

TOM HOCKADAY

UNIVERSITY

WHAT IT IS AND

TECHNOLOGY

HOW TO DO IT

TRANSFER

Helping Your TTO
Achieve Success

Tom Hockaday
8 September 2021

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Hello from England !

Contents

Introduction

1. Project Management	Discussion, Questions, Comments
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Discussion, Questions, Comments	



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My work life



University College London (1989-1993)
 Bristol University (1993-2000)
 Oxford University (2000-2016) - CEO Isis Innovation / Oxford University Innovation
 Technology Transfer Innovation Ltd - 2016 onwards
 Independent Consultant
 BeAble Fund - €35m Spanish Spin-outs - Investment Committee Member
 Progress Tech Transfer Fund - €40m Italian Spin-out Fund - Investment Committee Member
 University Technology Fund - €10m South African Spin-out Fund - Investment Committee Chair
 Author - "University Technology Transfer - What It Is and How to Do It" (JHUP, 2020)
 GEDITT - Global Equality Diversity & Inclusion in TT (Founder)

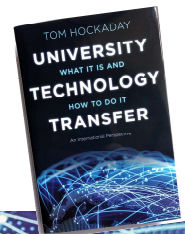
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My 'career journey'

Undergraduate Geography, King's College London
 No Masters, no PhD, no MBA
 Work 1987 Finance, London *(it was the 1980s!)*
 1989 University Technology Transfer
 University College London (1989-1993)
 Bristol University (1993-2000)
 Oxford University (2000-2016)
 Independent Consultant - Technology Transfer Innovation Ltd
 BeAble / Progress Tech Transfer / University Technology Fund
 Author - "University Technology Transfer - What It Is and How to Do It" (JHUP, 2020)
 GEDITT - Global Equality Diversity & Inclusion in TT (Founder)



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What is it all about ?

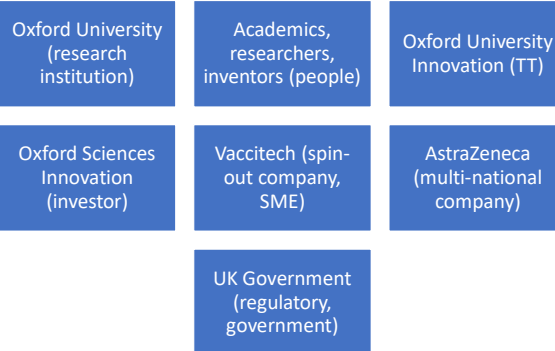


Sometimes the commercial route is the best way to deliver benefits from university research results.

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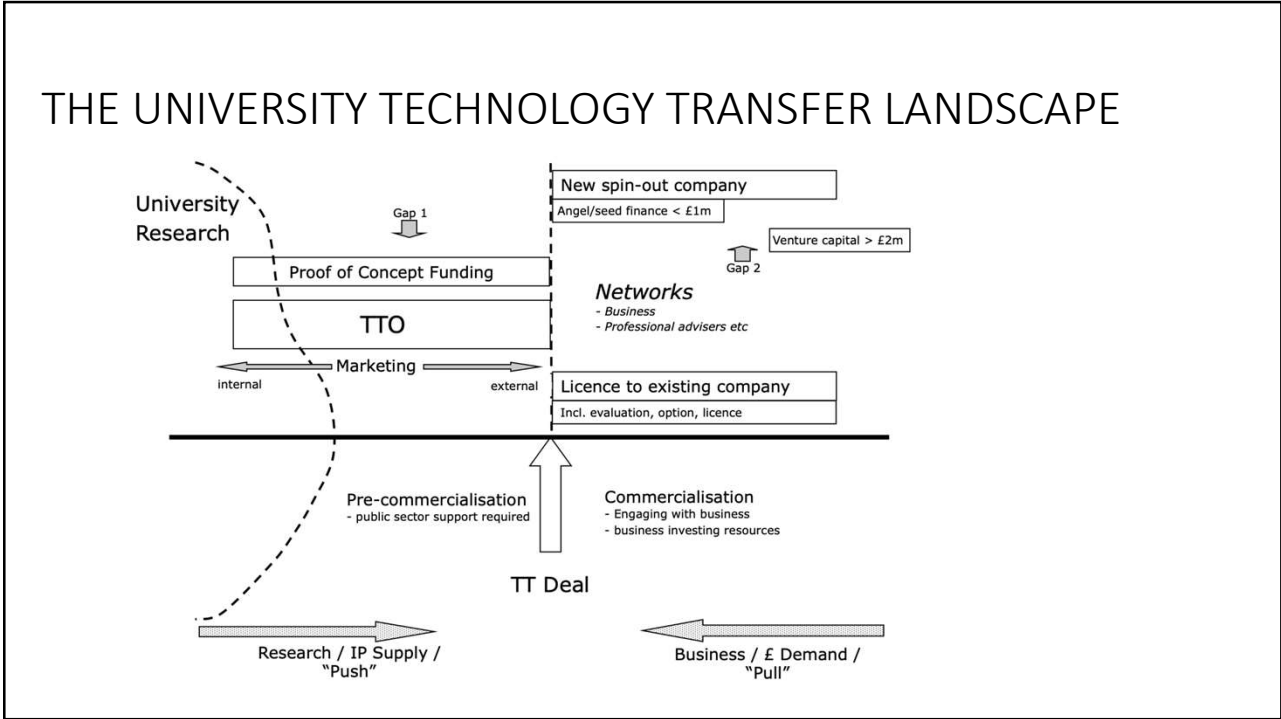
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History (UK)

