



ISAACSON, MILLER  
40<sup>th</sup> Anniversary  
1982-2022

**Yale University**

**EXECUTIVE DIRECTOR OF IP & LICENSING SERVICES  
YALE UNIVERSITY  
NEW HAVEN, CT**

**THE SEARCH**

Yale University seeks a strategic and collaborative leader to serve as the Executive Director of IP & Licensing Services. Operating within Yale Ventures, the University's central organization supporting entrepreneurship and innovation, the Executive Director (ED) will lead and grow a team to strengthen partnerships with faculty, staff, and students in the facilitation of technology transfer efforts, from disclosure to patenting to licensing of new Yale inventions. The ED will work in concert with Yale Ventures senior leadership and peers, and together their vision, leadership, and expertise will expand commercialization activities and increase Yale's contributions to the common good. The ED reports to the Managing Director of Yale Ventures and works closely with leadership across Yale as well as with regional and national partners.

The ED's activities will enable commercial investment in and licensing of inventions and discoveries flowing from Yale's research. These activities foster economic development and the development of new products that allow Yale's technology to benefit society. The ED will work in close collaboration with the Provost's Office, the Deans' Offices, the Office of Development, the Office of General Counsel, the Office of Sponsored Projects, and the Office of Research Compliance to develop long term strategy related to the commercialization, translation, dissemination, and management of the University's IP.

Yale seeks an ED with the experience and vision to provide strategic leadership in the area of technology transfer in support of the institutional mission. The ED will act as an ambassador for technology transfer within Yale, as well as externally, and will manage a growing team. To succeed in this challenging role, the ED must possess a demonstrated record of leadership, insight, and understanding of technology transfer in a complex organizational context, knowledge of evolving issues related to patent law and intellectual property, as well as the ability to provide leadership to the University community by engaging in public events on campus and nationally.

Yale University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

## **YALE UNIVERSITY**

Yale University is dedicated to expanding and sharing knowledge, inspiring innovation, and preserving cultural and scientific information for future generations. The university traces its roots to the 1640s when clergymen led an effort to establish a local college to preserve the tradition of European liberal education in the New World. In 1701 the charter was granted for a school which officially became Yale College in 1718, when it was renamed in honor of Welsh merchant Elihu Yale, who had donated the proceeds from the sale of nine bales of goods together with 417 books and a portrait of King George I.

A member of the Ivy League and the Association of American Universities, Yale today ranks among the world's premier private research universities. The university's academic divisions consist of Yale College, the Graduate School of Arts and Sciences, and 12 professional schools: Architecture, Art, Divinity, Drama, Engineering and Applied Science, Environment, Law, Management, Medicine, Music, Nursing, and Public Health. Yale is the only American research university with four professional schools devoted to the arts (Art, Architecture, Drama, and Music). The University operates a \$4.275 billion budget and spends approximately \$1.09 billion on research annually. Yale's endowment as of the end of the 2021 fiscal year amounted to \$42.3 billion.

Yale enrolls more than 14,500 students, including 6,494 undergraduate students and 8,031 graduate and professional students. The university employs 5,118 faculty and 10,534 staff members. Its network of more than 165,000 living alumni remain deeply engaged with their alma mater.

## **LEADERSHIP**

### *Vice Provost for Research Michael Crair*

Michael C. Crair is Vice Provost for Research and the William Ziegler III Professor in the Department of Neuroscience and Professor of Ophthalmology & Visual Science. As Vice Provost for Research, he works to encourage and support Yale research, innovative interdisciplinary scholarship, and groundbreaking medical and scientific discoveries across all schools and departments in the University.

Dr. Crair obtained his doctoral degree in physics from the University of California, Berkeley, and did postdoctoral training in physics and neuroscience at Kyoto University and Kyoto Prefectural Medical School in Japan and in neuroscience at the University of California, San Francisco. He was a faculty member at Baylor College of Medicine in Houston, Texas, before coming to Yale as a member of the Department of Neuroscience in 2007. He has directed Yale's Vision Core Program, the Graduate Program in Neuroscience and was Deputy Chair of the Department of Neuroscience

until 2017 before he became Deputy Dean for Scientific Affairs (Basic Science Departments) at the School of Medicine.

*Senior Associate Provost for Entrepreneurship & Innovation and Managing Director of Yale Ventures Josh Geballe*

Josh Geballe is Senior Associate Provost for Entrepreneurship and Innovation and the Managing Director of Yale Ventures at Yale University. He is responsible for a wide range of services for students, faculty, and the broader New Haven community to help launch new startups and provide training in entrepreneurship and innovation. Additional services include: providing streamlined access to Yale intellectual property and sponsored research, establishing partnerships to expand the impact of Yale discoveries, and growing the New Haven startup ecosystem.

Prior to joining Yale Ventures in 2022, Josh served as Chief Operating Officer for the State of Connecticut under Governor Ned Lamont. With responsibility for all executive branch agencies covering 30,000 employees, he led successful initiatives to modernize state operations and expand the use of technology to improve services and reduce cost. In addition, he led the state's response to the COVID-19 pandemic, establishing nationally recognized programs for testing, contact tracing, nursing home protection, safe school operations and vaccination.

