

# **Enabling policies and guidelines**

## **Positioning of a TTO in academia/ R&D labs**

### **Financial and resource management**

### **Other practical issues in managing a TTO**

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**John Fraser**  
**Ashley Stevens**



## John Fraser

CLP, RTTP



John is a global expert in technology transfer and knowledge exchange, with extensive experience in maximizing innovation impact. Having led four technology transfer offices across two countries, he understands the complexities of translating research into market-ready products. As a former AUTM President, he has advised global technology transfer professionals on country-specific challenges. Through Burnside Development, he consults for WIPO, Chilean institutions, Serbia's Innovation Foundation, and India's Department of Biotechnology.

### Affiliation

- Past President Association of University Technology Managers, USA (AUTM)
- President, Burnside Development & Associates LLC
- Head of Tech Transfer for Florida State University & Simon Fraser University



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## Ashley Stevens

**PhD, CLP, RTTP**

Dr. Stevens is a biotech entrepreneur and technology commercialization expert. He co-founded Genmap, Inc. and Kytogenics, Inc., bringing academic innovations to market. He later led technology transfer at Dana-Farber Cancer Center and Boston University, where he helped launch 55 startups.

### Affiliation

- Past President Association of University Technology Managers, USA(AUTM)
- Head of Tech Transfer for Boston University
- President Focus IP Group, LLC



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# Building & operating a Tech Transfer Office (TTO)

- Enabling policies and guidelines
  - Positioning of a TTO in academia/ R&D labs
  - Financial and resource management
  - Other practical issues in managing a TTO

## Enabling Policies & Guidelines

- Is there an IP Policy?
- Clear institutional ownership of patentable IP made by institutional personnel in the course of their duties
- Are revenue sharing mechanisms in place?
- Is there a governing/advisory IP body (e.g., IP committee)
- What is the goal of IP/Tech Transfer?

Revenue generation \$\$\$ ?

Technology advancement for the public good?

Institutional reputation?

Economic development?



# Building & operating a Tech Transfer Office (TTO)

## Enabling Policies & Guidelines

- Does educational and research mission, and academic tradition (e.g. publishing) transcend IP/tech transfer?
- No sale/only license of PSRI IP
- Is there an IP Policy appeal mechanism?
- Does leadership support the TTO and its goals?
- Are start-up policies in place?
- Are start-ups encouraged and supported?

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## Positioning of a TTO in academia/ R&D labs

- The TTO/Tech Transfer Professional is a team player with inventor(s)
- TTO/TT Professional are the inventor's friend & advocate
- TTO/inventor/research labs engage in "business development" on behalf of the research enterprise
- The goal: technology development & advancement
- The TTO/TT Professional is a champion for the invention
- TTO/TT Professional seeks IP license & research contract

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## Financial & Resource Management

- How is the TTO funded?
  - budget from institutional leadership?
  - share of IP-license revenue?
  - combination of above?
  - other?
- The US model:  $\frac{1}{3} - \frac{1}{3} - \frac{1}{3}$  (of net revenue)
  - inventor/TTO/Institution
- Triage & Selection of viable inventions is critical
- With  $\frac{1}{3}$  share, and Triage/Selection,
  - Break-even is likely

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# Building & operating a Tech Transfer Office (TTO)

## Financial & Resource Management

- Strive to shift IP costs to licensees
- Dedicate time & effort to manage IP costs
- Regarding Tech Marketing, be creative & frugal

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## Other Practical Issues in Managing a TTO:

- Triage & Selection is key; diplomatic rejection is an art
- Hire optimistic, “can-do” people with business development mindset, who believe in the mission
- Keep senior leadership always apprised, but never in the loop of negotiations
- Dedicate time/effort to promoting tech transfer its impact and effectiveness in technology development and advancement

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# Building & operating a Tech Transfer Office (TTO)

## Other Practical Issues in Managing a TTO:

- Look for allies at institution that will help IP/TT process
- Focus on lots of “good” deals  
rather than a few “perfect” deals

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# Building & operating a Tech Transfer Office (TTO)

## Where in the Organization Should TTO Report?

- Depends on the operating model chosen

## Operating Models for Technology Transfer

- Faculty Service
  - Support the creative and entrepreneurial aspirations of faculty and graduate students
- Revenue Maximization
  - Generate the maximum amount of license income
- Knowledge Transfer
  - Licensing, Sponsored Research, Faculty Consulting
- Economic Development
  - Maximize job creation / retention
    - Regionally
    - Nationally
- Societal Benefit
  - Meet the needs of society that market forces will not meet