1948 NRDC	National Agency
1985 Joseph-Kingman	TTOs
1999 UCSF	Proof-of-Concept, Seed Funds
2002 HEIF	Government Support
2014 REF	Impact
2020 KEF	Monitoring

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1985 Joseph–Kingman

Sir Keith Joseph - politician

Sir John Kingman - civil servant

14th May 1985

Obligation to contact BTG removed

Ref: Monoclonal antibodies, penicillin



Sir Keith
Joseph



Sir John
Kingman



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Establishment of TTOs (in the UK)

Cambridge 1970s

Manchester 1981

Oxford after 1985 - 1987

Others 1985, 2000 onwards

Names TTO, KTO, Innovation, Enterprise, Impact etc



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TTO Models

Administration unit inside the University, or
 Separate company, wholly owned
 Relationship with Research Support Office
 One place or Distributed across campus



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2020 Knowledge Exchange Framework

KEF

KE Concordat

KEF Metrics

Groupings



Mission
 Policies & Processes
 Engagement
 Working transparently & ethically
 Capacity building
 Recognition & rewards
 Continuous improvement
 Evaluating success



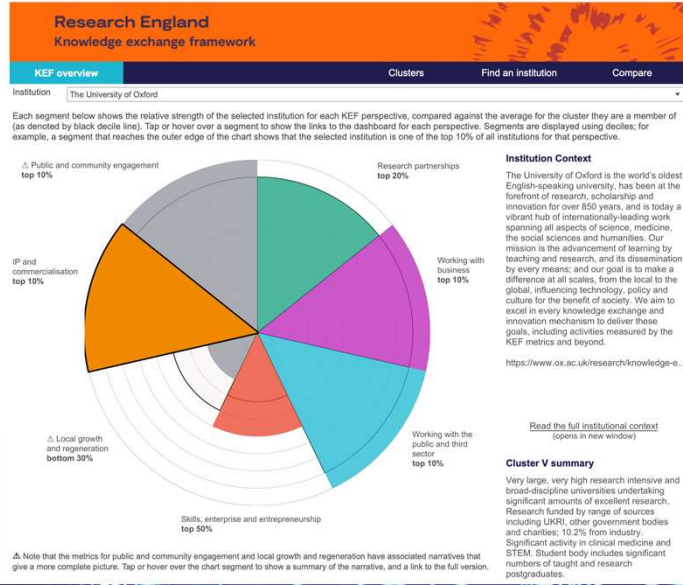
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KEF METRICS



<https://kef.ac.uk/dashboard>



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1. PROJECT MANAGEMENT



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1. PROJECT MANAGEMENT

L.O. - Discuss and critique your project management resource allocation



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Things beginning with P

- people
- patent budget
- policies
- proof-of-concept
- promotion
- processes and procedures
- project management
- paperwork
- performance measurement

