional licensing resources and the prospect of licensing and royalty revenue to the University.
- Provide advice on IP matters during research alliance and sponsored program negotiations.
- Approve the treatment and disposition of any university IP in all agreements, including, where applicable, research alliances and sponsored programs.
- Manage and approve of all technology licensing agreements, utilizing standard agreements whenever practical.
- Identify, receive, prioritize and manage invention disclosures and patent filings.
- Strategically invest departmental budget in protection of IP that has the highest relative potential for successful commercialization and licensing revenue return.
- Assist in prosecution/defense of IP in collaboration with the university counsel's office.
- Manage, support and approve all outgoing material transfer agreements (MTAs).

- Market university technologies, plant varieties and other intellectual properties to interested companies in collaboration with business development officers, college leaders, and faculty.
- Develop strategies, procedures, training, and collaborative relationships that facilitate and support the ability of University Business Development Officers (BDO) to effectively engage with industry in ways that advance the missions of the unit and University, and that also further the commercialization of Cornell IP.
- Promote understanding of invention disclosure, patenting, licensing process and commercialization through campus outreach efforts and networking events.
- Support the IP Governance Board and collaborate with University Counsel to support the creation and dissemination of University policies that protect the university's interests and support a culture of commercialization.

Organization: CLT Technology Commercialization and Liaison Officers (TCLOs) will be assigned by the CTL Director to the campuses/colleges as appropriate to increase the identification of potentially successful invention disclosures and to work with BDOs to expediently respond to licensing interest. The Campus Provost/Vice Provost or designee must concur with the final decision on the hiring of each IP officer on their campus. The senior IP officer on each campus will have a dotted line reporting relationship to the Campus Provost/Vice Provost.

Notes:

- The VPTT is responsible for implementing Cornell's policies and procedures as they relate to Cornell intellectual property, including inventions, copyrights and all other IP, and for ensuring consistent adherence to Cornell research policies, including ensuring openness in research and unfettered freedom of Cornell investigators to publish and to solely determine the staffing and direction of each research project.
- The IP Governance Board will be comprised of the Campus Provosts/Vice provost (or designees) for the Ithaca campus, Weill Cornell Medical College, and Cornell NYC Tech, and will be chaired by the VPTT or by another member of the IP Governance Board with the chair appointed by the President. The governing board will review policy, consider licensing matters that cannot be resolved by the CTL and work to support faculty and others with interest in commercialization and business start-up. When there is a transition in the leadership of the CTL, the four members of the IP Governance Board will be responsible for selecting the next CTL director and agree upon the choice with final approval and appointment by the President.
- Deans have the option of funding patent applications that CTL chooses not to pursue due to its professional assessment of the commercialization prospects of individual IP disclosures, and its fixed patenting budget.
- Licensing disputes may be appealed – first to the head of the CTL, then to the VPTT and finally to the IP Governance Board, whose decision will be final and binding. In the event of a tied vote, the final decision will be made by the President.

- Campus-specific advisory groups may be formed and constituted by the Campus Provost/Vice Provost.

## 2. *Business Development Officers*

Reporting To and Hired By: Campus Provost/Vice Provost and/or College Deans

### Main Duties:

- Create, develop, and support industry/campus alliances that advance the research, education and outreach missions of the unit and University, and that develop and identify licensing opportunities for Cornell IP.
- Serve as a catalyst for industry engagement, entrepreneurialism, and IP commercialization on campus.
- Draw together faculty, staff, students, business partners, college leaders and officials from CTL to advance negotiations and due diligence regarding potential commercialization opportunities, with final responsibility and authority for IP licensing terms in corporate partnership and licensing agreements resting with CTL.
- Serve as staff experts who assess strategic research and commercialization needs and opportunities, and who work closely with CTL to ensure that interactions are prioritized and pursued appropriately given potentially competing licensing opportunities.
- Plan and lead commercial interactions with companies and businesses.
- Support PhD students, Post-Doctoral Associates, staff and faculty in obtaining commercial outcomes including forming start-up companies.
- Support faculty in developing timely, complete and effective invention disclosures.
- Work closely and regularly with the CTL to market university technologies.
- Coordinate with other university engagement points with companies including career services, philanthropy, and experiential learning programs.

