



**EMORY**  
UNIVERSITY

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**Office of  
Technology Transfer**

Gateway to Discovery,  
Innovation, and Products

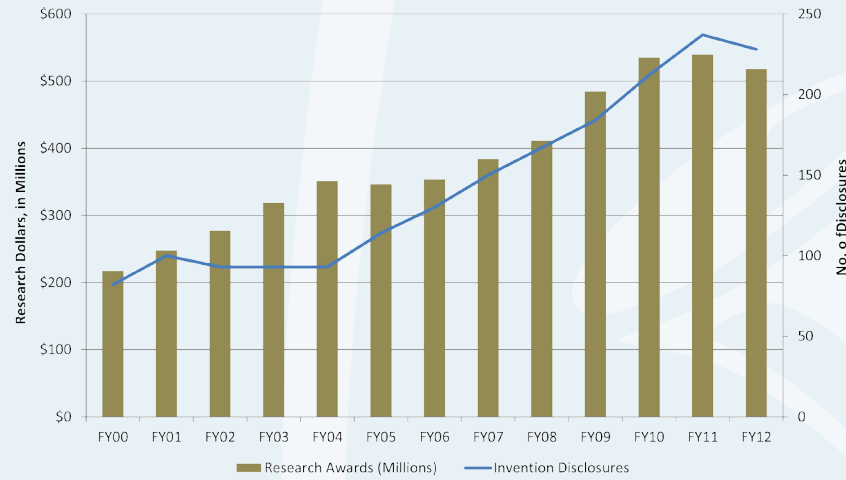


**Annual  
Report  
2012**

# Technology Transfer By The Numbers

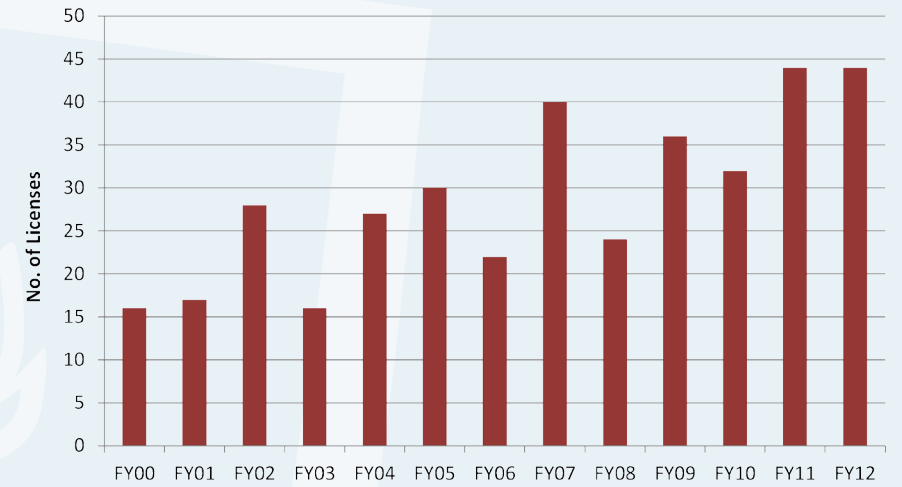
**1125**  
Active Technologies

Research Drives Innovation