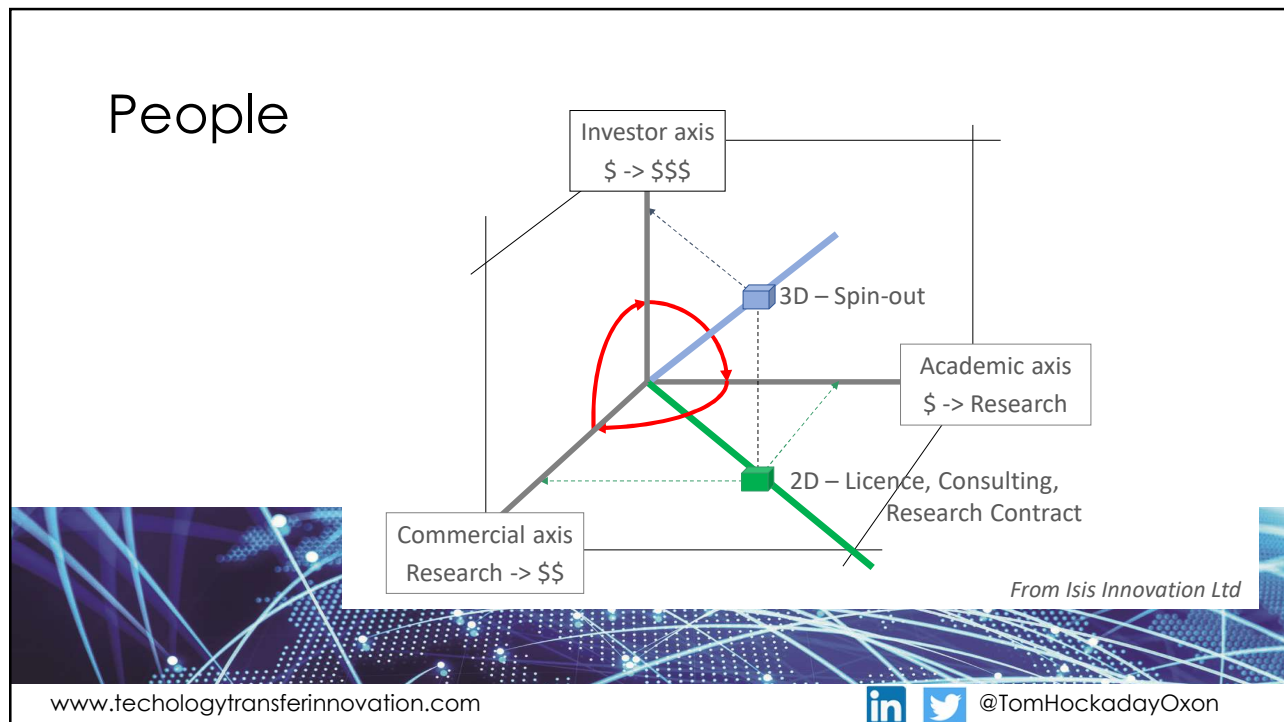
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