



Search for the Director of Industry and Technology Transactions  
Stanford University, Office of Technology Licensing  
Stanford, CA

## THE SEARCH

Stanford University seeks a strategic and collaborative leader to serve as the Director of Industry and Technology Transactions, leading the Industrial Contracts Office. Operating within Stanford's Office of Technology Licensing (OTL), the University's central organization supporting entrepreneurship and innovation, the Director will provide strategic direction, cross-functional coordination, and oversight for Stanford's industry research and alliance contracting. The Director will work in concert with OTL senior leadership and peers and will have the opportunity to assess current structures and develop a long-term strategic plan to best support the University in the growing number and complexity of industry partnerships. Reporting to the Associate Vice Provost of the Stanford Office of Technology Licensing, the Director works closely with leadership across Stanford as well as with regional and national partners.

Stanford seeks a leader with the experience and vision to provide strategic leadership in the area of industry research and alliance contracting in support of the institutional mission. The Director will act as an ambassador within Stanford, as well as externally, and will manage a growing team. To succeed in this challenging role, the Director must possess a demonstrated record of leadership, insight, and understanding of multifaceted research agreements and technology transfer and industry and alliance partnerships 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.

Stanford University, located in the heart of California's Silicon Valley, is one of the world's leading teaching and research universities. Since its opening in 1891, Stanford has been dedicated to finding solutions to societal challenges and to preparing students for leadership in a complex world. The Stanford community includes approximately 7,800 undergraduates, 9,700 graduate students, 2,300 faculty, and over 12,000

staff. The University has a fundamental mission of teaching, research, and learning, and has produced numerous Nobel Laureates and other leaders in every field of science, art, education, and business.

Stanford has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of this important position. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

## THE OFFICE OF TECHNOLOGY LICENSING

The Office of Technology Licensing was established in 1970 to manage the intellectual property assets of Stanford University. OTL evaluates, markets, and licenses technology owned by the University. OTL's mission is to encourage effective technology transfer for the public benefit as well as generate royalty income for Stanford to benefit research and education. OTL is one of the country's most active offices in the field of technology transfer from the university to industry. The OTL staff, most of whom are professionals engaged directly in licensing, manages over 4,000 active dockets. The Industrial Contracts Office is part of the OTL and is responsible for drafting and negotiating contracts that enable research in collaboration with industry, including strategic alliances and some technology transactions.

The Industrial Contracts Office (ICO) mission is to enable Stanford research by negotiating mutually beneficial agreements with external collaborators that preserve academic freedom and scientific integrity, ensuring that resulting Stanford technology can be developed to its full potential to serve the public interest. ICO is currently responsible for reviewing, negotiating, and signing research-related agreements on behalf of Stanford with industry and some non-profit collaborators. ICO Contract Officers have the authority to sign agreements on behalf of Stanford University and ensure that all agreements are in compliance with Stanford policy, sound business practices, and legal requirements. Looking to the future, ICO will be collaborating more closely with the licensing managers to handle the contractual aspects of many of OTL's technology licensing relationships as well.

ICO currently handles the following types of agreements:

- Sponsored Research Agreements (SRAs) with industry sponsors, ranging from multi-year master agreements used by multiple investigators across campus to individual project agreements, with both large and small companies.
- Material Transfer Agreements (MTAs) with all types of entities, including companies, government agencies, and non-profits.
- Collaboration Agreements with industry collaborators or multiple parties.
- Data Use Agreements (DUAs) with industry collaborators.
- Equipment Loan Agreements with industry collaborators.
- Industrial Affiliate Program Agreements with industry, government, and non-profit entities.
- Other Research-Related Agreements with industry collaborators required for use in existing projects.

ICO works closely with research and administrative offices throughout Stanford to ensure compliance with Stanford policy and regulatory concerns. ICO also provides advice and guidance to other Stanford offices on intellectual property terms and related policies.

The OTL is a part of the Vice Provost and Dean of Research's (VPDOR) office, whose mission is to provide guidance and support to facilitate, nurture, and safeguard a thriving research ecosystem. The VPDOR organization comprises sixteen independent academic units, five shared facilities and platforms, and six support offices that provide university-level oversight for research compliance and administration, as well as health and safety issues.