Prior to his three years in public service, Josh spent his career in the technology industry, most recently as CEO of Core Informatics, a venture-backed scientific software company that was acquired by Thermo Fisher Scientific, where he went on to serve as Vice President and General Manager of Digital Science. Previously, he spent 11 years at IBM in a variety of international executive roles. Josh holds an MBA from the Yale School of Management and a BA from Yale University.

## **YALE VENTURES**

Founded in 2022, Yale Ventures is an ambitious new initiative designed to support and expand innovation and entrepreneurship across the University and throughout the greater New Haven region. Supported by new investments from the University, Yale Ventures underpins the translation of university research into impactful products, services, and social ventures which accelerate the expansion of the entrepreneurial ecosystem and ultimately benefit society. Four primary units (Intellectual Property and Licensing Services, Innovation Training and Startups, Corporate Partnership, and Innovation Community) work together to: provide streamlined access of Yale-developed intellectual property to new startups and corporate partners; train and support faculty, student, staff, and community innovators as they develop their ideas and research; and establish and enhance private sector partnerships that provide resources and collaborations for expanding research and scholarship.

Yale Ventures is uniquely positioned to build off of an incredible legacy of entrepreneurial spirit. Stories like Biohaven Pharmaceuticals, a clinical-stage biopharmaceutical company that raised \$168m in IPO in 2019, Arvinas which raised \$120m in IPO in 2018, and NextCure, now a publicly traded company since its IPO in 2019 illustrate the University's record of innovative excellence. A testament to its cutting-edge and ingenious environment, Yale alumni who began developing their venture ideas as students have also gone on to achieve significant milestones. In recent months, \$190 million was raised by Spring Health at a \$2-billion valuation, making co-founder April Koh the youngest woman to run a unicorn, which is defined as a startup valued over \$1 billion. Yale Ventures will continue to support this proud tradition as an anchor tenant at 101 College Street in New Haven, a key project in the city's effort to expand as a national center for the life sciences industry.

In close collaboration with the Office of the General Counsel, Office of Development (specifically the Office of Corporate and Foundation Relations), Office of Procurement, Office of Research Compliance, and the Office of Sponsored Research, Yale Ventures is shifting the overall licensing strategy to grow and pursue a higher volume of opportunities and shift culture to help entrepreneurial activities across the Yale for the benefit of society at large, the inventors themselves, and Yale. The result will bring extensive interactions with companies and venture investors who see Yale as a major contributor to the region's entrepreneurial culture and economic development.

## **INTELLECTUAL PROPERTY AND LICENSING SERVICES**

The Intellectual Property and Licensing Services unit partners with faculty, staff, and students to facilitate technology transfer efforts, from disclosure to patenting to licensing of new Yale inventions. The current team comprises the existing business development and operations teams previously housed at the Office of Cooperative Research (OCR), with room for expansion to achieve increased, proactive outreach across the University. Its goal, as a unit, is to offer responsive, consultative support to both internal Yale constituents and commercial partners.

## **THE EXECUTIVE DIRECTOR, IP & LICENSING SERVICES**

Reporting directly to the Managing Director of Yale Ventures, the Executive Director of IP & Licensing Services will play a critical leadership role in the technology transfer responsibilities of Yale Ventures. In this role, the ED will be responsible for: providing strategic leadership in the area of technology transfer in support of the institutional mission; working extensively with Yale's Office of Sponsored Programs in the negotiation of the intellectual property rights granted to non-federal research sponsors and in checking for conflicts with background IP; and acting as ambassador for and the face of technology transfer both within the University and outside of it.

The Executive Director manages 15 staff, with nine in the area of business development and another six in operations, including a manager for each team. The ED will work alongside colleagues in Yale Ventures, as well as leadership in the Provost's Office, the Deans' Offices, the Office of Development, the Office of General Counsel, the Office of Research Compliance, and the Office of Sponsored Projects.

Additional responsibilities include:

- Directing invention disclosure, patent application, prosecution and licensing activity for the university; directing management of invention disclosures, patent portfolios, and patent license agreements; and collaborating with other offices as appropriate to manage agreements associated with the commercial application of University intellectual property;
- Collaborating with other University leaders as appropriate to negotiate contractual agreements such as patent licenses, confidentiality agreements, material transfer agreements to commercial partners, corporate sponsored research agreements, and other agreements related to the commercial development of university intellectual property; and executing agreements within scope of delegated authority;
- Interpreting University, federal, and industry policies for application in activities associated with university intellectual property, ensures compliance with governmental mandates pertaining to inventions created with governmental funding;
- Directing licensing and royalty income and distribution activity and managing the patent budget and associated patent reimbursements; and,
- Reviewing potential sponsored agreements for compliance with University policy while collaborating with academic and other leadership to ensure compliance with contractual provisions in funding and research support agreements pertaining to resulting technology.