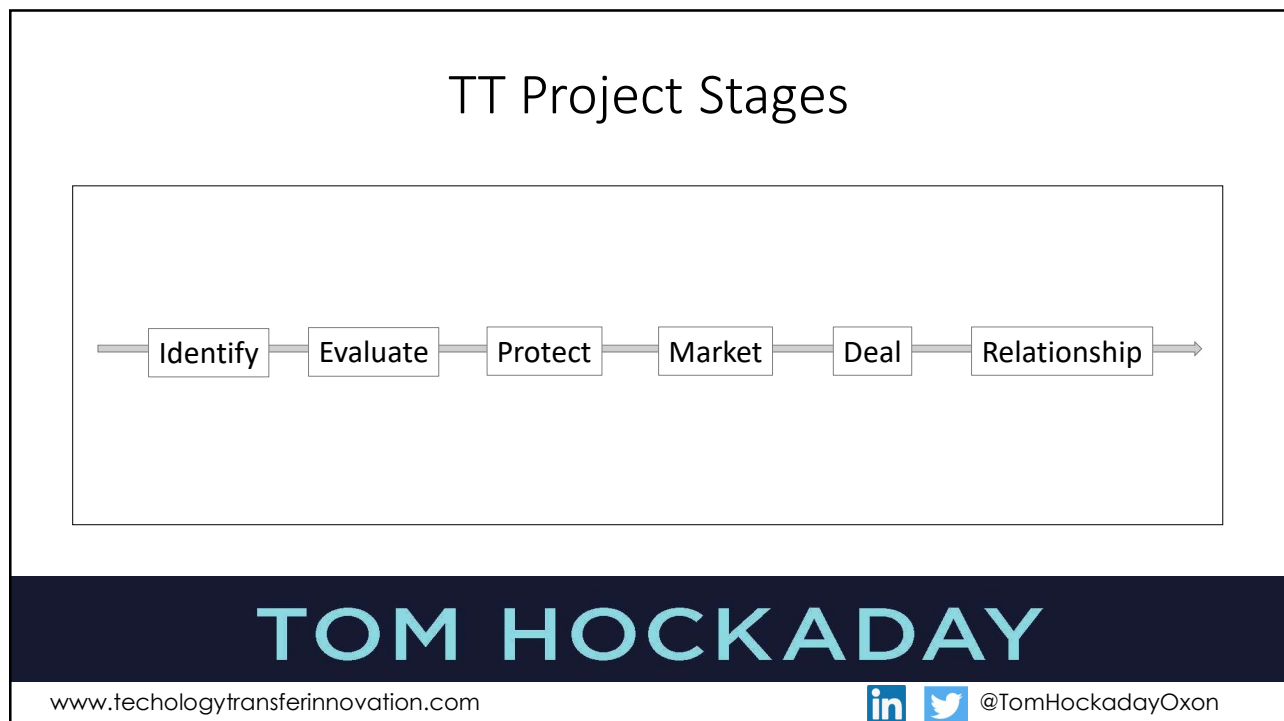