The Office of Vice Provost and Dean of Research Diversity Journey includes:

- To create a hub of innovation through the power of diversity of disciplines and people.
- To provide equitable access and opportunity to all members of the community in order to do their best work, regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other characteristic protected by law.
- To listen to and value all colleagues who bring diverse perspectives to the advancement and development of a respectful community.
- To promote a culture of belonging, equity, and safety.
- To embed these values in excellence of education, research, and operation.

## **THE DIRECTOR OF INDUSTRY AND TECHNOLOGY TRANSACTIONS**

Reporting to the Associate Vice Provost of Stanford Office of Technology Licensing, the Director will play a critical role in setting strategic direction, cross-functional coordination, and oversight for Stanford's industry research and alliance contracting, including complex, high-visibility, high-value strategic alliances and many technology licensing transactions, to achieve the goals and objectives of Stanford and OTL leadership. Responsibilities include overseeing the drafting, negotiation, execution, and administration of more than 2,000 research agreements annually; overseeing the drafting and negotiating of licensing agreements in partnership with the OTL Directors of Licensing and licensing staff; staff training, development, and management; intra- and cross-unit stakeholder coordination; contractual, reputational, and IP risk mitigation; and drafting, negotiating, and executing (as part of an OTL strategic alliance team), high profile, complex research and strategic alliance agreements with companies and occasional non-profit entities. The Director manages four direct reports, a staff of 16, which is expected to grow, and a budget of \$3 million. The Director will work alongside colleagues in OTL, as well as leadership in the Vice 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.

Responsibilities include:

- Oversee the management of areas of responsibility, directing staff, and providing leadership to achieve the goals and vision of the organization. Responsible for hiring and retaining staff, career

coaching, personal development for direct reports, and accountable for the performance of employees.

- Provide strategic direction for multiple areas of business; create strategic plans of considerable complexity and scope; set long-range direction and make high-level decisions; propose and manage the implementation of complex and significant programmatic change; establish policies as needed.
- Make decisions for programs that provide critical support services for the University's mission of teaching and research. Oversee allocation of all resources.
- Set the direction of an organization and direct the policy development and implementation of administrative operations and workforce planning.
- Evaluate the performance of the organization and develop plans accordingly. Responsible for the financial viability and success of the organization. Responsible for committing University resources with limited review by senior management.
- Advise executive management on programmatic and policy development. Negotiate and influence university leaders on issues that have university-wide impact.
- Champion major initiatives lead complex, high-visibility process redesign and innovation projects; and develop and implement initiatives.

## **OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR OF INDUSTRY AND TECHNOLOGY TRANSACTIONS**

### ***Create long-range strategic plans for the Industrial Contracts Office.***

As the industry partnership portfolio grows in number and complexity, it will be critical for the Director to generate and implement long-term strategic plans for the management of the ICO and the development of policy related to industry partnerships, engaging the stakeholder landscape to ensure risk mitigation and efficient team-based work. In collaboration with the AVP and the Directors of Licensing, the Director will assess the current model, define strategic goals, and develop and implement new programmatic strategies to ensure team-based, high-touch customer service and compliance in handling sponsored research, master research alliance, and license agreements at all levels with an eye toward continued improvement and evolution with feedback from all stakeholders.

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

The ICO office is experiencing increasing pressure to quickly and skillfully field requests, manage portfolios, and advise on and process increasingly complex transactions and partnerships from Stanford's investigators across many fields. The Director will use data to manage and plan for office and team performance. They will recognize the needs of the team in their continued service to Stanford and work to support them at all levels, through the structuring of career pathways, professional development opportunities, and ongoing mentorship and advising. Furthermore, the Director 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 Stanford and beneficial relations externally.

***Create, improve, and administer processes within ICO in order to promote productivity, efficiency, and customer service.***

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

***Identify and cultivate new relationships with University partners and inform and guide University leadership and policy.***

Stanford's faculty are the backbone of the University and the engine of its innovation. With a keen appreciation for their work, the Director will collaborate with faculty and academic leadership desiring to form new partnerships and alliances. The Director will provide guidance to and negotiate with University leadership on matters relating to alliance agreements, ensuring stakeholders are fully informed and mitigating risk under Stanford's legal obligations.