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## Implications of Different Operating Models

- **Faculty Service**

- Support all invention disclosures received
  - High patent costs
- Extensive marketing of inventions
  - High personnel costs
- Don't seek to maximize revenues from every invention
  - Lower income
    - ➔ Profitability not a priority
- Foster collaborative relationships with industry
  - Access unique industrial capabilities
  - Identify new research opportunities
- Key Metric: Faculty satisfaction
  - Faculty recruitment

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## Implications of Different Operating Models

- **Revenue Maximization**

- Selectivity in inventions pursued
  - Try to “pick winners”
    - Reject / give back to inventors inventions with low income potential
- Extensive marketing
  - Objective is to get multiple bidders for each technology

*“A hot academic technology is one two companies are interested in”*

*Lita Nelsen, MIT*

- Bonus plan for TLO officers based on income
- Key Metric: Profitability

## Implications of Different Operating Models

- **Knowledge Transfer**

- Licensing not sole / primary focus
  - Sponsored research
  - Consulting
  - Organizational issues
- “Easy Access IP” may be an option
  - Give most IP away for free to start-ups
    - Promote economic development
    - Get return from consulting, collaborative research
- Financial credit for bigger revenue base
- Larger staff to handle additional agreements/more complex relationships
- Key Metric: Technologies in development
  - Public benefit

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## Implications of Different Operating Models

- **Economic Development**

- Jobs, jobs, jobs
  - “It’s the economy, stupid.”
- Less pressure for profitability
  - State/local funding for economic development
    - Incubators
    - Proof of concept
    - Research parks
- Express Licensing a viable strategy
- Additional activities
  - Creating funds to invest in start-ups
- Key Metric: Jobs Created
  - Companies created
  - External investment raised

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## Implications of Different Operating Models

- **Societal Impact**

- Focus on technologies that can help most people
- Income / Profitability not a concern
- Faculties outside of STEM can have major impact
- Additional activities:
  - Focus on international opportunities
    - Less Developed Countries
    - Philanthropic funding potential
- Key metrics:
  - People helped

## Organizational Implications

- Where should OTT report within the university?
- Depends on Model/Mission chosen
  - Faculty Service VP for Research
  - Revenue Maximization VP for Finance
  - Knowledge Transfer VP for Research
  - Economic Development VP for Economic Development
  - Societal Impact VP for Development

# **Policies, Organizational Structure, Institutional Processes**

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**John Fraser (additional slides)**



# Policies Needed

- › Intellectual Property Policy (Who owns what. What can/must the Owner do. Who Benefits?)
- › Outside Activities Policy (consulting, etc.). What are employees allowed to do outside the Employer? What can they NOT do? How much employment time can they use for this?
- › Basic terms of the Employment contract (what are your responsibilities to the Employer (why were you hired?)?)
- › Conflict of Interest Policies (personal, financial, institutional)
- › Other obligations/Issues: In 2008, the University of Wisconsin issued a Policy statement to all Employees stating that being involved in a start-up company activity was academically acceptable within the stated process in the Letter.

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- The structure of the TTO will be a function of the Size and Activities of the Office.
- The Office needs to address: Outreach/educational awareness activities; disclosure reception and evaluation; identification of IP and protection; Marketing of opportunities; Negotiation of deals; Administration of Agreements.
- MISC: Helping other Offices with U/Industry negotiations; Communications (constantly Communicating the Benefits of participation to Stakeholders; Metrics gathering; Story Writing; Outreach); Commercialization Grant writing.
- In a small Office there is not enough staff to dedicate a person to one specialized function i.e Marketing, or MTAs.

- Each TTO should have a SOP Manual – Standard Operating Procedure Manual for each of the activities it is responsible for.
- The Institution should have activities to highlight and celebrate its Commercialization activities.
- The IP Policy should have a ‘Dispute Resolution Process’, usually with the Vice Chancellor Research being the final internal arbiter.

# Thank you for Listening !

John Fraser, President  
Burnside Development & Assoc. Consulting LLC  
Moab, Utah, USA 84532

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**[ttonline@venturecenter.co.in](mailto:ttonline@venturecenter.co.in)**