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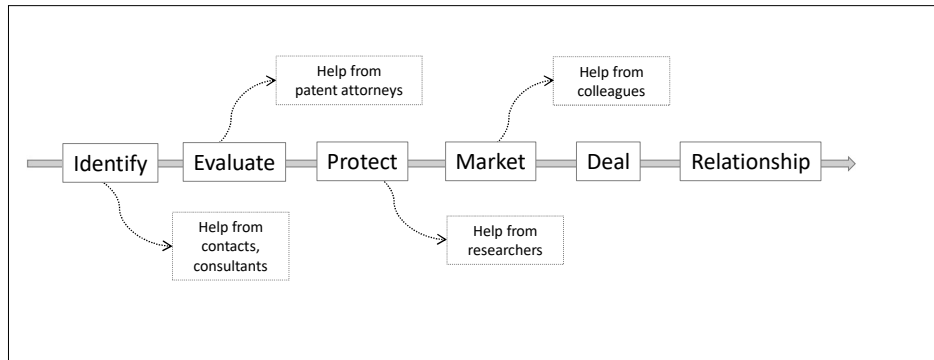


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TT Project Progression



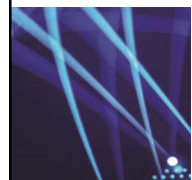
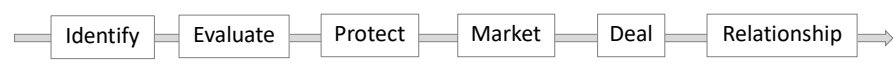
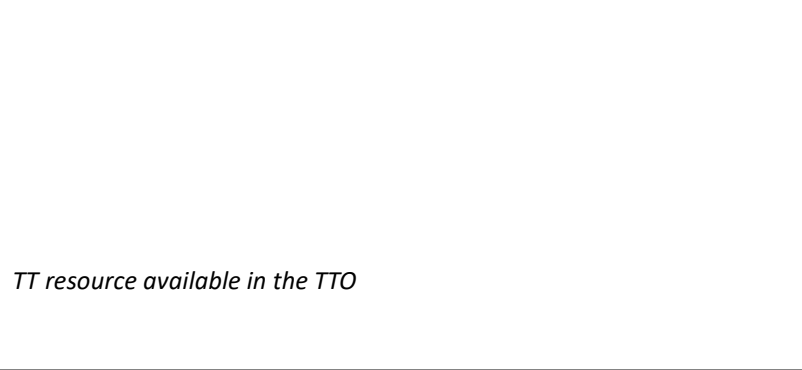
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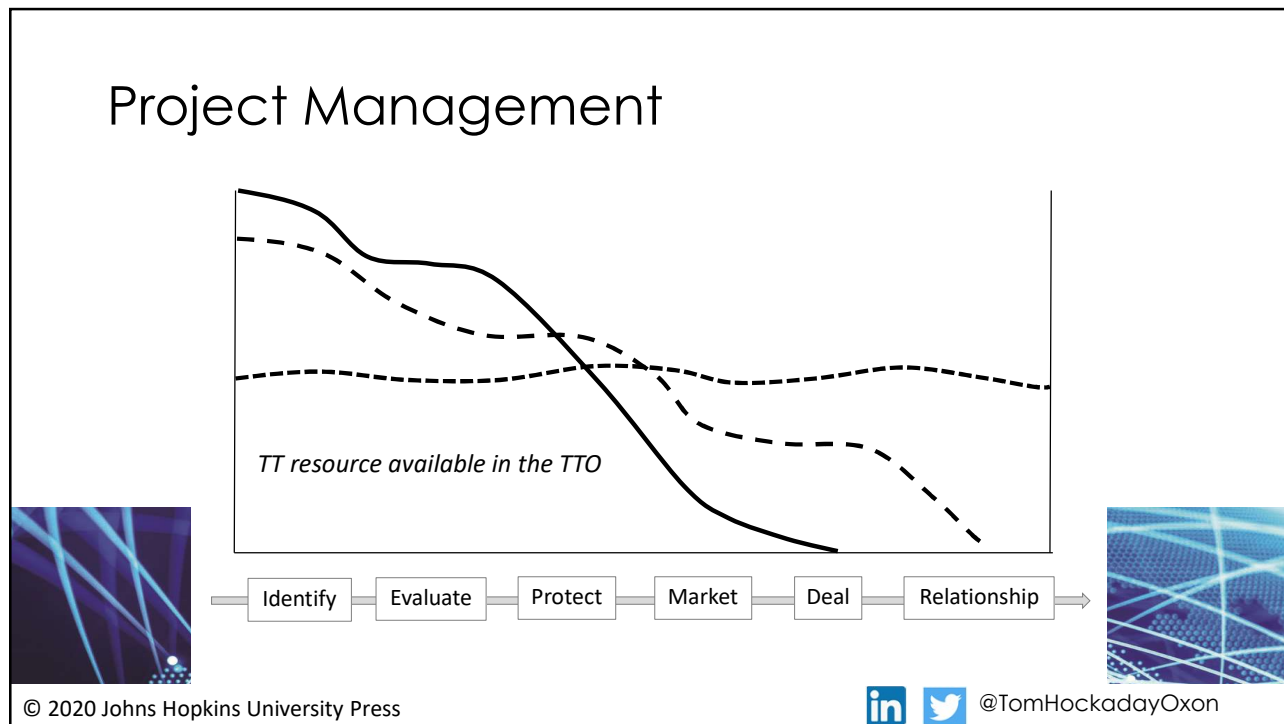
Project Management



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Actions

What resources do you have?

How are they allocated to your TT Projects?

How do you monitor it across the Project Stages?

Is it allocated/spread as you wish?

