



**EXECUTIVE DIRECTOR OF LICENSING, PERELMAN SCHOOL OF MEDICINE
PENN CENTER FOR INNOVATION
UNIVERSITY OF PENNSYLVANIA
*Philadelphia, Pennsylvania***

THE SEARCH

The Penn Center for Innovation (PCI) seeks a strategic, visionary, and collaborative leader to serve as the Executive Director of Licensing (EDL) for the Perelman School of Medicine (PSOM). Reporting to the Deputy Managing Director of PCI, the EDL will work in concert with senior leadership of PCI, PSOM's Office of the Dean and other divisions within PCI to ensure alignment with PSOM's short- and long-term strategic objectives. In support of this effort, the EDL will lead and further develop a licensing team in strengthening partnerships with faculty, staff, and students to facilitate technology commercialization initiatives throughout the full cycle, from the disclosure and protection of Penn technology to the identification, implementation, and management of partnerships with the commercial sector.

[PCI](#) serves to translate Penn discoveries and ideas into new products and businesses for the benefit of society. PCI catalyzes commercial activity and translational impact across different technology sectors at Penn, further extending and expanding Penn's prodigious global innovation impact and reach. In [2023](#), Penn ranked #1 nationally for licensing income by the Association of University Technology Managers (AUTM), issuing 105 U.S. patents, executing 682 commercial agreements, and for the second year in a row, reported the highest amount of gross licensing revenue among its institutional peers, generating approximately \$1 billion in annual licensing revenue.



Penn Medicine, comprised of the [Perelman School of Medicine](#) and its clinical healthcare enterprise, the [University of Pennsylvania Health System \(UPHS\)](#), is rich in tradition and heritage while consistently remaining at the forefront of new developments and innovations in medical education and research. The School received \$1.1 billion in sponsored research in FY23 and eighty-five (85) Penn Medicine researchers are Members of the National Academy of Medicine. The basic science and clinical research emerging from Penn Medicine's laboratories and hospitals improves care for a wide range of medical conditions and provides the foundation for the next generation of therapies.

PCI now seeks an experienced and visionary EDL to provide strategic leadership of its technology commercialization efforts in support of the institution's overall mission. The EDL will act as an ambassador for technology commercialization, entrepreneurship and industry engagement both within Penn and with its external collaborators by managing and mentoring an innovative and creative team focused on providing outstanding customer service to PSOM faculty and their collaborators.

The next EDL will bring a demonstrated record of well-honed relationship building skills and facilitative leadership, creative deal-making, forward-thinking insight, and a highly nuanced understanding of technology commercialization in a complex organizational context. Successful management and mentorship of highly-trained staff in the implementation of effective, efficient, and high-touch customer service founded on the thorough understanding of ever-evolving intellectual property issues and the needs of the commercial sector is expected, while an ability to actively engage with the broader University and national community is required.

The Penn Center for Innovation has retained Isaacson, Miller, a national executive search firm, to assist in the 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.

THE OPPORTUNITY

THE UNIVERSITY OF PENNSYLVANIA

[The University of Pennsylvania](#) (Penn) ranks among the world's leading universities. Founded by Benjamin Franklin and located in vibrant Philadelphia—the nation's sixth-largest city and the second-largest on the eastern seaboard—Penn has a storied history. Beginning in the eighteenth century, the University was a global pioneer in undergraduate liberal arts education, and in supporting interconnections among scholarly and teaching programs in the arts and sciences and the professions. Penn developed some of the nation's earliest and finest graduate and professional schools—it was the first institution in the nation to be named a "University," and it is home to North America's first medical school (Perelman School of Medicine), among the nation's first professorships in law, and the world's oldest collegiate school of business (The Wharton School).

Penn is home to a distinguished standing faculty of about 5,098 members who are engaged in groundbreaking research and professional practice that crosses disciplinary and professional boundaries. Penn's 12 schools reside on a [single, compact, urban campus](#); span the arts, sciences, humanities, and professions; and display a special commitment to [integrative interdisciplinary scholarship](#) and to energetic [local](#) and [global](#) engagement. Penn is strongly committed to recruiting the most talented students,

without regard to financial resources, and has implemented an [entirely need-based, all-grant financial aid program for undergraduates](#). [Admissions](#) are among the most competitive in the nation, with over 54,000 undergraduate applications annually and admission rates under 10 percent. Total [research](#) funding is over \$1.5 billion annually, and NIH funding is the eighth highest in the nation. The development program is one of the largest in the nation. For more information, please visit: <https://www.upenn.edu/about>.