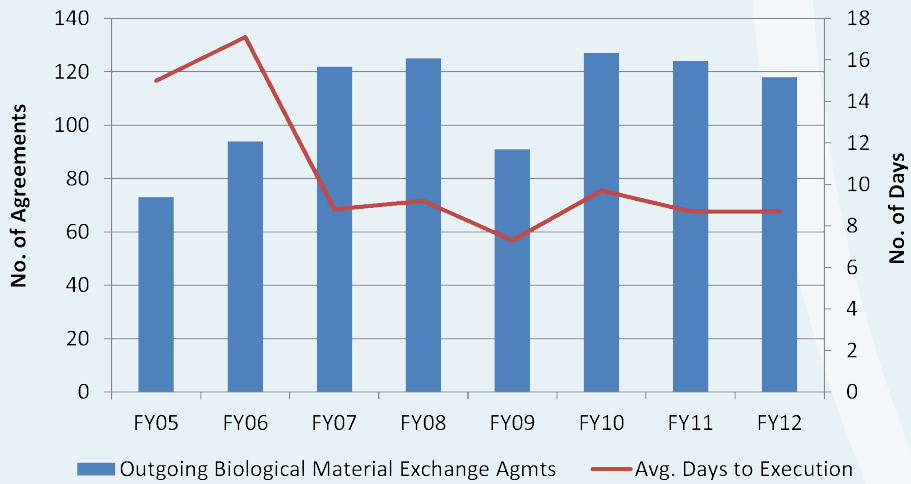


**306**  
Active Licenses

Deal Flow Remains Strong

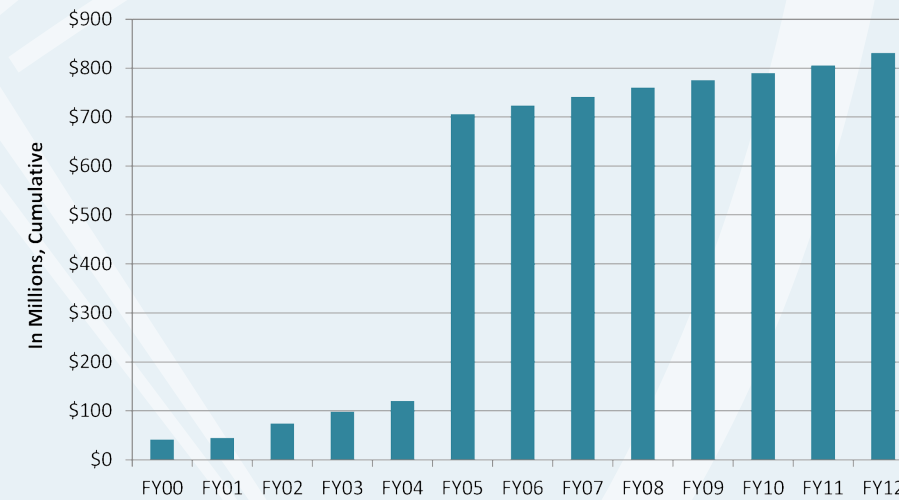


Commitment to Service



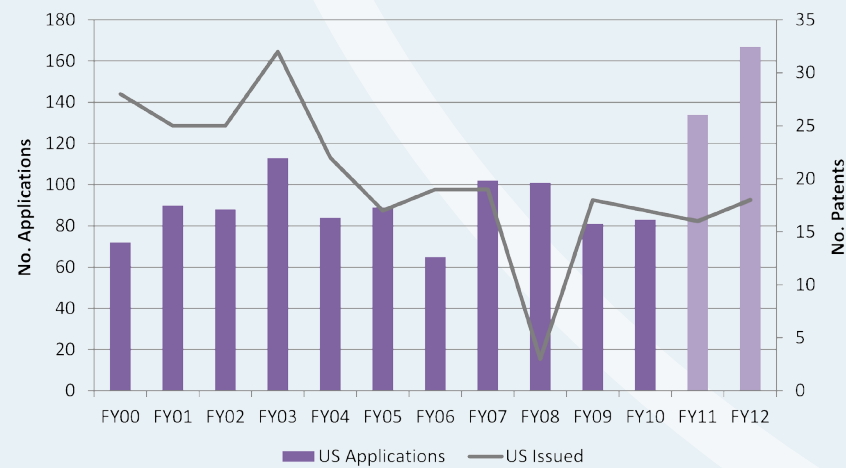
**9**  
Days Average  
Agmt. Turnaround

Product Sales Drive License Revenue



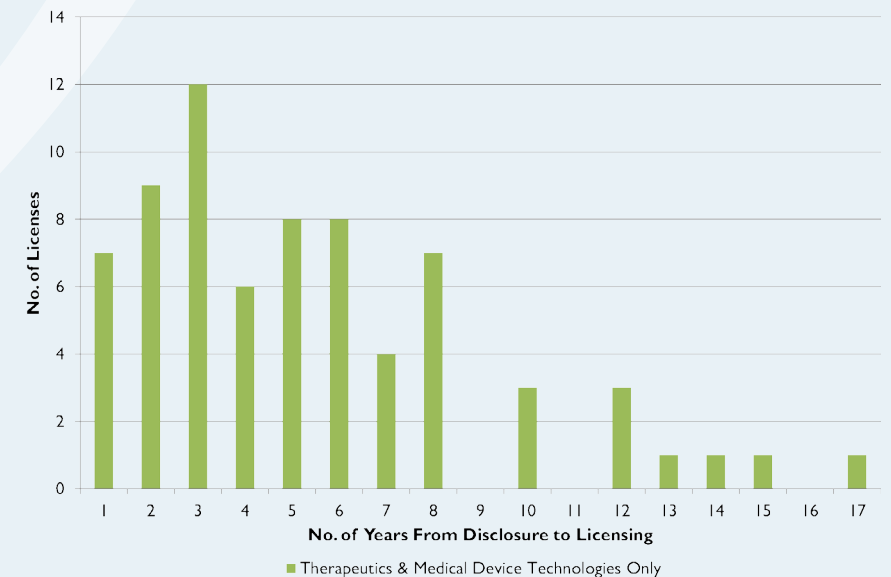
**21<sup>st</sup>**  
AUTM Income Ranking