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2. INNOVATION COMMUNITY



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2. INNOVATION COMMUNITY

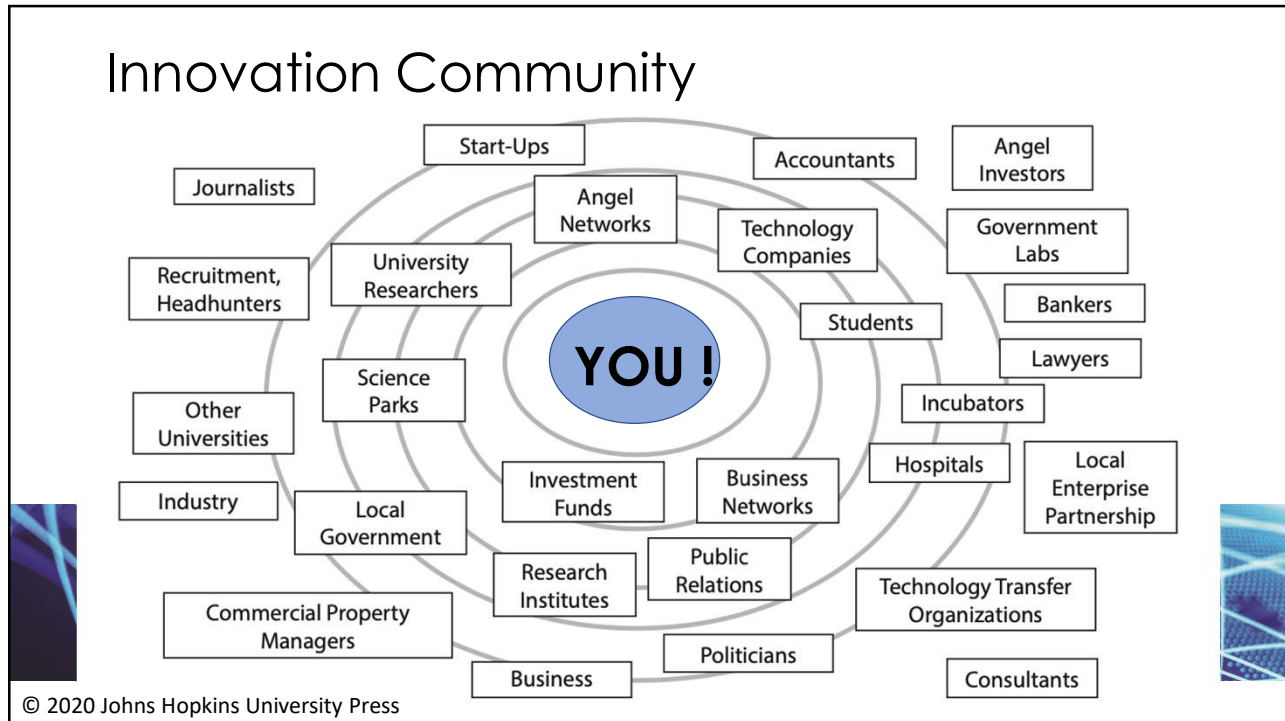
L.O. - Describe your Innovation Community



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Innovation Community

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How to Build a Community

Have a Party - Build the Network



Date and time

Venue (*online*)