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

The Director will be an ambassador both internally at Stanford as well as externally within the broader industry community as the manager of the Industrial Affiliates Program, developing relationships with corporate executives, venture investors, researchers, representatives of private companies and industry, administrators from other universities, community organizations, government agencies, and various patent and management organizations. The Director will understand their role as the face of the University's research-based intellectual property engine and will be a leader in ongoing initiatives to streamline the process of signing up and onboarding new industry members while ensuring compliance with Stanford policies. This work will include the cultivation of relationships with industry partners, the negotiation and execution of new agreements within their scope of authority, and the support of new research collaborations.

## **PERSONAL AND PROFESSIONAL QUALIFICATIONS**

This position requires strong leadership, superb communication skills, and the ability to work collaboratively with many internal and external constituencies. The Director will bring many of the following professional qualities and experiences:

- Bachelor's degree and ten years of relevant experience in research administrative/corporate partnering and IP licensing management, or a combination of education and relevant experience. Advanced or law degree strongly preferred.
- Ten years of research collaboration contracting and IP licensing experience.
- Five years of experience recruiting, training, and managing a team of professional research and/or licensing transactions staff.
- Successful track record of negotiations with companies ranging in size from startups to global corporations and including deal sizes of at least \$10 million.

**Knowledge, Skills, and Abilities:**

- Demonstrated strategic leadership, planning, and change management skills.
- Excellent oral and written communication skills. Advanced expertise in budget planning and financial forecasting.
- Strong knowledge of industry and legal standards, trends, and/or regulatory requirements.
- Excellent interpersonal, oral, written, and presentation skills, including demonstrated ability to communicate and collaborate effectively across multiple units of an organization.
- Advanced leadership skills, political acumen, and demonstrated ability to develop and execute organizational vision.
- Demonstrated ability to independently exercise sound judgment and decision-making, including ability to analyze complex problems and develop creative and effective solutions.
- Exemplary record of high achievement in IP-related contracting and the application of intellectual property principles, preferably as they impact institutions of higher education.
- Exceptional customer relationship skills, consensus-building skills, and proven ability to cultivate and maintain strong collaborative relationships with faculty, build professional business relationships, and represent the university externally.
- Proven ability to professionally interact, influence, negotiate, and resolve conflicts with internal constituencies, external business partners, and senior leadership.
- Proven ability to strategically manage personnel and other resources, and effectively prioritize and manage multiple time-sensitive and complex projects from inception to timely completion.
- Demonstrated expertise and advanced knowledge of contract and IP laws, University policies, relevant industry trends, and related government regulatory requirements.
- Strong computer skills, including Microsoft Office Suite, and ability to learn applicable business systems. Highly proficient working with IP and contracting data information systems, typical academic policies, and standard operating procedures, while performing the core responsibilities of industry research contracting and technology transfer.

**APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the completion of the search process. Electronic submission of materials is strongly encouraged.

Applications accepted through Stanford careers:

<https://careersearch.stanford.edu/jobs/director-of-industry-and-technology-transactions-22374>

Becca Kennedy, Partner (she/her)  
Karen McPhedran, Managing Associate (she/her)  
Cortnee Bollard, Senior Search Coordinator (they/them)  
Isaacson, Miller

*The expected pay range for this position is \$205,000 to \$280,000 per annum.*

*Stanford University provides pay ranges representing its good faith estimate of what the university reasonably expects to pay for a position. The pay offered to a selected candidate will be determined based on factors such as (but not limited to) the scope and responsibilities of the position, the qualifications of the selected candidate, departmental budget availability, internal equity, geographic location and external market pay for comparable jobs.*

*At Stanford University, base pay represents only one aspect of the comprehensive rewards package. The Cardinal at Work website (<https://cardinalatwork.stanford.edu/benefits-rewards>) provides detailed information on Stanford's extensive range of benefits and rewards offered to employees. Specifics about the rewards package for this position may be discussed during the hiring process.*

*The job duties listed are typical examples of work performed by positions in this job classification and are not designed to contain or be interpreted as a comprehensive inventory of all duties, tasks, and responsibilities. Specific duties and responsibilities may vary depending on department or program needs without changing the general nature and scope of the job or level of responsibility. Employees may also perform other duties as assigned.*

*Stanford is an equal employment opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other characteristic protected by law.*