PENN MEDICINE

Penn Medicine is a fully integrated academic medical center, comprised of the [Perelman School of Medicine \(PSOM\)](#) and its clinical healthcare enterprise, the [University of Pennsylvania Health System \(UPHS\)](#). Rich in tradition and heritage while consistently remaining at the forefront of new developments and innovations in medical education and research, Penn Medicine is an internationally recognized leader for [discoveries](#) that advance science and patient care. Eighty-five (85) Penn Medicine researchers are Members of the National Academy of Medicine, one of the highest honors in medicine. The basic science and clinical research emerging from Penn Medicine's laboratories and hospitals improve care for a wide range of medical conditions

and provide the foundation for the next generation of therapies. The culture and campus of the University of Pennsylvania encourages close collaboration between basic scientists and clinicians, exemplified by its dozens of interdisciplinary clinical and research institutes, centers, and programs. These partnerships spur advances in disciplines from medical devices to nanotechnology. Penn Medicine's research is particularly distinctive because of its translational focus, a large array of clinical trials (>3,500 active trials) and recent success in generating FDA-approved treatments.

Founded in 1765 as the Colonies' first medical school, PSOM is now home to over 2,900 full-time faculty members and more than 4,600 students, trainees, residents, and fellows. It is among the top medical schools in the country by U.S. News & World Report. In 2023, Penn Medicine received nearly \$1.1 billion in total sponsored research. The University of Pennsylvania Health System includes multiple nationally ranked hospitals, a clinical network that includes a faculty practice plan, advanced medicine, primary care, home care, hospice, nursing homes, and three multispecialty satellite facilities. Penn Medicine offers students and new physicians who train in their hospitals an innovative, comprehensive curriculum that

≡ 🔍 The Philadelphia Inquirer

HEALTH

COVID vaccines pushed Penn's licensing revenue over \$1 billion last year, after the school ranked No. 1 in 2021

Penn will likely be at the top again, when the bulk of its licensing revenues from COVID-19 vaccines are included in the rankings.



prepares them to become leading physicians and scientists in a broad array of fields. The community of alumni numbers nearly 25,000 living and working across the globe.

PENN CENTER FOR INNOVATION

In 2014, PCI consolidated and unified the University of Pennsylvania's Center for Technology Transfer with other Penn commercialization resources in accordance with *Penn Compact 2022*, the University's strategic vision authored by former President Amy Gutmann. PCI has grown to a 70+ person organization with wide-ranging capabilities and responsibilities.

PCI provides a streamlined experience for engagement between Penn researchers and potential industry partners, investors, and entrepreneurs, and provides a mechanism for Penn innovations and inventions to have the best chance of global impact. PCI's model facilitates an efficient and comprehensive service for faculty and other researchers through a variety of means, including:

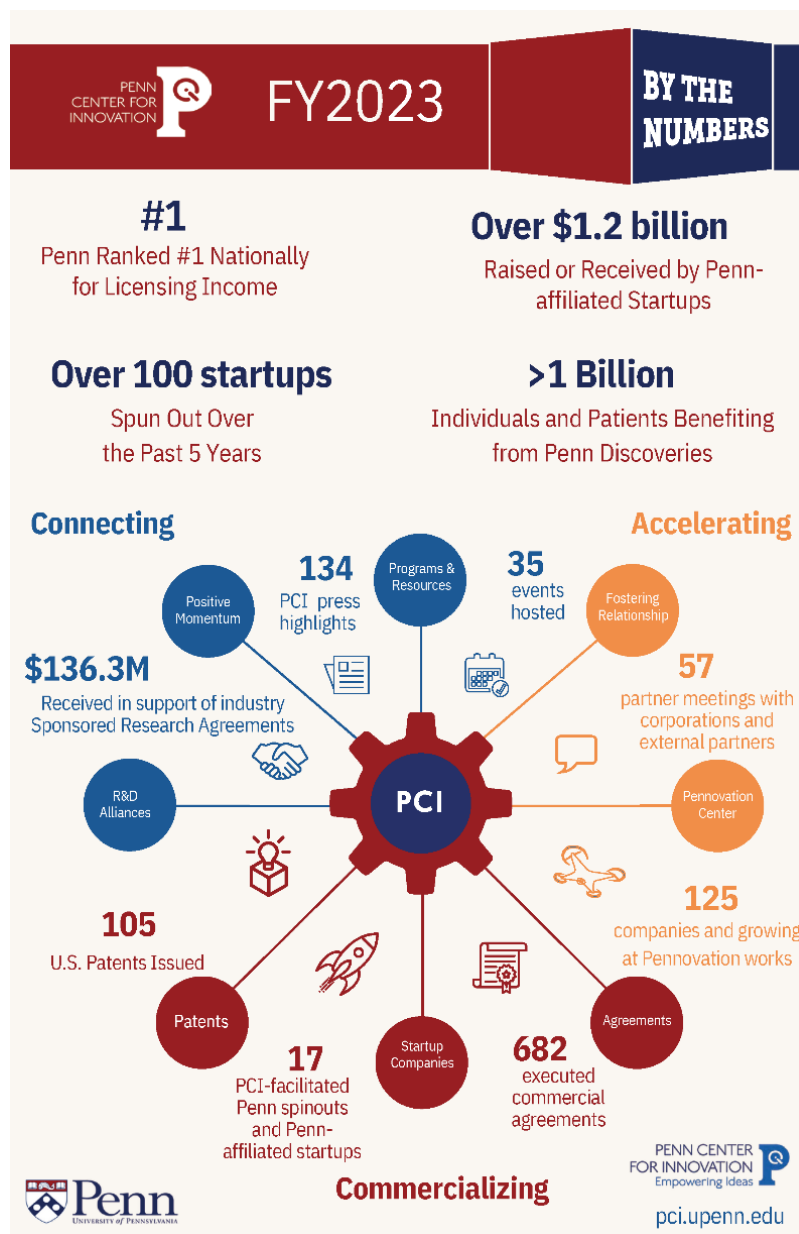
- Defined business development teams responsible for supporting individual schools to make PCI's licensing team members easily identifiable and accessible to all faculty and other researchers;
- Provision of an online [invention disclosure portal](#) that eases the initiation of the commercialization process for faculty and other researchers;
- A corporate alliances team to support active collaboration between Penn and corporate or not-for-profit partner(s), with a focus on joint R&D programs to advance translational science and product development;
- Contracting team dedicated to implementing research-related agreements with the commercial sector, including sponsored research agreements, collaboration agreements, data-use-agreement, and material transfer agreements.
- Ongoing marketing outreach that leverages available information within PCI's [technology database](#);
- Supporting the creation of spinouts founded on Penn technology, which includes an extensive menu of new [venture creation resources provided by the PCI Ventures team](#);
- [Penn I-Corps Site Startup Accelerator](#) designed to facilitate commercialization of university research; scheduling of regular speaker series, and access to the [Pennovation Works](#) site that stimulates entrepreneurial activity and promotes the commercialization of research discoveries.

There is no better example of the importance of these initiatives than the Nobel Prize winning mRNA-based discoveries made by Dr. Katalin Karikó and Dr. Drew Weissman. Dr. Karikó and Dr. Weissman's fundamental breakthrough paved the way for an entirely new approach to the design and manufacture of mRNA-based vaccines and other therapeutic modalities. The nearly two-decade path from their Nobel prize-winning discovery to pandemic-busting COVID-19 vaccines involved many different partners and key contributors, and PCI played an important role in the successful translation of this foundational technology platform that continues to change the face of medicine and provides invaluable benefits to humanity.

PSOM Licensing Team

The PSOM Licensing Team comprises seven business development professionals ("Licensing Managers") and an administrative coordinator that are dedicated to supporting the identification, evaluation, and commercialization of ideas and discoveries made by PSOM faculty and other researchers. The Licensing

Managers work closely with PSOM faculty and researchers to determine the most efficient and effective mechanisms to translate such ideas and discoveries into new products and services, and to identify and engage with prospective industry partners and investors.