Guest List

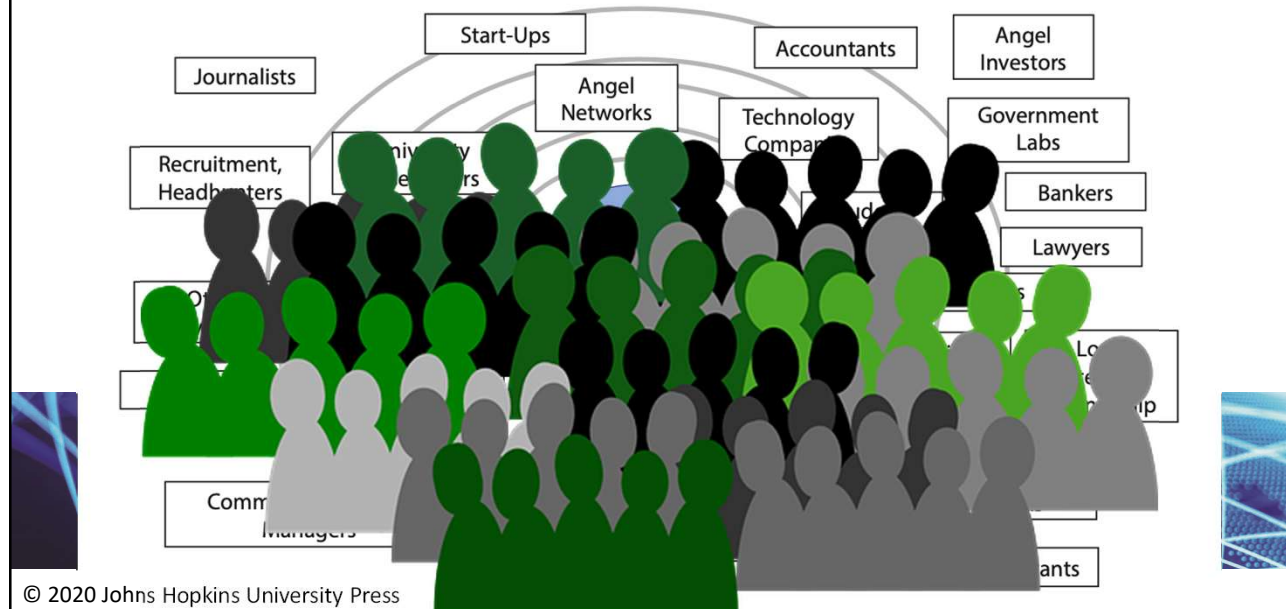
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Innovation Community





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Oxford Innovation Society



- Tea & coffee reception
- Academic presentation
- Sponsor presentation
- Champagne reception
- Dinner in College
- After dinner drinks
- Three times a year
- Membership US \$10,000 pa
- Established 1990

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Actions



Who do you know?

Who do you not know?

Who do you want to know better?

What events do you hold? And attend?

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3. UNIVERSITY ALIGNMENT



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3. UNIVERSITY ALIGNMENT



L.O - Assess alignment with university objectives
and reputation management



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PURPOSE

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Purpose

What is the Purpose of your TTO/Office ?
write it down, 'a purpose statement'

What, then How

1. What do we want?
2. How can we achieve it?

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Purpose

“The purpose of university technology transfer is to transfer university research results from the university out to businesses where the results are developed into new products and services that benefit society”

from: University Technology Transfer – What It Is and How to Do It
Tom Hockaday, Johns Hopkins University Press, 2020



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Purpose

“The Technology Transfer Office helps researchers who want to commercialise the results of their research”

Dr Tim Cook, MD Isis Innovation 1997-2006

from: University Technology Transfer – What It Is and How to Do It
Tom Hockaday, Johns Hopkins University Press, 2020



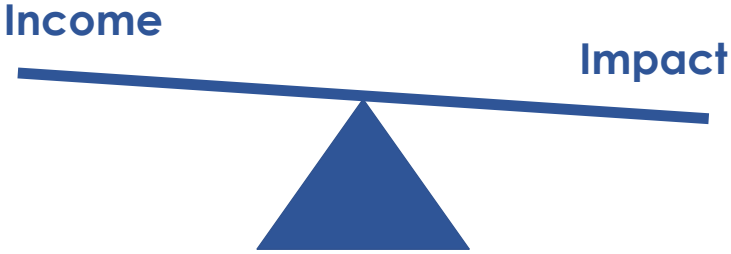
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Income - Impact



Income

Impact

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Income - Impact


A false debate

Income = Impact ?	Yes, probably
Impact = Income ?	Not necessarily

But, you just do not know at the TT stage

Technology Transfer - Transfer the Technology

Do Deals !