Protecting Innovation



**5.5**  
Years on Average  
to Find a Partner

Success Takes Time



**100%**  
Increase in Patent Filings  
with In-House Counsel



Todd Sherer, PhD  
Assoc. VP for Research,  
Executive Director

## Re-Inventing Tech Transfer

University technology transfer is being scrutinized nationwide, due to economic and political pressures, and we want to ensure that Emory is consistently viewed as one of the best programs in the country. To this end we have embarked on a multi-phase initiative to reinvent technology management at Emory. The purpose of this initiative is to identify new and better ways to manage technology with the goal of achieving a greater impact.

### Phase I

Phase I began with site visits of tech transfer offices in other universities. From these visits, we were able

# Evaluate

... Assess, Review, Survey

## Operational Site Visits

During the summer of 2010 a small group of staff led an initiative to identify “best practices” in operations at regional tech transfer offices. We visited four schools: University of Florida, University of North Carolina at Chapel Hill, Vanderbilt, and Tulane. As a result of these visits a number of current practices were reaffirmed and several improvements in our practices were identified.

### Reaffirmed Best Practices

#### Staffing

- Senior technology scout to walk the halls
- Senior post-license position to stay at the table with licensees
- Senior operations position to focus on office infrastructure
- Dedicated MTA position to maximize deal flow
- Utilize consultants and volunteers to build capacity

#### Programmatic

- Patent decisions decided as a group on *new* filings to leverage staff experience for better decisions
- Semi-annual Emory Breakfast Club to “showcase” technologies
- Annual Celebration to acknowledge faculty achievements

### Adopted Best Practices

#### Staffing (required no new hires)

- Dedicated marketing manager to focus on a robust marketing program
- License compliance manager to focus on managing licensee performance

#### Programmatic

- Align invention disclosure processing with technology scouting to enable better communications
- Group review of *all* patent decisions to vet critical decisions
- Track and enforce estimates on patent costs to better manage funds
- Assume responsibility for all invoicing of licensees to provide accuracy and improve communication
- Annual review of all licenses to ensure compliance
- Renew commitment to educational seminars to support and promote innovation
- Establish a structured marketing program to support consistent and persistent marketing

# Progressive

... Ambitious, Dedicated, Talented

## Emory Patent Group

The Emory Patent Group (EPG) was created as an innovative strategy to address budgetary constraints that had begun to impact our ability to effectively protect new technologies. Only a handful of tech transfer offices have ever attempted to create an in-house patent department, and those that do typically use it as additional support rather than as a replacement to outside law firms. Emory's goal is drafting, managing and prosecuting *all* patents for our unlicensed technologies rather than outside law firms.

In its current incarnation, the EPG is a team of two attorneys and a patent manager that provide support in three key areas:

- a) patenting unlicensed technology in the biopharmaceutical space;
- b) patenting unlicensed technology in the medical device and healthcare IT space; and
- c) administrative support for our entire intellectual property portfolio.

Together, the EPG staff boasts over four decades of experience in filing and prosecuting patent applications, both for law firms and in biopharmaceutical companies. In its first two years, the initiative has been wildly successful by both achieving its budgetary goals and filing a record number of new patent applications. In the first year alone Emory OTT exceeded our previous record of newly filed patent applications by more than 30%. The EPG is consistently praised by our constituents for its abilities and accessibility, and has allowed the office to offer more in-depth analyses of our intellectual property assets for commercialization.

- Improved collaboration between licensing & patenting
- Better alignment between intellectual property protection and budget goals
- Enhanced accessibility for updates to changing legal environment



Susanne Hollinger, Winsome Dunn, James Mason,  
& Randi Isaacs



Patent Seminar

# Innovative

... Aggressive, Bold, Forward

## Consistent Case Management

As research funding rises, so do the number of new discoveries and innovations disclosed to OTT. Ensuring that each innovation is managed in a consistent and efficient manner is a top priority for the office. With this in mind, we embarked on a series of programs geared toward streamlining and improving the disclosure review process. Our Consistent Case Management initiative was focused on three key areas: disclosure processing, compliance, and finance.