The Licensing Managers deploy a variety of approaches to identify established companies and start-ups interested in partnering with Penn. PCI has a team that is available to conduct market research and to support the Licensing Managers in marketing inventions, which occurs in close collaboration with Penn inventors who may have their own existing relationships with the commercial sector. PCI also leverages conferences and industry events to publicize new inventions and Penn research with commercial potential, and highlights available technologies and business opportunities on their website and in various newsletters and publications, and makes regular direct contact with industry.

PCI facilitates a broad range of technology development connections between Penn and industry. The Licensing Managers are responsible for structuring, negotiating and finalizing agreements with the commercial sector that confer either a license, or option to license, to Penn's intellectual property or other rights associated with Penn technologies. PCI has a dedicated transactional

legal support team to provide legal counsel to the Licensing Managers as they structure and negotiate these agreements. In addition, the Licensing Manager works closely and in a coordinated manner with PCI's Corporate Contract team when relationships with prospective commercial partners involve the implementation of other research-related relationships with Penn (e.g. sponsored research). The Licensing Managers may also work closely with the PCI Ventures Team to facilitate startup company formation founded on Penn technology in support of faculty with entrepreneurial aspirations.

OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR

Reporting to the Deputy Managing Director of PCI, the EDL will lead and manage the PSOM Licensing Team toward the overall goal of advancing the research and technology development interests of PSOM faculty and its research enterprise. To achieve these goals, the team is slated with the following responsibilities:

- identifying, evaluating, and protecting inventions, discoveries, and other assets developed by PSOM faculty and researchers and their collaborators across Penn;
- working with faculty, researchers, and the PCI business development teams to identify the optimal path for commercial development of these assets;
- cultivating relationships with potential industry partners and serving as an effective point of connection back to Penn and PSOM;
- leading or supporting the negotiation and management of agreements with the commercial sector.

To ensure the delivery of these services and thus the achievement of Penn Compact 2022's goals, the EDL will address the following key opportunities and challenges:

Create and implement long-range strategic plans for enhancing PCI support of commercialization and industry engagement.

The EDL will work in conjunction with PCI leadership to develop and implement new strategies for enhancing PCI's support of commercialization and industry engagement for PSOM faculty and researchers, and identify new business opportunities across all life sciences areas at Penn. More specifically, such strategies will emphasize increased engagement of PSOM faculty, staff, post-docs, and students with industry and the investor community, in order to more effectively translate PSOM technologies into new products and services. The EDL will lead or support regular communication and coordination with the PSOM's Office of the Dean to ensure close continued alignment of PCI's ongoing activities with the school's short- and long-term strategic objectives.

Recruit, manage, and retain a high-performing team focused on providing outstanding customer service to PSOM faculty and researchers.

The EDL will lead, manage, and mentor all Licensing Managers in the PSOM Licensing Team, and deploy the resources of the Administrative Coordinator in support of these efforts. The EDL will ensure that each PSOM Licensing Manager has a portfolio that is appropriately balanced based on their experience and skills, and will identify opportunities for continued professional development and learning for the PSOM Licensing Team and its individual members. The EDL will work with the Deputy Managing Director to set appropriate team goals based on the broader goals of PCI and PSOM, and support the team in achieving such goals.

Identify and cultivate new relationships with partners within PSOM.

The EDL will foster existing and develop new relationships with faculty and researchers in PSOM, identify relevant research programs and evaluate the commercial potential of assets disclosed to PCI. The EDL will present, and support the PSOM Licensing Managers in presenting, well-founded recommendations at

weekly Patent Investment Meetings for securing intellectual property protection for such assets and work collaboratively with the inventors, PCI's Intellectual Property (IP) team, and outside patent counsel to develop and implement plans for doing so. The EDL and PSOM Licensing Team will work with faculty to determine the optimal commercial path to advance Penn technology, whether through a research partnership, new venture, or licensing opportunity, and successfully execute on the chosen path. In coordination with PCI's Marketing, Communication, and Programs (MCP) team, the EDL will develop and implement strategies for increased interaction between PCI and PSOM faculty and researchers. In support of enhanced commercialization of Penn technology, startup company formation, and industry engagement, the EDL will ensure all licensing processes are effective, efficient, and transparent to faculty and other stakeholders.

Act as PSOM's technology commercialization ambassador and oversee the licensing of PSOM technology in collaboration with internal partners.