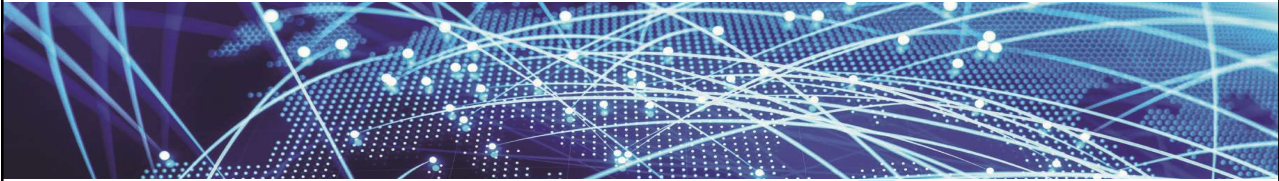


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WHO WANTS WHAT



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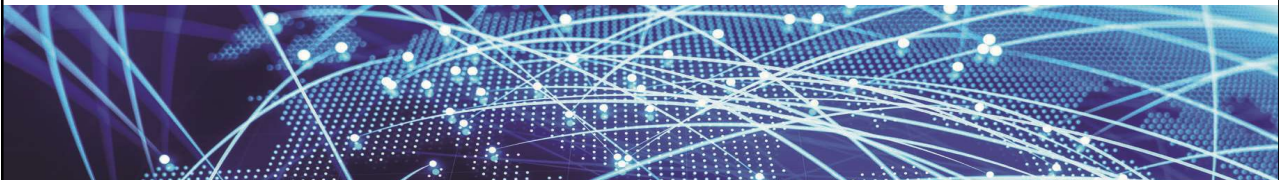
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Who Wants What?

WHO	You	Industry	Government
	Your Staff	Investors	Society
	University		

... and Who Is Paying!



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Actions

Do you know your University's objectives?

How does TT fit in?

How does the TTO fit in?

Do you know the Comms/Press Office?

How often do you feed them stories?

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Office Reviews

University President to TTO Director: *"We're thinking of Reviewing the TTO"*

TTO Director's response: *"Oh, shall I resign to save you the trouble?"*

Make them routine - regular, but not frequent (eg 5 years)

Make them positive - with purpose, forward looking, fun

What happens next? - how does it feed into governance of the TTO

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4. LOOKING AHEAD



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Assessment, measurement, reporting

What do you really care about?



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THE TIMES HIGHER EDUCATION RANKINGS

PROFESSIONAL CAMPUS JOBS EVENTS **RANKINGS** STUDENT SERVICES

Home > Rankings > Impact Rankings

Impact Rankings 2021

The *Times Higher Education* Impact Rankings are the only global performance tables that assess universities against the United Nations' Sustainable Development Goals (SDGs). We use carefully calibrated indicators to provide comprehensive and balanced comparison across four broad areas: research, stewardship, outreach and teaching.

The 2021 Impact Rankings is the third edition and the overall ranking includes 1,117 universities from 94 countries/regions.

Read more...

IN PARTNERSHIP WITH ELSEVIER VERTIGO VENTURES

2021

How to get your uni ranked

EXPLORE IMPACT RANKINGS FOR INDIVIDUAL SDGS

OVERALL RANKING	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS

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SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	SUSTAINABLE DEVELOPMENT GOALS

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Climate Change and TT

Tonnes of carbon captured, reduction of emissions

Not only your office building
What technologies are you transferring ?



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Gender Diversity and TT

University Challenge Seed Fund reporting 1999
Your TTO Staff, Governance, Committees

What technologies are you transferring ?
What stories are you telling ?



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Race and TT

What are you doing about racial diversity?

Your TTO Staff, Governance, Committees

What technologies are you transferring ?

What stories are you telling ?

.... anything?



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RESOURCES

Toolkits




[AUTM Women Inventors Toolkit](#)
[NIH EDI Toolkit](#)
[Test/toolkit for Racial Equity Impact Assessment](#)
[IPO Gender Diversity In Innovation Toolkit](#)

Books




[AUTM EDI Reading List](#)
[Update Your DE&I Playbook](#)
[5 Must-Read Books on EDI in the Workplace](#)

Podcasts




[Tech Transfer IP by Lisa Mueller](#)

Implicit Bias Tests




[Harvard Implicit Bias Test](#)
American Bar Association Implicit


Movies



[Hidden Figures](#)

Articles





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QUESTIONS, COMMENTS



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TECHNOLOGY TRANSFER INNOVATION

HOME ABOUT

Tom

Tom Hockaday is a leading transfer leadership, managing technology transfer activities for years from 2006 to 2016. Tom has over 27 years

Tom Hockaday is an independent with a number of clients in the sec

Johns Hopkins University Press
April 2020

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WHAT IT IS AND HOW TO DO IT
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