## **OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR OF IP & LICENSING SERVICES**

***Create long-range strategic plans for the commercialization, translation, dissemination, and management of the University's intellectual property.***

As the scale of Yale's research portfolio grows, it will be critical for the ED to generate and implement long-term strategic plans for the management of the University's intellectual property and the creation of university-wide policy related to IP and licensing activity. This will be achieved

through the close collaboration with leadership across campus to ensure cross-functional alignment and long-term sustainability.

***Recruit, manage, and retain a high-performing team focused on serving as trusted partners to Yale innovators.***

The IP & Licensing Services team is experiencing increasing pressure to quickly and skillfully field requests, manage license portfolios, and advise and process patent and other IP requests from Yale's investigators across many fields. The ED will use data to manage and understand office and team performance. They will recognize the needs of the team in their continued service to Yale and work to support them at all levels, through the structuring of career pathways, professional development opportunities, and ongoing mentorship and advising. Furthermore, the ED will anticipate future growth, and will continue to recruit talented staff to the office's ranks, while making every effort to retain existing talent, many of whom have built longstanding and valuable connections with key investigators at Yale and beneficial relations externally.

***Create, improve, and administer processes within IP & Licensing Services in order to promote productivity, efficiency, and customer service.***

Guiding the team into this next phase, the ED will lead a significant effort to transform and scale the unit's processes and systems and create sustainable workflows. Armed with knowledge of best practices in process engineering and implementation, the ED will establish and improve processes and systems that enable timely and effective management of department operations.

***Identify and cultivate new relationships with University partners.***

Yale's faculty are the backbone of the University and the engine of its innovation. With a keen appreciation for their work, the ED will collaborate with faculty desiring to form new ventures around Yale intellectual property. This may include assisting faculty in a number of activities, including assessing the market opportunity, preparing business plans and investor presentations, assessing competition, identifying and securing venture financing, identifying entrepreneurial and business talent, and other relevant activities required to launch a new venture.

***Identify and cultivate new relationships with industry partners.***

The ED will be an ambassador both internally at Yale as well as externally within the New Haven community and beyond, developing relationships with corporate executives, venture investors, researchers, representatives of private companies and industry, patent attorneys, administrators from other universities, community organizations, government agencies, and various patent and management organizations. The ED will understand their role as the face of the University's research-based intellectual property engine and will market the division accordingly. This work will include the cultivation of relationships with industry partners, the negotiations and

executions of new agreements within their scope of authority, and the support of startup formation, new venture investments, and research collaborations.

## **PERSONAL AND PROFESSIONAL QUALIFICATIONS**

The ideal candidate should have a demonstrated record of leadership, creative deal-making, insights and understanding of technology transfer in a complex organizational context, management and processes excellence, customer service orientation, knowledge of evolving issues related to patent and other intellectual property, as well as the ability to provide leadership to the University community by engaging in public events on campus and nationally.

While no single candidate may have all the ideal qualifications, the committee seeks candidates with the following qualifications and abilities:

- Experience in university innovation ecosystems with complex, often distinct, and sometimes integrated faculty and student entrepreneurship goals and priorities;
- Highly developed interpersonal and collaborative skills, including the ability to work closely on teams of senior stakeholders within the University and to interface with numerous internal and external stakeholders;
- Ability to cultivate partnerships across a large institution, working with faculty, staff, and other researchers across a wide spectrum of research disciplines;
- Comprehensive knowledge of and evolving issues related to patent prosecution and technology transfer practices, intellectual property law, industrial and research licensing agreements, grant and contract policies and administration, and regulations regarding government-funded interventions;
- Demonstrated record of visionary leadership and creative deal-making;
- Proven capacity to design and negotiate complex research-based alliances between external funders and universities;
- A strong customer-service orientation toward the needs of faculty and student inventors, entrepreneurs, and external research partners;
- Excellent supervisory, negotiating, organizational, analytical, research, presentation, and oral and written communication skills;
- Excellent recruiting and managerial skills, in particular, a demonstrated track record in fostering diversity and inclusion in a team environment;
- Ability to delegate, motivate, collaborate, and support the abilities of others;
- Vision and tact to set priorities and to make difficult and controversial decisions
- An appreciation of the culture and history of a large research university, and Yale in particular;
- An active, energetic, highly creative, and well-organized mind, with a sense of humor and collegiality;
- Bachelor's degree required and an advanced degree in a scientific or technology area, business, or law, is strongly preferred; and

- 10+ years of university technology transfer experience or equivalent combination of education and experience.

## TO APPLY

All inquiries, nominations/referrals, and resumes with cover letters should be sent electronically to:

**Becca Kennedy, Partner**  
**David Grimes, Senior Associate**  
**Ellen Egitton, Associate**  
**Cortnee Bollard, Senior Search Coordinator**  
Isaacson, Miller  
[www.imsearch.com/search-detail/S8-756](http://www.imsearch.com/search-detail/S8-756)

*Yale University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, handicap, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation.*

*University policy is committed to affirmative action under law in employment of women, minority group members, handicapped individuals, special disabled veterans, and veterans of the Vietnam era.*