### Disclosure Processing

- Triage *all* new disclosures using consistent report format
- Review *all* disclosures through group presentations
- Share triage reports with the contributors
- Align triage process with patent decisions
- Implement database improvements to track each stage of disclosure processing

### Compliance

- Establish a dedicated compliance associate
- Monitor *all* active licenses
- Establish procedure to improve accuracy and timeliness of payments
- Ensure timely submission of all diligence reports

### Finance

- Implement new internal finance system to improve tracking of revenues and expenses
- Develop an internal audit process for licenses



Todd Sherer, Cory Acuff, Cliff Michaels, Chris Paschall,  
Cale Lennon, Panya Taysavang, Kevin Lei



Disclosure Review Meeting

# Creative

... Inventive, Enthusiastic, Proactive

## Moving to Market

Emory's OTT believes that the marketing of both individual technologies and the office itself plays an increasingly critical role in moving technology from the bench to the bedside. Under our Moving to Market Initiative, OTT has instituted a multi-pronged approach to increase our reach within the biotech and life science communities. Highlights from this initiative include the following:

- Establishing a dedicated marketing associate
- Systematically marketing of *all* active technology, including generation & mailing of non-confidential summaries for targeted campaigns as well as postings on our office website and six technology exchange websites
- Increasing the use of social media to promote the office as well as technologies, including Facebook, Twitter, and YouTube
- Utilizing “featured” technologies to promote individual discoveries in both written and video formats
- Creating a strategy to triple venture capital visits
- Implementing a conference strategy to increase visibility and build our network, meetings include BIO, SEBIO, GLSS, AdvaMed, SEMDA, and JP Morgan



Ashley Myers & Lisa Matragano  
at GLSS



Kevin Lei, Chris Paschall,  
Cliff Michaels, Panya  
Taysavang & Cory Acuff  
at BIO

to determine best practices in a number of areas. Next we revolutionized our intellectual property protection strategy by creating the Emory Patent Group. Only a handful of offices have attempted any form of an in-house patent department, and to date Emory's has exceeded expectations.

### Phase II

During this phase we developed five initiatives :

- Consistent Case Management Initiative
- Moving to Market Initiative
- Beyond the Bench Initiative
- Informing Investigators Initiative
- Emory Device Initiative

### Phase III

For each initiatives , implementation strategies were identified. In some cases pilot programs were successful and permanently implemented. In other cases new tactics were identified. In the next fiscal year we will be focusing on two key areas.

- Crafting an “Educational Master Plan” for faculty, staff, and students relating to technology transfer.
- Creating a “Business Mentoring Advisory Board” that includes members of the business community, entrepreneurs, and consultants who are willing to serve as advisors for faculty startups projects.

We're excited to see how our new initiatives revolutionize technology transfer in 2013.



**EMORY**  
UNIVERSITY

## Office of Technology Transfer

### Director's Office

Todd Sherer, PhD  
Associate VP for Research,  
Executive Director

Linda Kesselring, MBA  
Director of Operations

Susanne Hollinger, PhD, JD  
Director, License &  
Patent Strategy

Connie Newsome  
Senior Program Associate,  
Executive Assistant

Kevin Lei, MS, MBA  
Director, Faculty &  
Start-up Services

### Licensing

J. Cale Lennon, III, PhD, MBA  
Director, Licensing

Cory Acuff, PhD  
Senior Licensing Associate

Cliff Michaels, PhD  
Licensing Associate

Philip Semprevio, II, JD  
Licensing Associate

Panya Taysavang, MBA  
Licensing Associate

Lisa Matragrano, PhD  
Marketing Associate

Carol Lowenhaupt  
Compliance Associate

David J. Giannantonio, JD  
Contract Specialist

### Emory Patent Group

Randi Isaacs, JD  
Patent Counsel

Jim Mason, MS, JD  
Patent Counsel

Winsome Dunn, MBA  
Patent Manager

### Administration & Finance

Lauran Fechte  
Senior Financial Analyst

Maritta Allison  
Senior Accountant

Vacant  
Administrative Assistant

Ashley Myers, CPT  
Program Associate