The EDL will oversee the structuring, negotiation, and finalization of agreements related to the licensing or optioning of PSOM intellectual property and tangible property rights. Developing and structuring the necessary business terms associated with research collaborations (e.g., sponsored research, collaborative research, material transfer, data use, etc.), the EDL will work collaboratively with the Corporate Contracts team to implement the associated agreements in an efficient manner. The EDL will act as a concierge for faculty in ensuring they receive timely and on-going updates on transactional activities, working in partnership with other administrative groups at Penn (Office of Research Services, Office of General Counsel, and the Office of Clinical Research) to review, modify, and/or incorporate nonstandard IP related provisions during contract drafting and negotiation, and to resolve both IP and non-IP related issues relevant to agreements between Penn and industry partners.

Create and execute strategies to engage external partners.

With an eye toward growing and strengthening commercialization success within PSOM, the next EDL will further develop and initiate external partnerships with investors, corporations, startups, and the philanthropic and privately funded research community. By identifying prospective licensees, investors, and commercial research partners, the EDL will play a pivotal role in advancing Penn discoveries and technologies made by PSOM's research enterprise. To achieve these goals, the EDL will develop and deploy strategies to ensure that Penn is an effective and preferred partner to external entities by lowering barriers to collaboration, clearly defining mission-critical Penn policies, and working in tandem with PCI leadership on evolving policies and practices.

This effort will involve educating potential partners and various stakeholders, and engaging the full spectrum of Penn's expertise and networks across the university, and specifically within PSOM, and its alumni and benefactors.

QUALIFICATIONS AND EXPERIENCE

The ideal candidate will bring a demonstrated record of visionary leadership, creative deal-making, high-level insight and understanding of technology transfer and early-stage technology commercialization in a complex organizational context, management and process excellence, customer service orientation, and knowledge of evolving issues related to patents and other intellectual property, as well as the ability to provide leadership to the University community by engaging in public events on and off campus. While no

single candidate will have all of the following qualifications and attributes, the next EDL will possess many of these characteristics:

- An advanced degree in life sciences; preferably a PhD;
- 10+ years of experience in business development and licensing, supporting start-up company formation and leading the commercialization of early-stage life science technologies;
- Both commercial and academic experience in a relevant industry sector is preferred;
- Highly developed interpersonal and collaborative skills successfully applied within a university innovation ecosystem with complex, and sometimes competing faculty and student entrepreneurship goals;
- Excellent supervisory and mentoring skills as evidenced by a proven ability to delegate, motivate, and support the professional development of others;
- Proven track record of the successful recruitment and retention of a diverse and inclusive team supported by the development and nurturing of a collaborative culture based on principles of continuous learning and mission-driven purpose;
- Ability to cultivate partnerships and work closely with internal and external stakeholders, faculty, staff and other researchers, across a wide spectrum of research disciplines;
- Comprehensive knowledge of evolving issues related to technology transfer practices, intellectual property law, licensing agreements, grant and contract policies and administration, and regulations regarding government-funded research;
- Proven capacity to design and negotiate complex research-based alliances between commercial parties and universities;
- A strong customer-service orientation toward the needs of faculty and other researchers, entrepreneurs, and external commercial partners;
- Excellent negotiating, organizational, analytical, research, presentation, and oral and written communication skills;
- An active, energetic, highly creative, and well-organized mind, with a sense of humor and collegiality.

TO APPLY

Penn Center for Innovation has retained Isaacson, Miller, a national executive search firm, to assist in this search. Nominations, inquiries, and applications, including a letter of interest describing the individual's qualifications for the position and curriculum vitae, should be sent electronically and in confidence to:

Patricia Hastie, Partner
Alexandra Lolavar, Associate
Sarah Sweeney, Search Coordinator
Isaacson, Miller

To apply, please visit:

<https://www.imsearch.com/open-searches/university-pennsylvania-penn-center-innovation/executive-director-licensing-perelman>

The University of Pennsylvania values diversity and seeks talented students, faculty and staff with diverse backgrounds, experiences and perspectives. The University of Pennsylvania does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, financial aid, educational or athletic programs, or other University-administered programs or in its employment practices.

Questions or complaints regarding this policy should be directed to the Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Franklin Building, 3451 Walnut Street, Suite 421, Philadelphia, PA 19104-6106; or (215) 898-6993.