### Notes:

- This role is intended to serve as a catalyst for leveraging Cornell's IP, both through corporate relations and licensing as well as through supporting the creation of start-up companies based on Cornell IP.
- Works closely with CTL IP Officer assigned to the campus/college in support of partnerships and commercialization.
- If the Ithaca Provost and the Ithaca campus deans agree to provide shared financial support, the Senior VP for Research (SVP) for the Ithaca-based campuses may employ one or more BDOs to support colleges that do not have BDOs of their own.
- Upstate BDOs will participate in regular meetings hosted by the Center for Regional Economic Advancement (CREA) to ensure collaboration and communication across BDO functions to minimize overlap and conflicts.

- Upstate BDOs will work closely with Entrepreneurship@Cornell (E@C) to support effective delivery of support programs for IP-driven entrepreneurship across campus.
- Downstate BDOs will work in concert with the CTL Director and CTL TCLOs to plan, coordinate and propose institutional IP terms and conditions to advance technology transfer that is in alignment with unit goals and with institutional priorities and procedures.

### 3. *Entrepreneurship@Cornell*

Reporting To: Currently reports to a Governing Board of 9 deans.

Main Duties:

- Support entrepreneurial activities of Cornell students.
- Encourage collaboration among academic entities that provide courses and support for entrepreneurial students.
- Support best practices in programs to support entrepreneurship on campus, including programs for students, post-doctoral researchers, staff and faculty; runs conferences, workshops and programs to support student innovation and commercialization.
- Promote Cornell as an entrepreneurial institution, including promotion of Cornell student-founded startups.
- Work collaboratively with Cornell Student Agencies to support the PopShop, eLab, and eHub.
- Work collaboratively with the Center for Regional Economic Advancement to maintain and promote networks of mentors and sources of angel and venture capital.

Notes:

- E@C has a membership-driven structure; each of the colleges whose Deans sit on its Governing Board pays membership fees, and E@C has a large advisory council comprised of dues-paying alumni.
- E@C plays an important role in advancing entrepreneurship on campus and in establishing Cornell as an entrepreneurial university to prospective students and employers. The current design of organization, including the rotational decanal leadership, may need to be revisited should the university want E@C to be a more central support service to faculty in their efforts to start-up businesses.
- Compared to the work of the CREA, E@C's role is inside Cornell – to encourage and support entrepreneurial education and the formation of new businesses.

### 4. *Center for Regional Economic Advancement*

Reporting To: President through the Vice President for Human Resources and Safety Services

Main Duties:

- Support upstate local communities in developing economic growth strategies and work with local businesses, area development agencies, and local governments to create opportunities to improve the local and regional economic climate.
- Collaborate with state and local governments to respond to incentive programs and attract businesses that meet the area's and region's needs.
- Collaborate with extension programs and other activities on the campuses that support and advance economic development.
- Coordinate Cornell's response to Start-UP NY, including management of the university's Start-UP NY plan and admission of companies to Start-UP NY.
- Work with local community colleges to support workforce development programs.
- Support incubation of local and regional businesses through the regional Hot Spot, downtown Ithaca Incubator, and the establishment and growth of similar programs.
- Support the creation of new businesses in the area and region, including by Cornell students, faculty, and staff, through the delivery of programs and workshops in partnership with E@C and the BDOs.
- Work collaboratively with the Entrepreneurship@Cornell to maintain and promote networks of mentors and sources of angel and venture capital.

Notes:

- Needs differ significantly between Upstate NY and Downstate NY and the programs may be more effective if the Ithaca/Geneva Campuses collaborate and the Cornell NYC Tech Campus and WCMC campuses collaborate. This Center is intended to have an upstate focus and domain of operations.
- Notwithstanding its upstate focus, there will be times when the university will use the Center to respond to statewide economic development initiatives as a single employer (i.e. Start-UP NY), as directed by the President.
- Compared to the work of E@C, the CREA's role is outside Cornell – to encourage and support development of the local and regional economy, including supporting the BDO's efforts in creating partnership and licensing opportunities with corporations and in supporting startup companies in the region, including those formed based on Cornell IP.

